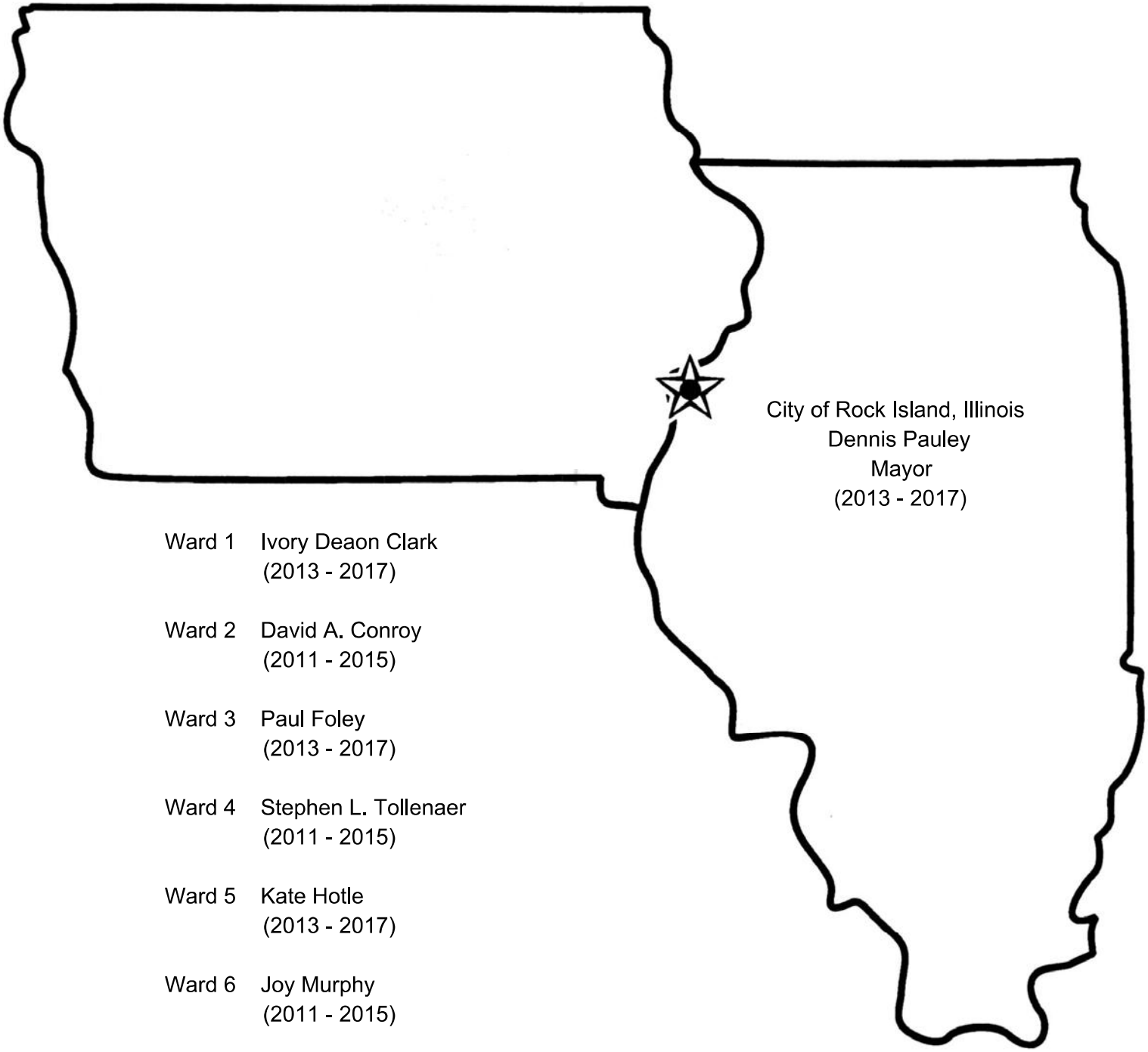

City of Rock Island, Illinois
Dennis Pauley
Mayor
(2013 - 2017)

Ward 1 Ivory Deaon Clark
(2013 - 2017)

Ward 2 David A. Conroy
(2011 - 2015)

Ward 3 Paul Foley
(2013 - 2017)

Ward 4 Stephen L. Tollenaer
(2011 - 2015)

Ward 5 Kate Hotle
(2013 - 2017)

Ward 6 Joy Murphy
(2011 - 2015)

Ward 7 Charles O. Austin III
(2013 - 2017)

ROCK ISLAND

ILLINOIS

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MANAGER'S BRIEF

February 18, 2013

Mayor and Members of the City Council:

I am pleased to submit the proposed 2013/2014 budget plan to you for your review and consideration. This proposal includes our recommended plans for public services during the fiscal year that begins April 1, 2013. It also outlines a plan to finance these services. The budget preparation process was triggered by the annual goal setting process you conducted in September. The resulting Strategic Plan for 2013-2015 provides a broad vision of a community that is a desirable place to live and do business. It aspires to preserve its historic character while providing high-quality public services in an era of challenging fiscal realities.

2013

1. Infrastructure

a. Adopt an annual edition of the 5 year Capital Improvement Plan (CIP) - 2013

b. Evaluate long-term utility rates that allow continued implementation of utility replacement/ rehabilitation plans - 2013

c. Complete street condition inventory – August 2013

d. Evaluate bonding to accelerate street improvement program – October 2013

e. Initiate project management activities for new Police facility – February 2013

2. Financial Stability

a. Integrate a review of strategic initiatives into on-going compliance with City Council's Fiscal Policy of a balanced budget in the General Fund - 2013

b. Develop incentive program for cost cutting ideas – September 2013

c. Identify alternative revenue streams

3. Economic Development

a. Create a Comprehensive Commercial/Retail Strategy – July 2013

b. Studies within overall strategy:

c. Blackhawk Corridor - by December 31, 2013

d. South portion of 11th Street - by July 1, 2013

e. Southwest Corridor – initiate 2013

f. Columbia Park/Illinois 92 – initiate 2013

g. College Hill - ongoing progress

4. Redevelopment

a. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis conducted in three target areas - by December 1, 2013

b. Identify an acquisition policy and plan for retail development - by July 1, 2013

5. High Quality Services

a. Review and revise current performance measures – July 1, 2013

b. Review all areas covered by current community survey and adjust to fit new strategic plan - by December 31, 2013

2014-15+

1. Infrastructure

a. Complete Building and Facility inventory – August 2014

b. Long-term control plan - 2018

c. Manage Police facility project to completion - in 2015

2. Financial Stability

a. Implement 5-year Strategic Financial Plan – 2015

b. Benchmark use of current fees and structures with other comparable cities - 2014

c. Identify alternative revenue streams

3. Economic Development

a. Create a Neighborhood Housing Strategy – December 31, 2014

b. Create a Comprehensive city-wide Industrial Strategy – July 1, 2014

c. Comprehensive Commercial and Retail Strategy

-Studies within overall strategy:

- Columbia Park/Illinois 92 – 2014
- Southwest Corridor – 2014-15
- North portion of 11th Street - 2014
- Cost of doing business – 2015

4. Redevelopment

a. Conduct follow-up implementation in one or more of three targeted redevelopment areas analyzed - in 2013

b. SWOT analysis of housing with housing partners - by December 1, 2014

5. High Quality Services

a. Continue implementation and review of new performance measures – 2014-15

b. Adjust programs and services to reflect survey feedback received - 2014-15

The proposed 2013/2014 budget incorporates the Capital Improvement Program, the Community Development Block Grant Program and other City funds. It includes resources to make substantial progress on the priorities established by the Mayor and City Council.

The proposed budget includes the following important features:

1. Municipal Services will be retained at a high level of quality.

2. The budget also includes the first year funding of the Five Year Capital Improvement Plan to be approved by the City Council. This fiscal year includes $32,250,657 for capital and

infrastructure maintenance projects and a total of $60,311,000 is planned for the remaining four years. The primary fiscal 2014 capital and maintenance projects are:

- Police Facility Construction - First Year $1,000,000
- Long-Term Control Plan – Wet Weather Treatment $21,779,407
- Water System Improvements $622,000
- Underground Combined Sewer Storage Tank $2,090,000
- Contract Street Maintenance $1,225,000
- Sewer Improvements $466,000
- 23rd Avenue Reconstruction $1,529,000

3. The 2013/2014 budget includes expenditures totaling $6,000,000 from riverboat gaming revenues. Table 4, in the Miscellaneous Section, details the allocation of funds from gaming and general fund carryover to discretionary projects.

4. The budget reflects the separation of the Information Technology function from Administrative Services into a standalone department.

GENERAL FUND

The City's general fund finances many of the basic services provided by the City. It includes police and fire protection, street maintenance, sanitation services, as well as the support services such as the finance and general services departments. The 2013/2014 general fund budget is $36,438,308. This is a 3.53% increase from the 2013 fiscal year. Most of this increase is within Personnel costs which increased $910,177 or 3.90%. Other changes of note are capital – up $240,754 or 229.29% and services up $224,152 or 2.92%.

The major changes within this proposed budget compared to last year are:

Personnel costs: Sixty-six percent of general fund expenditures are personnel related. Total personnel costs are up 3.90% or $910,177. The majority of this increased is due to contractual general wage increases totaling $ 354,608 or 2.54%. Pension costs also increased with Police Pension increasing $119,060, Fire Pension increasing $53,150, and IMRF increasing $56,519.

Supplies: Supplies have decreased 5.21% but only comprise 3.67% of the budget.

Services: Services makes up twenty-two percent of the general fund budget and reflects an increase of 2.92% or $ 224,152. Most of this increase is due to interdepartmental costs for Engineering services and Fleet Maintenance services performed for the General Fund which increased $226,381.

Other: Other is less than one percent of total expenditures and increased only slightly from the prior year.

Programs: This category makes up less than one percent of the total General Fund budget and reflects a slight decrease from the prior year. Included in this area is the City's contribution of $50,000 to Rock Island social service agencies as a Community and Economic Development program.

Capital: Though Capital is up 229%, it makes ups up less than 1% of the General Fund budget. Expenditures included in this category consist of the fiber optic infrastructure extension for $80,000, cameras for downtown area for $60,000, radio equipment for $10,000, heart monitors for $80,754, Public Access Channel/Council Chambers upgrade of $25,000, and Fleet and Marina software $100,000.

Transfers: Transfers to other funds total $369,404. See table 15 in the miscellaneous section for detail of all transfers.

Contingency: City financial policies set the General Fund contingency at 1% of budgeted expenditures. Based upon this policy, a general fund contingency of almost $365,000 is required.

TOTAL BUDGET

The total budget includes the General Fund, Enterprise Funds, Internal Service Funds and restricted Funds. The 2013/2014 budget after eliminations is $133,982,596. This is an increase of $24,933,397 or 22.86% from the 2012/2013 budget. The greatest increases are $17,136,863 in debt service, $2,959,314 in other, $2,191,831 in capital, and $1,569,398 in personnel.

PROPERTY TAX

The City's assessed value declined this year for the first time since 2008. The valuation before exemptions is expected to decrease 3.64% from last year. This is indicative of the values in surrounding City's as well. Because the economy continues to maintain strength, it is anticipated this pattern will not continue into the future.

The City's tax rate will drop slightly to $2.40 per $100 of assessed value. This rate is 42% less than the 1991 property tax rate of $4.13. The proposed 2013/2014 budget includes a property tax levy of $11,005,492. This is a decrease of $457,050 from the 2012/2013 fiscal year property tax extensions.

As stated above, the average annual tax levy increase has been approximately two and one-half percent for the past ten years. Since the cost of services has increased at a greater rate, the purchasing power of these funds collected over the past ten years has decreased. The City has been successful in decreasing the reliance on the property tax for financing municipal services by increasing revenue from a variety of other state and local sources.

FUTURE OUTLOOK

The City's five-year projection for the General Fund indicates that the cost of providing services is increasing more rapidly than the revenues to support them. The City will need to continue to monitor spending closely at the same time we seek to aggressively expand the City's tax base through economic development efforts.

Development of the City's annual budget occurs within the framework of the "Rock Island Vision 2025".

> "Rock Island is a growing city with beautiful riverfronts, a vibrant downtown and livable neighborhoods. Rock Island respects diversity and history. Our citizens have quality homes and places for enjoyment and fun. Rock Island is a proud community."

The local option sales tax was increased in FY2011 from .75% to 1.25%. However, sales remain relatively flat. With the exception of this current budget, there have been modest increases in property values indicating relatively healthy local economic conditions. The economic downturn has had a negative effect on the City's finances especially in the general fund. Decreases in statewide income tax and

replacement tax revenues combined with flat or decreasing sales tax revenue produce fiscal stress. The City has been able to weather this economic downturn and prepare a balanced budget without noticeable changes in operations. This was accomplished through a combination of budget reductions, and fee increases and reallocation of revenue.

It is expected that during FY 13-14 several projects will make significant progress or be completed. For example, in late 2011 the city was awarded a $1.5 million grant through the Economic Development Administration to build a new sustainable business park on city owned land in southwest Rock Island. Construction of sewer, water and roads are expected to start in the spring of 2013. The park will address a market for small business who desire a setting featuring innovating approaches to support environmentally sensitive development.

Although groundbreaking has already occurred, it is expected that significant progress will be made on construction of Metrolink's new $30 million operations and maintenance facility at 46th Street and 4th Avenue. This development will incorporate many sustainable features, will improve a major city gateway and likely spur other development in the Columbia Park neighborhood. Also in the area, Augustana College has started construction on new home side bleachers and facilities at its football stadium. Augustana College has also made progress on several ongoing building projects.

Trinity Hospital has announced a $61 million, 90,000 sq. ft. expansion to its Rock Island Campus. The expansion will house space for cardiac, emergency room and psychiatric patient services. Groundbreaking is expected in June for a projected completion in the summer of 2015.

Walmart plans on building a new store in the former Watchtower plaza. The City is currently assembling the site and relocating the current tenants. Demolition is expected to start in the spring of 2013. As part of the relocation Black Hawk College will build a new 14,000 sq. ft. training center at the intersection of 11th Street and Blackhawk Road. Fareway has announced plans to build a new store on the former Audubon School location with construction expected to begin in the summer of 2013. The City is planning Jumer's Crossing, a 90 acre retail development directly North of Jumer's Casino and Hotel, at the intersection of I-280 and IL 92.

In the downtown area, Renaissance Rock Island, working in cooperation with the City, has completed construction of a small business incubator to be known as the Shoppes on 2nd. Designed to promote the growth of retail business, the incubator will provide six spaces to nurture new business enterprise and help create additional activity in the downtown Arts and Entertainment District. Rock Island Economic Growth Corporation expects to break ground in March of 2013 for The Locks, a 36 unit market rate apartment complex in downtown. Metrolink will also break ground on its new bus transfer center in March of 2013 directly adjacent to The Locks project.

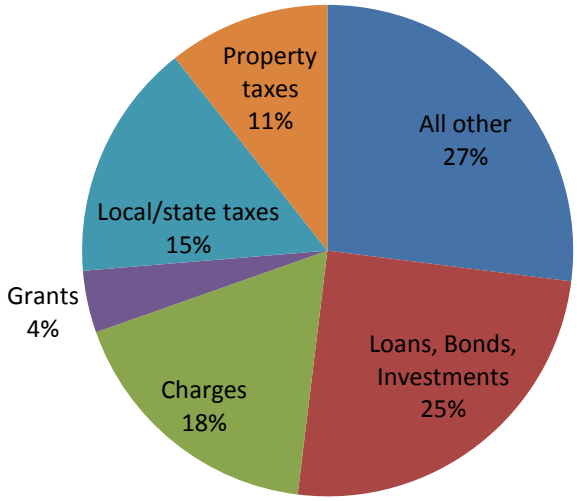
Also in the District, plans to add transient boat docks to the Schwiebert Park project will move forward. A limited notice to proceed has been issued for the federal grant received in 2011 for this project. Full construction on the transient boat docks is expected to start during the summer of 2013. A planning study centered near the intersection of 24th Street and 4th Avenue and identified as the Arsenal Gateway has started and should chart a course for future development in this area which already benefits from an $8.5 million Jackson Square housing project completed in 2011 and major improvements to the adjacent Spirit Partners / Mandus Group property.

Rock Island has a long tradition of providing superior municipal services to residents. The proposed budget will allow us to continue this tradition. It will be our goal to maintain this standard in the years ahead.

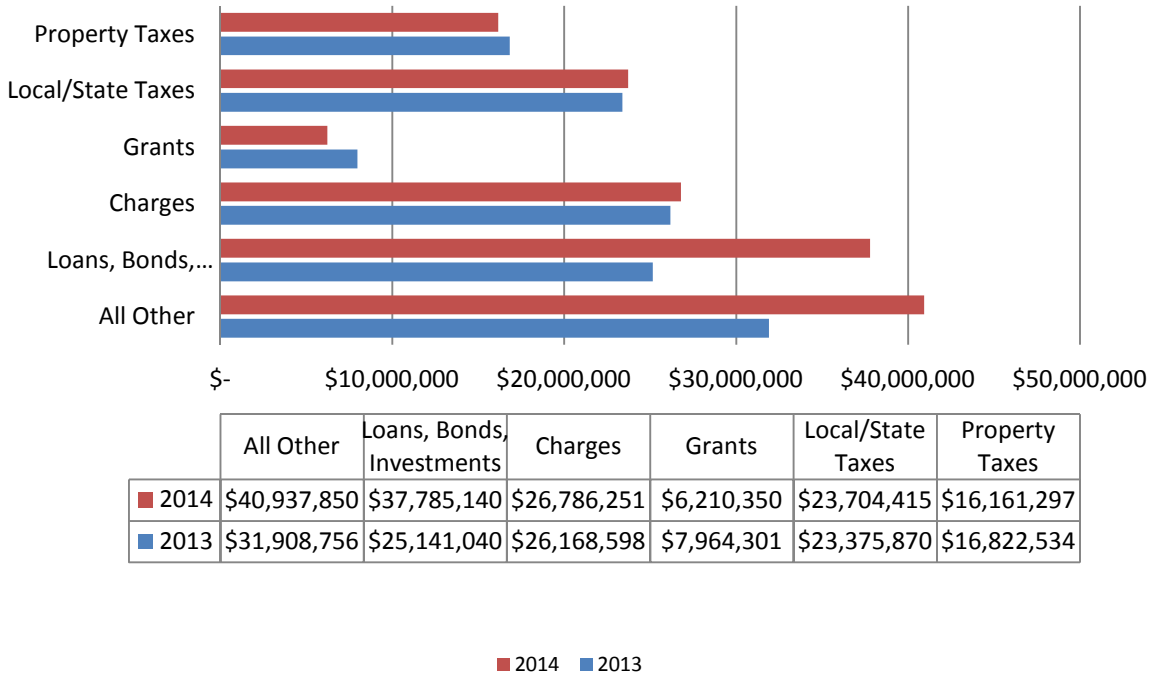
Sincerely,

Thomas E. Thomas, City Manager

Where The Money Comes From

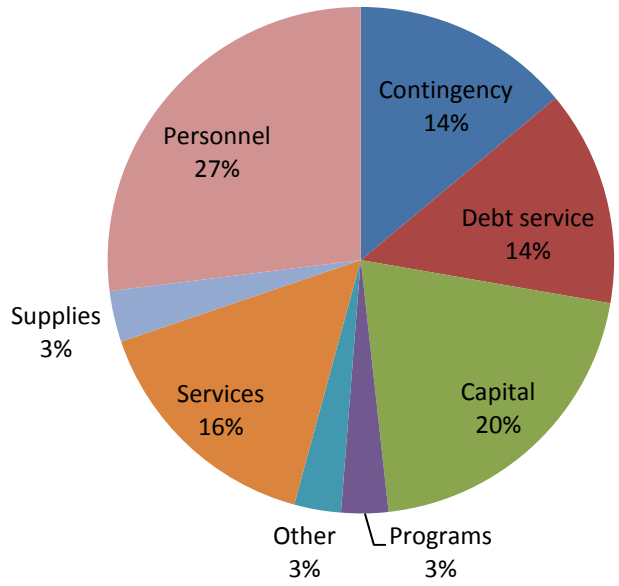


Where The Money Comes From

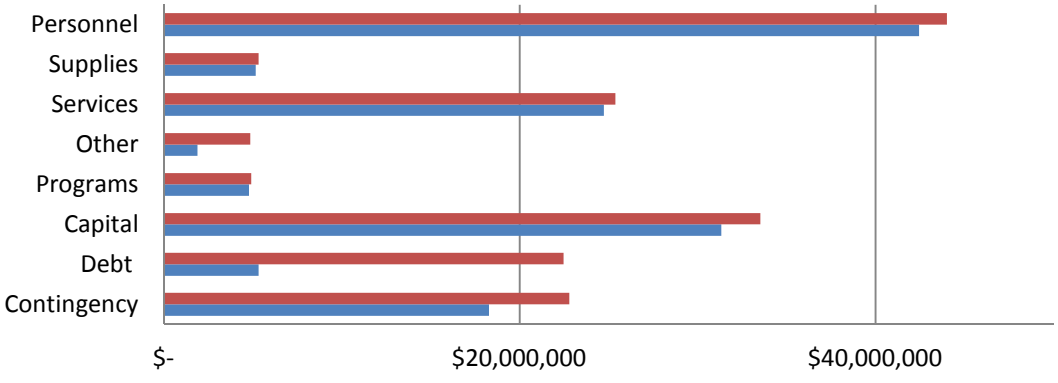


	All Other	Loans, Bonds, Investments	Charges	Grants	Local/State Taxes	Property Taxes
2014	$40,937,850	$37,785,140	$26,786,251	$6,210,350	$23,704,415	$16,161,297
2013	$31,908,756	$25,141,040	$26,168,598	$7,964,301	$23,375,870	$16,822,534

Where The Money Goes



Where The Money Goes



	Contingency	Debt	Capital	Programs	Other	Services	Supplies	Personnel
2014	$22,791,83	$22,467,20	$33,522,65	$4,915,225	$4,860,189	$25,389,50	$5,328,417	$44,010,47
2013	$18,279,54	$5,330,338	$31,330,81	$4,794,055	$1,900,875	$24,737,36	$5,167,418	$42,441,07

2014 2013

Revenue and Expense by Fund Type

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit
Revenue:								
Property taxes	7,186,918	6,993,486	228,481	-	1,752,412	-	-	-
State and local taxes	16,506,080	7,152,335	46,000	-	-	-	-	-
Business license & permits	427,100	-	-	-	-	4,450	-	-
Non-business license & permits	671,000	-	-	-	500	-	-	-
Government grants	96,282	4,186,189	-	114,250	1,310,862	70,000	-	432,767
Charges for services	5,353,653	660,349	-	-	18,732,398	200,366	-	-
Program fees	-	1,250	-	-	385,875	-	-	2,400
Concessions	-	-	-	-	506,799	-	-	-
Rents and royalties	31,000	27,800	-	-	884,361	-	-	-
Employer contribution	-	-	-	-	-	4,939,444	4,331,915	-
Employee contribution	-	-	-	-	-	1,214,450	992,994	-
Retiree contribution	-	-	-	-	-	755,463	-	-
Engineering	-	-	-	-	-	1,293,270	-	-
Equipment maintenance	-	-	-	-	-	3,854,398	-	-
Hydroplant	-	-	-	-	-	240,798	-	-
Transfers	6,096,743	1,304,034	6,794,469	2,075,000	519,625	168,548	-	128,840
Investments and loans	24,820	29,655	2,203	-	464,644	20,924	831,169	200
Contributions and donations	62	398,913	-	-	14,125	-	-	37,100
Reimbursements	150	-	-	-	-	-	-	-
Sale of fixed assets	3,000	4,500,000	-	-	-	1,030	-	-
Proceeds from LT liabilities	15,000	-	10,500,000	2,200,000	23,696,525	-	-	-
Other	26,500	5,130	-	-	84,799	54,000	-	-
Revenue 2013/14	36,438,308	25,259,141	17,571,153	4,389,250	48,352,925	12,817,141	6,156,078	601,307
Revenue 2012/13	35,195,579	23,492,770	2,045,208	4,760,240	43,245,906	13,405,882	8,833,162	402,352
Revenue 2011/12	34,451,823	21,281,474	2,045,558	5,414,240	40,045,618	13,046,898	8,454,436	502,378
Revenue 2010/11	33,226,293	22,439,047	2,041,030	5,991,275	29,529,511	10,789,292	6,171,589	997,806
Revenue 2009/10	31,707,406	19,377,754	1,378,303	8,116,559	24,218,633	11,070,640	5,868,578	468,741
Revenue 2008/09	30,560,181	16,457,278	883,541	13,172,567	22,499,942	12,013,955	7,246,801	535,830
Revenue 2007/08	30,204,080	16,637,559	747,588	6,434,480	18,733,083	9,096,654	7,259,701	451,042
Revenue 2006/07	27,709,361	17,703,137	1,036,256	3,326,000	22,980,817	9,144,725	5,133,811	343,508
Revenue 2005/06	26,721,845	15,126,060	1,777,613	3,818,597	15,690,102	9,051,782	4,888,677	407,878
Difference from 2012/13	1,242,729	1,766,371	15,525,945	(370,990)	5,107,019	(588,741)	(2,677,084)	198,955
Percent change from 2012/13	3.5%	7.5%	759.1%	-7.8%	11.8%	-4.4%	-30.3%	49.4%
Expense:								
Personnel	24,220,160	2,801,758	-	-	7,102,352	2,183,156	7,208,829	494,221
Supplies	1,336,370	210,097	-	-	2,309,739	1,452,412	-	19,799
Services	7,900,944	1,019,958	18,200	4,534,250	4,646,025	7,127,874	90,525	51,728
Other	172,506	3,470,058	-	1,051,913	112,143	17,410	12,600	23,559
Programs	50,000	4,172,655	-	-	692,570	-	-	-
Capital	345,754	4,389,010	-	1,888,000	26,820,166	79,720	-	-
Debt	-	-	17,749,378	-	4,548,072	169,751	-	-
Transfers	369,404	13,512,822	-	890,275	1,846,778	455,980	-	12,000
Depreciation/Contingency/Other	2,043,170	-	-	637,525	2,352,310	671,573	-	-
Expense 2013/14	36,438,308	29,576,358	17,767,578	9,001,963	50,430,155	12,157,876	7,311,954	601,307
Expense 2012/13	35,195,579	25,102,145	2,248,705	6,148,271	44,091,886	13,609,542	7,139,276	446,094
Expense 2011/12	34,451,823	24,213,906	2,335,533	7,039,044	42,003,463	13,376,308	6,549,445	564,507
Expense 2010/11	33,167,503	28,305,915	2,153,154	12,567,302	33,065,111	11,694,725	6,299,218	606,942
Expense 2009/10	31,707,406	19,206,622	1,325,424	9,335,143	27,767,495	10,038,806	6,917,089	431,208
Expense 2008/09	30,560,181	19,812,680	848,771	4,525,208	24,726,540	12,032,771	5,100,300	438,698
Expense 2007/08	30,204,080	19,107,893	868,486	7,929,644	23,479,244	9,499,320	5,107,950	363,197
Expense 2006/07	27,558,406	17,873,349	1,248,545	4,442,790	20,925,832	9,081,887	4,614,227	355,092
Expense 2005/06	26,721,845	18,244,833	1,603,499	7,129,050	20,195,917	8,964,613	4,401,611	424,323
Difference from 2012/13	1,242,729	4,474,213	15,518,873	2,853,692	6,338,269	(1,451,666)	172,678	155,213
Percent change from 2012/13	3.5%	23.3%	1170.9%	30.6%	22.8%	-14.5%	2.5%	36.0%
Cash flow 2013/14:								
Revenue less expense	-	(4,317,217)	(196,425)	(4,612,713)	(2,077,230)	659,265	(1,155,876)	-
Add back depreciation	-	-	-	-	2,078,506	616,573	-	-
Budgeted cash flow	-	(4,317,217)	(196,425)	(4,612,713)	1,276	1,275,838	(1,155,876)	-
Income (loss) 2013/14:								
Revenue less expense	-	(4,317,217)	(196,425)	(4,612,713)	(2,077,230)	659,265	(1,155,876)	-
Loan repayments received	-	-	-	-	373,000	-	-	-
Loans issued	-	-	-	-	598,957	-	-	-
Capital outlay	-	-	-	-	26,820,166	79,720	-	-
Debt principal	-	-	-	-	3,200,433	111,667	-	-
Budgeted income (loss)	-	(4,317,217)	(196,425)	(4,612,713)	28,169,326	850,652	(1,155,876)	-

Table 17

Total FY 2014	Total FY 2013	Total FY 2012	Total FY 2011	Total FY 2010	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006
16,161,297	16,822,534	16,561,977	16,107,780	13,806,920	13,125,764	12,424,549	11,997,569	11,915,704
23,704,415	23,375,870	22,800,330	7,194,338	6,503,292	7,058,748	7,181,248	7,061,248	6,782,457
431,550	423,530	372,810	358,210	356,335	324,000	311,510	326,335	306,350
671,500	557,150	471,650	470,950	494,545	444,500	442,700	442,900	442,754
6,210,350	7,964,301	8,117,128	9,464,921	4,405,504	4,031,939	7,611,076	5,688,362	4,868,063
24,946,766	24,487,174	23,686,743	22,558,069	21,071,639	19,321,369	18,361,297	17,188,200	15,688,995
389,525	393,642	445,135	392,740	375,435	341,670	333,699	307,959	306,774
506,799	461,952	471,990	447,034	443,668	434,628	437,978	429,734	417,199
943,161	825,830	801,120	811,677	796,330	835,273	862,041	783,134	752,940
9,271,359	8,822,831	8,619,738	7,959,115	7,262,809	6,432,272	6,110,871	5,963,645	5,573,844
2,207,444	2,170,095	2,105,136	1,992,374	1,888,100	1,753,756	1,724,379	1,691,111	1,848,438
755,463	966,563	813,674	736,482	740,298	705,725	648,986	673,963	777,206
1,293,270	1,339,470	1,286,001	1,107,938	1,186,588	1,170,865	1,109,750	1,061,000	851,000
3,854,398	3,690,404	3,678,449	3,389,565	3,563,880	3,034,087	2,862,055	2,688,039	2,416,529
240,798	233,501	228,766	277,239	257,445	115,786	-	-	-
17,087,259	13,228,869	13,270,338	2,163,033	2,163,803	2,074,719	1,761,738	1,456,990	1,424,896
1,373,615	4,425,516	4,017,423	2,242,698	3,315,816	5,322,109	5,320,826	2,944,868	2,796,734
450,200	223,618	1,078,665	1,942,100	1,369,268	582,960	509,315	190,652	123,810
150	74	65	84	100	300	300	708	758
4,504,030	3,000	8,550	-	2,450	-	-	-	-
36,411,525	20,715,524	16,252,027	7,972,000	9,440,000	16,559,000	3,037	5,653,000	-
170,429	249,651	154,710	158,815	179,813	76,299	131,021	50,301	25,211
151,585,303	131,381,099	125,242,425	87,747,162	79,624,038	83,745,769	68,148,376	66,599,718	57,319,662
131,381,099								
125,242,425								
111,185,843								
102,206,614								
103,370,095								
89,564,187								
87,377,615								
77,482,554								
20,204,204								
15.4%								
44,010,476	42,441,078	41,157,529	40,525,904	36,720,879	36,720,879	35,268,691	33,908,641	32,566,997
5,328,417	5,167,418	5,139,551	4,603,121	4,675,903	4,675,903	4,549,184	4,409,730	3,768,408
25,389,504	24,737,369	24,439,988	25,304,306	23,460,472	23,460,472	21,555,139	17,874,455	21,642,716
4,860,189	1,900,875	1,853,623	1,970,382	1,654,346	1,654,346	1,823,608	1,697,285	1,418,486
4,915,225	4,794,055	5,973,828	6,931,012	5,256,214	5,256,214	5,769,704	4,601,989	4,406,710
33,522,650	31,330,819	28,772,600	27,694,315	11,588,565	11,588,565	12,337,151	8,629,841	8,204,027
22,467,201	5,330,338	5,108,701	4,960,033	2,438,138	2,438,138	2,549,792	2,830,456	3,208,652
17,087,259	13,228,869	13,262,652	11,172,716	8,125,509	8,125,509	8,821,422	8,487,689	8,777,590
5,704,578	5,050,677	4,825,557	2,060,974	1,014,188	1,014,188	1,009,188	889,000	940,000
163,285,499	133,981,498	130,534,029	125,222,763	94,934,214	94,934,214	86,100,128	83,329,086	84,933,586
133,981,498								
130,534,029								
127,859,870								
106,729,193								
98,045,149								
96,559,814								
86,100,128								
87,685,691								
29,304,001								
27.5%								
(11,700,196)								
2,695,079								
(9,005,117)								
(11,700,196)								
373,000								
598,957								
26,899,886								
3,312,100								
18,737,747								

ROCK ISLAND

ILLINOIS

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rock Island, Illinois for its annual budget for the fiscal year beginning April 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

ROCK ISLAND

ILLINOIS

The budget digest provides information on revenue and expenditure trends and the assumptions used to create the 2013/14 budget. Additional information about the City including the economic condition, the major initiatives and top priorities, the organization of the budget document, budgetary procedures, budgetary accounting and fund structure are included in the Miscellaneous section.

STRATEGIC PLAN

In preparing the 2013/14 budget, the City of Rock Island identified major programs needed to meet citizens' needs for services, safeguard the environment in conformity with applicable federal and state standards and promote cultural and economic development. These programs are developed within the framework of a strategic plan. The Strategic Plan for 2013-2015 is included in the Manager's Brief. The complete Strategic Plan is included in the Miscellaneous section.

FIVE YEAR CAPITAL IMPROVEMENT PLAN

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a major priority of the City of Rock Island. To address this concern, the City has developed a five-year capital improvement plan that provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance. The proposed fiscal year 2014-2018 program anticipates the expenditure of $92.5 million over the five-year period. In addition, the City continues aggressive economic development efforts. A variety of business assistance programs are available in the City to promote the creation of jobs and expansion of the City's tax base.

FINANCIAL INFORMATION

Management of the City of Rock Island is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City of Rock Island are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for preparation of financial statements in conformity with generally accepted accounting principals. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met.

Single Audit. As a recipient of federal and state financial assistance, the City of Rock Island also is responsible for ensuring that an adequate internal control structure is in place to ensure and document compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by management of the City of Rock Island.

As part of the City of Rock Island's single audit, tests are made of the internal control structure and its compliance with applicable laws and regulations, including those related to federal financial assistance programs. Although this testing is not sufficient to support an opinion on the City of Rock Islands internal control system or its compliance with laws and regulations related to non-major federal financial assistance programs, the audit for the year ended March 31, 2012 disclosed no material internal control weaknesses or material violations of laws and regulation. There were however, several findings regarding internal control which are discussed in the comprehensive annual financial report.

Budgeting Controls. In addition, the City of Rock Island maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual budget approved by the Rock Island City Council. Activities of all the City's funds including the general fund, special revenue, capital improvement, debt service, enterprise, internal service, fiduciary funds are included in the annual budget and audited financial statements. Project-length financial plans are adopted for the capital projects funds.

The budget process begins with the annual council goal setting session in September. This process

identified council priorities for the upcoming fiscal year. These priorities fall within the framework of the City's long-term "2025 Vision". These priorities are then incorporated into department budgets. Departments submit their budgets to the finance department for review in October. This review culminates with budget meetings during which individual department budgets are reviewed in detail with the city manager during December. The next step is adoption of a property tax levy, which in Illinois must occur before the end of December. This process requires a public hearing if the proposed property tax levy increase is greater than 5%. The city manager presents a draft budget to council in February. At this point in the process, the draft budget is available for public inspection on the internet at http://www.rigov.org. The budget presentation is followed by two separate Saturday council budget review meetings. Council reviews each department budget in detail during these meetings. The next step is a formal public hearing on the proposed budget. The budget is adopted in March before the beginning of the fiscal year on April 1.

The budget is not amended during the fiscal year, however the city manager may make adjustments within any departmental budget as it becomes necessary, providing that those revisions do not delete or basically change any activity or program approved by the City Council in the budget ordinance. Any such adjustments shall not cause total expenditures within the budget to exceed the revenues anticipated to finance them unless City Council approval is obtained. Reported budget amounts represent the adopted budget. In some funds, budgeted expenditures may exceed budgeted revenue. This typically occurs when funds are accumulated for capital projects and the projects are carried forward from one fiscal year to another. Therefore, a budget is defined as balanced when cash plus budgeted revenue is equal to or exceeds budgeted expenditures. Due to the City's power as a home rule unit and its ordinance establishing budget policies and procedures, actual budget expenditures and operating transfers-out can exceed budgeted amounts without violating any State laws. However, spending and administrative control of expenditures and operating transfers-out is monitored through detailed line item department budgets. The City of Rock Island also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Basis of Budgeting. The budget is prepared on a cash basis for all funds. Revenue and expenditures are recognized when amounts are actually received or payments actually made in cash. Revenues are recognized in the financial statements in governmental funds as soon as they are both "measurable" and "available". Accounts are converted to accrual at the end of each fiscal year prior to preparing the Comprehensive Annual Financial Report (CAFR). Table 14 in the "Miscellaneous" section converts each fund from the cash to accrual basis to project net income for each fund. This conversion adjusts budgeted revenue by subtracting planned proceeds from budgeted bond issues and repayments received on city loans from budgeted revenue. The conversion also adjusts budgeted expenditures by subtracting payments to individuals for new city loans, payments to contractors for capital improvements and payments for debt principal from budgeted expenditures. There is no adjustment for depreciation expense in enterprise funds because it is included in both the budget and financial statements. Amortization of bond issuance costs, and premiums and discounts on bonds sold are not budgeted. The financial statements include two component units; Martin Luther King Jr. Center and Rock Island Public Library Foundation. The Martin Luther King Jr. Center is included in the budget. The Rock Island Public Library Foundation is not budgeted.

Funds. City resources are allocated to, and accounted for, in individual funds based upon the purpose for which they will be spent and the means by which spending activity is controlled. Each fund is considered to be a separate accounting entity with separate self balancing accounts that comprise its assets, liabilities, fund equity, revenue and expenditures. Since the emphasis of the cost center budget is on services provided, the budget is organized by the functions of the operating departments and not by fund.

GENERAL GOVERNMENT FUNCTIONS

The following schedules present a summary of proposed general fund, special revenue funds and debt service fund budgeted revenues and expenditures for the fiscal year ended March 31, 2013 and the amount and percentage of increases and decreases in relation to prior year budgeted revenues and expenditures. Governmental funds are those through which most governmental functions of the city are

financed. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

General Fund

The General Fund is used to account for all financial transactions not properly included in other funds. Property tax, sales tax, state income tax, replacement tax, permit fees, general government, charges for services and rental income provide the majority of revenue to the General Fund. Expenditures of the General Fund are accounted for in the following departments:

Mayor and City Council Accounts for the costs related to the salaries and activities of the elected legislative body of the city.

General Administration Accounts for the centralized administration of all city operations and activities. The costs related to the office of the City Manager are charged here.

City Clerk This department accounts for all costs of the office of the appointed City Clerk.

Administrative Services Accounts for all costs related to personnel, legal services, safety services, insurance coverage, unemployment compensation and all data and voice communication services for the city.

Information Technology Accounts for maintenance and servicing of City's computer infrastructure system.

Building Maintenance Accounts for all maintenance costs for most non-enterprise facilities. These include: City Hall, Police station, Public Works Administration building, Street Maintenance facility, and Centennial Bridge Visitor's Center.

Finance Accounts for the administration and coordination of all financial services to the city. This includes coordinating the operations involved in collections, accounting, budget preparation and treasury.

Community And Economic Development Accounts for those expenditures for community development, economic development, planning, and inspection which are not included under the Community Development Block Grant programs.

Police Accounts for cost related to police programs and activities.

Fire Accounts for cost related to fire protection, prevention, ambulance service and emergency/disaster planning and response.

Public Works Accounts for public works administration, streets, refuse, electrical maintenance and motor vehicle parking system.

General Fund	2013 Budget Adopted	2014 Budget Proposed	Percent of total	Increase (decrease)	Percent Increase (decrease)
Property Taxes	7,637,578	7,186,918	19.72%	-450,660	-6.27%
Local Taxes	7,411,000	7,486,000	20.54%	75,000	1.00%
State Tax	8,764,719	9,020,080	24.75%	255,361	2.83%
Business License/Permit	419,030	427,100	1.17%	8,070	1.89%
Non-Business License/Permit	556,650	671,000	1.84%	114,350	17.04%
Grants	60,947	96,282	0.26%	35,335	36.70%
Charges for Services	5,234,475	5,353,653	14.69%	119,178	2.23%
Rents & Royalties	28,600	31,000	0.09%	2,400	7.74%
Transfers	5,000,303	6,096,743	16.73%	1,096,440	17.98%
Investment & Loans	56,138	24,820	0.07%	-31,318	-126.18%
Other	26,139	44,712	0.12%	18,573	41.54%
	35,195,579	36,438,308	100%	1,242,729	3.41%

Property Tax. In 2013/14, the property tax will be 19.72% of General Fund revenues. General fund property tax revenue includes levies for General Fund operations, Police Pension and Fire Pension. The property tax levy for general fund operations decreased $629,278, while fire pension increased $51,727, and police pension increased $129,990. Police and fire pension levies are determined by an independent actuary.

	Extended FY 2013	Levy FY 2014	Difference	Variance
General Fund	3,352,522	2,723,244	-629,278	-18.77%
Fire Pension	1,978,959	2,030,686	51,727	2.61%
Police Pension	2,171,239	2,301,229	129,990	5.99%
Public Benefits	237,970	228,481	-9,489	-3.99%
Library	1,969,440	1,969,440	0	0.00%
Recreation	883,394	883,394	0	0.00%
Park	869,018	869,018	0	0.00%
	11,462,542	11,005,492	-457,050	-3.99%
General Fund	7,502,720	7,055,159	-447,561	-5.97%
Property valuation	475,940,130	458,630,631	-17,309,499	-3.64%
Property tax rate	2.4081	2.4002	0	-0.33%

Changes in property assessments have a significant impact upon the General Fund. Assessed valuation is the value of all real property in a taxing district. Property in Rock Island is assessed at 1/3 of market value less a $3,500 homestead exemption for those who qualify. The tax rate is applied to each one

hundred dollars of assessed valuation to determine the amount of property tax. The city projects a total tax rate of $2.40 per $100 of assessed property value. This rate is a slight decrease from the previous two years.

Trend analysis shows that assessed values in the City of Rock Island declined 32.9% from 1983/84 to 1990/91. This trend has reversed with assessed values increasing annually thereafter. The following schedule shows anticipated trends for assessed valuations, property tax rates and property tax levies. The schedule shows a decrease in assessed valuations of 3.64% in 2014, and a conservative two percent increase annually thereafter through 2017/18.

Fiscal year ended March 31,	Property values	Property tax levy	Property tax rate
2014	458,630,631	11,005,492	2.40%
2015	467,803,244	11,225,602	2.40%
2016	477,159,308	11,450,114	2.40%
2017	486,702,495	11,679,116	2.40%
2018	496,436,545	11,912,698	2.40%

Other Taxes. Other tax revenues are comprised of sales and use taxes, income tax, personal property replacement tax, municipal utility tax, and gasoline/diesel tax. Other Taxes increased $330,361, most of which is in Income taxes, which increased $310,000.

Utility and Telecommunication Tax On January 1, 1983 the City of Rock Island imposed a 1% tax on gas and electricity and a 5% tax on telephone service. Effective November 1, 1986 the tax on gas and electricity was increased from 1% to 5%. The tax on natural gas was reduced to 3.2% for six months effective March 1, 2001 in response to the nationwide shortage that affected natural gas prices. The six percent telecommunications tax was added statewide in FY 2003/04. It replaced the utility infrastructure tax that was ruled to be illegal. It also removed the communication component from the five percent utility tax. In 2013/14 the utility tax and telecommunications taxes will generate 9% of the General Fund revenue. Utility tax revenue is collected by utility companies and distributed to the city monthly. Telecommunication tax revenue is collected by the State of Illinois and also distributed to the city monthly. The utility tax has been a relatively stable revenue source with the exception of periodic changes in the utility rates. The city has reached the statutory limit on the percentage of tax it can impose. Therefore, revenues will remain relatively constant in the future years, fluctuating with the price and level of consumption.

Income Tax Income tax is 9% of General Fund revenues. The tax is collected by the State and distributed to the city monthly based upon population. As mentioned above, the budget reflects an increase of $310,000. This projection is based on the revenue estimate provided by the Illinois Municipal League. In future years, income tax is projected to increase by 2% annually.

Replacement Tax The State of Illinois enacted this tax in August 1979 to provide replacement revenues to local taxing units that previously levied a tax on personal property. The tax comes from three sources:

Invested Capital of:

Utility Companies	0.8%
Partnerships	1.5%
Corporations	2.5%

Taxing districts outside of Cook County received 48.35% of replacement tax revenues collected throughout the State. The tax is distributed based upon the percentage of personal property tax collections in 1977.

Replacement tax revenue is 6% of total General Fund revenue. Like income tax, revenue is dependent on the level of economic activity in the business community throughout the state. Since its enactment, revenue has been rather uneven with significant annual increases and decreases. The budget reflects a status quo for 2013/14 budget. This projection is based on the Illinois Municipal League estimate. The projection for the next five years assumes annual increases of 2.0%.

Sales Tax Sales and use taxes are 9% of total General Fund revenue. The sales tax rate within the City of Rock Island is 7.5%. The State of Illinois collects the sales tax and distributes it to the city on a monthly basis. The tax of 7.5% is distributed as follows:

State of Illinois	5.00%
Rock Island County	0.25%
City of Rock Island	2.25%

The city's portion of the tax has two components; the state mandated 1.00% and the local option sales tax of 1.25% which the city began collecting September 1, 1991. (The local option sales tax was increased from .75% to 1.5% on April 1, 2010.)

The budget projection for the next five years assumes annual increases of 1.0%. (Also see sales tax trends in the financial summary section of this document.)

Food and Beverage Tax This tax on the retail purchase of prepared food and liquor was effective April 1, 2004. It was increased from 1.0% to 1.5% effective April 1, 2011. It is projected to produce $840,000 in FY 2014.

Gasoline Tax On April 6, 1987, the city imposed a user tax of $.01 on retail and bulk purchases of motor fuel with the city. This tax was increased to $.02 effective March 1, 2010. This tax is collected monthly from bulk fuel users and retail fuel establishments. Gasoline tax revenue represents less than 1% of total General Fund revenue. A slight decrease is projected for gasoline tax.

Licenses & Permits. The two components of this revenue category are Business Licenses and Permits and Non-Business Licenses and Permits. Combined, they make up 3% of General Fund Revenues and are budgeted to increase $ 122,420.

Federal, State & Local Grants. This is a category which fluctuates from year to year as the City receives grants which are one time grants and nonrecurring from year to year. It also includes state reimbursements for basic training of new police officers and fire fighters. A slight increase is budgeted in this category.

Charges for Services. Charges for services include billings for the city ambulance services and other miscellaneous public health and public safety services. Total charges for services increased $119,178.

Interest. A slight decrease is budgeted for Interest and is based on 2012/13 experience and anticipated changes in investable cash.

Transfers. Included are General Fund charges to other funds for administrative services and operating transfers. Transfers increased $1,906,440 or 17.98% due primarily to the transfer from the Capital Improvements Fund.

The following schedule is a summary of budgeted general fund expenditures for the fiscal year ended March 31, 2014 and the percentage of increases and decreases in relation to the prior year budget.

General Fund	2013 Budget	2014 Proposed	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel Services	23,309,983	24,220,160	66.47%	910,177	3.90%
Supplies	1,409,763	1,336,370	3.67%	-73,393	-5.21%
Services	7,676,792	7,900,944	21.68%	224,152	2.92%
Other	171,530	172,506	0.47%	976	0.57%
CED Loan/Program Costs	51,690	50,000	0.14%	-1,690	-3.27%
Capital	105,000	345,754	0.95%	240,754	229.29%
Transfers	370,703	369,404	1.01%	-1,299	-0.35%
Other	2,100,118	2,043,170	5.61%	-56,948	-2.71%
	35,195,579	36,438,308	100%	1,242,729	3.53%

Personnel costs: Sixty-six percent of general fund expenditures are personnel related. Total personnel costs are up 3.90% or $910,177. The majority of this increased is due to contractual general wage increases totaling $ 354,608 or 2.54%. Pension costs also increased with Police Pension increasing $119,060, Fire Pension increasing $53,150, and IMRF increasing $56,519.

Supplies: Supplies have decreased 5.21% but only comprise 3.67% of the budget.

Services: Services makes up approximately twenty-two percent of the general fund budget and reflects an increase of 2.92% or $ 224,152. Most of this increase is due to interdepartmental costs for Engineering services and Fleet Maintenance services performed for the General Fund which increased $226,381.

Other: Other is less than one percent of total expenditures and increased only slightly from the prior year.

Programs: This category makes up less than one percent of the total General Fund budget and reflects a slight decrease from the prior year. Within this category is the City's contribution of $50,000 to Rock Island social service agencies as a Community and Economic Development program.

Capital: Though Capital is up 229%, it makes ups up less than 1% of the General Fund budget. Expenditures included in this category consist of the fiber optic infrastructure extension for $80,000, cameras for downtown area for $60,000, radio equipment for $10,000, heart monitors for $80,754, Public Access Channel/Council Chambers upgrade of $25,000, and Fleet and Marina software $100,000.

Transfers: Transfers to other funds total $369,404. See table 15 in the miscellaneous section for detail of all transfers.

Contingency: City financial policies set the General fund contingency at 1% of budgeted expenditures. Based upon this policy, a general fund contingency of almost $365,000 is required.

General Fund Balance

It is the policy of the City to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year, it is the City's goal to maintain a positive unrestricted and undesignated balance at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. The City's policy is to transfer any general fund balance in excess of this requirement to the capital improvements fund at the completion of the annual audit. Council has made an exception to this policy for this budget year, Fiscal year 2013/2014. Due to the decrease in assessed value, rather than increasing the City's property tax rate, Council has chosen to use a portion of this excess balance to fund the difference between budgeted expenses over budgeted revenues.

Although the financial condition of the General Fund has improved dramatically over the past twenty years, it remains a concern to the City. Decreasing state shared revenue from the income and replacement taxes, increasing operational costs (most notably employee benefits), flat sales tax revenues and the highly competitive nature of the gaming industry point to a need to be cautiously optimistic regarding the financial future of this fund.

Another concern is that future General Fund revenues are predicted to be relatively flat and statewide distributed tax revenue is projected to decline. The five-year General Fund forecast, which is included as Table 6 in the miscellaneous section of this document, anticipates modest increases in revenues. However, expenditures are anticipated to grow at a faster rate than the increases in revenues.

This five-year projection (see Table 6) is an important financial tool for the City of Rock Island. It forces a review of trends over prior years for various revenues and expenses. It also enables the city to look ahead and view the longer-term impact of decisions made today, and serves to show the outside investment community that city financial planning is a normal continual process.

The projection, however, is only a tool. The assumptions are not statements of policy and should not be interpreted as what "will" occur. Rather, the projection is an indication of the direction the city will most likely take unless actions are taken to change the pattern. Considered in this light, the five-year projection is a useful planning and budgeting tool.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources or to finance specified activities as required by law or administrative regulation. The city's special revenue funds and their purposes are:

#201 Tax Incremental Financing District Fund #1 Downtown Accounts for incremental sales tax receipts within the city's downtown TIF district collected and distributed by the State of Illinois, and incremental property tax receipts with the district collected and distributed by Rock Island County.

#202 Tax Incremental Financing District Fund #2 South 11th Street Accounts for incremental property tax receipts within the South 11th Street TIF district collected and distributed by Rock Island County.

#203 Tax Incremental Financing District Fund #3 North 11th Street Accounts for incremental property tax receipts within the North 11th Street TIF district collected and distributed by Rock Island County.

#204 Tax Incremental Financing District Fund #4 Jumer's Casino Rock Island Accounts for incremental property tax receipts within the Jumer's Casino Rock Island TIF district collected and distributed by Rock Island County.

#205 Tax Incremental Financing District Fund #5 Columbia Park Accounts for incremental property tax receipts within the Columbia Park development area TIF district collected and distributed by Rock Island County.

#207 Community Development Fund Accounts for revenue and expenditures for non-loan community and economic development projects, contributions and rebate programs and promotion of tourism in the Quad City area. Revenue is gained through gaming and hotel/motel taxes.

#208 Tax Incremental Financing District Fund #7 20th Street 1st Avenue Accounts for the incremental property tax receipts within the 20th Street 1st Avenue TIF district collected and distributed by Rock Island County.

#209 Tax Incremental Financing District Fund #8 Watchtower Plaza Accounts for the incremental property tax receipts within the Watchtower Plaza TIF district collected and distributed by Rock Island County.

#211 Martin Luther King Jr Center Accounts for costs related to the operation of the Martin Luther King Community Center.

#212 Martin Luther King Jr Center Facility Improvement Accounts for costs related to the building expansion of the Martin Luther King Community Center.

#221 Motor Fuel Tax Fund Accounts for expenditures related to approved motor fuel tax projects. Revenue is received through the state gasoline tax which is collected and distributed by the State of Illinois.

#222 Foreign Fire Insurance Fund Accounts for Fire Department expenditures financed with the Foreign Fire Insurance tax.

#223 River Boat Gaming Fund Accounts for revenue and expenditures from river boat gaming.

#224 State Drug Traffic Prevention Fund Accounts for revenue and expenditures related to enforcement of State of Illinois drug laws. Revenue is gained from forfeiture of assets of drug dealers.

#225 DUI Fine Law Accounts for the fines and fees received for driving under the influence (DUI) offenses. Funds received are required to be used for the purchase of DUI enforcement equipment.

#226 Court Supervision Accounts for the fines and fees received for traffic violations. Funds received are required to be used for the acquisition and maintenance of police vehicles.

#227 Crime Laboratory Accounts for revenue and expenditures related to charges to other governmental entities for services provided by the city criminalist.

#241 US Department of Justice Grant Accounts for revenue and expenditures related to enforcement of federal drug laws. Revenue is gained from forfeiture of assets of drug dealers.

#242 Housing and Community Development Fund Accounts for revenue and expenditures of the Community Development Block Grant programs.

#243 Federal Drug Prevention Accounts for revenue and expenditures of funds received under federal drug forfeiture laws.

#244 Neighborhood Stabilization Accounts for revenue and expenditures related to the federal pass through Illinois Housing Development Authority Community Development Block Grant for the Neighborhood Stabilization Program (NSP) authorized under division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008.

#245 Schwiebert Park Boat Dock Accounts for revenue and expenditures related to a federal grant from the U.S. Fish & Wildlife Service with matching funds from the city.

#246 Ridgewood Business Park Accounts for revenue and expenditures related to a federal grant from the U.S. Department of Commerce/Economic Development Administration with matching funds from the city.

#251 Public Library Fund Accounts for services related to the operation of the city library.

#271 Honor Guard Contributions Accounts for revenue and expenditures related to contributions to support the police honor guard.

#272 DARE Accounts for revenue and expenditures related to police assistance provided to city schools for drug awareness education.

#273 Police Contributions Accounts for revenue and expenditures related to contributions for police programs including: animal shelter, K-9, bicycle patrol, patrol equipment, “Shop with a COP”, and the senior volunteer program.

#274 Elderly Service Accounts for revenue and expenditures related to police assistance and services specifically benefiting the elderly community.

#275 Auxiliary Police Accounts for revenue and expenditures related to police assistance provided by the police auxiliary primary in the areas of traffic and crowd control.

#276 Labor Day Parade Accounts for revenue and expenditures related to the annual Labor Day parade.

#277 ESO Parade Accounts for revenue and expenditures related to the annual holiday Christmas lights bus tour for the elderly. Revenue is gained from an elderly service officer grant and donations.

#278 Adopt-A-School Accounts for revenue and expenditures related to the city adopt-a-school program that provides volunteer city employees and other forms of assistance for selected public elementary school within the City of Rock Island.

#282 Lead Grant Accounts for revenue and expenditures related to the $1.9 million federal grant for lead abatement received September 23, 2005.

Special Revenue	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Property Taxes	7,194,904	6,993,486	27.69%	-201,418	-2.80%
State & Local Taxes	7,154,215	7,152,335	28.32%	-1,880	-0.03%
Grants	5,084,506	4,186,189	16.57%	-898,317	-17.67%
Charges for Services	697,599	689,399	2.73%	-8,200	-1.18%
Investment & Loans	60,629	29,655	0.12%	-30,974	-51.09%
Contributions/Donations	192,903	398,913	1.58%	206,010	106.79%
Sale of Assets	0	4,500,000	17.82%	4,500,000	#DIV/0!
Proceeds from LT liabilities	1,498,619	0	0.00%	-1,498,619	-100.00%
Operating Transfers	1,558,966	1,304,034	5.16%	-254,932	-16.35%
Other	50,429	5,130	0.02%	-45,299	-89.83%
	23,492,770	25,259,141	100%	1,766,371	7.52%

Property tax Special revenue property tax revenue includes the levy for the Library ($1,969,330) and TIF property tax increments. The levy for the Library remained the same from the FY2013 property tax extension.

State & Local Taxes State and Local Tax revenue is comprised of motor fuel tax, Foreign fire insurance tax, and gaming tax. A slight decrease in revenue is budgeted in this category.

Government Grants This category is comprised of Federal grants, state grants, and local grants. This category reflects a reduction in Grants funds for Community Development Block Grant of $456,766, Federal Neighborhood Stabilization Grant of $1,351,003, and Scenic Byways of $377,104.

Sale of Assets This category reflects revenues budgeted for the sale of property to Price Properties, LLC.

Operating Transfers A decrease of $254,932 is budgeted in operating transfers. A reduction of $550,000 is the result of the last transfer of contributions in fiscal year 2012/2013 received by Martin Luther King Center for the new building fund drive. The increases in transfers are between special revenue funds.

Special Revenue	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel Services	2,740,179	2,801,758	9.47%	61,579.00	2.25%
Supplies	203,068	210,097	0.71%	7,029.00	3.46%
Services	1,265,490	1,019,958	3.45%	(245,532.00)	-19.40%
Other	1,565,130	3,470,058	11.73%	1,904,928.00	121.71%
CED Loan/Program Costs	3,777,392	4,172,655	14.11%	395,263.00	10.46%
Capital	5,674,738	4,389,010	14.84%	(1,285,728.00)	-22.66%
Transfers	9,876,149	13,512,822	45.69%	3,636,673.00	36.82%
	25,102,146	29,576,358	100%	4,474,212.00	17.82%

Personnel Special revenue funds with personnel expenditures include Library, Federal Programs (COPS grant) and Block Grant. Nine percent of special revenue fund expenditures are personnel. Increases within this category are the result of contractual general wage increases and related expenses.

Supplies Slightly less than one percent of special revenue fund expenditures are supplies. Budgeted expenditures increased three percent.

Services Three percent of special revenue fund expenditures are services. This category has a 19% decrease of $245,532.

Other Eleven percent of special revenue fund expenditures are categorized as other. These expenditures increased 121.71% or $1,904,928 as the result of the City's contribution towards The Lock's housing development in the downtown TIF area.

Programs Fourteen percent of special revenue fund expenditures are categorized as programs. These program costs are budgeted to increase $395,263 or 10.46%. This increase is due to increased Economic Development activity within the downtown TIF district.

Capital. Special revenue capital is down 22.66% or $1,285,728 as the result of completed projects.

Transfers Special transfers increased $3,636,673. Detail of transfers is located in Table 15 in the miscellaneous section of the budget.

Debt Service

The Debt Service funds are used to account for the accumulation of resources for payment of general long term debt principal, interest and related costs. Special assessment debt service on individual special assessment projects is also included here. General long-term debt is supported by transfers from other funds.

Debt Service	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Property Taxes	237,858	228,481	1.30%	(9,377)	-3.94%
State & Local Taxes	45,936	46,000	0.26%	64	0.14%
Investment & Loans	5,510	2,203	0.01%	(3,307)	-60.02%
Other Finance Sources	1,755,904	17,294,469	98.43%	15,538,565	884.93%
	2,045,208	17,571,153	100%	15,525,945	759.14%

Debt Service	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Services	23,070	18,200	0.10%	(4,870)	-21.11%
Debt Services	2,225,635	17,749,328	99.90%	15,523,693	697.50%
	2,248,705	17,767,528	100%	15,518,823	690.12%

Debt (See table 16 in the Miscellaneous section for a detailed debt service schedule.)

PROPRIETARY FUND TYPES

Proprietary funds account for the City's ongoing activities that are similar to private business. The measurement focus is determination of net income. Proprietary funds are classified as enterprise or internal service funds.

Enterprise Operations

Enterprise Funds are proprietary funds that account for operations that are financed and operated in a manner similar to private business enterprise, and where the city has decided that the periodic determination of revenue earned, expenses incurred, and net income is necessary for capital maintenance, public policy, management control and accountability. The City of Rock Island's enterprise operations consist of separate and distinct activities: Sunset Marina, Waterworks, Wastewater Treatment, Stormwater Management, Park and Recreation, and Housing and Community Development Loans. The following are the city's enterprise funds:

#501 Water Operation And Maintenance Fund Accounts for the operating revenue and expenses of providing a safe and adequate water supply for fire protection, domestic and industrial usage.

#502 Water Capital 2010A BAB Accounts for the capital improvements associated with the 2010A Build America Bond issue.

#506 Wastewater Operation And Maintenance Funds Accounts for the operating revenue and expenses for maintaining a dependable system for collecting and treating the waste waters of the City of Rock Island.

#507 Stormwater Operation and Maintenance Fund Accounts for the operating revenue and expenses of maintaining a dependable system for collecting and treating the storm waters of the City of Rock Island.

#508 Wastewater Capital 2010A BAB Accounts for the portion of the 2010A Build America Bond issue associated with construction of the new city garage.

#541 Sunset Marina Fund Accounts for revenue and expenses for the operation and maintenance of Sunset Marina.

#555 Park Fund Accounts for the operating revenue and expenses associated with park and recreation activities including the fitness center (RIFAC), Saukie golf course, and Highland Springs golf course.

#581 Rehab and #584 CIRLF Loans The Housing and Community Development Loan fund accounts for loans funded by federal block grants. As loans are paid, the money is then made available for other repayable low-interest loans. These loans may be for housing rehabilitation within an established neighborhood strategy area.

#582 State Affordable Housing Accounts for the revenue and expenses associated with the issuance and collection of housing loans to home owners who fall into an established area.

#583 Community Development Loans Accounts for the revenue and expenses associated with the issuance and collection of loans made from general tax revenues (not federal or state grant funds) for city development projects.

#584 Commercial and Industrial Revolving Loans (CIRLF) The CIRLF loan fund accounts for business loans funded by federal block grants. As loans are paid, the money is then made available for other repayable low-interest loans. These loans are used for the expansion of city business.

#585 MPF Endowment Loans Accounts for the revenue and expenses associated with the pilot loan program through the Chicago Home Loan Bank.

#586 USEPA Brownfields Loans Accounts for the revenue and expenses associated with the federal US Environmental Protection Agency revolving loan program for remediation of city brownfields sites.

Proprietary	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Property Taxes	1,752,194	1,752,412	3.62%	218	0.01%
Grants	1,662,000	1,310,862	2.71%	(351,138)	-21.13%
Charges for Services	18,360,305	18,732,398	38.74%	372,093	2.03%
Program Fees	385,592	385,875	0.80%	283	0.07%
Concessions	461,952	506,799	1.05%	44,847	9.71%
Rents and Royalties	766,430	884,361	1.83%	117,931	15.39%
Transfers	547,808	519,625	1.07%	(28,183)	-5.14%
Investments and loans	569,648	464,644	0.96%	(105,004)	-18.43%
Contributions/donations	22,850	14,125	0.03%	(8,725)	-38.18%
Bond Proceeds	18,586,905	23,696,525	49.01%	5,109,620	27.49%
Other	130,222	85,299	0.18%	(44,923)	-34.50%
	43,245,906	48,352,925	100%	5,107,019	11.81%

Property Tax – The Park fund activities are supported by property tax. The levy remained the same from the fiscal 2013 property tax extension.

Government Grants – This category is made up of both Federal grants and State grants. Budgeting in this category decreased $351,138 as a result of Grants received for projects in Douglas Park and Old Chicago Park.

Charges for services – FY2013 includes a water rate increase of 3% and increases in some Recreation fees. Budgeted revenue from water charges is $5,768,000, wastewater charges $7,821,799 and stormwater charges $1,648,000. In total, charges increased $372,093 from FY2013.

Rents and royalties - The budget includes the lease of water tower space to cellular telephone companies and golf cart rentals.

Bond proceeds – Bond Proceeds consist mainly of $23,599,998 from Illinois Environmental Protection Agency (IEPA) to construct a Wet Weather Treatment System that is a major component of the USEPA mandated Long Term Control Plan.

Operating transfers – Transfers decreased $28,183. Table 15 in the Miscellaneous section details inter-fund transfers.

Proprietary	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel	6,840,128	7,102,352	14.08%	-262,224	-3.83%
Supplies	2,189,523	2,309,739	4.58%	-120,216	-5.49%
Services	4,718,336	4,646,025	9.21%	72,311	1.53%
Other	112,379	112,143	0.22%	236	0.21%
Programs	964,973	692,570	1.37%	272,403	28.23%
Capital	22,611,000	26,820,166	53.18%	-4,209,166	-18.62%
Debt Service	2,604,698	4,548,072	9.02%	-1,943,374	-74.61%
Transfers	1,776,345	1,846,778	3.66%	-70,433	-3.97%
Other	2,274,504	2,352,310	4.66%	-77,806	-3.42%
	44,091,886	50,430,155	100%	-6,338,269	-14.38%

Personnel Enterprise funds with personnel expenditures include Water, Wastewater, Stormwater, Sunset Marina, and Park. Personnel expenses increased $ 262,224 or 3.83%.

Supplies Supply expenses increased $120,126 or 5.49%.

Services Services decreased slightly by 1.53%.

Programs Programs decreased by 272,403 or 28.23%.

Capital. See Table 1 in the miscellaneous section of the document for a listing of capital projects. Major capital projects are the long-term control plan in the wastewater fund and construction of Old Chicago and Douglas parks budgeted in the park fund.

Debt Debt service is increased $1,943,374 to reflect debt service payments beginning on the Wet Weather Treatment System loan.

Transfers See Table 15 in the miscellaneous section of the document for a listing of transfers.

Internal Service Operations

Internal Service Funds account for the financing of goods or services provided by one department to other departments of the city on a cost reimbursement basis. In all these funds, revenue is generated by charging the costs of services provided to the user departments. The City of Rock Island has the following four Internal Service Funds:

#601 Fleet Maintenance Fund The Fleet Maintenance fund provides for the maintenance and repair of vehicles used in the operation of City services. Revenue is from rental charges to user departments. Expenses include costs of labor, materials, supplies and services. Replacement of equipment is part of the rental rate for equipment.

#602 Fleet Amortization Fund The Fleet Amortization fund provides for the purchase of vehicles used in the operation of City services. Replacement of equipment is part of the rental rate for equipment.

#606 Engineering Fund This fund provides engineering services for all capital and major infrastructure maintenance projects.

#609 Hydroelectric Plant This fund accounts for operational and capital costs associated with the city owned hydroelectric facility that supplies electricity to certain city facilities.

#621 Self Insurance Fund The Self-insurance Fund accounts for premium and claim payments for workers' compensation, general liability and property insurance. The revenues and expenditures in this fund fluctuates depending on the volatility of claims encountered.

#626 Employee Health Benefit Fund The Employee Health Benefit Fund accounts for premium and claim payments for the self-insured group health insurance plan for City employees provided through Blue Cross Blue Shield administration.

Internal Service	Adopted Budget 2013	Proposed Budget 2014	Percent of total	Increase (decrease)	Percent increase (decrease)
Government grants	45,000	70,000	0.55%	25,000	55.56%
Charges for services	192,545	204,816	1.60%	12,271	6.37%
Employer contribution	4,673,622	4,939,444	38.54%	265,822	5.69%
Employee contribution	1,194,119	1,214,450	9.48%	20,331	1.70%
Retiree contribution	966,563	755,463	5.89%	(211,100)	-21.84%
Engineering	1,339,470	1,293,270	10.09%	(46,200)	-3.45%
Equipment maintenance	3,690,404	3,854,398	30.07%	163,994	4.44%
Hydroelectric charges	233,501	240,798	1.88%	7,297	3.13%
Investment & Loans	25,033	20,924	0.16%	(4,109)	-16.41%
Transfers	989,625	168,548	1.32%	(821,077)	-82.97%
Other	56,000	55,030	0.43%	(970)	-1.73%
	13,405,882	12,817,141	100%	(588,741)	-4.39%

Charges for services – Included are receipts from damage to city property, equipment repairs and street cuts.

Employer contributions - The employer share for health and liability insurance premiums increased $265,822 or 5.69%.

Employee contributions - The employee share of health premiums increased $20,331 or 1.7%.

Retiree contributions – The retiree share of health premiums decreased 21.84% or $211,100.

Transfers – Transfers decreased $821,077. See Table 15 in the miscellaneous section of the document for a listing of transfers.

Internal Service	Adopted Budget 2013	Proposed Budget 2013	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel	2,161,684	2,183,156	17.96%	21,472	0.99%
Supplies	1,352,064	1,452,412	11.95%	100,348	7.42%
Services	7,091,694	7,127,874	58.63%	36,180	0.51%
Other	17,285	17,410	0.14%	125	0.72%
Capital	865,081	79,720	0.66%	(785,361)	-90.78%
Debt Services	172,505	169,751	1.40%	(2,754)	-1.60%
Transfers	1,273,174	455,980	3.75%	(817,194)	-64.19%
Other	676,055	671,573	5.52%	(4,482)	-0.66%
	13,609,542	12,157,876	100%	(1,451,666)	-10.67%

Personnel The increase in Personnel is primarily the result from increases in health benefit costs and Illinois Municipal Retirement Fund (IMRF) pension costs.

Supplies Supplies increased 7.42% or $100,348. Most of this is due to automotive equipment supplies.

Services Services increased less than 1%.

Capital. Fleet equipment replacement purchases less trade-in value are budgeted at $79,720. This is a decrease of $785,361 from FY2013. See Table 1 in the miscellaneous section of the document for a listing of fleet purchases.

Debt Service Debt was issued for renovation of the hydroelectric plant.

Contingency Amounts include depreciation and contingency expense.

FIDUCIARY FUND TYPES

Trust and Agency Funds are used to account for assets held by the city as a trustee or agent for individuals, private organizations and other governmental units. The following are the city's fiduciary fund types:

#701 Fire Pension Fund The pension trust fund accounts for the firemen’s pension. Revenue includes property taxes, contributions from participants and interest earned. Total assets of the Fire Pension fund were $24,056,711 at March 31, 2012.

#706 Police Pension Fund The pension trust fund accounts for the police officer's pension. Revenue includes property taxes, contributions from participants and interest earned. Total assets of the Police Pension Fund were $30,622,387 at March 31, 2012.

#711 Cafeteria Plan Accounts for revenue and expenditures related to the maintenance of the Section 125 Cafeteria Plan

CAPITAL IMPROVEMENTS

Proposed 2013/14 capital and infrastructure maintenance projects included in this operating budget are $39,981,417. Detail of the 2013/14 capital outlay and major infrastructure maintenance projects is in the Miscellaneous section, Tables 1 and 2.

Capital assets include property, plant, equipment and infrastructure assets (e.g. roads, bridges and similar items). They are budgeted in the applicable governmental or business-type fund. Capital assets are defined by the City of Rock Island as assets with an initial, individual cost of more than $10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical costs if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset of materially extend the assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is not included as part of the capitalized value of the assets constructed.

Property, plant and equipment of the City of Rock Island, as well as the component units, are depreciated using the straight-line method over the following estimated useful lives:

Asset	Years
Buildings	10 to 40
Improvements other than buildings	5 to 40
Machinery and equipment	3 to 20
Waterworks system	5 to 40
Wastewater treatment system	10 to 40
Bridges and approaches	10 to 67
Marina facilities	10 to 20
Infrastructure (1969 to present = 50 years) (before 1969 = 100 years)	50 to 100

OTHER INFORMATION

Debt Administration

At March 31, 2012, the City of Rock Island had $36,623,336 general obligation outstanding. Property tax revenue is not used for general obligation debt. Moody's Investors Service assigned a rating of AA2 to the City's 2012 general obligation bonds.

With the adoption of the 1970 Illinois Constitution any municipality with a population of 25,000 or more automatically became a Home Rule city. Prior to 1970, municipalities had only those powers specifically granted by the legislature. Under Home Rule, local governments are given all powers not specifically denied by the Illinois legislature. Home rule cities have unlimited power to incur debt payable from property taxes and other revenue, such as sales tax allotments. Rock Island is a home rule city. Therefore, the city has no legal debt limits and schedules concerning tax levy ceilings and computations of legal debt margins are not included in this budget.

Cash Management

Cash temporarily idle during the year was invested in time deposits, certificates of deposit, obligations of the U. S. Treasury, and repurchase agreements. The Police Pension Fund achieved an actuarially computed rate of 6.03% and the Fire Pension fund achieved a rate of 5.58% over the past ten years. The pension fund rates are net of all investment and monitoring fees. City investments earned $322,994 for the year ended March 31, 2012.

The City's investment policy was formally adopted by City Council during the fiscal year ended March 31, 1990. The objective of this policy is to minimize credit and market risks while maintaining a competitive yield on the portfolio. Accordingly, deposits were generally insured by federal depository insurance or collateralized. All collateral on deposits was held either by the City, its agent or a financial institution's trust department in the City's name.

Risk Management

The City of Rock Island accumulates resources in two internal service funds, the Self-Insurance Fund and Employee Health Benefit Fund to meet potential losses from workers' compensation, general liability, property and health benefit claims. Various risk control techniques, including employee accident prevention training, have been implemented in past years to minimize accident-related losses. Additionally, the City carries stop-loss coverage for most of these self insured areas.

Independent Audit

State statutes require an annual audit by independent certified public accountants. The firm of Eide Bailly, LLP was selected by the Rock Island City Council. The last year of this audit contract was for the year ended March 31, 2012. In February 2013 the City Council approved a contract with Bohnsack & Frommelt, LLP for the annual audit beginning with the year ended March 31, 2013. In addition to meeting the requirements set forth in state statutes, the audit also was designed to meet the requirements of the federal Single Audit Act of 1984 and related OMB Circular A-133. Generally accepted auditing standards and the standards set forth in the General Accounting Office's *Government Auditing Standards* were used by the auditors in conducting the engagement.

Awards

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Rock Island for its comprehensive annual financial report for the fiscal year ended March 31, 2012. This was the thirty-second year that the City of Rock Island has received this prestigious award. In order to be awarded a Certificate of Achievements, the City of Rock Island published an easily readable and efficiently organized comprehensive annual financial report. This report satisfied both generally accepted accounting principles and applicable legal requirements.

The City of Rock Island has received the GFOAs Award for Distinguished Budget Presentation for its annual budget for twenty-six consecutive years. In order to qualify for the Distinguished Budget Presentation Award, the City of Rock Island's budget document was judged to be proficient in several categories including policy documentation, financial planning and organization.

Summary

Council goals continue to stress the importance of economic development activities to increase property values and generate retail sales. Increased economic development will also have a positive effect on utility tax revenue and assessed valuations. The city must continue efforts to increase property values and retail sales, because it relies heavily on the property tax to support the General Fund. Property values that suffered steady steep declines in the 1980's have increased at a steady rate during the past decade. The City anticipates that recovery from this decline will take several years.

ROCK ISLAND

ILLINOIS

FINANCIAL TREND MONITORING SYSTEM

Introduction:

The financial trend analysis is intended as a first step in the City's budget process and uses data available as of July, 2012. Where possible, this data is taken from the City's most recent audited financial reports, which in this case is the Comprehensive Annual Financial Report for the Year Ended March 31, 2011. Ideally, the report provides a historical perspective and identifies potential financial problems before they occur. The report is a general overview of the City and therefore, does not draw specific conclusions. It does, however, reinforce current economic development directions set by the City Council during annual goal setting meetings by highlighting familiar revenue concerns such as the property tax, sales tax and the gaming tax.

The focus of the report is governmental fund types. These are the funds that finance general city operations. Governmental funds include the General, Special Revenue and Debt Service funds. Enterprise and Internal Service funds are not included in most of the analysis because they are largely financed by user charges. Some financial indicators were selected from the International City Management Association - Financial Trend Monitoring System. Others were developed from City financial reports or from data obtained from other cities, the Illinois Department of Labor, the Illinois Department of Revenue and the Bi-State Regional Commission. The financial indicators are grouped in six categories:

Community Growth Trends:

These five trends were developed to provide information about trends in the community that influence the financial performance of the City. Trends include Assessed Value, Assessed Value by Township, and Assessed Value by Property Type, Population, and Unemployment Rate.

Comparative Trends:

This data compares the financial picture of the City of Rock Island to other Illinois communities. Rock Island "competes" with other cities for resources like consumer dollars and tax revenues. These charts compare population, property tax revenue, sales tax revenue and home values. They are important not only as a measure of financial performance but also to gauge the competitiveness of the City of Rock Island.

Revenue Trends:

These revenue trends continue the analysis of property and sales taxes from the preceding section. Trends for all major tax revenues are included in this section in addition to the property and sales tax charts.

Expenditure Trends:

Major components of City expenditures are personnel and capital costs. The three trends included in this section are Expenditures per Capita, Fringe Benefits and Capital Expenditures.

Balance Sheet Trends:

These charts focus on the General Fund. Included are charts showing trends of fund balances, liabilities, operating deficiencies and liquidity.

Debt Service Trends:

Debt Service trends, which provide an overview of total City debt, include charts showing self supported debt, gross bonded debt and overlapping debt.

Overview of Findings:

What's Positive?

In general, this report shows that Rock Island has been able to weather the recent economic downturn despite a significant loss in statewide shared tax revenue and increased costs for employee benefits.

The City has managed to continue a ninety (90) day reserve balance in the General Fund. City financial policies require that any surplus exceeding the ninety (90) day target balance will be transferred to the City's Capital Fund.

Points of Concern

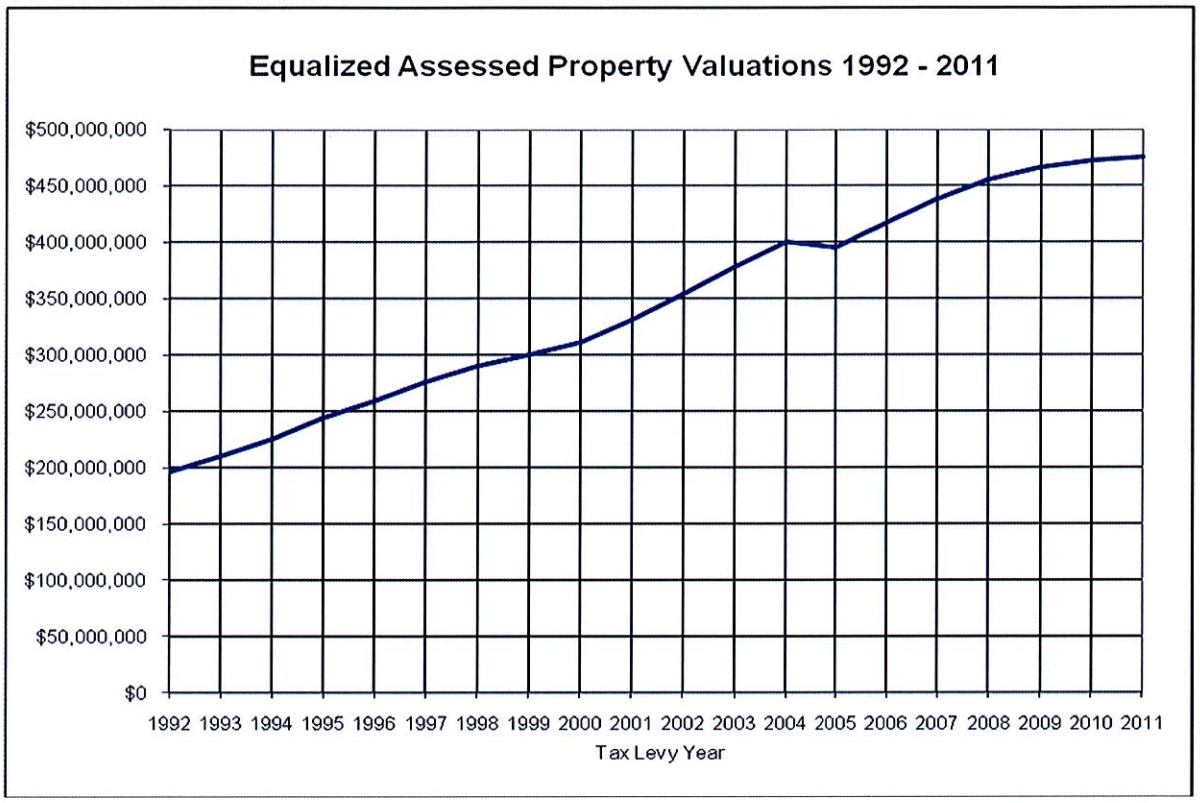
The report also shows that the City must continue efforts aimed at increasing property values and retail sales. Although property values continue to increase and property tax rates have been held steady, Rock Island's property tax rate is the second highest of the cities surveyed for the municipal portion and the third highest for the total property tax rate. Rock Island also does not compare well to other cities with sales tax revenue per capita.

To address these concerns, the Rock Island City Council has consistently identified community and economic development as a top priority and has supported a number of initiatives directed at creating and retaining jobs in the community, expanding the City's tax base and promoting the City as "Rock Solid, Rock Island".

Detail of economic activity can be found in the budget digest.

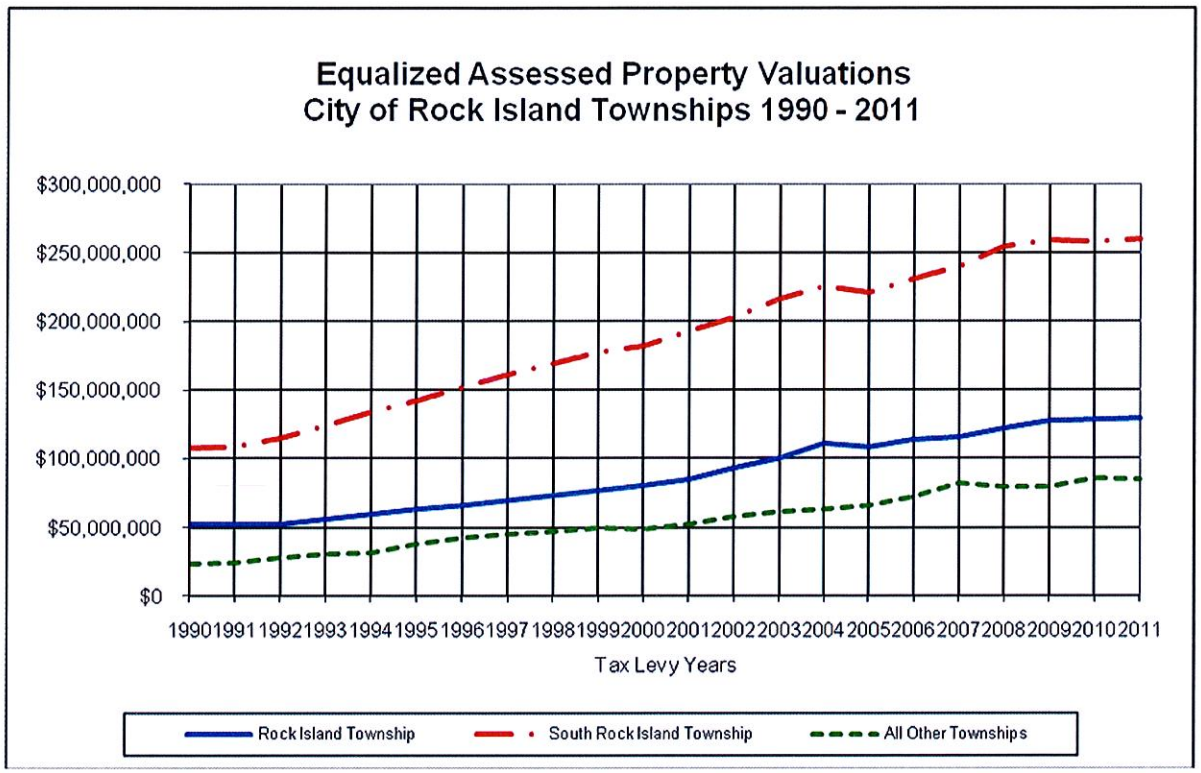
One final concern has been the revenue mix. The "Elastic Tax Revenues" chart shows that elastic tax revenues as a percentage of net operating revenue have been unchanged for most of the past two decades. They are at approximately the same level that they were in 1990. This report indicates two major problems with the revenue mix - low sales tax receipts and a high municipal property tax rate. Realistically, Rock Island may not achieve parity in sales tax revenues, since it is not central to the regional retail marketplace. The recently announced plan by the City's only automobile dealer to relocate to Moline highlights this challenge. Therefore, Rock Island should focus on increasing property values and continuing to reduce the property tax rate. The rate can be reduced by increases in property values, reducing costs of City services or changing the City revenue mix to provide additional revenues for operations from other sources. The increase in the local option sales tax rate effective for the FY2011 budget and the increase in the local food and beverage tax rate effective for the FY 2012 budget should positively impact elastic tax revenue.

COMMUNITY GROWTH TRENDS



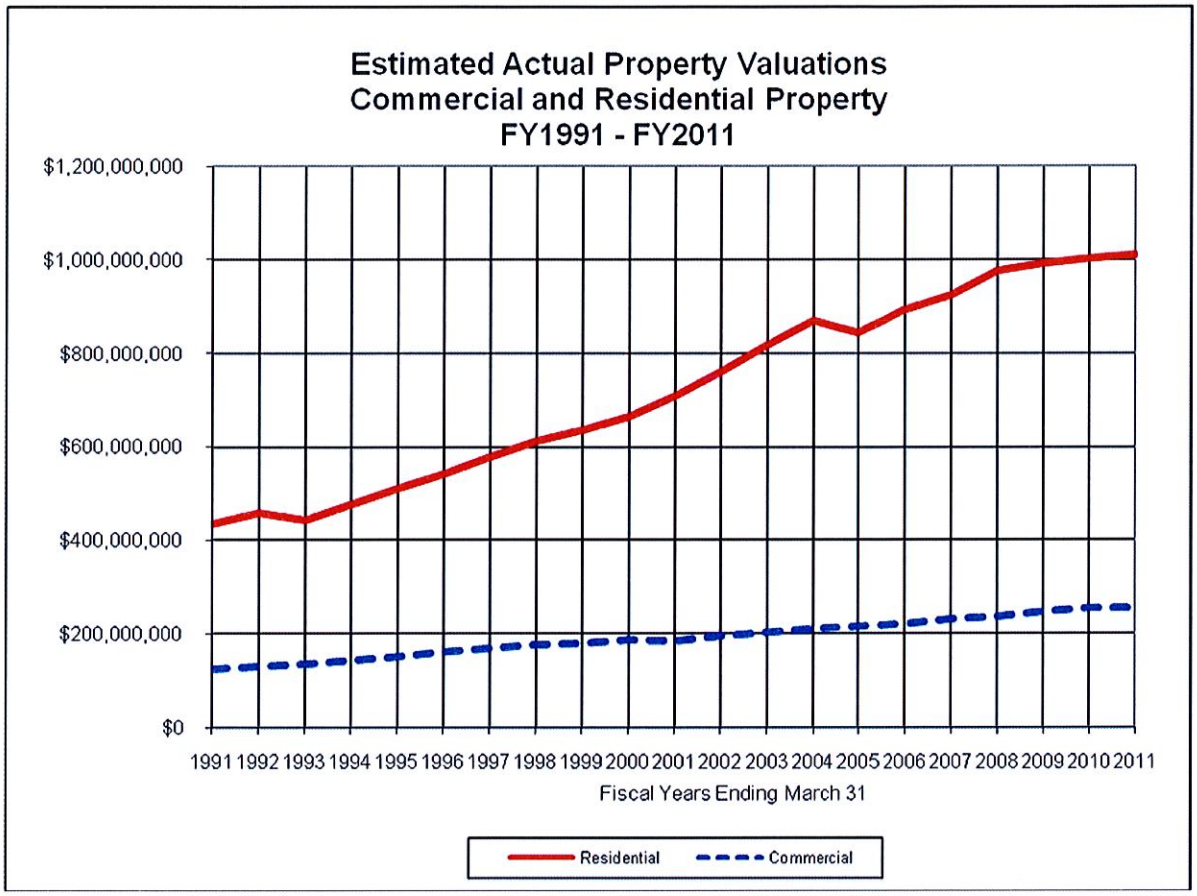
INDICATOR DESCRIPTION: Property tax is approximately 25% of total General Fund revenue, so changes in property assessments have a significant impact on the General Fund. Assessed valuation is the value of all real property in a taxing district. In Rock Island, property is assessed at 1/3 of market value. The tax rate is applied to each hundred dollars of assessed valuation. This chart shows actual City property valuations by the year of assessment. Taxes assessed and levied in the assessment year are collected in the following year.

TREND ANALYSIS/CONCLUSION: Assessed valuations in the City of Rock Island increased 62% from $185,512,063 in 1991 to $300,331,061 in 1999. Since 1999, property values increased by 29% to an estimated $400,648,759 for 2004. In 2005 the City experienced a slight decrease to $395,707,115 due to a change in state law associated with property tax exemptions. For 2011, the City experienced an increase to $ 475,069,248. Over the last Twenty years, property values have increased on average 4.84% per year with the increase in 2011 being 0.55%.



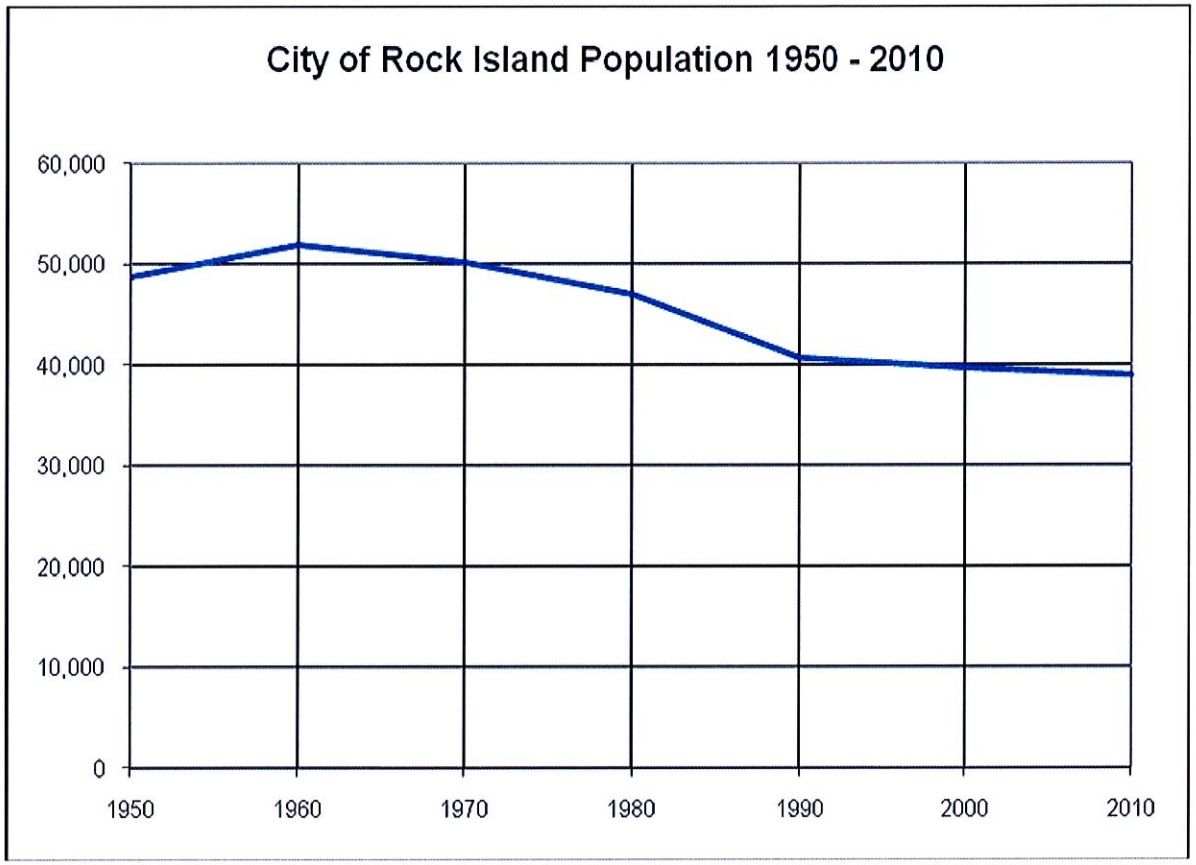
INDICATOR DESCRIPTION: Two townships, Rock Island and South Rock Island, are the principal townships in the City. Portions of Blackhawk and South Moline Townships are also within the City. The older and downtown portions of the City are contained in Rock Island Township. The newer areas of the City are located in South Rock Island, Blackhawk and South Moline Townships.

TREND ANALYSIS/CONCLUSION: In the 1990's, City of Rock Island townships saw an increase in property values. During this time, property values increased at a faster rate in South Rock Island, South Moline and Blackhawk townships. For 2011, this trend changed as property values for South Rock Island Township only increased by 0.72% while Rock Island Township increased 0.94%. Additionally, Blackhawk and South Moline Townships actually decreased 0.52%. This chart continues to point out the need for continued efforts towards improving property values in its two principal townships.



INDICATOR DESCRIPTION: The types of taxable property are: commercial, residential, industrial, farm and railroad. The majority of the taxable properties in the City are classified as commercial or residential. This chart compares commercial and residential property values from 1991 to December 31, 2009.

TREND ANALYSIS/CONCLUSION: Residential property values had almost doubled from $433,806,712 in 1991 to $869,508,657 in 2004, however, due to the depressed housing market, values dropped to $843,185,790 in 2005 though they have recovered since then with 2011 showing an increase of 0.71%. Commercial property values increased at a much slower rate becoming virtually stagnant from 1999 – 2001, but subsequently resumed their steady rise and in 2011 had an increase of 0.58%.



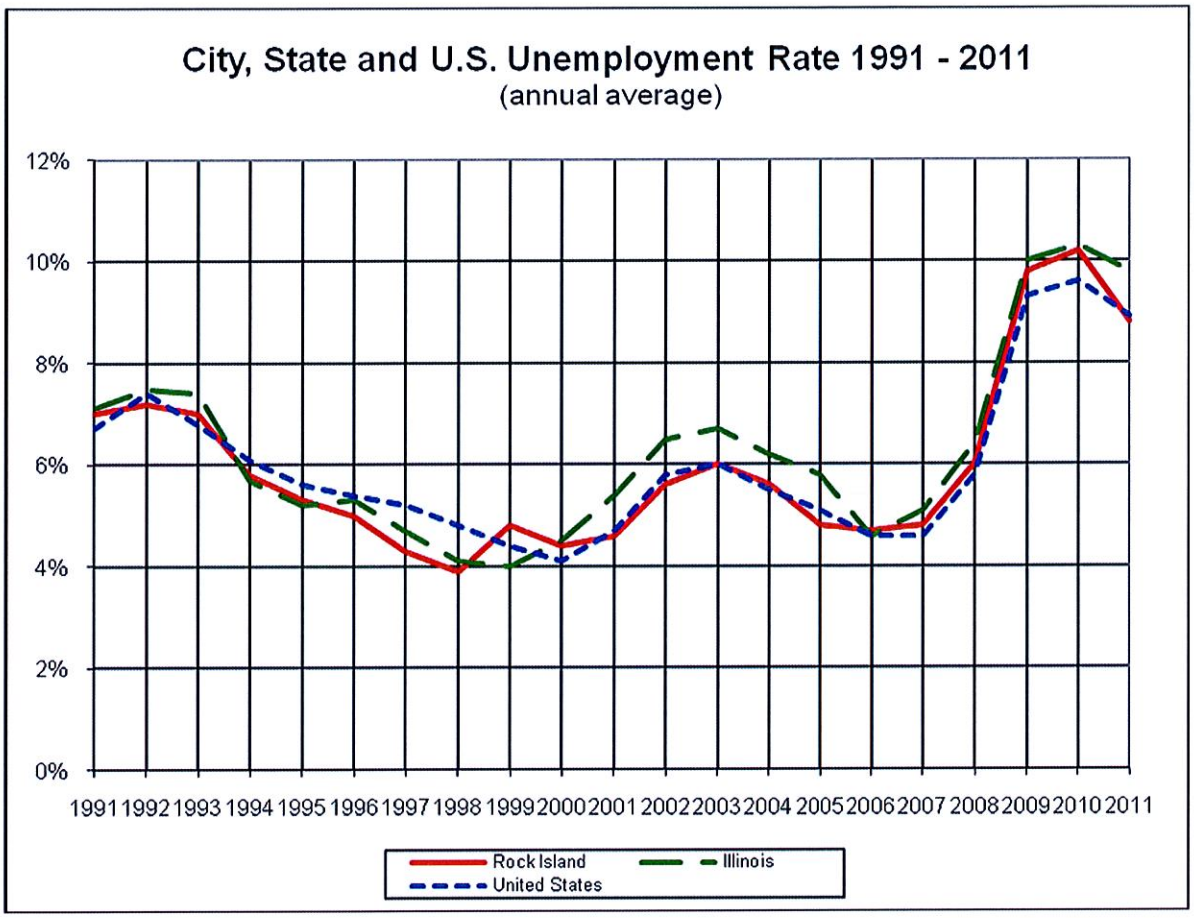
INDICATOR DESCRIPTION: This chart shows the population of the City of Rock Island over the past sixty years. The population peaked at 51,863 in 1960. Population since 1960 declined to 50,166 at the 1970 Census and 46,821 at the 1980 Census. The 1990 Census reported the City's population at 40,552, a decrease of 13.39% from 1980. The 2000 Census population of 39,684 was a decrease of 2.14% from 1990. Census figures for 2010 show a further population decline to 39,018, which is a decrease of 1.68%. At first glance a decline in population would appear to relieve the pressure for expenditures because there is less population to serve. In reality, a city faced with a declining population is rarely able to reduce expenditures in the same proportion as it is losing population because many costs such as debt service, pensions and government mandates are fixed and cannot be reduced in the short run. Therefore, a stable or growing population is key to financial stability of a community.

TREND ANALYSIS/CONCLUSION: The decline in the 1980's parallels the decline in property values during that same period. Since 1990, Rock Island's population continued to decline, but at a slower rate while property values increased. An increase in population through residential development is key to the financial future for the City of Rock Island. Plans to continue to promote development in southwest Rock Island and to encourage infill residential development in developed areas of Rock Island are planned to reverse this trend.

ROCK ISLAND

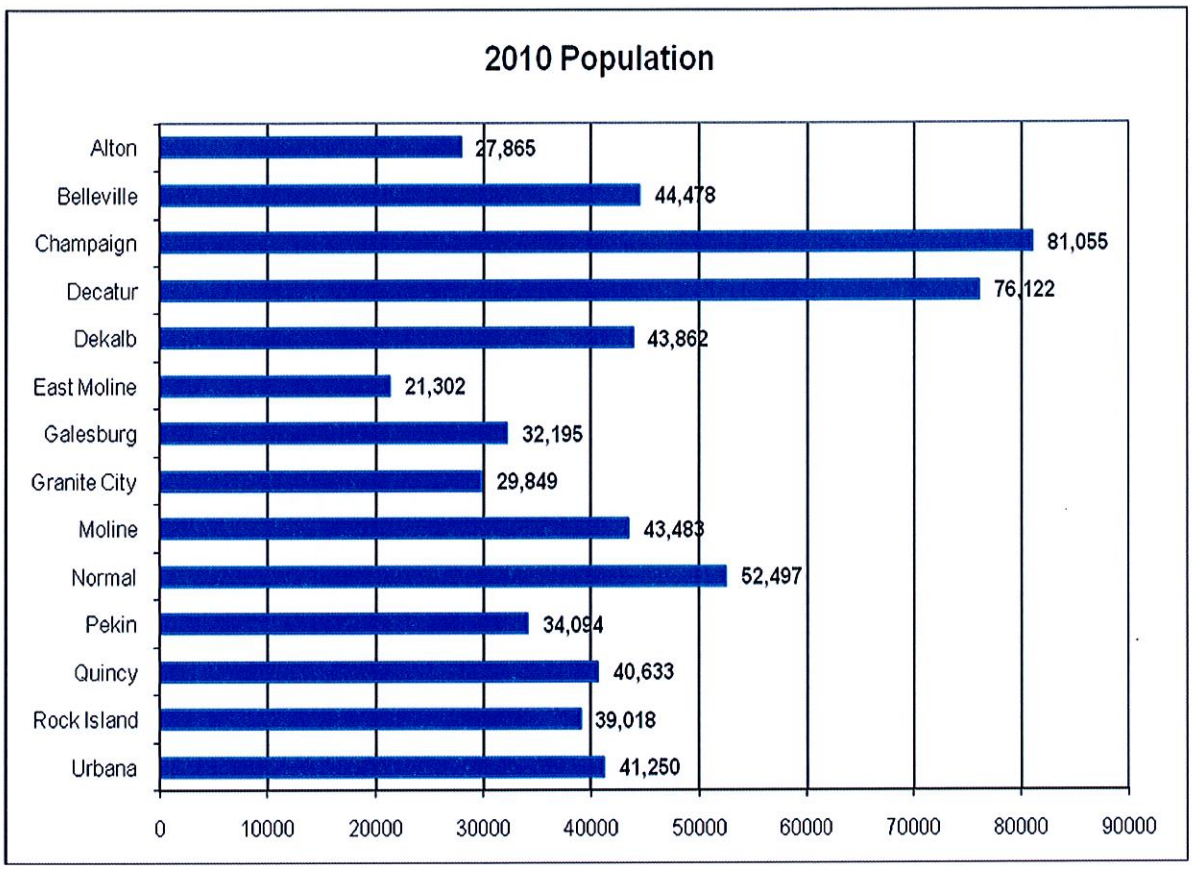
ILLINOIS

COMPARATIVE TRENDS



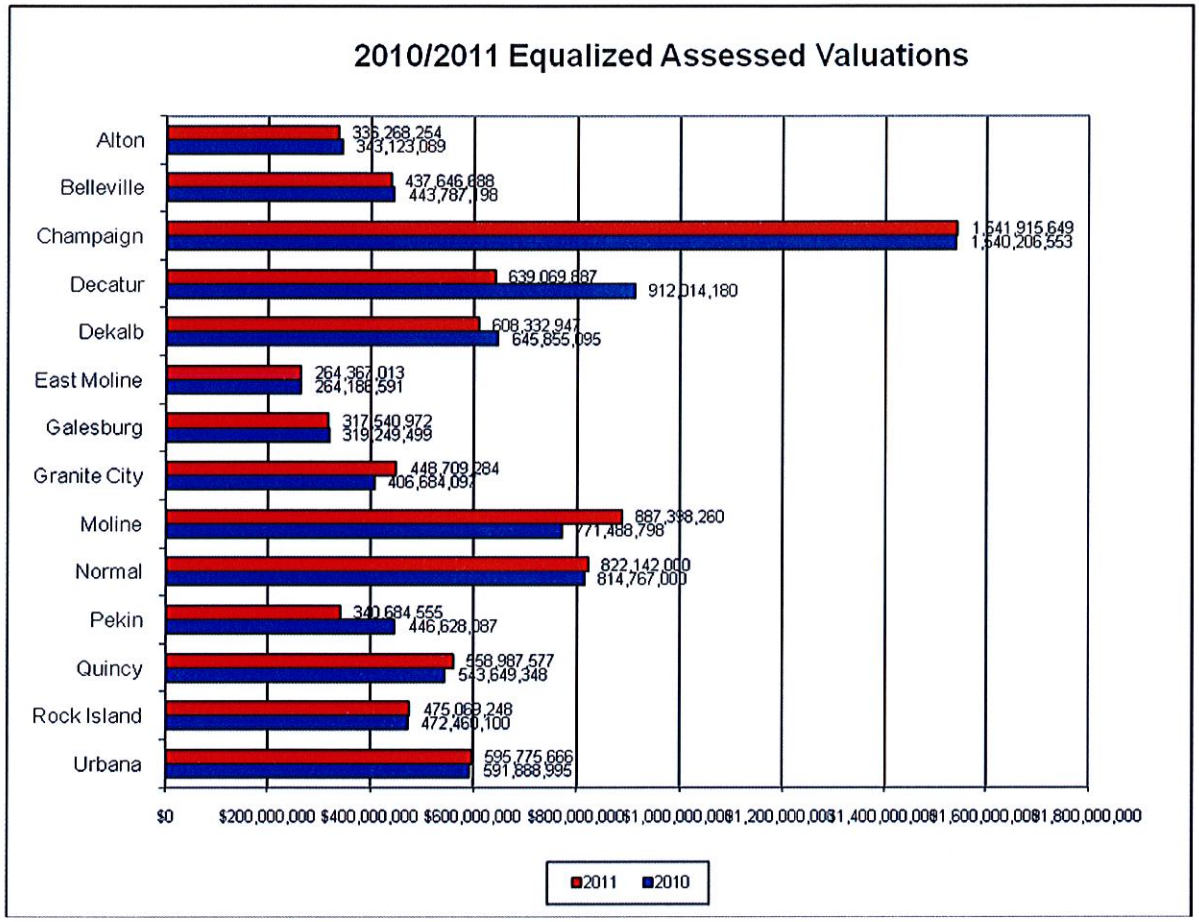
INDICATOR DESCRIPTION: This chart shows the average yearly unemployment rate for the City of Rock Island, State of Illinois, and United States of America from 1991 to 2011. The City unemployment rate, which previously peaked in 1992 at 7.2%, reached a new peak in 2010 at 10.2%. The lowest rate of 3.9% was reached in 1998 when statewide was 4.1% and the U.S. rate was 4.8%.

TREND ANALYSIS/CONCLUSION: This chart shows a dramatic decline in the City's unemployment rate between 1992 and 1998. Following 1998, the City's unemployment peaked in both 1999 and 2003 followed by a gradual decrease through 2007. Since 2007, the City's unemployment rate sharply increased in 2008 and 2009 followed by a lesser increase in 2010 to a new all time high of 10.2%. For 2011 though the unemployment rate for the City has declined to 8.8% which is below the 2009 rate.



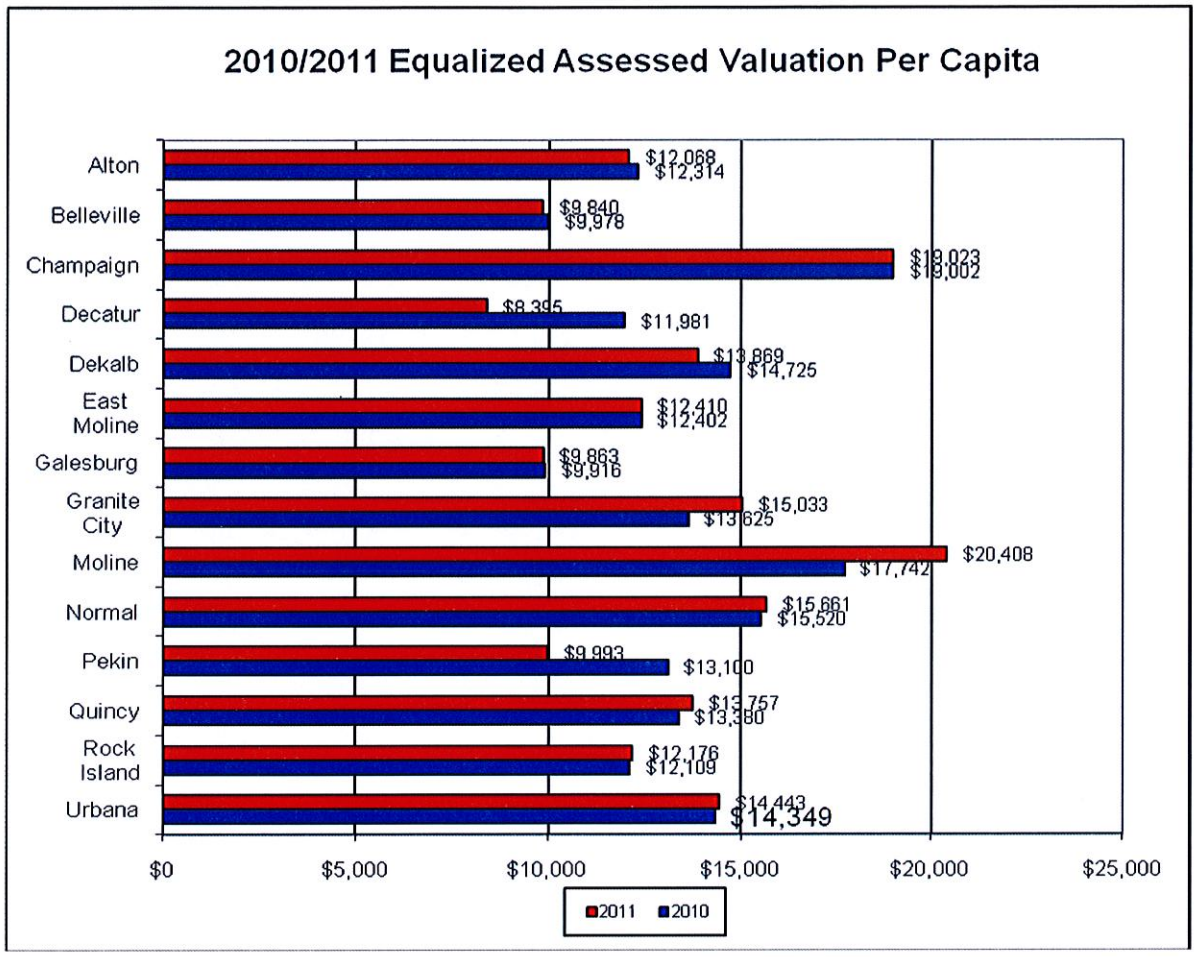
INDICATOR DESCRIPTION: 2010 Census populations for selected Illinois cities.

TREND ANALYSIS/CONCLUSION: Rock Island's population is in the middle range of the fourteen cities included in the survey. Cities closest to Rock Island in population are Quincy and Urbana. Rock Island was one of six communities in this survey that declined in population from the 2000 census to the 2010 census.



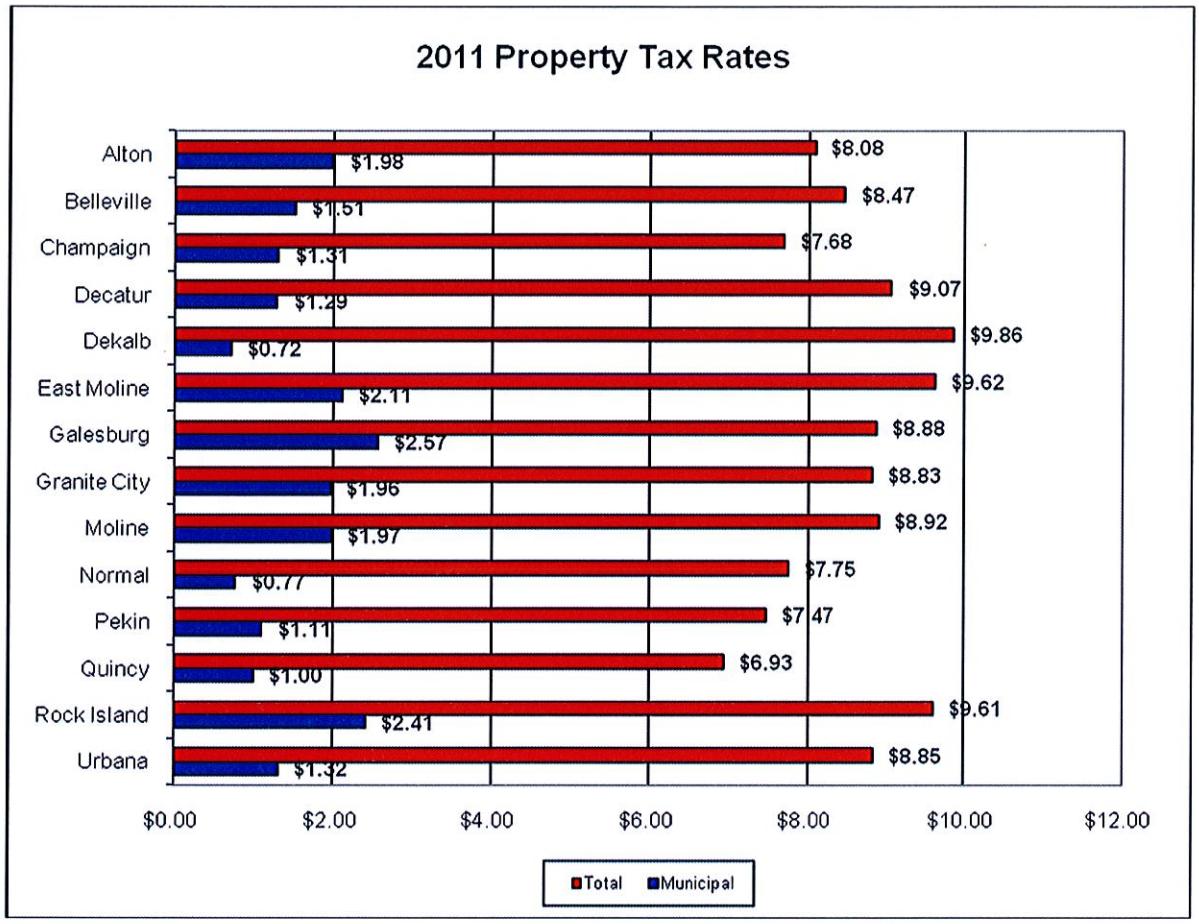
INDICATOR DESCRIPTION: Comparison of 2010 and 2011 property values for fourteen Illinois cities.

TREND ANALYSIS/CONCLUSION: Rock Island is below average for cities of comparable size included in the survey. Cities close to Rock Island are Quincy and Granite City. The property value for the City of Moline is $887,398,260. The property value for Moline is 87% greater than the property value for Rock Island even though Moline's population is estimated to exceed Rock Island's by only 11.4%.



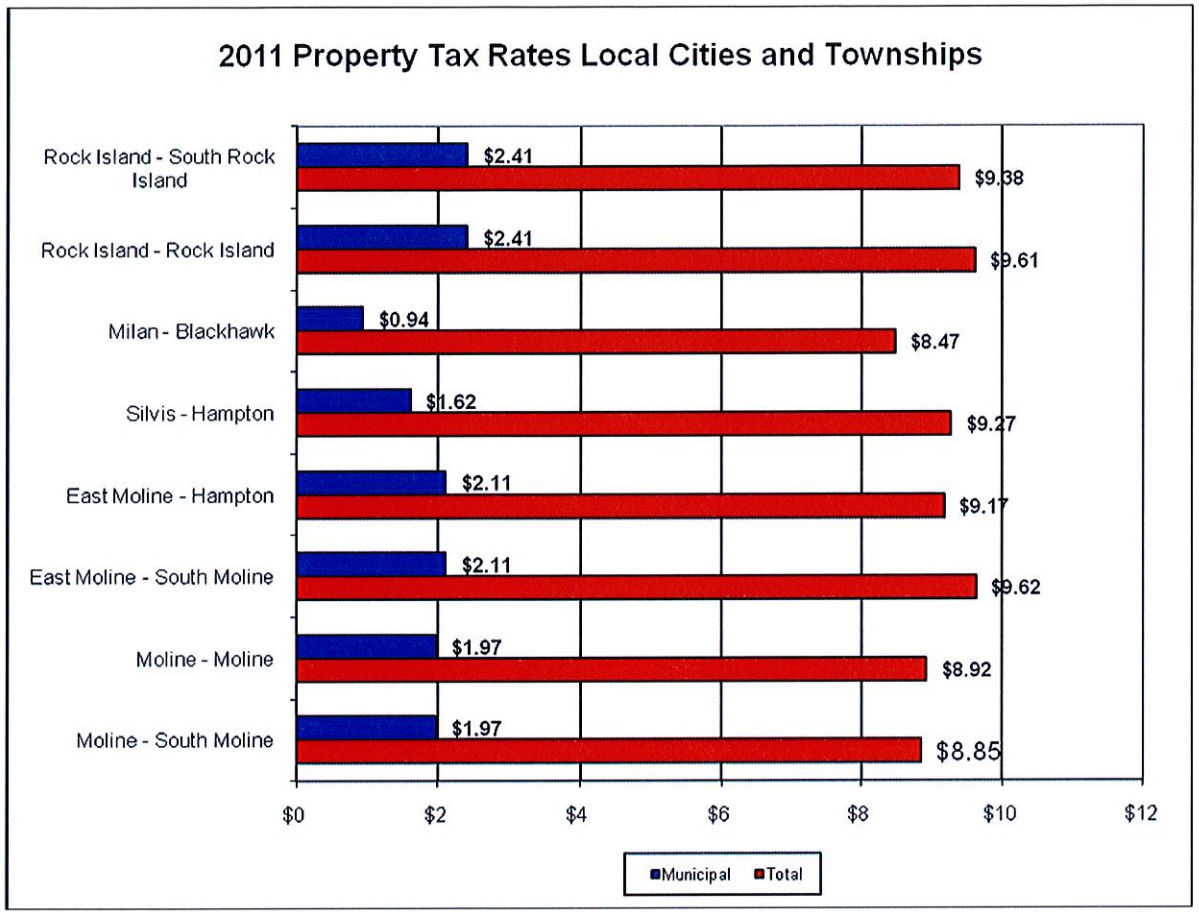
INDICATOR DESCRIPTION: The comparison of 2010 and 2011 property values per capita for fourteen Illinois cities.

TREND ANALYSIS/CONCLUSION: Of the fourteen Illinois cities included in the survey, five cities in 2011 – Alton, Belleville, Decatur, Galesburg and Pekin – have lower equalized assessed valuations per capita than Rock Island as compared to there being four cities lower than Rock Island in 2010. The equalized assessed valuation per capita for Rock Island has increased approximately 0.55% from the previous year. It should be noted that six cities in this survey actually had a decrease in their equalized assessed valuation per capita from 2010 to 2011.



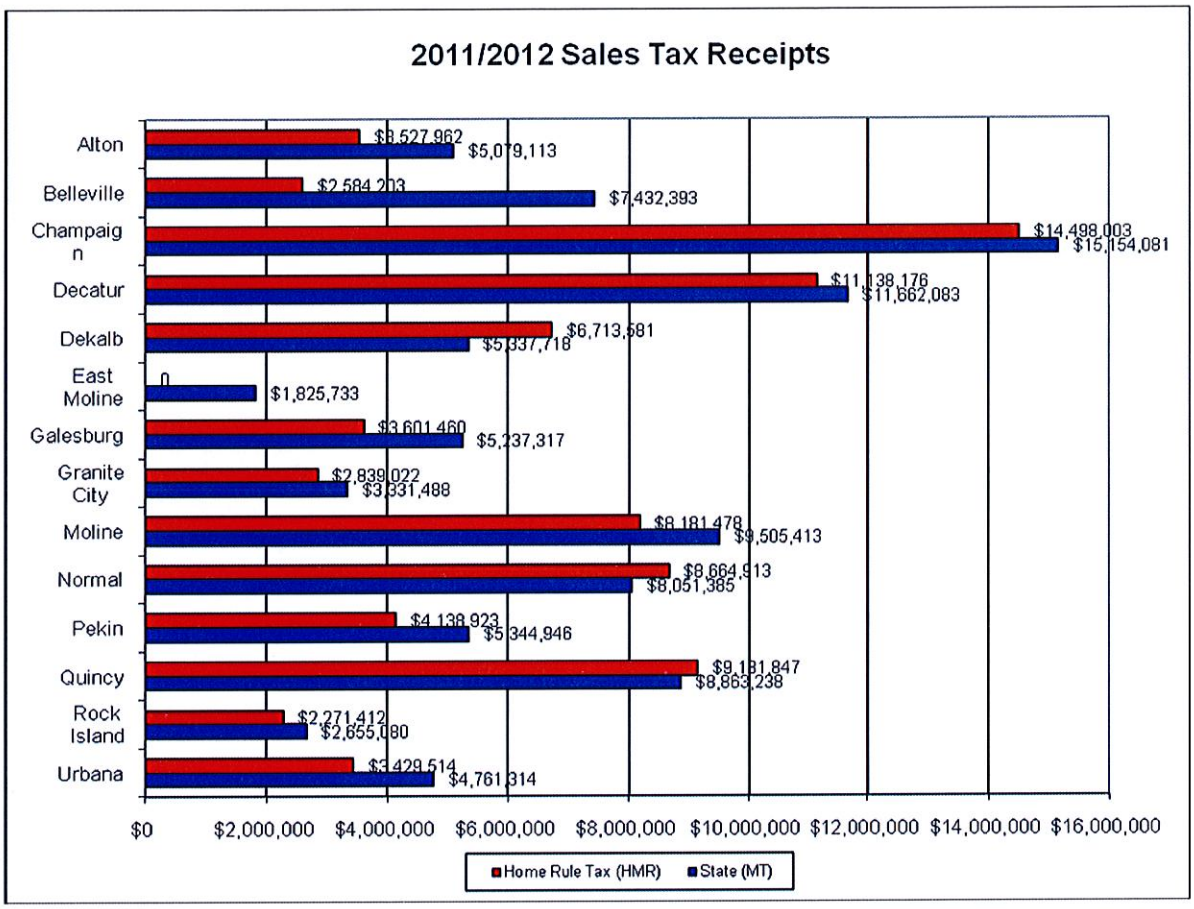
INDICATOR DESCRIPTION: The comparison of 2011 property tax rates for fourteen Illinois cities. (Taxes levied in 2011 and collected in 2012.) Shown are the municipal and total tax rates. The total tax rate includes rates for taxing bodies such as schools and other special districts and therefore compares the total tax due from a typical taxpayer.

TREND ANALYSIS/CONCLUSION: Rock Island ($9.61) has the third highest total property tax rate and the second highest municipal rate ($2.41) of the fourteen Illinois cities in this survey. It should be noted that prior to 2009 Rock Island was highest in both categories. The cities with total tax rates higher than Rock Island are East Moline at $9.62 and DeKalb at $9.86, and the city with the municipal tax rate higher than Rock Island is Galesburg at $2.57. This chart shows the need for economic development to increase property values so the property tax rate for the City can become more competitive with other cities.



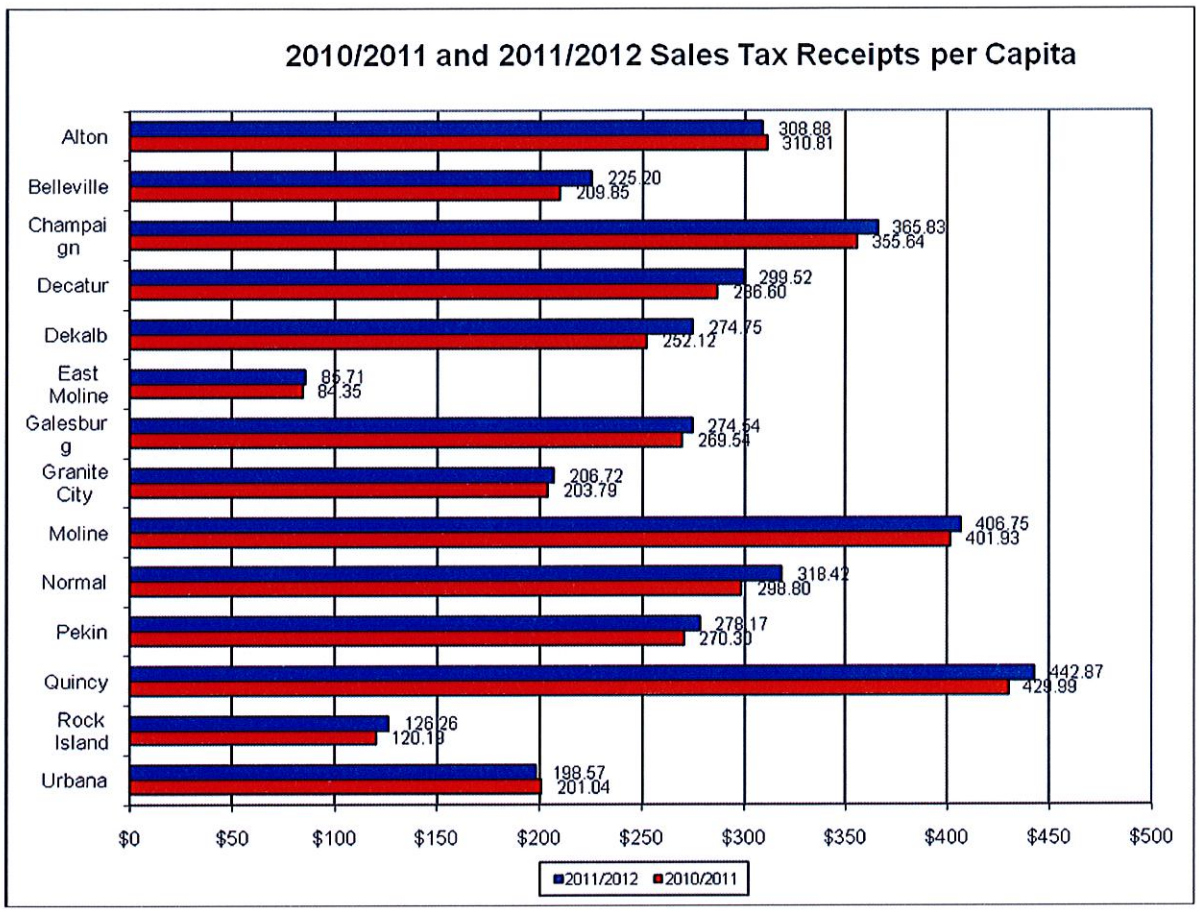
INDICATOR DESCRIPTION: This chart compares the total property tax rate and the municipal portion of that rate (including Parks and Library) for Illinois Quad-City townships. (Taxes levied in 2011 and collected in 2012.) It shows the relative tax burden for residents located within these townships. Cities that fall within these townships included in the analysis are Rock Island, Milan, Silvis, East Moline and Moline.

TREND ANALYSIS/CONCLUSION: The lowest municipal and total property tax rates are in Blackhawk Township, which includes the Village of Milan. The highest total property rate is in South Moline Township, with Rock Island Township having the second highest. The highest municipal tax rates are in Rock Island Township and South Rock Island Township. It should be noted that prior to 2009 Rock Island Township was the highest in both categories. This chart again points out the need for continued economic development efforts to attract jobs and residents to the City, so the property tax rate for the City can become more competitive with the rates of other cities.



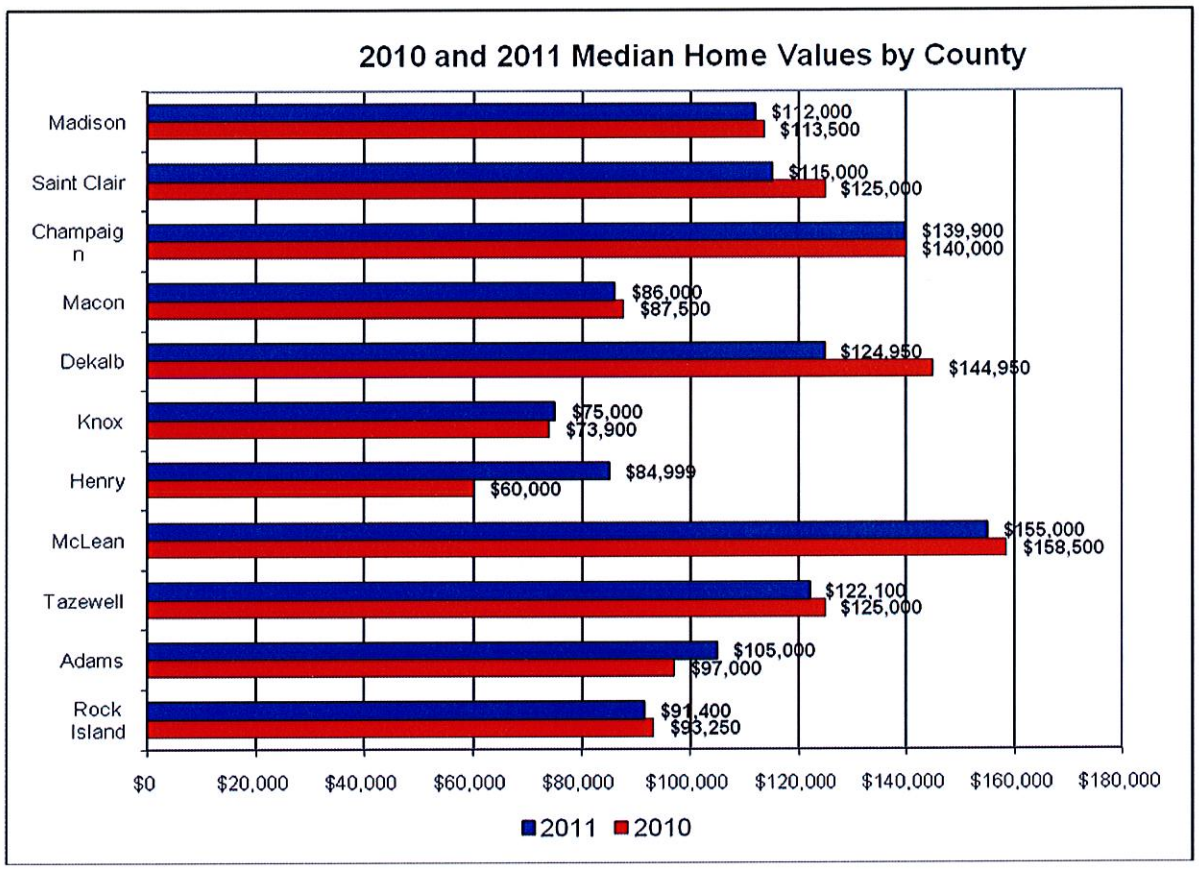
INDICATOR DESCRIPTION: Comparison of July 2011 through June 2012 sales tax collections for fourteen Illinois cities. The data for the chart came from the Illinois Department of Revenue. The State of Illinois collects 7.5% sales tax in the City of Rock Island. The State retains the 5.00% portion, returns a 0.25% portion to Rock Island County and returns a 2.25% portion to the City. Of this 2.25% portion, 1.00% is state sales tax and 1.25% is the local option sales tax.

TREND ANALYSIS/CONCLUSION: Rock Island's sales tax collections are the second lowest of the cities included in the survey with the exception of East Moline – which is not a home rule city. Because of the poor sales tax revenue, Rock Island must place a greater reliance on the property tax as a revenue source. Rock Island must place emphasis on development that will increase retail sales, or development that will increase property values, to offset the low sales tax revenue.



INDICATOR DESCRIPTION: Comparison of 2010/2011 and 2011/2012, July through June total sales tax revenue per capita for fourteen Illinois cities.

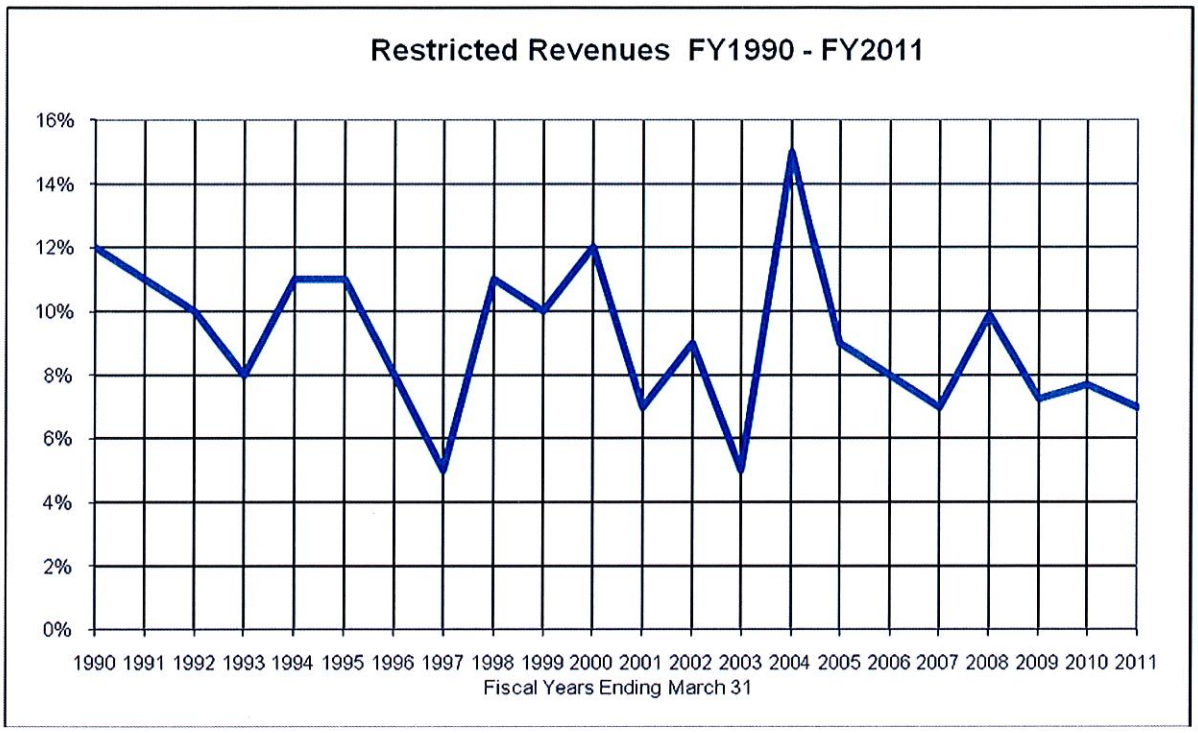
TREND ANALYSIS/CONCLUSION: Rock Island's sales tax collections are lowest per capita of the fourteen cities included in the survey with the exception of East Moline. However, East Moline's sales tax is generated entirely from the municipal portion of the state sales tax since East Moline cannot have a home rule sales tax. Rock Island must place a greater reliance on the property tax because of poor retail sales. Obviously, Rock Island and East Moline residents are shopping at the regional shopping centers in Moline since retail sales per capita for Moline is over three times the sales tax per capita of Rock Island and East Moline. In a positive note, Rock Island's sales tax per capita increased 5.1% from the previous year.



INDICATOR DESCRIPTION: Comparison of median home values by county incorporates the fourteen Illinois cities looked at in the previous chart for 2010 and 2011.

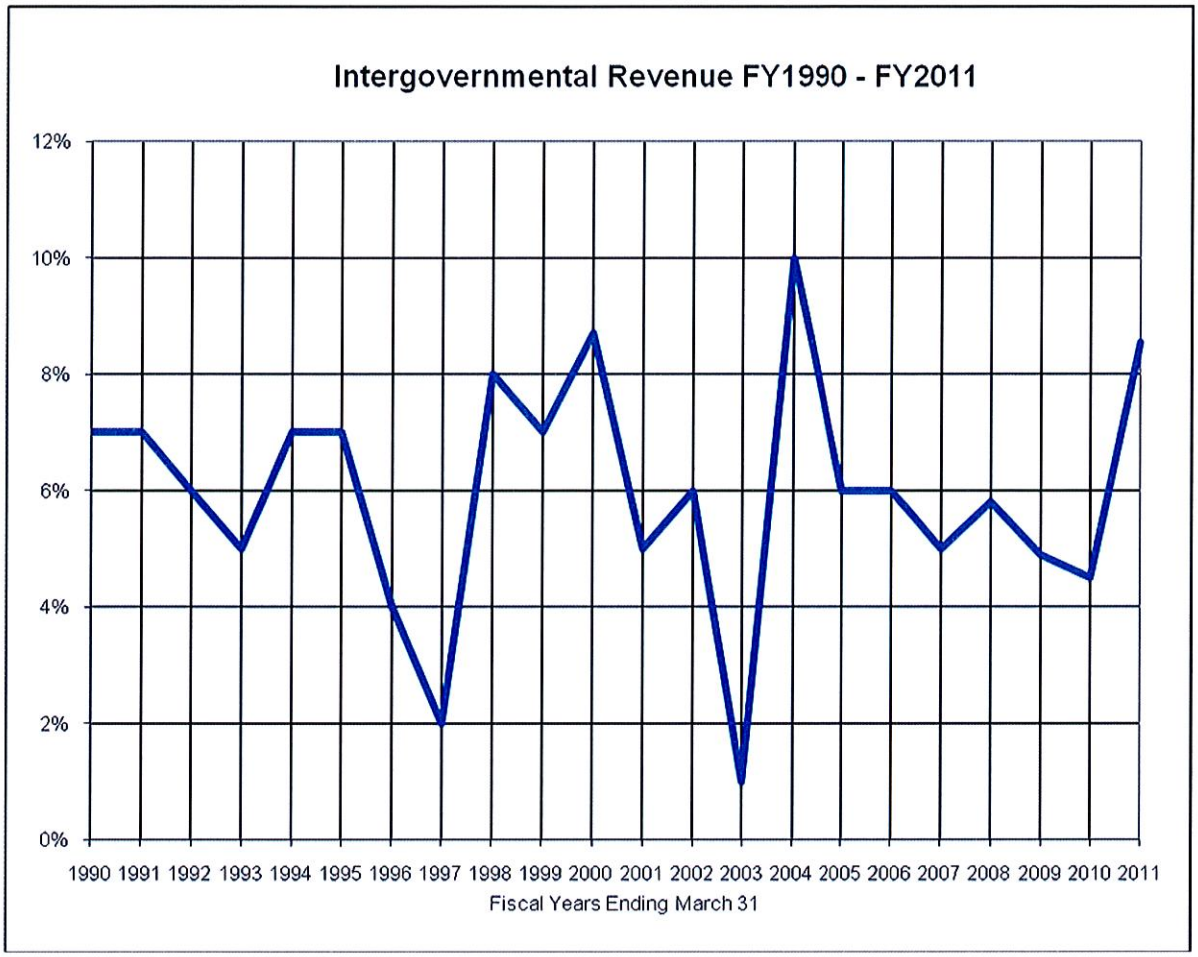
TREND ANALYSIS/CONCLUSION: This chart shows that Rock Island County remains competitive in the residential market compared to other counties. Median home values in Rock Island County fell in 2011 when compared to 2010 as it did in all but three of the eleven counties on this list. City of Rock Island must not only increase the amount of residential housing, but should also increase the value of housing to remain competitive.

REVENUE TRENDS



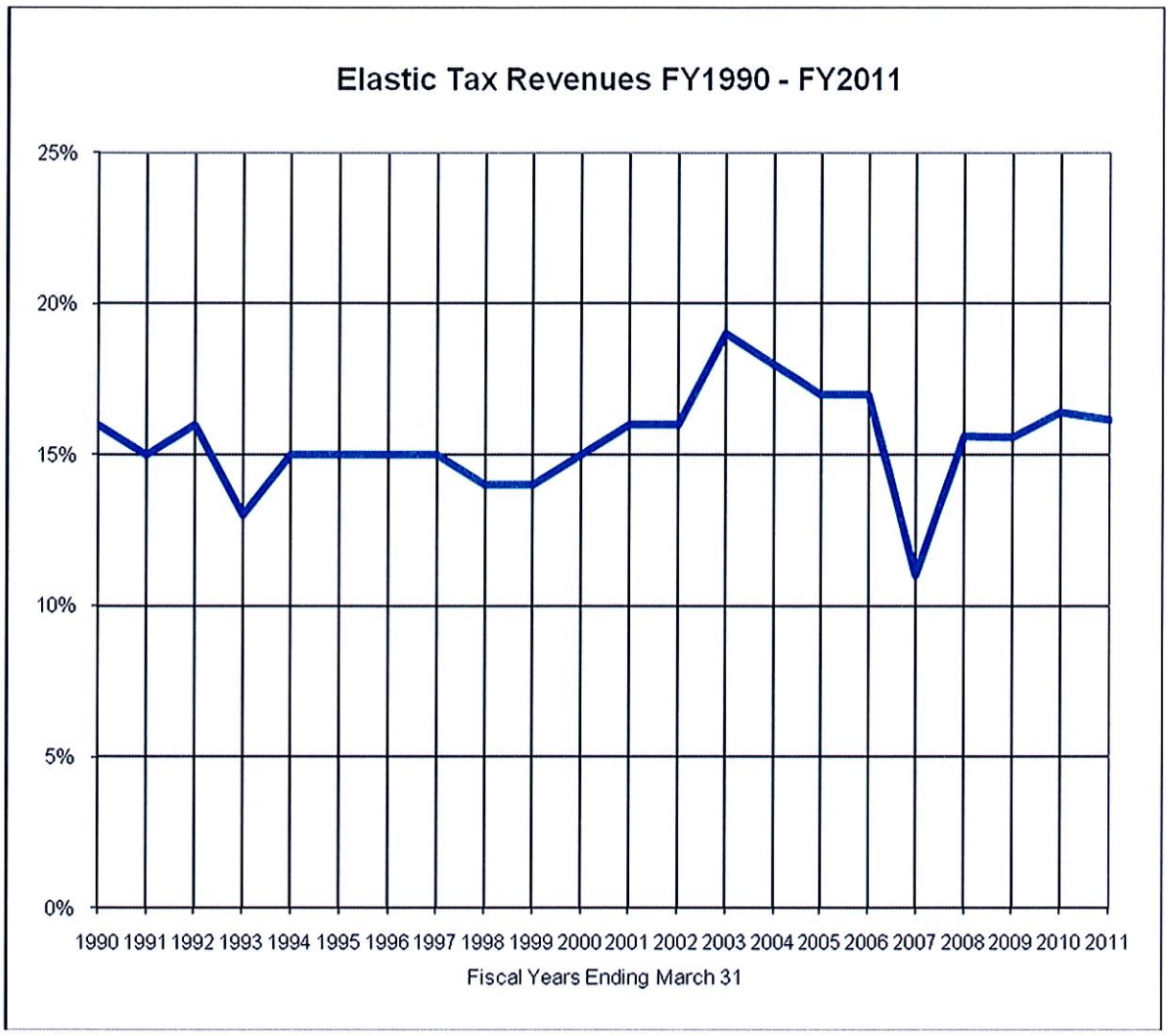
INDICATOR DESCRIPTION: This chart shows restricted revenues as a percentage of net operating revenue. Restricted revenues are funds, which must be spent on capital projects, grants, or other legal obligations. From one perspective, it would seem that many of these restrictions should not affect the financial health of a city because a city has the option of accepting the revenues and not providing the service. However, it is not always easy to provide necessary services, i.e., economic development, social service programs, etc., without outside funding. As the reliance on restricted revenues increases, a city loses its freedom to respond to changing conditions. A large proportion of restricted revenues also make a city's program mix vulnerable to dictates from the funding sources. This may also indicate a growing over-dependence on external revenue sources and signal a future inability to maintain certain services.

TREND ANALYSIS/CONCLUSION: This chart indicates that the negative trend (1993-1995) reversed in 1996 with a decreasing reliance on restricted revenues. The reason for the shifts including the sharp increase for 2004 is fluctuations in federal block grant draw downs from the U.S. Treasury. The 2004 drawdown was $3,459,456 compared to 2003 ($24,730) and 2002 ($40,023). There has been a slight decrease for 2011 from 2010. Future funding for Community Development Block Grants is a major concern for the City because the grants provide significant resources for staff support in the Community and Economic Development and the Martin Luther King Center departments.



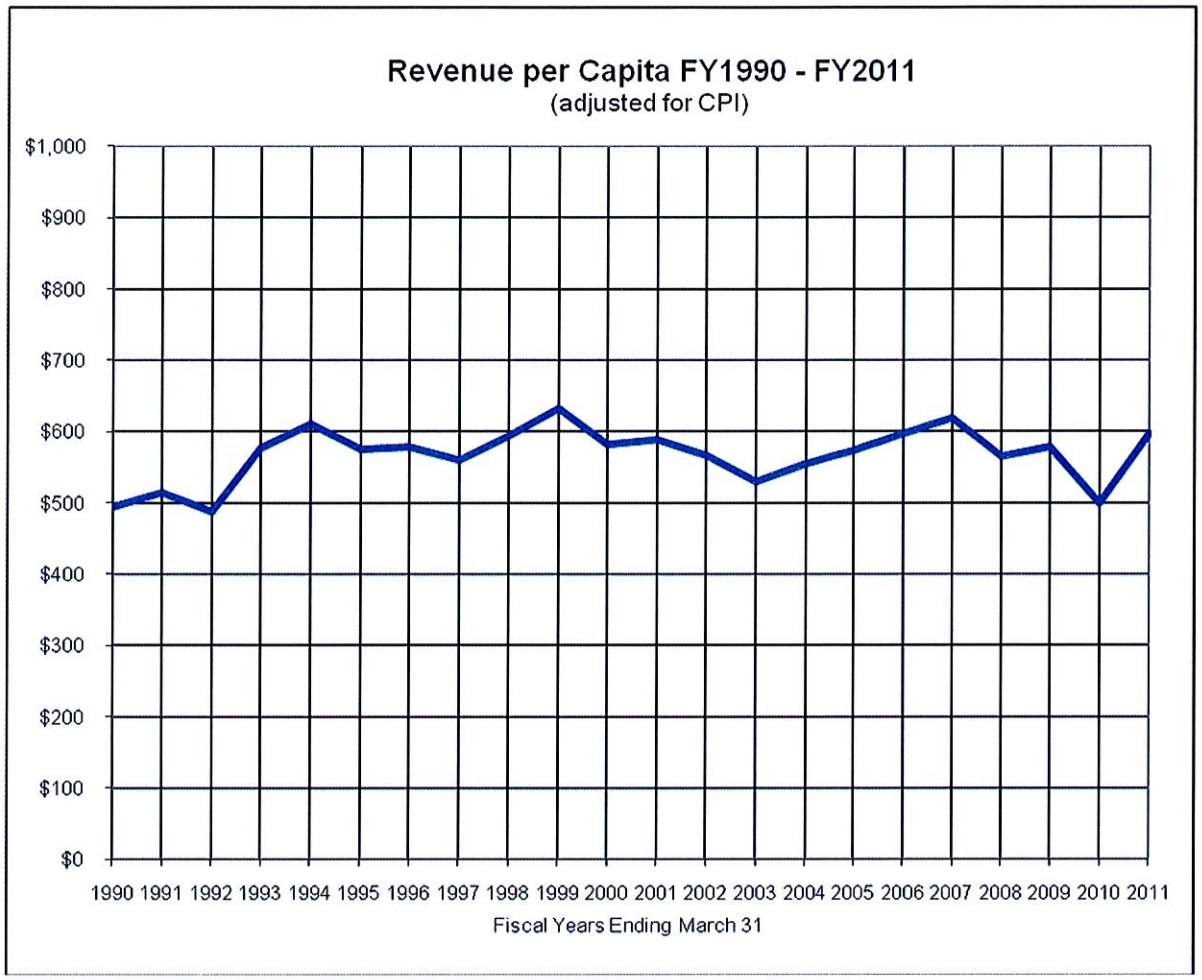
INDICATOR DESCRIPTION: Intergovernmental revenues are shown as a percentage of gross operating revenues. Gross operating revenues are defined as revenues to the General, Special Revenue, and Debt Service funds. Intergovernmental revenues are monies received from other government entities. An increasing trend indicates reduced freedom to respond to changing conditions. They are important to analyze because over-dependence on these revenues can have an adverse impact on financial condition. The conditions that the funding provider attaches may prove too costly, especially if future conditions change after a city has developed a dependency on the funds.

TREND ANALYSIS/CONCLUSION: This chart is similar to the Restricted Revenue chart. The reason for the shifts is fluctuations in federal block grant draw downs from the U.S. Treasury. The expectation would be to see an increase in this percentage in recent years due to the infusion of federal stimulus money (ARRA) grant funds into the U.S. economy. However, this chart shows that the City did not benefit significantly from these additional funds. Additionally, future funding for the Community Development Block Grants is a major concern for the City.



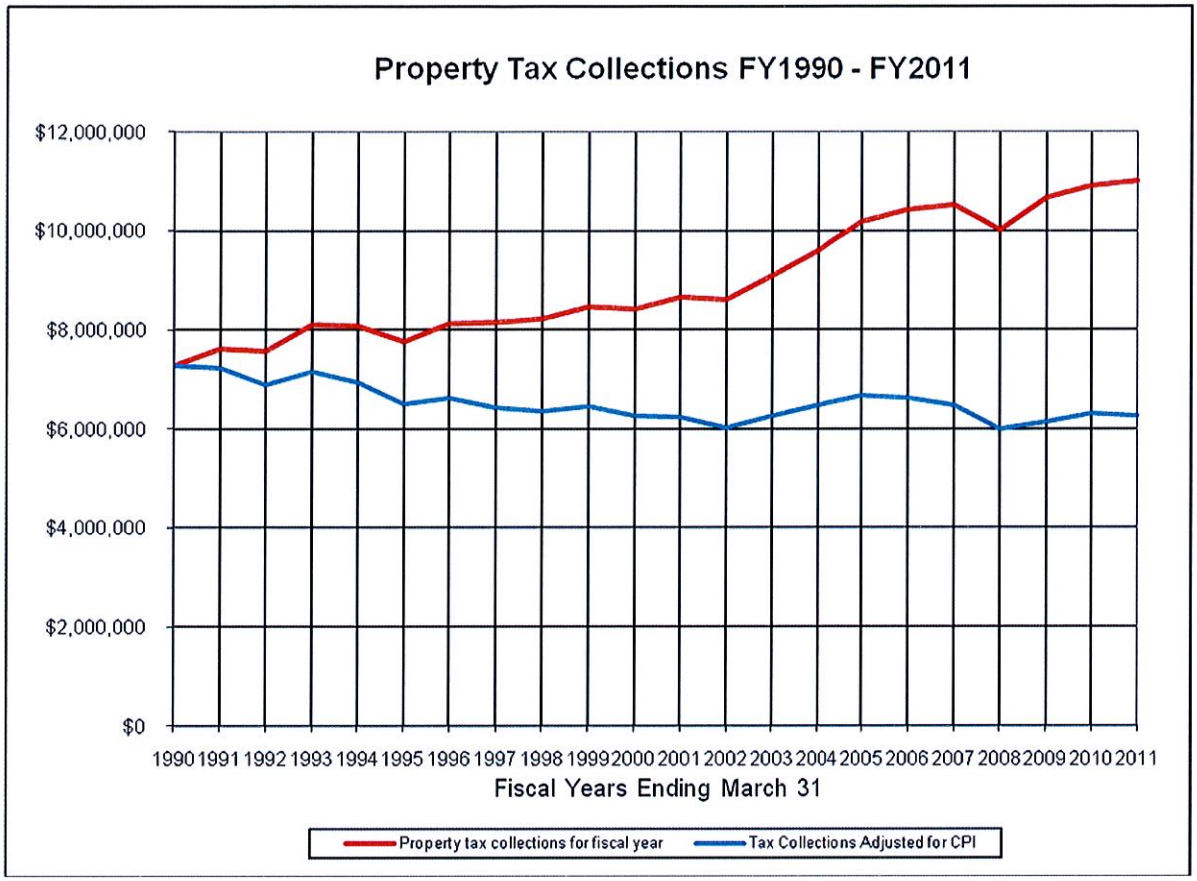
INDICATOR DESCRIPTION: Elastic tax revenues are shown as a percentage of net operating revenue. Their yields are responsive to changes in the economic base and inflation. (Inelastic revenues have fixed fees and are unresponsive to changes in economic conditions.) Elastic tax revenues decrease proportionately as the economic base and inflation increase. Sales tax and utility tax are defined as elastic revenues because they reflect the local economy ---- residents are able to spend and conserve energy in proportion to their spending power. It is to the City's advantage to have a balance between elastic and inelastic revenues to respond to cyclical changes in economic conditions.

TREND ANALYSIS/CONCLUSION: This chart shows that the percentage of elastic tax revenues to net operating revenues remained relatively stable. The 57% increase from 2002 ($1,423,538) to 2003 ($2,235,408) was due the utility tax revenues when the City adopted the new simplified telecommunications tax at a rate of 6%. The decrease in 2007 was due to a slowdown in sales tax revenue and a decrease in utility tax revenues which recovered to a good extent in 2008 but has seen only slight growth since then. The increase in the local sales tax rate effective for FY2011 will have a positive effect on this chart in future years.



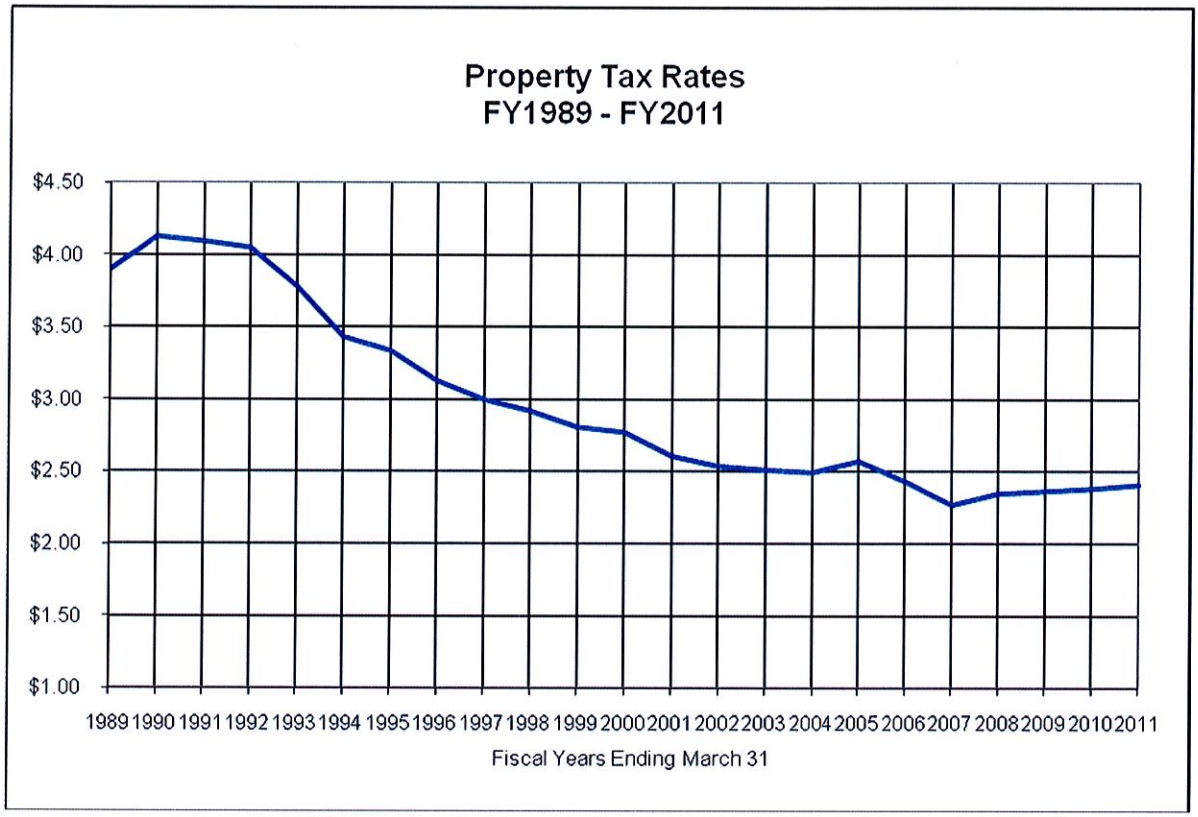
INDICATOR DESCRIPTION: This chart shows net operating revenue per person of governmental funds - adjusted for changes in the consumer price index. This chart shows how revenues are changing relative to changes in population. As population increases, it might be expected that the need for services would increase proportionately; therefore the level of per capita revenues should remain at least constant. Subsequently, if per capita revenues decrease, it would be expected that the city might be unable to maintain existing services with the same revenue sources.

TREND ANALYSIS/CONCLUSION: This chart shows that City revenue per capita has gradually increased during the first half of the past decade followed by a decrease from 1999 to 2003 because of the slowdown in the draw down of block grant funds. This trend reversed itself through 2007 but has declined sharply in the past three years and is at its lowest point in 2010. This decline is attributed to a decrease in intergovernmental revenue and corresponds to the trend in expenditures per capita. For 2011, this trend has reversed its self.



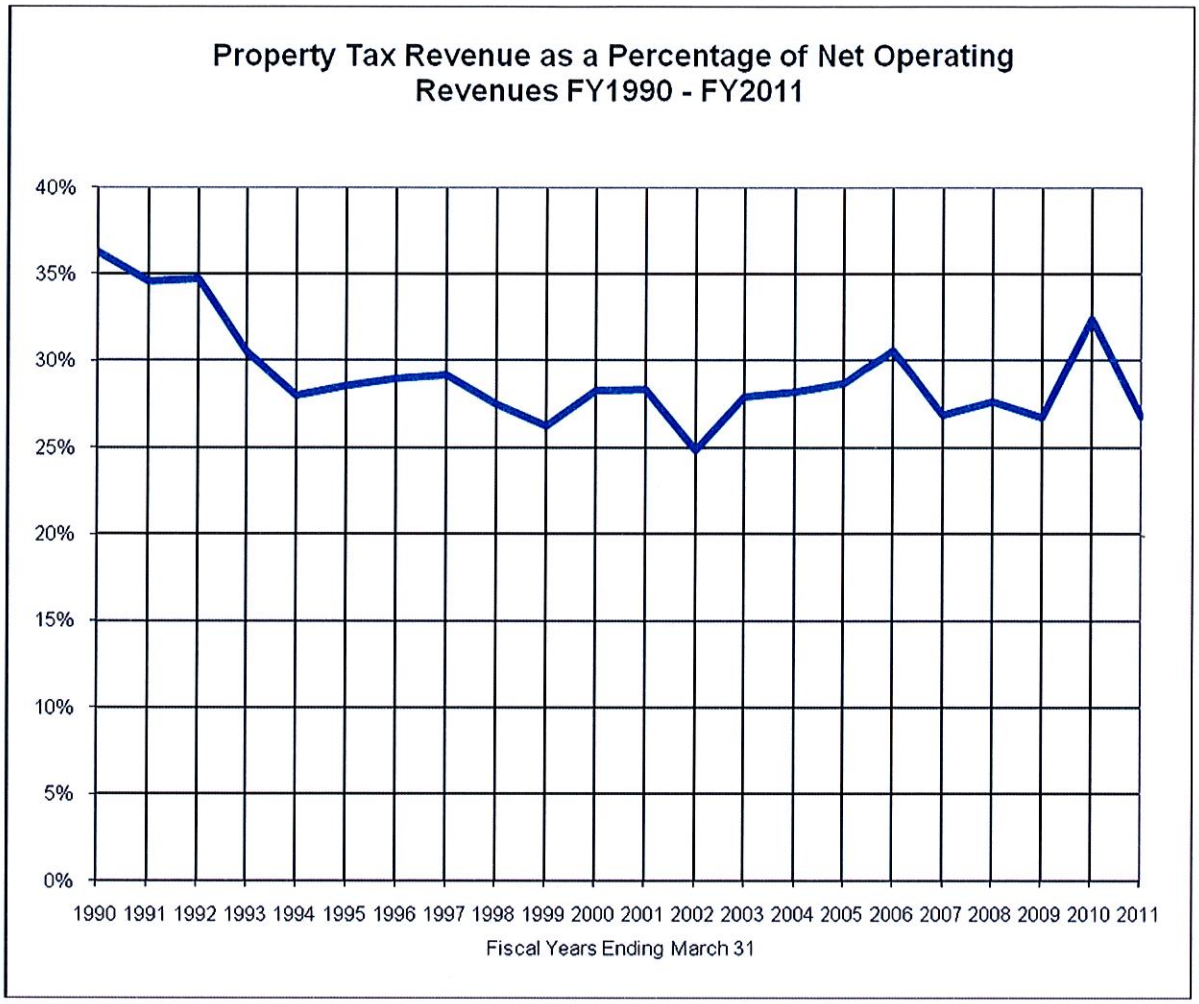
INDICATOR DESCRIPTION: Most cities are heavily reliant on property tax. A decline or growth in property taxes can result from a number of causes. First it may reflect an overall decline in a city's property values resulting from age, a decline in economic health, or a decline in population. Second, it might result from an inability of property owners to pay. Third, it might be a result of inefficient assessment or appraisal practices. Fourth, a decline could result from an unwillingness of property owners to pay because delinquency penalties are less than short-run interest rates and nonpayment becomes an economical way for private individuals and businesses to borrow money.

TREND ANALYSIS/CONCLUSION: This chart illustrates a general reduction in property tax collections in constant dollars from 2005 to 2008 with a slight increase in 2009 and 2010. This points out the need for continued economic development strategies designed to attract, retain and increase the property values of businesses and households.



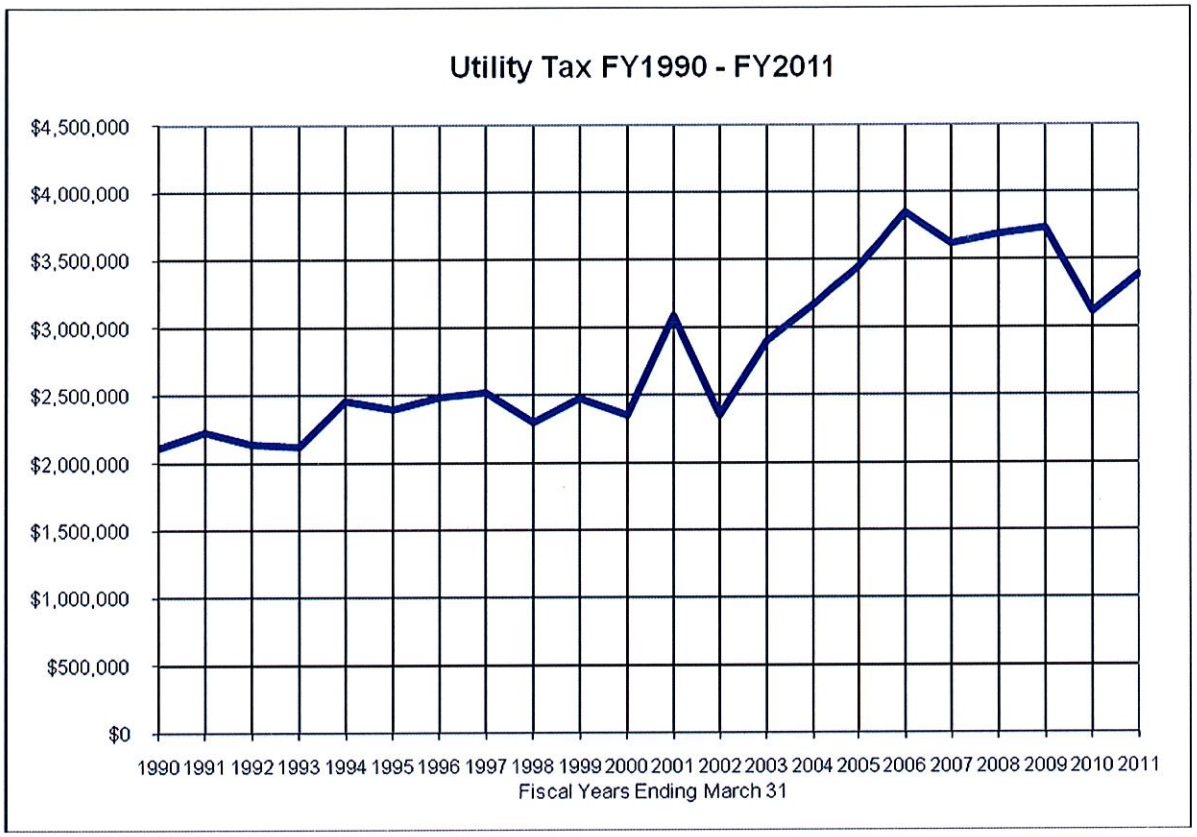
INDICATOR DESCRIPTION: This chart shows the changes in the municipal property tax rate for property taxes collected in fiscal years ending March 31, 1990 to 2011. The municipal rate includes levies for Parks and Library.

TREND ANALYSIS/CONCLUSION: This chart should be viewed with the first chart "Equalized Assessed Property Valuations". Property tax rates peaked in 1990 at $4.13. They have steadily declined to a rate of $2.49 in 2004 (a 40% decrease since 1991). However, in 2005 the municipal property tax rate increased slightly to $2.57 but has decreased to $2.36 in 2007 and remains at approximately the same rate for 2008 through 2011.



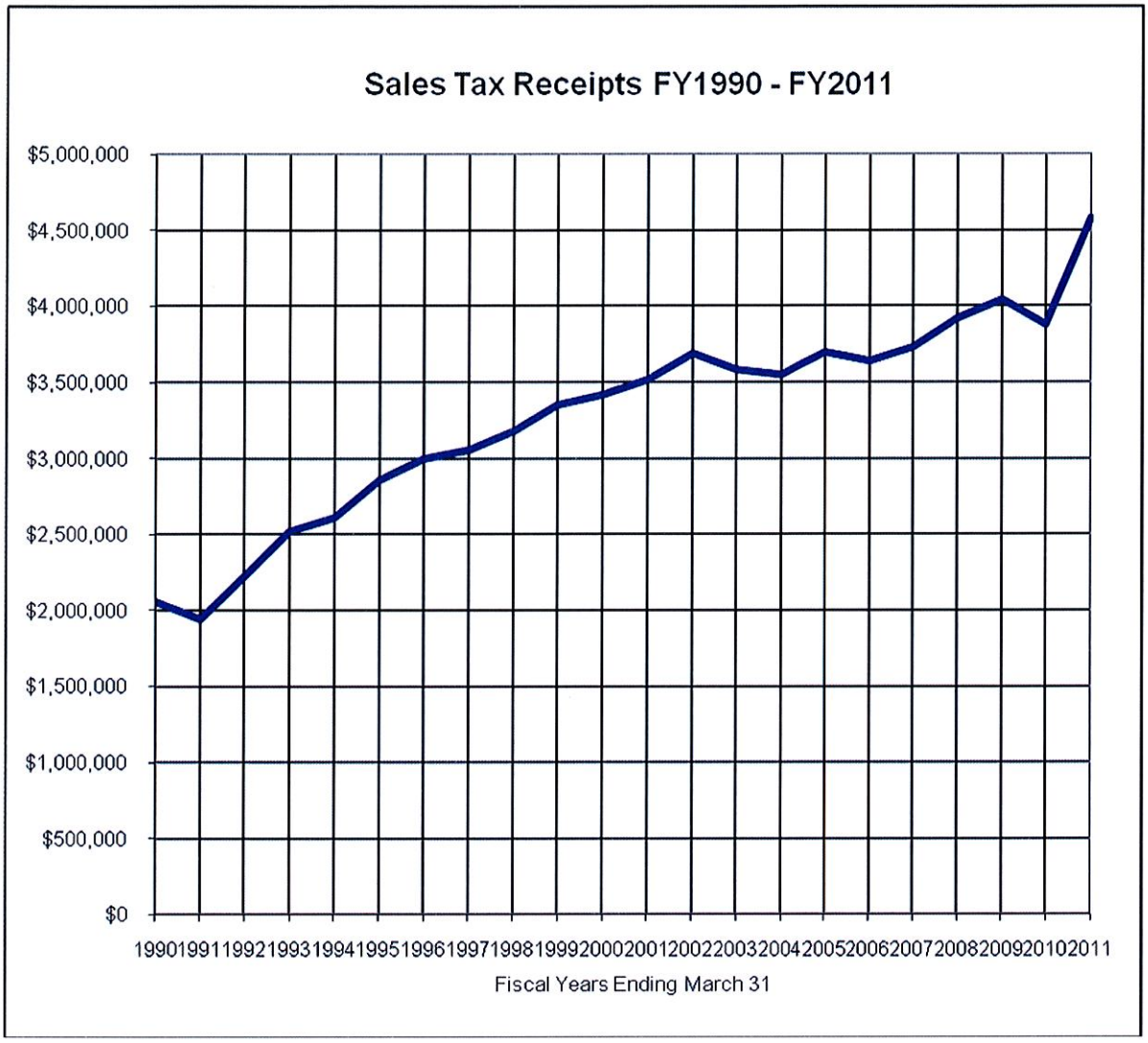
INDICATOR DESCRIPTION: This chart shows property tax collections as a percentage of Net Operating Revenue.

TREND ANALYSIS/CONCLUSION: The reliance on the property tax for funding City services had declined since 2006 but saw an increase in 2010 though it returned to the 2006 level in 2011. This is not a positive trend for the City. It reflects a reduction in state collected revenue from income and replacement taxes putting additional pressure on locally generated revenue sources and local taxpayers to fund City services. During the past decade, a more diverse revenue mix had been created due to the addition of the gasoline tax, hotel/motel tax, local option sales tax, municipal utility tax and gaming fees. This allowed the City to reduce its reliance on the property tax creating a healthier mix of operating revenues. Although the chart highlights the current challenge of the revenue mix, recovery of the state collected revenue in future years should reverse this trend. A major concern is the unknown direction that the State of Illinois will take to solve the State's ongoing fiscal crisis. Any tampering with the distribution of state shared revenue by the State legislature could have a long-term negative impact on the City's ability to provide services.



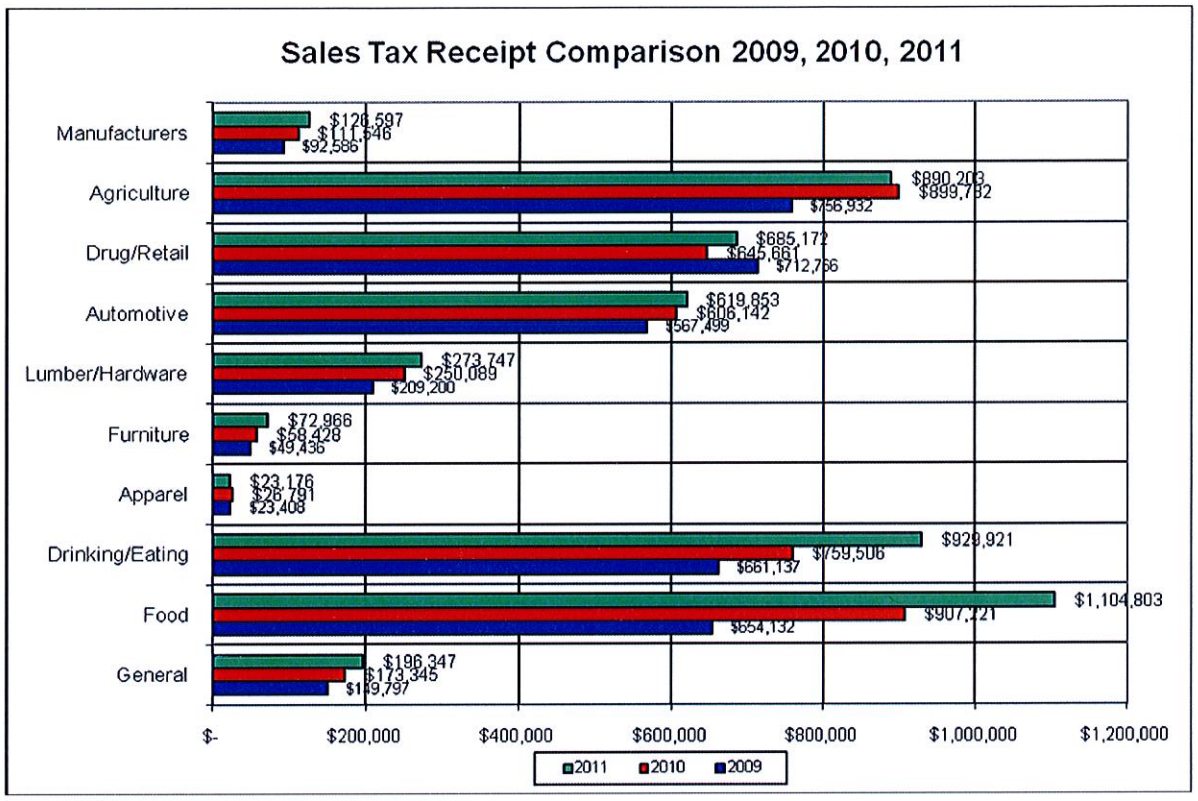
INDICATOR DESCRIPTION: On January 1, 1984 the City imposed a 1% tax on gas and electricity and a 5% tax on telephone service. On November 1, 1986, the tax on gas and electricity increased from 1% to 5%. The City has reached the statutory limit on the percentage of tax it can impose.

TREND ANALYSIS/CONCLUSION: The utility tax has been a relatively stable elastic revenue source fluctuating with the price and level of consumption. However, deregulation of the industry has led to "wheeling" from outside suppliers. This, plus MidAmerican Energy's 13% decrease in rates caused the reduction in 1998 revenue. The City adopted a gas use tax ordinance to recapture the estimated $90,000 tax revenue lost to "wheeling". The peak in 2001 resulted from increases in natural gas prices. As a result the City reduced the tax rate from 5% to 3.2% for a period of six months to provide relief to residents from high utility charges. In fiscal year 2003 the City adopted the new simplified telecommunication tax to replace taxes lost by the elimination of the utility infrastructure tax. Due to uncertainty over projected revenues, the City passed the tax ordinance at the maximum rate of 6%. Utility tax revenue for 2011 increased 8.6% from 2010.



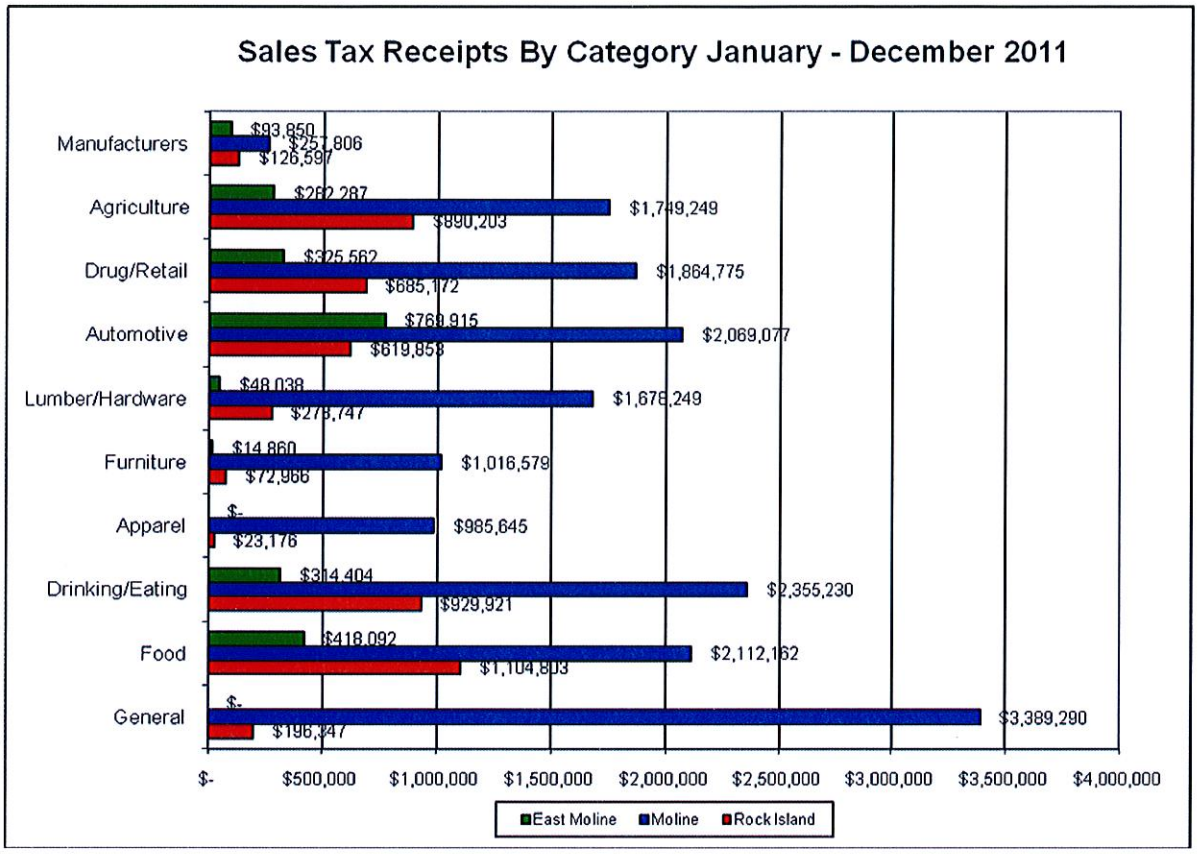
INDICATOR DESCRIPTION: This chart shows total sales tax receipts for the past decade including the local option sales tax. The sales tax rate for purchases within the City is 7%. The tax is collected by the State of Illinois and distributed to the City on a monthly basis. The state retains the 5%, sends .25% to Rock Island County and remits the 1.75% balance to the City. Almost one third of the total City sales tax is due to the local option sales tax.

TREND ANALYSIS/CONCLUSION: The local option sales tax was adopted September 1, 1991 to enhance the revenue mix and reduce the reliance on the property tax. Sales tax revenue increased 13.3% for an average of 2.7% per year from 2004 to 2009, which, while still positive, is less than in past years when the average increase was 5.7%. The City increased the rate for the local option sales tax from 0.5% to 0.75% in fiscal year 2003 due to the impact of the economic recession. Sales tax receipts for 2006 decreased slightly over the previous year but have rebounded in 2007, 2008, and 2009, averaging 3.5% in these years. Sales tax receipts for 2010 fell 4% from 2009. For fiscal year 2011 the City has increased the local option sales tax from 0.75% to 1.25%, again to address an economic downturn.



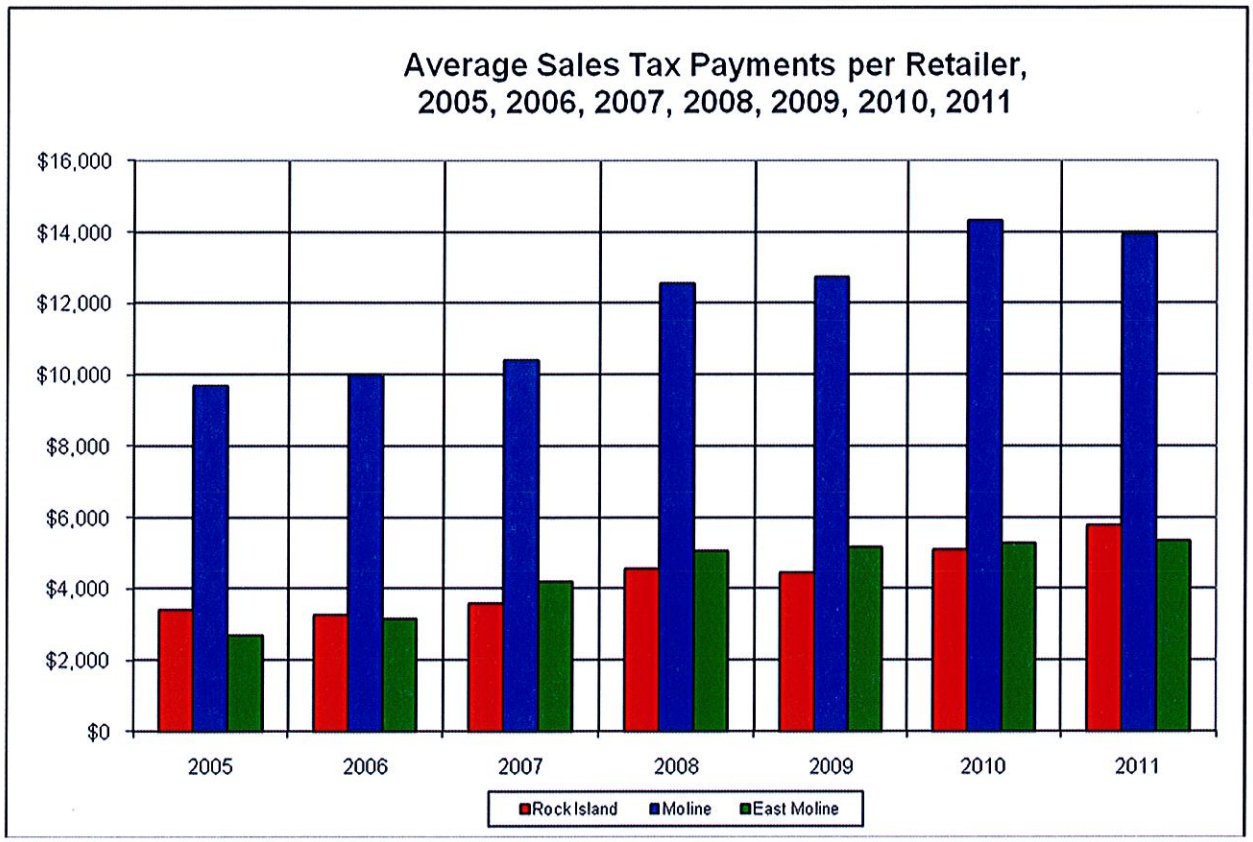
INDICATOR DESCRIPTION: This chart compares calendar data for 2009, 2010, and 2011 supplied by the Illinois Department of Revenue. This chart reflects both the municipal and home rule components of the total sales tax revenue.

TREND ANALYSIS/CONCLUSION: The 2011 Sales Tax receipts increased over 2010 in the following categories: Manufacturers, Drug/Retail, Automotive, Lumber/Hardware, Furniture, Drinking/Eating, Food, and General. Only Agriculture and Apparel decreased during this same period.



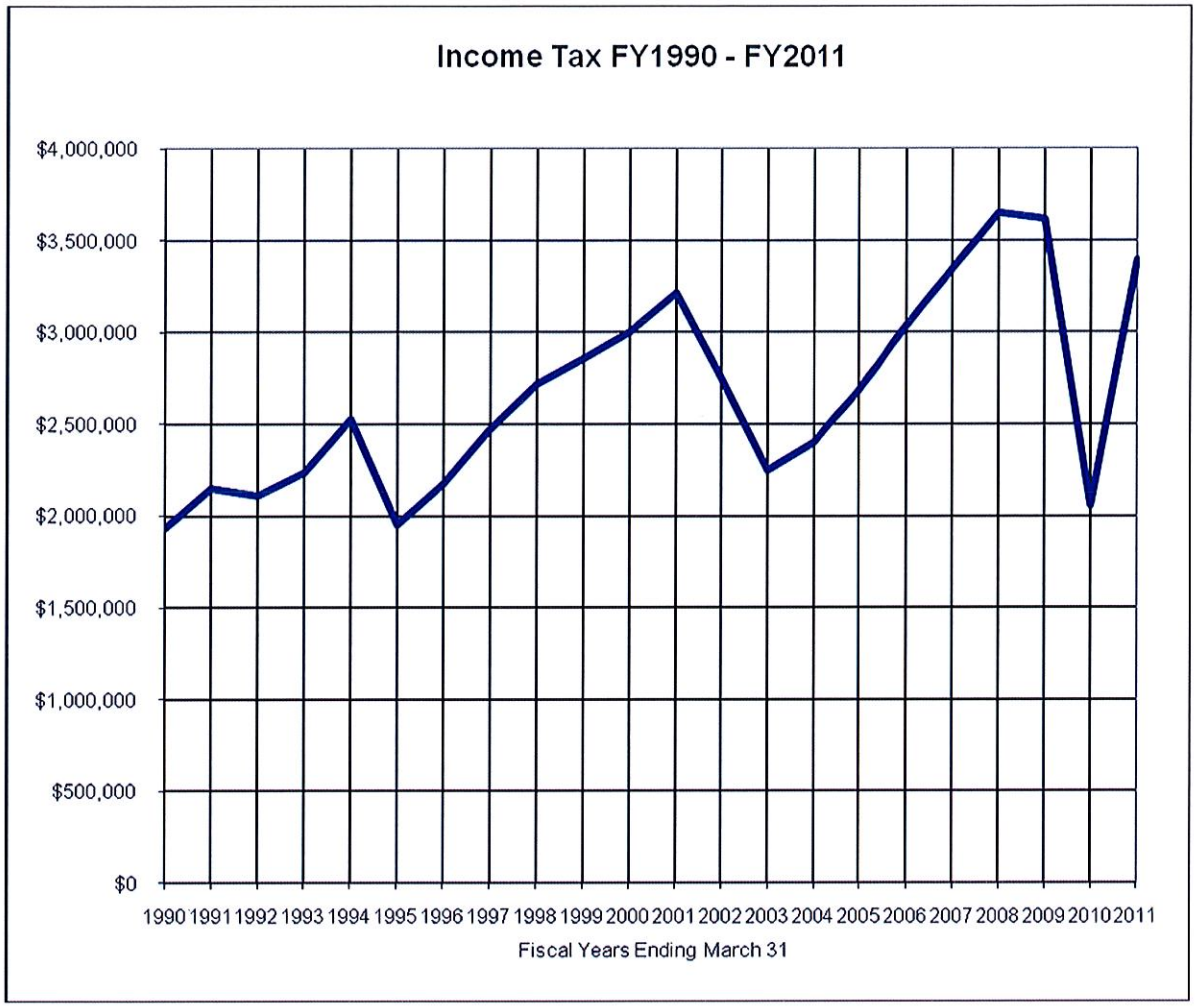
INDICATOR DESCRIPTION: This chart shows City sales tax receipts by business category for the calendar year 2011 compared to East Moline and Moline. Since the City is essentially in competition with these communities, this chart is a useful tool for analyzing how Rock Island compares to its neighbors. The data for the chart came from an Illinois Department of Revenue website.

TREND ANALYSIS/CONCLUSION: Rock Island is a distant second to Moline in all categories except for Automotive in which it is the lowest of the three communities. East Moline is not a home rule city and therefore does not have a home rule sales tax.



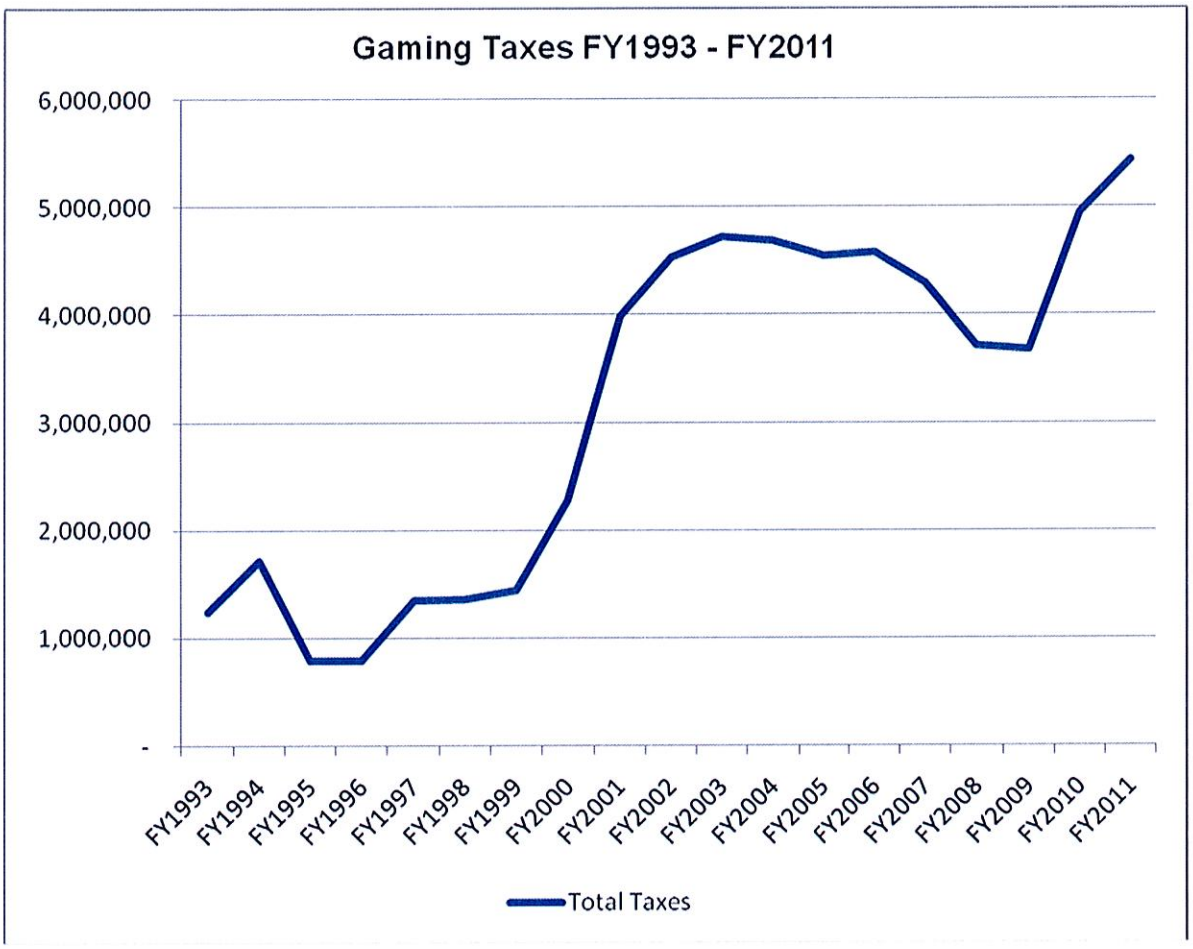
INDICATOR DESCRIPTION: This chart shows City of Rock Island sales tax receipts per retailer for the calendar years 2005 through 2011 as compared to East Moline and Moline. It was prepared by dividing the total sales tax receipts by the number of retail businesses in each city. The data for the chart came from the Illinois Department of Revenue website.

TREND ANALYSIS/CONCLUSION: This chart shows that businesses in Rock Island and East Moline are generally smaller retailers that do not have the volume of sales as do retailers in Moline. Attraction of additional high volume businesses such as automobile dealers or major retailers would improve City sales tax revenue. Since 2007 Rock Island has trailed both East Moline and Moline in average sales tax payments but Rock Island surpassed East Moline in 2011. Again, since the City is essentially in competition with these communities, this chart is useful to analyze how we compare with our neighbors.



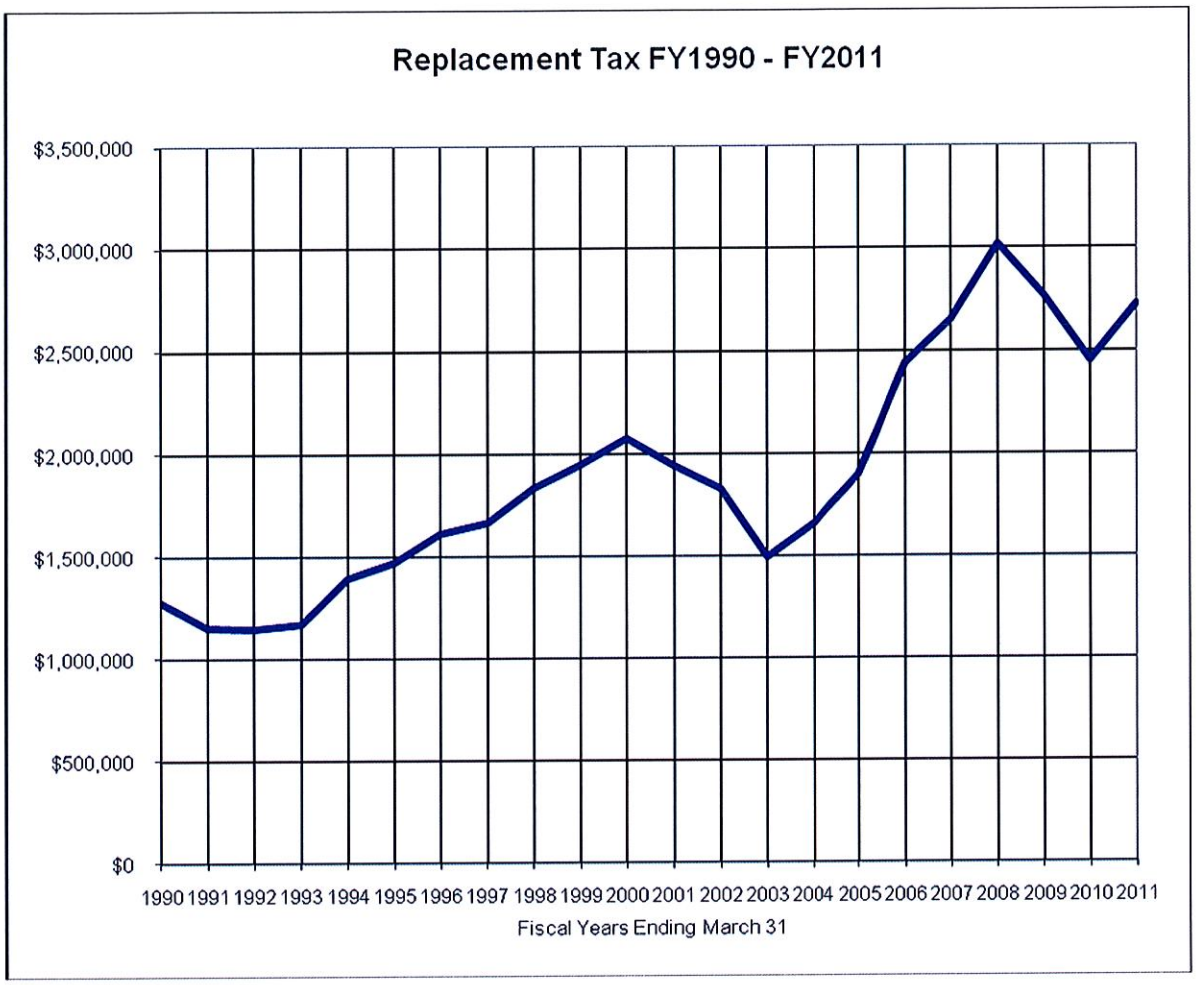
INDICATOR DESCRIPTION: City income tax revenue is generated from a 3.0% tax on personal income. The tax is collected by the State and distributed to cities based on population. From 1990 to 1994 there were two components; income tax and surcharge tax. Income tax revenue was recorded in the General Fund, while income tax surcharge revenue was recorded in the Income Tax Surcharge fund and then transferred to Capital Improvements.

TREND ANALYSIS/CONCLUSION: Income tax maintained a pattern of modest increases from 1990 through 1994. The 1993 compromise legislation increased the municipal share of the income tax, but eliminated the surcharge. This explains the revenue decrease from 1994 to 1995. Total fiscal income tax again increased steadily from 1995 to 2001 before taking a downward turn, falling 30% from 2001 ($3,215,936) to 2003 ($2,251,572). For the years 2004 through 2008, income tax revenues have shown a steady increase. Due to the economic downturn in 2009 which continued in 2010, this revenue has shown a significant decrease. Recovery of the state collected revenue occurred in 2011 but not to the level of the previous high in 2008. A major concern is the unknown direction that the State of Illinois will take to solve the State's fiscal crisis. Any tampering with the distribution of state shared revenue by the State legislature could have a long-term negative impact on the City's ability to provide services.



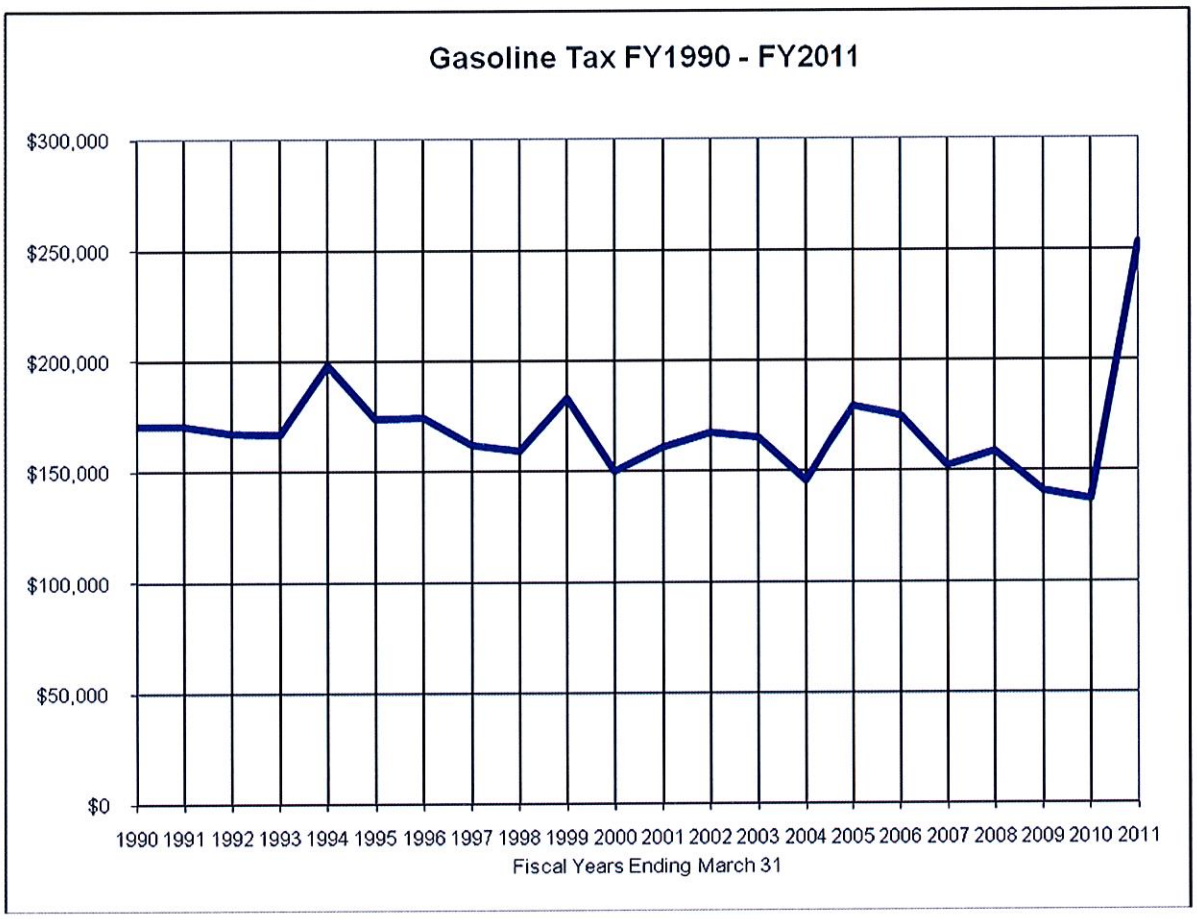
INDICATOR DESCRIPTION: The City receives approximately 5% of the wagering losses as a tax collected and remitted to the City by the State of Illinois. This chart shows these local and State revenues plus total gaming revenue from inception in March 1992 through FY2011.

TREND ANALYSIS/CONCLUSION: Gaming revenues steadily increased until the beginning of dockside gaming in Iowa. Thereafter, the revenues began a steady decline. In July 1995, Council approved a tax rebate agreement with the Casino until approval of Illinois dockside gaming legislation. Dockside gaming was approved by the Illinois legislature in May of 1999. The passage of dockside gaming by the state legislature changed the revenue picture for the City allowing expenditures from gaming revenues for capital improvement and economic development projects. For the period of FY2009 through FY2011, revenues have been higher as a result of the opening of the new casino in December, 2008.



INDICATOR DESCRIPTION: The State of Illinois enacted the replacement tax in August 1979 to provide replacement revenues to local taxing units that previously levied a tax on personal property. The sources for the tax are income of corporations' - 2.5%, partnerships - 1.5% and invested capital of utility companies - 0.8%. The tax is collected by the State and distributed based upon the percentage of personal property tax collections. Taxing districts outside Cook County receive 48.55% of the tax distributions.

TREND ANALYSIS/CONCLUSION: Replacement tax revenue is dependent on the level of economic activity throughout the entire state. The City experienced growth in replacement tax revenue steadily from 1993 – 2000; however the trend reversed in fiscal 2001, as anticipated, and continued this pattern through 2003 because of the economic recession. For the years 2004 through 2008, replacement tax revenues increased over previous years due to economic recovery but again experienced a decrease due to the economic downturn in 2009 and 2010. For 2011, replacement tax revenue has recovered somewhat.



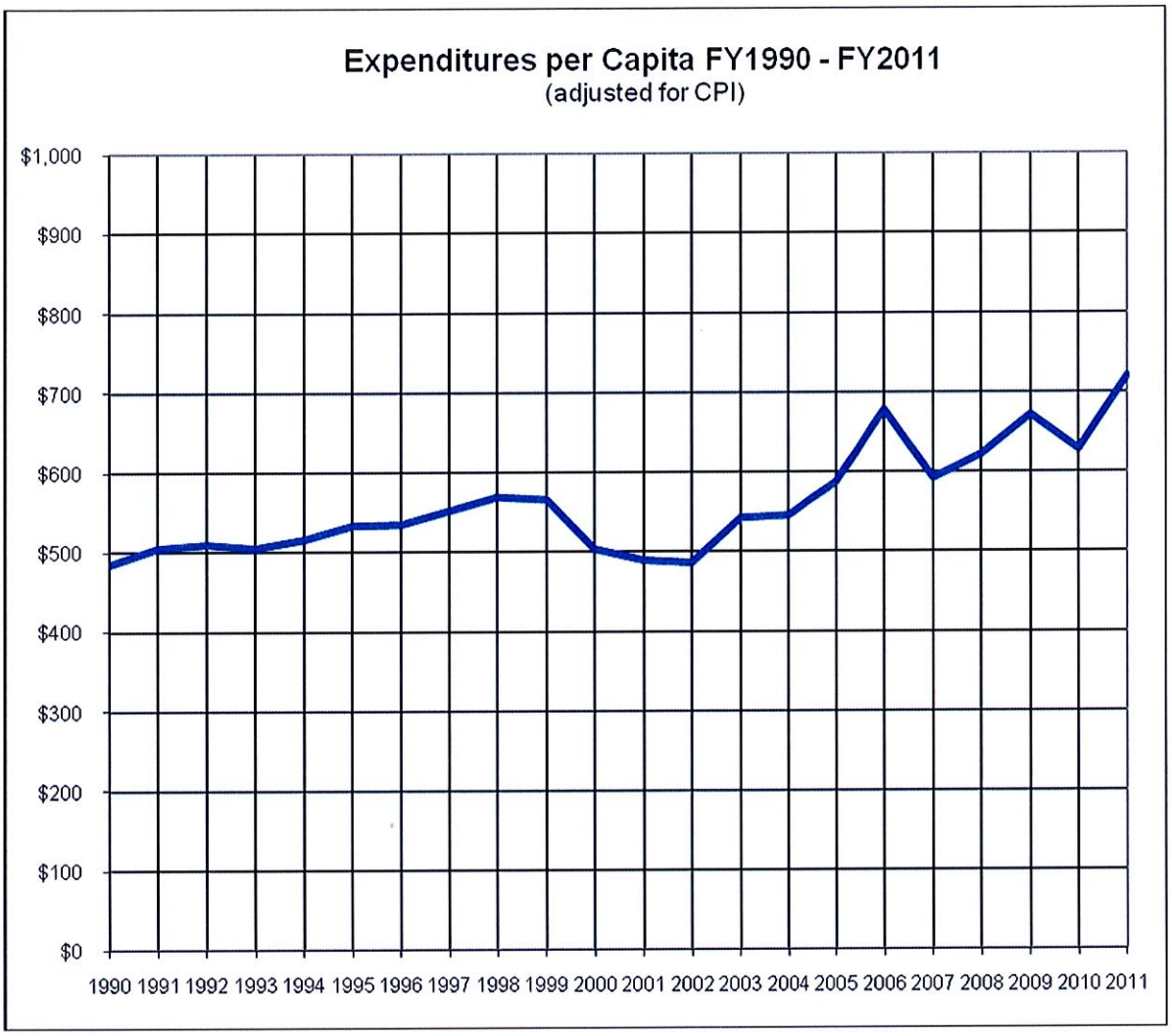
INDICATOR DESCRIPTION: The City adopted a user tax of $0.01 on retail and bulk purchases of motor fuel on April 6, 1987, replacing the wheel tax. Effective March 1, 2010, this tax rate was raised to $0.02 on retail and bulk purchases of motor fuel. Gasoline tax represents approximately 0.75% of General Fund revenue.

TREND ANALYSIS/CONCLUSION: Receipts from the gasoline tax remained steady at approximately $160,000 through 2003. However, 2004 receipts dropped below $150,000 for the first time in over fourteen years. 2005 saw an increase while 2006 and 2007 have seen a decrease followed by a slight increase in 2008. For 2009 and 2010, revenue has again decreased as a result of the economic downturn but has increased significantly for 2011 as the City has increased the gasoline tax from 1 cent to 2 cents per gallon effective March 1, 2010.

ROCK ISLAND

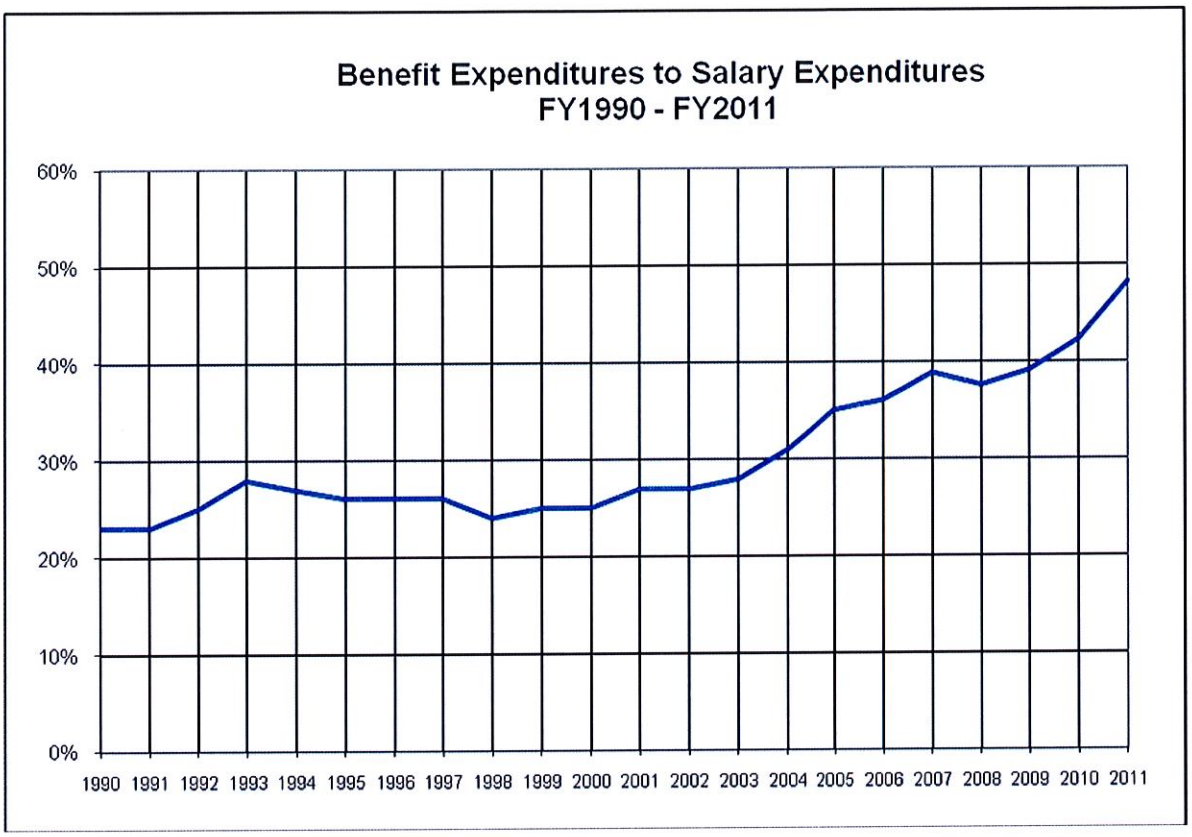
ILLINOIS

EXPENDITURE TRENDS



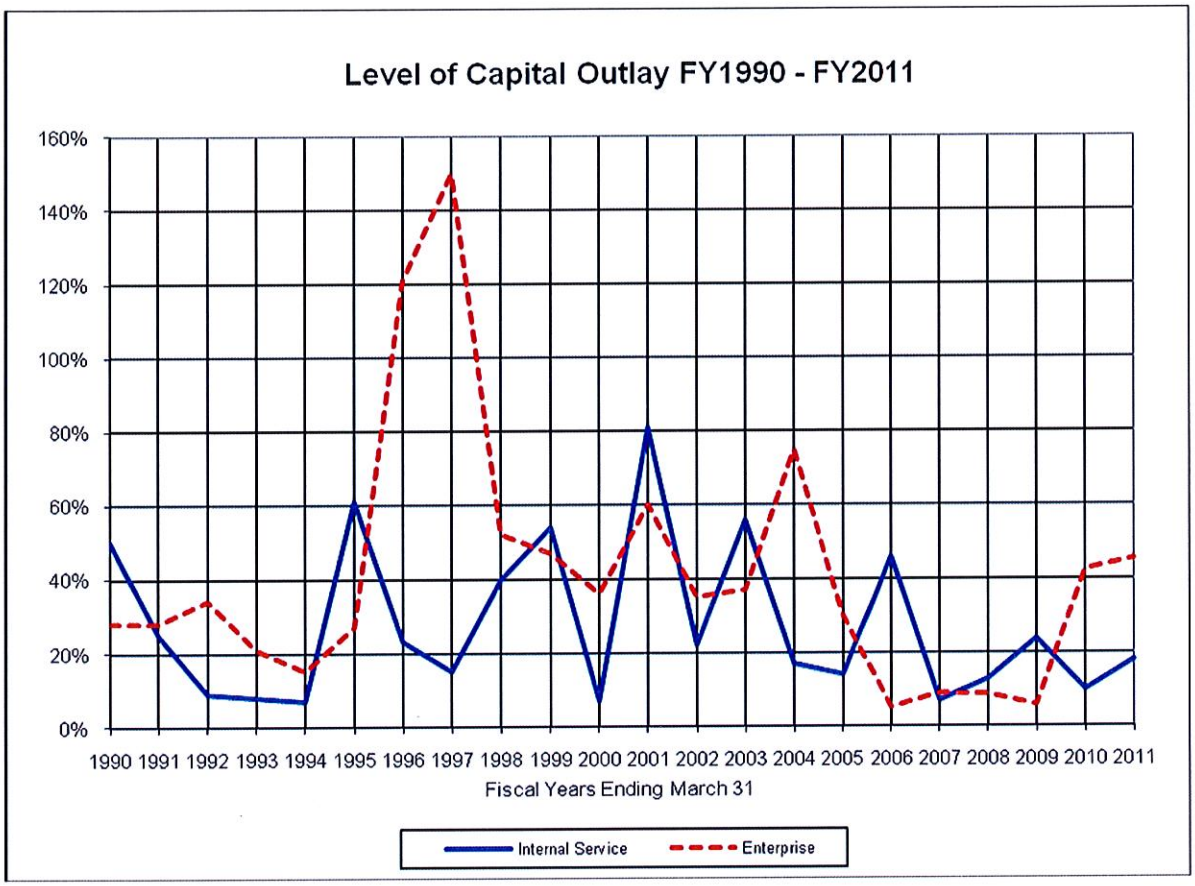
INDICATOR DESCRIPTION: This chart shows Net Operating Expenditures (adjusted for changes in the consumer price index) per person relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially if spending is increasing faster than the community's personal income or other relevant tax base. From a different perspective, if the increase in spending is greater than would be expected from continued inflation and cannot be explained by the addition of new services, it can be an indicator of declining productivity ---- the city is spending more real dollars to support the same level of services. From still another perspective it could indicate that the city is providing more services ---- a natural reaction to unfunded state and federal mandates.

TREND ANALYSIS/CONCLUSION: This chart suggests that the City has been able to maintain service levels despite a loss in population. The chart indicates a trend of increasing expenditures per capita reversed in 1999 and remained steady until 2006 when they spiked briefly. For 2011 the upward trend, which reversed in 2010, has returned.



INDICATOR DESCRIPTION: The most common forms of fringe benefits are pension plans, health and life insurance, vacation, sick and holiday leave, and various types of educational and incentive pay. Together, they represent a significant share of operating costs. Some benefits, like health insurance, require an immediate cash outlay. Others, like accumulated sick leave, may require either paying the cost of not having the work done or paying the cost of additional workers to handle the workload. Because of the complexity of the funding and recording of fringe benefits, these costs can inadvertently escalate and place a financial strain on a city. This chart compares budgeted direct personnel benefits to budgeted salaries. Benefits included are FICA, IMRF, Police Pension, Fire Pension and Health Insurance. (The data for this chart represents budgeted amounts not actual amounts since it was taken from annual budgets and not annual audits).

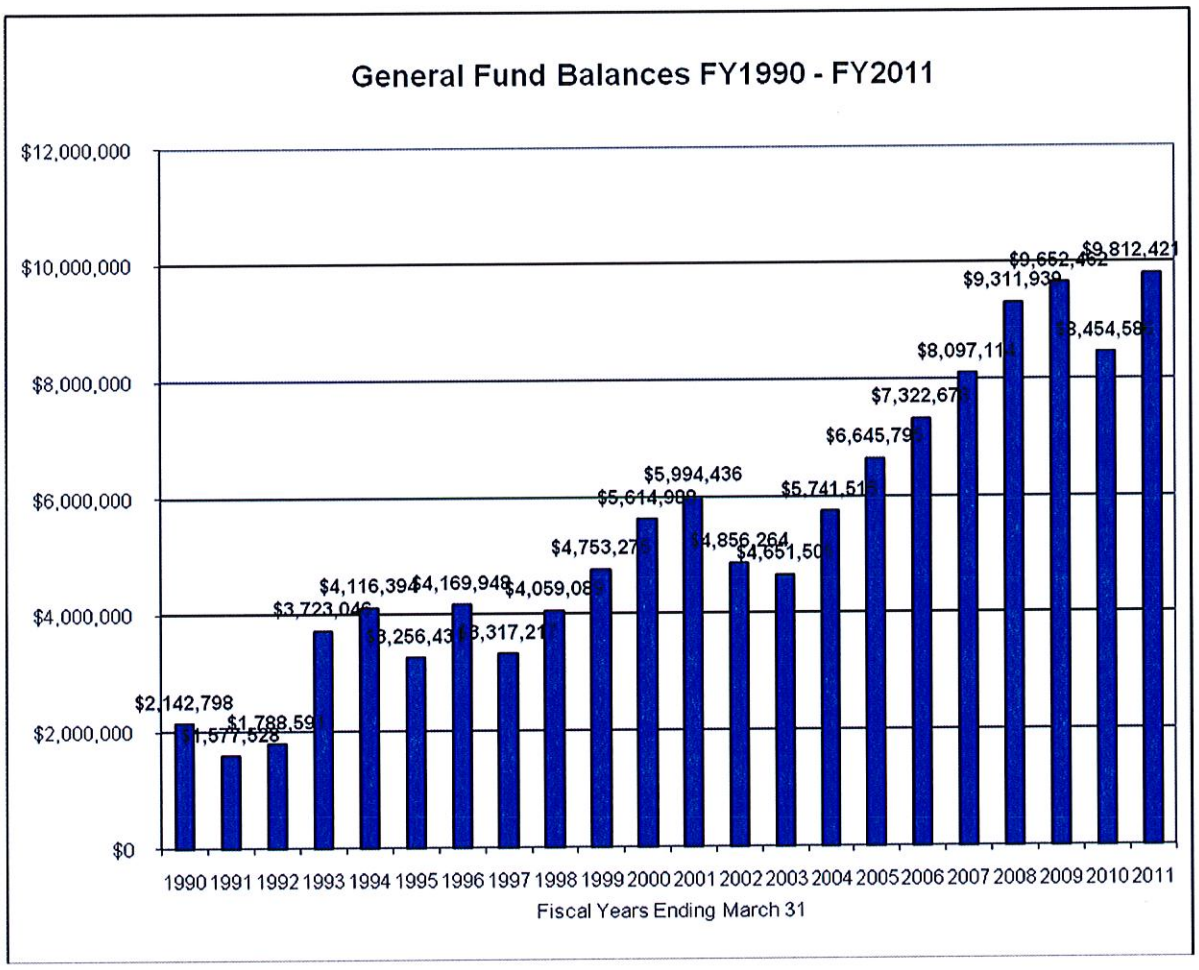
TREND ANALYSIS/CONCLUSION: This chart shows a positive trend for 1990 and 1991. The negative trend of increasing benefits to salaries for 1992 and 1993 is due to budgeted increases in health insurance expenses. This negative trend was reversed in the 1994 – 1998 budgets. 1999 saw budgeted increasing health insurance expenses with a slight decrease in 2001. The City used rapid amortization of IMRF early retirement funding in 2001 to reduce the cost of this benefit. This cost increased in 2003 due to a 30% increase in health insurance and pension contribution benefits from the prior year. The negative trend is expected to continue as the cost of benefits increases each year. City staff has taken a proactive approach to rising health care costs and controlling salaries, but pension costs continue to accelerate.



INDICATOR DESCRIPTION: This chart shows the ratio of capital outlay to net operating expenditures of the Internal Service and Enterprise Funds. If this ratio is declining in the short run of one to three years, it could mean that the City's needs have temporarily been satisfied, because most equipment lasts more than one year. If the decline persists over three or more years, it can be an indicator that capital outlay needs are being deferred, resulting in the use of obsolete and inefficient equipment and the creation of a future unfunded liability.

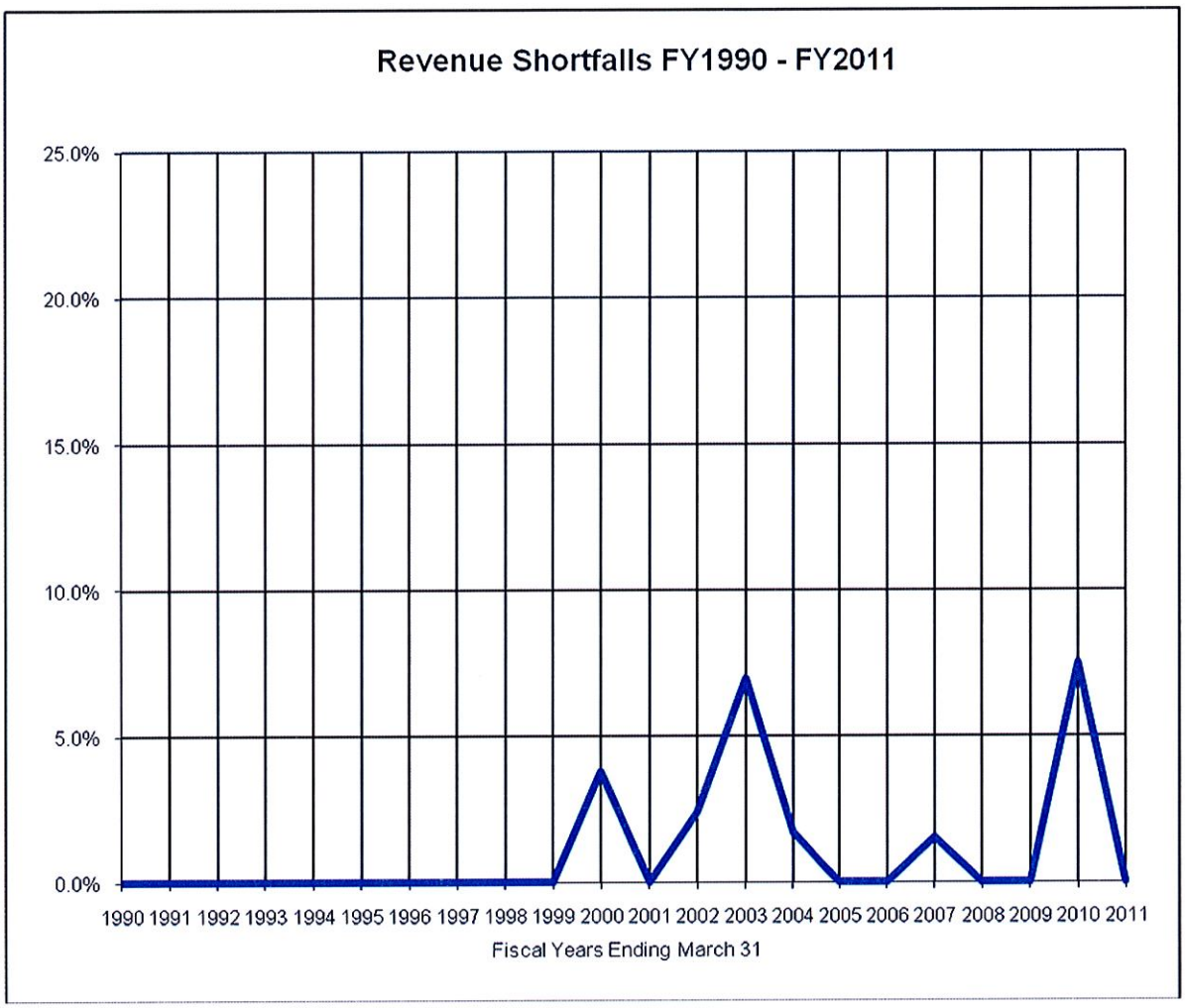
TREND ANALYSIS/CONCLUSION: Capital outlay for the Internal Service Fund (Equipment Maintenance) shows periodic peaks and valleys, which is expected as the City accumulates resources and then makes major periodic planned purchases of equipment. The Enterprise Funds show steady capital outlay (in these funds this includes system improvements as well as equipment replacement), which would indicate that capital needs are not being deferred. The 1996 and 1997 increase can be attributed to the renovation of the Centennial Bridge, as well as the 2004 increase in the Enterprise Fund. Capital outlay for Enterprise Funds will increase in future years due to the construction of a new $60 million waste water treatment facility as part of the City's long-term control plan.

BALANCE SHEET TRENDS



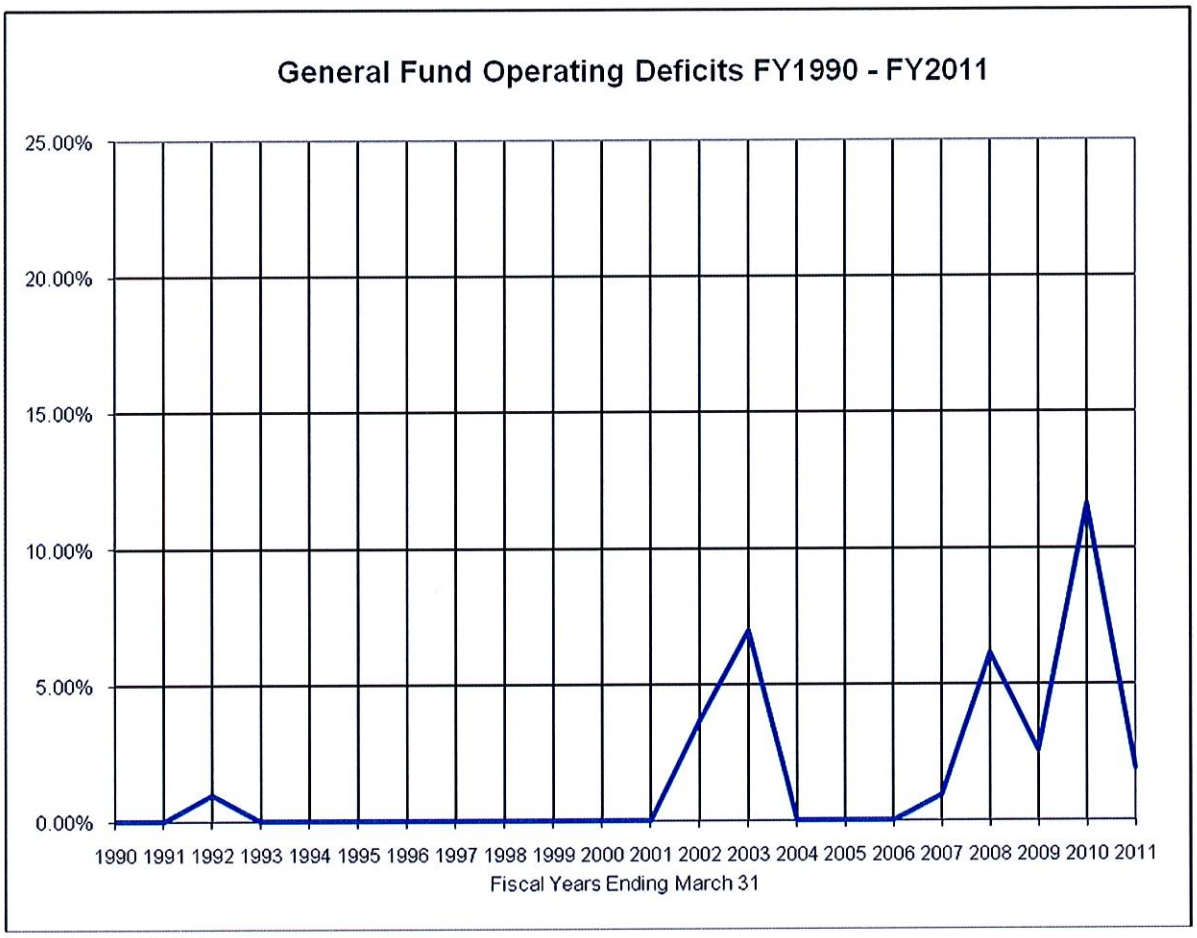
INDICATOR DESCRIPTION: The level of a city's fund balance may determine the ability to withstand unexpected financial emergencies, such as may result from natural revenue shortfalls or steep rises in inflation. It may also determine a city's ability to accumulate funds for large-scale purchases, such as fire trucks, without having to borrow.

TREND ANALYSIS/CONCLUSION: The City has been able to maintain a positive General Fund balance and transfer excess fund balance to the Capital Improvements fund in accordance with financial policies. At March 31, 2009 the City achieved a five year goal of increasing the general fund balance to equal to 90 days of budgeted expenditures. Despite the recession, the City was able to maintain the target 90 day fund balance. Transfers to the capital fund were suspended in 2009 and 2010 but resumed in 2011.



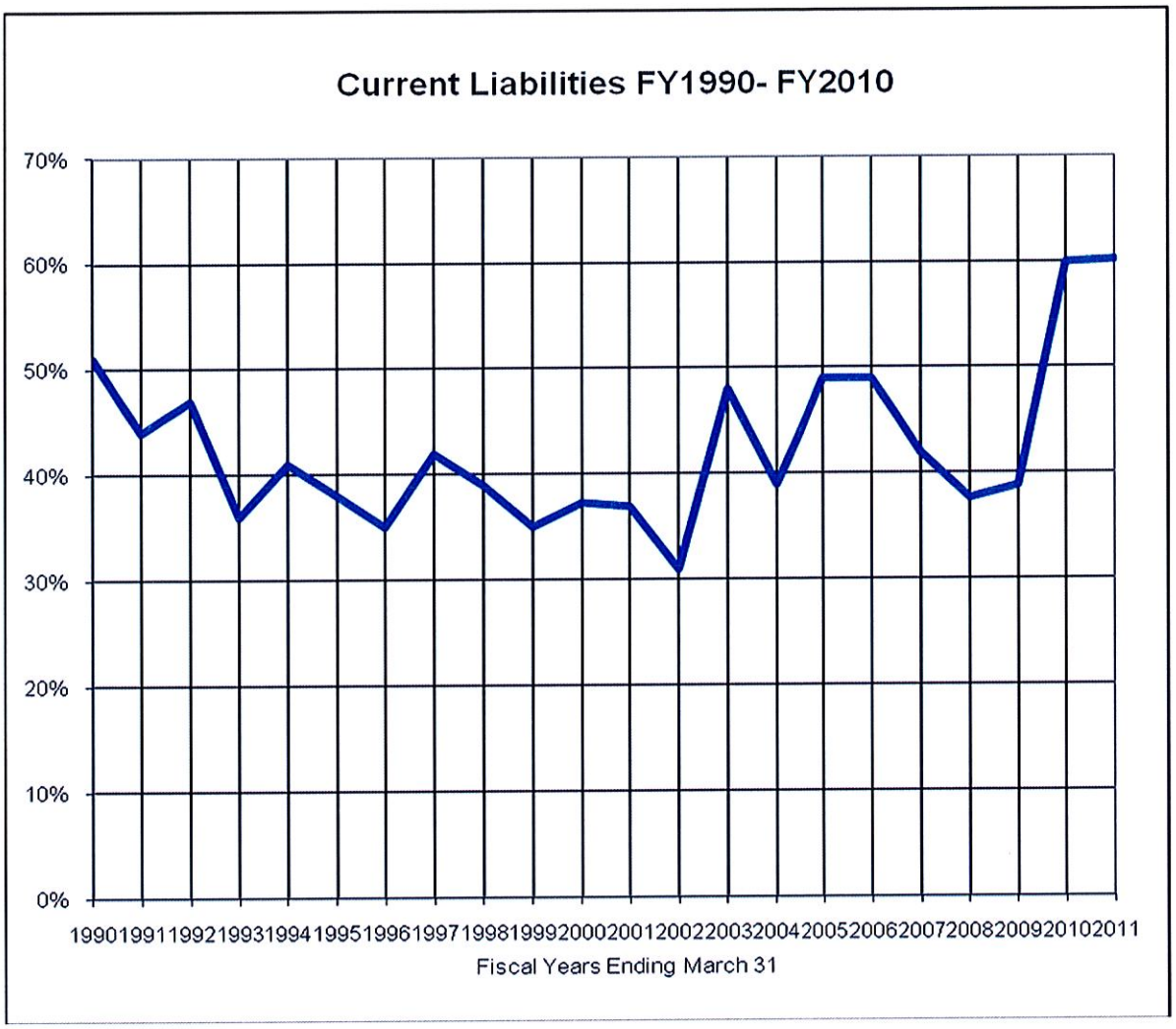
INDICATOR DESCRIPTION: Revenue shortfalls are indicated as a percentage of net operating revenue. This indicator examines the differences between revenue estimates and revenues actually received during the budget year. Major differences, that continue year after year, can be an indication of either a declining economy, inefficient collection procedures or inaccurate estimating techniques. They can also be an indication that revenue estimates are being made optimistically high to accommodate political pressures. A warning trend is an increase in revenue shortfalls as a percentage of net operating revenue.

TREND ANALYSIS/CONCLUSION: 2000, 2002, 2003, 2004, 2007, and 2010 shortfalls were due to the economy.



INDICATOR DESCRIPTION: An operating deficit occurs when current expenditures exceed current revenues. This does not necessarily mean that the budget will be out of balance ("budget deficit") because reserves ("fund balances") from prior years can be used to cover the difference. It does mean that, at least during the current year, the city is spending more than it receives. This can occur because of an emergency or as a result of conscious policy to use surplus balances that have accumulated over a past year. The existence of an operating deficit in any one-year may not be cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures and serious problems may lie ahead.

TREND ANALYSIS/CONCLUSION: In 1992, a transfer of $100,000 from the IMRF fund was used to fund General Fund IMRF expenditures and cover the operating deficit of $77,662. The operating deficits in the above chart were the result of declines in tax revenue caused by economic downturns. This impacted the City's ability to transfer excess general fund balance to the capital improvements fund in accordance with financial policies. At March 31, 2009 the City achieved a five year goal of increasing the general fund balance to equal to 90 days of budgeted expenditures. Despite the recession, the City was able to maintain the target 90 day fund balance. Transfers to the capital fund were suspended in 2009 and 2010.



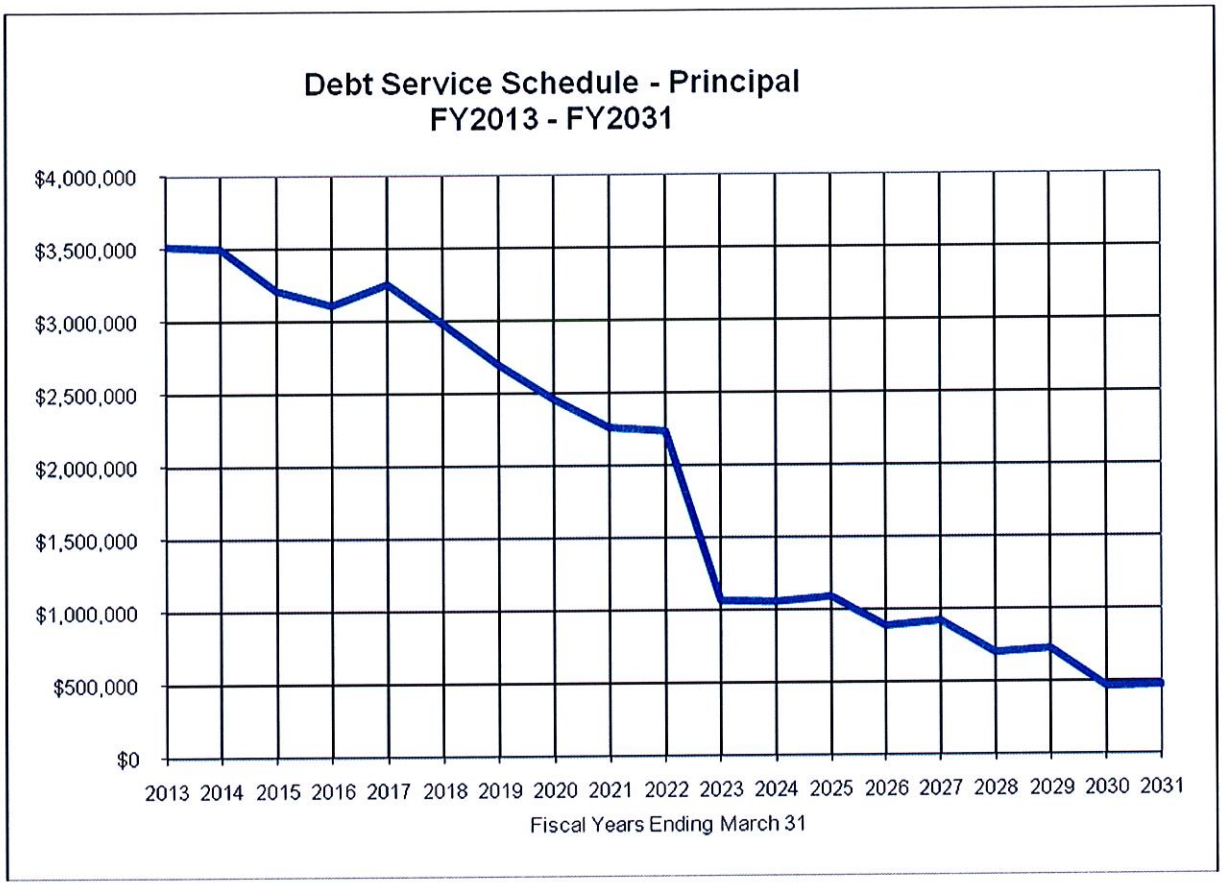
INDICATOR DESCRIPTION: Current liabilities are defined as the sum of all liabilities including short-term debt, the current portion of long-term debt, accounts payable, and other current liabilities. Although the use of short-term borrowing, i.e., tax anticipation warrants, is an accepted way to deal with erratic flows of revenues, an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems of deficit spending or both.

TREND ANALYSIS/CONCLUSION: This trend is positive for the City when current liabilities as a percentage of Net Operating Revenues decline as indicated from 1990 to 2002. The 2003 and 2005 sharp increases were due to a decrease in CDBG drawdowns. The level remained the same for 2006 followed by a two year decline with 2009 showing the beginning of the negative trend. This trend can be attributed to approximately $9 million in general obligation bonds issued to fund the construction of Schwiebert Riverfront Park. This park is a major and highly successful new amenity for the City of Rock Island. The bonds will be retired from tax increment financing fund revenues.

ROCK ISLAND

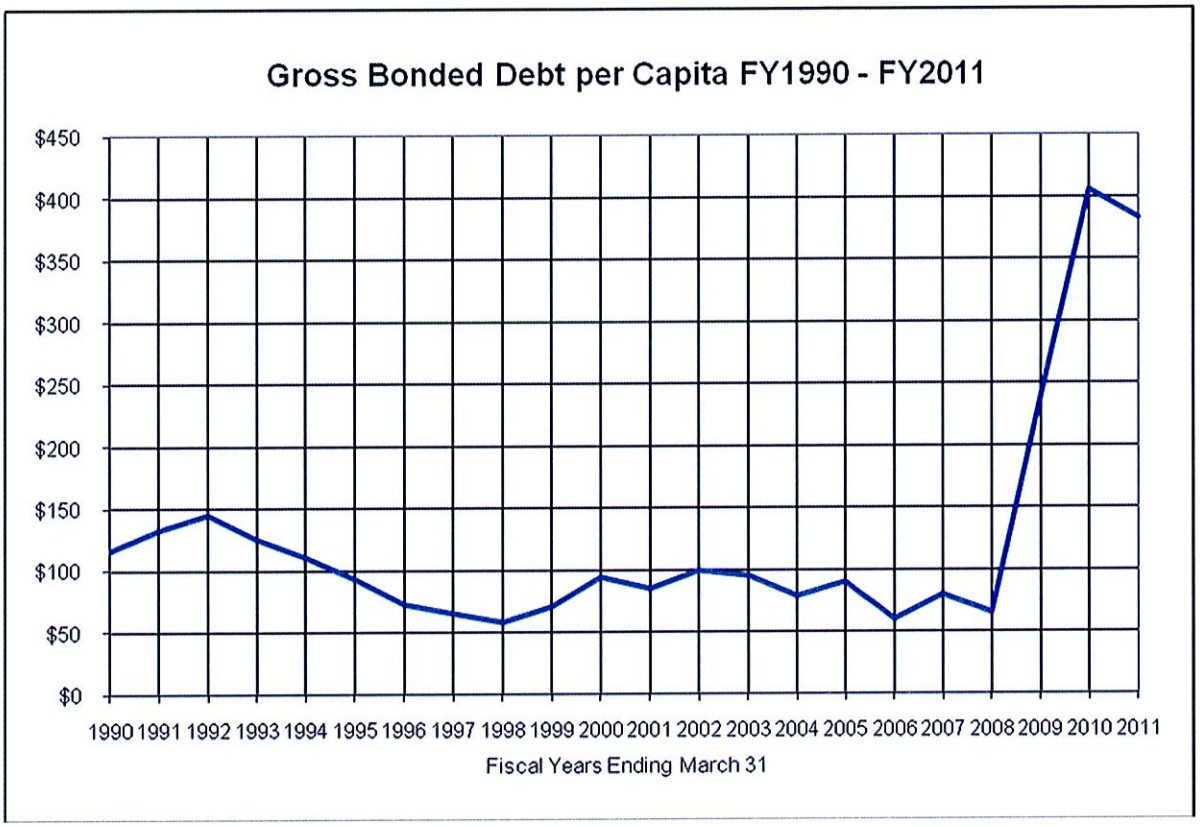
ILLINOIS

DEBT SERVICE TRENDS



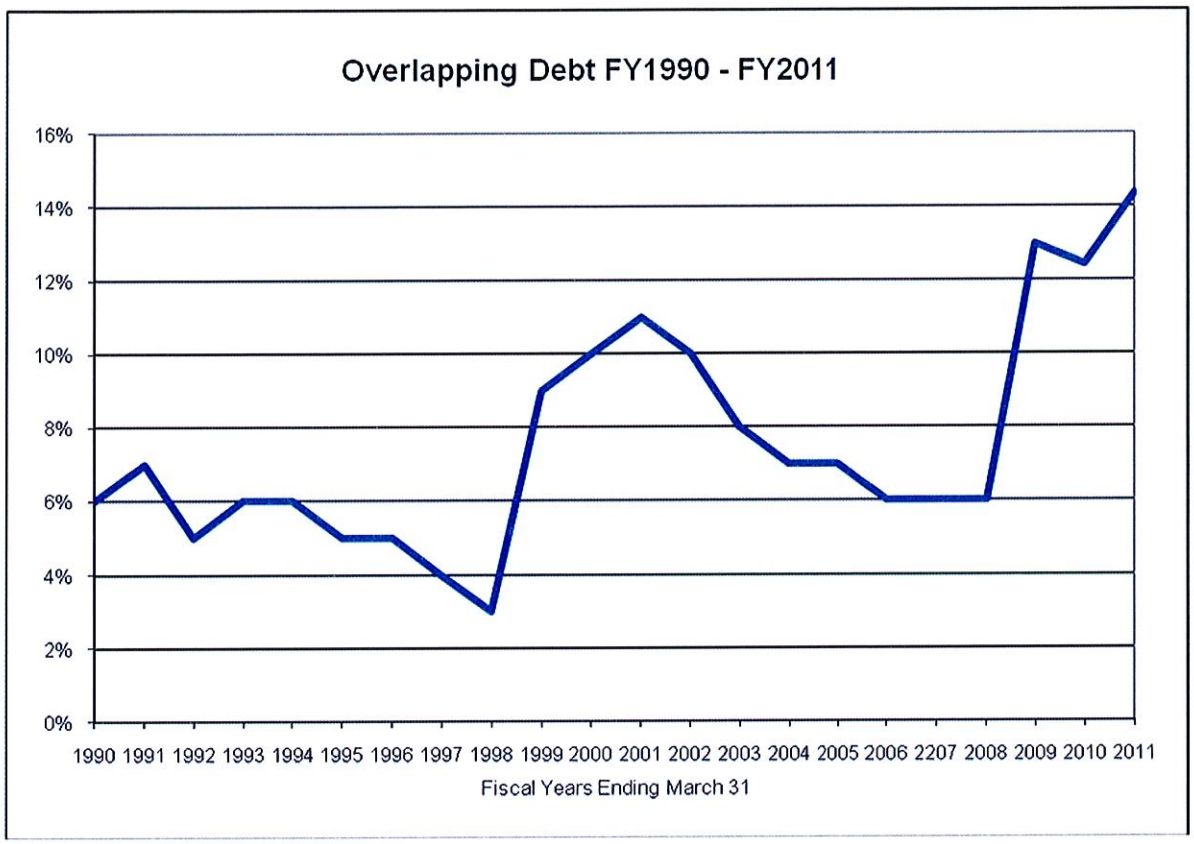
INDICATOR DESCRIPTION: Self-supporting debt is debt for which the city has pledged a repayment source separate from its property tax revenues. An example of self-supporting debt is a general obligation bond issued for water improvements, which is repaid from the revenues of the water fund. This chart shows debt principal from this budget to final maturity.

TREND ANALYSIS/CONCLUSION: Self-supporting debt will decrease significantly by the year 2023 based on the City's current self-supported debt, however, more bond issues are on the horizon for mandated water and sewer system improvements as well as other projects.



INDICATOR DESCRIPTION: Gross bonded debt is debt payable from general city revenues. It does not include debt supported by enterprise funds. This chart shows how growth in gross bonded debt is changing relative to changes in population. As population increases, it would be expected that capital needs and long-term debt needs may increase. However, if long-term debt is increasing in the face of a stabilized or declining rate of population change, debt levels may be reaching or exceeding the city's ability to pay. The underlying assumption is that the city's revenue generating ability and ability to repay debt is directly related to its population level.

TREND ANALYSIS/CONCLUSION: Since 1999, the City has continued to finance local street special assessment projects with general obligation bonds instead of special assessment bonds due to the lower interest rate on general obligation bonds. In 2009 the City issued bonds for construction of the new riverfront park with the bonds being supported by the downtown TIF, and in 2010 bonds were issued for water, wastewater, and special assessment projects.



INDICATOR DESCRIPTION: Overlapping debt is indicated as a percentage of assessed valuation. Overlapping debt is the net direct debt of another local governmental jurisdiction that is issued against a tax base within part of all of the geographic boundaries of the city. The governmental jurisdictions included in the City of Rock Island are Rock Island/Milan Public School District, Rock Island County, Rockridge School District and the Airport Authority.

TREND ANALYSIS/CONCLUSION: Overlapping debt is important because it measures the ability of the entire community's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. The overlapping debt chart shows a positive trend for the City until the addition of the Rock Island/Milan School District #41 debt in 1998/99. City debt was added in 2001, 2002, 2003, 2004, 2005, 2007 and 2008. New debt was also added in 2009 reference construction of the new riverfront park. In 2010 bonds were issued for water, wastewater, and special assessment projects.

Financial Policies

In the summer of 1987, the City Manager recommended the appointment of a Financial Planning Task Force comprised of citizens with financial management expertise from the private sector. The job of the task force was to review City financial information and make recommendations to the City Council and City Manager that would help improve financial planning and lead to a more stable financial future for the City.

Although the majority of the Task Force's recommendations relate to the General Fund which comprises 30% of the overall 2004/05 City budget, a number of recommendations were directed to the areas of debt management, accounting, and revenues because they also impact the City's financial position.

The following recommendations were adopted by the Task Force and City Council. The consensus of the Task Force was that the City of Rock Island could improve its financial stability, enhance its financial planning process, and improve its credit worthiness if these policies were approved and implemented. The original financial policies were presented to and adopted by Council on August 6, 1987. Updates to the financial policies, that included the policy on excess General Fund balance, were approved by Council in December, 1989. Updates to the financial policies, that included the policy on excess Park, Playground, Library, Health Insurance and Self-Insurance fund balances, were approved by Council in November, 1994. Additionally, Council adopted a policy on the allocation of gaming revenues that requires an annual review of the prior year allocation decision. This policy was revised on November 13, 2000 and again on November 18, 2005.

Cash flow borrowing

The City of Rock Island has in past years issued tax anticipation warrants and used inter-fund borrowing to pay expenses incurred until the first property tax receipts were received in June. It is the goal of the City of Rock Island to maintain a sufficient cash balance in the General Fund to eliminate the need for external cash flow borrowing.

General fund cash balance

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year. It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated General Fund balance at the end of each fiscal year at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. It is the goal of the City of Rock Island to move from a 60 day to a 90 day cash balance over a five year period beginning with the fiscal year ended March 31, 2005.

Excess general fund balance

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated General Fund balance at the end of each fiscal year at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. Any General Fund balance in excess of this requirement will be transferred to the Capital Improvements Fund at the completion of the annual audit.

Fund balance – Library fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in the Library fund so a positive cash balance and fund balance is maintained at the end of each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Library fund balance at the end of each fiscal year at a level equal to an amount representing 120 days of budgeted expenditures for the following fiscal year.

Fund balance - Health Insurance fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its Employee Health Benefit fund so a positive cash balance and fund equity is maintained throughout each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Employee Health fund equity at the end of each fiscal year equal to, a minimum, 25% of the annual maximum liability with the goal of maintaining at least 50% of the maximum liability as established for the City by its aggregate reinsurer each year.

Fund balance - Self Insurance fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its Self-Insurance fund so a positive cash balance and fund equity is maintained throughout each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Self-Insurance fund equity at the end of each fiscal year equal to t he average annual incurred losses for the preceding five years.

Fund balance – Enterprise funds

The City of Rock Island business-type activities include waterworks, wastewater treatment, stormwater treatment, and sunset marina. It is the policy of the City of Rock Island that these business-type activities are intended to be self-supportive through fees and charges set to recover all operating and capital costs including depreciation and debt service. The city will set fees and user charges for the water, wastewater, stormwater and sunset marina enterprise funds at a level that fully supports the total direct and indirect costs of the activities. Indirect costs include the replacement of the capital assets of the fund. It is the goal of the City of Rock Island to set rates for enterprise operations at a level that will result in positive changes in net assets and provide positive unrestricted net assets each year.

Fund balance – Park fund

The park fund is classified as an enterprise fund. The park fund also includes park and recreation activities that are supported by user fees and property taxes. It is the goal of the City of Rock Island to set user fees for park and recreation activities at a level that will provide affordable park and recreational opportunities for city residents and minimize property tax support for those services.

It is the policy of the City of Rock Island that park activities including Highland Springs golf, Saukie golf, Rock Island Fitness and Activity Center (RIFAC) and Whitewater Junction aquatic center are business-type activities and are intended to be self-supportive through fees and charges set to recover all operating and capital costs including depreciation and debt service. The park board will set fees and user charges at a level that supports the total direct and indirect costs of these activities. Indirect costs include the replacement of the capital assets of the fund. It is the goal of the City of Rock Island to set fees and user charges at a level that will result in positive net income for the separate enterprise operations, offset the costs of the non-enterprise park and recreation activities, and provide positive unrestricted fund net assets each year.

Revenues

The City will make every effort to maintain a diversified and stable revenue base to protect its operation from short-run fluctuations in any one revenue source.

The City will systematically review its revenue sources annually, based upon past experience and anticipated future trends. Based upon this review, the City will project revenues and expenditures for a five year period and will update this projection annually.

The City will follow a reasonable but aggressive policy of collecting revenues, keeping customer accounts current, and collecting fees as defined by ordinance.

The City will set fees and user charges for the Water, Sewer, and Sunset Marina Enterprise Funds at a level that fully supports the total direct and indirect costs of the activity. Indirect costs include the replacement of the capital assets of the fund.

The City will allocate General Fund administrative costs to each fund based upon the benefits that each fund receives for the services. Each year the City will recalculate the full cost of General Fund administrative services to identify the impact of inflation and other cost increases of the allocation.

Use of revenue from riverboat gambling

The City will first allocate gaming revenues from rent or wagering taxes to repay the annual debt obligation incurred in 1991 (and refinanced in 1994) pursuant to the development agreement with the Rock Island Boatworks. The balance of revenue will be allocated for the following purposes based on priority decisions by City Council:

(1) Capital improvements.
(3) As directed by Council, equipment purchases or service contracts in excess of $10,000.
(2) Economic development projects that produce jobs, increase tax revenue and/or enhance the quality of life.

Since the amount of gaming revenue projected is very uncertain, allocation of revenues received during the current fiscal year will be made during the CIP and budget process for the following fiscal year. This will allow allocation decisions to be made in conjunction with other policy decisions about the Capital Improvements Plan, the annual operating budget and the property tax levy.

This policy should be reviewed and modified, if necessary, prior to the adoption of the annual budget. (Note: this policy was updated by City Council on October 15, 2001)

Accounting, auditing, and financial reporting

The accounting system will maintain records on a basis consistent with accepted standards for local governmental accounting. Regular monthly financial reports will be prepared, presenting a summary of all activity within each fund.

An independent public accounting firm will perform an annual audit and will publicly issue a financial report and opinion. The annual report will conform to guidelines established by the Government Finance Officers Association (GFOA) for annual reports and will be submitted to the GFOA for the Certificate of Achievement for Excellence in Finance Reporting.

Reserves

The City will establish a contingency reserve to provide for unanticipated expenditures of a nonrecurring nature, or shortfalls in projected revenues of the General Fund. This reserve will be maintained at 1%.

The City will annually appropriate funds for the Equipment Replacement Fund to provide for timely replacement of motive equipment.

Five year projection

A five year General Fund forecast should be updated annually and submitted to the Mayor and City Council for their review. It can be an important financial tool that indicates the future financial condition of the City, and actions should be planned to avoid financial deterioration.

Economic Development efforts that result in an increased tax base are very important to obtain long term improvement in tax revenues without raising tax rates.

Tax and fee increases as well as service reductions should be considered as options to address financial deterioration. Care should be taken not to put the City in a significantly disadvantageous position with its neighboring cities, either because of substantially higher taxes or because of a lower level of service.

Continued efforts should be made to reduce the costs of providing City services through productivity improvement measures.

Capital debt and management

Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project. The City will keep the final maturity of general obligation bonds at or below twenty years. Total general obligation debt payable from property taxes will be limited to 2.0 percent of the market valuation of taxable property.

The City will not use long-term debt for current operations.

The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.

The City will make all capital improvements in accordance with an adopted five-year capital improvement program. The plan will be updated annually.

The City will use self-supporting debt whenever possible.

The City will examine alternative financing vehicles for local improvements including the use of special service area financing.

The City will review the potential of obtaining a Moody's Investor Service bond rating of `A' for each bond issue.

The use of Municipal Bond insurance will be considered for each bond issue.

Definition of capital assets

Capital assets include property, plant, equipment and infrastructure assets (e.g. roads, bridges and similar items). They are budgeted in the applicable governmental or business-type fund. Capital assets are defined by the City of Rock Island as assets with an initial, individual cost of more than $10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical costs if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset of materially extend the assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is not included as part of the capitalized value of the assets constructed. Property, plant and equipment of the City of Rock Island, as well as the component units, is depreciated using the straight-line method over the following estimated useful lives:

Asset	Years
Buildings	10 to 40
Improvements other than buildings	5 to 40
Machinery and equipment	3 to 20
Waterworks system	5 to 40
Wastewater treatment system	10 to 40
Bridges and approaches	10 to 67
Marina facilities	10 to 20
Infrastructure (1969 to present = 50 years) (before 1969 = 100 years)	50 to 100

Actuarial assumptions for police and fire pension funds
The interest rate assumption for the actuarial calculation of the police and fire pension property tax levies is set at 7.5% and the 2040 funding percentage at 100% beginning with the December 2011 property tax levy.

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Investment Policy

This Investment Policy applies to the investment activities of all funds of the City of Rock Island, except for the Police Pension Fund and the Fire Pension Fund, which are subject to the order of the Board of Trustees of each respective fund. All financial assets of other funds, including: the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Special Assessment Funds, Enterprise Funds, Internal Service Funds, Trust and Agency Funds, and other funds that may be created from time to time, shall be administered in accordance with the provisions of this Policy.

Any monies received for the Police Pension Fund, the Fire Pension Fund, the Centennial Bridge Fund, the Park and Recreation Funds and the Rock Island Public Library Fund will be administered by the written order of the respective Board of Trustees of each fund. In the absence of such orders, monies received and/or securities held by the City of Rock Island on behalf of these funds shall be administered in accordance with the provisions of this Policy.

Objectives of investment policy

The purpose of the Investment Policy of the City of Rock Island is to establish cash management and investment guidelines for City Officials responsible for the stewardship of public funds. Specific objectives include:

Safety of principal is the foremost objective of the Investment Policy of the City of Rock Island. Except for the pension funds, for which short-term market fluctuation are tolerable, each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities defaults or erosion of market value. Market Speculation is not appropriate in the investment of funds. Normally a "buy and hold" approach to investment will be used. Investments are intended to be purchased so they will mature when funds are needed.

The City shall diversify its investments to avoid incurring unreasonable risks regarding specific security types and/or individual financial institutions.

The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which may be reasonably anticipated in any City fund. Maturities of investments of all funds shall not exceed five years. The majority of funds would normally be invested with a life less than three years.

The investment portfolio of the City except for the pension funds, shall be designed with the objective of regularly exceeding the average return of three month U.S. Treasury Bills. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein and prudent investment principles.

Assets of the pension funds shall be invested in securities, which over the term of an economic cycle, equal or exceed market-average rates of return for comparable portfolios or categories of assets.

In managing its investment portfolio, City officials shall avoid any transaction that might impair public confidence in the government of the City of Rock Island. Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" and shall be applied in the context of managing the overall portfolio.

Responsibility for the investment program

Except for the Police and Fire Pension Funds, the management responsibility for the investment program of the City of Rock Island is hereby delegated to the Director of Finance, who shall establish written procedures for the operation of the Investment Program consistent with this Policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under terms of this Policy and procedures established by the Director of Finance. The Director of Finance shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinates.

The responsibility for investment activities of the Police and Fire Pension Funds rest with the respective Board of Trustees of each fund.

Cash management

The City's policy regarding cash management is based upon the realization that there is a time-value to money. Temporarily idle cash may be invested for a period of one day to five years depending upon when the money is needed. Accordingly, the Director of Finance shall cause to be prepared written cash management procedures which shall include, but not be limited to, the following:

Receipts:	All monies due the City shall be collected as promptly as possible. Monies that are received shall be deposited in an approved financial institution no later than the next business day after receipt by the City. Amounts that remain uncollected after a reasonable length of time shall be subject to any available legal means of collection.
Disbursements:	Any disbursement to suppliers of goods and/or services or to employees for salaries and wages shall be contingent upon available budgeted funds. Disbursements shall be made in accordance with the City's purchasing policy.
Cash Forecast:	At least annually, a cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year of the City. The forecast shall be updated from time to time to identify the probable investable balances that will be available.
Pooling of Cash:	Except for cash in certain restricted and special accounts, the City will pool the cash of various funds to maximize investment earnings. Investment income will be allocated to the various funds based upon their respective participation.

One of the objectives of the City's cash management procedures is to comply with The Public Funds Deposit Act of the State of Illinois (30 Illinois Compiled Statutes 225/0.01) (formerly Illinois Revised Statutes Chapter 102-34-1) which mandates prompt investment of funds.

Accounting

The City of Rock Island maintains its accounting records on the basis of fund accounting. Each fund is considered a separate accounting entity. All investment transactions shall be recorded in the various funds in accordance with generally accepted accounting principles as promulgated by the Government Accounting Standards Board. Accounting treatment will include:

Investments will be carried at the lower of cost or market in accordance with generally accepted accounting principles.

Premium or discount will be recorded according to generally accepted accounting principles.

Gains or losses on investments in all funds except the pension funds will be recognized at the time of disposition of the security and recorded according to generally accepted accounting principles.

Financial institutions

It shall be the policy of the City of Rock Island to select financial institutions on the following basis:

Security:	The City will not maintain funds in any financial institution that is not a member of the FDIC system. Furthermore, the City of Rock Island will not maintain funds in any financial institution not willing or capable of posting required collateral for funds in excess of the FDIC or SAIF insurable limits.
Size:	The City of Rock Island will not select as depository, any financial institution in which the City funds on deposit will exceed 50% of the institution's capital stock and surplus.
Location:	The City of Rock Island shall encourage investment in the financial institutions within the City of Rock Island. However, the City may approve qualified depositories regardless of location.
Statement of Condition:	The City of Rock Island will maintain for public and managerial inspection current statement of condition for each financial institution named as depository. If, for any reason, the information furnished is considered by the Finance Director to be insufficient, the City may request additional data. The refusal of any institution to provide such data upon request may serve as sufficient cause for the withdrawal of City funds.
Services and Fees:	Any financial institution selected by the City of Rock Island shall provide normal banking services, including, but not limited to checking accounts, wire transfers, purchase and sale of investment securities and safekeeping services. Fees for banking services shall be determined through a request for proposal (RFP) bid process. Fees for services shall be substantiated by a monthly account analysis.

Investment Quotes

The Finance Director, or an agent acting through written agreement shall receive quotes on all investments exceeding $100,000. At least three institutions will normally be contacted requesting a quote. If the two higher quotes are identical and one of the tying institutions currently holds the funds being quoted, the Finance Director may award the investment to that institution. It is important that the quote is clearly defined. The percent of interest, actual dollar amount to be paid in interest, and the type of pledging must be clearly stated.

Community Reinvestment Act

Priority for investing local funds may be given to banking institutions which exhibit compliance with the Community Reinvestment Act such as:

1. Assist the city in achieving neighborhood redevelopment objectives.

2. Actively market lending programs in older, lower income neighborhoods.

3. Develop programs which better meet credit needs of specified neighborhoods.

4. Participate in city programs now in place which target the Neighborhood Strategy Area.

5. Assist the city in developing programs which promote reinvestment and revitalization of specified neighborhoods (e.g. - risk lending pool).

Investment selection

The City of Rock Island may invest in any type of security allowed by law as set out in The Public Funds Investment Act of the State of Illinois (*the "Investment Act"*) (30 Illinois Complied Statutes 235/1 et seq) (formerly Illinois Revised Statutes, Chapter 85-902-2). A summary of allowable securities follows:

(1) Bonds, notes, certificates of indebtedness, treasury bills, or other securities, which are guaranteed by the full faith and credit of the United States of America.

(2) Interest-bearing savings accounts, interest-bearing certificates of deposit or interest-bearing time deposits or any other investments constituting direct obligations of any bank as defined by the Illinois Banking Act and only those banks with insurance managed and regulated by the Federal Deposit Insurance Corporation (FDIC).

(3) Shares or other forms of securities legally issued by savings and loan associations incorporated under laws of the State of Illinois or any other state or under laws of the United States and only in those savings and loan associations insured by SAIF.

(4) Short-term obligations of corporations (commercial paper) organized in the United States with assets exceeding $500,000,000 if:

(a) such obligations are rated at the time of purchase at the highest classification established by at least two standard rating services and which mature not later than 180 days from the date of purchase,

(b) and no more than 10% of City funds are invested in such obligations at any time and

(c) such purchases do not exceed 10% of the corporation's outstanding obligations.

(5) Short-term discount obligations of Federal agencies.

(6) Illinois Public Treasurer's Investment Pool or other similar investments that are made within the parameters set by the Illinois Investment of Public Funds Act.

(7) Repurchase agreements which meet the following requirements:

(a) The securities, unless registered or inscribed in the name of the City, are purchased through banks or trust companies authorized to do business in the State of Illinois.

(b) The Finance Director, after ascertaining which firm will give the most favorable rate of interest, directs the custodial bank to "purchase" specified securities from a designated institution. The "custodial bank" is the bank or trust company, or agency of government, which acts for the City in connection with repurchase agreements involving the investment of funds by the City. The custodial bank may not be the seller of securities to the City. The State Treasurer may act as custodial bank for public agencies executing repurchase agreements. To the extent the State Treasurer acts in this capacity, he is authorized to pass through to the City any charges assessed by the Federal Reserve Bank.

(c) A custodial bank must be a member bank of the Federal Reserve System or maintain accounts with member banks. All transfers of book-entry securities must be accomplished on a Reserve Bank's computer records through a member bank of the Federal Reserve System. These securities must be credited to the City on the records of the custodial bank and the transaction must be confirmed in writing to the City by the custodial bank.

(d) Trading partners shall be limited to banks or trust companies authorized to do business in the State of Illinois or to registered primary reporting dealers.

(e) The security interest must be perfected. In order to perfect the security interest, the City, or its custodian or agent, must take possession of the securities. The seller or a person controlled by the seller cannot qualify as either a custodian or agent. The City obtains a security interest when it or its custodian or its agent receives possession of the securities, either physically or transferred through book entry on the Federal Reserve System. Confirmation in writing must be obtained from the custodian or agent.

(f) The City enters into a written master repurchase agreement which outlines the basic responsibilities and liabilities of both buyer and seller.

(g) The City enters into a written contract with the custodial bank which outlines the basic responsibilities and liabilities of the buyer, the seller and the custodial bank.

(h) Payment for securities shall not be made by the custodial bank until the securities are actually received by the custodial bank.

(i) The City Treasurer informs the custodial bank in writing of the maturity details of the repurchase agreement.

(j) The custodial bank must take delivery of and maintain the securities in its custody for the account of the City and confirm the transaction in writing to the City. The Custodial Undertaking shall provide that the custodian takes possession of the securities exclusively for the City; that the securities are free of any claims against the trading partner; and any claims by the custodian are subordinate to the City's claim or right to those securities.

(k) The obligations purchased by a City may only be sold or presented for redemption or payment by the fiscal agency bank or trust company holding the obligations upon the written instruction of the City.

The City will specifically avoid any purchase of financial forwards or futures, any leveraged investments, lending securities or reverse repurchase agreements.

Diversification and maturities

In order to reduce the risk of default, the investment portfolio of the City shall not exceed the following diversification limits: No financial institution shall hold more than 20% of the City of Rock Island's investment portfolio, exclusive of U.S. Treasury securities held in safekeeping unless specifically authorized by Council..

Commercial paper shall not exceed 10% of the City's investment portfolio.

Illinois Public Treasurer's Investment Pool shall not exceed 25% of the Investment portfolio.
Maturities of investments of the various funds of the City shall be determined to enable the City to have

available sufficient cash for all operating purposes. Investments may be purchased with maturities to match future project or liability requirements. However, any investments purchased with a maturity longer than two years must be supported by written documentation explaining the reason for the purchase and must be specifically pre-authorized by the Finance Director. Notwithstanding, no investment in any fund shall have a maturity longer than five years and must be supported by written documentation explaining the reason for the purchase and must be specifically pre-authorized by the Finance Director.

Collateral

It is the policy of the City of Rock Island to require that funds on deposit with banks and savings and loans in excess of FDIC or SAIF insurance limits be secured by some form of collateral. The City will accept any of the following assets as collateral:

U.S. Government Securities

Obligations of Federal Agencies

Obligations of Federal Instrumentalities

Obligations of the State of Illinois

Obligations of the City of Rock Island

The amount of collateral provided will be not less than 110% of the fair market value of the net amount of public funds secured. The ratio of fair market value of collateral to the amount of funds secured will be reviewed quarterly and additional collateral will be requested when the ratio declines below the level required. Pledged collateral will be held by the City of Rock Island or in safekeeping and evidenced by a safekeeping agreement. If collateral is held in safekeeping, it may be held by a third party or by an escrow agent of the pledging institution. Collateral agreements will preclude the release of the pledged assets without an authorized signature from the City of Rock Island. Substitution or exchange of securities held in safekeeping cannot be done without prior approval of the City.

In addition to the above assets as security on deposits, the City will accept irrevocable letters of credit issued by a Federal Home Loan Bank.

Internal controls

The Director of Finance shall establish a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed by an independent certified public accountant in conjunction with the annual examination of the financial statements of the City. The controls shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City of Rock Island.

One of the required elements of the system of internal controls shall be the timely reconciliation of all City bank accounts. Bank reconciliations shall be performed on monthly basis and shall be completed no later than thirty (30) days after the end of the monthly cycle.

Reporting

The Director of Finance shall submit an investment report as part of the Quarterly Management Report which shall describe the portfolio in terms of investment securities, maturities and cost by investment, and earnings for the current period and year-to-date. The report shall indicate any areas of policy concern and planned revision of investment strategies.

From time-to-time the Director of Finance shall suggest policies and improvements that might be made in the investment program.

Conflict

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

Indemnification

The Finance Director and employees of the City acting in accordance with this investment policy and written procedures as have been or may be established and exercising due diligence, shall be relieved of personal liability for an individual security's credit risk or market changes.

The standard of prudence to be used by investment officials of the City of Rock Island shall be the "prudent person" standard which states:

> Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the possible income to be derived.

The above standard is established as the standard for professional responsibility and shall be applied in the contest of managing the City's overall portfolio.

Amendment

This Policy shall be reviewed from time-to-time, and any changes shall be presented to the City Council for their approval.

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Purchasing Policies

It is the philosophy of the City of Rock Island to conduct a purchasing process which will result in maximum value in the goods and services purchased for the tax dollar spent. It is the City of Rock Island's policy that the purchasing process will achieve the following objectives:

- ☐ Purchase goods and services at the lowest cost consistent with specified quality and service levels
- ☐ Promote full competition from vendors through a standardized bidding process
- ☐ Comply with all local, state and federal regulations regarding the purchase of municipal goods and services
- ☐ Maintain continuity of supply to support the various services provided by the City
- ☐ Maintain standards of quality in materials
- ☐ Avoid duplication, waste and obsolescence with respect to materials and equipment
- ☐ Maintain the minimum investment in materials inventory needed to provide cost effective services

Category A: Goods and Services with a Cost exceeding $15,000

Formal written bids or proposals will be opened after an approved solicitation process including a public notice of the opportunity to submit bids or proposals. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who submits the lowest bid or proposal in substantial compliance with the bid specifications or Request for Proposal. All purchases must be formally approved by the City Council in advance and the City Council may reject any and all bids and to waive technicalities in the bidding process.

Category B: Goods and Services with a Cost exceeding $10,000 but less than or equal to $15,000

Pricing information will be gathered through an approved process such as sealed bids, price negotiations, written quotations or telephone solicitation. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who offers the lowest price in substantial compliance with the bid specifications. All purchases must be formally approved by the City Council in advance and the City Council may reject any and all bids and waive technicalities in the bidding process.

Category C: Goods and Services with a Cost exceeding $5,000 but less than or equal to $10,000

Pricing information will be gathered through an approved process such as sealed bids, price negotiations, written quotations or telephone solicitation. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who offers the lowest price in substantial compliance with the bid specifications. All purchases must be approved by the responsible department or division manager. The department manager may reject any and all bids and waive technicalities in the bidding process.

Category D: Goods and Services with a Cost less than or equal to $5,000

Purchases may be made without price solicitation with the approval of the responsible supervisor. Purchases should be made from Rock Island vendors if they provide competitive pricing.

The authorization of the City Council can be replaced by the Library Board, Police Pension Board, Fire Pension Board or the Park Board, and the City Manager authorization can be replaced by the Library Director and the Parks and Recreation Director for their respective operations.

For the purpose of determining which purchase category to utilize, a cost is assumed to be the invoice cost. For example, the purchase of ten (10) items with a unit cost of $800 a piece would be one Category C purchase rather than ten (10) Category D purchases.

Purchasing Policy Exceptions

Exception #1: Emergency Purchases

Description:

The acquisition of goods and services when following the normal acquisition procedures would create an unacceptable delay in resolving an emergency situation. A delay is unacceptable if it would create an environmental hazard, place the public at risk, lead to increased damage to public facilities or create a significant inconvenience for the public. Examples include water or sewer system leaks and the unexpected failure of critical equipment or facilities.

Alternate Procedure:

The necessary goods and services will be acquired as quickly as possible. In the case of construction services, the repair contractor will be selected from the rotating list of contractors maintained for that purpose and paid on a time and material basis as defined in the City's standard specifications. Goods and other services will be acquired from the vendor that can make the earliest delivery at reasonable prices.

Approval Process:

The initial acquisition will be approved by department manager. If the acquisition cost exceeds $10,000, the bill or bills will be presented to the City Council for approval prior to payment. If the cost is less than $10,000 the bill or bills will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #2: Moving Expenses

Description:

Direct payments to moving vendors or reimbursements to employees that result from expenses incurred while moving their household possessions to the Quad Cities to begin employment with the City.

Alternate Procedure:

If possible, three (3) competitive quotations will be secured for services that exceed $5,000.

Approval Process:

The amount of the moving allowance will be approved by the City Manager. The initial acquisition of the services will be approved by Personnel Director. Bills in excess of $5,000 will be presented to the

City Council for approval prior to payment. Bills that are less than $5,000 will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #3: Travel and Training Expenses

Description:

Costs incurred while traveling on City business and participating in training authorized by the City.

Alternate Procedure:

The City's regular Travel Policy will govern all purchases.

Approval Process:

Payments will be approved by the department manager. Bills will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #4: Payroll Payments

Description:

Payroll costs for employees authorized in the current budget.

Alternate Procedure:

Paychecks will be issued to employees at the end of the week following completion of a pay period.

Approval Process:

A payroll report will be approved by the Finance Director and presented to the City Council after payment.

Exception #5: Utility Bills

Description:

Bills for natural gas, electricity and communications services, such as cellular telephones, pagers, long distance telephone and local telephone.

Alternate Procedure:

Utility bills in all amounts will be processed through the normal accounts payable process.

Approval Process:

Payments will be approved by the Finance Director and information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

Exception #6: Health Insurance Reimbursements

Description:

Reimbursements to the City's health insurance providers for payments made to medical professionals and program participants.

Alternate Procedure:

Individual payments are governed by the rules and regulations controlling the health insurance program.

Approval Process:

The Finance Director will approve payments to medical providers and information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

Exception #7: Contract Payments except for Contracts for the Construction of Capital Improvements

Description:

Partial and final payments on all contracts**,** purchase orders**,** and agreements that have been previously approved by the City Council, unless the payment causes the total contract amount to exceed the original authorization by more than $5,000.

Alternate Procedure:

Payments in all amounts, unless the original contract amount will be exceeded by more than $5,000, will be processed through the normal accounts payable process.

Approval Process:

Contracts exceeding $10,000 will be approved in advance by the City Council. Information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

If a payment will cause the original contract amount to be exceeded by more than $5,000, it will be submitted to the City Council for approval prior to payment.

Exception #8: Contract Payments for the Construction of Capital Improvements

Description:

Partial and final payments on all contracts for capital improvements.

Alternate Procedure:

The City Manager or Public Works Director shall authorize all change orders on contracts for the construction of capital improvements.

Approval Process:

Partial and final payments on all contracts for capital improvements will be submitted to the City Council for approval prior to payment. The payment request form will include a listing of all approved change orders, the original contract amount and the current approved contract amount.

Exception #9: Loans, Rebates and Refunds (except housing rehabilitation loans)

Description:

Payments due through approved programs such as the Commercial and Industrial Revolving Loan Fund, the Facade Program, utility refunds, sales tax rebates, CDBG funded housing programs and others.

Alternate Procedure:

Payments will be made according to the program specific administrative procedures approved by the City Council.

Approval Process:

All payments will be made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #10: Debt Service

Alternate Procedure:

The payment schedules will be approved by the City Council at the time the debt is incurred.

Approval Process:

The payments will be approved by the Finance Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #11: Landfill and Composting Facility Tipping Fees

Description:

Fees paid to landfills and composting facilities for the disposal of refuse and yard waste.

Alternate Procedure:

The unit prices for landfill and composting services will be included in formal contracts approved in advance by the City Council.

Approval Process:

The payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #12: Asphalt, Ready-Mix Concrete and Construction/Maintenance Aggregates

Description:

The purchase of asphalt products, ready-mix concrete and aggregates for use in construction and maintenance activities

Alternate Procedure:

These materials are acquired on an as-needed basis from nearby vendors based upon the product needed, hauling distance and purchase price.

Approval Process:

Payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #13: Internal Service Fund Payments and Inter-fund Transfers

Description:

Payments made from one City fund to another for direct services such as equipment maintenance or transfers included in the approved budget.

Alternate Procedure:

The transfers are all governed by approved and audited internal procedures.

Approval Process:

The payments will be approved by the Finance Director and reported to the City Council after payment along with the routine accounts payable reports.

Exception #14: Temporary Employment Service Payments

Description:

Fees paid to temporary employment service contractors for temporary employees working in City departments

Alternate Procedure:

Temporary service contracts are approved by the City Council and a listing of contract service/seasonal employees is included in the budget. The short term use of temporary employees to fill vacant, full time positions is approved on a case-by-case basis by the City Manager.

Approval Process:

The payments will be approved by the Personnel Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #15: Bulk Fuel Purchases

Description:

The acquisition of fuel (gasoline, diesel and ethanol) for City equipment and facilities

Alternate Procedure:

These fuels are purchased as-needed on a tanker load basis from the vendor who provides the lowest delivered price. Telephone quotations are gathered for every purchase.

Approval Process:

The payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #16: Grants Awarded to the Martin Luther King, Jr. Center Non-profit Corporations

Description:

Payments on all grant contracts that have been awarded to the Martin Luther King, Jr. Center, Inc 501 (c)(3) non-profit corporation governed by the Board of Directors

Alternate Procedure:

Specific payments and payment schedules are governed by the rules and regulations of the associated funding sources

Approval Process:

All payments will be made through the normal accounts payable process and the information will be reported to the Board and City Council after payment along with the routine accounts payable reports. The Board of Directors must review and approve all expenditure reports on a monthly basis.

Exception #17: Collection Agency, Ambulance Billing and Banking Services

Description:

Fees paid to contract providers for collection services, ambulance billings and banking services.

Alternate Procedure:

The unit prices or methods of payment will be included in formal contracts approved in advance by the City Council.

Approval Process:

The payments will be approved by the Finance Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #18: Payments Required by State and Federal Law

Description:

Non-discretionary payments made to comply with state and federal laws such as unemployment compensation and transfer of drug forfeiture money to the State of Illinois.

Alternate Procedure:

The payments are made pursuant to the applicable laws.

Approval Process:

The payments will be approved by the responsible department manager and made through the normal accounts payable process. The payment information will be reported to the City Council after payment along with the routine accounts payable reports.

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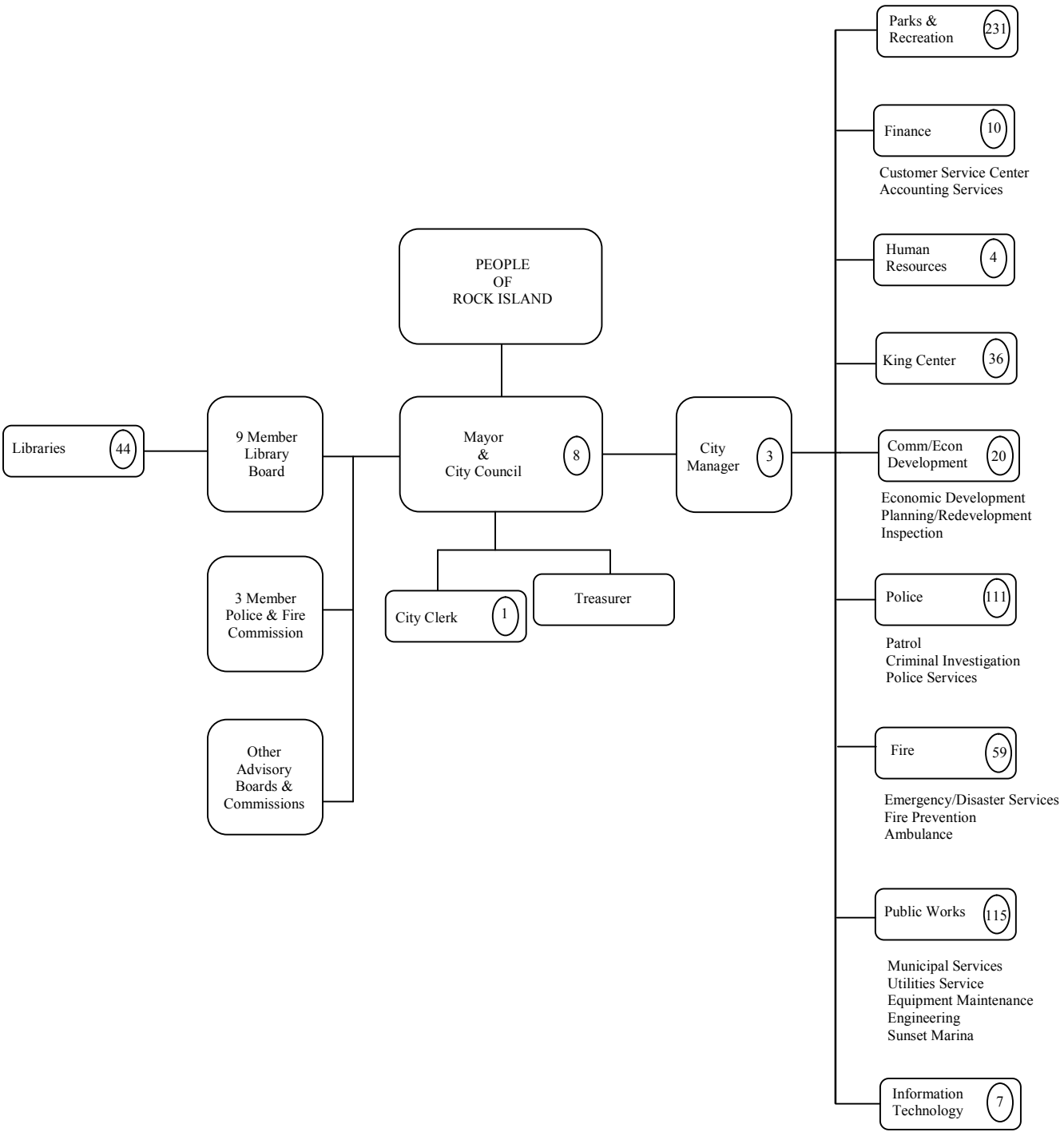

PEOPLE
OF
ROCK ISLAND
Mayor
&
City Council
8
City Clerk
1
Treasurer
9 Member
Library
Board
Libraries
44
3 Member
Police & Fire
Commission
Other
Advisory
Boards &
Commissions
City
Manager
3
Parks &
Recreation
231
Finance
10
Customer Service Center
Accounting Services
Human
Resources
4
King Center
36
Comm/Econ
Development
20
Economic Development
Planning/Redevelopment
Inspection
Police
111
Patrol
Criminal Investigation
Police Services
Fire
59
Emergency/Disaster Services
Fire Prevention
Ambulance
Public Works
115
Municipal Services
Utilities Service
Equipment Maintenance
Engineering
Sunset Marina
Information
Technology
7

CITY COUNCIL
GOALS AND PRIORITIES

The City of Rock Island has established a Strategic Plan for 2013-2015 that provides a broad vision of a community that is a desirable place to live and do business. It aspires to preserve its historic character while providing high-quality public services in an era of challenging fiscal realities.

2013

1. Infrastructure

a. Adopt an annual edition of the 5 year Capital Improvement Plan (CIP) - 2013

b. Evaluate long-term utility rates that allow continued implementation of utility replacement/ rehabilitation plans - 2013

c. Complete street condition inventory – August 2013

d. Evaluate bonding to accelerate street improvement program – October 2013

e. Initiate project management activities for new Police facility – February 2013

2. Financial Stability

a. Integrate a review of strategic initiatives into on-going compliance with City Council's Fiscal Policy of a balanced budget in the General Fund - 2013

b. Develop incentive program for cost cutting ideas – September 2013

c. Identify alternative revenue streams

3. Economic Development

a. Create a Comprehensive Commercial/Retail Strategy – July 2013

- Studies within overall strategy:
- Blackhawk Corridor - by December 31, 2013
- South portion of 11th Street - by July 1, 2013
- Southwest Corridor – initiate 2013
- Columbia Park/Illinois 92 – initiate 2013
- College Hill - ongoing progress

4. Redevelopment

a. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis conducted in three target areas - by December 1, 2013

b. Identify an acquisition policy and plan for retail development - by July 1, 2013

5. High Quality Services

a. Review and revise current performance measures – July 1, 2013

b. Review all areas covered by current community survey and adjust to fit new strategic plan - by December 31, 2013

2014-15+

1. Infrastructure

a. Complete Building and Facility inventory – August 2014

b. Long-term control plan - 2018

c. Manage Police facility project to completion - in 2015

2. Financial Stability

a. Implement 5-year Strategic Financial Plan – 2015

b. Benchmark use of current fees and structures with other comparable cities - 2014

c. Identify alternative revenue streams

3. Economic Development

a. Create a Neighborhood Housing Strategy – December 31, 2014

b. Create a Comprehensive city-wide Industrial Strategy – July 1, 2014

c. Comprehensive Commercial and Retail Strategy

-Studies within overall strategy:

- Columbia Park/Illinois 92 – 2014
- Southwest Corridor – 2014-15
- North portion of 11th Street - 2014
- Cost of doing business – 2015

4. Redevelopment

a. Conduct follow-up implementation in one or more of three targeted redevelopment areas analyzed - in 2013

b. SWOT analysis of housing with housing partners - by December 1, 2014

5. High Quality Services

a. Continue implementation and review of new performance measures – 2014-15

b. Adjust programs and services to reflect survey feedback received - 2014-15

ROCK ISLAND

ILLINOIS

Mayor / City Council

Program Description:

The residents of Rock Island elect a Mayor and seven Aldermen to four-year staggered terms. Elections are non-partisan. The Mayor is elected as an at-large candidate, and Aldermen are elected from seven wards.

The Mayor and City Council are the governing body of the City of Rock Island. Policies affecting both daily and long-term city operations are reviewed and established by the Mayor and the City Council. Long-range planning strategies are developed in an effort to maintain the level of services and improve the quality of life for residents. These plans are implemented through various departmental activities.

The City Council hires and advises a full-time City Manager who is responsible for implementing established policies. The City Council also appoints a full-time City Clerk who is responsible for maintaining records of all City Council meetings. The Mayor and City Council represent the City at various community, state and national events and serve on local boards and committees as needed.

The goals established by the City Council reflect a continued commitment to representing residents in a manner that will insure that quality services are provided efficiently, and the long-term quality of urban living is maintained and enhanced in Rock Island. These goals are more specifically defined by the long-term goals and short-term targets adopted by the Mayor and City Council at their annual Goal Setting sessions in the fall of each year. The individual departments are responsible for implementation of these priorities.

Analysis:

The FY 12-13 budget shows an 17% increase in Personnel costs due primarily to the projected cost of Employer Insurance for the newly elected/re-elected alderman. There is an decrease in Supplies of $1,752, savings derived from the one time cost of purchasing communications equipment for use by the City Council members and Mayor in previous fiscal year. Services has decreased by 10% as the result of costs associated with the volunteer appreciation dinner, this is now funded by donations.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Mayor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) Alderman	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(8) **Total Staffing**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	94,751	96,971	102,010	113,249	107,121	132,937	17%
Supplies	321	787	337	2,702	2,035	950	-65%
Services	49,559	31,665	47,884	44,827	34,414	40,536	-10%
Other	15,449	4,850	8,176	15,680	8,277	15,530	-1%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency		-	-	-	-	-	%
Total Department	**160,080**	**134,273**	**158,407**	**176,458**	**151,848**	**189,953**	**8%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	160,080	134,273	158,407	176,458	151,848	189,953	8%
Total Expense	**160,080**	**134,273**	**158,407**	**176,458**	**151,848**	**189,953**	**8%**

City Clerk

Program Description:

The City Clerk's Office prepares the City Council Meeting Agendas and Minutes; tracks and files City ordinances and contracts; signs all licenses, ordinances, contracts and other official documents; issues approximately thirty types of licenses, is the Municipal Election Official and Freedom of Information Officer for the City; coordinates, tracks and files all Freedom of Information requests and responses; coordinates the list of names and addresses as required for Statement of Economic Interest and responds to numerous customer requests and inquiries daily.

Program Objectives:

- Continue to promote and improve efficiency and organization in the City Clerk's Office.
- Continue to review and execute opportunities to enhance knowledge of procedures and policies in the City Clerk's Office.
- Continue to provide timely responses to customer requests and inquiries on a daily basis and enhance overall quality of customer service.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. License/Permit appl distributed	350	370	375	397
2. Council meetings scheduled	36	35	35	35
3. Ordinances presented	84	98	90	90
4. Freedom of Information requests	820	852	885	860
5. Contracts executed	110	102	105	105
Workload:				
1. License/Permit appl issued	345	355	360	375
2. Council meetings attended	36	35	35	35
3. Ordinances published	84	98	90	90
4. Freedom of Information responses	820	852	852	852
5. Contracts filed/listed	110	102	105	105
Productivity:				
1. Cost per License/Permit issued	$ 23.00	$ 23.00	$ 27.00	$ 23.00
2. Cost per Agenda/Minutes completed	$ 413.00	$ 433.00	$ 526.00	$ 467.00
3. Cost per ordinance	$ 39.00	$ 34.00	$ 45.00	$ 40.00
4. Cost per FOI request	$ 20.00	$ 20.00	$ 23.00	$ 20.00
5. Cost per contract	$ 18.00	$ 20.00	$ 23.00	$ 21.00
Effectiveness:				
1. License/Permit revenue	$ 54,214.00	$ 54,638.00	$ 51,350.00	$ 56,350.00
2. Agendas/Minutes	72	70	70	70
3. % of Ordinances published	100%	100%	100%	100%
4. Avg days for FOI responses	4	4	4	4
5. % of Contracts filed	100%	100%	100%	100%

Analysis:

The 15% increase in Personnel reflects a change in the Clerks position. The Clerks Office will no longer be supported by a part time position in employment services, this change is also reflected in the 91% decrease in Services. Supplies have decreased by 32% due to one time expenses of installing a new multi-function printer, removing the Bizhub, and replacing office equipment in the previous fiscal year.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Clerical Assistant	0.50	0.40	0.00	0.00	0.00	0.00	0.00
(1) **Total Staffing (fte)**	**1.50**	**1.40**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	61,048	57,824	57,155	54,854	60,809	63,258	15%
Supplies	432	833	688	5,475	4,738	3,750	-32%
Services	5,672	4,102	5,388	17,908	3,423	1,667	-91%
Other	5,074	3,132	4,105	3,700	3,794	4,000	8%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	135	-	-	-	-	---
Total Cost Center	**72,226**	**66,026**	**67,336**	**81,937**	**72,763**	**72,675**	**-11%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	72,226	66,026	67,336	81,937	72,763	72,675	-11%
Total Expense	**72,226**	**66,026**	**67,336**	**81,937**	**72,763**	**72,675**	**-11%**

ROCK ISLAND

ILLINOIS

GENERAL ADMINISTRATION

Goals & Objectives

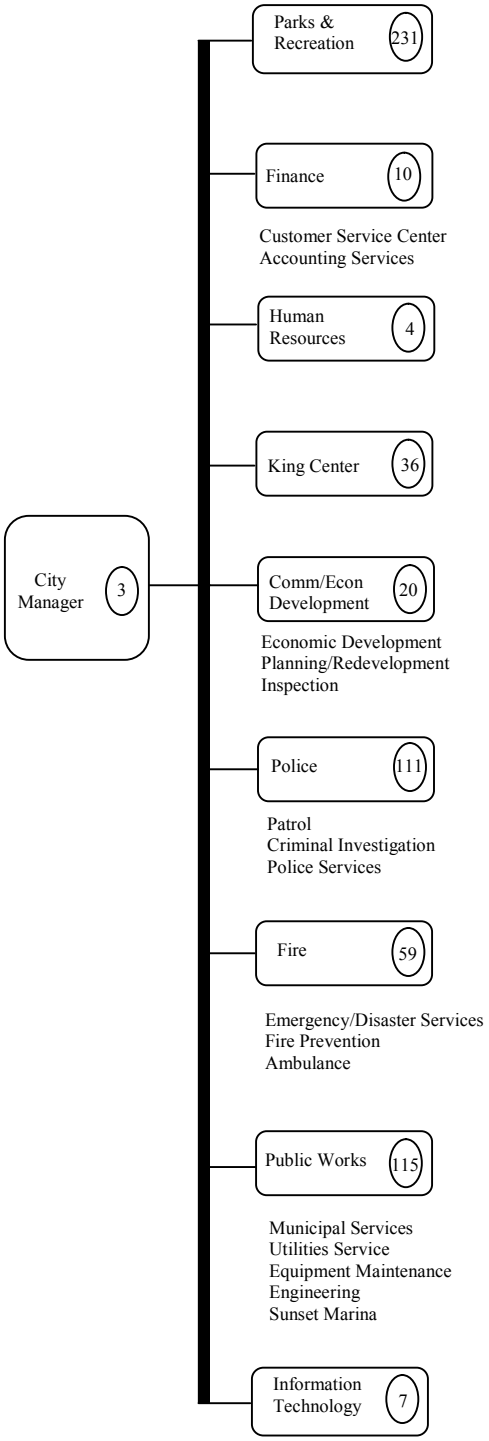
Maintain the high level of services provided to the community through a courteous, dedicated, and professional workforce.

Provide principled leadership to the organization that will encourage a strong employee/employer relationship.

Implement the goals established by the City Council.

Promote the vision of the City of Rock Island as developed by the City Council through community marketing efforts.

Examine overall operations to maintain quality services to residents as efficiently as possible while closely monitoring General Fund revenues and expenses.



General Administration

Program Description:

General Administration represents those activities that focus on the overall management of the City of Rock Island. The City Manager is appointed by the City Council to administer the established policies, oversee the day-to-day operations and provide management support and information to the Mayor and City Council to assist them in making informed decisions. The City Manager is responsible for the supervision of nine departments: Human Resources, Information Technology, Finance, Community and Economic Development, Police, Fire, Library, Martin Luther King Jr. Community Center, and Public Works. The City Manager also works with the Library Director to coordinate Library services. The City Manager oversees the Community Marketing programming services provided by UpStream. Additionally, the City Manager supervises the Assistant to the City Manager and Executive Secretary. The Executive Secretary manages the office and provides clerical support to the City Manager, Mayor and City Council.

The goals of General Administration reflect a commitment to providing quality services to the community by emphasizing employee involvement, customer service, and implementing Council goals.

Program Objectives:

- Maintain the high level of services provided to the community through a courteous, dedicated and professional workforce and thorough review of the City's finances.
- Provide principled leadership to the organization that will encourage strong employee/employer relations.
- Continue to emphasize customer satisfaction throughout the organization and improve work processes to streamline customer services.
- Implement the City goals established by the Mayor and City Council.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Population	39,018	39,018	39,018	39,018
2.	Expenditures	$ 121,739,062	$ 119,374,448	$ 138,707,213	$ 163,285,499
3.	Revenues	$ 121,592,886	$ 107,335,695	$ 135,055,971	$ 151,585,303
4.	City Employees (FTE)	460.04	460.23	453.43	454.84
	Workload:				
1.	Departments managed	7	8	9	9
2.	Capital costs	$ 16,037,000	$ 16,939,964	$ 32,665,014	$ 33,522,650
3.	Personnel costs	$ 36,315,440	$ 41,472,937	$ 42,533,982	$ 44,010,476
	Productivity:				
1.	Capital improvements per capita	$ 411.02	$ 434.16	$ 837.18	$ 859.16
2.	Personnel cost per capita	$ 930.76	$ 1,062.92	$ 1,090.11	$ 1,127.95
3.	Property tax rate	2.3638	2.3852	2.4084	2.4002
4.	Property tax levy	$ 11,177,395	$ 11,368,745	$ 11,460,972	$ 11,008,052
	Effectiveness:				
1.	% change in EAV	1.45%	1.70%	1.28%	-3.55%
2.	% change in sales tax revenue	2.70%	-0.20%	0.13%	-3.57%
3.	% change in property tax rate	0.0%	0.9%	1.0%	-0.3%

Analysis:

Progress toward implementation of the goals and priorities established by the City Council and closely monitoring the General Fund revenues will be the major efforts in the department again this year. The FY 13-14 budget reflects a 38% increase in Supply costs due primarily to using smaller printers, the department workload did not justify the expense of a large bizhub printer. The $2,839 increase in Supplies is to cover the cost of additional toner ink utilized in the office printers. The Other category has decreased by 14% as a result of the one time cost for producing the Rock Island ICMA video in the previous fiscal year. The 32% drop in the other category is due to the contributions and sponsorship category. Adopt A School program has been amended to reflect actual usage.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) City Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst to City Manager	0.00	0.00	0.00	1.00	1.00	1.00	0.00
(1) Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) **Total Staffing (fte)**	**2.00**	**2.00**	**2.00**	**3.00**	**3.00**	**3.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	226,892	264,765	340,969	342,329	335,778	363,675	6%
Supplies	478	1,831	4,308	2,061	2,055	4,900	138%
Services	113,036	141,628	136,500	163,212	103,801	140,454	-14%
Other	4,134	6,656	1,020	9,338	5,463	6,350	-32%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	---
Transfers	110,000	46,490	125,702	129,500	129,500	129,500	0%
Contingency	-	-	-	-	-	-	---
Total Department	**454,540**	**461,370**	**608,499**	**646,440**	**576,597**	**644,879**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	328,437	394,160	454,068	476,616	407,597	471,799	-1%
TIF Downtown	3,221	3,859	5,432	7,855	7,585	8,366	7%
TIF S. 11th St.	3,221	3,859	5,432	7,855	7,585	8,366	7%
TIF N. 11th St.	3,221	3,859	5,432	7,855	7,585	8,366	7%
TIF Jumer's	3,219	3,859	5,432	7,855	7,585	8,366	7%
TIF Columbia Park	3,221	3,859	5,431	7,855	7,585	8,366	7%
Riverboat Gaming	-	46,490	125,702	129,500	129,500	129,500	0%
Adopt-A-School	-	1,425	1,570	1,049	1,577	1,750	67%
Capital Improvement	110,000	-	-	-	-	-	---
Total Expense	**454,540**	**461,370**	**608,499**	**646,440**	**576,597**	**644,879**	**0%**

ROCK ISLAND

ILLINOIS

HUMAN RESOURCES DEPARTMENT

Goals & Objectives

Administration of the Health Plan which includes the Blue Cross/Blue Shield network and third party administration, CVS pharmacy benefit management, AARP Medical Supplement, the Delta Dental plan and the Avesis vision plan.

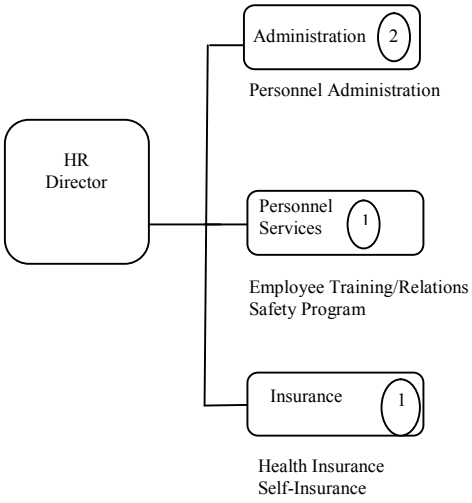
Conduct an RFQ for the health facilitator, health actuary and insurance brokerage/consulting for risk management services.

Continued analysis of the on-site nurse program and negotiate a new intergovernmental agreement with RI County.

Maintain premium rates and coverage for commercial insurance program and health insurance program. Improve the financial stability of the self-insurance fund which has a fund balance below what is required by city policy.

IAFF and COA union negotiations.

Provide citizens and city staff with convenient access to appropriate information throughout the organization via digital media.



Analysis:

Effective in April 2013, Administrative Services will be renamed the Human Resources (HR) Department. The Administrative Services Department consisted of the Personnel division and the Information Technology division. In July 2012, the divisions became separate departments.

HR provides a wide range of internal services to all city departments. The department contains three divisions: Administration, Personnel Services and Insurance. The HR Director administers all activities with the assistance the Risk Manager and two full-time employees.

HR Administration provides support in all employee related matters including employee recruitment, selection, orientation, training, benefit administration, discipline, termination and retirement. HR Administration is responsible for the city's classification and pay system, Employee Personnel Rules, joint purchasing activities through Bi-State Regional Commission, the cable television franchise with Mediacom, mail services and city attorney/labor counsel legal services. The HR Director participates in negotiations with six employee bargaining units: AFSCME Chapters A & B, FOP, IAFF, UAW and COA.

Personnel Services develops and implements programs and activities designed to improve employee morale and increase communication throughout all levels of the organization; it provides training and offers assistance to employees with problems which may affect work performance. Staff writes a quarterly employee newsletter, assists with the United Way fund raising drive, coordinates annual Christmas luncheon and service award program, assists with blood drives, develops both in-house and external training programs designed to assist employees in performing their duties in the most efficient and effective manner. In addition, the Risk Manager acts as the coordinator of the city's Employee Assistance Program and is responsible for monitoring, utilization, and effectiveness of this program. The city's training and employee work teams are coordinated through the Personnel Services area, as are the city's safety programs. The area also provides the content for the city's website and public access channel through digital media.

Insurance provides administration of the city's self-insured health benefit plan and liability programs. Staff serves on and works with the Health Care Planning Committee to ensure that the health plan remains fiscally sound and benefits provided under the plan are sufficient to meet the needs of participants. The health fund presently has a fund balance of $1,970,084 as of 3/31/12 and met its' goal of having appropriate level of fund balance (by policy, fund balance should be between 25% and 50% of operating costs). Efforts will continue towards maintaining the financial health of the fund. Controlling rising health care costs remains a high management priority. The department moved pharmacy benefit management services from Walgreens to CVS. The change to CVS is expected to save the plan approximately $100,000 in drug costs for calendar year 2013. The on-site nurse program is being retained. It includes 20 hours / week for the nurse and 36 hours / week for the nurse practitioner. Through December 2012, the program has saved $105,698 in comparison to the traditional fee for service model. On-site nurse program costs are currently split (70/30) between the health and self-insurance plans. RI County will complete a two-year, intergovernmental agreement that split on-site nurse program costs (60/40) City/County. RI County is expected to renew the agreement which expires at the end of FY12/13. The wellness subcommittee is developing a health fair scheduled in March 2013. Request-for-qualifications will be conducted for insurance brokerage, health facilitator and health actuary. Staff reviews the self-insurance fund to assure the city has sufficient resources to protect itself against general liability, personal injury and property damage claims. Self-insurance has a fund balance of $510,432 and requires extra funding per the City's financial policy. Self-insurance is budgeted to produce a revenue surplus of $193,631 for FY13/14. HR works with other city departments to reduce workers' compensation cases. Additionally, the Risk Manager is responsible for investigating damage claims, facility inspections to remove potential hazards and subrogation of claims by negligent third parties. The division also administers the unemployment insurance program. In 2013, the Insurance area will enter the 18th year of the consolidated self-insurance program for all city agencies.

For the fiscal year 2013/2014, some of the specific projects that will be a priority include:

- Negotiate a new contract with IAFF and potentially COA depending on the outcome of interest arbitration.
- Conduct RFQ's for self-insurance brokerage/consulting, health facilitator and health actuarial services.
- Renegotiate the intergovernmental agreement with RI County regarding the on-site nurse program.
- Continue with communication enhancements to websites and public access channel through digital media.
- Maintain flat renewals for commercial insurance and health insurance programs.

Overall, department expenditures will increase 1% or $104,061. The major cost increases (decreases) are described in the categories below:

Personnel – This category reflects a 22% increase or $83,969 increase primarily due the HR Director's wages being wholly paid from HR Administration and no longer being split between HR and IT Administration. Other factors associated with the increase include higher projected wages and costs pertaining to pension and overtime.

Supplies – This category reflects a 22% increase or $2,155 which is primarily related to the increase in city-wide paper use.

Services – This category reflects a 0% increase or $18,671 which is primarily related to an increase in the self-insurance budget. Despite health inflation projected at 8.9% for medical and prescription drug costs for the upcoming year, the health fund surplus and projected savings from changing pharmacy vendors will result in no increase in service costs for the health fund.

Other – This category reflects a 19% decrease or ($873.00) which is related to a reduction is dues, promotional items and reference materials purchased within the department.

Transfer – This category reflects a 3% increase or $139 and was related to higher rates for Finance, IT and other related in-house services.

The goals of the HR Department reflect a commitment to effective employee labor relations, fair administration of employee benefits, development of a year around training schedule, excellent customer service to residents and employees, fiscal responsibility and behave ethically in all dealings.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
AS Director	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
ITS Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) HR Director	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Assistant ITS Director	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Risk Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Benefits Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Asst. III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Management Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Info. Specialist I	2.00	2.00	2.00	2.00	2.00	0.00	(2.00)
Info. Specialist II	2.00	2.00	2.00	2.00	2.00	0.00	(2.00)
Info. Specialist Asst.	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(4) **Total Staffing (fte)**	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**	**4.00**	**(7.00)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	325,535	334,064	372,339	381,248	362,162	465,217	22%
Supplies	15,932	16,380	5,606	9,645	8,660	11,800	22%
Services	6,050,613	5,659,275	6,022,893	7,120,073	5,989,668	7,138,744	0%
Other	5,042	8,413	6,211	4,608	5,129	3,735	-19%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	---
Transfers	3,825	3,882	5,972	4,124	6,246	4,263	3%
Contingency	38,462	1	-	-	-	-	---
Total Department	**6,439,409**	**6,022,015**	**6,413,021**	**7,519,698**	**6,371,865**	**7,623,759**	**1%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	464,401	555,213	583,935	547,674	638,939	592,634	8%
TIF District #1	-	-	-	-	-	-	---
Riverboat Gaming	-	-	-	-	-	-	---
Cap. Improvement	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	---
Self Insurance	1,382,150	994,547	1,031,067	1,197,672	1,145,385	1,340,534	12%
Employee Health	4,509,944	4,400,263	4,721,885	5,687,752	4,512,678	5,604,991	-1%
Cafeteria Plan	82,914	71,992	76,134	86,600	74,862	85,600	-1%
Total Expense	**6,439,409**	**6,022,015**	**6,413,021**	**7,519,698**	**6,371,865**	**7,623,759**	**1%**

ROCK ISLAND

ILLINOIS

Human Resources Administration

Program Description:

HR Administration provides support services to all departments in recruitment, selection, new employee orientations, benefit administration and policy interpretation. The city's classification system, pay plan, rules and individual employee files are maintained in this cost center. City Attorney legal services are provided through this area. City-wide mail services are provided through Midwest Mailworks. The department orders paper for city-wide use and participates in joint purchasing with Bi-State. HR Administration is also responsible for administration of the cable franchise and administering the city's public access channel.

Program Objectives:

- Negotiate a new contract with IAFF and potentially COA depending on outcome of interest arbitration.
- Conduct RFQ's for health facilitator, actuarial services and insurance brokerage/consulting.
- Continue focus on fiscal management needs of the organization in controlling self-insurance and health costs.
- Continue year-round training program for supervisors and employees.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized employees	634	660	646	649
2.	Authorized city employees (fte)	460	460	460	455
3.	Cafeteria plan participants	62	63	63	56
4.	Health insurance participants	373	352	385	364
5.	Asset liability	$ 106,282,558	$ 106,495,123	$ 106,708,113	$ 106,921,529
	Workload:				
1.	Jobs posted/applications received	57/3295	54/4260	44/3282	51/3612
2.	Cafeteria plan reimbursement	$ 73,577	$ 76,940	$ 91,759	$ 67,864
3.	Health insurance enroll changes	210	211	250	500
4.	Liability claims filed	41	45	50	46
	Productivity:				
1.	Cost per vacancy filled	$ 756.04	$ 813.85	$ 938.64	$ 913.39
2.	Cost per month med. reimburse.	$ 16.48	$ 17.23	$ 20.84	$ 15.62
3.	Cost per health ins. member/mon.	$ 328.27	$ 370.28	$ 427.98	$ 427.98
4.	Cost per paid liability claim	$ 2,737.70	$ 15,216.00	$ 2,182.00	$ 6,712.00
	Effectiveness:				
1.	% vacancies filled within 60 days	66.0%	47.0%	26.0%	46.0%
2.	% cafeteria plan funds disbursed	100.0%	100.0%	100.0%	100.0%
3.	% health claims paid within 60 days	99.0%	99.0%	99.0%	99.0%
4	Dept Cost per capita (HR)	$ 9.44	$ 9.87	$ 11.90	$ 12.32

Analysis:

Overall the cost center will increase 4% next fiscal year. Personnel increased 41% primarily due to the Human Resource Director's position being wholly paid from the cost center. During the past 3 years, the director's personnel costs were split between IT and Administrative Services administration. Other factors include higher projected employee salaries and pension costs for the upcoming fiscal year. Supplies increased 35% primarily due to increased paper demand projected for all city departments. Services decreased 23% due to paying Azavar for its' assistance on the cable franchise agreement with Mediacom. However, higher projected legal fees for labor counsel services are expected for the new fiscal year. Other decreased 12% due to a reduction in dues, promotional items and reference materials purchased within the department.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
AS Director	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
IT Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) HR Director	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Assistant ITS Director	0.40	0.40	0.40	0.40	0.40	0.00	(0.40)
Risk Manager	0.20	0.20	0.20	0.10	0.10	0.20	0.10
Benefits Coordinator	0.55	0.55	0.55	0.45	0.45	0.55	0.10
Office Asst. III	0.45	0.45	0.45	0.45	0.45	0.45	0.00
Management Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Network Administrator	0.20	0.20	0.20	0.20	0.20	0.00	(0.20)
Info. Specialist I	0.20	0.20	0.20	0.20	0.20	0.00	(0.20)
Info. Specialist II	0.30	0.30	0.30	0.30	0.30	0.00	(0.30)
Info. Specialist Asst.	0.30	0.30	0.30	0.30	0.30	0.00	(0.30)
(1) **Total Staffing (fte)**	**3.60**	**3.60**	**3.60**	**3.40**	**3.40**	**2.20**	**(1.20)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	189,030	179,834	189,168	189,704	192,519	267,108	41%
Supplies	13,668	14,015	5,174	8,507	7,403	11,500	35%
Services	223,793	208,649	194,985	271,140	288,933	207,695	-23%
Other	4,076	2,068	2,356	2,816	3,217	2,485	-12%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**430,567**	**404,566**	**391,683**	**472,167**	**492,073**	**488,788**	**4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	347,653	332,574	315,549	385,567	417,210	403,188	5%
Cafeteria Plan	82,914	71,992	76,134	86,600	74,862	85,600	-1%
Total Expense	**430,567**	**404,566**	**391,683**	**472,167**	**492,073**	**488,788**	**4%**

Personnel Services

Program Description:

Personnel Services focuses on improving morale and productivity through the implementation of social events and employee and supervisory training programs. These programs are designed to promote communication throughout the City. The department coordinates formal training, the employee assistance program, blood drives, employee recognition, holiday luncheon / service award program, the United Way fund raising drive, the quarterly newsletter, the public access channel and the internet and intranet sites for Human Resources.

Program Objectives:

- Distribute the employee newsletter and keep employees aware of city events / issues
- Comply with OSHA mandates including Blood Borne Pathogens, Respiratory, Confined Spaces, Drug Free Workplace, and Right-to-Know regulations.
- Maintain internal training for employees and supervisors.
- Enhanced communications to the city employees and the public through digital media.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Employee Bargaining Units	6	6	6	6
2. Grievances Filed	7	11	11	11
3. Training Programs	23	32	28	28
4. Manager Review/Safety Rev. Sch	26	26	26	26
Workload:				
1. Contracts Negotiated	2	4	2	2
2. Grievances Processed	7	11	11	11
3. Training Sessions Conducted	92	88	85	85
4. Mgr. Rev/Safety Rev Held	26	26	26	26
5. Newsletters Published	4	4	4	4
Productivity:				
1. Avg. Labor Relations Cost/empl	$ 245.96	$ 253.89	$ 119.57	$ 136.87
2. Avg. Training Cost/Employee	$ 29.88	$ 8.29	$ 10.00	$ 10.00
3. Avg. Safety Cost/Employee	$ 52.61	$ 56.57	$ 57.19	$ 64.95
4. Cost of Newsletter/Employee	$ 4.55	$ 4.72	$ 4.72	$ 4.44
Effectiveness:				
1. % Contracts Neg. w/out arb.	100.0%	75.0%	100.0%	100.0%
2. % Grievances Res w/out arb.	71.0%	27.0%	64.0%	70.0%
3. % Training Completed	100.0%	100.0%	100.0%	100.0%
4. % Preventable Accidents	32.0%	23.0%	22.0%	22.0%
5. % Newsletter Published/Distr.	100.0%	100.0%	100.0%	100.0%

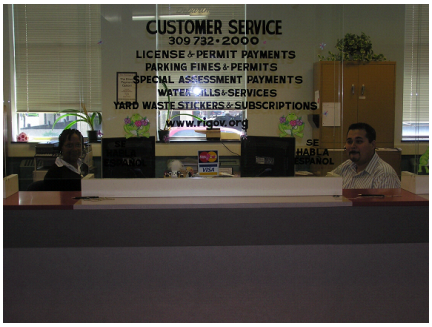
Analysis:

Overall, personnel services increased 17%. Personnel increased due to higher projected wages, overtime costs, health care and pension costs. Supplies decreased 71% due to a reduction in food for different promotional and training events held by the department. Services increased 15% due to labor counsel legal services and medical services related to recruitment. Other decreased 25% due to the elimination of promotional items.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Risk Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Benefit Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Office Assistant III	0.30	0.30	0.30	0.30	0.30	0.30	0.00
(1) **Total Staffing (fte)**	**0.40**	**0.40**	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	44,842	56,413	63,645	55,822	61,417	68,612	23%
Supplies	2,264	2,365	432	1,037	1,115	300	-71%
Services	68,676	160,795	200,969	103,856	157,482	119,484	15%
Other	966	3,066	3,340	1,392	1,715	1,050	-25%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**116,748**	**222,639**	**268,386**	**162,107**	**221,729**	**189,446**	**17%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	116,748	222,658	268,386	162,107	221,729	189,446	17%
Total Expense	**116,748**	**222,658**	**268,386**	**162,107**	**221,729**	**189,446**	**17%**



ROCK ISLAND

ILLINOIS

FINANCE DEPARTMENT

Goals & Objectives

Receive the Government Finance Officers Association (GFOA) Certificate of Compliance and Distinguished Budget Award for the annual financial report and budget.

Address auditor's management letter comments and other internal control recommendations.

Continue to improve Management Reports.

Integrate a review of strategic initiatives into on-going compliance with City Council's Fiscal policy of balanced budget.

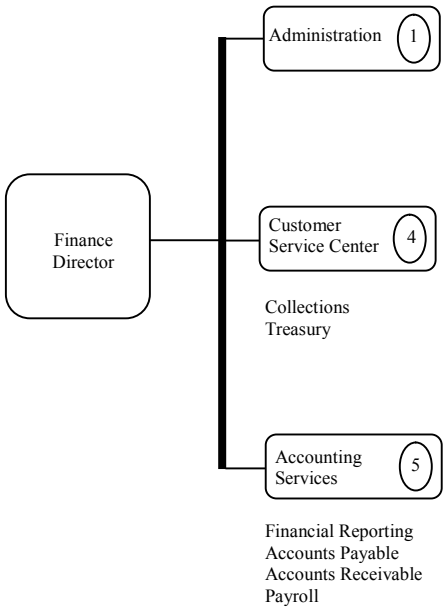
Work with Human Resources to develop incentive program for cost cutting ideas.

Identify alternative revenue streams.

Continue to improve processing efficiency utilizing electronic transmission of financial data.

Continue to monitor centralized billing, collection and purchase card systems to maximize revenue and minimize operational expense.

Continue the emphasis on customer service to meet the expectation of the City's residents.



Analysis:

The Finance Department provides centralized financial services for all City departments. These services include financial reporting, cash management, budgeting, accounts payable, accounts receivable, payroll, and revenue collection. City financial systems provide data to ensure accountability to the public for the use of tax dollars and other revenue. Department activities are organized into three cost centers: Administration, Customer Service and Accounting Services. The Finance Director is responsible for the work of nine full-time employees.

Rock Island has historically provided outstanding financial accountability. The City is a long-time recipient of the Government Finance Officers Association (GFOA) awards for its annual financial report and budget documents. The first Certificate of Achievement for Excellence in Financial Reporting award was received for the March 31, 1979 financial report and the first Distinguished Budget Presentation Award was received for the 1988/89 budget. Continuing this tradition is a top priority.

The Finance Department continues to focus on customer service. The availability of a bi-lingual Junior Accountant to assist in providing customer service is an asset to the Finance Department as well as the City of Rock Island. “E-Bill”, allowing the emailing of invoices, became available for city customers during fiscal 2011.

The Finance Department has begun analyzing and improving the ‘City’s management reports. This includes monthly departmental reports, Council Management reports, and the annual budget. It is important these reports continue to provide useful and accurate information in a timely manner.

Preparation of audit work papers and the annual budget will continue to be a focus. Efforts will continue to increase the volume of electronic transmissions of financial information including improvements to the purchase card system to enhance services and improve efficiency.

For FY 13-14 there are two areas within the Finance Department budget that are projected to see a significant fluctuation (+/-10%) from the FY 12-13 budget. The first area is taxes/assessments. The budgeted amount for payment of the electricity excise tax to the State of Illinois and filing/recording fees paid to Rock Island County has been reduced based on the average amount paid in these line items over the last two (2) years. The other area of significant change is transfers. For FY 13-14 there is a transfer in the amount of $890,275 to cover the general fund deficit projected for the budget year.

It continues to be the mission of the Finance Department to professionally and ethically serve the public and other City departments by providing accurate and timely financial services.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Budget Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Auditor / Project Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Accountant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Junior Accountant	0.00	0.00	0.00	1.00	1.00	1.00	0.00
(1) Accounting Sup	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Fiscal Technician	2.00	2.00	2.00	1.00	1.00	1.00	0.00
(1) AR/Customer Svc Sup	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Customer Svc Rep	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Intern	0.25	0.25	0.25	0.00	0.00	0.00	0.00
(10) **Total Staffing (fte)**	**10.25**	**10.25**	**10.25**	**10.00**	**10.00**	**10.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	655,977	763,132	744,050	793,820	760,923	774,418	-2%
Supplies	84,151	2,278	9,771	2,755	9,999	2,535	-8%
Services	225,688	236,442	286,125	348,431	294,328	336,969	-3%
Other	29,462	28,929	25,899	35,596	25,589	29,215	-18%
Programs	-	-	-	-	-	-	---
Capital	-	-	16,393	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	68,174	45,000	988,055	181,317	1,759,857	1,073,292	492%
Contingency	3,369	(738)	9,104	382,733	5,904	368,170	-4%
Total Department	**1,066,821**	**1,075,043**	**2,079,397**	**1,744,652**	**2,856,601**	**2,584,599**	**48%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,066,821	1,075,043	2,056,187	1,764,511	2,856,601	1,694,324	-4%
Riverboat Gaming	-	-	23,210	-	-	890,275	NEW
Debt Service	-	-	-	-	-	-	---
Total Expense	**1,066,821**	**1,075,043**	**2,079,397**	**1,744,652**	**2,856,601**	**2,584,599**	**48%**

Finance Administration

Program Description:

Finance Administration develops, implements and reviews the financial policies of the City. Direction is provided to all departments to assure compliance with applicable local, state and federal regulations.

Program Objectives:

- Continue focus on fiscal management.
- Keep Administrations costs below 60% of Finance Operating Budget.
- Keep Finance Department costs below 5% of the total City Budget.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized personnel (fte)	10.25	10.25	10.00	10.00
2.	Total Finance operating budget	1,075,001	2,079,397	1,744,652	2,584,599
3.	Total City budget	121,739,062	119,374,448	138,707,213	163,285,499
	Workload:				
1.	% time on personnel administration	5%	5%	5%	5%
2.	% time on fiscal management	70%	70%	70%	70%
3.	% time on liaison and coordination	25%	25%	25%	25%
	Productivity:				
1.	Cost of personnel administration	$ 7	$ 7,015	$ 7,787	$ 7,337
2.	Cost of fiscal management	$ 104,815	$ 98,214	$ 109,012	$ 102,717
3.	Cost of liaison and coordination	$ 37,434	$ 35,076	$ 38,933	$ 36,685
	Effectiveness:				
1.	Cost of operations per capita	$ 5.55	$ 30.18	$ 19.56	$ 41.59
2.	Cost of Admin as a % of Finance	20.2%	56.6%	43.7%	62.8%
3.	Cost of Finance as a % of total city	0.9%	1.7%	1.3%	1.6%

Analysis:

The focus of Finance Administration is to monitor city-wide revenues and expenses, provide financial information for management and elected officials, prepare the Comprehensive Annual Financial Report, and complete the annual budget. There is no change in staffing for FY 13-14. Services has decreased by 19% due to the elimination of any funding for an intern in the Finance Department in FY 13-14. Other changes in Services consist of adding consultant fees for a cost allocation study along with eliminating the costs for a consultant reference the banking contract which was awarded in FY 12-13. Other has decreased by 24% as the cost of expedite and lien filing fees are projected to be lower than budgeted for in FY 12-13. Transfers has increased 492% due to a transfer from the Capital Improvement Fund to cover the projected General Fund budget deficit for FY 13-14.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Asst to Finance Dir	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Intern	0.25	0.25	0.25	0.00	0.00	0.00	0.00
(1) **Total Staffing (fte)**	**1.25**	**1.25**	**1.25**	**1.00**	**1.00**	**1.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	140,383	149,735	140,305	155,731	137,291	146,739	-6%
Supplies	1,749	2,011	9,214	2,327	2,654	2,325	0%
Services	14,547	11,570	14,577	34,465	28,009	27,872	-19%
Other	6,691	8,372	5,661	10,069	6,009	7,668	-24%
Programs	-	-	-	-	-	-	---
Capital	-	-	16,393	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	68,174	45,000	988,055	181,317	1,759,857	1,073,292	492%
Contingency	-	-	3,525	379,363	950	364,800	-4%
Total Cost Center	**231,544**	**216,688**	**1,177,730**	**763,272**	**1,934,771**	**1,622,696**	**113%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	231,544	216,688	1,154,520	763,272	1,934,771	732,421	-4%
Riverboat Gaming	-	-	23,210	-	-	890,275	NEW
Debt service	-	-	-	-	-	-	---
Total Expense	**231,544**	**216,688**	**1,177,730**	**763,272**	**1,934,771**	**1,622,696**	**113%**

Customer Service Center

Program Description:

The Customer Service Center provides a centralized point of accountability for all revenues collected by the City and billings for all services provided by the City. Receipts include water, sewer and stormwater bills, special assessments, licenses, permits, taxes, court fines, fees, marina fees, state and federal grants, parking tickets, etc. The Customer Service Center also provides reception and information services for all City departments. The goals of the Customer Service Center continue to emphasize improved customer service through courteous, fair, accurate and timely collection and financial services.

Program Objectives:

- Minimize errors on cash over/short.
- Keep shut-offs vs delinquent notifications below 20%.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Utility invoices	72,487	68,247	65,551	65,000
2.	Parking Tickets/Permits issued	11,939	10,553	11,159	11,100
3.	Miscellaneous invoices	7,501	7,399	6,500	6,500
	Workload:				
1.	iNovah receipts	-	-	-	94,000
2.	NorthStar receipts	86,003	87,706	89,641	-
3.	Govern receipts	4,103	4,357	4,277	-
	Productivity:				
1.	Cost per receipt	$ 3.56	$ 3.62	$ 4.37	$ 4.59
	Effectiveness:				
1.	Shut-offs vs delinquent notifications	1166 / 17252	1173 / 16141	1195 / 16000	1200 / 16000
2.	Cash Over (Short)	$ -	$ (93)	$ 100	$ 100

Analysis:

The Customer Service Center will continue to place emphasis on the implementation of the new iNovah centralized cashiering software acquired in FY 12-13 as well as the switch over to JPMorgan Chase for credit card payments. There is no change in staffing for FY 13-14. Supplies have increased $135 to cover the cost of the purchase of an electric stapler for the customer service representative position.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) AR/Customer Svc Sup	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Fiscal Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Customer Svc Rep	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(4) **Total Staffing (fte)**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	233,252	239,333	214,755	234,999	232,356	245,259	4%
Supplies	202	267	380	75	5,041	210	180%
Services	61,477	82,007	112,602	171,526	153,600	182,727	7%
Other	150	150	150	150	150	150	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	3,369	(738)	5,579	3,370	4,954	3,370	0%
Total Cost Center	**298,450**	**321,019**	**333,466**	**410,120**	**396,101**	**431,716**	**5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	298,450	298,450	333,466	410,120	396,101	431,716	5%
Total Expense	**298,450**	**321,019**	**333,466**	**410,120**	**396,101**	**431,716**	**5%**

Accounting Services

Program Description:

Accounting Services provides financial services to other departments. These services include payroll, accounts payable, budgeting, and financial management information. Goals continue to emphasize accurate and timely service to departments and monitoring agencies.

Program Objectives:

- Provide cost effective service.
- Adopt a balanced budget after seeking community input.
- Monitor finances to maintain financially sound city.
- Prepare the annual budget and financial report in compliance with Government Finance Officers Association (GFOA) standards.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Number of AP vendors	2,425	2,493	2,971	3,297
2.	Number of City employees	634	659	646	649
3.	Size of General Fund budget	28,732,411	33,607,506	35,756,258	36,438,308
4.	Population of City	39,018	39,018	39,018	39,018
5.	$ available for investment	34,604,824	35,639,081	39,915,211	42,906,296
	Workload:				
1.	Number of AP invoices processed	11,405	10,100	13,000	11,502
2.	Number of payroll checks issued	16,300	13,599	13,613	14,585
3.	Number of General Fund accounts	1,903	2,368	2,665	2,908
4.	No. of investment account types	8	8	8	8
	Productivity:				
1.	Cost per AP invoice processed	$ 1.89	$ 2.13	$ 1.69	$ 1.94
2.	Cost per payroll check processed	$ 1.70	$ 2.03	$ 2.19	$ 2.13
3.	Number of GF accounts reviewed	1,549	1,556	1,632	1,501
4.	No. of investment reports to council	12	12	12	12
	Effectiveness:				
1.	Avg. # AP invoices per vendor	4.70	4.05	4.38	3.49
2.	Avg. # payroll checks per employee	25.71	20.64	21.07	22.47
3.	Budgeted GF surplus/deficit	-	-	-	-
4.	Avg. int rate recvd on investments	0.658%	0.234%	0.220%	0.350%
5.	Budget Award received	yes	yes	yes	yes
6.	CAFR Award received	yes	yes	yes	yes

Analysis:

Emphasis will continue to be placed on maximizing the use of the financial and human resources software. Efforts will also continue in streamlining the accounts payable process with the recent switch to JPMorgan Chase for the City's purchase card processes. There is no change in staffing for FY 12-13. No supplies are budgeted for this cost center as most supplies are now purchased under the Finance Administration cost center. Services have decreased by 11% due to a slight reduction costs associated with the new banking contract Other has also decreased by 16% due to a projected reduction in electricity excise taxes paid by the City.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Auditor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Accountant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Junior Accountant	0.00	0.00	0.00	1.00	1.00	1.00	0.00
(1) Accounting Sup	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Fiscal Technician	1.00	1.00	1.00	0.00	0.00	0.00	0.00
(1) Budget Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) **Total Staffing (fte)**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	282,342	374,064	388,990	403,090	391,275	382,420	-5%
Supplies	82,200	-	177	353	2,304	-	-100%
Services	149,664	142,865	158,946	142,440	112,719	126,370	-11%
Other	22,621	20,407	20,088	25,377	19,431	21,397	-16%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**536,827**	**537,336**	**568,201**	**571,260**	**525,729**	**530,187**	**-7%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	536,827	537,336	568,201	571,260	525,729	530,187	-7%
Total Expense	**536,827**	**537,336**	**568,201**	**571,260**	**525,729**	**530,187**	**-7%**

ROCK ISLAND

ILLINOIS

INFORMATION TECHNOLOGY DEPARTMENT

Goals & Objectives

Deliver timely and effective responses to customer requirements through teamwork.

Provide vision, leadership, and a framework for evaluating emerging technologies in a timely and cost effective manner.

Provide a secure and reliable communication and computer infrastructure on which to efficiently conduct City business driven towards innovation and ecological excellence.

Build and maintain partnerships with all City departments, appropriate regional non-profits, and the community, to improve municipal operations, enhance the community image, and promote Rock Island as a progressive community.

Develop and maintain technically skilled staff that is competent in current and emerging information technology.

Provide citizens, the business community, and City staff with convenient access to appropriate information and services through technology.

Plan for, implement, and manage the best information technology solutions available.

Effectively communicate information about plans, projects and achievements to City staff and customers.

Ensure effective technical and fiscal management of the Department's operations, resources, technology projects, and contracts.

Analysis:

The Information Technology (IT) Director, who reports to the City Manager, manages the Information Technology Department. The department is staffed with 6 additional employees; 1 Network Administrator, 2 Information Specialist-II, 2 Information Specialist-I and 1 IS Assistant. The department's activities are defined in three cost centers, Administration, Information Services, and Geographic Information Systems (GIS) that provide information, telecommunications service and support through a team approach with centralized management.

For the fiscal year 2013/2014 the IT Department will be working on the goals and objectives identified on the previous page. A few of the specific projects that will be a priority are:

- Continue the communications infrastructure enhancement in the SW area and participation in the inter-agency cooperative efforts.
- Video surveillance for public safety – 15th Ave & 15th St Neighborhood and the District.
- IBM RS/6000 elimination – the IBM RS/6000 was put in service in 2000 and is now 13 years old and needs to be decommissioned. Police applications and Public works applications must first be replaced.
- Continued improvements to the broadcast of City Council meetings by bringing a more polished and professional look to the broadcast including lighting improvements and consistent backgrounds.
- Equipment replacement – a number of desktop computers, laptops, servers, printers, and networking components are in need of attention and will be replaced and/or recycled as needed.

By category of expenditure the IT budget has decreased a total of 4% or $76,773. The major changes in the proposed budget are as follows:

Personnel – This category reflects a decrease of 9% or $66,244 related to a number IT Department staffing changes. With IT restructured as a department, the Administrative Service Director position has been eliminated. The IT Director position was reestablished and the Assistant IT Director position remains unfilled. The Network Administrator resigned in August of 2012 and an IT-1 retired in April 2012. A new Network Administrator has been appointed, and selection of a replacement IT-1 is underway.

Supplies – This category shows a 12% decrease or $22,275. The primary reason for this decrease is the completion of funding for the Fire Department MDT's, and the addition of two Smartboards.

Services – This category shows a 16% decrease or $56,807. The primary reason for this decrease is due to the software reengineering costs associated to Code Enforcement were budgeted in FY12/13 and are being carried over in a PO for next year. While the effort is ongoing, the costs to make the needed changes are not included again in the FY13/14 budget.

Other - This category shows a 0% change.

Capital – This category shows a 20% increase or $43,688. This increase is from the IBM RS/6000 elimination project; Fleet software, as well as Marina software will be replaced. In addition, this category shows funding to address video surveillance issues in the District, Equipment replacement, Smartboards for Finance and Public works, Fiber Optic improvements in the SW area, and continued improvements to the Public Access TV channel.

Debt – This category reflects a slight 2% increase of $1,850 for debt service on past financial software purchases.

Transfers - This category shows a 5% or $23,175 increase. This is due to the debt service funding of $98,325 and funding of the Capital projects.

The Information Technology Department mission is to deliver exceptional value and customer service through the deployment and support of innovative technologies in a public service environment.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
AS Director	1.00	1.00	1.00	1.00	0.50	0.00	(1.00)
(1) IT Director	0.00	0.00	0.00	0.00	0.50	1.00	1.00
HR Director	0.00	0.00	0.00	0.00	0.50	0.00	0.00
Assistant ITS Director	1.00	1.00	1.00	1.00	0.50	0.00	(1.00)
Risk Manager	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Benefits Coordinator	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Office Asst. III	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Management Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Info. Specialist I	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(2) Info. Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Info. Specialist Asst.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) **Total Staffing (fte)**	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**	**7.00**	**(4.00)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	633,051	614,726	664,146	707,928	657,828	641,684	-9%
Supplies	222,491	157,377	125,762	186,025	158,019	163,750	-12%
Services	256,422	253,713	254,560	354,716	322,444	297,909	-16%
Other	50,321	72,201	71,927	74,810	71,403	74,650	0%
Programs			-	-	-	-	---
Capital	262,243	325,970	32,144	221,312	162,793	265,000	20%
Debt Service	95,400	97,600	99,625	96,475	96,475	98,325	2%
Transfers	380,237	449,154	243,137	479,150	479,150	502,325	5%
Contingency			-	-	-	-	---
Total Department	**1,900,165**	**1,970,741**	**1,491,301**	**2,120,416**	**1,948,112**	**2,043,643**	**-4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,162,148	1,097,857	1,116,235	1,520,120	1,344,066	1,442,928	-5%
TIF District #1	-	-	-	-	-	-	---
Riverboat Gaming	95,237	449,154	243,137	219,150	219,150	502,325	129%
Cap. Improvement	547,243	325,970	32,144	284,441	288,322	-	---
Debt Service	95,537	97,760	99,785	96,705	96,574	98,390	2%
Self Insurance	-	-	-	-	-	-	---
Employee Health	-	-	-	-	-	-	---
Cafeteria Plan	-	-	-	-	-	-	---
Total Expense	**1,900,165**	**1,970,741**	**1,491,301**	**2,120,416**	**1,948,112**	**2,043,643**	**-4%**

Information Technology Administration

Program Description:

IT Administration serves as a resource with the Customer Board of Users (CBU) to build consensus on strategic technology direction and handles all technology related issues. The IT Director supervises a staff of six in the delivery of information technology services to all City Departments.

Program Objectives:

- Provide vision, leadership, and a framework for evaluating emerging technologies in cost effective manner.
- Develop and maintain technically skilled staff, competent in current and emerging information technology.
- Effectively communicate information about plans, projects and achievements to City staff and customers.
- Ensure effective technical and fiscal management of the Department's operations, resources, technology projects, and contracts.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized personnel	7	7	7	7
2.	Authorized city employees (fte)	457	460	453	455
3.	Total ITS budget	$ 1,970,741	$ 1,491,301	$ 2,120,416	$ 2,044,943
4.	Total City Budget	121,739,062	119,374,448	138,707,213	163,285,499
	Workload:				
1	% time on personnel administration	5%	5%	5%	5%
2	% time on fiscal management	10%	10%	10%	10%
7	% time on liaison and coordination	85%	85%	85%	85%
	Productivity:				
1.	Cost of personnel administration	$ 8,458	$ 8,458	$ 8,437	$ 9,214
2.	Cost of fiscal management	$ 16,915	$ 16,915	$ 16,874	$ 18,429
3.	Cost of liaison and coordination	$ 143,778	$ 143,778	$ 143,431	$ 156,644
	Effectiveness:				
1.	Cost of operation per capita (IT)	$ 49.66	$ 37.58	$ 53.43	$ 51.53
2.	Cost of Admin as a % of IT	8.6%	11.3%	8.0%	9.0%
3.	Cost of IT as a % of total city	1.6%	1.2%	1.5%	1.3%
4.	Staff to User Account Ratio	88:1	88:1	90:1	90:1

Analysis:

Overall the cost center will increase 26% next fiscal year. Reestablishment of the IT Director in this cost center is the primary reason for such a dramatic change. Services are down 17%. Other has new expense, again due to the shifting of personnel costs within the department.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
AS Director	1.00	1.00	1.00	1.00	0.50	0.00	(1.00)
(1) IT Director	0.00	0.00	0.00	0.00	0.20	1.00	1.00
HR Director	0.00	0.00	0.00	0.00	0.50	0.00	0.00
Assistant ITS Director	0.40	0.40	0.40	0.40	0.20	0.00	(0.40)
Risk Manager	0.20	0.20	0.20	0.10	0.10	0.00	(0.10)
Benefits Coordinator	0.55	0.55	0.55	0.45	0.45	0.00	(0.45)
Office Asst. III	0.45	0.45	0.45	0.45	0.45	0.00	(0.45)
Management Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Network Administrator	0.20	0.20	0.20	0.20	0.20	0.20	0.00
Info. Specialist I	0.20	0.20	0.20	0.20	0.20	0.20	0.00
Info. Specialist II	0.30	0.30	0.30	0.30	0.30	0.30	0.00
Info. Specialist Asst.	0.30	0.30	0.30	0.30	0.30	0.30	0.00
(1) **Total Staffing (fte)**	**3.60**	**3.60**	**3.60**	**3.40**	**3.40**	**2.00**	**(1.40)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	184,972	168,681	174,147	184,287	184,445	233,614	27%
Supplies	-	-	-	-	-	-	---
Services	6,497	4,485	5,172	6,000	6,000	4,991	-17%
Other	150	-	-	-	-	300	NEW
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**191,619**	**173,166**	**179,319**	**190,287**	**190,445**	**238,905**	**26%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	191,619	173,166	179,319	190,287	190,445	238,905	26%
Total Expense	**191,619**	**173,166**	**179,319**	**190,287**	**190,445**	**238,905**	**26%**

Information Technology Services

Program Description:

Information Services provides information systems, customer service, and telecommunications service and support through a team approach with centralized management of information systems. The focus of this cost center is to provide information from anywhere to anybody as needed; to empower workers with quality desktop information on demand; and to enable informed decisions in a shorter period of time.

Program Objectives:

- Complete 100% of annual visits to each workstation for preventative maintenance, upgrades, physical inventory and user support.
- Maintain 95% completion of support requests received.
- Complete support requests within an average of 7 days.
- Maintain a 4 out of 5 overall result from the Satisfaction Survey.
- Provide reliable access to the data and communications systems by maintaining 95% systems availability.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Users supported	618	618	630	630
2.	Support requests	4,398	3,556	3,590	3,400
3.	Sites supported	53	53	54	54
4.	Applications on system	142	146	146	143
5.	Hardware items	900	1,090	1,160	1,100
	Workload:				
1.	One on one workstation visits	310	310	310	310
2.	Support requests completed	4,424	3,539	3,614	3,300
3.	Sites maintained	53	53	54	54
4.	Applications maintained	142	146	146	143
5.	Hardware items maintained	900	1,090	1,160	1,100
	Productivity:				
1.	Avg cost per user	$ 552.49	$ 395.45	$ 575.64	$ 543.40
2.	Avg cost per support request	$ 77.18	$ 69.06	$ 100.35	$ 103.74
3.	Avg cost per sites	$ 6,442.26	$ 4,611.12	$ 6,715.77	$ 6,339.62
4.	Avg cost per application	$ 2,404.51	$ 1,673.90	$ 2,483.92	$ 2,393.98
5.	Avg cost per hardware item	$ 379.38	$ 224.21	$ 312.63	$ 311.22
	Effectiveness:				
1.	Cost of IT Services as % of IT	86.63%	62.00%	106.26%	88.19%
2.	% workstation visits completed	100.00%	100.00%	100.00%	100.00%
3.	Avg response/support request	5	5	5	5
4.	% of support requests completed	100.59%	99.52%	100.67%	97.06%
5.	Support requests not completed	100	194	164	100
6.	Satisfaction Survey results	4.24	3.98	4.00	4.00

Analysis:

The Information Technology Services Division works as part of the Information Technology Department to provide users with helpdesk support, customer service, project coordination, and implementation of technology solutions. Overall costs have decreased 6%. The Personnel category is down 22% due to overall lower projected wages and general reduction of staff budgeted in this cost center. The Supplies category reflects a decrease of 13% due to decreased computer equipment purchases. The Services category will decrease 21% due to decreases associated with moving many service contracts to Gaming. The Other category cost will increase 2% due to a increase in costs for contributions/sponsorships. The Capital category shows a 100% decrease (eliminated) under expense by fund. Project costs include: fiber optic infrastructure ($80,000), public access channel upgrades ($25,000), IBM RS/6000 elimination ($100,000), Public safety cameras ($60,000), and Smartboards in Finance and Public works ($14,000). The Transfer category shows an increase of 9% coming from Gaming this year rather than CIP.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
IT Director	0.00	0.00	0.00	0.00	0.20	0.00	0.00
Assistant ITS Director	0.40	0.40	0.40	0.55	0.20	0.00	(0.55)
(1) Network Administrator	0.70	0.70	0.70	0.70	0.70	0.70	0.00
(2) Info Specialist I	1.80	1.80	1.80	1.80	1.80	1.80	0.00
(2) Info Specialist II	1.60	1.60	1.60	1.60	1.60	1.60	0.00
(1) Info Specialist Asst	0.90	0.90	0.90	0.70	0.70	0.70	0.00
(6) **Total Staffing (fte)**	**5.40**	**5.40**	**5.40**	**5.35**	**5.20**	**4.80**	**(0.55)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	427,177	423,709	465,070	496,670	449,471	389,430	-22%
Supplies	222,206	155,410	125,223	186,025	158,019	161,250	-13%
Services	187,337	182,976	187,065	279,216	249,697	221,818	-21%
Other	50,171	72,051	69,682	72,410	68,963	73,550	2%
Programs	-	-	-	-	-	-	---
Capital	262,243	325,970	32,144	221,312	162,793	265,000	20%
Debt service	95,400	97,600	99,625	96,475	96,475	98,325	2%
Transfers	380,237	449,154	243,137	461,150	461,150	502,325	9%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**1,624,771**	**1,706,870**	**1,221,946**	**1,813,258**	**1,646,567**	**1,711,698**	**-6%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	886,754	833,986	846,880	1,230,962	1,060,521	1,110,983	-10%
TIF District #1	-	-	-	-	-	-	---
Gaming	95,237	449,154	243,137	201,150	201,150	502,325	150%
Block Grant	-	-	-	-	-	-	---
Capital	547,243	325,970	32,144	284,441	288,322	-	-100%
Debt	95,537	97,760	99,785	96,705	96,574	98,390	2%
Stormwater	-	-	-	-	-	-	---
Total Expense	**1,624,771**	**1,706,870**	**1,221,946**	**1,813,258**	**1,646,567**	**1,711,698**	**-6%**

Information Technology Geographical Information Systems

Program Description:

Geographical Information Systems (GIS) has a strategic citywide impact. It is a key organizational initiative that has a high potential for transforming raw operational / transactional data into tactical and strategic decision making information content for departments, management and the community.

Program Objectives:

- Serve as point of convergence for all address based databases and systems in the organization.
- Establish Standards for Data Collection, Storage, and Graphical Representation.
- Provide reliable, accurate data for other address driven applications in the organization.
- Ensure connectivity with Rock Island County GIS data.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Users supported	35	35	35	35
2.	GIS Enabled Applications	8	8	8	8
3.	Data Sets/Layers available	42	42	42	42
	Workload				
1.	Users supported	35	35	35	35
2.	GIS Enabled Applications	8	8	8	8
3.	Data Sets/Layers available	42	42	42	42
	Productivity:				
1.	Avg cost per user	$ 855.27	$ 848.91	$ 1,101.93	$ 877.23
2.	Avg cost per GIS application	$ 3,741.79	$ 3,713.99	$ 4,820.93	$ 3,837.90
3.	Avg cost per data set/layer	$ 734.32	$ 728.86	$ 946.10	$ 753.18
	Effectiveness:				
1.	Cost of IT GIS as % of total GIS	40.44%	40.44%	42.88%	42.64%
2.	Cost of IT GIS as % of IT	4.60%	4.60%	5.59%	6.04%

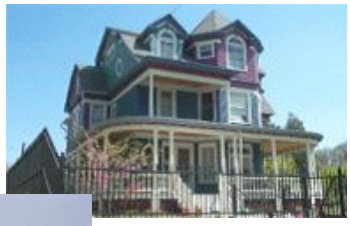
Analysis:

The Information Technology Services Geographic Information Systems (GIS) Cost Center expenses have decreased by 20%. Personnel costs are down due to lower projected wages and general reduction of staff budgeted in this cost center. Supplies are new this year to purchase ArcPAD software for mobile workers. Services (GIS Software Maintenance costs) are up by 2% due to routine increases in software maintenance for Cityworks, Govern, Stormwater Utility, and the AutoDesk/AutoCAD. Other is decreased by 67% due to movement of these line items to Administration. Transfers from gaming has been eliminated.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
ITS Director	0.00	0.00	0.00	0.00	0.03	0.00	0.00
Assistant ITS Director	0.05	0.05	0.05	0.05	0.02	0.00	(0.05)
Network Administrator	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Info Specialist I	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Info Specialist II	0.10	0.10	0.10	0.10	0.10	0.10	0.00
0 **Total Staffing (fte)**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.20**	**(0.05)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	20,902	22,336	24,929	26,971	23,912	18,640	-31%
Supplies	285	1,967	539	-	-	2,500	NEW
Services	62,588	66,252	62,323	69,500	66,747	71,100	2%
Other	-	150	2,245	2,400	2,440	800	-67%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	18,000	18,000	-	-100%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**83,775**	**90,705**	**90,036**	**116,871**	**111,099**	**93,040**	**-20%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	83,775	90,705	90,036	98,871	93,099	93,040	-6%
Riverboat Gaming	-	-	-	18,000	18,000	-	-100%
Total Expense	**83,775**	**90,705**	**90,036**	**116,871**	**111,099**	**93,040**	**-20%**



ROCK ISLAND

ILLINOIS

COMMUNITY & ECONOMIC DEVELOPMENT

Goals & Objectives

Implement programs and activities to preserve and revitalize the City's older neighborhoods and improve the housing stock.

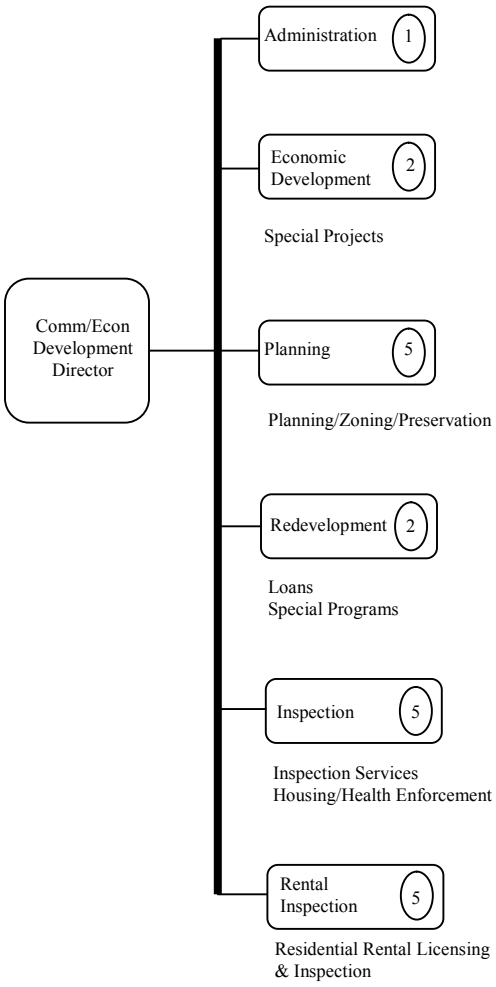
Provide for orderly growth and change within the City, develop and implement plans for the future and insure that structures are safe for occupancy and use.

Formulate and implement programs to increase job opportunities for residents, expand the City's revenue base and increase the level of economic activity with particular emphasis on retail activity.

Facilitate the revitalization of the City's river front and downtown area.

Establish and implement strategies to address Council goals related casino area development, Columbia Park, retail development in southwest, along Blackhawk Road and in the Augustana campus area and~~,~~ support for small business enterprise

Solicit citizen input and provide staff support to boards, commissions, special committees and other agencies as they impact the policy-making role of the City Council and ensure that individual citizen concerns are dealt with effectively and efficiently.



The Community and Economic Development Department delivers a variety of programs and services aimed primarily at enhancing the City as a place to live and work. As an organization, the department is managed by the Community and Economic Development Director who reports to the City Manager. Within the department the Planning and Redevelopment Administrator, Building Official, Grants and Budget Manager and Development Programs Manager report to the Director. Overall, the department's efforts are directed at increasing economic activity and investment in the community, preserving and improving the City's older neighborhoods, regulating land uses for orderly growth and development and ensuring that buildings are safe for occupancy and use. New Staff to the department include: Director, Planning and Redevelopment Administrator, Planner, Grant & Budget Manager.

For FY 13/14 the department's primary work will be in support of the priorities identified by the City Council that are within the area of responsibility of the department. Specifically, these include:

- Support Columbia Park Development
- Target the Revitalization of 11th Street
- Promote the I280/IL Route 92 Parkway Development
- Complete the Southwest Ridgewood Road Business Park
- Make Decisions on Programs / Services Funded by CDBG
- Support Continuation of the Rental Housing Inspection Program
- Complete planning for the Arsenal Gateway area
- Creation of a Comprehensive Commercial/Retail Strategy
- Development of a policy and plan for retail development

In addition, department staff will continue to support implementation of the New/Old Chicago Plan as well as other adopted neighborhood plans, the 11th Street Plan, RiverVision, Artsplan, the Bikeways Plan and the Downtown Strategic Plan. As in the past, department staff will continue to work in partnership with other public and private entities in furtherance of the City's development mission.

With respect to FY 13/14 revenue/expenditure projections, as in past years funding for department activities and programs is derived primarily from three sources; Tax Increment Finance (TIF), Community Development Block Grant (CDBG) and gaming funds with additional support by way of targeted project grants provided through federal and state programs. Overall, the department's proposed FY 13/14 budget shows an increase of 112% from $18.8 million to $39.9 million. This increase results primarily from both the Locks project and the Wal-Mart project scheduled to start this spring.

As noted, TIF remains an important source of funding for a variety of projects within the City's five TIF districts. Major TIF projects and programs include: debt service on bonds for the construction of Schwiebert Park and the 1st Avenue interceptor sewer; rebate to the casino developers per an approved development agreement; local matching funds to support a federal grant to support construction of transient boat docks at the waterfront park; redesign and reconstruction of 3rd Avenue between 24th and 25th Street; property acquisition/demolition in the New/Old Chicago Neighborhood; funding of the Façade Improvement Program and construction The Locks Market Rate Housing. The Locks will be supported by the current Downtown TIF as well as a new TIF created specifically for the project. It is expected that the City's sixth TIF district will be established during FY13/14 to include the northeast quadrant of I280/IL Route 92 interchange. The South 11th Street TIF will be ended one year early and replaced by the Watchtower Area TIF supporting the redevelopment of Watchtower with a new Wal-Mart. The department will undertake a staff level planning effort to program funds for the remaining 5 years of the Downtown TIF district. Staff will be reducing funding maintenance items by 25% each year in an effort to move park maintenance off of TIF funding gradually. We will also look for ways to move the staff funding away from the Downtown TIF with the ending of the TIF in only five years.

CDBG funds are used mainly to support department staff involved in CDBG eligible activities,

costs associated with administration of the grant and direct funding of housing rehabilitation costs. We have projected a 10% reduction in CDBG funds for FY 13-14 however a final number will be determined by the federal process and HUD. While the FY13/14 budget sustains support for staffing related to economic development, city planning, housing and neighborhood programs, code enforcement and historic preservation, the reduction in CDBG funds by the federal government continues to present a challenge for the City. The FY13/14 budget includes the use of carry-over funds to maintain services; however, this approach is not a long term solution. The status of CDBG funding will be an important consideration as planning for FY14/15 begins. The long term status of CDBG funding is uncertain at the federal level.

Gaming is another source of support for department programs. For FY13-14 gaming funds are budgeted for rebates to Hy-Vee, the non-TIF portion of the Façade Improvement Program, community marketing, support for social service agencies, funds to match the EDA grant for the Ridgewood Road business park, Columbia Park neighborhood improvements.

As in previous years, the City will partner with various agencies and organizations that support the City's community and economic development mission. Agencies external to the City included for non-CDBG funding in the proposed budget are as follows, Development Association of Rock Island - $135,000, Rock Island Economic Growth Corporation - $40,000, Rock Island Arsenal Lobbying - $10,000, Quad Cities First - $48,000, Quad Cities Convention and Visitors Bureau - $95,000, Bi-State Regional Commission - $22,000, Quad City Chamber of Commerce - $20,000, Keep Rock Island Beautiful - $18,500, The District - $20,000, Community Caring Conference - $18,000, Advanced Technology and Sustainability Coalition - $3,0000, and RiverAction - $7,745.

The proposed budget continues to fund programs targeted toward strengthening the local economy, supporting private sector businesses who create or retain jobs and who make investments in their facilities. The budget maintains the Commercial/Industrial Revolving Loan Fund (CIRLF) at an approximate $350,000 level. The Façade Improvement Program helps cover the costs of exterior improvements to commercial buildings throughout the City by reimbursing property owners for a portion of the improvement costs. At any one time, some thirty to forty façade improvement projects are underway at various locations. A total of $525,000 is budgeted for the program derived from both TIF and gaming revenues. A major objective for FY13/14 will be continuing implementation of strategies identified in the Economic Development Strategic Plan adopted by the Council in December 2010 which include continued support of a retail small business incubator in the downtown, more focused effort towards supporting existing businesses and attracting new businesses, creation of an Arsenal Gateway business park near 24th Street and 4th Avenue, support for development in the College Hill business district on 14th Avenue, and attraction of new retail opportunities.

As in past years the Community and Economic Development Department will continue to fulfill the broad mission of fostering new development within the community while supporting the redevelopment of older areas and delivering quality services to all the citizens of Rock Island.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) CED Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Spec Project Mgr	1.00	1.00	1.00	0.00	0.00	0.00	0.00
(1) Planning/Redv Admin	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Building Official	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Land Dev Prog Coord	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(1) Devel Prgrms Mgr	0.00	0.00	0.00	0.00	1.00	1.00	1.00
(2) Urban Planner II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Housing Prog Officer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Construction Officer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Grants/Website Coord	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(1) Budget/Grants Mgr	0.00	0.00	0.00	0.00	1.00	1.00	1.00
(1) Comp Graphic Spec	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Plbg/Elec/Mech Insp	3.00	3.00	2.00	2.00	2.00	2.00	0.00
(3) Housing Inspector	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Health Inspector	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Nuisance Inspector	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Office Assistant III	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Intern	0.43	0.43	0.00	0.00	0.00	0.00	0.00
(20) **Total Staffing (fte)**	**21.43**	**22.43**	**21.00**	**20.00**	**20.00**	**20.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	1,493,697	1,533,222	1,667,173	1,565,063	1,581,901	1,632,494	4%
Supplies	8,348	21,835	14,559	16,253	16,106	11,925	-27%
Services	804,390	1,079,494	808,625	1,217,227	1,071,903	668,794	-45%
Other	896,419	1,093,643	1,380,628	1,449,264	1,426,432	4,072,803	181%
Programs	2,614,507	6,177,983	4,430,803	4,908,222	7,081,562	4,876,612	-1%
Capital	264,813	397,903	662,992	5,747,322	350,436	4,479,010	-22%
Debt Service	8,880	240,152	192,034	265,906	196,506	15,733,954	5817%
Transfers	1,639,786	3,064,677	3,058,158	3,623,375	3,082,613	7,821,115	116%
Contingency	378,836	575,582	244,096	-	430,821	637,525	NEW
Total Department	**8,109,676**	**14,184,491**	**12,459,068**	**18,792,632**	**15,238,281**	**39,934,232**	**112%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	878,304	1,091,643	1,237,801	1,161,801	1,297,552	1,222,756	5%
TIF District #1	1,327,625	2,514,251	3,027,548	3,449,593	2,775,914	4,563,512	32%
TIF District #2	171,470	279,281	167,374	468,402	301,379	688,886	47%
TIF District #3	160,596	333,722	464,789	483,693	348,077	611,368	26%
TIF District #4	312,537	2,071,462	2,139,909	2,278,592	2,135,155	2,072,262	-9%
TIF District #5	11,963	44,272	15,309	61,864	3,388	18,042	-71%
TIF District #6	-	-	38,585	-	-	-	---
Comm/Econ Dev	1,604,316	2,260,252	1,424,326	2,077,127	5,115,574	5,663,645	173%
TIF District #7	-	-	-	-	-	45,250	NEW
TIF District #8	-	-	-	-	175	-	---
Riverboat Gaming	835,000	554,734	519,701	991,848	914,348	1,316,842	33%
CDBG Grant	1,406,355	1,670,289	1,407,039	1,350,680	909,644	1,154,559	-15%
N'hood Stbl Prog	637,900	2,041,017	614,541	24,996	18,858	-	-100%
Schwiebert Boat Dock	-	-	211,751	1,928,876	149,597	1,696,564	-12%
Rdgwd Business Park	-	-	-	2,997,238	119,084	2,667,446	-11%
RI Labor Day Parade	15,756	11,108	11,422	12,248	8,623	12,227	0%
Lead Grant	44,359	170,713	272,836	100	-	-	-100%
Cap Improvement	50,000	-	-	251,948	353,612	1,789,438	610%
Debt Service	175	241,022	189,145	277,236	202,130	15,734,519	5575%
CDBG Loans	198,529	145,714	69,392	119,317	105,273	59,439	-50%
State Affordable Hsing	-	-	-	-	3,561	-	---
CED Loan	-	-	28,174	150,300	108,969	150,300	0%
CIRLF Loan	419,678	736,945	368,081	480,273	344,641	385,177	-20%
MPF Endow Loans	35,113	18,066	28,106	26,500	10,866	6,000	-77%
Brownfield Loans	-	-	223,239	200,000	11,859	76,000	-62%
Total Expense	**8,109,676**	**14,184,491**	**12,459,068**	**18,792,632**	**15,238,281**	**39,934,232**	**112%**

ROCK ISLAND

ILLINOIS

CED Administration

Program Description:

Community and Economic Development Administration provides for the overall management and administration of departmental programs and activities which support identified City Council goals and priorities. The administrative cost center is responsible for overseeing the effective delivery of services related to economic development, planning, zoning, housing rehabilitation, historic preservation, grants management, inspections and working with external agencies that support the City's goals.

Program Objectives:

- Ensure that Council goals which are the responsibility of the CED Department are implemented.
- Represent the City's interests to various organizations and groups.
- Prepare/review reports to advise the City Manager and City Council on various policy decisions.
- Manage development activity to expand the tax base and increase job opportunities.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Council goals related to dept	6	7	7	8
2.	Meetings representing city	60	60	60	60
3.	Reports for Council action	98	99	100	100
4.	Active projects under management	61	63	65	67
	Workload:				
1.	Council goals related to dept	6	7	7	8
2.	Meetings attended represent city	60	60	60	60
3.	Reports for Council action	98	99	100	100
4.	Active projects under management	61	63	65	67
	Productivity:				
1.	Council goals related to dept	na	na	na	na
2.	Cost per meeting	$ 50	$ 50	$ 50	$ 50
3.	Cost per report prepared/reviewed	$ 100	$ 100	$ 100	$ 100
4.	Active projects under management	$ 60	$ 60	$ 60	$ 60
	Effectiveness:				
1.	% change in TIF EAV	2.2%	9.1%	33.6%	20.0%
2.	% change in sales tax revenue	18.1%	8.5%	3.3%	-5.6%
3.	% development projects closed	60.0%	60.0%	65.0%	65.0%
4.	Admin cost as % of total budget	0.7%	2.2%	0.8%	0.7%

Analysis:

The 19% increase in personnel is a combination of a decrease in new CED Director salary along with addition of Budget/Grants Manager position. Other expenses decreased 26% due to decrease in CDBG funding. General Fund expenses increased as additional professional development was implemented to incorporate more training for the new staff.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) CED Director	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Budget/Grants Mgr	0.00	0.00	0.00	0.00	0.25	0.25	0.25
(1) **Total Staffing (fte)**	**0.50**	**0.50**	**0.50**	**0.50**	**0.75**	**0.75**	**0.25**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	115,420	110,842	103,454	73,305	80,451	87,072	19%
Supplies	1,222	1,316	1,141	685	851	650	-5%
Services	41,174	37,701	39,886	55,520	50,865	54,427	-2%
Other	4,318	1,947	2,085	3,634	2,755	2,675	-26%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	1,983	-	-	-	---
Transfers	-	-	45,726	9,000	9,000	9,000	0%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**162,134**	**151,806**	**194,275**	**142,144**	**143,923**	**153,824**	**8%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	84,273	82,428	93,634	52,685	63,704	67,234	28%
Riverboat Gaming	-	-	-	9,000	9,000	9,000	0%
CDBG	62,105	58,270	87,531	68,211	62,595	65,363	-4%
Neighborhood Stblz	-	-	1,688	-	-	-	---
Labor Day Parade	15,756	11,108	11,422	12,248	8,623	12,227	0%
Total Expense	**162,134**	**151,806**	**194,275**	**142,144**	**143,923**	**153,824**	**8%**

Economic Development

Program Description:

Manage and coordinate economic development and real estate activities in accordance with Council goals and with the overall objective of increasing the City's tax base, creating and retaining jobs in the community and increasing the level of economic activity.

Program Objectives:

- Administer loan and facade programs to create jobs and leverage private investment.
- Use Tax Increment Finance to foster new growth in designated areas of the community
- Implement Council priority regarding attraction of retail development.
- Support development agencies external to the City who support development goals.
- Respond to enterprises wishing to expand or locate in the community.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	CIRLF Loan Applications	11	8	10	8
2.	TIF District Projects	17	50	50	45
3.	Agencies Receiving Funding	9	9	9	9
4.	Business Leads/Info Requests	15	20	25	25
5.	Business Connection Calls	12	10	15	20
	Workload:				
1.	CIRLF Applications Approved	11	7	10	8
2.	TIF District Projects	17	50	50	45
3.	Agency Funding Requests	9	9	9	9
4.	Written Proposals Completed	-	5	7	8
5.	Business Connection Calls	12	10	15	20
	Productivity:				
1.	Cost Per Job CIRLF	$ 7,513	$ 10,000	$ 10,000	$ 10,000
2.	TIF Projects Completed	$ 15	$ 50	$ 50	$ 45
3.	Cost Per Payment Request	$ 25	$ 25	$ 25	$ 25
4.	Cost Per Proposal	$ -	$ -	$ -	$ -
5.	Cost of Business Connection	$ 960	$ 960	$ 960	$ 1,600
	Effectiveness:				
1.	Job Created/Retained	52	50	60	50
2.	Percent Increase in TIF Revenue	2.20%	3.20%	1%	-3%
3.	Ratio Priv/Pub CIRLF Loans	3 to 1	2 to 1	2 to 1	2 to 1
4.	Percent Bus con Calls Complete	80	80	90	90

Analysis:

Increase in Personnel is due to the promotion of the Development Programs Manager and addition of the Budget and Grants Manager; Services decrease is due to completion of demolition activity in TIF districts and for Lincoln School from previous year; 182% increase in Other is the result of large projects such as Wal-Mart, Fareway, and the Locks anticipated to being construction in 2013; decrease in Capital is due to the Ridgewood Road Sustainable Business Park Project which includes EDA grant and city match that was added to the budget last year; and increase in Debt Service are bond issue payments related to the City's Wal-Mart project as well as transfers also involving the Wal-Mart project. The TIF Funds are all increasing with several major projects scheduled for each fund (i.e. the Locks, purchase of properties, relocation of Watchtower tenants). The Columbia Park fund has 71% decrease in expenditures as there are no projects to increase the tax base and therefore minimal expenditures. The Community & Economic Development fund has increased dramatically due to the Wal-Mart activities being budgeted out of this fund pending the new TIF being created. CDBG Fund appears to increase due to the creation/increase in salary of the Development Programs Manager as well as the Budget and Grants Manager. Both the Schwiebert Boat Dock & the Ridgewood Business Park funds show less expenses as they are project based and a portion of those expenses were expected to be spend in the current year. Debt Service has increased dramatically due to the Wal-Mart project. CIRLF loans have decreased due to lack of applications. The $150,000 allocation form the MPF Endowment fund has been fully expended. Lastly, the Brownfield Loans are limited and project based and we expect to use the remainder of the loan money available to us in the coming year.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Special Projects Mgr	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Land Dev Prog Coord	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(1) Devel Prgrms Mgr	0.00	0.00	0.00	0.00	1.00	1.00	1.00
CED Director	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Hous Prog Officer	0.00	0.00	0.00	0.05	0.05	0.05	0.00
Constr Officer	0.00	0.00	0.00	0.05	0.05	0.05	0.00
(1) Budget/Grants Mgr	0.00	0.00	0.00	0.00	0.75	0.75	0.75
Plng/Redev Admin	0.00	0.00	0.00	0.28	0.15	0.15	(0.13)
(2) **Total Staffing (fte)**	**2.50**	**2.50**	**2.50**	**1.88**	**2.50**	**2.50**	0.62

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	223,880	229,229	258,392	209,686	185,599	253,016	21%
Supplies	1,040	1,424	723	900	1,053	900	0%
Services	664,748	533,937	473,652	1,019,193	930,949	520,003	-49%
Other	802,286	1,003,187	1,353,631	1,437,333	1,418,310	4,059,494	182%
Programs	1,429,354	4,075,303	3,262,148	4,266,331	6,816,922	4,398,619	3%
Capital	264,813	317,284	662,992	5,747,322	350,436	4,479,010	-22%
Debt service	8,880	240,152	190,051	265,906	196,506	15,733,954	5817%
Transfers	1,490,703	2,678,380	2,802,560	3,414,688	2,880,783	7,622,264	123%
Contingency	142,260	231,100	82,743	-	387,771	637,525	NEW
Total Cost Center	**5,027,964**	**9,309,996**	**9,086,892**	**16,361,359**	**13,168,328**	**37,704,785**	**130%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,029	152,606	152,738	173,625	230,395	178,289	3%
TIF District #1	1,327,625	2,514,251	3,027,548	3,449,593	2,775,914	4,563,512	32%
TIF District #2	171,470	279,281	167,374	468,402	301,379	688,886	47%
TIF District #3	160,596	333,722	464,789	483,693	348,077	611,368	26%
TIF District #4	312,537	2,071,462	2,139,909	2,278,592	2,135,155	2,072,262	-9%
TIF District #5	11,963	44,272	15,309	61,864	3,388	18,042	-71%
TIF District #6	-	-	38,585	-	-	-	---
Comm / Econ Dev	1,604,316	2,260,252	1,424,326	2,072,367	5,115,574	5,663,645	173%
TIF District #7	-	-	-	-	-	45,250	NEW
TIF District #8	-	-	-	-	175	-	---
Riverboat Gaming	785,000	511,660	472,135	929,745	852,245	1,257,842	35%
CDB Grant	148,462	146,457	135,683	71,107	101,707	100,245	41%
Schwiebert Boat Dock	-	-	211,751	1,928,876	149,597	1,696,564	-12%
Rdgwd Business Pk	-	-	-	2,997,238	119,084	2,667,446	-11%
Cap Improvements	50,000	-	-	251,948	353,612	1,789,438	610%
Debt service	175	241,022	189,145	277,236	202,130	15,734,519	5575%
CDBG Loans	-	-	-	60,000	-	-	-100%
State Afford Housing	-	-	-	-	3,561	-	---
CED Loans	-	-	28,174	150,300	108,969	150,300	0%
CIRLF Loans	419,678	736,945	368,081	480,273	344,641	385,177	-20%
MPF Endow Loans	35,113	18,066	28,106	26,500	10,866	6,000	-77%
Brownfield Loans	-	-	223,239	200,000	11,859	76,000	-62%
Total Expense	**5,027,964**	**9,309,996**	**9,086,892**	**16,361,359**	**13,168,328**	**37,704,785**	**130%**

Planning/Zoning/Historic Preservation

Program Description:

Coordinate, revise, updated and implement neighborhood and corridor plans including College Hill, 11th Street, New/Old Chicago, Southwest Corridor, Columbia Park/IL-92, Downtown and other existing neighborhood plans. Continue to pursue our partnership with Augustana College and the College Hill District. Staff and support Neighborhood Partners and various task forces, including: Community Solutions, Knowledge Through Neighbors, School-Community and Leadership Task Forces. Staff will also support the CDBG and Gaming Social Service Fund processes, historic preservation activities, the City's website and zoning and land use ordinance administration functions to promote orderly growth and development, enhance quality of life and preserve our architectural heritage.

Program Objectives:

- Effectively conduct the CDBG and Gaming Social Service fund processes.
- Fully support Preservation, Planning and Beautification Commission and Board of Zoning Appeals activities.
- Professionally process all requests for zoning and land use regulation.
- Continue to implement Neighborhood, Downtown and corridor Plans and Neighborhood Partners activities.
- Promote preservation education.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	CDBG & Gaming applications filed	44	37	33	30
2.	Land use applications filed	49	65	62	60
3.	Neighborhood plan strategies	798	798	840	795
4.	Preservation education scheduled	4	4	4	4
5.	Zoning complaints	69	80	85	85
	Workload:				
1.	CDBG/Gaming apps. Reviewed/recom.	33	31	30	28
2.	Land use applications processed	49	65	62	60
3.	Neighborhood strategies developed	465	495	535	500
4.	Preservation education completed	4	4	4	4
5.	Zoning complaints inspected	69	80	85	85
	Productivity:				
1.	CDBG funds received	$ 1,265,462	$ 1,059,015	$ 907,419	$ 904,514
2.	Avg. cost per land use case	$ 1,251	$ 856	$ 994	$ 1,000
3.	Avg. cost per zoning inspection	$ 92	$ 70	$ 73	$ 73
4.	Avg. cost per education program	$ 86	$ 42	$ 73	$ 73
	Effectiveness:				
1.	% CDBG & Gaming funds allocated	100.0%	100.0%	100.0%	100.0%
2.	% land use cases approved per staff	93.0%	100.0%	95.0%	95.0%
3.	% Nbhood plan strategies imp.	65.0%	65.0%	65.0%	65.0%
4.	% Preservation education completed	100.0%	100.0%	100.0%	100.0%
5.	Zoning complaints processed - 14 days	100.0%	100.0%	100.0%	100.0%

Analysis:

Reduction in Supplies reflects cost saving measures. Reduction in Personnel reflects creation of new position which combined two previous positions. Services are down due to the NSP-1 grant being closed out. The 11th Street sign and landscaping program funds were eliminated due to lack of applications and interest. Ever-decreasing CDBG funding reductions reflects City Council allocations and NSP funds which have all been spent on the non-renewable grant.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Plng/Redev Admin	0.80	0.80	0.90	0.72	0.85	0.85	0.13
(2) Urban Planner II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Grants/Website Coord	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(1) Comp. Graphics Spec.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Office Asst. II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Office Asst. III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Intern	0.46	0.72	0.72	0.00	0.00	0.00	0.00
(5) **Total Staffing (fte)**	**6.26**	**6.52**	**6.62**	**5.72**	**4.85**	**4.85**	**(0.87)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	425,494	450,567	492,874	453,953	432,181	385,162	-15%
Supplies	959	1,385	1,964	1,552	1,478	1,725	11%
Services	15,107	13,706	24,336	23,583	13,486	12,732	-46%
Other	82,663	65,389	12,431	1,260	1,516	2,269	80%
Programs	-	-	-	-	-	-	---
Capital	-	80,619	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	95,729	339,819	158,851	142,967	136,110	136,112	-5%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**619,952**	**951,485**	**690,456**	**623,315**	**584,772**	**538,000**	**-14%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	293,727	305,461	296,230	298,208	323,800	293,596	-2%
Comm/Econ Dev	-	-	-	4,760	-	-	---
Comm Dev Block Grant	326,225	560,153	363,170	319,051	256,989	244,404	-23%
N'hood Stbl Program	-	85,871	31,056	1,296	3,983	-	-100%
Total Expense	**619,952**	**951,485**	**690,456**	**623,315**	**584,772**	**538,000**	**-14%**

Neighborhood Redevelopment

Program Description:

Develop, market, deliver and monitor CDBG rehabilitation and home improvement programs designed to enhance the City's neighborhoods. These include all repayable and forgivable payment loans for CDBG rehabilitation programs, emergency, roof, Targeted Rehab Loan, Lead Abatement, Rental Rehab and TIF Upper Story Housing programs. It also includes Neighborhood Partners costs, special programs for the New/Old Chicago neighborhood and the CDBG and Neighborhood Stabilization Program Grants (NSP-1 & 2) agreements with the Rock Island GROWTH Corporation.

Program Objectives:

- To annually re-evaluate, monitor and market programs for maximum effectiveness.
- To identify new funding sources and leverage existing funding sources.
- To deliver loan programs rehabilitating entire structures and selected elements of homes.
- To deliver special rehab programs to neighborhoods in need.
- To deliver the Lead-Based Paint Program in cooperation with City of Moline (grant administrator).

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Program marketing requests	5	4	4	4
2.	Funding sources identified	3	3	3	3
3.	Full rehab applications filed	1	1	2	2
4.	Partial rehab applications filed	73	61	70	65
5.	Special program applications filed	15	21	12	10
	Workload:				
1.	Program marketing completed	5	4	4	4
2.	Funding applications submitted	3	3	3	3
3.	Full rehab applications processed	1	1	2	2
4.	Partial rehab applications funded	62	52	68	65
5.	Special program applications	15	21	12	10
	Productivity:				
1.	Avg. cost per marketing program	$ 69	$ 72	$ 76	$ 80
2.	Private matching $$ generated - rehab	$ 45,556	$ 362,790	$ 300,000	$ 300,000
3.	Avg. cost per full rehab	$ 20,000	$ 20,000	$ 20,000	$ 20,000
4.	Avg. cost per partial rehab	$ 4,794	$ 4,996	$ 5,585	$ 5,600
5.	Avg. cost per special program	$ 11,522	$ 11,312	$ 12,000	$ 12,000
1.	Private / public funding ratio	10.1%	45.9%	36.8%	36.8%
2.	% nearby homes renovated	5.0%	5.0%	5.0%	5.0%
3.	Staff costs as % of program costs	24.9%	15.4%	15.6%	15.0%
4.	% of rehab completed on time	98.0%	95.0%	95.0%	95.0%

Analysis:

Supplies, Services, Other and Programs all went down due to no NSP1, NSP2 or Lead Grant funds to spend. General Fund support is expected to be reduced as well as CDBG funding allocated per city council approval. NSP & Lead Grant are fully spent and no additional revenue/expenditures proposed in the foreseeable future.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Plng / Redev Admin	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Urban Planner II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Construction Officer	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(1) Housing Prog. Officer	0.95	0.95	0.95	0.95	0.95	0.95	0.00
Lead Prog Coord	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Asst II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Admin. Secretary	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) **Total Staffing (fte)**	**1.90**	**1.90**	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	138,621	124,193	135,699	133,364	135,214	136,428	2%
Supplies	997	957	2,673	1,550	1,308	500	-68%
Services	30,723	26,173	19,956	24,218	15,030	21,341	-12%
Other	429	18,926	1,577	700	(101)	400	-43%
Programs	1,185,153	2,102,680	1,158,655	641,891	264,640	477,993	-26%
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	53,354	46,478	51,021	56,720	56,720	53,739	-5%
Contingency	236,576	261,813	161,023	-	40,112	-	---
Total Cost Center	**1,645,853**	**2,581,220**	**1,530,604**	**858,443**	**512,923**	**690,401**	**-20%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	54,058	43,270	45,111	57,448	51,208	51,961	-10%
Riverboat Gaming	50,000	43,074	47,566	53,103	53,103	50,000	-6%
CDBG	661,007	647,998	547,214	664,084	288,464	529,001	-20%
Nbhood Stabilize ARRA	637,900	1,530,451	548,485	24,391	14,875	-	-100%
Lead Grant	44,359	170,713	272,836	100	-	-	-100%
CDBG Loan Program	198,529	145,714	69,392	59,317	105,273	59,439	0%
Com/Econ Dev Loan	-	-	-	-	-	-	---
Total Expense	**1,645,853**	**2,581,220**	**1,530,604**	**858,443**	**512,923**	**690,401**	**-20%**

Inspection Services

Program Description:

The Inspections Services cost center issues permits for construction or remodeling of structures; maintains data and information concerning permits; enforces adopted building, electrical, mechanical and plumbing codes to ensure that buildings are safe for occupancy and use; conducts inspections of food service establishments and responds to health related complaints; reviews plans, consults with designers, builders and owners, and updates construction codes.

Program Objectives:

- Review plans and submittals for compliance with codes.
- Issue permits for construction and renovations.
- Perform building, electrical, mechanical and plumbing inspections as requested or required.
- Perform inspection of food service establishments per state and city codes.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Plan Reviews	13	29	94	90
2.	Building Permits Issued	2,781	3,265	3,297	3,300
3.	Other (Specialty) Permits Issued	99	140	126	120
4.	Food service permits issued	296	308	303	310
	Workload:				
1.	Value of Planned Work Review	$ 30,548,496	$ 28,672,850	$ 62,984,099	$ 55,000,000
2.	Construction inspections	2,920	3,530	3,699	3,700
3.	Other Building Insp/Site Visits	44	40	35	42
4.	Food service inspections	371	416	425	460
5.	Other Health Site Visits	185	250	325	350
	Productivity:				
1.	Unrecovered Cost Plan Reviews	$ 3,564	$ 2,075	$ 2,334	$ 2,200
2.	Cost per Const. Inspection	$ 129	$ 96	$ 118	$ 115
3.	Cost per other Bldg Insp/Site Visits	$ 129	$ 96	$ 97	$ 100
4.	Cost per food service inspection	$ 129	$ 112	$ 100	$ 93
5.	Cost per other health site visits	$ 129	$ 112	$ 100	$ 93
	Effectiveness:				
1.	Plans reviewed within 10 days	75%	75%	75%	75%
2.	Permits issued within 1 day	94%	94%	94%	94%
3.	Construction inspections 24 hours	98%	96%	97%	97%
4.	Health Re-inspections Required	16%	15%	14%	14%

Analysis:

For FY 13-14 one Combination/Mechanical Inspector position will continue to not be staffed so as to reduce General Fund expenditures. Supplies increase is for materials needed to expand our plan storage capability as we are out of space. Other increase is due to cyclical reference material costs (not an annual cost). Services reduction is due to a reduced need for employment services.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Building Official	0.85	0.85	0.85	0.95	0.95	0.92	(0.03)
(2) Plum/Elec/Mech	3.00	2.00	2.00	2.00	2.00	2.00	0.00
Housing Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Health Inspector	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Assistant III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) **Total Staffing (fte)**	**5.85**	**4.85**	**4.85**	**4.95**	**4.95**	**4.92**	**(0.03)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	357,848	341,526	334,767	365,826	400,995	394,770	8%
Supplies	573	1,230	1,262	1,275	2,800	3,425	169%
Services	32,689	24,528	41,714	36,481	26,650	32,377	-11%
Other	4,660	3,003	7,715	3,325	2,779	4,575	38%
Programs	-	-	10,000	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	82,669	330	-	2,938	-	---
Total Cost Center	**395,770**	**452,956**	**395,788**	**406,907**	**436,162**	**435,147**	**7%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	389,964	441,272	388,754	406,744	436,162	435,147	7%
CDBG	5,806	5,664	-	-	-	-	---
Neighborhood Stblz	-	6,020	7,034	163	-	-	-100%
Total Expense	**395,770**	**452,956**	**395,788**	**406,907**	**436,162**	**435,147**	**7%**

Rental Inspection Services

Program Description:

The Rental Inspections Services cost center programmatically inspects rental dwelling units and on a complaint basis when requested by tenants. The cost center initiates action to bring rental properties into compliance with city codes; prepares complaints for review by the Administrative Hearing Officer; collects and maintains data on number and condition of regulated rental properties, and enforces the Property Maintenance Code requirements for all properties in Rock Island. Rental Inspections is also responsible for investigating and taking action as required on complaints or observation of nuisances. Administration of boarding and demolition contracts falls under this cost center, as well as coordination of these contracts with other city departments.

Program Objectives:

- Register all regulated rental residential properties in the City of Rock Island.
- Schedule, coordinate, and conduct health and safety inspections of rental residential properties.
- Classify rental residential properties according to the condition of the property and issue licenses.
- Investigate complaints of property maintenance and nuisance violations.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Rental Property Applications	153	207	195	200
2.	Rental Complaints	482	504	473	450
3.	Property Maintenance Complaints	636	611	611	600
4.	Nuisance Complaints	651	687	610	600
5	Weed/Grass Complaints	935	630	637	640
	Workload:				
1.	Initial Inspections (Random Exteriors)	23	17	12	10
2.	Compliance Inspections	NA	NA	NA	NA
3.	Property Maintenance Inspections	1,157	1,239	1,206	1,200
4.	Nuisance Inspections	651	687	610	600
5	Weed/Grass Inspections	935	630	637	640
	Productivity:				
1.	Cost per rental inspection	$ 378	$ 378	$ 378	$ 378
2.	Cost per rental complaint	$ 378	$ 378	$ 378	$ 378
3.	Cost per property maint complaint	$ 378	$ 378	$ 378	$ 378
4.	Cost per nuisance complaint	$ 189	$ 189	$ 189	$ 189
4.	Cost per weed complaint	$ 189	$ 189	$ 189	$ 189
	Effectiveness:				
1.	Rental/Sub-Compliance	NA	NA	NA	NA
2.	Property Maintenance / Sub-Complian	NA	NA	NA	NA
3.	Nuisance Abated	85%	87%	85%	90%
4.	Properties Unfit	65	48	65	65

Analysis:

This cost center's focus is residential rental licensing and inspection and enforcement of the property maintenance code, including nuisance and weed abatement. Personnel cost increases include a re-apportionment to more accurately reflect work cost center distribution. Supplies are reduced because we are not replenishing emergency boarding supplies (may need to re-visit). Services reduction is due to legal fees based on 2 years actual data. Other increase due to cyclical reference materials cost (not an annual cost).

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Building Official	0.15	0.15	0.15	0.05	0.05	0.08	0.03
(3) Housing Inspector	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Nuisance Inspector	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) **Total Staffing (fte)**	**4.15**	**5.15**	**5.15**	**5.05**	**5.05**	**5.08**	**0.03**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	232,434	276,865	341,987	328,929	347,463	376,046	14%
Supplies	3,557	15,523	6,796	10,291	8,615	4,725	-54%
Services	19,949	443,449	209,081	58,232	34,922	27,914	-52%
Other	2,063	1,191	3,189	3,012	1,173	3,390	13%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**258,003**	**737,028**	**561,053**	**400,464**	**392,173**	**412,075**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	55,253	66,606	261,334	173,091	192,282	196,529	14%
CDBG	202,750	251,747	273,441	228,227	199,890	215,546	-6%
Neighborhood Stblz	-	418,675	26,278	(854)	-	-	---
Total Expense	**258,003**	**737,028**	**561,053**	**400,464**	**392,173**	**412,075**	**3%**

ROCK ISLAND

ILLINOIS

MARTIN LUTHER KING COMMUNITY CENTER

Goals & Objectives

Complete strategic planning and establish resource development plan.

Seek resources to expand services commiserate with facility expansion.

Market the Center to increase usage and promote positive awareness of programs.

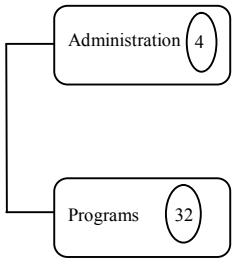
Remain a fiscally responsible organization.

Explore collaborative relationships with other organizations to enhance programs and other services.

Maintain comprehensive program services to youth utilizing input from residents and other human service organizations.

Maintain quality customer service and programs to community residents.

Coordinate efforts with other city departments in pursuing goals established by the City Council, and supported by the Board of Directors.



Analysis:

The Martin Luther King Center strives to maintain a positive community image, while strengthening organizational, agency, family and neighborhood relationships. The King Center places particular emphasis on strengthening families and developing youth through self-sufficiency initiatives in education, employment, advocacy, informational/referral for Rock Island residents and the Quad Cities. The Center also houses an alternative school program (Rock Island/Milan School District #41) serving at-risk youth.

The King Center is governed by the Martin Luther King, Jr. Center Board of Directors and the City Council, who develop goals, objectives, and policy for the Center. The King Center Director supervises the programs and activities of one (1) Facility Supervisor, three (3) Human Services Specialists II, one (1) Human Services Specialist I position, and one (1) Office Assistant III. This core group of staff along with seasonal employees and assistance from community volunteers is responsible for the implementation and support of all sponsored programs.

The Administration cost center oversees scheduling of the facility for public use; budget and grant monitoring; information and referrals; public relations; program review; and maintenance of the facility. Volunteer assistance is solicited to aid in the delivery of services and programs. Financial activity is recorded in the King Center Fund (211), the Activity Fund (901), and the Illinois Department of Health Services Fund (906).

The MLK Center, a non-profit corporation, is governed by the strategic direction set by the Board of Directors for sponsored programs. This cost center provides community development activities to residents, and is supported by local, State, Federal and private grant funds. Programs include information and referral; SAPP (Substance Abuse Prevention Program) and TPPP (Teen Pregnancy Prevention Programming); annual community events; after school activities, life skills, and recreation; youth development; vocational training for youth and adults; computer skills training for youth, seniors, and adults; tax preparation for qualified individual and families; and social and volunteer activities for senior citizens. Financial activity is recorded in the Activity Fund (901) and the DHS Fund (906).

Overall the King Center will reduce expenses by 43% in FY 14. While the majority is represented in completion of the Capital Campaign which will no longer carry a budget designation, significant decreases have been made in operational costs with the largest in supplies which constitute an 81% reduction due to major purchases made in the previous fiscal year during building renovations. The King Center Board of Directors maintains strategic budget considerations to position the Center for the future as it continues to face reduction in Community Development Block Grant funding. Additionally, in light of the completion of the three year grant from the Department of Justice grant, reductions in United Way and state grants, the Board of Directors and Senior Staff continue to work toward broadening the funding sources and financially beneficial relationships. While this will affect services, the projection is that the impact will be minimal. The reduced funding will impact customer service and the amount of youth (20 less) served in the summer and the reduction of one week in summer youth programming. The Center also was able to engage in partnerships to supplement and modify job duties.

While the King Center has made adjustments in the budget to facilitate future funding requirements, all of the personnel salary designations have been restructured to existing grants and funding sources; thus the 52% increase is reflective of the adjustment. This will allow for more efficient use of funds and effective tracking of grant designations.

The board continues seek new resources to expand services to the community with emphasis on family development. The King Center has added the position of Facility Supervisor to address day-to-day operational matters in order to allow the Executive Director to focus more on fund development, program expansion, and strategic partnerships. Furthermore, the King Center has developed a marketing plan in order to maximize revenue potential of the new Ida Robinson Banquet Room. Currently the Banquet Room has exceeded the Fiscal Year budget goal of revenue by 30%.

The King Center will continue to maintain longtime partnerships that bolster services including The Girl and Boy Scouts of America, The American Red Cross of the Quad Cities, Big Brother/Big Sisters, Community Health Care, and Rock Island/Milan School District #41.

The King Center continues to pursue diversification in its funding streams to ensure its financial viability. The King Center will implement a strategic plan that will address resource development to nourish to relationships established in the capital campaign. This will improve sustainability in order that the King Center can provide a variety of services to the community for the foreseeable future.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Asst. III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Drug Abuse Prev Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(1) Teen Pregnancy Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Human Services I	2.00	2.00	2.00	2.00	2.00	0.00	(2.00)
(1) MLK Facility Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(2) After School Driver	0.00	0.00	0.00	0.00	0.00	0.69	0.69
(1) After School Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(1) Human Services II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(11) After School Worker	0.00	0.00	0.00	0.00	0.00	3.81	3.81
After Schl Prgrm Asst	0.56	0.56	0.00	0.00	0.00	0.00	0.00
After School Tutor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) MLK Custodian	0.00	0.00	0.00	0.00	0.00	0.75	0.75
MLK Camp Cook	0.23	0.23	0.23	0.00	0.00	0.00	0.00
MLK Camp Cook Asst	0.10	0.10	0.10	0.00	0.00	0.00	0.00
MLK Camp Counselor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MLK Youth Worker	5.04	5.04	5.04	4.76	4.76	0.00	(4.76)
(15) Summer Camp Worker	0.00	0.00	0.00	0.00	0.00	1.77	1.77
(36) **Total Staffing (fte)**	**10.93**	**10.93**	**10.37**	**9.76**	**9.76**	**14.02**	**4.26**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	406,856	421,466	470,894	560,452	492,440	644,539	15%
Supplies	52,352	44,863	46,305	56,686	38,648	25,200	-56%
Services	173,908	150,452	110,135	121,631	95,926	125,572	3%
Other	32,768	17,871	34,310	26,586	14,434	24,609	-7%
Programs	-	-	-	-	-	-	---
Capital	214,070	2,955,948	332,877	26,711	15,283	-	-100%
Debt service	120,525	122,550	124,400	121,075	121,075	122,750	1%
Transfers	170,525	438,000	96,282	645,232	622,394	134,750	-79%
Contingency	-	100	-	-	80	-	---
Total Department	**1,171,004**	**4,151,250**	**1,215,203**	**1,558,373**	**1,400,280**	**1,077,420**	**-31%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
King Center	233,499	213,433	178,952	158,222	148,073	230,473	46%
Facility Improve	244,431	2,982,170	334,548	37,997	28,522	-	-100%
Gaming	120,525	-	-	121,075	121,075	122,750	1%
Capital	-	-	-	-	-	-	---
Debt service	120,710	122,720	124,570	121,305	110,896	122,890	1%
Activity Fund	280,865	267,738	341,442	311,403	265,498	245,148	-21%
DHS Fund	170,974	165,148	143,921	293,371	233,053	344,159	17%
Capital Contributions	-	400,041	91,770	515,000	493,162	12,000	-98%
Total Expense	**1,171,004**	**4,151,250**	**1,215,203**	**1,558,373**	**1,400,280**	**1,077,420**	**-31%**

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King Center Administration

Program Description:

Administration is responsible for the overall management of all planned programs and community activities, as well as maintenance of the Center facility. Administration is primarily the responsibility of the Director, with support from staff. The department functions in relation to goals established by the City Council, and in coordination with other city departments.

Program Objectives:

- Maintain the financial viability of the Center by pursuing additional funding sources.
- Implement resource development/fund raising plan.
- Market the King Center to increase usage and program awareness.
- Explore collaborations with other organizations to enhance King Center programs.
- Coordinate efforts with city departments pursuing goals established by the City Council, and the Board of Directors.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Authorized Admin personnel (fte)	1.15	1.15	2.20	3.75
2. Department budget	$ 4,151,250.00	$ 1,215,203.00	$ 1,558,373.00	$ 1,077,420.00
3. Press release/Update opportunities	63	63	63	88
4. Tenant requests for maintenance	5	-	-	-
Workload:				
1. Activities hosted/participants	25,063	24,102	25,024	26,000
2. Press releases / Weekly Updates	63	63	63	88
3. Maintenance requests completed	12	10	10	10
Productivity:				
1. Avg cost per participant	$ 10.05	$ 10.05	$ 11.02	$ 11.15
2. Avg cost per press release	$ 6.61	$ 6.83	$ 7.12	$ 7.22
Effectiveness:				
1. Admin as % of total budget	52.0%			
2. Participant/ targeted populous ratio	100.0%	100.0%	100.0%	100.0%
3. Cost per sq. ft.	$ 17.40	$ 25.64	$ 25.64	$ 25.64

Analysis:

Administrative costs will decrease by 43% overall. The overall reason for such a significant decrease is the fact that the expansion project is completed. Personnel will increase by 52% ($93,610) due to reallocation on cost centers to have a more accurate reflection of costs. Supplies will decrease 81% ($16,125) reflecting the completion of renovations under the Capital Campaign where major purchases were made and will no longer reserve a budget designation. Additionally, the Center renegotiated the cleaning contract which resulted in a reduction in expenditures. Transfers will continue in reduction as projected 79% ($501,325) as the Center concludes the Capital Campaign and will transfer $12,000 to Fund 212 toward building enhancement.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Director	0.55	0.55	0.55	1.00	1.00	1.00	0.00
Human Services I	0.00	0.00	0.00	0.27	0.27	0.00	(0.27)
(1) MLK Custodian	0.00	0.00	0.00	0.00	0.00	0.75	0.75
(1) Office Asst. III	0.60	0.60	0.60	0.93	0.93	1.00	0.07
(1) MLK Facility Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(4) **Total Staffing (fte)**	**1.15**	**1.15**	**1.15**	**2.20**	**2.20**	**3.75**	**1.55**

Expense by Object	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	86,976	89,766	161,647	179,384	177,706	272,994	52%
Supplies	3,778	1,787	4,280	19,826	17,123	3,701	-81%
Services	127,707	117,299	87,018	57,300	42,692	60,169	5%
Other	1,807	1,305	2,978	4,330	3,801	2,350	-46%
Programs	-	-	-	-	-	-	---
Capital	214,070	2,955,948	332,877	26,711	15,283	-	-100%
Debt service	120,525	122,550	124,400	121,075	121,075	122,750	1%
Transfers	170,525	438,000	91,770	636,075	614,237	134,750	-79%
Contingency	-	100	-	-	80	-	---
Total Cost Center	**725,388**	**3,726,755**	**804,970**	**1,044,701**	**991,997**	**596,714**	**-43%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
King Center Fund	233,499	213,433	178,952	158,222	148,073	212,273	34%
Facility Improv	244,431	2,982,170	334,548	37,997	28,522	-	-100%
Gaming	120,525	-	-	121,075	121,075	122,750	1%
Capital Improv	-	-	-	-	-	-	---
Debt service	120,710	122,720	124,570	121,305	110,896	122,890	1%
Activity Fund	6,223	8,391	74,727	85,585	79,983	104,028	22%
Dept of Human Svcs	-	-	403	5,517	10,285	22,773	313%
Capital Contributions	-	400,041	91,770	515,000	493,162	12,000	-98%
Total Expense	**725,388**	**3,726,755**	**804,970**	**1,044,701**	**991,997**	**596,714**	**-43%**

Sponsored Programs

Program Description:

The King Center staff provides services and programs to the community under the direction of the Martin Luther King, Jr. Inc., non-profit corporation. This non-profit corporation is governed by a Board of Directors comprised of community residents, city staff, and business representatives, who help plan programs and monitor the policies for the corporation. Activities include youth development; social support for senior citizens; drug prevention; employment training and placement; tax preparation; and information and referral.

Program Objectives:

- Respond to the changing needs of the community, particularly youth.
- Maintain fiscal viability of programming.
- Coordinate Center activities with those provided by other agencies to reduce duplication and maximize resources.
- Develop program outlines to include goals, time lines, budgetary considerations and statistics.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Current funding sources	15	17	14	17
2.	New funding sources gained	2	2	1	3
3.	Applications for new admissions	1,817	2,173	2,000	2,000
4.	Programs to be reviewed	12	11	11	12
	Workload:				
1.	Renewal applications submitted	6	6	6	6
2.	New applications submitted	2	3	5	5
3.	Program reviews completed	10	11	10	10
4.	Number of participants (unduplicated)	23,109	25,069	26,000	26,500
	Productivity:				
1.	Avg cost per grant/funding source	$ 75.94	$ 203.71	$ 182.83	$ 203.71
2.	Avg cost per intake (admission)	$ 13.76	$ 13.76	$ 13.76	$ 13.76
3.	Avg cost per program review	$ 34.96	$ 34.96	$ 34.96	$ 34.96
4.	Avg cost per participant	$ 10.05	$ 12.09	$ 8.78	$ 9.27
	Effectiveness:				
1.	% of funding requests received	100%	90%	100%	100%
2.	% of program reviews completed	100%	100%	100%	100%
3.	% of new admissions accepted	90%	93%	90%	100%
4.	% of prog maintaining 85% attendance	100%	100%	100%	100%
5.	Staff costs as % of program costs	66%	66%	60%	60%

Analysis:

Personnel decreased budget by reducing youth workers, eliminating cook and assistant cook services by contracting to an outside agency at no cost. Supplies continue to decrease 42% due to the conclusion of the Capital Campaign. Additionally,

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Director	0.45	0.40	0.40	0.00	0.00	0.00	0.00
Office Asst III	0.40	0.40	0.40	0.07	0.07	0.00	(0.07)
Human Services I	1.85	1.85	1.85	1.73	1.73	0.00	(1.73)
(1) Human Services II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(11) After School Worker	0.00	0.00	0.00	0.00	0.00	3.81	3.81
(2) After School Driver	0.00	0.00	0.00	0.00	0.00	0.69	0.69
(1) After School Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
After Schl Prgrm Asst	0.56	0.56	0.00	0.00	0.00	0.00	0.00
After School Tutor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Teen Pregnancy Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(1) Drug Abuse Prev Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
MLK Camp Cook	0.23	0.23	0.23	0.00	0.00	0.00	0.00
MLK Camp Cook Asst	0.10	0.10	0.10	0.00	0.00	0.00	0.00
MLK Camp Counselor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MLK Youth Worker	5.04	5.04	5.04	4.76	4.76	0.00	(4.76)
(15) Summer Camp Worker	0.00	0.00	0.00	0.00	0.00	1.77	1.77
(32) **Total Staffing (fte)**	**9.63**	**9.58**	**9.02**	**7.56**	**7.56**	**10.27**	**2.71**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	319,880	331,700	309,247	381,068	314,733	371,545	-2%
Supplies	48,574	43,076	42,025	36,860	21,525	21,499	-42%
Services	46,201	33,153	23,117	64,331	53,234	65,403	2%
Other	30,961	16,566	31,332	22,256	10,633	22,259	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	4,512	9,157	8,158	-	-100%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**445,616**	**424,495**	**410,233**	**513,672**	**408,283**	**480,706**	**-6%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
King Center Fund	-	-	-	-		18,200	NEW
Activity Fund	274,642	259,347	266,715	225,818	185,515	141,120	-38%
DHS Fund	170,974	165,148	143,518	287,854	222,768	321,386	12%
Total Expense	**445,616**	**424,495**	**410,233**	**513,672**	**408,283**	**480,706**	**-6%**

ROCK ISLAND

ILLINOIS

POLICE DEPARTMENT

Goals & Objectives

Reduce Part I and Violent crime as reported in the Illinois Uniform Crime Report (UCR)

Continue to enhance community policing initiatives by developing additional community policing and crime prevention programs

Citizen fear of crime often exceeds the actual risk of being victimized. The Department will be working to develop a strategy to address the perceived crime vs. real crime

To identify training needs for personnel and continue to remain compliant with the National Incident Management System (NIMS) requirements

Provide timely investigations of criminal incidents and professional response to internal and external complaints

Provide timely investigations of liquor license applications and liquor ordinance violations

Provide support to the District, especially during special events that effect business owners and citizens of the community

Review the utilization of current resources as related to the support of the District

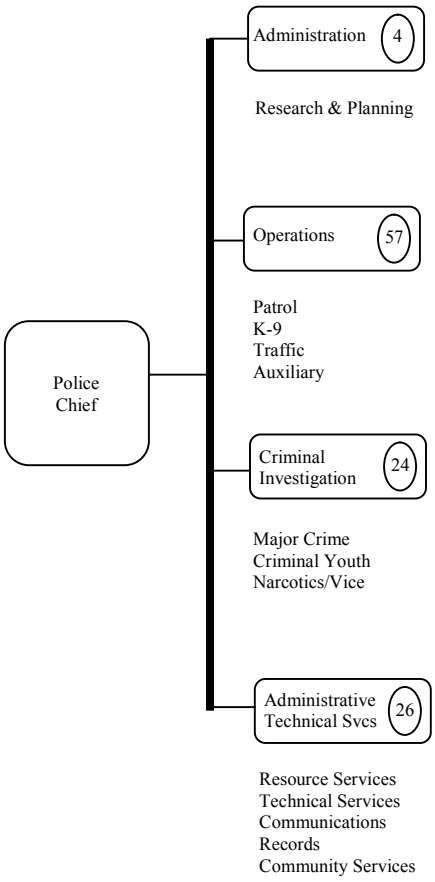
Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws. Identify & train additional traffic crash re-constructionist

Increase the use of Bike and Foot Patrols to enhance our Community Policing efforts

To obtain Tier II Policy & Procedure accreditation through the ILACP

Draft recommendations for better engaging business, consider meetings, inviting input, and social media engagement

Continue implementation of recommendations made through the Police Facility Study



Continue support for the Lights and Siren program and the Explorer program

Continue to provide an officer and / or supervisor for local Block Club meetings, which will allow us to work more hand in hand with the citizens enhancing our Community Policing efforts

Continue to promote the ride-along program

Continue to support the Crime Suppression Unit (CSU) with their focus on suppressing violent crime and pro-actively addressing emerging crime trends

Purchase and train new K-9

Continue to support the ESO program to the fullest potential although State funding for this program has ceased

Analysis:

The Chief of Police is vested with the overall responsibility of supervising and managing the Police Department. The Chief, assisted by the Deputy Chief, Major Staff and an Administrative Secretary, develops and monitors internal policies and procedures to deliver public safety services to the citizens of our community. Each Division continues to work together to enhance, expand and augment existing public safety programs with community policing and problem solving as their basis.

The Crime Suppression Unit was created during the 12/13 fiscal year to focus on violent crime and emerging crime trends. This is part of a continued pro-active effort aimed at reducing the number of victims and reducing Uniform Crime Statistics. The department continues to focus resources towards combating violent / drug related crime as well as enhancing our community policing efforts.

The Department, working with the Quad City Gang Task Force, the Department of Alcohol Tobacco and Firearms, the Quad City Metropolitan Enforcement Group, the Rock Island County State's Attorney's office, and the Iowa/Illinois Quad Cities United States Attorney's office, continues to obtain indictments for criminals involved in serious and violent crimes. Targeted special operations involving the Department's Narcotics / Vice Division and the above listed agencies will be undertaken during this fiscal year to address gang and drug activities within specific identified areas and to enhance the quality of life issues within those same neighborhoods.

Some additional programs that are instrumental in the Department's community policing efforts include: a supervisor assigned as the Community Policing Liaison, the School Resource Officer (SRO) program, the Elderly Service Officer (ESO) program, the Housing Officer program, bicycle patrol, the Law Enforcement Explorer program, and the Lights and Sirens program. The Department continues to provide and support the "Lights and Sirens" course taught one semester per year at the Rock Island High School. The Explorer program that was established in FY 07-08 continues to grow and has reached 22 Explorers, a decrease of two from the previous year.

Staffing levels for FY 13-14 will increase by one as a patrol officer position is added to cover the vacancy resulting from a Lieutenant on extended leave. As a result, our full time employees number 111 persons with 84 sworn and 27 civilians.

The department has completed Tier I of the Illinois Association of Chiefs of Police accreditation process and will seek Level II accreditation in the 13/14 budget.

Revenues will see some changes in FY 13/14:

There is an anticipated increase in the area of Off Duty Hourly fee, a $2.00 per hour fee charged by the city for each off duty job that an officer works. Revenue was increased based upon the revenue average for the last few years.

The police department is projecting an increase in revenues for Sex Offender registration due to an increase in state mandated registration fees.

Again the police department is projecting a decrease in the amount of revenue collected for the crime laboratory analysis fee. The fine, if imposed by the court, is one of the last fines in the schedule of collections, therefore, the revenue initially anticipated has not been realized.

The police department will see several decreases in grants to include The Elderly Service Officer Violent Crime Victims Grant which was cut and we will see no further funding for this. However the department will continue to staff this position to the fullest potential with a patrol officer.

The U.S. Department of Justice JAG Grant, a grant obtained in conjunction with Moline and the Rock Island County Sheriff's Department, has seen a reduction of 20% in funding. The JAG Grant has steadily declined over the last several years. It is anticipated that future funding for this grant will continue to decrease.

Grant funding is no longer available for Project Safe Neighborhoods.

The STEP Grant (Sustained Traffic Enforcement Program) overseen by the Illinois Department of Transportation has seen significant reductions across the state. In FY 12/13 our funding was cut approximately $30k with those funds being spread throughout the entire state. The Rock Island Police Department continues to be an exemplary program that consistently meets or exceeds grant objectives.

The Bulletproof Vest Grant will remain unchanged for FY 13/14. This program pays for 50% of the costs for replacement vests up to a cap of $3,152.00.

Expense by object has seen a 30% increase in supplies due to the following items: medical supplies, FTO software, new K-9 and kennel, crime scene lights, taser, two new bicycles with lighting and the new voters for RICOMM. In the expense by object "other" shows a decrease of 30% which is the result of a reduction in unforeseen travel expenses and $4,000 that was returned to the Travelers Protective Association National Office.

Expense by fund has seen a 34% reduction in DUI Fine Law spending after several pieces of equipment were purchased in the current budget, a 10% increase in Court Supervision which is related to vehicle maintenance. There is a 35% reduction in the US Dept of Justice JAG grant, these federal funds have been reduced each year over the past several years with the anticipation that this trend will continue. The 100% decrease in the Honor Guard area is from the loss of a previous donation that is no longer anticipated, and the 50% decrease in the Auxiliary fund is the results of spending that account down to a zero balance.

Mission Statement

The Rock Island Police Department is committed to enhancing the quality of life in our community by working with the citizens to enforce laws, solve problems, build partnerships, and protect individual rights. We hold in great regard the trust our community bestows upon us and we take personal responsibility in nurturing and promoting that trust. Our members will always strive to set a positive example in the community by maintaining our own high ethical values.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(6) Lieutenant	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(10) Sergeant	10.00	10.00	10.00	10.00	10.00	10.00	0.00
(11) Detective	11.00	11.00	11.00	11.00	11.00	11.00	0.00
(55) Officer	54.00	54.00	54.00	54.00	54.00	55.00	1.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Comm. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(12) Telecom	12.00	12.00	12.00	12.00	12.00	12.00	0.00
(1) Property Cust.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Pol. Criminalist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Off. Assistant III	3.00	3.00	2.00	2.00	2.00	2.00	0.00
(1) Booking Cust.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Off. Assistant II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(3) Cust. Svc. Asst.	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(2) Comm. Serv. Off.	3.00	3.00	2.00	2.00	2.00	2.00	0.00
(1) Court Liaison	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(111) **Total Staffing (fte)**	**112.00**	**112.00**	**110.00**	**110.00**	**110.00**	**111.00**	**1.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	9,746,040	8,612,432	10,469,745	10,844,434	10,300,054	11,293,620	4%
Supplies	341,588	84,250	97,354	135,961	109,785	176,686	30%
Services	1,135,123	1,187,807	1,194,215	1,384,192	1,230,861	1,296,210	-6%
Other	11,683	9,053	13,166	25,940	23,551	21,387	-18%
Programs	-	-	-	-	-	-	---
Capital	2,448	165,639	93,701	-	17,761	-	---
Debt service	308	-	-	-	-	-	---
Transfers	-	-	4,987	-	6,716	-	---
Contingency	5	5	15	-	60	-	---
Total Department	**11,237,195**	**10,059,186**	**11,873,183**	**12,390,527**	**11,688,789**	**12,787,903**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	10,719,734	9,761,212	11,459,511	11,967,004	11,363,755	12,365,000	3%
Riverboat Gaming	-	-	4,987	-	-	-	---
State Drug	171,524	183,447	291,269	277,303	207,198	299,470	8%
DUI Fine Law	230,057	8,424	1,926	24,528	9,901	16,255	-34%
Court Supervision	-	28,673	19,700	44,000	34,594	48,543	10%
Crime Laboratory	-	-	13,277	-	(114)	-	---
US Dept of Justice	72,766	36,747	39,005	29,023	29,026	19,000	-35%
Federal Drug	8,103	18,000	18,000	18,000	18,000	18,000	0%
Honor Guard	-	-	86	500	1,870	-	-100%
DARE	1,331	1,048	892	9,390	792	9,390	0%
Police Contribution	3,444	-	6,031	9,520	9,000	9,245	%
Elderly Service	29,155	21,635	18,499	5,259	4,244	-	---
Auxiliary	1,081	-	-	6,000	6,899	3,000	-50%
ESO Christmas	-	-	-	-	3,623	-	---
Total Expense	**11,237,195**	**10,059,186**	**11,873,183**	**12,390,527**	**11,688,789**	**12,787,903**	**3%**

Police Administration

Program Description:

The Office of the Chief of Police includes the Deputy Chief of Police, Professional Standards, and Research and Planning. The Chief's office is responsible for the overall management and supervision of all personnel. The Chief is assisted by the Major Staff (Deputy Chief and Professional Standards' Agent) and his secretary who handle the daily operations of the Department. The Office of Professional Standards is responsible for the investigation of citizen complaints, alcoholic beverage investigations, review of internal complaints, investigation of miscellaneous license applications and the preparation of operation orders. The agent assigned to the Office of Professional Standards reports directly to the Chief of Police. The office of the Chief of Police also oversees research and budgeting.

Program Objectives:

- Investigate internal and external complaints.
- Investigate liquor license applications and violations.
- Prepare operations orders.
- Enhance community policing efforts.
- Reduce major and violent crime.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized Personnel	110	110	110	111
2.	Department Budget	$ 12,308,809	$ 11,873,183	$ 12,390,527	$ 12,787,903
3.	Complaints Filed	102	67	74	81
4.	Special Events Requested	17	17	16	16
1.	Complaints Investigated	80	67	74	74
2.	Special Event Operation Orders	14	17	16	16
3.	Administrative Reports Processed	1,726	1,165	1,196	1,362
	Productivity:				
1.	Cost Per Complaint	$ 565.16	$ 958.12	$ 872.55	$ 827.20
2.	Cost Per Operations Order	$ 2,373.68	$ 2,643.28	$ 2,824.89	$ 2,993.77
3.	Cost Per Adm. Report Processed	$ 68.66	$ 83.85	$ 84.59	$ 73.58
	Effectiveness:				
1.	Admin. As % of Dept. Budget	3.5%	8.1%	7.1%	6.6%
2.	% of Complaints Sustained	60.0%	26.9%	12.2%	24.8%
3.	Department Cost Per Capita	$ 312.71	$ 299.19	$ 312.23	$ 333.85
4.	UCR Part I Crime Totals	1,620	1,534	1,359	1,504
5.	UCR Violent Crime Totals	257	238	183	226

Analysis:

The overall objective of the Rock Island Police Department is community policing. The Chief of Police, his staff and all members of the department (both civilian and commissioned officers) work with community leaders, civic and neighborhood organizations, and other City departments to reduce crime, enhance the community policing philosophy and enhance the quality of life within Rock Island. Supplies for FY 13-14 shows a 10% decrease, which can be attributed to an decrease in office/supplies paper and office equipment. There is also a 100% decrease in the Honor Guard fund which is the results of no identifiable contributions being made for the upcoming budget.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Sergeant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Off. Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(4) **Total Staffing (fte)**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	447,680	532,469	499,456	508,566	545,654	509,498	0%
Supplies	10,887	9,158	7,396	9,335	9,975	8,445	-10%
Services	302,590	293,678	355,422	355,062	352,754	322,047	-9%
Other	5,231	5,492	4,934	8,141	9,485	8,587	5%
Programs	-	-	-	-	-	-	---
Capital	-	-	93,602	-	17,761	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	1,423	-	---
Contingency	-	5	15	-	60	-	---
Total Cost Center	**766,388**	**840,802**	**960,825**	**881,104**	**937,113**	**848,577**	**-4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2011/12	Proposed 2013/14	% Var
General Fund	766,388	840,802	867,137	880,604	917,482	848,577	-4%
State Drug	-	-	93,602	-	17,761	-	---
Honor Guard	-	-	86	500	1,870	-	-100%
Total Expense	**766,388**	**840,802**	**960,825**	**881,104**	**937,113**	**848,577**	**-4%**

Patrol

Program Description:

The Field Operations Bureau, commonly referred to as the Patrol or Uniform Division, is the essence of the police mission, these uniformed Officers are the primary instrument through which the police mission is accomplished. The Patrol Officers are responsible for preserving the peace, responding to calls for service, conducting preliminary investigations, traffic control, accident investigations, crime prevention and court appearances to provide testimony in the prosecution of cases.

Program Objectives:

- To increase officer effectiveness and enhance our Community Policing efforts by addressing underlying neighborhood problems that give rise to incidents that consume patrol time.
- To strengthen our pro-active approach to combating violent crime by increasing the number of special operations at the bureau level.
- To improve preliminary investigations through training, improved supervision, personnel/time management and technology.
- Increase our Speakers Bureau Presentations to enhance our Community Policing efforts and increase awareness of crime prevention and efforts that can be undertaken by citizens to minimize their effect.
- Increase the use of Bike and Foot Patrols to enhance our Community Policing efforts.
- Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	F.O.B. Calls for Service	28,032	28,227	29,826	28,529
2.	F.O.B. Police Service Activities	78,957	88,243	88,043	83,550
3.	Reported Crime	3,051	2,892	2,667	2,915
4.	Traffic/Radar Stops	8,508	8,501	7,449	8,153
5.	Speakers Bureau Presentation	80	90	83	84
1.	F.O.B. Respond to Calls for Service	28,032	28,227	29,826	28,529
2.	F.O.B. Police Service Activities	78,957	88,243	88,043	83,550
3.	F.O.B. Felony/Misdemeanor Arrests	2,903	3,978	3,716	3,532
4.	Traffic Citations Issued	5,990	6,190	5,726	5,969
5.	Speakers Bureau Presentations	80	90	83	84
	Productivity:				
1.	Costs per Call for Service	$ 33.23	$ 64.79	$ 62.10	$ 66.85
2.	Costs per Police Service Activities	$ 14.95	$ 26.25	$ 26.65	$ 28.91
3.	Hrly cost Proactive/Prvntive Patrol	$ 50.12	$ 98.39	$ 99.64	$ 102.60
	Effectiveness:				
1.	Change Part I Violent Crime % (+/-)	-18%	-23%	-23%	23%
2.	Change Part I UCR Offenses % (+/-)	-23%	-11%	-11%	11%
3.	% offenses cleared by patrol arrest	95%	96%	95%	95%
4.	% traffic citations issued v. stops	70%	73%	77%	73%
5.	% Speakers Bureau Rqst Attended	100%	100%	100%	100%

Analysis:

The budget for the Field Operations Bureau includes the costs to staff and maintain the department's Patrol Division, Traffic Division, Canine Unit, Bicycle Patrol Unit, and Emergency Response Team. Staffing has increased by one officer to fill the vacancy created by a Lieutenant being on extended leave. Supplies have increased by 25% with increases because of the addition of crime scene lights, FTO Software, new K-9 and kennel and a new taser. Services has decreased by 10% mainly due to the decrease in fleet maintenance costs. The State Drug Fund expenditures have increased by 25% mainly due to the new K-9 as well as the 15th Avenue camera project. The DUI Fine Law Fund decreased by 34% because several items were purchased in the previous budget. The Court Supervision Fund increased 10% as we are using these funds to offset fleet maintenance expenditures that were moved from the General Fund. The US Department of Justice Grant has been reduced by 35% to match the most recent trend of receiving less money with this grant. There is a 67% increase in police contributions due to budgeting for a K-9 kennel, 2 police bikes and lights, and a new taser During a city budget review session it was discovered that revenues existed in the contribution fund that we are utilizing for these purchases to offset the general fund. The Elderly Services Grant amount has been reduced 100% as we no longer will receive this grant, and the remaining Auxiliary Fund balance of $3,000.00 is being used to support patrol activities (footwear and medical supplies).

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.95	0.00	0.00	0.00	0.00	0.00	0.00
(3) Lieutenant	2.85	3.00	3.00	3.00	3.00	3.00	0.00
(6) Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(48) Officer	49.00	47.00	47.00	47.00	47.00	48.00	1.00
Cust. Serv Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(57) **Total Staffing (fte)**	**58.80**	**56.00**	**56.00**	**56.00**	**56.00**	**57.00**	**1.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	5,171,346	4,038,737	5,608,559	5,816,769	5,534,761	6,159,602	6%
Supplies	235,568	26,751	10,090	36,784	14,444	45,942	25%
Services	413,859	466,980	450,357	598,969	512,107	536,771	-10%
Other	2,929	277	6,308	5,300	5,279	5,300	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	5,294	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**5,823,702**	**4,532,745**	**6,075,314**	**6,457,822**	**6,071,884**	**6,747,615**	**4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	5,500,908	4,405,808	5,967,634	6,277,313	5,963,629	6,568,960	5%
State Drug Prevention	28,998	31,458	22,519	66,179	14,968	82,612	25%
DUI Fine Law	230,057	8,424	1,926	24,528	9,901	16,255	-34%
Court Supervision	-	28,673	19,700	44,000	34,594	48,543	10%
US Dept of Justice	31,140	36,747	39,005	29,023	29,026	19,000	-35%
Police Contributions	3,444	-	6,031	5,520	5,000	9,245	67%
Elderly Service	29,155	21,635	18,499	5,259	4,244	-	-100%
RI Auxiliary	-	-	-	6,000	6,899	3,000	-50%
ESO Christmas Tour	-	-	-	-	3,623	-	---
Total Expense	**5,823,702**	**4,532,745**	**6,075,314**	**6,457,822**	**6,071,884**	**6,747,615**	**4%**

Auxiliary Police

Program Description:

This cost center is responsible for providing services to the department, such as perimeter security at major crime scenes, traffic/crowd control at parades, runs and other civic events. This cost center also insures that auxiliary officers receive in-service training consistent with department guidelines. The Auxiliary Police Officer rank is a volunteer community service position authorized by Illinois State Statute.

Program Objectives:

- Increase overall manpower of Auxiliary Division.
- Increase special event hours worked by Auxiliary personnel.
- Increase training hours for Auxiliary personnel.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Patrol hours required	-	-	-	-
2.	Special event hours scheduled	-	-	-	-
3.	Training hours scheduled	-	-	-	-
4.	Auxiliary personnel	-	-	-	-
	Workload:				
1.	Patrol hours worked	-	-	-	-
2.	Special event hours worked	-	-	-	-
3.	In-service training hours received	-	-	-	-
	Productivity:				
1.	Cost per hour	$ -	$ -	$ -	$ -
2.	Cost per auxiliary personnel	$ -	$ -	$ -	$ -
	Effectiveness:				
1.	Avg. patrol hours per member	-	-	-	-
2.	Avg. special event hrs per member	-	-	-	-
3.	Avg. training hours per member	-	-	-	-

Analysis:

As part of the FY 10-11 budget reductions, the Auxiliary Police Unit was disbanded and removed from the budget.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.02	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.15	0.00	0.00	0.00	0.00	0.00	0.00
(0) **Total Staffing (fte)**	**0.17**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	21,249	175	-	-	-	-	---
Supplies	546	-	-	-	-	-	---
Services	-	-	-	-	-	-	---
Other	78	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**21,873**	**175**	**-**	**-**	**-**	**-**	**---**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	20,792	175	-	-	-	-	---
Auxiliary	1,081	-	-	-	-	-	---
Total Expense	**21,873**	**175**	**-**	**-**	**-**	**-**	---

Major Crime

Program Description:

The focus of this division is the follow-up investigation of part I and part II offenses, including drug and gang related crimes. One detective is assigned as liaison with A.T.F. to prosecute persons in conjunction with the U.S. Attorney's Office. As part of the continued community policing efforts, this division provides speakers to citizen groups and civic organizations and gives informative talks on a variety of topics that fall under the scope of criminal investigations. Furthermore, this division works closely with the Patrol Division to conduct pro-active, preventive activities to address neighborhood concerns. One Lieutenant, one Sergeant, seven Detectives, one Police Criminalist, and one Office Assistant III staff this cost center.

Program Objectives:

- Develop and utilize investigative methods to enhance investigation and prosecution of crimes.
- Work with A.T.F. to trace recovered firearms and prosecute persons in conjunction with the U.S. Attorney's Office.
- Integrate principles of C.O.P. and Problem Solving into the Criminal Investigations Bureau.
- Work with the Gang Task Force and the U.S. Attorney's Office to identify and prosecute known gang members.
- Work to identify criminal offenders through the recovery and processing of physical evidence.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Cases Assigned	835	851	813	833
2. Burglaries Reported	550	452	405	469
3. Firearms Seized / Recovered	59	78	59	65
4. Crime Scenes Processed	66	81	68	72
5. Latent Print Comparison Requests	154	171	153	159
Workload:				
1. Cases Completed	813	832	755	800
2. Burglary Cases Assigned	159	141	131	144
3. Firearm Trace Forms Sent To ATF	42	98	82	74
4. Crime Scenes Processed	66	126	68	87
5. Latent Print Comparisons Completed	154	171	153	159
Productivity:				
1. Cost / Case Assignment	$ 822.09	$ 717.23	$ 836.11	$ 842.48
2. Overtime Cost / Case Assignment	$ 33.64	$ 24.70	$ 48.44	$ 35.59
3. Cost of Trace Form Submissions	$ 936.43	$ 1,236.34	$ 1,828.27	$ 1,333.68
4. Cost / Crime Scene Processed	$ 784.00	$ 569.00	$ 793.00	$ 715.00
5. Cost / Print Compared	$ 66.00	$ 84.00	$ 71.00	$ 74.00
Effectiveness:				
1. % Cases Cleared other than M.S.	94%	92%	93%	93%
2. % Burglary Cases Cleared	13%	11%	14%	13%
3. % Firearm Traces Submitted	71%	126%	139%	112%
4. % Crime Scenes Processed	100%	64%	100%	88%
5. % Latent Prints Identified	62%	70%	61%	64%

Analysis:

The 10% reduction in Services reflects lower costs for fleet maintenance, legal services & cell phone services. The 45% reduction in Other is related to some unforeseen travel expenses related to a homicide investigation in the current FY 12/13 budget that have been removed from the FY 13/14 budget. The State Drug Fund expense has decreased by 12% because of the reduction in cell phone services, office supplies and the equipment S/C for the interview cameras.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.40	0.00	0.00	0.00	0.00	0.00	0.00
(1) Lieutenant	0.00	0.40	0.40	0.40	0.40	0.40	0.00
(1) Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) Detective	6.85	6.85	6.85	6.85	6.85	6.85	0.00
(1) Police Criminalist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Assistant III	1.00	1.00	1.00	0.95	0.95	0.95	0.00
(11) **Total Staffing (fte)**	**10.25**	**10.25**	**10.25**	**10.20**	**10.20**	**10.20**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	1,100,133	1,109,160	1,127,775	1,121,533	1,081,462	1,165,590	4%
Supplies	6,010	2,551	16,310	11,530	9,972	11,570	0%
Services	57,826	59,144	40,197	56,446	39,861	50,524	-10%
Other	522	524	707	3,044	2,935	1,675	-45%
Programs	-	-	-	-	-	-	---
Capital	2,448	71,270	99	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	4,987	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**1,166,939**	**1,242,649**	**1,190,075**	**1,192,553**	**1,134,231**	**1,229,359**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,164,491	1,239,106	1,164,769	1,179,738	1,125,308	1,218,089	3%
Riverboat Gaming	-	-	4,987	-	-	-	---
State Drug	2,448	3,543	7,042	12,815	9,036	11,270	-12%
Crime Laboratory	-	-	13,277	-	(114)	-	---
Total Expense	**1,166,939**	**1,242,649**	**1,190,075**	**1,192,553**	**1,134,231**	**1,229,359**	**3%**

Narcotics/Vice

Program Description:

The focus of this division is to concentrate efforts on drug trafficking, vice activity, and related illegal activity. One Lieutenant, one Sergeant and Six Officers staff this cost center. The Sergeant and two Officers are assigned to the Department's Narc/Vice Division, one Officer is assigned to the Metropolitan Enforcement Group (MEG) and one Officer assigned to the Gang Task Force. Two additional officers were assigned to this unit as a special projects unit. They assist with investigations and enhance efforts in focusing on drug enforcement.

Program Objectives:

- Continue cooperative effort with the Metropolitan Enforcement Group and Gang Task Force.
- Work with the community to address narcotics and vice activities in their neighborhoods.
- Continue narcotics seizures through increased used of search warrants.
- Coordinate efforts in the Longview, Old Chicago, and Century Woods areas reference drug enforcement through special operations with the Patrol Division.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Cases Assigned	387	393	399	385
2. Search Warrants Applied For	85	75	64	77
3. Informant/Drug Purchase Costs	$2,820	$7,817	$7,735	$6,172
Workload:				
1. Cases Completed	317	356	349	330
2. Search Warrants Served	81	72	60	72
3. Drug Buys	123	185	159	154
Productivity:				
1. Cost Per Case Assignment	$ 721.41	$ 915.31	$ 963.22	$ 1,035.55
2. Overtime Cost Per Case Assignment	$ 95.35	$ 144.32	$ 103.98	$ 109.59
3. Purchase Cost Per Drug Buy	$ 22.93	$ 42.25	$ 48.65	$ 38.68
Effectiveness:				
1. % Cases Cleared	81.9%	90.6%	87.5%	85.4%
2. % of Search Warrants Obtained	95.3%	96.0%	93.8%	93.3%
3. Arrests Per Search Completed	1.5	1.7	1.8	1.8

Analysis:

The 33% increase in supplies is related to the 15th Avenue neighborhood camera project, with phase II & III to be completed in this budget year. The money for the completion is budgeted out of the State Drug Fund (224) which also shows an 11% increase because of this project. The 78% reduction in the "other" area is a $4,000 reduction in the Contributions -RI Explorers area and this again shows up in the Expense by Fund Contributions area.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.30	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.00	0.30	0.30	0.30	0.30	0.30	0.00
(1) Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Detective	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(6) Officer	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Office Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(7) **Total Staffing (fte)**	**7.30**	**7.30**	**7.30**	**7.30**	**7.30**	**7.30**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	773,824	595,475	827,128	851,502	776,301	874,830	3%
Supplies	11,174	17,845	1,092	28,507	19,968	37,785	33%
Services	44,288	45,259	48,474	52,269	54,691	57,182	9%
Other	-	-	665	5,100	4,380	1,100	-78%
Programs	-	-	-	-	-	-	---
Capital	-	14,620	-	-	-	-	---
Debt service	103	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**829,389**	**673,199**	**877,359**	**937,378**	**855,339**	**970,897**	**4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	734,921	560,552	762,702	817,456	737,540	843,827	3%
State Drug	86,365	94,647	96,657	97,922	95,799	109,070	11%
Federal Drug	8,103	18,000	18,000	18,000	18,000	18,000	0%
Contributions	-	-	-	4,000	4,000	-	-100%
Total Expense	**829,389**	**673,199**	**877,359**	**937,378**	**851,339**	**970,897**	**4%**

Juvenile Investigation

Program Description:

The focus of this cost center is deterring juveniles from a career in crime. Early detection and counseling may prevent many young people from maintaining a harmful lifestyle. Both the High School Liaison Officer program and the School Resource Officer (SRO) are included in this division. Additionally, this division conducts the follow-up investigations on juvenile crime. One Lieutenant, one Sergeant, four Detectives, one Officer, and one Office Assistant III staff this cost center.

Program Objectives:

- Assist students in recognizing and resisting pressures to experiment with drugs and alcohol.
- Support activities recommended by the Youth Task Force.
- Work with other agencies to more effectively deal with criminal activity by and against juveniles.
- Work with school administration and staff to develop and present curriculum on topics that improve the safety and welfare of students in our community.
- Increase the referral of juveniles to Youth Service Bureau by utilizing the P.A.Q. (Prevention Attention Quick) program and Teen Court.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Cases Assigned	573	603	521	566
2.	Arrests/Apprehensions/Contacts	617	678	403	566
3.	Number of Students Enrolled	4,339	4,339	4,335	4,338
	Workload:				
1.	Cases Completed	573	603	521	566
2.	Juveniles Referred-court/YSB/etc.	177	325	302	268
3.	Number of Students Taught by SRO	4,339	4,339	4,335	4,338
	Productivity:				
1.	Cost Per Case Assignment	$ 344.11	$ 326.99	$ 423.15	$ 392.38
2.	Overtime Cost Per Assignment	$ 16.51	$ 19.26	$ 25.98	$ 20.58
3.	Cost Per Student Taught	$ 22.71	$ 22.71	$ 21.19	$ 21.11
	Effectiveness:				
1.	% Cases Cleared other than M.S.	97%	98%	97%	97%
2.	% Juveniles Referred-court/YSB/etc.	29%	48%	75%	51%
3.	% of Students Taught	100.0%	100.0%	100.0%	100%

Analysis:

The 10% decrease in supplies is the result of equipment that was purchased in the current fiscal year which will not be needed next fiscal year.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.30	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.00	0.30	0.30	0.30	0.30	0.30	0.00
(1) Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) Detective	4.00	4.00	4.00	4.15	4.15	4.15	0.00
(1) Officer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Office Assistant III	1.00	1.00	0.00	0.05	0.05	0.05	0.00
(6) **Total Staffing (fte)**	**7.30**	**7.30**	**6.30**	**6.50**	**6.50**	**6.50**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	706,073	703,817	706,597	726,767	688,589	733,052	1%
Supplies	1,466	534	860	1,365	527	1,235	-10%
Services	26,177	28,995	18,722	29,593	16,911	27,259	-8%
Other	1,238	921	585	2,485	687	2,455	-1%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**734,954**	**734,267**	**726,764**	**760,210**	**706,714**	**764,001**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	679,910	679,420	658,838	672,979	636,288	677,708	1%
State Drug Fund	53,713	53,799	67,034	77,841	69,633	76,903	-1%
DARE	1,331	1,048	892	9,390	792	9,390	0%
Total Expense	**734,954**	**734,267**	**726,764**	**760,210**	**706,714**	**764,001**	**0%**

Community Services

Program Description:

This cost center is responsible for controlling the animal population (stray dogs and cats) and insuring that dogs and cats are properly licensed and have received mandatory vaccinations, as well as removing derelict vehicles from public and private property as required by City Ordinances and State Statutes. This cost center is also responsible for picking up stray dogs, cats, etc. and monitoring the contracted towing services. Personnel also respond to animal complaints and to complaints of abandoned vehicles on public and private property.

Program Objectives:

- Reduce the number of dogs and cats running at large.
- Increase the number of citations issued for violations of the animal control ordinance.
- Provide removal of abandoned vehicles on public and private property.
- Increase the number of citations issued for violations of the abandoned vehicle ordinance.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Stray animal complaints	1,428	1,127	1,516	1,357
2.	Animal bite complaints	80	77	79	79
3.	Barking dog complaints	261	262	264	262
4.	Cruelty to animal complaints	1	10	2	4
5.	Abandoned vehicle complaints	817	723	541	694
	Workload:				
1.	Animals complaints processed	2,475	2,152	1,925	2,184
2.	Animals picked up	750	778	581	703
3.	Citations issued ref. animals	151	242	105	166
4.	Vehicles processed	817	723	541	694
5.	Vehicles towed	40	34	19	31
6.	Citations issued ref. vehicles	148	157	131	145
	Productivity:				
1.	Avg. cost of animal complaint	$ 9.81	$ 11.32	$ 12.37	$ 11.14
2.	Avg. cost of animal pickup	$ 2.97	$ 4.09	$ 3.73	$ 3.58
3.	Avg. cost for vehicle processed	$ 61.73	$ 72.11	$ 98.24	$ 79.07
4.	Avg. cost of vehicle tow	$ 3.02	$ 3.39	$ 3.45	$ 3.53
	Effectiveness:				
1.	% Animals adopted	16.50%	16.50%	17.58%	15.72%
2.	% Animals euthanized	22.63%	22.63%	19.22%	31.68%
3.	% Animals returned to owner	10.61%	10.61%	9.97%	18.95%
4.	% Citations issued ref. animals	6.10%	11.25%	5.45%	7.60%
5.	% Vehicles moved by owner	95.10%	94.47%	96.49%	93.38%
6.	% Citations issued ref. vehicles	18.12%	21.72%	24.21%	20.95%

Analysis:

Processing of abandoned vehicles continues to be a high priority for all departments in police, but it is the primary responsibility of the Community Services division. Animal Control personnel have been trained in providing animal care and processing animal complaints. The Animal Control officer has also been cross-trained in abandoned vehicle procedures and assists in processing abandoned vehicles. Again there were supplies purchased in FY 12-13 that will not be needed in the FY 13/14 budget thus reducing supplies by 26%.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.24	0.24	0.24	0.24	0.24	0.24	0.00
Sergeant	0.21	0.21	0.21	0.21	0.21	0.21	0.00
(2) Com Svc Officer	3.00	3.00	2.00	2.00	2.00	2.00	0.00
(2) **Total Staffing (fte)**	**3.45**	**3.45**	**2.45**	**2.45**	**2.45**	**2.45**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	192,331	176,933	174,996	175,267	167,485	181,779	4%
Supplies	1,423	706	706	883	344	650	-26%
Services	31,689	20,362	25,878	25,297	19,313	24,379	-4%
Other	275	35	137	70	35	70	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**225,718**	**198,036**	**201,717**	**201,517**	**187,176**	**206,878**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	225,718	198,036	201,717	201,517	187,176	206,878	3%
Police Contributions	-	-	-	-	-	-	0%
Total Expense	**225,718**	**198,036**	**201,717**	**201,517**	**187,176**	**206,878**	**3%**

Resource Services

Program Description:

This cost center includes the Court Liaison for the department and the Training Division. They are responsible for coordinating and scheduling officers for misdemeanor and felony criminal court, traffic court, academy training and in-service training. The Court Liaison is responsible for insuring that all misdemeanor complaints are filed with the State's Attorney's office. Another responsibility is tracking alcohol related traffic cases, reimbursement from DUI cases, and C.O.R.A.

Program Objectives:

- File misdemeanor complaints in a timely manner.
- Prepare trial notices/summons.
- Monitor State's Attorney referrals.
- Identify training opportunities for career advancement.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Misdemeanor arrests	5,091	4,363	3,868	4,440
2.	Ordinance tickets issued	1,013	1,093	1,122	1,076
3.	Traffic tickets issued	5,739	6,204	5,742	6,074
4.	Alarm responses	889	766	739	766
5.	Trial notifications requested	5,484	5,503	4,109	5,600
6.	Total Department members	112	110	110	110
7.	# SPVP & civilian volunteers	1	1	1	1
	Workload:				
1.	Misdemeanor arrests filed	748	861	1,057	888
2.	Ordinance arrests filed	916	933	947	959
3.	Traffic court cases handled	5,627	6,074	5,651	6,836
4.	Trial notifications prepared	5,484	5,503	4,109	5,032
5.	False alarms	775	646	540	653
6.	Scheduled training hours	6,462	6,077	6,330	6,289
7.	Total volunteer hours	97	122	155	125
	Productivity:				
1.	Avg. cost per misdemeanor arrest	$ 15.78	$ 15.32	$ 12.26	$ 15.50
2.	Avg. cost per ordinance arrest	$ 19.33	$ 21.20	$ 20.52	$ 21.46
3.	Avg. cost per traffic court case	$ 5.24	$ 5.43	$ 5.73	$ 4.88
4.	Avg. cost per false alarm citation	$ 7.62	$ 10.21	$ 12.00	$ 10.33
5.	Avg. cost per training hours	$ 8.98	$ 7.56	$ 7.58	$ 8.01
6.	Avg. hours per volunteer	97	122	155	122
	Effectiveness:				
1.	Misdemeanors filed vs. arrests	15%	20%	27%	23%
2.	Ordinance violations filed vs. arrests	90%	85%	84%	91%
3.	Traffic cases vs. arrests	98%	98%	98%	98%
4.	Alarm letters vs. responses	87%	84%	73%	78%
5.	Training as % of total budget	0.597%	0.420%	0.262%	0.389%
6.	Training hours per employee	57.7	54.3	57.5	57.2
7.	% total hours worked by volunteers	0.04%	0.05%	0.07%	0.05%

Analysis:

Resource Services is responsible for continually monitoring the needs of the department and staying up-to-date on changes needed in training programs. Also included in this cost center is the Court Liaison position which serves as a liaison between the court, State's Attorney's office, MUNICES (Administrative Hearing Officer) and the Police Department. Expenditures from the State Drug Fund have decreased by $3,000.00 after equipment was purchased in FY 12/13.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.24	0.00	0.00	0.00	0.00	0.00	0.00
(1) Lieutenant	1.00	1.00	0.24	0.24	0.24	0.24	0.00
(1) Sergeant	1.00	1.00	0.29	0.29	0.29	0.29	0.00
Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Off Assistant III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Court Liaison	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) **Total Staffing (fte)**	**4.24**	**4.00**	**2.53**	**2.53**	**2.53**	**2.53**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	231,416	230,693	235,372	262,042	207,673	273,364	4%
Supplies	26,290	23,263	42,966	33,535	36,281	34,255	2%
Services	166,250	169,552	164,782	166,443	143,513	167,429	1%
Other	450	1,429	(679)	450	375	450	0%
Programs	-	-	-	-	-	-	---
Capital	-	79,749	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**424,406**	**504,686**	**442,441**	**462,470**	**387,842**	**475,498**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	424,406	504,686	438,026	449,470	387,842	465,503	4%
State Drug	-	-	4,415	13,000	-	9,995	-23%
Total Expense	**424,406**	**504,686**	**442,441**	**462,470**	**387,842**	**475,498**	**3%**

Communications

Program Description:

This cost center is responsible for receiving, monitoring, transmitting and relaying calls for emergency services to appropriate public safety agencies. The communications center operates equipment which includes emergency and non-emergency telephones and multiple radios. It also maintains computerized records of all communication transactions. This cost center obtains and processes confidential records and related information used in criminal investigations and the everyday inquiries by patrol officers. Services also provided by the RICOMM supervisor include the repair and maintenance of the police department's portable radios and the collection and processing of records requested for release under the Freedom of Information Act.

Program Objectives:

- Provide effective emergency communications.
- Respond to all emergency requests in an expeditious, courteous and professional manner.
- Maintain a high standard of conduct and ethics through continuous training.
- Dispatch/relay all non-emergency call/requests.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Enhanced 911 Calls	31,255	30,593	30,924	30,924
2.	Calls for service (police)	29,659	28,138	28,899	28,899
3.	Police service activities	80,367	98,720	89,544	89,544
4.	Fire/EMS calls	6,047	6,253	6,150	6,150
	Workload:				
1.	Total 911 calls	31,255	30,593	30,924	30,924
2.	Total CFS/PSA	110,026	126,858	118,441	118,442
3.	LEADS entries and inquiries	190,949	194,286	192,618	192,618
4.	CAD activities	129,201	131,073	130,137	130,137
	Productivity:				
1.	Cost per 911 call	$ 7.59	$ 8.13	$ 8.51	$ 8.94
2.	Cost per call for service	$ 5.23	$ 5.78	$ 5.95	$ 6.26
3.	Cost per LEADS entry/inquiry	$ 1.38	$ 1.43	$ 1.52	$ 1.60
4.	Cost per CAD activity	$ 1.97	$ 2.04	$ 2.18	$ 2.29
	Effectiveness:				
1.	Fire/EMS vs % of total calls	19.35%	20.44%	19.89%	18.28%
2.	Calls for service vs % of total	20.99%	17.87%	19.35%	21.46%
3.	Avg. entries/inquiries per telecom	15,987	16,191	16,052	10,753
4.	Avg. CAD activities per telecom	10,796	10,923	10,845	7,260

Analysis:

The Communications Center processes and provides the appropriate response for various requests for service that are received by radio and telephone for both the Police and Fire departments. 911 calls have remained very consistent over the past several years. Calls for service have shown a slight decline but also appear to have remained relatively consistent year to year. There is a 237% increase in "supplies" this year with $22k being designated to replace the Voters in the RICOMM radio consoles. The Voters are 40 years old and they are what transmits the radio signals to be heard by both the dispatchers and officers/firemen on the street and this is the last of major radio equipment to be replaced in our current UHF/VHF system. Additionally, some overtime costs associated with drug operations have been shifted from the General Fund to the State Drug Fund for FY 13-14.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sergeant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.00	0.00	0.16	0.16	0.16	0.16	0.00
(1) Comm. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(12) Telecommunicator	12.00	12.00	12.00	12.00	12.00	12.00	0.00
(13) **Total Staffing (fte)**	**13.00**	**13.00**	**13.16**	**13.16**	**13.16**	**13.16**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	813,457	828,752	862,004	922,400	886,527	943,586	2%
Supplies	45,773	781	14,411	9,770	14,782	32,920	237%
Services	78,391	82,952	80,234	79,927	81,126	87,121	9%
Other	-	-	104	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	205	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**937,826**	**912,485**	**956,753**	**1,012,097**	**982,435**	**1,063,627**	**5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	896,200	912,485	956,753	1,002,551	982,435	1,054,007	5%
State Drug	-	-	-	9,546	-	9,620	1%
USDOJ Grant	41,626	-	-	-	-	-	---
Total Expense	**937,826**	**912,485**	**956,753**	**1,012,097**	**982,435**	**1,063,627**	**5%**

Technical Services

Program Description:

This cost center is responsible for custody of all evidence obtained by the department. This involves the storage, retrieval, return, destruction or auction of evidence and property when appropriate. Additional evidence storage space has been developed in conjunction with Public Works. This cost center also includes the processing of state mandated records as required for compliance with state statutes. This includes various records and reports associated with arrests.

Program Objectives:

- Testify in court as expert witnesses.
- Maintain the integrity of evidence.
- Comply with State mandated reporting procedures.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Fingerprints taken	633	734	768	714
2. Evidence recovered	5,395	5,047	5,347	5,398
3. Cases w/ digital photos	942	906	804	1,272
Workload:				
1. Fingerprints filed	633	734	768	714
2. Evidence processed	5,395	5,047	5,347	5,477
3. Cases w/ digital photos printed	942	223	166	222
Productivity:				
1. Avg. cost of fingerprints taken	$ 5.71	$ 5.06	$ 5.02	$ 5.98
2. Avg. cost of evidence processed	$ 7.17	$ 7.91	$ 7.72	$ 7.74
3. Cost of printing photos from case	$ 59.64	$ 62.44	$ 46.48	$ 62.07
Effectiveness:				
1. % of sex offender fingerprints taken	51.0%	44.8%	45.8%	48.0%
2. % of evidence returned to owner	4.8%	6.7%	7.2%	7.9%
3. % of cases w/ photos printed	23%	25%	20.6%	17.4%

Analysis:

The Technical Services division is responsible for processing arrest documents, fingerprint documents, and booking photographs (not processed through Central Booking). Responsibilities also include processing and tracking evidence. Services shown an increase of 169% which is the cost for a service contract on the Livescan. The 50% increase in other is related to sex offender registration which is due to the State increasing fees under the Sex Offender Registration Act although this increase is offset by an increase in revenues from sex offender registrations.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.24	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.00	0.24	0.24	0.24	0.24	0.24	0.00
Sergeant	0.14	0.14	0.14	0.14	0.14	0.14	0.00
Police Criminalist	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Prop Custodian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Book Custodian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Off Assistant II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) **Total Staffing (fte)**	**2.38**	**2.38**	**2.38**	**2.38**	**2.38**	**2.38**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	73,968	152,359	157,828	161,512	155,904	168,486	4%
Supplies	2,451	2,641	3,523	4,252	3,493	3,884	-9%
Services	3,364	2,874	1,661	2,188	1,095	5,878	169%
Other	365	-	30	800	-	1,200	50%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**80,148**	**157,874**	**163,042**	**168,752**	**160,491**	**179,448**	**6%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	80,148	157,874	163,042	168,752	160,491	179,448	6%
Total Expense	**80,148**	**157,874**	**163,042**	**168,752**	**160,491**	**179,448**	**6%**

Records

Program Description:

This cost center is responsible for the management of records for the entire department and the assistance of citizens contacting the front desk either in person or by telephone. Duties involve receiving reports by telephone and entering them into the computerized records management system. This cost center is also responsible for maintaining a central repository of reports received from the reception desk and police officers, as well as the microfilming of documents and the filing of reports.

Program Objectives:

- Maintain the integrity of records.
- Respond to requests for records information.
- Maintain efficient management of traffic accident records.
- Provide responsive and courtesy service at the front desk.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Police reports digitized	20,652	26,109	30,469	25,903
2.	DUI cases	344	462	326	408
3.	Accident reports filed	1,407	1,335	1,355	1,409
	Workload:				
1.	Digitized police reports sorted	20,652	26,109	30,469	25,903
2.	DUI reimbursements filed	344	462	326	366
3.	Accident reports entered	1,407	1,335	1,355	1,409
4.	Volunteer hours worked	-	122	155	92
	Productivity:				
1.	Avg. cost of sorting digitized report	$ 0.60	$ 0.52	$ 0.49	$ 0.28
2.	Avg. DUI reimbursement request	$ 100.79	$ 103.25	$ 111.31	$ 101.66
3.	Avg. cost per accident report	$ 8.79	$ 10.26	$ 11.12	$ 10.18
	Effectiveness:				
1.	% of digitized reports archived	100.0%	100.0%	100.0%	100.0%
2.	DUI reimbursement revenue rcvd	$ 15,693	$ 15,294	$ 18,336	$ 14,691
3.	Avg. accident rprts processed dly	5.4	5.1	5.2	5.4

Analysis:

The Records division is responsible for managing requests for various reports from outside sources and members of the department. This cost center is also responsible for the computerized Records Management System. The digital conversion of police reports using Adobe PDF has reduced the number of images microfilmed and the need for volunteers to assist in this area. The three (3) Police Customer Service Assistants who work the front desk of the police department are also included in this cost center. The 12% decrease in services is the reduction in telephone and copy/printing services.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant	0.12	0.12	0.12	0.12	0.12	0.12	0.00
Sergeant	0.36	0.36	0.36	0.36	0.36	0.36	0.00
Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Court Liaison	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Off Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Off Assistant II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Book Custodian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(3) Cust. Serv Assistant	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(5) **Total Staffing (fte)**	**5.48**	**5.48**	**5.48**	**5.48**	**5.48**	**5.48**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	214,563	243,862	270,030	298,076	255,699	283,833	-5%
Supplies	-	-	-	-	-	-	---
Services	4,937	3,579	3,817	3,248	2,869	2,870	-12%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	**-**	**-**	**-**	**-**	**-**	**-**	**---**
Transfers	-	-	-	-	-	-	---
Contingency	5	-	-	-	-	-	---
Total Cost Center	**219,505**	**247,441**	**273,847**	**301,324**	**258,568**	**286,703**	**-5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	219,505	247,441	273,847	301,324	258,568	286,703	-5%
Total Expense	**219,505**	**247,441**	**273,847**	**301,324**	**258,568**	**286,703**	**-5%**

ROCK ISLAND

ILLINOIS

FIRE DEPARTMENT

Goals & Objectives

Provide competent, timely, professional response to calls for fire suppression, emergency medical service, technical rescue situations, and hazardous materials incidents.

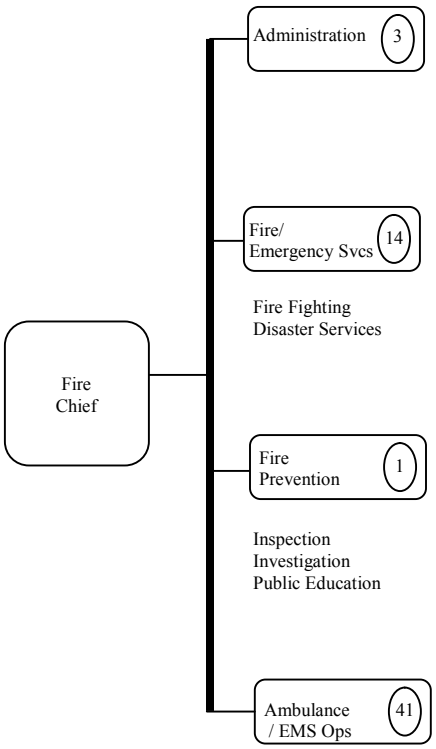
Develop and implement fire prevention and public education programs to increase public awareness, address hazardous situations and enhance fire safety in the home, schools, and workplace.

Investigate cause and origin of all fires, while aggressively investigating and prosecuting those responsible for arson fires.

Promote a positive and professional image through continued cooperative efforts with our neighboring departments, regional special operations teams and State training and response assets.

Provide Advanced Life Support (ALS) first response and ALS ambulance transport to the citizens and visitors in our community.

Continue cooperative planning, training and exercising of our area's disaster response plans, while incorporating the concepts mandated by the National Incident Management System (NIMS).



Analysis:

The Fire Department provides for the safety of the citizens and visitors to the City as well as fire protection of property valued at over one billion dollars. The department is divided into four areas of responsibilities that include the daily administration of the department, fire/emergency response services, EMS Operations which include; Advanced Life Support (ALS) first-response and ambulance transport, Hazardous Materials response and Technical Rescue response, and finally, Fire Prevention - which includes fire investigations, inspections and public education.

The Fire Chief is responsible for the daily operation of the department as well as policy decisions. The Administration Division is responsible for all personnel, payroll, budget, department labor negotiation activities, personnel training, and maintenance of buildings and grounds.

The Assistant Fire Chief is responsible for the daily operation of the Fire/Emergency Division as well as continued education and training of firefighting personnel. This division includes three battalions, each supervised by a Battalion Chief. The officers and firefighters on each battalion staff four fire stations, which house four fire engines, two ambulances, one light rescue vehicle and one command car. The Division provides for a continued efficient and effective workforce responding to structure/vehicle fires, technical rescue, hazardous materials response and other special operations type incidents, man-made or natural.

The Fire Prevention Division is under the direction of the Fire Marshal, Greg Marty, who was promoted on 01/21/2013. He is responsible for enforcement of life safety codes, investigating the cause of all fires, and aggressively pursuing the prosecution of person(s) responsible for arson fires. Responsibilities also include providing fire and safety education to residents, schools and service organizations. Included in this programming is the “Lights & Sirens” curriculum at Rock Island High School. Emphasis is placed on pro-active fire prevention education of building owners and occupants during fire inspections. The Hazardous Material Permit ordinance is administered through the Fire Marshal’s office.

The Ambulance/EMS Division provides Advanced Life Support (ALS) first response as well as paramedic level treatment and transport to the residents of Rock Island and its visitors. Advanced life support services (Paramedic) are provided to the community by 53 paramedics with the assistance of 5 EMT’s. New for FY 13/14 will be the purchase of (3) new heart monitors with the capability to perform a 12 lead EKG along with Capnography for cardiac patients. Maintenance of certifications and training for EMS, Haz Mat and TRT team personnel are managed through the office of the Assistant Fire Chief and EMS Coordinator.

MABAS Division 43 continues to provide the cities of Rock Island, Moline, East Moline, RI Arsenal, Bettendorf and the Quad City Airport an opportunity to obtain and share resources for emergency incidents. The area-wide Hazardous Material and Technical Rescue Teams have become great assets to the community with little cost. Construction of an $850,000 Regional Fire Training Facility on the Arsenal island was completed in 2006 and continues to evolve to meet the varied needs of area departments. MABAS 43 has assumed a leadership role in the State of Illinois Emergency Response Plan representing Western Illinois and Eastern Iowa.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assistant Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) Captain	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(8) Lieutenant	11.00	11.00	8.00	8.00	8.00	8.00	0.00
(1) EMS Coordinator	1.00	1.00	0.35	1.00	1.00	1.00	0.65
(39) Firefighter	38.00	38.00	40.00	39.00	39.00	39.00	0.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(59) **Total Staffing (fte)**	**61.00**	**61.00**	**59.35**	**59.00**	**59.00**	**59.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	6,207,608	4,623,685	6,644,727	6,802,965	6,780,023	7,012,945	3%
Supplies	152,440	177,856	206,432	211,479	158,551	200,602	-5%
Services	611,363	626,214	703,504	746,190	759,412	746,687	0%
Other	6,950	7,628	8,106	12,622	8,081	10,900	-14%
Programs	-	-	-	-	-	-	---
Capital	-	25,018	-	17,000	4,256	229,754	1251%
Debt service	-	-	-	-	-	-	---
Transfers	-	93,950	46,247	57,215	57,215	-	-100%
Contingency	1,535,579	1,662,725	1,682,073	1,650,000	2,449,243	1,675,000	2%
Total Department	**8,513,940**	**7,217,076**	**9,291,089**	**9,497,471**	**10,216,780**	**9,875,888**	**4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	8,492,823	7,075,342	9,223,588	9,361,377	10,122,187	9,696,888	4%
Foreign Fire Tax	21,117	47,784	21,254	61,879	33,122	40,000	-35%
Riverboat Gaming	-	93,950	46,247	57,215	57,215	-	-100%
Capital Imp.	-	-	-	17,000	4,256	139,000	718%
Total Expense	**8,513,940**	**7,217,076**	**9,291,089**	**9,497,471**	**10,216,780**	**9,875,888**	**4%**

Fire Administration

Program Description:

The cost center is comprised of the Fire Chief, Assistant Fire Chief, and Administrative Secretary. Administrative staff provides all operational units with administrative support required to carry out the mission of the fire department. This includes managerial support, training, clerical supervision and support, and customer services. Fire Administration is also charged with the coordination and collaboration with regional and state agencies involved in emergency preparedness, response, and recovery efforts,

Program Objectives:

- Provide staff and Council support, and daily management of overall fire department operations.
- Provide training and educational opportunities to all personnel.
- Maintain a regular schedule of buildings and grounds maintenance.
- Develop, maintain and implement Emergency Operations Plan for the City.
- Coordinate Rock Island Fire Department's participation in MABAS 43 and the State MABAS organization.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized personnel	60	59	59	59
2.	Department budget	$ 7,217,076	$9,223,588	$9,361,377	$9,875,888
3.	# of fire stations	4	4	4	4
4.	Population to protect	39,018	39,018	39,018	39,018
5.	Property value to protect	$ 1,398,295,764	$1,429,919,799	$1,427,122,464	$1,383,365,208
1.	Number of fire alarms	1,482	1,525	1,543	1,570
2.	Number of EMS alarms	4,562	4,666	4,516	4,600
3.	Fire training hours	9,314	8,981	8,228	8,500
1.	Average cost per station	$ 148,986	$174,574	$196,692	$188,273
2.	Average cost per fire alarm	$ 89.07	$92.76	$96.94	$95.09
3	Average cost per EMS alarm	$ 28.93	$30.32	$33.12	$32.04
4	Average cost per training hour	$ 14.17	$15.74	$18.18	$17.34
1.	% of Administration of total budget	6.2%	5.1%	5.3%	5.0%
2	% of Stations of total budget	8.4%	7.5%	8.4%	7.8%
3	Fire insurance rating	4	4	4	4
4	Administrative cost per capita	$ 26.10	$29.48	$32.39	$31.36
5	Department cost per capita	$ 181.86	$232.43	$255.90	$244.39

Analysis:

The decrease in Supplies represents where the Foreign Fire Tax Committee has allocated more money to firefighting equipment instead of fitness equipment ($17,000). The decrease in Services is due to the completion of the roof project at SW fire station #2 in FY 12/13 ($57,000) along with a reduction to Station # 3 building and grounds of ($2,600) and a reduction to Admin fleet maint/repair of ($4,300). The increase in Capital is the result of installing new generators at each of the fire stations. Reduction in Others consisted of FFT elimination of newspaper / magazines.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Battalion Chief	0.33	0.33	0.33	0.33	0.33	0.33	0.00
(1) Admin Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Captain	0.44	0.44	0.33	0.33	0.33	0.33	0.00
Lieutenant	1.21	1.21	1.10	1.10	1.10	1.10	0.00
Firefighter	4.18	4.18	4.18	4.18	4.18	4.18	0.00
EMS Coordinator	0.00	0.00	0.04	0.00	0.00	0.00	0.00
(3) **Total Staffing (fte)**	**9.16**	**9.16**	**8.98**	**8.94**	**8.94**	**8.94**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	935,696	788,102	1,010,779	1,040,059	1,032,650	1,064,828	2%
Supplies	31,993	30,925	21,374	44,139	27,621	27,100	-39%
Services	151,398	234,606	146,094	238,759	190,053	160,274	-33%
Other	1,862	4,210	1,729	2,280	1,016	1,600	-30%
Programs	-		-	-	-	-	---
Capital	-	-	-	17,000	4,256	139,000	718%
Debt service	-		-	-	-	-	---
Transfers	-	93,950	11,170	57,215	57,215	-	-100%
Contingency	-		-	-	-	-	---
Total Cost Center	**1,120,949**	**1,151,793**	**1,191,146**	**1,399,452**	**1,312,811**	**1,392,802**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,099,870	1,035,907	1,169,845	1,285,358	1,230,558	1,243,802	-3%
Foreign Fire Tax	21,079	21,936	10,131	39,879	20,783	10,000	-75%
Riverboat Gaming	-	93,950	11,170	57,215	57,215	-	-100%
Capital	-	-	-	17,000	4,256	139,000	718%
Total Expense	**1,120,949**	**1,151,793**	**1,191,146**	**1,399,452**	**1,312,811**	**1,392,802**	**0%**

Fire/Emergency Services

Program Description:

Firefighting consists of three battalions, each under the direction of a Battalion Chief. They provide for the protection of life and/or property by minimizing the impact of fire, or other hazards/disasters that could affect the community and environment. Through continued training and education the personnel maintain an efficient, effective and timely emergency response.

Program Objectives:

- Reduce life and fire loss by a well trained and equipped suppression response.
- Maintain high caliber of trained personnel to respond to Hazardous Materials, Technical Rescue and other Special Operations incidents, both in Rock Island and as part of the MABAS 43 Regional Response Team.
- Perform pre-incident surveys of structures in the City.
- Continue to promote safe operating practices and programs.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Total fire alarms	1,482	1,525	1,543	1,550
2.	Population/sq. miles served	39,018 / 17	39,018 / 17	39,018 / 17	39,018 / 17
3.	Actual property value protected	$ 1,398,295,764	$1,429,919,799	$1,427,122,469	$1,383,365,208
	Workload:				
1.	Avg number of personnel responding	7.50	7.47	7.50	7.50
2.	Avg man/hours per alarm	2.66	2.32	2.69	2.70
3.	Avg training hours per man	173	183	185	185
1.	Avg cost per fire alarm	$ 83.00	$114.00	$132.00	$141.00
2.	Avg cost per man/hour	$ 31.00	$48.95	$48.91	$52.24
3.	Avg training cost per man	$ 5,363.00	$8,958.00	$9,048	$9,664
	Effectiveness:				
1.	Fire loss per capita	$ 177.07	$36.00	$19.00	$22.00
2	FF cost per capita	$ 50.57	$71.86	$71.92	$75.83
3	Fire deaths/injuries - civilians	0/0	0/1	0/0	0/0
4	Fire deaths/injuries - personnel	0/2	0/2	0/0	0/0

Analysis:

The increase of 29% in services, is due to the increase of fleet maintenance of the aging fire apparatus being operated by the fire department. Their has been two fire engines that needed motors replaced with extensive repair cost to other fire apparatus. Fleet maintenance shows an increase of $95,616 FY 13/14. Foreign Fire Tax increase of 36%, due to larger percent designated for fire equipment and less for exercise equipment.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(3) Captain	1.52	1.52	1.14	1.14	1.14	1.14	0.00
(4) Lieutenant	4.18	4.18	3.80	3.80	3.80	3.80	0.00
(6) Firefighter	14.44	14.44	14.44	14.44	14.44	14.44	0.00
(1) Battalion Chief	1.14	1.14	1.14	1.14	1.14	1.14	0.00
EMS Coordinator	0.00	0.00	0.13	0.00	0.00	0.00	0.00
(14) **Total Staffing (fte)**	**21.28**	**21.28**	**20.65**	**20.52**	**20.52**	**20.52**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	2,346,035	1,656,141	2,381,246	2,508,933	2,500,996	2,574,597	3%
Supplies	17,168	49,371	41,667	53,940	33,259	50,200	-7%
Services	289,893	274,890	436,751	309,630	394,051	400,521	29%
Other	1,296	1,277	3,025	3,780	3,308	3,650	-3%
Programs	-	-	-	-	-	-	---
Capital	-	25,018	-	-	-	10,000	NEW
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**2,654,392**	**2,006,697**	**2,862,689**	**2,876,283**	**2,931,614**	**3,038,968**	**6%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	2,654,354	1,980,849	2,851,566	2,854,283	2,919,275	3,008,968	5%
Foreign Fire Tax	38	25,848	11,123	22,000	12,339	30,000	36%
Gaming	-	-	-	-	-	-	---
Capital Improvement	-	-	-	-	-	-	---
Total Expense	**2,654,392**	**2,006,697**	**2,862,689**	**2,876,283**	**2,931,614**	**3,038,968**	**6%**

Fire Prevention

Program Description:

This cost center, under the direction of the Fire Marshal, is responsible for fire prevention through inspection of all commercial structures to identify and eliminate potential fire hazards and to ensure that minimum life safety standards are met. This cost center is also responsible for investigating all fires in the City and prosecutes acts of arson through the court system by coordinating efforts with Fire, Police, Building Inspections, Legal and the States Attorney. Public education also falls under this cost center. Included in this programming is the "Lights and Sirens" curriculum at Rock Island High School.

Program Objectives:

- Provide a pro-active inspection program and maintain records/reports of all fire inspections.
- Continue to expand public education programs to reach all target audiences in our community.
- Conduct origin and cause investigations in a timely and accurate manner and subsequent criminal investigations of all arson cases.
- Maintain all records concerning hazardous materials in compliance with federal guidelines.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Structures inspected	1,398	1,558	1,570	1,580
2. Fire investigations	39	23	40	40
3. Public ed. Programs requested	105	110	110	110
Workload:				
2. Inspections made	1,398	1,558	1,570	1,570
3. Violations written	142	139	150	150
4. Fire investigations conducted	39	23	40	40
5. People contacted	10,620	10,800	11,000	12,000
Productivity:				
1. Average cost per inspection	$ 271.24	$352.56	$358.40	$370.84
3. Average cost per fire investigation	$ 1,388.97	$3,410.23	$2,009.60	$2,079.33
4. Average cost per person contacted	$ 10.20	$14.52	$14.62	$13.86
Effectiveness:				
1. % of violations corrected	95%	92%	95%	95%
2 % of investigations closed	92%	83%	90%	90%
3 % of public ed. Programs completed	100%	100%	100%	100%

Analysis:

The decrease in Services reflects the cost of the cell phone elimination ($1,300) to a cell phone stipend for the new Fire Marshal. Other has a decrease in promotional items ($300.00) and reduction of dues ($100.00).

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Battalion Chief	0.33	0.33	0.33	0.33	0.33	0.33	0.00
Captain	0.44	0.44	0.33	0.33	0.33	0.33	0.00
EMS Coordinator	0.00	0.00	0.04	0.00	0.00	0.00	0.00
Lieutenant	1.21	1.21	1.10	1.10	1.10	1.10	0.00
Firefighter	4.18	4.18	4.18	4.18	4.18	4.18	0.00
(1) **Total Staffing (fte)**	**7.16**	**7.16**	**6.98**	**6.94**	**6.94**	**6.94**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	712,159	533,567	776,828	793,729	782,673	822,910	4%
Supplies	1,218	169	839	-	100	100	NEW
Services	6,439	6,667	4,380	7,049	5,674	5,668	-20%
Other	3,556	1,298	2,305	3,062	1,653	2,650	-13%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	0%
Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Cost Center	**723,372**	**541,701**	**784,352**	**803,840**	**790,100**	**831,328**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	723,372	541,701	784,352	803,840	790,100	831,328	3%
Foreign Fire Tax	-	-	-	-	-	-	---
Total Expense	**723,372**	**541,701**	**784,352**	**803,840**	**790,100**	**831,328**	**3%**

Ambulance

Program Description:

The Ambulance Service cost center is under the direction of the Fire Chief and the EMS Coordinator. The primary function is to deliver emergency medical services (advanced life support level) and to provide administrative support to the emergency medical system. This program has been enhanced to include paramedic-level first response, as well as ALS transport. The EMS Coordinator provides continued paramedic training and coordinates paramedic services with local hospitals.

Program Objectives:

- Deliver the highest quality emergency medical service to the public.
- Maintain emergency medical service at the EMT-P (paramedic) level.
- Maintain certification for all EMT-B and EMT-P personnel.
- Provide continued education of new techniques and procedures for emergency care.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Total EMS calls for service	4,562	4,666	4,516	4,600
2.	EMT re-certification hours required	180	180	180	180
3.	EMT-P re-certification hours required	1,530	1,530	1,530	1,530
1.	Avg number of personnel responding	4	4	4	4
2.	Avg man/hours per call	2.56	1.80	1.75	1.80
3.	EMT certification hours completed	203	200	200	200
4.	EMT-P certification hours completed	2,036	1,960	1,700	1,700
	Productivity:				
1.	Cost per EMS call	$ 130.00	$130.00	$126.00	$137.00
2.	Cost per man/hour	$ 51.00	$71.92	$71.92	$76.08
3.	Cost for EMS re-certification	$ 114,189.00	$155,347	$136,648	$144,552
	Effectiveness:				
1.	Ambulance service cost per capita	$ 88.00	$111.00	$111.00	$116.00
2.	Average response time	3:43	3:49	3:50	3:53

Analysis:

The purchase of (3) new Heart Monitors with the ability to perform a 12 lead EKG with Capnography is new from Capital, showing a cost of ($ 80,754). The decrease in other is from the reduction of license and certification fee's of medical personnel due to the offset of expiration dates of personnel every 4 years.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) EMS Coordinator	1.00	1.00	0.14	1.00	1.00	1.00	0.00
(1) Captain	1.60	1.60	2.20	2.20	2.20	2.20	0.00
(4) Lieutenant	4.40	4.40	4.00	3.00	3.00	3.00	0.00
(33) Firefighter	15.20	15.20	15.20	15.20	15.20	15.20	0.00
(2) Battalion Chief	1.20	1.20	1.20	1.20	1.20	1.20	0.00
(41) **Total Staffing (fte)**	**23.40**	**23.40**	**22.74**	**22.60**	**22.60**	**22.60**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	2,213,718	1,645,875	2,475,874	2,460,244	2,463,704	2,550,610	4%
Supplies	102,061	97,391	142,552	113,400	97,570	123,202	9%
Services	163,633	110,051	116,279	190,752	169,633	180,224	-6%
Other	236	843	1,047	3,500	2,105	3,000	-14%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	80,754	NEW
Debt service	-	-	-	-	-	-	---
Transfers	-	-	35,077	-	-	-	---
Contingency	1,535,579	1,662,725	1,682,073	1,650,000	2,449,243	1,675,000	2%
Total Cost Center	**4,015,227**	**3,516,885**	**4,452,902**	**4,417,896**	**5,182,254**	**4,612,790**	**4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	4,015,227	3,516,885	4,417,825	4,417,896	5,182,254	4,612,790	4%
Foreign Fire Tax	-	-	-	-	-	-	---
Riverboat Gaming	-	-	35,077	-	-	-	---
Capital	-	-	-	-	-	-	---
Total Expense	**4,015,227**	**3,516,885**	**4,452,902**	**4,417,896**	**5,182,254**	**4,612,790**	**4%**

Police & Fire Commission

Program Description:

The Police and Fire Commission is composed of three members appointed by the Mayor and confirmed by the City Council. The commission is established under state statute and city ordinance and is regulated by a set of guidelines developed by statute and rules developed by the local commissioners. The Board of Fire and Police Commissioners are responsible for the screening, hiring, and promoting of police officers and fire fighters.

Program Objectives:

- To screen and hire the most qualified personnel to fill police and fire vacancies.
- To promote the most qualified personnel to positions of authority within the emergency services.
- To act as an independent objective tribunal to review disciplinary matters.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Number of applications received	174	58	179	150
2.	No. employees seeking promotion	38	28	38	22
3.	Disciplinary hearings requested	-	1	-	1
	Workload:				
1.	Applicants taking physical agility	74	35	95	68
2.	Applicants taking written exam	68	25	78	57
3.	Employees taking promotional exams	38	28	38	35
4.	Disciplinary hearings held	-	1	-	1
	Productivity:				
1.	Cost per applicant tested	$ 53.95	$ 88.96	$ 51.91	$ 73.58
2.	Cost per employee tested	$ 198.91	$ 90.89	$ 140.04	$ 108.48
3.	Cost per legal representation	$ 2,119.00	$ 2,500.00	$ 2,119.00	$ 2,246.00
	Effectiveness:				
1.	% of applicant on eligibility list	24.30%	37.10%	38.90%	25.00%
2.	% of employees promoted	9.90%	1.20%	3.00%	4.60%
3.	% of hearings per employee	0.00%	0.60%	0.00%	0.57%

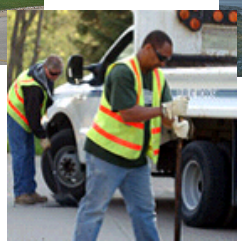
Analysis:

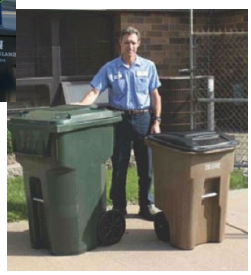
The overall objective of the Board of Fire and Police Commissioners is to oversee examinations for membership in the fire and police departments and, in conjunction with the chiefs of each department, make promotions within the departments. The Board also reviews charges brought against any fire fighter or police officer of the city and determines what punishment is appropriate when charges are proven. The Board functions as an appeal board to review any appeals of suspensions imposed by the chief of either the fire or police departments. For FY 13-14, no supplies are budgeted for this cost center.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(0) **Total Staffing (fte)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	-	-	-	-	-	-	---
Supplies	-	20	-	-	-	-	---
Services	5,752	14,432	4,671	14,750	6,621	14,750	0%
Other	595	375	375	550	375	550	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**6,347**	**14,827**	**5,046**	**15,300**	**6,996**	**15,300**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	6,347	14,827	5,046	15,300	6,996	15,300	0%
Total Expense	**6,347**	**14,827**	**5,046**	**15,300**	**6,996**	**15,300**	**0%**





ROCK ISLAND

ILLINOIS

PUBLIC WORKS DEPARTMENT

Goals & Objectives

Cost-effective production and reliable distribution of high quality drinking water.

Cost-effective and environmentally sound collection and treatment of wastewater.

Effective maintenance of the City infrastructure including roadways, water treatment and distribution systems, wastewater collection and treatment systems and the Sunset Marina.

Support the positive quality of life in Rock Island's neighborhoods by providing refuse collection, yard waste collection, curbside recycling, a drop-off recycling center, a refuse drop-off center, snow removal and weed control services.

Support the efficient and safe operation of the municipal fleets of Rock Island and other nearby local government agencies through effective preventative maintenance and timely repair in the Fleet Services Garage.

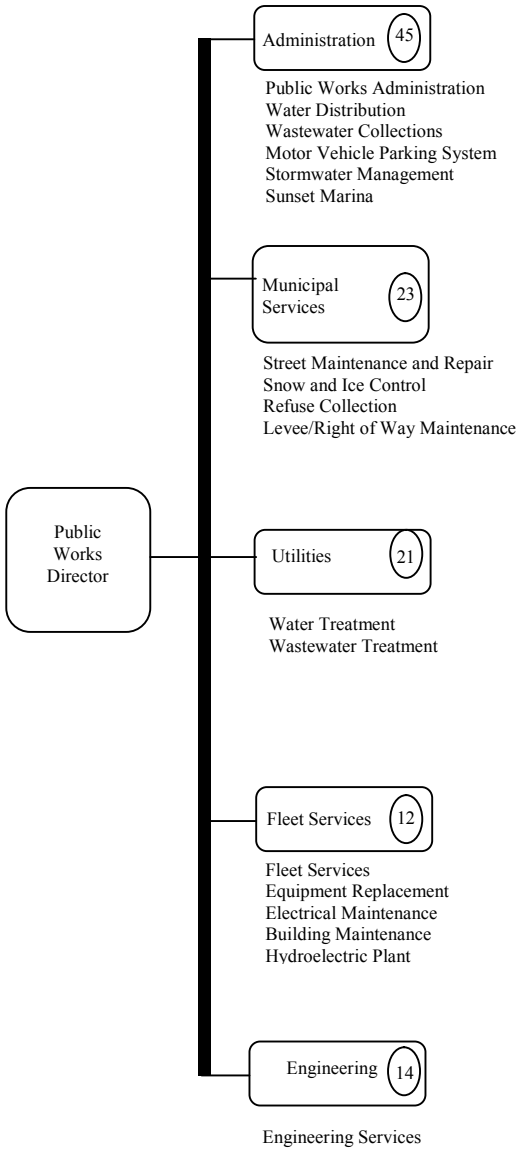
Support traffic safety through the activities of the Traffic Engineering Committee and effective maintenance of the traffic signal lights and street lights in the City.

Provide the professional design, inspection and project management services needed to complete the annual capital improvement program with minimal public inconvenience.

Provide long range planning for all public works activities including the Five Year Capital Improvement Plan.

Conduct an effective Stormwater Management Program.

Cost-effective production of hydroelectric power.



Analysis:

The Public Works Department provides utilities and services that support the quality of life in Rock Island. The major activities include drinking water production and distribution, wastewater collection and treatment, traffic signal and street light maintenance, residential refuse and yard waste collection, recycling, street maintenance, snow removal, the Motor Vehicle Parking System, storm water management, electricity production from the hydroelectric plant and the Sunset Marina. The department also provides internal services for other departments such as fleet services, building maintenance and engineering services.

The department activities are defined in 18 cost centers organized into 5 divisions: Public Works Administration, Municipal Services, Utilities, Fleet Services and Engineering. The Public Works Director or a division manager oversees each division. The department has 111 full time employees plus several engineering interns and numerous contract workers during the prime construction and maintenance season.

Public Works Administration Division
This division is responsible for providing all department clerical, administrative and planning functions plus direct oversight of the motor vehicle parking system, storm water management, water distribution system maintenance, sewer and stormwater collection system maintenance and utility (water, wastewater and storm water) management. The work is performed under the direction of the Public Works Director. The division has 44 full time employees, 1 part time employee and several seasonal workers. The major planning goals of the division include preparation of the Five Year Capital Improvement Plan and annual department operating budget.

Municipal Services Division
This division is responsible for providing several high profile services such as street maintenance, snow removal, refuse collection, yard waste collection, recycling, Mississippi River flood protection and public right-of-way maintenance. In addition, the operation of the Geographic Information system (GIS) is part the division activities. The division has 23 full time employees plus several seasonal workers during the construction season. The Street Maintenance Superintendent/Technical Services Manager oversees division activities.

Utilities Division
21 full time employees are assigned to the Utilities Division. They are responsible for the operation and maintenance of two wastewater treatment plants and the water treatment plant. The Utilities Superintendent oversees the division operations. The implementation of the federally mandated Combined Sewer Long Term Control Plan continues in FY 13-14. Construction of the new wet weather treatment plant at an estimated cost of $45M is underway. All the combined sewer system projects must be completed by early 2018 at a total cost of over $70M.

Fleet Services Division
This division has 12 full time employees who are responsible for maintenance of the City fleet, buildings (except fire stations, Parks Department buildings and libraries), traffic signal lights, street lights, the Rock Island Hydroelectric Plant and radio systems. The division also provides contract fleet maintenance services for several nearby government agencies. The Fleet Services Director manages the work of this division.

Engineering Division
The City Engineer oversees the work of 11 full time employees plus 3 part time Engineering Interns in this division. The Engineering Division provides a full range of survey, preliminary planning, design, construction observation and project management services for capital improvements and major contract maintenance programs.

The FY 13-14 component of the Five Year Capital Improvement Plan includes the investment of about $34.4M in the City infrastructure including…

- 9th Street Resurfacing between 31st Avenue and Blackhawk Road ($2.2M)
- 23rd Avenue Reconstruction and utility upgrade between 12th Street and 17th Street ($2.0M)
- 5th Street Resurfacing between 18th Avenue and 25th Avenue ($600,000)
- 37th Avenue Resurfacing between 30th Street and 34th Street ($200,000)
- 34th Street Resurfacing between 35th and 38th Avenue ($200,000)
- 20th Avenue Resurfacing between 32nd Street and 34th Street ($200,000)
- Transient Marina Construction in Schwiebert Riverfront Park ($1.5M)
- Ridgewood Road Sustainable Business Park Construction ($3.0M)
- Neighborhood Water System Improvements – continue upgrading the water distribution system in the neighborhood bounded by 20th Street, 23rd Street, 12th Avenue and 9th Avenue ($315,000)
- Continue construction of the Mill Street Wastewater Treatment Plant expansion ($21.8M in FY14)
- Begin construction of an underground combined sewage holding tank near the intersection of 40th Street with 5th Avenue ($2.1M in FY14)
- Replace the sanitary sewer between 19th/20th Street and 10th/12th Avenue ($370,000)
- The design of a new $19M police facility will also begin in FY14.

Refer to the Five Year Capital Improvement Plan for more information about these projects and others planned for FY 13-14 and beyond.

The goals of the Public Works Department reflect a day-to-day commitment to providing high quality utilities and services to Rock Island residents and developing effective plans to meet future public works challenges.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Fleet Serv Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Utilities Supt	1.00	0.00	0.00	1.00	1.00	1.00	0.00
(3) Assist City Engineer	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Electric Maint Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Street Maint Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Utilities Maint Supv	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Water Dist Supv	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) WWater Treat Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Water Treat Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Office Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Marina Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Chemist	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(3) Engineering Tech II	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) Engineering Tech I	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(2) Asst to the PW Dir	3.00	3.00	3.00	2.00	2.00	2.00	0.00
(1) Laboratory Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Lead Auto Mechanic	2.00	2.00	2.00	1.00	1.00	1.00	0.00
(1) Lead Electrician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) Maint Crew Leader	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Maint Electrician	2.00	1.00	1.00	2.00	2.00	1.00	(1.00)
(3) Maint Mechanic	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(5) Auto Mechanic II	4.00	4.00	4.00	5.00	5.00	5.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Building Maint Eng	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(9) Equipment Operator	9.00	9.00	9.00	9.00	9.00	9.00	0.00
(7) Refuse Collector	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(5) Maint Worker II	7.00	6.00	6.00	5.00	5.00	5.00	0.00
(1) Marina Yard Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) WW Treat Operator	7.00	7.00	7.00	5.00	5.00	5.00	0.00
(2) Sludge Treat. Oper.	0.00	0.00	0.00	2.00	2.00	2.00	0.00
(6) Water Treat Operator	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(14) Maint Worker I	15.00	14.00	14.00	14.00	14.00	14.00	0.00
(1) Water Meter Repair	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Water Service Rep	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Auto Parts Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Water Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Auto Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(6) Office Assistant III	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(1) Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Parking Enf Attnd II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Parking Enf Attnd I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Tech. Service Mgr.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Tech. Service Assist.	6.00	6.00	6.00	5.00	5.00	5.00	0.00
(1) Geographic Info. Spec.	0.00	0.00	0.00	1.00	1.00	1.00	0.00
(1) Stormwater Engineer	0.00	0.40	0.40	0.40	0.40	0.24	(0.16)
(3) Engineering Interns	1.73	1.39	1.39	1.38	1.38	1.04	(0.34)
(115) **Total Staffing (fte)**	**116.73**	**113.79**	**113.79**	**113.78**	**113.78**	**112.28**	**(1.50)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	8,490,084	8,516,853	8,469,101	8,965,526	8,398,596	9,220,340	3%
Supplies	2,992,726	3,054,789	3,002,747	3,563,378	3,272,021	3,752,137	5%
Services	8,466,692	10,174,217	9,250,204	13,449,239	10,382,474	12,779,242	-5%
Other	110,457	121,540	127,420	110,043	151,166	105,445	-4%
Programs	47,501	27,769	30,834	70,200	18,608	38,613	-45%
Capital	5,759,286	7,888,219	15,568,265	25,346,099	22,810,020	27,523,127	9%
Debt service	2,672,994	2,754,790	3,321,265	3,225,785	3,277,256	5,143,650	59%
Transfers	5,691,840	13,775,860	12,421,267	8,750,889	8,380,510	7,056,351	-19%
Contingency	2,643,960	1,998,256	2,032,686	2,090,388	2,071,923	2,239,120	7%
Total Department	**36,875,540**	**48,312,293**	**54,223,789**	**65,571,547**	**58,762,573**	**67,858,025**	3%

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	7,449,450	7,481,920	7,250,438	8,718,619	8,194,900	8,689,351	0%
Public Benefit	818,468	872,405	-	-	-	-	---
TIF District #1	-	-	-	-	-	-	---
Motor Fuel Tax	1,923,542	1,000,000	1,132,953	1,239,423	920,803	1,112,335	-10%
Riverboat Gaming	1,627,405	2,609,888	4,257,973	4,668,828	4,668,829	3,761,000	-19%
Capital	1,330,011	3,976,781	4,368,129	7,015,175	3,978,711	6,183,250	-12%
Debt Service	834,988	819,226	918,507	810,198	827,804	778,206	-4%
Water Oper & Maint	6,327,432	8,372,718	6,515,895	6,776,873	6,438,855	6,350,582	-6%
Water Capital	-	53,140	893,094	1,156,000	706,211	597,000	-48%
WW Oper & Maint	8,202,889	11,967,243	19,050,734	25,334,399	24,879,248	32,552,006	28%
Stormwater Utility	1,530,482	1,645,430	1,546,353	1,735,744	1,387,967	1,720,965	-1%
Wastewater Capital	-	2,332,006	2,736,390	32,383	(224)	-	-100%
Sunset Marina	973,379	762,326	836,280	885,909	864,031	900,979	2%
Fleet Services	3,868,968	4,776,073	3,180,567	4,660,516	3,688,979	3,470,865	-26%
Fleet Amortization	-	-	-	832,081	609,740	-	---
Engineering	1,283,115	1,263,808	1,260,118	1,417,043	1,282,681	1,442,775	2%
Hydropower Plant	705,411	379,329	276,358	288,356	314,037	298,711	4%
Total Expense	**36,875,540**	**48,312,293**	**54,223,789**	**65,571,547**	**58,762,573**	**67,858,025**	3%

Public Works Administration

Program Description:

Public Works Administration provides the general supervision, planning, and management of the Public Works Department. The major responsibilities include street maintenance, solid waste collection, production and distribution of drinking water, collection and treatment of wastewater, stormwater management, municipal engineering, fleet maintenance, electrical maintenance, right-of-way maintenance, flood levee maintenance and the Sunset Marina.

Program Objectives:

- Prompt and professional responses to special action requests and traffic engineering requests.
- Coordinate preparation and administer the annual operating budget for the department.
- Prepare the annual edition of the Five Year Capital Improvement Plan.
- Effective long term planning and leadership for Public Works issues.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized full-time employees	118	117	117	115
2.	Department Budget (millions)	48.3	54.2	65.6	67.9
3.	Value of all projects in the adopted 5 Year Capital Improvement Plan	$76M	$88M	$108M	$93.3M
	Workload:				
1.	Special Action Req. processed	6,671	6,292	7,050	7,000
2.	Traffic Engineering requests	49	45	49	50
3.	Prepare Annual CIP	1	1	1	1
	Productivity:				
1.	Cost per Special Action request	$ 6.75	$ 6.89	$ 7.03	$ 7.16
2.	Cost per Traffic Eng. request	$ 46.59	$ 47.52	$ 48.47	$ 49.44
3.	Admin Ops w/out depreciation	$ 2,703,131	$ 3,033,011	$ 3,315,824	$ 3,124,192
	Effectiveness:				
1.	Avg SAR response time (days)	13	15	11	13
2.	%Traffic Eng response/30 days	100%	100%	100%	100%
3.	Admin Overhead	3.5%	2.9%	1.8%	1.9%
5.	Operating Bdgt cost per capita	$ 1,184	$ 1,329	$ 1,607	$ 1,666

Analysis:

There are no operational changes planned for Public Works Administration. The Supplies category is lower because of the one-time FY12/13 purchase of a computer upgrade for sewer lift station monitoring and a general reduction in need for supplies. The Services category is lower because of a one-time FY12/13 payment ($250,000) for settlement of litigation involving the Prairie View Business Park. The Programs category is lower because of reduced incentive payments to Sunset Marina slipholders who refer new customers to the marina. The capital purchases are diagnostic equipment and computers for the Fleet Services Division. Debt service is higher because of increased payments to the State of Illinois for low interest loans for construction at the Mill Street Wastewater Treatment Plant. The Transfers category is lower because FY12/13 included a one-time transfer ($832,081) between Fleet Services funds for accounting purposes and a one-time transfer ($250,000) from gaming funds to pay the Prairie View Business Park settlement mentioned above. The Contingency category includes contingency, depreciation and bad debt. This category increased due to increases in the depreciation recorded in the enterprise and internal service funds.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Public Works Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Assist to the PW Dir	2.75	2.75	2.75	1.75	1.75	1.75	0.00
Office Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(6) Office Assistant III	5.80	6.00	6.00	6.00	6.00	6.00	0.00
Water Dist Supv	0.25	0.25	0.00	0.00	0.00	0.00	0.00
Parking Enf I	0.05	0.05	0.05	0.05	0.05	0.05	0.00
Parking Enf II	0.60	0.60	0.75	0.25	0.25	0.25	0.00
Utility Maint Supv	0.00	0.00	0.50	0.50	0.50	0.50	0.00
(1) Street Maint Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Utility Supt	1.00	1.00	0.00	1.00	1.00	1.00	0.00
Wwater Treat Supv	0.40	0.00	0.40	0.40	0.40	0.40	0.00
Water Treat Supv	0.00	0.10	0.40	0.60	0.60	0.80	0.20
(1) Fleet Serv Director	0.90	0.90	0.90	0.90	0.90	0.90	0.00
(1) Electrical Maint Supv	0.65	0.65	0.65	0.65	0.65	0.65	0.00
Marina Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) City Engineer	0.54	0.55	0.59	0.59	0.59	0.59	0.00
Assist City Engineer	0.95	1.37	0.99	0.99	0.99	0.99	0.00
Engineering Tech I	0.70	0.70	0.69	0.69	0.69	0.69	0.00
Engineering Tech II	0.71	0.71	0.74	0.74	0.74	0.74	0.00
(1) Tech Services Mgr	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(1) Tech Services Assist	0.40	0.40	1.00	1.00	1.00	1.00	0.00
(1) Stormwater Eng	1.00	0.00	0.40	0.40	0.40	0.24	(0.16)
Intern	0.00	0.00	0.35	0.00	0.00	0.00	0.00
(18) **Total Staffing (fte)**	**20.65**	**19.98**	**21.11**	**20.46**	**20.46**	**20.50**	**0.04**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	1,785,682	1,699,679	1,811,457	1,884,347	1,830,437	1,915,820	2%
Supplies	24,091	27,910	51,547	46,118	27,872	34,495	-25%
Services	937,959	858,405	1,052,714	1,289,438	1,234,401	1,081,708	-16%
Other	100,970	114,708	115,671	93,221	141,849	90,169	-3%
Programs	1,587	2,429	1,622	2,700	1,635	2,000	-26%
Capital	4,600	49,077	-	27,000	7,000	32,000	19%
Debt service	1,676,586	1,785,201	2,241,095	2,262,681	2,252,390	4,209,705	86%
Transfers	3,245,967	10,263,567	8,172,785	4,351,591	3,895,111	3,380,351	-22%
Contingency	2,497,058	1,951,010	2,032,452	2,043,956	2,066,914	2,238,886	10%
Total Cost Center	**10,274,500**	**16,751,986**	**15,479,343**	**12,001,052**	**11,457,609**	**12,985,134**	**8%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,303,173	1,215,494	1,378,697	1,550,366	1,587,487	1,381,288	-11%
Motor Fuel Tax	1,000,000	1,000,000	1,099,013	1,122,335	920,803	1,112,335	-1%
Riverboat Gaming	-	-	-	269,530	269,530	85,000	-68%
Water Oper & Mnt	2,471,405	4,475,761	2,605,675	2,644,760	2,677,491	2,648,129	0%
Wastewater Oper	2,748,996	7,328,973	7,709,347	2,695,205	2,732,768	4,886,928	81%
Stormwater Utility	655,814	707,517	625,312	653,595	626,077	692,699	6%
Waterwater Capital	-	-	-	-	(32,608)	-	---
Sunset Marina	456,606	408,958	440,922	424,603	441,298	356,425	-16%
Fleet Services	1,066,419	1,033,163	1,040,794	1,153,063	1,009,564	1,149,811	0%
Fleet Amortization	-	-	-	832,081	609,740	-	-100%
Engineering	478,315	508,632	496,249	567,232	507,421	584,883	3%
Hydropower Plant	93,772	73,488	83,334	88,282	108,037	87,636	-1%
Total Expense	**10,274,500**	**16,751,986**	**15,479,343**	**12,001,052**	**11,457,609**	**12,985,134**	**8%**

Building Maintenance

Program Description:

Provide building maintenance services for City Hall, the Police Station, the Martin Luther King Center and the Public Works Department buildings.

Program Objectives:

- Plan and coordinate all operation and maintenance activities.
- Coordinate the open market purchase contracts for natural gas used at major City facilities.
- Administer the janitorial services contract.
- Administer the janitorial supplies bid.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Authorized staff	1	1	1	1
2.	Facilities to maintain	22	22	22	22
	Workload:				
1.	Space to maintain (sq ft)	196,566	200,566	200,566	200,566
2.	Janitorial contract coverage (sq ft)	58,040	58,640	52,722	52,722
	Productivity:				
1.	Janitorial contract cost per sq ft	$ 1.02	$ 1.04	$ 1.22	$ 1.22
	Effectiveness:				
1.	Building customer complaints	22	60	40	30

Analysis:

There are no operational changes planned for the cost center. The Personnel category is slightly higher due to scheduled increases in wages and benefits. The Transfers category reflects the use of Gaming Revenue for tuckpointing a portion of the Police Department exterior, repairing the steps into the Police Department and repairing the roof over the Police Department entrance.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Bldg Maint Eng	0.00	0.00	1.00	1.00	1.00	1.00	0.00
Maint Worker I	0.20	0.20	0.20	0.20	0.20	0.20	0.00
Maint Worker II	1.25	1.40	0.30	0.00	0.00	0.00	0.00
Marina Yard Worker	0.20	0.20	0.20	0.20	0.20	0.20	0.00
Fleet Serv Director	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Electrical Maint Supv	0.20	0.20	0.20	0.20	0.20	0.20	0.00
(1) **Total Staffing (fte)**	**1.95**	**2.10**	**2.00**	**1.70**	**1.70**	**1.70**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	87,319	102,524	116,935	112,049	112,966	117,222	5%
Supplies	21,227	28,535	27,483	24,895	30,793	23,980	-4%
Services	249,211	208,538	219,149	367,482	257,526	368,914	0%
Other	75	-	-	-	325	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	2,250	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	5,775	18,717	61,200	61,200	125,000	104%
Other	-	-	275	125	-	-	-100%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**357,832**	**345,372**	**382,559**	**565,751**	**465,060**	**635,116**	**12%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	337,951	334,871	360,842	382,151	392,358	510,116	33%
Gaming	-	5,775	18,717	61,200	61,200	125,000	104%
Capital	19,881	4,726	3,000	122,400	11,502	-	-100%
Wastewater Oper	-	-	-	-	-	-	---
Total Expense	**357,832**	**345,372**	**382,559**	**565,751**	**465,060**	**635,116**	**12%**

Engineering Services

Program Description:

Provide accurate cost estimates and preliminary layouts for projects being considered for inclusion in the Five-Year Capital Improvement Plan (CIP). Provide accurate, professional plans, specifications, and inspections on construction projects.

Program Objectives:

- Provide preliminary cost estimates within plus or minus 20% of the actual bid price.
- Provide cost effective, timely maintenance engineering services to other divisions.
- Provide cost effective, timely design engineering services for the annual Capital Improvement Plan.
- Keep total cost of project change orders to no more than 10% of the original contract amount.
- Provide prompt inspection of driveways, curb cuts, and sidewalks to minimize inconvenience to residents and businesses.
- Measure utility cuts in a timely manner so they can be repaired within 30 calendar days.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Contracts in progress	66	56	58	46
2.	Value of Contracts	$ 36,161,614	$ 54,386,769	$ 63,665,997	$ 64,500,171
3.	Utility cuts requests	164	243	204	200
	Workload:				
1.	Hrs/preliminary cost estimates	507	413	346	400
2.	Hrs/design and survey	3,417	3,384	3,277	3,400
3.	Hrs/inspection	8,561	7,689	7,563	9,000
4.	Excavation permits issued	193	219	197	200
5.	Concrete permits issued	74	61	47	60
6.	Grading & Drainage permits	38	28	26	30
7.	Inspection by Consultants (hrs)	1,426	2,439	3,700	3,745
	Productivity:				
1.	Change orders as % of contract	7.9%	6.2%	3.9%	10.0%
2.	In-house design/survey % const	5.8%	5.9%	5.9%	8.0%
3.	Consult. design/survey % const.	8.3%	8.7%	11.6%	8.0%
4.	In-house inspection % constr.	8.0%	7.4%	8.4%	9.0%
5.	Consultant inspection % const.	10.6%	8.4%	9.7%	9.0%
	Effectiveness:				
1.	Bids opened on schedule	92.5%	95.3%	100.0%	95.0%
2.	Preliminary estimate vs bid price	-12.0%	-19.8%	-5.20%	±20%
3.	Utility cut inspection w/24 hours	42.0%	60.0%	100.0%	100.0%

Analysis:

There are no operational changes planned for Engineering Services. The Supplies category is lower because of a reduced demand for the replacement of equipment used for sewer televising.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
City Engineer	0.46	0.45	0.41	0.41	0.41	0.41	0.00
(3) Assist City Engineer	2.05	1.63	2.01	2.01	2.01	2.01	0.00
(4) Engineering Tech I	3.30	3.30	3.31	3.31	3.31	3.31	0.00
(3) Engineering Tech II	2.29	2.29	2.26	2.26	2.26	2.26	0.00
Tech Service Mgr	0.05	0.05	0.05	0.05	0.05	0.05	0.00
Tech Service Assist	1.10	1.10	1.20	0.20	0.20	0.20	0.00
(1) GIS	0.00	0.00	0.00	1.00	1.00	1.00	0.00
(3) Engineering Interns	1.73	1.79	1.29	1.38	1.38	1.04	(0.34)
(14) **Total Staffing (fte)**	**10.98**	**10.61**	**10.53**	**10.62**	**10.62**	**10.28**	**(0.34)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	689,148	658,704	699,464	743,824	697,293	771,820	4%
Supplies	7,866	5,952	6,193	41,059	32,952	26,680	-35%
Services	48,327	70,765	58,212	64,903	44,890	59,392	-8%
Other	-	-	-	25	125	-	-100%
Programs	-	-	-	-	-	-	---
Capital	59,459	19,755	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**804,800**	**755,176**	**763,869**	**849,811**	**775,260**	**857,892**	**1%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	-	-	-	-	-	-	---
Engineering Fund	804,800	755,176	763,869	849,811	775,260	857,892	1%
Total Expense	**804,800**	**755,176**	**763,869**	**849,811**	**775,260**	**857,892**	**1%**

Street Maintenance and Repair

Program Description:

The activities in this cost center include preventative maintenance, repairs and capital improvements to the street system in order to maintain system quality and prolong pavement life.

Program Objectives:

- Sweep the downtown and one-way streets each week from March through November and sweep all residential areas at least twice
- Repaint all center lines and lane lines and two-thirds of the intersections that have lane markings
- Repair or replace damaged STOP and YIELD signs within 24 hours after notification. Repair or replace all other damaged signs within 7 days after notification.
- Remove and replace 8,000 square yards of asphalt pavement.
- Remove and replace 7,500 square yards of concrete pavement.
- Seal 100,000 feet of pavement cracks and joints.
- Seat coat 4 lane miles (28,000 square yards) of unimproved streets.
- Microsurface 25 lane miles (125,000 square yards) of Rock Island asphalt streets.
- Reconstruct 400 square yards of brick streets.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Painted center lines (feet)	350,000	350,000	350,000	350,000
2.	Painted curb (feet)	110,000	110,000	110,000	110,000
3.	Intersections with lane markings	156	156	156	156
4.	Street name and regulatory signs	12,190	12,200	12,210	12,210
5.	Miles of Streets	166.0	166.0	166.0	166.0
	Workload:				
1.	Street Sweeping (curb miles)	2,115	1,996	2,400	2,400
2.	Center/lane lines painted (feet)	179,017	244,698	170,644	225,000
3.	Intersections painted	113	68	77	75
4.	Street signs replaced/repaired	431	650	811	600
5.	Concrete pvmt replaced (sq yds)	2,097	7,908	7,507	7,000
6.	Asphalt pvmt replaced (sq yds)	5,080	7,655	7,425	7,500
7.	Microsurfacing (sq yds)	92,697	31,148	102,404	125,000
8.	Curbs painted (feet)	51,942	45,007	47,144	45,000
	Productivity:				
1.	Cost per mile swept	$ 49.31	$ 36.57	$ 38.00	$ 39.00
2.	Cost for line painting ($ per foot)	$ 0.13	$ 0.16	$ 0.17	$ 0.18
3.	Sq yd concrete patch	$ 78.68	$ 94.88	$ 106.00	$ 108.00
4.	Sq yd asphalt patch	$ 20.97	$ 21.14	$ 19.03	$ 21.00
5.	Sq yd microsurface	$ 1.38	$ 2.38	$ 1.23	$ 1.35
6.	Brick streets (sq yds)	$ 180.17	$ 159.03	$ 212.00	$ 200.00
7.	Joint sealing (lin ft)	$ 1.58	$ 1.91	$ 2.40	$ 2.20
	Effectiveness:				
1.	% sweeping objectives achieved	85%	75%	95%	100%
2.	% sign objectives achieved	100%	100%	100%	100%
3.	Sweeping requests received	59	35	50	50
4.	Sign requests received	139	96	120	120

Analysis:

In an effort to control expenditures, operational adjustments have been made such as outsourcing the sod replacement program, outsourcing more tree trimming, reducing parking lot painting, eliminating scheduled sign replacement and outsourcing concrete pavement replacement. The Supplies category increased due to increased costs for maintenance materials. The fluctuation in Services, Capital, Debt Service and Transfers is caused by the mixture of street reconstructions (Capital) versus street resurfacings (Services) and the annual variance in funding sources. See the Capital Improvement section for a list of the planned street improvement projects.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Maint Crew Leader	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(3) Maint Worker I	3.15	2.50	2.24	2.87	2.87	2.87	0.00
Maint Worker II	0.35	0.35	0.35	0.35	0.35	0.00	(0.35)
(5) Equipment Operator	3.77	3.77	4.15	4.15	4.15	4.50	0.35
(9) **Total Staffing (fte)**	**8.22**	**7.57**	**7.69**	**8.32**	**8.32**	**8.32**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	520,825	553,089	531,909	629,364	522,711	662,711	5%
Supplies	329,786	308,261	297,169	342,907	318,621	389,447	14%
Services	2,198,433	4,558,768	3,307,368	6,561,801	4,200,791	6,347,277	-3%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	1,102,647	582,930	2,310,467	2,102,334	1,455,062	1,649,000	-22%
Debt service	820,261	795,560	906,483	790,599	850,721	762,071	-4%
Transfers	2,384,043	3,460,240	3,987,242	4,217,060	4,303,162	3,429,900	-19%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**7,355,995**	**10,258,848**	**11,340,638**	**14,644,065**	**11,651,066**	**13,240,406**	**-10%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	2,039,342	2,104,784	2,099,402	2,791,944	2,745,997	2,849,050	2%
Public Benefit	818,468	872,405	-	-	-	-	---
Motor Fuel Tax	923,542	-	33,940	117,088	-	-	-100%
Gaming	1,565,575	2,557,835	3,996,733	4,217,060	4,217,061	3,429,900	-19%
Capital	1,174,080	3,904,598	4,292,056	6,707,775	3,860,204	6,183,250	-8%
Debt	834,988	819,226	918,507	810,198	827,804	778,206	-4%
Total Expense	**7,355,995**	**10,258,848**	**11,340,638**	**14,644,065**	**11,651,066**	**13,240,406**	**-10%**

Snow & Ice Control

Program Description:

This cost center's primary responsibility is to provide for the safe movement of vehicles and pedestrians by the timely removal of snow and ice from city streets, city owned parking lots, sidewalks adjacent to City owned buildings and the Great River Plaza.

Program Objectives:

- Clear hills, primary streets, and secondary streets adjacent to schools after all snow storms.
- If the total snowfall exceeds two (2) inches, residential streets are cleared after primary and secondary streets are completed.
- Clear parking facilities, sidewalks adjacent to parking facilities and the Great River Plaza.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Lane miles of streets	380	380	380	380
2.	Parking Lots/Ramps	13	13	13	14
3.	Number of storms	16	13	12	20
	Workload:				
1.	Snow/Ice Storms less than 2"	10	10	7	13
2.	Snow/Ice Storm between 2"& 6"	4	3	4	6
3.	Snow/Ice Storm greater than 6"	2	-	1	1
4.	Total snowfall (inches)	46.6	16.6	20.0	35.0
5.	Tons of salt spread	4,000	2,100	3,000	4,000
	Productivity:				
1.	Avg. cost of storm less than 2"	$ 15,235	$ 7,491	$ 17,000	$ 18,000
2.	Avg. cost of storm 2" to 6"	$ 52,645	$ 30,585	$ 55,000	$ 58,000
3.	Avg. cost storm greater than 6"	$ 97,706	$ -	$ 98,000	$ 100,000
4.	Man-hours/inch (storm over 2")	71	67	72	72
	Effectiveness:				
1.	Streets cleared by deadline:	100%	100%	100%	100%
2.	Average time (hrs) to clear streets for a storm less than 2"	4.4	5.5	6.0	6.0
3.	Average time (hrs) to clear streets for a storm between 2" and 6"	10.4	20.5	18.0	18.0
4.	Average time (hrs) to clear streets for a storm greater than 6"	26.5	0.0	28.0	28.0
5.	% parking/sidewalks done by 8 a.m.	100%	100%	100%	100%
6.	Avg. complaints/storm over 2"	4	3	5	5
7.	Avg. complaints/storm under 2"	2	2	2	2

Snowfall less than 2" - 12 hour goal; Snowfall between 2" to 6" - 24 hour goal; Snowfall over 6" - 48 hour goal

Analysis:

There are no operational changes planned for this cost center. The Personnel category is lower because of a decreased expectation of overtime based upon recent history. The Services category is higher due to increased equipment costs.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Maint Crew Leader	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Equipment Operator	0.31	0.31	0.31	0.31	0.31	0.35	0.04
Maint Worker I	0.23	0.19	0.19	0.19	0.19	0.19	0.00
Maint Worker II	0.04	0.04	0.04	0.04	0.04	0.00	(0.04)
(0) **Total Staffing (fte)**	**0.68**	**0.64**	**0.64**	**0.64**	**0.64**	**0.64**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	128,644	162,385	67,951	139,989	94,302	116,682	-17%
Supplies	328,055	344,259	226,701	296,501	262,890	307,625	4%
Services	230,747	305,014	242,496	313,659	236,878	362,604	16%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**687,446**	**811,658**	**537,148**	**750,149**	**594,070**	**786,911**	**5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	687,446	811,658	537,138	750,149	594,070	786,911	5%
Total Expense	**687,446**	**811,658**	**537,138**	**750,149**	**594,070**	**786,911**	**5%**

Refuse Collection

Program Description:

The activities in this cost center include the weekly collection/disposal of residential refuse, the subscription service for the collection of yardwaste, the Special Pickup Service, the Recycling Drop-Off Center at the intersection of 24th Street with 16th Avenue, the subscription service for curbside recycling and Refuse/Yardwaste Drop-Off Center at Millennium Waste.

Program Objectives:

- Provide cost effective weekly collection and disposal of household refuse.
- Operate a yardwaste subscription service during the growing season.
- Provide an appointment based Special Pick-Up Service for bulky refuse
- Provide a Recycling Drop-Off Center
- Operate a refuse/bulky item/yardwaste drop off center on Saturdays
- Operate a subscription service for curbside recycling

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Regular waste customers	14,118	14,115	14,120	14,120
2.	Recycling centers	1	1	1	1
	Workload:				
1.	Reg waste collected (tons/year)	15,778	14,858	14,800	14,800
2.	Yardwaste collected (tons/year)	1,253	1,257	1,250	1,250
3.	Recycling Center (tons/year)	354	326	350	350
4.	Curbside Recycling (tons/year)	593	624	650	675
	Productivity:				
1.	Cost/ton weekly collected	$ 85.33	$ 74.88	$ 83.62	$ 86.85
2.	Cost/ton yardwaste collected	$ 186.31	$ 171.73	$ 204.43	$ 199.47
3.	Cost/ton recycling materials	$ 132.49	$ 128.04	$ 141.14	$ 127.02
	Effectiveness:				
1.	Mthly cost per hsehold for wkly coll	$ 7.48	$ 6.54	$ 6.65	$ 6.80
2.	Avg complaints per week	9.8	9.0	7.4	8.0
3.	Portion Landfilled	87.8%	87.0%	86.8%	86.7%
4.	Portion Composted	6.9%	7.3%	7.3%	7.3%
5.	Portion Recycled	5.3%	5.7%	5.9%	6.0%

Analysis:

There are no significant operational changes planned in Refuse Collection.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(7) Refuse Collector	6.91	5.91	6.91	6.91	6.91	6.91	0.00
Refuse Laborer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maint Worker I	0.04	1.04	0.04	0.04	0.04	0.04	0.00
Maint Worker II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Operator	0.07	0.07	0.07	0.07	0.07	0.07	0.00
(1) Maint Crew Leader	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(8) **Total Staffing (fte)**	**8.02**	**8.02**	**8.02**	**8.02**	**8.02**	**8.02**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	537,464	496,559	526,028	582,485	517,819	620,235	6%
Supplies	114,319	72,375	76,808	83,756	51,731	90,060	8%
Services	1,023,217	1,058,527	841,628	964,920	865,419	955,326	-1%
Other	50	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	25,065	-	-	-	2,435	-	---
Total Cost Center	**1,700,115**	**1,627,461**	**1,444,464**	**1,631,161**	**1,437,404**	**1,665,621**	**2%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	1,700,115	1,627,461	1,444,464	1,631,161	1,437,404	1,665,621	2%
Total Expense	**1,700,115**	**1,627,461**	**1,444,464**	**1,631,161**	**1,437,404**	**1,665,621**	**2%**

Levee/R.O.W. Maintenance

Program Description:

Provide protection from Mississippi River flooding by operating and maintaining the Mississippi River levee system and promote a positive image for the city by maintaining roadsides, the Great River Plaza, and other public lands.

Program Objectives:

- Conduct a cost effective preventative maintenance and inspection program for the Mississippi River levee system to insure its reliability in case of a flood.
- Support the public use of the Great River Plaza for festivals, shopping, and other activities through an aggressive preventative maintenance and cleaning program.
- Mow City right-of-ways, City owned properties as needed, and conduct an effective Weed Control Program for private properties that violate the Weed Control Ordinance.
- Trim and remove boulevard trees to maintain a healthy urban forest and reduce city liability from tree damage.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Great River Plaza (sq yds)	1,075	1,075	1,075	1,075
2.	City property mowed (acres)	400	399	400	400
3.	Private property mowed (#)	402	431	378	400
4.	Acres sprayed for weed control	56.5	56.5	56.5	56.5
5.	Boulevard trees	17,222	17,219	17,225	17,230
	Workload:				
1.	City prop mowed/season(acres)	2,400	2,394	2,400	2,400
2.	Priv prop mowed/season(#)	402	431	378	400
3.	Weed spraying contract (acres)	56.5	56.5	56.5	56.5
4.	Trees trimmed by city crews	27	39	100	40
	Productivity:				
1.	Avg cost/acre mowed/city crews	$ 32	$ 30	$ 42	$ 40
2.	Avg cost/acre weed spraying	$ 125	$ 136	$ 140	$ 145
3.	Ave cost/trees trimmed	$ 62	$ 51	$ 59	$ 61
	Effectiveness:				
1.	% maint. objectives achieved	100%	100%	100%	100%
2.	% tree trimming requests done	100%	100%	100%	100%

Analysis:

In an effort to reduce expenditures, operational adjustments have been made such as outsourcing the sod replacement program, outsourcing more tree trimming, reducing parking lot painting, eliminating scheduled sign replacement and outsourcing concrete pavement replacement. The Supplies category increased due to increased budget for flood fighting supplies like sand, stone and dirt. The Services category declined due to the FY12/13 completion of levee repairs, the one-time expenditures for retaining wall and slope repairs in FY12/13, reduction in the tree maintenance contract and reduction in the budget for guard rail and sod repairs.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Maint Crew Leader	0.95	0.95	0.95	0.60	0.60	0.60	0.00
(3) Equipment Operator	2.44	2.44	2.44	2.72	2.72	3.33	0.61
Refuse Collector	0.09	0.09	0.09	0.09	0.09	0.09	0.00
Refuse Laborer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Maint Worker I	2.23	1.92	1.83	1.90	1.90	1.90	0.00
Maint Worker II	0.61	0.61	0.61	0.61	0.61	0.00	(0.61)
Office Assist. III	0.20	0.00	0.00	0.00	0.00	0.00	0.00
(6) **Total Staffing (fte)**	**6.52**	**6.01**	**5.92**	**5.92**	**5.92**	**5.92**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	420,327	440,360	391,058	438,971	335,413	454,082	3%
Supplies	10,580	138,995	22,465	28,240	11,821	32,240	14%
Services	300,432	349,709	485,688	476,437	408,869	369,755	-22%
Other	(497)	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	(52,000)	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	61,830	46,278	88,905	121,038	121,038	121,100	0%
Other	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**792,672**	**923,342**	**988,116**	**1,064,686**	**877,141**	**977,177**	**-8%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	686,612	689,823	746,681	831,729	695,943	765,484	-8%
Gaming	61,830	46,278	88,905	121,038	121,038	121,100	0%
Capital	-	(52,000)	-	-	-	-	---
Stormwater Utility	44,230	239,241	152,530	111,919	60,159	90,593	-19%
Total Expense	**792,672**	**923,342**	**988,116**	**1,064,686**	**877,141**	**977,177**	**-8%**

Motor Vehicle Parking System

Program Description:

This cost center includes the day-to-day operation of the motor vehicle parking system including enforcement of the City parking control ordinances and maintenance of the parking ramp, surface parking lots and on-street parking. The costs associated with parking system administration are included in Public Works Administration.

Program Objectives:

- Maintain parking lots and parking building.
- Maintain parking bollards.
- Maintain parking signs and meters to improve driver understanding of restrictions and enhance enforcement activities.
- Provide enforcement to insure proper usage of parking facilities.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Parking lot/ramp spaces	1,352	1,352	1,352	1,352
2.	On-street parking	1,375	1,375	1,375	1,375
3.	Parking meters	92	100	104	104
	Workload:				
1.	Tickets issued (total)	6,218	6,116	5,734	5,600
2	Parking mtrs cleaned/repaired	114	120	130	125
3	Contested tickets investigated	249	298	270	240
	Productivity:				
1.	Cost per ticket issued	$ 10.62	$ 10.83	$ 11.05	$ 11.27
2.	Avg tickets monthly	518	510	478	467
3.	Avg cost/meter maintenance	$ 11.07	$ 11.29	$ 11.52	$ 11.74
	Effectiveness:				
1.	% tickets contested	4.0%	3.2%	4.3%	4.0%
2.	% contested tickets voided	34.9%	51.4%	30.0%	30.0%
3	% tickets collected	71%	70%	71%	71%

Analysis:

The in-house system for managing parking ticket records, the collection of delinquent fines and accounting for parking ticket payments was replaced by a contract service in FY12/13. This change reduces the administrative workload of the two Parking Enforcement Attendants and allows them to spend additional time on enforcement duties. The Capital category reflects the completion the construction of the Jackson Square parking lot.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Parking Enf Attnd I	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(1) Parking Enf Attnd II	0.40	0.40	0.25	0.75	0.75	0.75	0.00
Maint. Worker I	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Operator	0.13	0.13	0.13	0.13	0.13	0.13	0.00
Water Service Rep	0.05	0.05	0.05	0.05	0.05	0.05	0.00
Maint. Worker II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) **Total Staffing (fte)**	**1.53**	**1.53**	**1.38**	**1.88**	**1.88**	**1.88**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	67,459	71,092	67,680	102,303	100,303	103,093	1%
Supplies	2,423	1,918	1,371	2,800	2,441	2,800	0%
Services	136,216	151,557	102,950	33,774	33,930	30,860	-9%
Other	100	-	-	-	75	-	---
Programs	-	-	-	-	-	-	---
Capital	243	-	-	185,000	107,004	-	-100%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	-	75	-	75	-	75	0%
Total Cost Center	**206,441**	**224,642**	**172,001**	**323,952**	**243,752**	**136,828**	**-58%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	108,288	105,185	98,928	138,952	136,748	136,828	-2%
Capital	98,153	119,457	73,073	185,000	107,004	-	-100%
Total Expense	**206,441**	**224,642**	**172,001**	**323,952**	**243,752**	**136,828**	**-58%**

Water Treatment

Program Description:

Provide an adequate supply of high quality drinking water by purifying the Mississippi River water. Conduct chemical and biological testing to insure compliance with all Illinois Environmental Protection Agency regulations. Provide preventative maintenance and repairs of plant equipment.

Program Objectives:

- Meet Illinois and US Environmental Protection Agency drinking water quality standards.
- Conduct chemical and biological testing of the drinking water to maximize treatment efficiency
- Dispose of water treatment solids in a cost efficient, IEPA approved manner.
- Maximize disinfection strategies to eliminate potential microbial content.
- Perform preventative maintenance to minimize unscheduled repairs.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand: (mgd = million gallons per day)				
1.	Water treatment capacity (mgd)	12.0	12.0	12.0	12.0
2.	Storage capacity (mg)	10.85	10.85	10.85	10.85
3	Maximum finished water turbidity	0.30	0.30	0.30	0.30
	(turbidity is a measure of water clarity)				
	Workload:				
1.	Water treated (mgd)	5.50	5.69	5.20	5.50
2	Sludge removed (mgd)	0.15	0.19	0.18	0.18
3	Filter backwash water used (mgd)	0.14	0.17	0.14	0.15
4	Lab tests	30,300	30,777	30,677	31,000
	Productivity:				
1.	Treatment cost per million gallons	$ 913	$ 793	$ 1,005	$ 956
2.	Labor hours per million gallons	11.9	11.0	12.0	11.4
3.	Cost per lab test	$ 4.13	$ 4.03	$ 4.17	$ 4.19
	Effectiveness:				
1.	Finished water turbidity (avg.)	0.15	0.14	0.14	0.15
2.	% time for unscheduled repair	25.0%	20.0%	20.0%	15.0%
3.	Taste and odor complaints	5	8	50	10
4	Fluoride concentration (avg.)	1.07	1.06	1.00	1.05
5	Disinfection byproducts (TTHM/HAA)	57/41	51/43	53/40	52/41
6	Bacteriological samples (total/positive)	493/1	480/0	490/1	495/1
	(TTHM max = 80 µg/L, HAA max = 60 µg/L) (Recommended Fluoride range = 0.90 mg/L - 1.20 mg/L)				

Analysis:

There are no operational changes planned for Water Treatment. The Other category is lower because there was a one-time purchase of a set of American Water Works Association standards in FY13.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Water Treat Supv	1.00	0.90	0.60	0.40	0.40	0.20	(0.20)
(1) Chemist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Lab Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Maint Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(6) Water Treat Oper	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Marina Worker	0.04	0.04	0.04	0.04	0.04	0.04	0.00
Maint Worker I	0.04	0.04	0.04	0.04	0.04	0.04	0.00
Tech Serv. Asst.	0.00	0.00	0.00	0.15	0.15	0.00	(0.15)
(11) **Total Staffing (fte)**	**11.08**	**10.98**	**10.68**	**10.63**	**10.63**	**10.28**	**(0.35)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	855,562	902,621	787,467	831,478	853,516	827,126	-1%
Supplies	658,577	550,980	517,649	666,895	577,304	681,375	2%
Services	551,286	387,828	340,833	327,189	374,698	335,097	2%
Other	681	327	815	2,960	2,838	750	-75%
Programs	-	-	-	-	-	-	---
Capital	89,074	2,395	-	75,000	31,726	75,000	0%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**2,155,180**	**1,844,151**	**1,646,764**	**1,903,522**	**1,840,082**	**1,919,348**	1%

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Water Oper & Mnt	2,151,857	1,844,151	1,646,764	1,903,522	1,840,082	1,919,348	1%
Wastewater Oper	3,323	-	-	-	-	-	---
Total Expense	**2,155,180**	**1,844,151**	**1,646,764**	**1,903,522**	**1,840,082**	**1,919,348**	**1%**

Water Distribution

Program Description:

Provide cost effective, timely preventative maintenance and prompt emergency repairs to the water distribution system so that customers have an adequate fire protection system (fire hydrants), accurate consumption records (water meters) and a reliable source of drinking water.

Program Objectives:

- Respond promptly to requests for special service.
- Provide sound fire protection system (fire hydrants) for use by the Rock Island Fire Department.
- Provide accurate water consumption information through the provision, maintenance and periodic reading of water meters at every customer location.
- Minimize the number of service interruptions through the use of a well planned and effectively conducted preventative maintenance program.
- Minimize the duration of customer service interruptions by providing prompt, around the clock, emergency repairs of the distribution system.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Miles water main	228	228	228	228
2.	Fire hydrants	1,929	1,929	1,929	1,929
3.	Control Valves	4,325	4,325	4,330	4,330
4.	Active Metered Accounts	14,718	14,718	14,750	14,750
	Workload:				
1.	Service calls/utility locates	4,161	3,804	5,207	5,000
2.	Hydrants inspected/painted	4,573/618	4,184/432	4,500/450	4,750/500
3.	Control valves exercised	40	54	60	65
4.	Meters installed/repaired	387/19	212/95	250/100	300/100
	Productivity:				
1.	Avg cost per service call	$ 20.00	$ 15.74	$ 16.00	$ 17.00
2.	Ave cost per main break	$ 2,684.00	$ 2,435.00	$ 2,600.00	$ 2,800.00
3.	Avg cost per meter installed	$ 78.00	$ 101.00	$ 105.00	$ 105.00
	Effectiveness:				
1.	Main breaks	74	76	75	75
2.	Avg time interrupt/main break (hr)	4.5	3.6	4.5	4.5
3.	Avg time/valve inspection (hr)	2.0	1.9	2.0	2.0

Analysis:

There are no operational changes planned for water distribution. See the capital improvements section for a list of the projects planned for FY13/14. Contingency is lower due to a reduction in the depreciation attributed to this cost center.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Water Dist. Supv	0.75	0.75	0.00	0.00	0.00	0.00	0.00
(1) Water Service Rep	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(1) Water Meter Rep	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Water Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Maint Crew Leader	1.00	1.00	0.50	0.85	0.85	0.85	0.00
(2) Maint. Worker II	2.00	2.00	2.00	3.00	3.00	2.00	(1.00)
(6) Maint. Worker I	6.00	6.00	6.00	5.00	5.00	6.00	1.00
(1) Equipment Oper	1.33	1.33	1.33	1.05	1.05	1.05	0.00
Tech Services Assist.	0.25	0.25	0.40	0.40	0.40	0.40	0.00
(1) Utility Maint. Supv.	0.00	0.00	0.50	0.50	0.50	0.50	0.00
(14) **Total Staffing (fte)**	**14.28**	**14.28**	**13.68**	**13.75**	**13.75**	**13.75**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	923,006	953,888	925,117	1,030,834	1,008,762	1,090,444	6%
Supplies	148,630	168,647	152,399	193,008	207,245	195,491	1%
Services	435,434	256,610	408,720	478,519	457,904	471,936	-1%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	176,526	709,352	1,670,080	1,664,810	951,008	622,000	-63%
Other	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	20,574	17,419	234	17,420	2,574	234	-99%
Total Cost Center	**1,704,170**	**2,105,916**	**3,156,550**	**3,384,591**	**2,627,493**	**2,380,105**	**-30%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	-	-	-	-	-	-	---
Gaming	-	-	-	-	-	-	---
Water Oper & Mnt	1,704,170	2,052,777	2,263,456	2,228,591	1,921,282	1,783,105	-20%
Water Capital	-	53,139	893,094	1,156,000	706,211	597,000	-48%
Wastewater Oper	-	-	-	-	-	-	---
Total Expense	**1,704,170**	**2,105,916**	**3,156,550**	**3,384,591**	**2,627,493**	**2,380,105**	**-30%**

Wastewater Collections

Program Description:

Provide cost effective preventative maintenance programs and prompt emergency services to maximize the operational efficiency and reliability of the wastewater collection system (sanitary sewers, combined sewers, sewer manholes, sewer cleanouts and sewer pumping stations).

Program Objectives:

- Prompt response to requests for service calls.
- Minimize customer service interruptions through a preventative maintenance program.
- Minimize the duration of service interruptions and the amount of private property damage from sewer system failures by providing prompt emergency repairs.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Sanitary and combined sewers	185	185	185	185
2.	Cleanouts and manholes	3,003	3,003	3,010	3,472
	Workload:				
1.	Sewer televising (ft)	13,176	20,317	15,000	15,000
2.	Sewer cleaning (ft)	134,511	229,565	350,000	350,000
3.	Sewer manholes cleaned	114	33	40	45
4.	Sewer manholes repaired	20	19	20	20
	Productivity:				
1.	Cost for sewer televising (ft)	$ 0.65	$ 0.71	$ 0.73	$ 0.75
2.	Cost for sewer cleaning (ft)	$ 0.33	$ 0.44	$ 0.50	$ 0.55
3.	Cost per manhole cleaned	$ 100	$ 186	$ 170	$ 170
4.	Cost per manhole repaired	$ 697	$ 850	$ 850	$ 875
	Effectiveness:				
1.	Sewer backup & odor complaints	116/13	169/18	170/8	175/10
2.	Manhole complaints	24	10	10	15

Analysis:

There are no changes planned for wastewater collections. The Supplies category is higher because of supplies needed for the in-house delivery of the Sewer Lateral Repair Program. The Services category is lower due to elimination of the contract costs for the Sewer Lateral Repair Program and lower fleet costs. The Contingency category reflects the elimination of the depreciation charged to this cost center. Refer to the capital improvements section for a list of the planned projects.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Maint. Worker II	1.00	1.00	1.00	0.50	0.50	1.00	0.50
(2) Maint. Worker I	1.35	1.35	1.70	1.50	1.50	1.00	(0.50)
(1) Tech Service Assist	0.52	0.52	0.72	0.77	0.77	0.72	(0.05)
Equipment Oper	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maint. Crew Leader	0.00	0.00	0.25	0.25	0.25	0.25	0.00
(4) **Total Staffing (fte)**	**2.87**	**2.87**	**3.42**	**3.02**	**3.02**	**2.97**	**(0.05)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	197,577	207,882	232,433	226,651	223,760	231,652	2%
Supplies	21,400	22,468	34,912	30,459	29,019	66,300	118%
Services	435,174	626,850	844,796	876,830	840,936	784,499	-11%
Programs	-	-	-	-	-	-	---
Capital	1,602,476	396,820	94,375	384,317	192,064	700,000	82%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	26,109	29,011	-	29,012	-	-	-100%
Total Cost Center	**2,282,736**	**1,283,031**	**1,206,516**	**1,547,269**	**1,285,780**	**1,782,451**	**15%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	-	-	-	-	---
Water Oper & Mnt	-	-	-	-	-	-	---
Wastewater Oper	2,282,736	1,283,031	1,206,516	1,547,269	1,285,780	1,782,451	15%
Total Expense	**2,282,736**	**1,283,031**	**1,206,516**	**1,547,269**	**1,285,780**	**1,782,451**	**15%**

Wastewater Treatment

Program Description:

Provide cost effective and environmentally sound wastewater treatment at the Mill Street Wastewater Treatment Plant and the Southwest Wastewater Treatment Plant. Conduct chemical and biological testing to insure compliance with Illinois Environmental Protection Agency regulations. Perform preventative and emergency maintenance of plant equipment.

Program Objectives:

- Meet Illinois Environmental Protection Agency effluent standards at both wastewater plants.
- Conduct chemical and biological testing of the treatment process to maximize treatment efficiencies.
- Dispose of wastewater solids in a cost efficient manner.
- Perform preventative maintenance to minimize unscheduled repairs.
- Continue the Combined Sewer Overflow Long Term Control Plan implementation.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand: (mgd = million gallons per day)				
1.	Mill Street Plant capacity (mgd)	16.00	16.00	16.00	16.00
2.	Southwest Plant capacity (mgd)	1.50	1.50	1.50	1.50
	Workflow:				
1.	Mill St wastewater treated(mgd)	10.71	9.39	7.50	9.00
2.	SW wastewater treated (mgd)	0.43	0.33	0.25	0.30
3.	Laboratory tests performed	9,741	9,758	9,775	9,800
	Productivity:				
1.	Cost per million gallons treated	$ 348.61	$ 387.82	$ 542.30	$ 441.07
2.	Man hrs/million gallons treated	5.0	5.3	6.6	5.5
3.	Cost per laboratory test	$ 7.38	$ 6.48	$ 7.15	$ 7.45
	Effectiveness:				
1.	% time for unscheduled repairs	45%	45%	45%	40%
2	% effluent quality achieved	100%	100%	100%	100%
3	Mill ST Plant CBOD monthly avg mg/l	3.9	3.8	3.2	3.6
4	Mill ST Plant Solids monthly avg mg/l	7.6	7.2	7.0	7.4
5	SW Plant CBOD monthly avg mg/l	1.6	1.7	1.7	1.6
6	SW Plant Solids monthly avg mg/l	1.2	1.4	1.1	1.2

Permit Limits - (Mill St CBOD = 20.0 mg/L, Mill St Solids = 25.0 mg/L) Permit Limits - (SW CBOD = 10.0 mg/L, SW Solids = 12.0 mg/L)

CBOD = Carbonaceous biochemical oxygen demand; measurement of organic matter

Analysis:

No operational changes are planned for Wastewater Treatment in FY13/14. Construction of the expansion of the Mill Street Wastewater Treatment Plant continues toward a target completion date in March 2014. There will be significant operational changes in FY14/15 as the result of the plant expansion. The Services category is lower because of the one-time cost for cleaning an aeration tank at the Southwest Area Wastewater Treatment Plant in FY12/13. Refer to the capital improvements section of the budget for a list of the planned capital improvement projects.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(5) Wwater Treat Opr II	7.00	7.00	7.00	5.00	5.00	5.00	0.00
(1) Maint Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Chemist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maint Worker I	0.04	0.04	0.04	0.04	0.04	0.04	0.00
Marina Yard Worker	0.04	0.04	0.04	0.04	0.04	0.04	0.00
(1) Wwater Treat Supv	0.60	0.00	0.60	0.60	0.60	0.60	0.00
(2) Sludge TPO	0.00	0.00	0.00	2.00	2.00	2.00	0.00
(10) **Total Staffing (fte)**	**9.68**	**9.08**	**9.68**	**9.68**	**9.68**	**9.68**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	753,995	788,014	848,647	844,242	832,811	882,366	5%
Supplies	125,262	79,985	81,433	196,582	179,254	203,250	3%
Services	775,135	523,460	445,781	494,813	426,856	411,604	-17%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	1,512,835	4,295,769	11,493,343	19,588,671	19,454,164	24,385,407	24%
Debt service	-	-	2,023	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**3,167,227**	**5,687,228**	**12,871,227**	**21,124,308**	**20,893,085**	**25,882,627**	**23%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	-	-	-	-	-	-	---
Water Oper & Mnt	-	-	-	-	-	-	---
Wastewater Oper	3,167,227	3,355,222	10,134,837	21,091,925	20,860,700	25,882,627	23%
Wastewater Capital	-	2,332,006	2,736,390	32,383	32,384	-	-100%
Total Expense	**3,167,227**	**5,687,228**	**12,871,227**	**21,124,308**	**20,893,085**	**25,882,627**	**23%**

Stormwater Management

Program Description:

Provide cost effective preventative maintenance programs and prompt emergency services to maximize the operational efficiency and reliability of the storm water collection system.

Program Objectives:

- Respond promptly to requests for service calls.
- Minimize customer inconvenience from storms through a preventative maintenance program.
- Administer the Rain Gardens for Rock Island Program and the Rock Island Drainage Assistance Program.
- Minimize the inconvenience and amount of private property damage by providing prompt emergency repairs.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Storm sewers (miles)	115	115	115	115
2.	Stormwater catchbasins	4,947	4,971	5,011	5,011
3.	Stormwater manholes	1,836	1,852	1,888	1,888
4.	Stormwater outfalls	703	703	703	703
5.	New rain gardens built (#/yr)	18	24	10	15
6.	New rain gardens built (sq ft/yr)	5,585	7,302	3,183	5,250
7.	Rain barrels distributed/yr	3	10	3	5
8.	Total rain barrels distributed	34	44	47	52
9.	Total rain gardens built (#)	210	234	244	259
10.	Total rain gardens built (sq ft)	73,510	80,812	83,995	89,245
11.	RI Drainage Asst. Program (#)	1	0	1	1
	Workload:				
1.	Storm sewer televising (ft)	57,044	53,792	53,000	53,000
2.	Storm sewer cleaning (ft)	1,385	1,332	1,600	1,650
3.	Catchbasins cleaned	6,381	5,228	6,500	6,500
4.	Catchbasins repaired	67	53	60	70
5.	Catchbasin replaced/contractor	10	8	10	10
	Productivity:				
1.	Storm sewer cleaning (ft)	$ 0.80	$ 1.79	$ 1.80	$ 1.85
2.	$/catchbasin cleaned	$ 5.47	$ 11.36	$ 11.50	$ 12.00
3.	$/catchbasin/manhole repaired	$ 884.00	$ 848.00	$ 850.00	$ 875.00
	Effectiveness:				
1.	Stormwater complaints	149	125	140	140

Analysis:

There are no operational changes planned for Storm Water Management. The Supplies category is lower because of a reduced budget for maintenance supplies. The Programs category is lower to reflect a decreasing demand for the Rain Gardens for Rock Island Program, the Rock Island Drainage Assistance Program and the Sump Pump Program. The Discount for Service reflects storm water utility credits earned by some property owners.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Maint Worker II	1.00	1.00	1.00	1.07	1.07	1.00	(0.07)
(1) Maint Worker I	1.10	1.29	1.10	1.60	1.60	1.10	(0.50)
Marina Yard Worker	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Marina Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(3) Tech Services Assist	3.73	3.73	2.68	2.48	2.48	2.68	0.20
Equipment Operator	0.95	0.76	0.57	0.00	0.00	0.57	0.57
Asst. to the PW Dir.	0.25	0.25	0.25	0.00	0.00	0.25	0.25
Maint. Crew Leader	0.00	0.00	0.25	0.25	0.25	0.25	0.00
Water Treat. Supv.	0.00	0.00	0.00	0.25	0.25	0.00	(0.25)
(5) **Total Staffing (fte)**	**7.13**	**7.13**	**5.95**	**5.75**	**5.75**	**5.95**	**0.20**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	440,730	455,215	410,958	384,022	388,419	413,223	8%
Supplies	12,892	27,098	19,982	55,230	50,451	38,375	-31%
Services	255,932	179,530	305,974	463,478	243,352	447,339	-3%
Other	-	-	-	-	-	-	---
Programs	45,914	25,340	29,212	67,500	16,973	36,613	-46%
Capital	73,762	9,285	-	-	-	-	---
Debt Service	1,745	2,204	2,419	-	2,535	2,123	NEW
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**830,975**	**698,672**	**768,545**	**970,230**	**701,731**	**937,673**	**-3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	-	-	-	-	---
Wastewater Oper	537	-	34	-	-	-	---
Stormwater Utility	830,438	698,672	768,511	970,230	701,731	937,673	-3%
Total Expense	**830,975**	**698,672**	**768,545**	**970,230**	**701,731**	**937,673**	**-3%**

Hydroelectric Plant

Program Description:

Generate electricity at the Rock Island Hydroelectric Plant on the Rock River near 11th Street to be used at major city facilities.

Program Objectives:

- Provide low cost renewable energy for city facilities.
- Effectively maintain the Rock Island Hydroelectric Plant
- Maintain the boat safety signs and boat barriers at the Sears Dam and the Steel Dam.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Maximum (rated) capacity in kilowatts (kw)	1,200	1,200	1,200	1,200
2.	Target production in kilowatt-hours (kwh); 43.7% of max output	3,925,000	3,925,000	3,925,000	3,925,000
	Workload:				
1.	Actual electricity produced (kwh) [1]	2,916,550	4,181,920	4,800,000	3,925,000
2.	Electricity sent to City facilities (kwh) [1]	2,787,977	3,408,248	4,080,000	3,350,000
3.	Electricity sold to MidAmerican Energy Co (kwh) [1]	-	589,249	560,000	460,000
4.	Renewable Energy Certificates ("Green Tags") sold	147	85	N/A	N/A
5.	Plant maintenance (hrs)	1,443	970	1,000	1,000
	Productivity:				
1.	Cost per kilowatt-hour	$ 0.0500	$ 0.0500	$ 0.0510	$ 0.0620
2.	Green Tag sale price	$ 15.00	$ 15.00	N/A	N/A
	Effectiveness:				
1.	Portion of electricity used by City owned facilities (12,120,000 kwh) provided by Hydroelectric Plant	23.0%	28.0%	34.0%	28.0%
2.	Plant production (% of target)	74.0%	107.0%	122.0%	100.0%

Note 1: The difference between total production and total sales reflects adjustment factors related to MidAmercian Energy Company distribution system losses.

Analysis:

The Personnel category is lower because no full time equivalents are assigned to plant maintenance. Maintenance activities are provided by Fleet Services workers and billed to the plant as a maintenance service. The Supplies category is higher because of the purchase of some replacement bearings for turbines #1 and #2. The Services category is higher because of charges for the bearing replacement mentioned above. The Capital category reflects the replacement of the overhead door into the plant.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Maint. Mechanic	0.30	0.00	0.00	0.00	0.00	0.00	0.00
Maint. Worker II	0.00	0.15	0.15	0.00	0.00	0.00	0.00
Eng. Tech II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0 **Total Staffing (fte)**	**0.30**	**0.15**	**0.15**	**0.00**	**0.00**	**0.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	7,454	9,229	4,565	316	456	-	-100%
Supplies	27,601	14,194	6,195	14,962	7,427	24,150	61%
Services	73,707	13,340	13,019	12,291	26,508	17,174	40%
Other	4,618	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	323,857	97,253	-	-	-	-	---
Debt service	174,402	171,825	169,245	172,505	171,609	169,751	-2%
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**611,639**	**305,841**	**193,024**	**200,074**	**206,000**	**211,075**	**5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Hydropower Plant	611,639	305,841	193,024	200,074	206,000	211,075	5%
Total Expense	**611,639**	**305,841**	**193,024**	**200,074**	**206,000**	**211,075**	5%

Fleet Services

Program Description:

This cost center provides services in the areas of parts inventory, preventative maintenance, scheduled and unscheduled repairs, and body shop services for the City's fleet and other governmental agencies that contract with the City for these services. The primary goal is high quality services at rates below the private sector. (Note: Flat rate is the automotive industry acceptable time allowed to perform specific repairs or operations. Productivity exceeding 100% means that the work is being done faster than the industry standard.)

Program Objectives:

- Provide high quality equipment maintenance and repair services at rates below the private sector.
- Locate and repair potential problems before major breakdowns occur, ensuring that downtime and equipment operating costs are kept to a minimum.
- Provide high quality body shop services resulting in extended service life for the City fleet.
- Maintain an accurate parts inventory system ensuring that the necessary parts are in stock.
- Keep total fleet downtime to 5% or less.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	City vehicles/equipment	378	378	378	375
2.	Outside agencies vehicles/equip.	72	72	72	72
3.	Standard parts inventoried	128,204	134,581	134,745	134,745
	Workload:				
1.	Scheduled repairs	4,905	5,200	4,840	5,300
2.	Preventative maintenance	927	800	680	700
3.	Unexpected breakdowns	2,233	1,960	2,135	2,000
4.	Body shop repairs	231	200	181	200
5.	Inventory transactions	11,839	12,409	11,587	12,587
	Productivity:				
1.	Garage productivity/flat rate jobs	136%	136%	130%	130%
2.	Body Shop productivity/flat rate jobs	134%	132%	130%	130%
3.	Cost per inventory transaction	$ 38.11	$ 41.35	$ 46.14	$ 40.00
	Effectiveness:				
1.	Fleet downtime	7.0%	6.8%	6.2%	5.0%
2.	Unexpected breakdowns	46.0%	40.0%	37.0%	35.0%
3	Inventory accuracy	97.5%	98.0%	98.0%	98.0%
4	Private garages avg. labor rate	$ 84.35	$ 85.10	$ 88.00	$ 90.00
5	Fleet Services garage avg. labor rate	$ 60.40	$ 62.00	$ 67.00	$ 70.00

Analysis:

There are no operational changes planned for Fleet Services. The Services category is lower because of a reduced budget for repairs outsourced to private garages. The Other category is higher because of an increased amount needed for vehicle inspections by outside agencies. The Capital category reduction reflects the one-time purchase of a press in FY12/13.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Auto Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Auto Mechanic II	4.00	4.00	4.05	5.00	5.00	5.00	0.00
(1) Lead Auto Mechanic	2.00	2.00	1.95	1.00	1.00	1.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Electric Maint Supv	0.15	0.15	0.15	0.15	0.15	0.15	0.00
(1) Parts Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(9) **Total Staffing (fte)**	**9.15**	**9.15**	**9.15**	**9.15**	**9.15**	**9.15**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	768,729	739,321	749,781	746,150	661,487	756,275	1%
Supplies	941,287	1,082,386	1,254,944	1,306,424	1,268,196	1,396,467	7%
Services	238,976	153,506	128,755	127,262	134,039	110,867	-13%
Other	1,973	2,918	6,293	8,650	5,953	9,725	12%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	13,000	-	-	-100%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**1,950,965**	**1,978,131**	**2,139,773**	**2,201,486**	**2,069,675**	**2,273,334**	**3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Fleet Services	1,950,965	1,978,131	2,139,773	2,201,486	2,069,675	2,273,334	3%
Total Expense	**1,950,965**	**1,978,131**	**2,139,773**	**2,201,486**	**2,069,675**	**2,273,334**	**3%**

Equipment Replacement

Program Description:

The activities budgeted in this cost center provide detailed records of vehicle history and the data needed to plan fleet equipment and radio replacements. All fleet purchases are made from this cost center and are funded by monthly amortization charges paid by user departments for the vehicles they use. The financial health of the fleet is monitored by means of an annual update of the twenty-year equipment replacement schedule. The operating cost of equipment scheduled for replacement is reviewed to determine whether the equipment lives can be extended another year.

Program Objectives:

- Review and update the twenty year equipment replacement schedule.
- Analyze the scheduled purchases to determine if the service life can be extended.
- Prepare detailed specifications for purchases.
- Analyze all bids and submit purchase recommendations.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Equip purchase/budgeted value	$ 1,927,349	$ 473,886	$ 601,449	$ 47,720
	Workload:				
1.	Equipment specs to write	10	1	4	2
2.	# pieces of equip. to purchase	34	3	21	2
	Productivity:				
1.	Average purchase price/vehicle	$ 56,687	$ 157,962	$ 28,640	$ 23,860
	Effectiveness:				
1.	% budgeted items to bid	100%	100%	100%	100%
2.	% bid items at or below budget	60%	100%	100%	100%

Analysis:

The scheduled purchases are a concrete saw (PW) and a full-size van (Parks).

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
No Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(0) **Total Staffing (fte)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	-	-	-	-	-	-	---
Supplies	-	-	-	-	-	-	---
Services	-	-	-	-	-	-	---
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	776,782	1,764,779	-	1,305,967	609,740	47,720	-96%
Debt services	-	-	-	-	-	-	---
Transfers	-	-	150,000	-	-	-	---
Contingency	74,802	-	-	-	-	-	---
Total Cost Center	**851,584**	**1,764,779**	**150,000**	**1,305,967**	**609,740**	**47,720**	**-96%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	150,000	-	-	-	---
Stormwater	-	-	-	-	-	-	---
Fleet Services	851,584	1,764,779	-	1,305,967	609,740	47,720	-96%
Total Expense	**851,584**	**1,764,779**	**150,000**	**1,305,967**	**609,740**	**47,720**	**-96%**

Electrical Maintenance

Program Description:

The activities budgeted in this cost center provide preventative and unscheduled electrical maintenance for City owned traffic signals, street lights, facilities, mobile radios, and accessories. The primary goal is quality and cost efficient electrical maintenance services for the City of Rock Island and other government agencies that contract with the City for these services.

Program Objectives:

- Provide high quality electrical maintenance services at rates below the private sector.
- Provide quality preventative maintenance programs ensuring that downtime and repair costs are kept to a minimum.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Traffic signaled intersections	64	64	64	66
2.	Warning lights	18	18	18	18
3.	Street lights	1,204	1,204	1,204	1,204
4.	Mobile radios	214	214	120	121
5.	Buildings and facilities	22	22	22	22
	Workload:				
1.	Traffic signals maint. Hrs.	823	864	520	1,040
2.	Street lights maint. Hrs.	1,034	1,230	440	880
3.	Radios maint. Hrs.	409	700	N/A	N/A
4.	Bldg/facility maint. Hrs.	1,110	1,216	750	1,500
	Productivity:				
1.	Avg cost per signaled intersection	$ 666	$ 972	$ 1,162	$ 1,607
2.	Avg cost per street light	$ 76	$ 74	$ 52	$ 75
3.	Avg cost per radio	$ 113	$ 235	N/A	N/A
4.	Avg cost per bldg/facility	$ 2,545	$ 3,980	$ 4,875	$ 6,955
	Effectiveness:				
1.	Avg repair hours/intersection	14.0	10.0	8.0	16.0
2.	Avg repair hours/light	0.9	0.7	1.0	2.0
3.	Avg repair hours/radio	1.9	3.0	0.0	0.0
4	Avg repair hours/facility	51.0	56.0	34.0	68.0
5	Private sector avg. labor rate	$74.00	$74.00	$74.00	$74.00
6	Electrical Maint. avg. labor rate	$72.00	$72.00	$143.00	$102.00

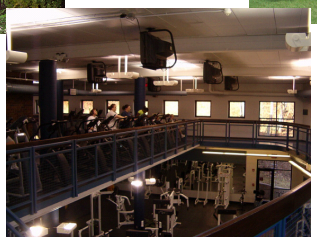
Analysis:

The vacant Lead Electrician position has been eliminated. The workload will be absorbed by other members of the staff and outsourcing to private electrical contractors. The Supplies category is lower because of a one-time purchase of mobile radios included in the FY13 budget.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Lead Electrician	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Maint Electrician	1.00	1.00	0.95	2.00	2.00	2.00	0.00
Maint Worker II	0.45	0.45	0.60	0.00	0.00	0.00	0.00
(2) **Total Staffing (fte)**	**2.45**	**2.45**	**2.55**	**3.00**	**3.00**	**2.00**	**(1.00)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	186,328	201,059	212,517	187,730	140,086	175,455	-7%
Supplies	44,931	37,182	33,524	53,371	40,284	35,600	-33%
Services	356,136	354,403	338,245	401,066	424,522	382,998	-5%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	37,025	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	3,618	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**624,420**	**592,644**	**587,904**	**642,167**	**604,891**	**594,053**	**-7%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	586,523	592,644	584,286	642,167	604,891	594,053	-7%
Motor Fuel Tax	-	-	-	-	-	-	---
Gaming	-	-	3,618	-	-	-	---
Capital	37,897	-	-	-	-	-	---
Total Expense	**624,420**	**592,644**	**587,904**	**642,167**	**604,891**	**594,053**	**-7%**



ROCK ISLAND

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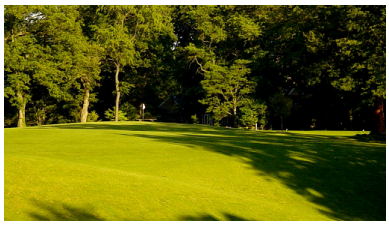
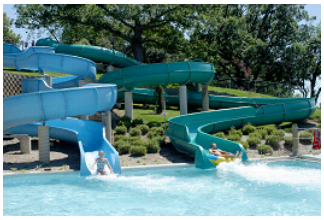
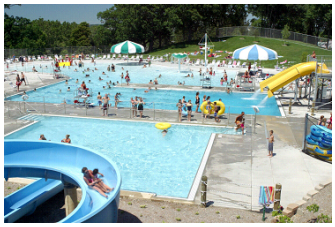


PARK AND RECREATION DEPARTMENT

Goals & Objectives

Provide quality services, facilities and imaginative approaches to recreational and natural resource opportunities.

Improve recreational program offerings to the community by providing benefits to our customers.

Improve marketing image through increased information about programs.

Continue to work toward expanded revenue based programming.

Oversee and manage Schwiebert Riverfront Park through maintenance, rentals, special events, and programming.

Continue to expand on the marketing for all of our facilities and programs.

Enhance the RIFAC programming to meet the needs of the membership and encourage new memberships.

Continue cooperation with the District, Convention and Visitors Bureau and Chamber of Commerce for the purpose of event planning in the downtown area.

Develop public open space and play space within the City limits.

Develop and maintain a working agreement with the Quad City Botanical Center for the development of the Children's Garden area.

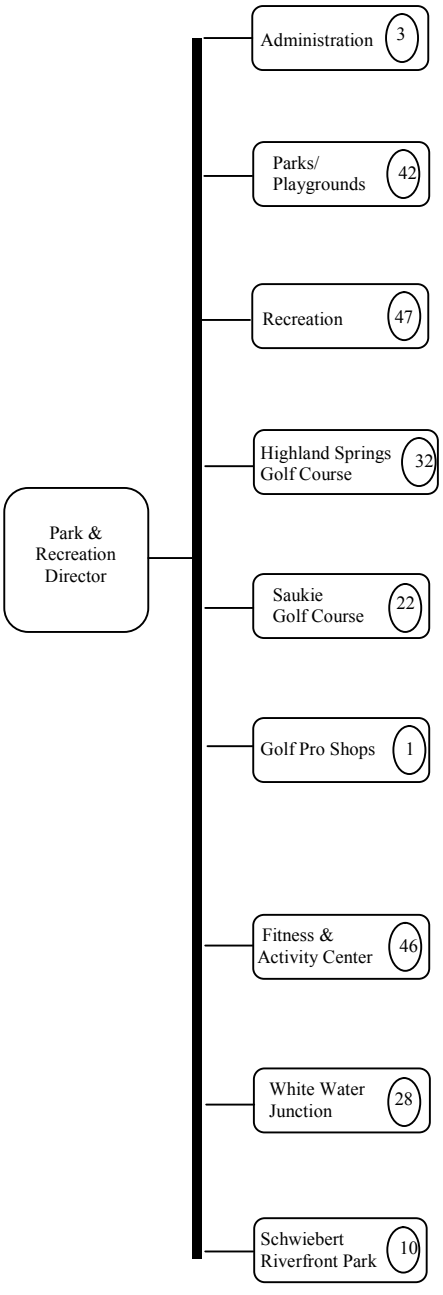
Continue to support and enhance pedestrian/bicycle trails in the City of Rock Island.

Enhance golf facilities and services to maintain competitiveness as enterprise functions.

Communicate and offer assistance toward the landscape plan for Rock Island.

Review support requests and evaluate services provided to outside groups who offer recreational opportunities in the community.

Continue to review and evaluate services with Public Works, the Finance Department, and other City Departments in an effort to be cost effective, efficient, and improve service.



Analysis:

The Park and Recreation Department maintains the City's open space lands and building facilities and implements cultural, physical, and recreation programs. There are 30 plus locations which include nearly 900 acres of outdoor facilities. These areas include the Rock Island Fitness and Activity Center (RIFAC), Hauberg Civic Center, Sports Complex, Whitewater Junction, Highland Springs and Saukie Golf Courses, Lincoln Performing Arts, Longview Gardens, Sunset Park, Mel McKay Park, Ben Williamson Park (Backwater Gambler Water Ski Site), Schwiebert Riverfront Park, Entryways, and various playgrounds and neighborhood parks. Recreational programming is provided by professional staff supplemented by over two hundred part time, seasonal, and volunteer workers.

The Department is staffed by 27 full time employees, 53 part time employees, and 151 seasonal recreation and maintenance workers. Functions are divided into four Divisions: Administration, Parks, Golf, and Recreation. Three division managers and five supervisors assist the Director in providing services to residents and visitors.

The Department has been aggressive in recovering costs through revenue. With an operating budget of $6.3 million, approximately $1.8 million is from tax support of various kinds. This is in comparison with the Moline Park and Recreation budget of $3.8 million and tax support of $3 million. We are pleased to be able to offer a tremendous number of opportunities at a low cost to the taxpayers.

During the past few years, the department has worked to improve revenue through a number of marketing efforts. This has been done with ads, coupons and now we are moving toward more social media as a way to connect to our customers.

This year we are using funds from the park reserves to purchase operating equipment and repairing facilities that are in need of some TLC. Primary budget items include the replacement of the Boiler at Hauberg, roofing at several shelters and buildings, replacement of work carts and other golf equipment including a hopper spreader and fairway aerator at the golf courses. A work Van also will be replaced through a transfer to the Fleet budget in Public Works. We have some cabinetry that needs to be replaced or improved at entry areas for Whitewater Junction and RIFAC. As a result of these infrastructure improvements, many of our revenue facilities will show a loss for this year, but should be back in positive numbers in the next budget.

Two projects that will carry from this year to next will be the construction of MLK Park and the Dock at Schwiebert Riverfront Park. The construction season is splitting the two budget years causing most of the expense in the new budget.

Our primary concern for the future is the ability to maintain the parks spaces and TIF locations. Last year we implemented a tiered level of park maintenance by separating the parks into tier 1, 2, and 3 modes of maintenance. Tier 1 areas receive attention every day, tier 2- once a week plus additional service if required, and tier 3- once every two or three weeks. Tier 1 parks generally have some revenue generating program associated with them, Tier 2 have a higher use and generally involve shelter rentals, and tier 3 tend to be facilities that do not generate revenue, are lightly used or are not tied to the Park and Recreation Mission. We were somewhat fortunate that it was a very dry summer last year, which kept us up with mowing, but it did have some impact on the watering of landscape areas. Currently we redirect some funds from other budget areas to support the parks portion of the budget; and TIF funds are used to maintain entry areas, the Downtown, Centennial Bridge, Schwiebert and the one way avenues. As the need to use these TIF funds for other development projects and community development takes place, there will not be any funds to maintain these areas. As a result, there will be a need to find a funding stream, or reduce maintenance to tier three levels.

The positive side of the budget is that we are experiencing some of our highest attendance and revenue records of the past 8 years. The one great success story was the marketing of Saukie and a significant turnaround in play. With the help of Up-Stream Media, we have been able to narrow our marketing efforts to those endeavors that have the greatest potential increase in attendance. We also learned our best model for hosting concerts and events at Schwiebert Riverfront Park. The combination of partnering with a non-profit and their sponsors as a fund raiser reduces our risk, and keeps the workload on the partner instead of staff. For those events that are organized by us, we have looked for sponsors to offset the operational cost for the event. Whitewater continues to host about 40,000 every year, and while membership at RIFAC is off slightly, the attendance is higher than any other time in the facility's history.

The mission of the Park and Recreation Department is to demonstrate our commitment to the community by providing quality recreational facilities, programs, and benefits that appeal to a wide range of citizens and promote pride in our community.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Parks & Rec Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Supt of Recreation	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Recreation Supv	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Office Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Admin. Assistant	2.00	2.00	1.00	1.00	1.00	1.00	0.00
(1) Park Supt	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Chief Hort	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assistant Hort	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Park Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Park Maint Workers	5.00	5.00	5.00	5.00	5.00	5.00	0.00
(2) Rec Maint Workers	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Golf Supt	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Golf Asst Supt	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(2) Golf Maint	3.00	3.00	3.00	2.00	2.00	2.00	0.00
(1) Golf Services Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
RIFAC Mgr	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Fitness & Aquatic Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst Com Rec Mgr.	0.70	0.77	0.93	1.00	1.00	1.00	0.00
Hauberg Maint	0.65	0.65	0.65	0.65	0.65	0.65	0.00
(1) Front Office Manager	1.00	0.00	1.00	1.00	1.00	1.00	0.00
(1) RIFAC Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(151) Seasonal	38.09	27.45	34.22	32.58	30.52	31.34	(1.24)
(53) Part Time	18.28	16.75	17.18	17.07	16.07	17.05	(0.02)
(231) **Total Staffing (fte)**	**86.72**	**72.62**	**79.98**	**77.30**	**74.24**	**76.04**	**(1.26)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	2,798,685	2,687,024	2,889,585	2,863,807	2,955,138	2,971,718	4%
Supplies	804,077	820,564	934,687	917,351	802,921	895,151	-2%
Services	1,626,887	1,130,361	1,376,933	1,472,880	1,275,290	1,445,602	-2%
Other	33,129	38,767	39,556	51,610	35,181	25,638	-50%
Programs	-	-	-	-	-	-	---
Capital	8,089,982	4,278,327	233,592	1,306,570	416,951	1,025,759	-21%
Debt service	636,377	1,276,590	1,351,308	1,368,597	1,366,673	1,368,522	0%
Transfers	334,892	373,309	232,469	354,703	354,704	268,127	-24%
Contingency	612,944	660,228	683,656	756,188	627,363	784,763	4%
Total Department	**14,936,973**	**11,265,170**	**7,741,786**	**9,091,706**	**7,834,222**	**8,785,280**	**-3%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
TIF District #1	-	-	-	-	-	-	---
Gaming	84,999	90,000	120,000	232,000	232,000	120,000	-48%
Cap Improv	6,069,098	2,155,880	-	32,687	32,687	-	-100%
Debt Service	440,334	1,009,915	1,021,303	1,028,259	1,027,874	1,033,573	1%
WW Oper/Maint.	-	-	-	-	-	-	---
Parks & Rec	8,342,542	8,009,375	6,600,483	7,798,760	6,541,661	7,631,707	-2%
Fleet Services	-	-	-	-	-	-	---
Total Expense	**14,936,973**	**11,265,170**	**7,741,786**	**9,091,706**	**7,834,222**	**8,785,280**	**-3%**

Parks & Recreation Administration

Program Description:

Parks and Recreation Administration directs operations for the Parks and Recreation Board which has responsibility for the Parks, Recreation, Golf, Pool, and RIFAC Divisions. Functions include staff support for policy, accounting, payroll, accounts payable and public information.

Program Objectives:

- Oversee, review, and update the programs and functions of the individual divisions of the Department.
- Participate and/or Direct special projects for the Department & City.
- Provide administrative duties for the Department and carry out Board directives.
- Oversee and operate the "parks" side of ePark, Class software, and related accounting.
- Continue with the marketing plan for the entire Department.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Authorized employees	27	27	27	27
2. Department budget	$ 11,265,170	$ 7,741,786	$ 9,091,706	$ 8,785,280
3. Mandated projects identified	$ 1,872,316	$ 489,240	$ 36,000	$ 900,759
4. Capital dollars budgeted	$ 4,278,327	$ 233,592	$ 402,000	$ 1,025,759
Workload:				
1. Mandated projects budgeted	3	2	1	3
2. Capital projects budgeted	4	3	3	9
3. Special task projects processed	6	7	5	5
Productivity:				
1. Avg cost per mandated project	$ 624,106	$ 244,620	$ 36,000	$ 300,253
2. Avg cost per capital project	$ 474,139	$ 77,864	$ 134,000	$ 113,973
Effectiveness:				
1. Dept value per capita	$ 261.03	$ 193.54	$ 212.50	$ 219.30
2. Bdgted mandated proj completed	75.0%	100.0%	10.0%	100.0%
3. Capital cost per capita	$ 66.44	$ 5.84	$ 10.05	$ 25.64
4. Property tax per capita	$ 42.57	$ 43.48	$ 43.80	$ 43.81

Analysis:

Park and Recreation Administration will oversee the development of Martin Luther King Jr. and partner with Public Works and CED on the Dock installation at Schwiebert. Park and Recreation Administration and staff also represents the City on the Botanical Center Board, Quad City Convention and Visitors Bureau Board, River Front Council, Sports Commission, Bi-State Purchasing Committee, and other responsibilities as needed. The four mandated projects (those that have requirements by state or federal office) are the construction of MLK Park, the ADA Review, the dock at Schwiebert, and the Boiler at Hauberg. Special Projects include the message center at Schwiebert, marketing with Up-Stream Media, construction of the dock, large community events with Chamber and CVB (July 3rd is example) and assisting Botanical Center with construction of the first phase of the Children's Garden. Administration works with the Park and Recreation Board to identify and carry out policy for the department. Administration also oversees all activities and programs of the Park and Recreation Department.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Parks/Rec Director	1.00	1.00	0.95	0.95	0.95	0.95	0.00
(1) Super. of Recreation	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(1) Office Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Front Office Manager	1.25	0.00	0.00	0.25	0.25	0.25	0.00
(3) **Total Staffing (fte)**	**3.50**	**2.25**	**2.20**	**2.45**	**2.45**	**2.45**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	334,109	262,942	313,086	231,760	238,315	243,346	5%
Supplies	2,446	2,149	2,814	3,520	1,944	2,760	-22%
Services	71,366	60,304	83,932	93,431	89,749	123,516	32%
Other	1,686	2,268	2,215	17,825	6,838	5,220	-71%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	276	-	-	-	---
Transfers	80,147	81,349	82,569	91,538	91,538	94,627	3%
Contingency	127,940	115,296	175,335	216,410	155,181	275,336	27%
Total Cost Center	**617,694**	**524,308**	**660,227**	**654,484**	**583,566**	**744,805**	**14%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Parks & Rec	617,694	524,308	660,227	654,484	583,566	744,805	14%
Total Expense	**617,694**	**524,308**	**660,227**	**654,484**	**583,566**	**744,805**	14%

Parks Maintenance

Program Description:

Parks Maintenance activities provide services which develop and maintain grounds, buildings, amenities, infrastructure, maintenance equipment, floral displays, special facilities, and special events.

Program Objectives:

- Provide grounds maintenance services for facilities a minimum of: daily for tier 1 parks, once per week for tier 2 parks, and every two to three weeks for tier 3 parks; April through September, and as needed before and after those dates. (Schwiebert, Whitewater, and Sports Complex are tier 1; Longview, Lincoln, Sunset are tier 2; and Sylvan slough or Realtor are tier 3 examples)
- Inspect playgrounds, shelters, and restrooms a minimum of twice per week, April through October; implement repairs and respond to areas of concern immediately or as required.
- Provide litter and refuse removal services for all tier 1 and 2 facilities twice per work week and once on the weekend, March through October, and once per week before and after those dates.
- Provide landscape services for all Parks Department properties and other City assets included in the municipal landscape cost center.
- Provide oversight for capital projects at parks and facilities including: MLK Park construction oversight, MLK installation of playground, site furnishings, and irrigation system; replacement of McKay Park east playground; roof replacements small shelters at Sunset and Skafidas; Lincoln band shell exterior repair.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Park acres maintained	301	301	301	302
2.	Playgrounds maintained	25	25	25	26
3.	Buildings maintained	55	55	55	57
4.	Landscape features maintained	104	105	105	107
	Workload:				
1.	Park acres mowed	213	213	213	214
2.	Playgrounds to be upgraded	1	1	1	2
3.	Buildings scheduled for maintenance	4	5	4	4
4.	Landscape features to be improved	8	5	4	2
	Productivity:				
1.	Cost per demand needs (less cap)	$ 2,397.52	$ 2,727.84	$ 2,551.25	$ 3,130.20
2.	Playground upgrades completed	1	1	1	2
3.	Building maintenance completed	4	5	4	2
4.	Landscape features improved	8	5	4	2
	Effectiveness:				
1.	Park acres mowed	100%	100%	100%	100%
2.	Playgrounds upgraded	100%	100%	100%	100%
3.	Buildings maintained	100%	100%	100%	100%
4.	Landscape features improved	100%	100%	100%	100%

Analysis:

Staffing for 13/14 will have minor change. Park Maintenance seasonal staffing was decreased in 12/13 to reflect reduced budget and projected workload. Drought conditions made the staff reductions a non-issue as fewer hands were not required to handle everything from flood cleanup to mowing. Increased watering needs for horticulture and turf occurred, some of it by hand so increased labor demand was noted in those areas. The after effects of the drought from last year and its continuance into this year may impact the need for horticultural services regarding tree removals and other landscape remediation. We attempt to do most of that in-house. A normal year will create some dissatisfaction with the tiered approach to maintenance. The goal is to provide services and response times comparable to those of the past by finding efficiencies in crew assignments and equipment usage where possible. Construction of MLK Park will involve the Superintendent, Maintenance Crew Leader, and Recreation Maintenance Worker to provide construction oversight, expertise, and storm water protection plan compliance. It will increase work load by adding 1.25 acres to the park system,1 playground, hard surfaced play areas, 2 buildings, landscape features, site amenities, irrigation and plumbing equipment, and electrical amenities. The other addition will be the maintenance to the dock at Schwiebert that includes cleaning, and minor repairs. Service indicators reflect this additional work load, but for the first year of use additional budgetary support is minor since construction and materials will be under warranty. McKay east playground is scheduled for replacement in 13/14 but will probably be a fall/winter project. The Parks Division does receive support from TIF Funds to maintain the Downtown, Schwiebert, Entry Areas, and the one way avenues.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(28) Seasonal	5.75	3.54	4.45	3.82	3.82	3.78	(0.04)
(5) Part Time	4.04	3.13	3.13	2.50	1.60	2.50	0.00
(1) Asst. Horticulturist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Parks Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Parks Supt	1.00	1.00	1.00	0.95	0.95	0.95	0.00
(1) Chief Hort	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Maint Worker	5.00	4.50	4.50	4.50	4.50	4.50	0.00
(42) **Total Staffing (fte)**	**18.79**	**15.17**	**16.08**	**14.77**	**13.87**	**14.73**	**(0.04)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	596,843	600,724	622,476	661,949	676,448	752,030	14%
Supplies	124,191	88,791	127,101	122,405	76,118	110,940	-9%
Services	392,622	223,544	288,687	380,791	211,901	341,487	-10%
Other	444	397	979	875	707	670	-23%
Programs	-	-	-	-		-	---
Capital	6,082,082	2,352,529	24,617	1,158,540	301,744	840,759	-27%
Debt service	439,770	1,008,869	1,020,008	1,026,579	1,026,579	1,032,278	1%
Transfers	132,300	149,896	25,000	117,000	117,000	23,000	-80%
Contingency	107,326	129,189	135,689	129,189	124,382	135,689	5%
Total Cost Center	**7,875,578**	**4,553,939**	**2,244,557**	**3,597,328**	**2,534,878**	**3,236,853**	**-10%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	25,000	117,000	117,000	-	-100%
Capital	6,069,098	2,155,880	-	32,687	32,687	-	-100%
Debt Service	440,334	1,009,915	1,021,303	1,028,259	1,027,874	1,033,573	1%
Parks & Rec	1,366,146	1,388,144	1,198,254	2,419,382	1,357,317	2,203,280	-9%
Total Expense	**7,875,578**	**4,553,939**	**2,244,557**	**3,597,328**	**2,534,878**	**3,236,853**	**-10%**

Recreation Programs

Program Description:

The Recreation Programs Budget is divided into 5 different divisions; General Recreation , Hauberg Civic Center, Sports Complex, Summer Day Camps, and School Site Programs. These individual divisions and 4 recreational managers implement, budget and staff all leisure programs and activities sponsored by the Parks and Recreation Department. These activities include all age groups and everything from special events to special interest programming. Expanded recreational programming will continue to be the key emphasis of this division, with additional recreational programming opportunities, continuing quality camp programs, rentals of the Sports Complex and Hauberg Civic Center. The Department will continue to provide and expand recreational services to target groups and neighborhoods within the community.

Program Objectives:

- To provide recreational programs that provide benefits to a wide range of age groups.
- To increase the number of rentals/user groups and continue tours and programming at Hauberg Civic Center
- To operate the sport complex by providing leagues, and field rentals for adult and youth programs. This includes the operation of concessions and some special tournaments.
- To continue to provide a recreational Day Camp for 6-12 year olds and identify funding to keep as many school sites open as possible.
- To continue to collaborate with the Rock Island School District and area organizations as an active partner in youth programming.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	# of recreational activities	395	281	276	281
2.	# of Hauberg rentals/user groups	499	445	442	450
3.	# of Hauberg tours	91	75	104	120
4.	# adult softball sport teams available	161	146	146	146
5.	# of day camp registration spots	4,000	4,000	4,000	4,000
6.	# of summer rec participant spots	390	390	390	390
	Workload:				
1.	# of registered rec prog participants	3,335	3,874	3,710	3,784
2.	# of visitors from tours	515	546	634	650
3.	# of registered softball teams	141	156	135	138
4.	# of day camp participants	2,759	2,689	2,129	2,171
5.	# of summer rec prog participants	314	346	328	330
	Productivity:				
1.	Total paid participants	7,786	8,435	7,459	7,608
2.	Avg revenue per participant	$27.59	$32.35	$35.73	$36.44
3.	Programs without recovery costs	11	11	11	11
4	Commty & Spec Event attendance	29,000	30,550	32,400	33,000
	Effectiveness:				
1.	# of cancelled activities	128	131	24	20
2.	Program value per capita (rec & admin)	$ 28.42	$ 30.81	$ 32.67	$ 31.28
3.	Property tax per capita (rec and admin)	$ 21.43	$ 22.07	$ 22.08	$ 22.08

Analysis:

Staff is identifying and offering programs that will generate revenue and offset operational costs required for the program. We have also been aggressive in renting ball fields to travel teams and for tournaments in the effort to recover fixed expenses. The Recreation Division also offsets personnel expense for managing Schwiebert Riverfront Park and the Hauberg Civic Center. Two full time maintenance workers are funded from this budget area as well as some of our part time field maintenance employees. The Recreation Division also funds a portion of a police officer along with funds from Whitewater Junction. The decrease in personnel is a result of moving a portion of the Sports Manager to RIFAC along with part time employees to carry out those programs. The are reflected as an increase in personnel at RIFAC. Capital includes the replacement of the boiler at the Hauberg Civic Center. These funds are coming from gaming.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Superintendant of Rec	0.25	0.25	0.25	0.00	0.00	0.00	0.00
(2) Recreation Supv	2.00	2.00	2.00	2.00	2.00	1.67	(0.33)
(1) Asst Comm Rec Mgr	0.71	0.77	0.77	0.60	0.60	0.60	0.00
Front Office Manager	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(1) Hauberg Hsekpg	0.65	0.65	0.65	0.65	0.65	0.65	0.00
(41) Seas/PT	10.00	8.00	8.00	6.67	6.67	4.42	(2.25)
(2) Rec Maint	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(47) **Total Staffing (fte)**	**15.86**	**13.92**	**13.92**	**12.17**	**12.17**	**9.59**	**(2.58)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	427,399	407,737	447,338	505,474	457,060	415,485	-18%
Supplies	94,106	106,725	93,806	109,529	86,066	97,770	-11%
Services	233,593	181,280	178,445	214,606	185,149	198,499	-8%
Other	11,254	13,971	10,098	9,801	8,704	9,700	-1%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	20,000	NEW
Debt service	-	-	-	-	-	-	---
Transfers	17,448	17,910	17,900	29,165	29,166	37,900	30%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**783,800**	**727,623**	**747,587**	**868,575**	**766,145**	**779,354**	**-10%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	-	10,000	10,000	20,000	100%
Park & Rec	783,800	727,623	747,587	858,575	756,145	759,354	-12%
Total Expense	**783,800**	**727,623**	**747,587**	**868,575**	**766,145**	**779,354**	**-10%**

Whitewater Junction Aquatic Center

Program Description:

Whitewater Junction is the Family Aquatic Center for Rock Island. The facility provides a zero depth pool edge, 2 water slides, geysers, concessions, splash "toys" and drop slides.

Program Objectives:

- Provide an exciting, fun, and safe place to swim and play.
- Provide quality trained staff for the safe operation of the facility.
- Market the facility to the Illinois Quad City market, and surrounding communities. Rent the facility to groups, parties, and special events that are appropriate for the use of the facility.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Total attendance anticipated	40,704	42,500	42,000	42,000
2.	Memberships	337	350	350	360
3.	Punch passes	116	154	169	178
4.	Special events	3	3	3	3
5.	Rentals available	32	32	32	32
	Workload:				
1.	Paid attendance received	29,451	32,177	32,000	32,000
2.	Membership scans	10,266	10,663	10,225	10,225
3.	Free/promotional attendance	987	990	1,000	1,000
	Productivity:				
1.	Cost per attendee	$ 9.24	$ 9.67	$ 9.92	$ 9.92
2.	Concession per attendee	$ 1.75	$ 1.73	$ 1.86	$ 1.76
	Effectiveness:				
1.	Paid attendance	$ 247,622.00	$ 248,511.59	$ 254,500.00	$ 254,500.00
2.	Memberships	392	436	420	420
3.	Concessions	$ 71,342.00	$ 73,656.00	$ 77,970.00	$ 74,000.00
4.	Special events completed	3	3	3	3

Analysis:

We are entering our 10th year of operation. We will continue to market the pool with internet coupons, print media, radio and some cable TV. Two projects scheduled for the pool including a security camera system and the rebuilding of the entry counters. The counters will likely be replaced after the summer swim season. We continue to slowly pay back the funds taken from park reserves for the construction of the pool. This is the only public pool in the Quad Cities that offsets operating costs and covers the interest expense for the bonds. We intend to continue work with Up Stream Media to improve our marketing opportunities.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(28) Seasonal	8.32	7.75	7.00	6.84	6.82	6.81	(0.03)
Fitness & Aquatic Mgr	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(28) **Total Staffing (fte)**	**8.57**	**8.00**	**7.25**	**7.09**	**7.07**	**7.06**	**(0.03)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	130,220	135,813	142,343	146,971	144,851	148,454	1%
Supplies	50,813	64,086	77,021	76,065	76,272	87,095	15%
Services	77,269	55,548	58,867	66,046	70,723	64,498	-2%
Other	120	60	-	345	245	170	-51%
Capital	108,093	-	-	-	-	-	---
Debt service	106,857	108,583	109,293	117,650	116,950	110,550	-6%
Transfers	96,999	102,000	107,000	117,000	117,000	112,600	-4%
Contingency	130,543	156,168	128,885	156,105	118,055	128,787	-17%
Total Cost Center	**700,914**	**622,258**	**623,409**	**680,182**	**644,096**	**652,154**	**-4%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	84,999	90,000	95,000	105,000	105,000	100,000	-5%
Capital	-	-	-	-	-	-	---
Parks & Rec	615,915	532,258	528,409	575,182	539,096	552,154	-4%
Total Expense	**700,914**	**622,258**	**623,409**	**680,182**	**644,096**	**652,154**	**-4%**

Highland Springs Golf Course

Program Description:

Highland Springs is a full service course stretching from 5,154 yards to over 6,800 yards from the four sets of tees. It offers many diverse challenges, such as large undulating greens, numerous sand bunkers, deep ravines, and mature trees. Several water hazards and naturalized roughs come into play that provides quality golf. Amenities include a Driving Range, Pro Shop, Beverage Cart, GPS cart location, Snack Bar with beer and sprit sales, and a pavilion used by private outings.

Program Objectives:

- Continue to develop strategies for developing new golfers to the course. The pay for 9, play 18 has been successful, and we will look for some opportunities to transfer new golfers from Saukie to Highland Springs.
- Provide positive, quality service that encourages daily golf play, outings and leagues.
- Continue to seek funding for youth and adults for the purpose of encouraging new play with the use of instruction, leagues, and outings.
- Focus on core offerings and services that provide benefits to golfers and the golf course.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Tee times available	52,920	52,920	52,920	52,920
2.	Driving range hours available	3,112	3,112	3,112	3,112
3.	League/outings scheduled	94	95	103	100
4.	Acres to maintain	200	200	200	200
	Workload:				
1.	Rounds played	32,321	32,129	33,000	33,100
2.	Range tokens sold	11,680	11,421	11,986	11,500
3.	League/outing rounds played	6,417	6,329	6,700	6,700
4.	Maintenance projects completed	2			
	Productivity:				
1.	Income per round (gross)	$ 27.27	$ 27.27	$ 27.27	$ 27.49
2.	Clubhouse cost per round	$ 10.26	$ 10.26	$ 10.26	$ 10.46
3.	Maint cost per round	$ 14.76	$ 16.74	$ 17.35	$ 19.06
4.	Maint cost per hole	$ 26,498	$ 29,879	$ 31,812	$ 34,945
	Effectiveness:				
1.	Revenue exceeding expenditures	$ 73,028.00	$ 14,421.00	$ (15,000.00)	$ (60,603.00)
2.	Usage increased (decreased)	124	(192)	871	100

Analysis:

Pass sales have dropped slightly from the past couple of years, but play has been fairly steady over the past few years. This year we have to pull some money from reserves to replace some expensive but critical equipment. This includes a power sand rake cart, and a fairway aerator. There is also some money to continue to upgrade the worst sand traps on the course. Sand traps should be replaced every 7 to 10 years. We have a good number that have not changed since opening in the 1960's. We intend to do two tile projects on the course that should eliminate some areas that hold water and kill the fairways. Cart fees will go up a dollar in most categories, and we will continue to make course improvements with donated rock around the ponds. The minor improvements have helped us to stay competitive during a very tough time on a national scale for golf. We will also hire a new golf services manager this year who will concentrate on rounds, events, and outings.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Golf Supt	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(1) Asst Golf Supt	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Clubhouse Mgr	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Front Office Manager	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(14) Seas/Greens	4.59	4.59	4.59	4.56	4.57	4.57	0.01
(2) PT/Greens	0.96	0.96	0.82	0.99	0.98	0.98	(0.01)
(12) Seas/Clbhse	4.40	4.40	4.07	4.07	4.07	4.05	(0.02)
(1) Turf Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Green/Spray Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Supt of Recreation	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(32) **Total Staffing (fte)**	**14.45**	**14.45**	**13.98**	**14.12**	**14.12**	**14.10**	**(0.02)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	487,803	459,611	501,857	488,168	518,554	526,791	8%
Supplies	244,551	217,825	264,904	265,681	253,800	279,451	5%
Services	250,282	100,779	129,528	144,906	138,817	139,828	-4%
Other	1,952	3,280	2,180	1,893	2,843	1,683	-11%
Programs	-	-	-	-	-	-	---
Capital	-	5,195	-	31,030	31,028	44,000	42%
Debt service	-	-	-	-	-	-	---
Transfers	3,999	22,154	-	-	-	-	---
Contingency	37,269	25,264	21,862	25,264	16,982	21,843	-14%
Total Cost Center	**1,025,856**	**834,108**	**920,331**	**956,942**	**962,024**	**1,013,596**	**6%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	-	-	-	-	---
Parks & Rec	1,025,856	834,108	920,331	956,942	962,024	1,013,596	6%
Total Expense	**1,025,856**	**834,108**	**920,331**	**956,942**	**962,024**	**1,013,596**	**6%**

Saukie Golf Course

Program Description:

Saukie Golf Course is Rock Island's executive length (approximately 5000 yards/par 66) golf course. The terrain is rolling with hundreds of mature oak trees and deep ravines. Cross country skiing is allowed during the winter months with 4" of snow or more. The course has become a City property and has been annexed into Rock Island. This has cut past loss, and removed us from having to pay property taxes on the trust property. It is a well maintained course with the target group of golfers looking for a good golfing experience at a fair value. This past year we developed a "bundling" price that was very attractive to new golfers. The core group of golfers have been residents within Rock Island and the west side of

Program Objectives:

- Build a larger customer base by continuing the bundling of golf and cart. The cart fee will go up a dollar making the rate $23 this year.
- Identify ways to increase perceived value to our guests, and focus on the experience they would like to receive.
- Continue to develop Saukie as a center for new golfers entering the sport and encourage family and junior play. This is being done with the "par 3" forward tees and youth league.
- Continue the high state of conditioning and maintain Saukie 's reputation as a beautifully kept golf course.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Tee time available	52,920	52,920	52,920	52,920
2.	League/outings scheduled	20	19	22	20
3.	Acres to maintain	125	125	125	125
	Workload:				
1.	Rounds played	19,875	19,398	25,000	25,025
2.	League/outings played	20	19	22	20
3.	Improvement projects completed	2	3	3	3
	Productivity:				
1.	Income per round played (gross)	$ 26.52	$ 26.25	$ 19.27	$19.64
2.	Maintenance cost per round	$ 17.72	$ 16.96	$ 12.73	$ 15.22
3.	Maintenance cost per hole	$ 19,567	$ 18,278	$ 17,676	$ 21,134
	Effectiveness:				
1.	Revenue exceeding Expenditures	$ (27,605.00)	$ (32,653.39)	$ 60,265.90	$ (15,073.00)
2.	Usage increase (decrease)	(3,514)	(477)	5,602	25
3.	Concession increase (decrease)	$ (1,010.00)	$ (219.00)	$ 21,154.70	$ (1,000.00)

Analysis:

Pass play dropped off a bit with the special rates. While dropping the rate of golf brought more golfers, our daily fee revenues stayed about the same as last year. We picked up revenues in cart rentals and concessions. This year we are going to replace the work cart and spreader which will require us to dip into reserves. These two items cost approximately $40,000. We also intend to install a culvert on 18th fairway and drainage tile on #8 and #1 fairways. The cart path between #8 green and #9 tee will be replaced using grindings. Our expense for city water for irrigation had to be increased because of the lack of rain. This is now costing about $35,000 verses about $6,000 three years ago. We are discussing the possibility of a well and irrigation pond to see if that would cut long term expense. Saukie continues to operate at very basic levels of staffing with essential personnel only.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Golf Course Supt	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(1) Asst GC Supt	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Clubhouse Mgr	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Greenskpr/Spray Tech	1.00	1.00	1.00	0.00	0.00	0.00	0.00
(13) Seas/Clbhse	3.95	3.53	3.60	3.60	3.61	3.61	0.01
(7) Seas/Greens	3.29	3.13	3.04	3.13	3.13	3.13	0.00
(22) **Total Staffing (fte)**	**10.24**	**9.66**	**9.64**	**8.73**	**8.74**	**8.74**	**0.01**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	328,187	322,879	301,420	292,663	318,175	298,197	2%
Supplies	139,918	131,590	136,839	143,148	136,934	140,740	-2%
Services	218,527	85,692	106,949	126,880	137,261	142,871	13%
Other	13,200	14,593	19,918	31,201	(455)	19,919	-36%
Programs	-	-	-	-	-	-	---
Capital	12,668	-	-	-	-	34,000	NEW
Debt service	-	-	-	-	-	-	---
Transfers	3,999	-	-	-	-	-	---
Contingency	23,639	31,226	18,607	2,406	18,259	2,165	-10%
Total Cost Center	**740,138**	**585,980**	**583,733**	**596,298**	**610,173**	**637,892**	**7%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Parks & Rec	740,138	585,980	583,733	596,298	610,173	637,892	7%
Total Expense	**740,138**	**585,980**	**583,733**	**596,298**	**610,173**	**637,892**	**7%**

Golf Pro Shop

Program Description:

The Golf Pro Shop is a service to our patrons that provides basic golf supplies at both courses. Highland Springs provides limited sales of basic golf items and special orders. Saukie is intended to provide basic support items such as balls and tees.

Program Objectives:

- Maintain inventory to provide a pro shop to our customers.
- Work toward an inventory and cash flow that turns over each year.
- Provide sound management, outstanding customer service, and retain customer loyalty.
- Identify those convenience items that turn over at a higher rate and look for opportunities to increase sales of similar products.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Vendors represented	20	20	20	20
2.	Shopping hours available	5,360	5,360	5,360	5,360
	Workload:				
1.	Number of locations	2	2	2	2
2.	Special sales	2	2	2	2
	Productivity:				
1.	Monies spent per round	$ 1.15	$ 1.40	$ 1.31	$ 1.32
2.	Gross sales	$ 62,673	$ 70,318	$ 71,500	$ 73,000
3.	Cost of Goods (inventory)	$ 50,739	$ 57,036	$ 48,805	$ 48,400
	Effectiveness:				
1.	Sales vs. goods cost	$ 11,934.00	$ 13,282.00	$ 22,695.00	$ 24,600.00

Analysis:

The intent of the Golf Pro Shop is to provide "convenience" items rather than a full service golf shop. The Golf Pro Shop services sales for both Saukie and Highland Springs. The inventory has been reduced to provide basic needs, such as balls, gloves, hats and other impulse purchasing. Golf club fitting sales have provided some business, but it is difficult to complete with the box stores and on line purchasing. This is why we are moving away from club sales.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Seasonal	0.20	0.20	0.20	0.14	0.14	0.14	0.00
(1) **Total Staffing (fte)**	**0.20**	**0.20**	**0.20**	**0.14**	**0.14**	**0.14**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	-	-	-	729	-	2,729	274%
Supplies	57,090	50,740	57,037	50,600	56,173	48,400	-4%
Services	1,221	1,398	1,308	1,480	340	1,450	-2%
Other	1,633	1,844	2,000	2,280	1,504	2,280	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**59,944**	**53,982**	**60,345**	**55,089**	**58,017**	**54,859**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Parks & Rec	59,944	53,982	60,345	55,089	58,017	54,859	0%
Total Expense	**59,944**	**53,982**	**60,345**	**55,089**	**58,017**	**54,859**	**0%**

Rock Island Fitness & Activity Center

Program Description:

The Rock Island Fitness and Activity Center (RIFAC) is a recreational, fitness and program facility serving Rock Island residents and surrounding communities. RIFAC is supported by revenue generated from membership fees, program fees and private rentals. Programming includes sport league offerings, pre-school, fitness and swimming classes in addition to opportunities for personal fitness programs. This recreational facility provides self-esteem, physical and social benefits to its participants and the community.

Program Objectives:

- Provide fitness programs and opportunities that appeal to a wide range of people as a part of their healthy lifestyle.
- Market membership, rental activities and recreational programs with the help of Up Stream Media by using print, mailings and billboard advertizing.
- Promote pool usage and aquatic safety through Learn-To-Swim / Aquatic programs and open/lap swimming periods.
- Develop recreational programming, sport programs, and other activities with the use of the new gym and aerobic rooms.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Maximum membership level	3,800	3,800	3,800	3,800
2.	Facility rentals available	300	300	300	300
3.	Pool hours available	3,900	3,900	3,900	3,900
4.	Facility hours available	4,420	4,420	4,420	4,420
	Workload:				
1.	Memberships sold	2,717	2,641	2,830	2,700
2.	Facility rental schedule	234	235	235	235
3.	Pool & pool program users	41,690	43,480	44,000	44,000
	Productivity:				
1.	Operating cost per membership	$ 429.01	$ 520.61	$ 425.32	$ 455.61
2.	Operating cost per facility hour	$ 263.71	$ 311.07	$ 272.32	$ 278.31
3.	Operating cost per pool hour	$ 24.11	$ 34.97	$ 21.68	$ 21.96
	Effectiveness:				
1.	Revenue exceeding expenditures	$ (1,959,202.00)	$ (372,800.00)	$ (103,541.00)	$ (50,472.00)
2.	Memberships available	1,083	1,000	1,000	1,000
3.	Facility rentals available	6	6	10	10
4.	Membership increase(decrease)	32	(76)	189	50

Analysis:

RIFAC has increased memberships over the past few years, and attendance by members has increased in frequency. Marketing for RIFAC has moved to a targeted approach due to the results of an analysis that showed the majority of all RIFAC members live within a 7 minute drive time of the center. The analysis also showed that women between the ages of 25 and 60 are the decision makers when it comes to purchasing a membership. Marketing goals will be targeted toward this group in hopes to sway them to exercise at RIFAC instead of exercising at home. The two projects identified are the expansion of the parking lot and updating of the membership check-in desk. The personnel expense is up due to the transfer of a portion of the sports manager to RIFAC as well as the part time workers associated with those programs. Prior to this they were budgeted in the recreation budget. The revenues for those programs have also been transfer to RIFAC from Recreation. The past few years' expense reflects the cost of construction for the facility. The facility has become the "face" of Rock Island Parks and Recreation now that the Administrative and Recreation staff have moved from the old office.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Supt of Recreation	0.25	0.25	0.50	0.50	0.50	0.50	0.00
Sports Manager	0.00	0.00	0.00	0.00	0.00	0.33	0.33
(1) Front Office Manager	1.00	0.50	0.25	0.25	0.25	0.25	0.00
(1) Secretary/Receipt	1.25	1.25	1.00	1.00	1.00	1.00	0.00
(1) Fitness & Aquatic Mgr	1.00	1.00	0.75	0.75	0.75	0.75	0.00
(1) Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) PT/Preschool	1.75	1.75	1.75	1.75	1.75	1.75	0.00
(38) PT/Seasonal Other	9.80	9.80	9.51	9.67	9.70	10.69	1.02
(46) **Total Staffing (fte)**	**16.05**	**15.55**	**14.76**	**14.92**	**14.95**	**16.27**	**1.35**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	493,675	471,221	499,349	449,363	517,394	501,128	12%
Supplies	90,962	121,537	146,747	119,718	104,685	99,885	-17%
Services	382,007	411,638	504,447	407,016	413,442	403,735	-1%
Other	2,840	2,079	2,668	3,200	1,860	3,300	3%
Programs	-	-	-	-	-	-	---
Capital	1,887,139	1,920,603	208,975	117,000	84,179	87,000	-26%
Debt service	89,750	159,138	221,731	224,368	223,144	225,694	1%
Transfers	-	-	-	-	-	-	---
Contingency	186,227	203,085	201,967	198,019	194,506	203,189	3%
Total Cost Center	**3,132,600**	**3,289,301**	**1,785,884**	**1,518,684**	**1,539,210**	**1,523,931**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Parks & Rec	3,132,600	3,289,301	1,785,884	1,518,684	1,539,210	1,523,931	0%
Total Expense	**3,132,600**	**3,289,301**	**1,785,884**	**1,518,684**	**1,539,210**	**1,523,931**	**0%**

Schwiebert Riverfront Park

Program Description:

Schwiebert Riverfront Park is a daily use and special event facility along the Mississippi River waterfront. The outdoor auditorium and stage are intended to be rental areas for music, arts, weddings, and other activities that lend themselves to an outdoor setting. The daily use activities include a place to eat a lunch, play on the playground, watch the boats go through the locks and view the river.

Program Objectives:

- Rental of the facility for private and public functions which enhance the cultural experience of Rock Island.
- Identify sponsors that would offset the expense for special events at the park and increase visitation to the riverfront and downtown areas.
- Create a fun, comfortable place for daily users to walk, relax and sight-see along the river.
- Work with individual promoters and event planners to hold special events in Rock Island.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Prime Rental Dates Available	44	38	42	42
	Workload:				
1.	Private Stage Rentals Sold	2	10	16	20
2.	Special Event Rentals Sold	3	9	10	12
3.	Picnic Shelter rentals Sold	-	16	15	18
4.	Heavy Maint. Special Events	1	1	2	2
5	Maint. Projects Completed	2	1	2	2
	Productivity:				
1.	Income per private rental avg.	$ 482.50	$ 184.00	$ 367.00	$ 380.00
2.	Income per special event avg.	$ 326.00	$ 350.00	$ 563.00	$ 600.00
3.	Maint cost per operational day (210)	$ 290.00	$ 392.00	$ 335.00	$ 424.00
	Effectiveness:				
1.	Revenue exceeding expenditures	$ (12,576.52)	$ (13,828.75)	$ (7,077.01)	$ (22,617.00)
2.	Event Usage increased (decreased)	5	14	7	6

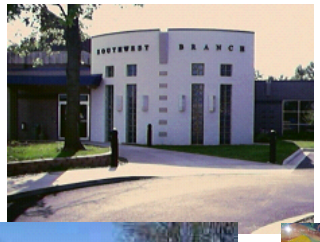
Analysis:

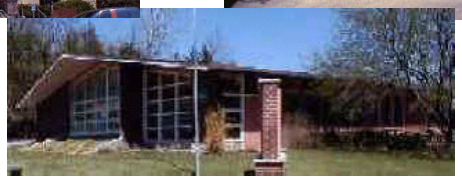
Schwiebert Riverfront Park has become a great success based upon daily users and attendance at special events. The high use of the park requires daily maintenance during the primary season. Maintenance is covered by TIF funds, however, the goal is to recover programming costs through rentals and events. We found that the only way to offset these events is to obtain sponsors to cover the direct costs, and then generate revenues thru the sale of refreshments. Last summer we had a tremendous crowd for July 3, and we look for ways to offset those expenses so it is not such an impact on the Park Budget. A significant concern for the future is how the park will be maintained along with the downtown areas as Park and Recreation Staff has been told that the TIF funds are being appropriated elsewhere in the next year. A special district could be considered, or other funding source identified. The maintenance of entry ways, downtown, centennial bridge and Schwiebert are all funded by TIF funds.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Administrative Workers	0.00	0.50	0.65	0.60	0.60	0.60	0.00
(3) Seasonal Maint	0.00	0.77	0.88	0.88	0.88	0.88	0.00
Asst Comm Rec Mgr	0.00	0.23	0.26	0.40	0.40	0.40	0.00
(7) Staff support	0.00	0.27	0.38	0.38	0.38	0.43	0.05
(10) **Total Staffing (fte)**	**0.00**	**1.77**	**2.17**	**2.26**	**2.26**	**2.31**	**0.05**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	449	26,097	61,716	86,730	84,341	83,558	-4%
Supplies	-	37,121	28,419	26,685	10,930	28,110	5%
Services	-	10,178	24,770	37,724	27,907	29,718	-21%
Other	-	275	810	12,985	12,936	450	-97%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	**-**	**-**	**-**	**-**	**-**	**-**	**---**
Total Cost Center	**449**	**73,671**	**115,715**	**164,124**	**136,113**	**141,836**	**-14%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	-	-	-	-	-	---
Parks & Rec	449	73,671	115,715	164,124	136,113	141,836	-14%
Total Expense	**449**	**73,671**	**115,715**	**164,124**	**136,113**	**141,836**	-14%





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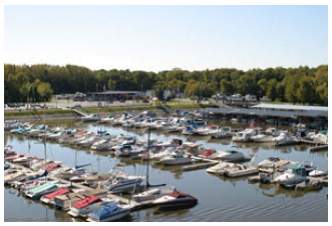


ROCK ISLAND PUBLIC LIBRARY

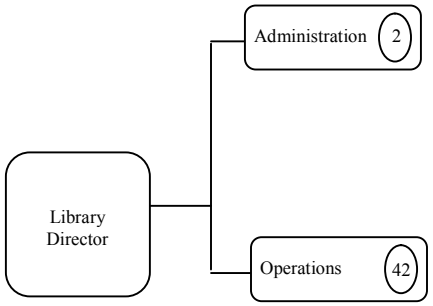
Goals & Objectives

The Rock Island Library Beyond Walls:

- Attract a wide, diverse population of users of all ages and social conditions.
- Make access to library resources and services easy, pleasant, and convenient.
- Provide an electronic library with digital resources available all day, everyday.
- Forge active, ongoing partnerships with other community organizations.
- Extend library services to the homebound and those with mobility or other physical constraints.

The Rock Island Library as the Heart of the City

- Promote quality information for specific needs in responsive, creative ways.
- Become a recognized conduit for fast, accurate referral to City, governmental and organizational resources.
- Become a vital place for users to gather, discuss, and learn.
- Become a gathering place to celebrate knowledge, learning, and the arts.



Main Library
30/31 Branch
Southwest Branch

Analysis:

Mission
The Rock Island Public Library serves the people of Rock Island and the Milan-Blackhawk area through the Main Library, 30/31 Branch, and Southwest Branch. It seeks to be a learning, information, and popular materials center that reaches out to, and welcomes all, by providing a friendly environment, effective materials, growth experiences, and a supportive staff to meet the needs of citizens today and in the future.

Organization
A nine-member Board of Trustees governs the Rock Island Public Library. Board members are appointed by the Mayor and approved by the City Council. The Board's powers and duties are defined by the Illinois state statutes. The Library provides service to the Milan-Blackhawk Area Public Library District through contractual agreement. A Director, Assistant Director and Heads of Information, Reference, Circulation, Children's Services and Branches manage the Library. The Department is staffed by 44 staff members working 31.05 FTEs.

Services
The Main Library in downtown Rock Island is a full-service library, which means it provides every service a public library can offer its patrons. Core services are also offered at the branches, though in a somewhat reduced form due to space constraints. Examples of core services include: reference and homework help; a diverse blend of materials including books, electronic books, magazines, audiovisual materials such as CDs, DVDs and BluRay discs; audio-books, online audio-books, online databases, programs, educational opportunities, and personalized attention to all patrons.

Additional Funding Sources
The library is a free place where all users are equal. We are not a revenue-generating branch of city government. We are, however, a place where people can go to transform their lives, regardless of their race, creed, age, sex, financial situation, or background. It would be nearly impossible for a city to fund a library at its level of need. Consequently, to enhance library services, the Friends of the Rock Island Library operate a used book store at the 30/31 Branch that is open all hours the library is open, and staffed entirely by volunteers. The bookstore, combined with fundraisers by the Friends of the Library and the Library Foundation, generate $100,000 annually for the library to purchase books, programs, and additional supplies and equipment.

FY12/13 Overview
- Maintained our high level of quality services following the retirement of the former library director.
- Hired a new library director.
- Statistics are down overall. This can be attributed to many factors, but the most compelling reason is because of the stagnant library budget. With a flat budget the past four years, RIPL has only been able to maintain the status quo, particularly with technology.
- Began new partnership with Quad City Botanical Center.
- Working with area libraries to host a traveling display.
- Continued partnership with school district and Black Hawk College to teach literacy to immigrants and refugees in Rock Island.

FY12/13 Changes
- The only major budget change was with the capital improvement project that started in FY11/12, but wasn't completed until FY12/13, due to unforeseen circumstances. This project funded an alarm system at the Main Library, and the installation of a new key access system at all three facilities.

FY13/14 Projects and Issues

- Develop and implement a community survey to help provide insight to taxpayer wants and needs in regards to library service.
- Begin community-based strategic planning, which will help ignite a library renaissance over the next five years.
- Evaluate staffing modules at each service point and library location for redundancy and possible reassignment to make the new strategic plan a feasible document.
- Research the cost of repairing the concrete near the front steps of the main library, as well as the removal of any mold that may be growing in the basement wall, and replacing that wall with new drywall once leaking has stopped.
- Monitor the condition of the roof at the Southwest Branch and check for possible mold in the ceiling. Research the cost of replacing the water-damaged ceiling once the Fire Department's roof is replaced.
- FY13/14 will be the first time in more than a decade that the library will have to use money from its reserve to balance the budget. The total amount will be $65,088, which amounts to 2.64% of the total revenues and 3.3% of the property taxes that the library has budgeted. This has been approved by the Director of Finance and is a one-time bandage for our situation.
- Our only capital improvement project of FY13/14 is to replace the bricks on the Main Library's chimney, paid for by the Gaming Fund.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Library Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assistant Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Admin Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir of Tech Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir of Ref Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Dir Ref and TS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Dir Chldrn Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir Circulation	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Reference Librarian	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Young Adult Librarian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Custodian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Children's Librarian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Technical Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Technical Aide	1.18	1.18	1.18	1.18	1.18	1.00	(0.18)
(4) Circulation Rep.	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Dir of Extension Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Circ. Desk Aide	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(9) Page	4.25	4.25	4.25	4.25	4.25	4.25	0.00
(1) Security Page	0.40	0.50	0.50	0.50	0.50	0.50	0.00
(1) Pub/Outrch Liaison	0.50	0.68	0.68	0.68	0.68	0.68	0.00
(1) Computer Tech.	1.00	1.00	1.00	0.63	0.63	0.63	0.00
(10) CR/Branch Aide	5.00	5.00	5.00	5.00	5.00	5.00	0.00
(44) **Total Staffing (fte)**	**31.33**	**31.60**	**31.60**	**31.23**	**31.23**	**31.05**	**(0.18)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	1,439,873	1,512,283	1,500,943	1,588,531	1,512,393	1,670,402	5%
Supplies	52,377	57,322	50,661	76,724	67,954	79,031	3%
Services	232,497	223,178	290,818	268,000	262,939	280,593	5%
Other	419,629	431,835	460,630	479,143	409,070	453,327	-5%
Programs	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	---
Debt Service	-	-	-	-	-	-	-
Transfers	44,882	51,834	99,847	50,282	50,282	97,536	94%
Contingency	16,422	-	32	-	40	-	---
Total Department	**2,205,680**	**2,276,452**	**2,402,931**	**2,462,680**	**2,302,679**	**2,580,889**	**5%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	6,279	53,609	1,880	1,880	47,500	2427%
Library Fund	2,205,680	2,270,173	2,349,322	2,456,800	2,296,800	2,533,389	3%
Capital	-	-	-	4,000	3,999	-	-100%
Debt Service	-	-	-	-	-	-	---
Total Expense	**2,205,680**	**2,276,452**	**2,402,931**	**2,462,680**	**2,302,679**	**2,580,889**	**5%**

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Library Administration

Program Description:

Library Administration provides support and direction for all library operations and services, under the authority of the Library Board of Trustees. It coordinates support activities of the Rock Island Library Foundation and the Friends of the Rock Island Library. It provides full administrative services for the Milan-Blackhawk Area Library District.

Program Objectives:

- Plan and implement community-based strategic planning sessions.
- Evaluate current staffing modules and reclassify/reassign staff to satisfy the direction of the strategic plan.
- Work with city officials, grantors, and other outside sources to help increase the library budget.
- Develop a comprehensive list of building maintenance issues for all three locations.

Service Indicators:	Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
Demand:				
1. Authorized personnel	43	44	44	44
2. Department budget	$ 279,465	$ 289,433	$ 271,314	$ 272,442
3. Staff training opportunities	50	57	52	50
4. Grants identified	4	5	5	5
Workload:				
1. Staff training scheduled	50	57	52	50
2. Grant applications completed	5	5	5	5
Productivity:				
1. Avg annual training hrs per staff	20	6	2	2
2. Avg cost per training hour	$ 23	$ 25	$ 23	$ 23
3. Avg cost per grant application	$ 559	$ 482	$ 542	$ 533
Effectiveness:				
1. % staff trained on new technology	93%	93%	93%	93%
2. Grants received/administered	4	5	5	5
3. Department cost per capita	$ 7.16	$ 7.42	$ 6.95	$ 6.83

Analysis:

The personnel costs have increase due to the hiring of a director. Increase in supplies is a placeholder for the Foundation. Reduction in "Services" expenses is a result of predicting less need for the collection agency for the small balance program after the first full year. Finally, in the other category, the library increased the budget for dues in anticipation of the director becoming involved in community organizations in an effort to increase the library's visibility.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Library Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) **Total Staffing (fte)**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**

Expense by Object	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	177,574	199,548	203,179	155,514	94,095	175,518	13%
Supplies	4,197	2,576	2,050	3,355	3,451	5,600	67%
Services	34,819	30,142	36,874	60,868	60,140	37,763	-38%
Other	1,961	1,644	1,060	3,175	2,688	3,525	11%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	44,882	29,934	107,238	48,402	48,402	50,036	3%
Contingency	-	-	32	-	40	-	---
Total Cost Center	**263,433**	**263,844**	**350,433**	**271,314**	**208,817**	**272,442**	**0%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	(15,621)	61,000	-	-	-	---
Library	263,433	279,465	289,433	271,314	208,817	272,442	0%
Total Expense	**263,433**	**263,844**	**350,433**	**271,314**	**208,817**	**272,442**	**0%**

Main Library

Program Description:

The Main Library provides a full range of in-house and outreach services to the City and contract area patrons. It is the primary research library for Rock Island, with reference services provided in person, by telephone and e-mail, all hours the library is open. The Main Library is also the centralized acquisition and processing center for the library system. All new materials are ordered, cataloged and made ready for circulation through this cost center. This cost center also circulates all materials, maintains records of loaned materials and fine payments.

Program Objectives:

- Grow services for the immigrant and refugee population.
- Conduct public programs in a range of interests that help transform lives.
- Develop and implement partnerships with City departments, local organizations, and area libraries.
- Provide reference and research service to the public

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Library collection	181,430	181,629	176,564	180,000
2.	Materials scheduled for circulation	171,998	174,458	170,025	171,000
3.	Reference requests	42,644	39,378	31,665	35,000
4.	Registered Rock Island patrons	12,580	12,443	12,882	15,000
5.	Programs/outreach conducted	508	764	688	700
	Workload:				
1.	Materials added/withdrawn	25,912	23,589	33,025	24,000
2.	Materials circulated	230,801	208,198	170,591	200,000
3.	Reference requests processed	42,644	39,378	31,665	35,000
4.	New and renewed borrowers	4,308	3,007	3,984	4,000
5.	Programs/outreach attendance	10,853	16,135	15,672	16,000
	Productivity:				
1.	Avg cost per processing	$ 0.02	$ 0.01	$ 0.02	$ 0.01
2.	Avg cost per information request	$ 0.03	$ 0.02	$ 0.02	$ 0.02
3.	Avg cost per item circulated	$ 0.15	$ 0.13	$ 0.10	$ 0.11
	Effectiveness:				
1.	Collections size per capita	4.64	4.65	4.53	4.61
2.	Circulation per capita	5.92	5.33	4.37	5.13
3.	Reference question per capita	1.09	1.00	0.81	0.90
4.	Percent population registered	32%	32%	33%	42%

Analysis:

Replacement of aging public computers is the primary reason for the increase in supplies, along with request to Friends' of the Library for programming supplies. The increase in services stems from a reapportionment of anticipated request from Friends and Foundation for programming services

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Dir Ref Services	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Dir of Ref & TS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Dir of Tech Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir Chldrn Svcs	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir Circulation	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assistant Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Reference Librn	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Custodian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Children's Librn	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Technical Asst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Technical Aide	1.18	1.18	1.18	1.18	1.18	1.00	(0.18)
(3) Circulation Rep	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(2) Circ. Desk Aide	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Page	2.50	2.50	2.50	2.50	2.50	2.50	0.00
(1) Young Adult Librarian	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Security Page	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(1) Pub/Outrch Liaison	0.68	0.68	0.68	0.68	0.68	0.68	0.00
(1) Computer Tech	1.00	1.00	1.00	0.63	0.63	0.63	0.00
(3) CR/Branch Aide	1.50	1.50	1.50	1.50	1.50	1.50	0.00
Reference Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(29) **Total Staffing (fte)**	**22.35**	**22.35**	**22.35**	**21.98**	**21.98**	**21.80**	**(0.18)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	1,008,825	1,044,214	1,022,024	1,136,445	1,125,048	1,187,622	5%
Supplies	41,294	49,990	44,267	53,319	46,548	62,026	16%
Services	145,481	146,678	208,520	149,160	150,151	184,600	24%
Other	322,737	301,792	308,626	298,271	254,129	305,496	2%
Programs	-	-	-	-	-	-	---
Capital	16,422	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	21,900	(7,391)	1,880	1,880	47,500	2427%
Contingency	-	-	-	-	-	-	---
Total Cost Center	**1,534,759**	**1,564,574**	**1,576,046**	**1,639,075**	**1,577,756**	**1,787,244**	**9%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Gaming	-	21,900	(7,391)	1,880	1,880	47,500	2427%
Library Fund	1,534,759	1,542,674	1,583,437	1,637,195	1,575,876	1,739,744	6%
Debt	-	-	-	-	-	-	---
Total Expense	**1,534,759**	**1,564,574**	**1,576,046**	**1,639,075**	**1,577,756**	**1,787,244**	**9%**

30/31 Branch Library

Program Description:

The 30/31 Branch serves as a popular reading center, homework center and resource for mid-level research. It provides the public with a wide range of resources in print and non-print formats, including books for all ages, audio books, e-books, videos, CDs and DVDs as well as computers for internet access and word-processing. It serves as a resource for school groups, homeschoolers and caregivers and provides a wide range of programs for all ages. The Friends of the Library used bookstore is housed at the branch; the shop is run entirely by volunteers and grants approximately $25,000 per year for materials, programs and equipment for the library.

Program Objectives:

- Serve as a popular reading center for all ages with an emphasis on Children's services and programs.
- Maintain core reference and circulating materials to meet public demand
- Increase usage and circulation of materials by the public.
- Expand programming, particularly to children, school groups, homeschoolers and care-givers.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Collection size	35,036	35,501	34,369	35,000
2.	Materials scheduled for circulation	34,898	35,370	34,238	34,500
3.	Reference questions received	4,441	3,972	6,174	6,200
	Workload:				
1.	Materials circulated	100,172	98,613	110,325	110,500
2.	Reference questions processed	4,441	3,972	6,174	6,200
	Productivity:				
1.	Average cost per circulated item	$ 0.42	$ 0.37	$ 0.39	$ 0.40
2.	Average cost per information request	$ 0.02	$ 0.02	$ 0.02	$ 0.02
1.	Collection size per capita served	1	1	1	1
2.	Circulation per capita served	3	3	3	3

Analysis:

The decrease in supplies is to correct wrong data from the current year. Staffing levels have remained the same, despite the increase in circulation and patron count. Part of the increase in circulation at this branch is due to the fact the money and statistics for e-book and e-audiobooks from Overdrive, the primary library vendor, come from this cost center. It is a testament that patron count is estimated to go up, even though 30/31 is no longer a leaf bag distribution point.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
Dir of Extension Svcs	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(4) Branch Aide	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(2) Page	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Circulation Rep	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(6) **Total Staffing (fte)**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	137,863	143,793	150,046	161,797	160,670	170,096	5%
Supplies	4,515	2,022	2,740	13,250	13,042	5,505	-58%
Services	30,619	26,046	24,305	32,350	30,005	30,780	-5%
Other	50,060	62,349	80,731	75,056	63,032	70,806	-6%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**223,057**	**234,210**	**257,822**	**282,453**	**266,748**	**277,187**	**-2%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Library Fund	223,057	234,210	257,822	282,453	262,749	277,187	-2%
Capital Improvement	-	-	-	-	3,999	-	---
Total Expense	**223,057**	**234,210**	**257,822**	**282,453**	**266,748**	**277,187**	**-2%**

Southwest Branch Library

Program Description:

The Southwest Branch serves as a popular reading center, homework center and resource for mid-level research for patrons in the Southwest area of the city and to residents within the Milan-Blackhawk Area Library district. The branch provides a wide range of materials in print and non-print formats including books, audio books, e-books, DVDs, video, music and spoken word CDs as well as Internet access and word processing computers. It provides a training resource for school groups, homeschoolers and caregivers, and provides a wide range of programming for all ages.

Program Objectives:

- Increase outreach to area schools, care-givers and allied agencies.
- Increase card registration in southwest Rock Island and the Milan-Blackhawk Library District.
- Expand and improve services to the public.
- Determine if the water leakage stops with the new Fire Station roof; evaluate areas for mold.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Collection size	32,752	32,884	32,479	32,500
2.	Materials scheduled for circulation	32,588	32,811	32,406	32,450
3.	Reference questions received	6,201	5,073	4,106	4,250
4.	Milan-Blackhawk patrons registered	2,505	2,487	2,631	2,650
	Workload:				
1.	Materials circulated	65,939	57,351	61,879	62,000
2.	Reference questions answered	6,201	5,073	4,106	4,250
3.	New registered patrons	829	587	230	250
	Productivity:				
1.	Avg cost per material circulated	$ 0.30	$ 0.26	$ 0.23	$ 0.25
2.	Avg cost per reference question	$ 0.03	$ 0.01	$ 0.02	$ 0.02
3.	Avg cost per registration	$ 0.01	$ 0.01	$ 0.01	$ 0.01
	Effectiveness:				
1.	Collection per capita	3	3	3	3
2.	Circulation per capita	7	6	6	6
3.	% of Milan-Blackhawk registered	25%	25%	27%	25%

Analysis:

Reduction in "supplies" is due to analyzing past history and being more realistic about expenditures. "Other" is library materials, and that has been reduced again to become more realistic about our needs. In addition, the Milan-Blackhawk board authorized the purchase of One Click Digital, an e-audiobook provider.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Dir of Extension Svcs	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(3) CR/Branch Aide	1.50	1.50	1.50	1.50	1.50	1.50	0.00
(2) Page	0.75	0.75	0.75	0.75	0.75	0.75	0.00
(1) Circulation Rep	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(7) **Total Staffing (fte)**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	115,611	124,728	125,694	134,775	132,580	137,166	2%
Supplies	2,371	2,734	1,604	6,800	4,913	5,900	-13%
Services	21,578	20,312	21,119	25,622	22,643	27,450	7%
Other	44,871	66,050	70,213	102,641	89,221	73,500	-28%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Total Cost Center	**184,431**	**213,824**	**218,630**	**269,838**	**249,357**	**244,016**	**-10%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Library Fund	184,431	213,824	218,630	269,838	249,357	244,016	-10%
Capital	-	-	-	-	-	-	---
Total Expense	**184,431**	**213,824**	**218,630**	**269,838**	**249,357**	**244,016**	**-10%**

Sunset Marina

Program Description:

The activities in this cost center provide the day-to-day maintenance of the marina facilities and customer services such as slip rental, and a fueling dock. The primary goal of the marina staff remains high quality service at rates competitive with the private marinas in the area.

Program Objectives:

- Provide summer dockage for 473 boats (16 feet to 60 feet).
- Provide winter storage for 250 boats.
- Provide administrative and clerical support for the Sunset Marina Boaters' Advisory Committee.
- Maintain docks, buildings and grounds.
- Prompt, professional and courteous responses to customer service requests.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Summer slips available	473	473	473	473
2.	Winter storage available	250	250	250	250
3	Boater Requests for Service	53	31	54	44
	Workload:				
1.	Summer slips rented	343	293	300	350
2.	Monthly slip rental (# months)	110	96	114	120
3.	Winter storage rented	162	152	147	155
4.	Dock maintenance/Service hours	1,040	1,040	1,680	1,250
5.	Building maintenance hours	380	400	520	500
6.	Grounds maintenance hours	470	450	750	550
	Productivity:				
1.	Administration cost per slip	$ 647	$ 714	$ 1,087	$ 725
2.	Maintenance cost per slip	$ 235	$ 289	$ 349	$ 549
3.	Gallons of fuel sold - regular	48,635	40,029	34,795	36,000
4.	Gallons of fuel sold- diesel	1,419	1,762	2,187	1,500
	Effectiveness:				
1.	Summer occupancy/seasonal	73%	62%	63%	74%
2.	Customer rating for service quality	4.3/5.0	4.4/5.0	4.4/5.0	4.5/5.0

Analysis:

There are no operational changes planned for the Sunset Marina except the commencement of the bi-annual maintenance dredging program. The increase in the Supplies category reflects an increased purchase of replacement floatation to be used on the 300 Dock. The increase in the Services category reflects a contract for approximately 7,000 cubic yards of harbor dredging. The Capital expense is the replacement of the underground fuel tank leak monitoring equipment as required by the Illinois Fire Marshall.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Marina Yard Worker	0.62	0.62	0.62	0.62	0.62	0.62	0.00
(1) Maint Worker I	0.62	0.62	0.62	0.62	0.62	0.62	0.00
(2) **Total Staffing (fte)**	**1.24**	**1.24**	**1.24**	**1.24**	**1.24**	**1.24**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	119,835	75,220	85,134	80,771	78,056	82,134	2%
Supplies	173,729	143,630	191,972	180,171	173,721	203,802	13%
Services	220,370	117,394	113,886	195,377	170,956	241,892	24%
Other	2,487	3,512	4,366	4,987	-	4,726	-5%
Programs	-	-	-	-	-	-	---
Capital	-	12,798	-	-	-	12,000	NEW
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	352	814	-	-	-	-	---
Total Cost Center	**516,773**	**353,368**	**395,358**	**461,306**	**422,733**	**544,554**	**18%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Sunset Marina	516,773	353,368	395,358	461,306	422,733	544,554	18%
Total Expense	**516,773**	**353,368**	**395,358**	**461,306**	**422,733**	**544,554**	18%

ROCK ISLAND

ILLINOIS

Police and Fire Pension

Analysis:

The Police and Fire Pension funds provide retirement benefits for sworn police personnel, fire fighters, and their beneficiaries and are funded by employee and employer contributions. The tax levy for the employer's share is determined annually by an actuarial computation. Retirement benefits are paid monthly through the city's payroll system. Supplies, Services and Other remain unchanged. Loss/Sale on Investments is variable, dependant on investment performance.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(0) **Total Staffing (fte)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	5,879,431	6,277,774	7,080,100	6,949,776	6,457,505	7,123,229	2%
Supplies	-	645	-	-	-	-	---
Services	87,836	88,710	91,987	90,700	75,767	90,525	0%
Other	10,832	10,219	11,402	12,200	12,119	12,600	3%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	393,193	446,391	1,123,338	-	38,211	-	---
Total Cost Center	**6,371,292**	**6,823,739**	**8,306,827**	**7,052,676**	**6,583,602**	**7,226,354**	**2%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Fire Pension Fund	3,234,421	3,490,141	3,906,887	3,563,056	3,316,989	3,640,400	2%
Police Pension Fund	3,136,871	3,333,598	4,399,940	3,489,620	3,266,613	3,585,954	3%
Total Expense	**6,371,292**	**6,823,739**	**8,306,827**	**7,052,676**	**6,583,602**	**7,226,354**	**2%**

Insurance

Program Description:

The HR Department administers the City's self-insurance program. Included are programs for workers' compensation, unemployment, general liability/property insurance and the employee health benefit plan. Department staff is responsible for monitoring each component of the insurance division to assure each fund's fiscal integrity is maintained. Staff works closely with each department to reduce liability by identifying trends and developing programs that may impact the City's workers' compensation costs. Staff also works with the City Attorney, insurance broker and third party administrators to effectively deliver coverage in the most efficient manner.

Program Objectives:

- Improve the fiscal integrity of liability (self) insurance and implement strategies to reduce workers' compensation costs.
- Administer the employee health benefit plan that includes BCBS (third party administration, reinsurance, Bluecard program), CVS pharmacy benefit management, AARP Medicare Supplement, Delta Dental and Avesis Vision.
- Work in conjunction with HCPC and RI County for the Wellness Center Clinic. Develop a new intergovernmental agreement with RI County.
- Negotiate a new Joint Administration Agreement with parties to the agreement.
- Conduct a request-for-proposal for insurance brokerage, health facilitator and health actuary.
- Flat self-insurance renewal for commercial insurance and health insurance programs.

Service Indicators:		Actual 2010/11	Actual 2011/12	Estimated 2012/13	Proposed 2013/14
	Demand:				
1.	Total health ins participants	1,064	1,042	1,080	1,056
2.	Employee health ins participants	373	352	385	364
3.	Retiree health ins participants	239	193	190	213
4.	Asset Liability	$ 106,282,558	$ 106,495,123	$ 106,708,113	$ 106,921,529
	Workload:				
1.	Workers' Comp claims filed	66	47	43	52
2.	Unemployment claims filed	14	14	14	14
3.	Gen Liability/Prop claims filed	41	45	50	46
4.	Health Ins enrollment changes	210	211	250	500
	Productivity:				
1.	Avg. cost/workers' comp. claim	$ 5,289.00	$ 7,762.00	$ 3,492.00	$ 5,514.00
2.	Avg. cost/unemployment claim	$ 4,012.82	$ 2,539.00	$ 3,390.00	$ 3,314.00
3.	Avg. cost/general liability claim	$ 2,737.70	$ 15,216.00	$ 2,182.00	$ 6,712.00
4.	Cost per health ins member/month	$ 328.27	$ 370.28	$ 427.98	$ 427.98
	Effectiveness:				
1.	Avg lost time hrs/work comp. claim	1	2	3	2
2.	% unemploy clms successfully protes	21.0%	35.0%	34.7%	30.0%
3.	% gen liab claims paid in 60 days	90.0%	90.0%	90.0%	90.0%
4.	% hlth benefits clms pd in 60 days	99.0%	99.0%	99.0%	99.0%

Analysis:

Overall fund expenses will increase 1%. Personnel decreased 5% due to the time allocations of the Risk Manager and Benefits Coordinator. In addition, higher wages and pension costs have increased overall personnel costs. (Office) Supplies were eliminated within the budget. Services increased 1% despite health inflation projected at 8.9% for medical and prescription drug costs for the upcoming year. Health fund balance was used to offset any premium increases for the upcoming year along with moving the pharmacy benefit management from Walgreens to CVS. The change to CVS is expected to save the plan approximately $100,000 in costs for calendar year 2013. The model for the On-Site Nurse (OSN) Program will retain the nurse for 20 hours per week and the physician assistant's hours for 36 hours per week. RI County has verbally indicated it will renew the intergovernmental agreement with the City for use of the clinic. It is expected RI County will continue splitting costs 60/40 (City/County). A new intergovernmental agreement is being negotiated between the City and RI County. The self-insurance fund is has a surplus of $510,432 but requires extra funding per the City's financial policy. Self-insurance is budgeted to produce a revenue surplus of $193,631. Transfers to the General Fund will increase 3%.

Staffing:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Estimated 2012/13	Proposed 2013/14	Diff. (fte)
(1) Risk Manager	0.70	0.70	0.70	0.80	0.80	0.70	(0.10)
(1) Benefits Coordinator	0.45	0.45	0.45	0.55	0.55	0.45	(0.10)
Office Assistant III	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(2) Total Staffing (fte)	**1.40**	**1.40**	**1.40**	**1.60**	**1.60**	**1.40**	**(0.20)**

Expense by Object:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
Personnel	91,663	97,817	119,526	135,722	108,226	129,497	-5%
Supplies	-	-	-	101	141	-	-100%
Services	5,758,144	5,289,831	5,626,939	6,745,077	5,543,253	6,811,565	1%
Other	-	3,279	515	400	197	200	-50%
Transfers	3,825	3,882	5,972	4,124	6,246	4,263	3%
Contingency	38,462	1	-	-	-	-	---
Total Cost Center	**5,892,094**	**5,394,810**	**5,752,952**	**6,885,424**	**5,658,063**	**6,945,525**	**1%**

Expense by Fund:	Actual 2009/10	Actual 2010/11	Actual 2011/12	Budget 2012/13	Actual 2012/13	Proposed 2013/14	% Var
General Fund	-	-	-	-	-	-	---
Self Insurance	1,382,150	994,547	1,031,067	1,197,672	1,145,385	1,340,534	12%
Health Insurance	4,509,944	4,400,263	4,721,885	5,687,752	4,512,678	5,604,991	-1%
Total Expense	**5,892,094**	**5,394,810**	**5,752,952**	**6,885,424**	**5,658,063**	**6,945,525**	**1%**

Debt Service

Program Description:

Debt service includes enterprise and general long-term debt. Enterprise debt is paid directly from the fund that received the benefit of the improvement. Enterprise debt service is financed with revenues from user charges. The debt service fund accounts for the accumulation of resources for payment of general long-term debt principal, interest and related costs. Revenue is received from property tax and transfers from gaming, tax increment financing (TIF) and public benefits funds. Following is information on all outstanding debt. Budgeted debt service is included in the appropriate department budget schedules. Detailed debt service schedules are shown in table 16.

General obligation debt	Total debt	General long-term	Enterprise	2013/14 principal	2013/14 interest	2013/14 total
2005 general obligation refunding bond - wastewater	1,355,000	-	1,355,000	175,000	49,100	224,100
2007 general obligation bond - wastewater and special assessments	3,345,000	590,000	2,755,000	290,000	133,800	423,800
2008A general obligation bond - MLK Center, software, special assessments, and hyrdroelectric plant	2,400,000	970,000	1,430,000	295,000	87,250	382,250
2008B general obligation bond - Armory Park and wastewater	1,955,000	1,153,450	801,550	185,000	60,873	245,873
2008D general obligation bond - Armory Park	2,310,000	2,310,000	-	210,000	91,128	301,128
2008C clean renewable energy general obligations - hydroelectric plant	466,667	-	466,667	46,667	4,783	51,450
2009A general obligation bond - Armory Park	4,380,000	4,380,000	-	425,000	155,775	580,775
2009B general obligation bond - RIFAC, special assessments, and 11th St. land purchase	2,620,000	465,000	2,155,000	295,000	95,931	390,931
2009C general obligation bond - Columbia Park	1,440,000	1,440,000	-	-	80,130	80,130
2010A Build America bond - street garage and water	6,700,000	-	6,700,000	295,000	275,794	570,794
2010B general obligation refunding bond - aquatic center, Sunset Marina, and water	2,215,000	-	2,215,000	445,000	57,450	502,450
2010B general obligation bond - special assessments	785,000	785,000	-	90,000	21,750	111,750
2011A general obligation refunding bond - special assessments and wastewater	895,000	35,000	860,000	170,000	28,400	198,400
2011 general obligation bond - special assessments	540,000	540,000	-	55,000	17,800	72,800
2012A general obligation bond - Sunset Marina, special assessments, Ridgewood Road business park, water, and debt service	3,890,000	2,520,000	1,370,000	560,000	84,330	644,330

CAPITAL IMPROVEMENTS

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a high priority of the City of Rock Island. To address this concern, the Public Works Department is tasked with developing a five-year capital improvement plan that is presented to the City Council for adoption. This plan provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance and for which future operating revenues are reasonably estimated to be sufficient to support associated future operating and/or maintenance costs.

The City of Rock Island defines a capital expenditure as an expenditure resulting in the acquisition of or addition to the government's general fixed assets. A capital asset is defined as having an initial, individual cost of more than $10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The following Capital Improvement Plan for FY2014-2018, which was adopted by the City Council on March 11, 2013, includes not only capital expenditures but also major infrastructure related maintenance projects. Following this report is a review of the impact each significant and non-recurring FY2014 project identified in this report has on the operating budget.

ROCK ISLAND

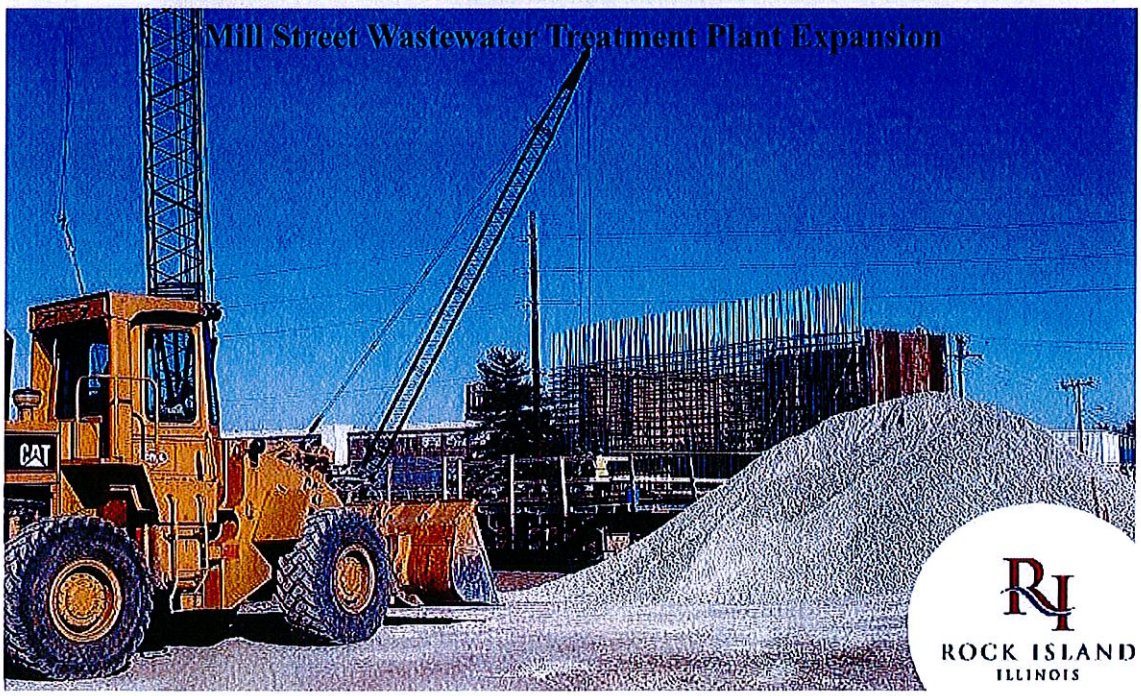
ILLINOIS

Capital Improvement Plan
FY2014-2018

City of Rock Island

Public Works Department

Mill Street Wastewater Treatment Plant Expansion



ROCK ISLAND
ILLINOIS

City of Rock Island, Illinois
Capital Improvement Plan (CIP)
FY14 through FY18

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City of Rock Island, Illinois
Five Year Capital Improvement Plan (CIP)
FY14 through FY18

One of the City's most important and fundamental responsibilities is maintaining the integrity of its infrastructure. This is accomplished through preventative maintenance, repairs and capital improvements. The following documents reflect the planned investment of about $92.6M in capital improvements in the next five years.

Gaming Revenues

The CIP assumes that the gaming tax will provide $30.0M for capital improvements, contract maintenance and economic development activities in the next five years. About 79% ($23.8M) of the anticipated revenue is tentatively allocated and the remainder ($6.2M) will be earmarked in future editions of the CIP.

Street System

Street improvements continue to be an important component of the CIP. 19% ($17.6M) of the CIP expenditures will be invested in the street system. The primary revenue sources for the street improvement projects are gaming revenue ($6.0M), general obligation bonds retired by special assessment and gaming revenue ($4.8M) and state/federal grants ($7.9M).

Miscellaneous Improvements

The major project in this category is the construction of a new Police Department facility. Preliminary planning is underway and design could be underway as soon as June 2013. The goal is to have the new facility in service by April 2016. The CIP assumes that the $19M cost of the facility will be financed by general obligation bonds and the bonds will be retired using gaming tax revenue.

Water Utility

The water utility has four long-range goals.

- **Production Quality** – The City will produce water that surpasses state and federal drinking water quality standards.
- **Production Quantity** – The City will produce enough water to satisfy all customer and fire protection needs.
- **Water Distribution Quantity and Reliability** – The City will dependably deliver water at pressures and volumes that allow all customers to utilize normal plumbing fixtures.
- **Fire Protection** – The City will deliver enough water to all neighborhoods to satisfy the capabilities of modern fire suppression equipment.

The first two goals are being satisfied. The last two are not being met at this time, but progress is being made. The progress will continue through completion of the projects identified in the CIP.

The water utility CIP reflects three major categories.

Water Tower Investments ($1.1M)

The City must continue to maintain its six water towers. The tower at the intersection of 38th Street with 30th Avenue was rehabilitated in 2007, the tower at the intersection of 14th Street with 42nd Avenue was replaced in 2011 and the tower at the Water Treatment Plant was rehabilitated in 2012. The CIP assumes that the other three towers will be rehabilitated between FY15 and FY17.

Watermain Replacements Coordinated with Street Improvements ($664,000)

Deteriorated and inadequate watermains are being replaced as part of street improvement projects. This is a very effective use of resources because the water utility avoids most of the costs of pavement patching when the underground work is coordinated with the pavement improvements.

Neighborhood Water System Improvements ($1.4M)

This category includes projects that relieve neighborhood water system reliability and flow quantity deficiencies through the systematic replacement of undersized and deteriorated watermains.

Sewer Utility

Some old sewers retain enough structural capacity and shape to be rehabilitated by the insertion of a structural liner. This is a cost effective alternative to pipeline replacement because it avoids the need for open excavation and the resulting street restoration costs. The process also creates far less inconvenience for sewer customers. The operating budget for the Sewer Fund includes about $300,000 per year for the annual sewer lining program. The locations are determined based upon sewer maintenance and inspection records.

The sewer utility CIP includes projects in three general categories.

Long Term Control Plan ($45.9M)

The federally mandated Combined Sewer Long Term Control Plan (LTCP) continues to dominate the sewer chapter of the CIP. The LTCP has been underway for the past several years and, by the time all the construction is completed in 2018, the City will have invested over $70M. The CIP assumes that the majority of the money needed for these improvements will be secured through long term, low interest loans from the State of Illinois.

The largest project required by the LTCP is the expansion of the wet weather treatment capacity of the Mill Street Sewage Treatment Plant. The maximum treatment capacity of the plant is currently 16 million gallons per day. After its expansion, the plant will be capable of treating 106 million gallons per day. The project construction began in September 2011 and it will be completed in early 2014.

Sewer Improvements Coordinated with Street Construction ($117,500)

Deteriorated sewers are being replaced as part of street improvement projects. This is an effective use of resources, because the sewer utility avoids most or all the costs of pavement patching when the underground work is coordinated with the pavement improvements.

Targeted Sewer Replacements ($2.2M)

Some old sewers have deteriorated too badly to be rehabilitated or they are undersized. In these cases, the pipes must be replaced. The CIP includes four projects in this category.

Stormwater Utility

One of the primary reasons for the stormwater utility was to create a dedicated revenue source to fund a proactive approach to stormwater management. The CIP includes $750,000 to address storm sewer system problems that are beyond the capability of the in-house work crews.

If you have questions or comments about this information, please contact....

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Allocation of Gaming Funds and the General Fund Carryover

	Expenditures	FY14			Gaming				Comment
		General Fund Carryover	Gaming	Total Allocation	FY15	FY16	FY17	FY18	
1	Contract Street Maintenance		$ 1,225,000	$ 1,225,000	$ 1,225,000	$ 1,225,000	$ 1,225,000	$ 1,225,000	
2	23rd Avenue Reconstruction		$ 950,000	$ 950,000					total project cost = $1,529,000; $579,000 from GO Bonds plus $950,000 from Gaming Revenue
3	Advance engineering, legal and property acquisition expenses	$ 706,638	$ 150,000	$ 856,638					seed money for preliminary work on economic development projects
4	FY14 Local Street Improvements		$ 600,000	$ 600,000					37th Avenue, 30-34; 34th Street, 35-38; 20th Avenue, 32-34)
5	Special Assessment Debt Service		$ 401,000	$ 401,000	$ 401,000	$ 401,000	$ 401,000	$ 401,000	
6	Economic Development Project Tax Rebates		$ 255,000	$ 255,000					
7	Facade Improvement Program		$ 250,000	$ 250,000					
8	11th Street Sidewalk Improvements, Phase 2		$ 215,000	$ 215,000					Phase 2 of ADA upgrade required by Illinois Attorney General
9	Jumer's Crossing land debt servie		$ 145,000	$ 145,000					
10	Emergency Generators for Fire Stations (4)	$ 139,000		$ 139,000					
11	Development Association of Rock Island		$ 135,000	$ 135,000					
12	City Marketing Program		$ 129,500	$ 129,500					
13	Scheduled Computer Equipment Replacement		$ 125,000	$ 125,000					
14	Police Station Repairs		$ 125,000	$ 125,000					tuckpointing, canopy roof, stone steps; Dept of Labor complaint
15	MLK Center Expansion Debt Service		$ 122,750	$ 122,750	$ 119,250	$ 120,750	$ 122,075	$ 123,225	last payment in FY19

Allocation of Gaming Funds and the General Fund Carryover

	Expenditures	FY14			Gaming				Comment
		General Fund Carryover	Gaming	Total Allocation	FY15	FY16	FY17	FY18	
16	Whitewater Junction Principal Payment		$ 100,000	$ 100,000	$ 105,000	$ 105,000	$ 110,000		last payment in FY17
17	Fleet and Marina Software Replacement		$ 100,000	$ 100,000					
18	Substandard Structure Demolitions		$ 100,000	$ 100,000					
19	Financial Software Debt Service		$ 98,325	$ 98,325					last payment in FY14
20	Ridgewood Sustainable Business Park Bonds Debt Service		$ 87,097	$ 87,097	$ 88,000	$ 88,000	$ 88,000	$ 88,000	$1,500,000 @ 2.60% X 20 years
21	Street Condition Survey		$ 85,000	$ 85,000					
22	Fiber Optic Infrastructure Improvement		$ 80,000	$ 80,000					
23	Downtown and Neighborhood Cameras		$ 60,000	$ 60,000					
24	Social Service Organizations		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	
25	50/50 Sidewalk, Curb and Tree Program		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	
26	Velie Drive Subgrade Stabilization		$ 50,000	$ 50,000					north of Valley View Drive
27	QC First		$ 48,000	$ 48,000					
28	Main Library Chimney Repair		$ 47,500	$ 47,500					rebuild the chimney using the existing brick
29	FY15 Local Street Improvements		$ 40,000	$ 40,000	$ 560,000				8th Avenue, 42-46; 9th Avenue,44 1/2-46)
30	FY17 Local Street Improvements	$ 30,000		$ 30,000	$ 560,000				Shadybrook Addition, Phase 1

Allocation of Gaming Funds and the General Fund Carryover

	Expenditures	FY14			Gaming				Comment
		General Fund Carryover	Gaming	Total Allocation	FY15	FY16	FY17	FY18	
31	FY18 Local Street Improvements	$ 30,000		$ 30,000		$ 560,000			Shadybrook Addition, Phase 2
32	District Events Management		$ 28,500	$ 28,500					
33	Upgrade the Public Access Channel and the City Council Chambers		$ 25,000	$ 25,000					
34	7th Avenue Resurfacing, 30th to 38th Street		$ 20,000	$ 20,000	$ 280,000				
35	Chamber of Commerce		$ 20,000	$ 20,000					
36	Hauberg Center - Replace Boiler		$ 20,000	$ 20,000					
37	Keep Rock Island Beautiful		$ 18,500	$ 18,500					
38	Smartboards (2)		$ 14,000	$ 14,000					Finance Department and Public Works Department
39	Rock Island Arsenal Lobbying		$ 10,000	$ 10,000					
40	Labor Day Parade		$ 9,000	$ 9,000					
41	River Action		$ 7,745	$ 7,745					
42	Advanced Technology and Sustainability Coalition		$ 3,000	$ 3,000					
43	9th Street Resurfacing, 31st Avenue to Blackhawk Road				$ 150,000	$ 150,000	$ 150,000	$ 150,000	$2,200,000 @ 2.60% X 20 years
44	Police Department Facility Replacement Debt Service				$ 1,250,000	$ 1,250,000	$ 1,250,000	$ 1,250,000	$19,000,000 @ 2.6% X 20 years; project to be completed in 2015
45	18th Avenue Resurfacing, 17th Street to Moline				$ 200,000	$ 500,000			total project cost = $3,500,000; $2,800,000 from a federal grant plus $700,000 from Gaming Revenue

Allocation of Gaming Funds and the General Fund Carryover

	Expenditures	FY14			Gaming				Comment
		General Fund Carryover	Gaming	Total Allocation	FY15	FY16	FY17	FY18	
46	FY16 Local Street Improvements				$ 40,000	$ 560,000			20th Avenue, 27-30; 29th Avenue,27-29)
47	38th Street Resurfacing, 7th to 18th Avenue					$ 175,000	$ 375,000		total project cost = $2,750,000; $2,200,000 from a federal grant plus $550,000 from Gaming Revenue
48	38th Street Resurfacing, 31st Avenue to Blackhawk Road						$ 100,000	$ 228,288	total project cost = $1,640,000; $1,311,712 from a federal grant plus $328,288 from Gaming Revenue
49	subtotal	$ 905,638	$ 5,999,917	$ 6,905,555	$ 5,078,250	$ 5,234,750	$ 3,921,075	$ 3,565,513	
50	available funds	$ 905,638	$ 6,000,000	$ 6,905,638	$ 6,000,000	$ 6,000,000	$ 6,000,000	$ 6,000,000	
51	unobligated or (over-obligated)	$ -	$ 83	$ 83	$ 921,750	$ 765,250	$ 2,078,925	$ 2,434,487	

Five Year Capital Improvement Plan Summary

			FY14	FY15	FY16	FY17	FY18	Total
1	**Expenditures**							
2	Street Improvements		$ 2,843,250	$ 4,601,000	$ 5,028,000	$ 3,045,000	$ 2,040,000	$ 17,557,250
3	Miscellaneous Improvements		$ 4,300,000	$ 9,085,000	$ 9,085,000	$ 85,000	$ 85,000	$ 22,640,000
4	Water System Improvements		$ 622,000	$ 1,015,000	$ 677,000	$ 1,085,000	$ 25,000	$ 3,424,000
5	Sewer System Improvements		$ 24,335,407	$ 11,082,331	$ 7,592,669	$ 3,485,000	$ 1,695,000	$ 48,190,407
6	Stormwater System Improvements		$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
7		**Total Expenditures**	$ 32,250,657	$ 25,933,331	$ 22,532,669	$ 7,850,000	$ 3,995,000	$ 92,561,657
8	**Revenue**							
9	Government Grants							
10		Street and Miscellaneous Improvements	$ 1,614,250	$ -	$ 2,800,000	$ 2,200,000	$ 1,311,712	$ 7,925,962
11	Contributions							
12		Street and Miscellaneous Improvements	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 175,000
13	General Obligation Bonds							
14		Street and Miscellaneous Improvements	$ 19,579,000	$ 2,971,000	$ 423,000	$ 370,000	$ 500,000	$ 23,843,000
15	City Gaming Tax							
16		Street and Miscellaneous Improvements	$ 1,660,000	$ 1,690,000	$ 1,845,000	$ 525,000	$ 278,288	$ 5,998,288
17	Carryover from Previous Year							
18		Street and Miscellaneous Improvements	$ 2,195,000	$ -	$ -	$ -	$ -	$ 2,195,000

Five Year Capital Improvement Plan Summary

		FY14	FY15	FY16	FY17	FY18	Total
Water Utility Charges							
	Water System Improvements	$ 622,000	$ 1,015,000	$ 677,000	$ 1,085,000	$ 25,000	$ 3,424,000
Illinois Revolving Loan Fund							
	Sewer System Improvements	$ 23,599,998	$ 9,940,400	$ 5,416,669	$ -	$ -	$ 38,957,067
Sewer Use Charges							
	Sewer System Improvements	$ 735,409	$ 1,141,931	$ 2,176,000	$ 3,485,000	$ 1,695,000	$ 9,233,340
Stormwater Charges							
	Stormwater System Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
	Total Revenue	$ 50,190,657	$ 16,943,331	$ 13,522,669	$ 7,850,000	$ 3,995,000	$ 92,501,657

The difference between total expenditures and total revenue reflects the cash on hand.

Street and Miscellaneous Capital Improvements

	FY14	FY15	FY16	FY17	FY18	Totals
Expenditures						
Arterial, Collector and Downtown Streets						
7th Avenue Resurfacing, 30th to 38th Street	$ 20,000	$ 280,000				$ 300,000
The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. All costs will be paid by city gaming tax revenue.						
9th Street Resurfacing, 31st Avenue to Blackhawk Rd		$ 2,200,000				$ 2,200,000
The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The city will sell general obligation bonds to finance the project. The debt service for the bonds will be paid with city gaming tax revenue.						
18th Avenue Resurfacing, 17th Street to Moline		$ 200,000	$ 3,300,000			$ 3,500,000
The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The street will be reconfigured to provide one lane in each direction and a bi-directional left turn lane. The costs are expected to be paid by a federal grant ($2,800,000) and city gaming tax revenue ($700,000).						
38th Street Resurfacing, 7th to 18th Avenue			$ 175,000	$ 2,575,000		$ 2,750,000
The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The costs are expected to be paid by a federal grant ($2,200,000) and city gaming tax revenue ($550,000).						
38th Street Resurfacing, 31st Avenue to Blackhawk Road				$ 100,000	$ 1,540,000	$ 1,640,000
The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The costs will be paid from a fedral grant ($1,311,712) and city gaming tax revenue ($328,288).						

Street and Miscellaneous Capital Improvements

	FY14	FY15	FY16	FY17	FY18	Totals
Local Streets - Special Assessments Financed with General Obligation Bonds and Gaming Funds (FY14 only)						
The existing pavements will be removed and replaced. The city water, sewer and stormwater facilities will be evaluated and upgraded as needed. A portion of the cost will be assessed to adjacent properties.						
23rd Avenue Reconstruction, 12th to 17th Street ($579,000 from bonds; $950,000 from gaming revenue)	$ 1,529,000					$ 1,529,000
23rd Street Reconstruction, 10th to 12th Avenue		$ 771,000				$ 771,000
22 1/2 Avenue Reconstruction east of 29th Street			$ 210,000			$ 210,000
26th Street Reconstruction north of 13th Avenue			$ 213,000			$ 213,000
45th Street Reconstruction, 23rd to 24th Avenue				$ 130,000		$ 130,000
25th Street Reconstruction, 18th to 20th Avenue				$ 240,000		$ 240,000
Reconstruction of 41st Avenue east of 44th Street, 41st Avenue Court and 45th Street Court					$ 500,000	$ 500,000
Local Streets - Special Assessments Financed with City Gaming Tax Revenue						
The street pavements in this category are in significantly better condition than most of the projects included in the previous category. These projects involve minimal pavement removal and replacement and the addition of a new asphalt driving surface. As a result, the unit cost for these projects is much less than the costs of the projects in the previous section. A portion of the costs will be assessed to adjacent properties.						
FY2014 Construction Program	$ 600,000					$ 600,000
37th Avenue, 30th to 34th Street						
34th Street, 35th to 38th Avenue						
20th Avenue, 32nd to 34th Street						

Street and Miscellaneous Capital Improvements

		FY14	FY15	FY16	FY17	FY18	Totals
35	**FY2015 Construction Program**	$ 40,000	$ 560,000				$ 600,000
36	**8th Avenue, 42nd to 46th Street**						
37	**9th Avenue, 44½ to 46th Street**						
38	**FY2016 Construction Program**		$ 30,000	$ 570,000			$ 600,000
39	**20th Avenue, 27th to 30th Street**						
40	**29th Avenue, 27th to 29th Street**						
41	**FY2017 Construction Program (Shadybrook Addn, Phase 1)**	$ 30,000	$ 560,000				$ 590,000
42	**7th Street West, 79th to 84th Avenue West**						
43	**8th Street West, 79th to 84th Avenue West**						
44	**82nd Avenue West, 8th to 9th Street West**						
45	**FY2018 Construction Program (Shadybrook Addn, Phase 2)**	$ 30,000		$ 560,000			$ 590,000
46	**9th Street West, 79th to 83rd Avenue West**						
47	**10th Street West, 79th to 84th Avenue West**						
48	**80th Avenue West, 9th to 10th Street West**						

Street and Miscellaneous Capital Improvements

	FY14	FY15	FY16	FY17	FY18	Totals
Special Projects						
50/50 Sidewalk, Curb and Tree Program	$ 85,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000	$ 425,000
Residents can replace deteriorated sidewalks or curbs and plant boulevard trees using this program. The resident pays one-half of the construction cost. The city pays the other one-half the construction cost plus all administrative costs from city gaming tax revenues.						
Police Facility Construction	$ 1,000,000	$ 9,000,000	$ 9,000,000			$ 19,000,000
The City will construct a new police facility at a location to be determined and renovate the existing police facility for use by other City departments. The project will be financed by general obligation bonds. The bonds will be retired with gaming tax revenue. The design will begin in 2013 and target completion date for the facility is April 1, 2016.						
New Expenditure Sub-Total	**$ 3,334,000**	**$ 13,686,000**	**$ 14,113,000**	**$ 3,130,000**	**$ 2,125,000**	**$ 36,388,000**
Carryover Projects						
11th Street Sidewalk Improvements between 25th and 42nd Avenue	$ 215,000					$ 215,000
Ridgewood Road Sustainable Business Park	$ 3,000,000					$ 3,000,000
5th Street Resurfacing between 18th and 25th Avenue	$ 594,250					$ 594,250
Carryover Project Total	**$ 3,809,250**	$ -	$ -	$ -	$ -	$ 3,809,250
Total Expenditures	**$ 7,143,250**	**$ 13,686,000**	**$ 14,113,000**	**$ 3,130,000**	**$ 2,125,000**	**$ 40,197,250**

Street and Miscellaneous Capital Improvements

		FY14	FY15	FY16	FY17	FY18	Totals
63							
64	**Revenue**						
65	**State and Federal Grants**	**$ 1,614,250**	**$ -**	**$ 2,800,000**	**$ 2,200,000**	**$ 1,311,712**	**$ 7,925,962**
66	5th Street Resurfacing between 18th and 25th Avenue	$ 114,250					
67	Ridgewood Road Sustainable Business Park	$ 1,500,000					
68	18th Avenue Resurfacing, 17th Street to Moline			$ 2,800,000			
69	38th Street Resurfacing, 7th to 18th Avenue				$ 2,200,000		
70	38th Street Resurfacing, 31st Avenue to Blackhawk Road					$ 1,311,712	
71	**Contributions**						
72	50/50 Sidewalk, Tree and Curb Program	**$ 35,000**	**$ 35,000**	**$ 35,000**	**$ 35,000**	**$ 35,000**	**$ 175,000**
73	**General Obligation Bonds**	**$ 19,579,000**	**$ 2,971,000**	**$ 423,000**	**$ 370,000**	**$ 500,000**	**$ 23,843,000**
74	23rd Avenue Reconstruction, 12th to 17th Street	$ 579,000					
75	Police Facility	$ 19,000,000					
76	9th Street Resurfacing, 31st Avenue to Blackhawk Rd		$ 2,200,000				
77	23rd Street Reconstruction, 10th to 12th Avenue		$ 771,000				
78	22 1/2 Avenue Reconstruction east of 29th Street			$ 210,000			
79	26th Street Reconstruction north of 13th Avenue			$ 213,000			

Street and Miscellaneous Capital Improvements

		FY14	FY15	FY16	FY17	FY18	Totals
80	45th Street Reconstruction, 23rd to 24th Avenue				$ 130,000		
81	25th Street Reconstruction, 18th to 20th Avenue				$ 240,000		
82	Reconstruction of 41st Avenue east of 44th Street, 41st Avenue Court and 45th Street Court					$ 500,000	
83	**City Gaming Tax**	**$ 1,660,000**	**$ 1,690,000**	**$ 1,845,000**	**$ 525,000**	**$ 278,288**	**$ 5,998,288**
84	50/50 Sidewalk, Curb and Tree Program	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	
85	23rd Avenue Reconstruction, 12th to 17th Street	$ 950,000					
86	37th Avenue, 30th to 34th Street	$ 200,000					
87	34th Street, 35th to 38th Avenue	$ 200,000					
88	20th Avenue, 32nd to 34th Street	$ 200,000					
89	7th Avenue Resurfacing, 30th to 38th Street	$ 20,000	$ 280,000				
90	8th Avenue, 42nd to 46th Street	$ 20,000	$ 280,000				
91	9th Avenue, 44½ to 46th Street	$ 20,000	$ 280,000				
92	18th Avenue Resurfacing, 17th Street to Moline		$ 200,000	$ 500,000			
93	20th Avenue, 27th to 30th Street		$ 20,000	$ 280,000			
94	29th Avenue, 27th to 29th Street		$ 20,000	$ 280,000			
95	38th Street Resurfacing, 7th to 18th Avenue			$ 175,000	$ 375,000		
96	7th Street West, 79th to 84th Avenue West		$ 185,000				

Street and Miscellaneous Capital Improvements

		FY14	FY15	FY16	FY17	FY18	Totals
97	8th Street West, 79th to 84th Avenue West		$ 185,000				
98	82nd Avenue West, 8th to 9th Street West		$ 190,000				
99	38th Street Resurfacing, 31st Avenue to Blackhawk Road				$ 100,000	$ 228,288	
100	9th Street West, 79th to 83rd Avenue West			$ 185,000			
101	10th Street West, 79th to 84th Avenue West			$ 185,000			
102	80th Avenue West, 9th to 10th Street West			$ 190,000			
103	**Total New Revenue**	**$ 22,888,250**	**$ 4,696,000**	**$ 5,103,000**	**$ 3,130,000**	**$ 2,125,000**	**$ 37,942,250**
104	**Carryover Revenue**						
105	11th Street Sidewalk Improvements between 25th and 42nd Avenue (Gaming Tax)	$ 215,000					$ 215,000
106	Ridgewood Road Sustainable Business Park (GO Bonds)	$ 1,500,000					$ 1,500,000
107	5th Street Resurfacing between 18th and 25th Avenue (Gaming Tax)	$ 480,000					$ 480,000
108	**Total Carryover Revenue**	**$ 2,195,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,195,000**
109	**Total Revenue**	**$ 25,083,250**	**$ 4,696,000**	**$ 5,103,000**	**$ 3,130,000**	**$ 2,125,000**	**$ 40,137,250**

Water Utility Projects

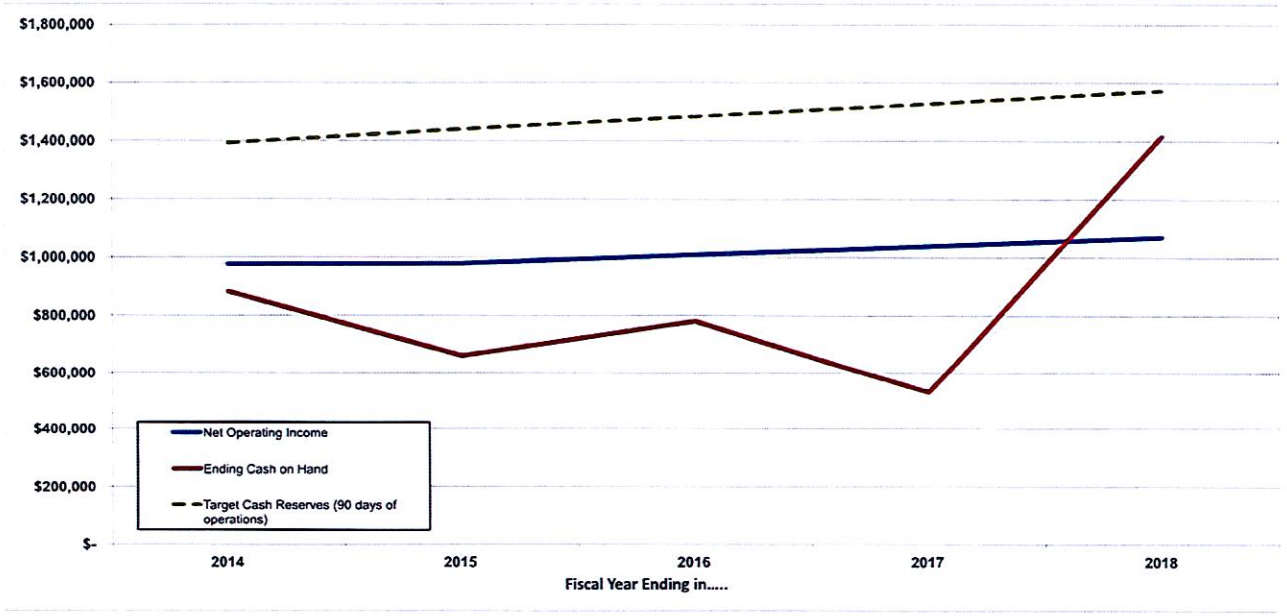
		FY14	FY15	FY16	FY17	FY18	Total
1	**Water Tower Improvements**	**$ -**	**$ 375,000**	**$ 275,000**	**$ 450,000**	**$ -**	**$ 1,100,000**
2	14th Avenue Tower Rehabilitation (500,000 gallons)		$ 375,000				
3	Ridgewood Road Tower Rehabilitation (250,000 gallons)			$ 275,000			
4	24th Street Water Tower Rehabilitation (500,000 gallons)				$ 450,000		
5	**Raw Water Pumping Station tuckpointing**			**$ 125,000**			**$ 125,000**
6	**Water SCADA System Study and Upgrade**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 125,000**
7	Upgrade the existing SCADA (Supervisory, Control and Data Acquistion) System to provide real time distribution system monitoring.						
8	**Watermains Under Street Program Projects**	**$ 282,000**	**$ 330,000**	**$ 52,000**	**$ -**	**$ -**	**$ 664,000**
9	Replace deteriorated and/or undersized watermains in conjunction with street improvements						
10	23rd Avenue, 12th to 17th Street	$ 270,000					
11	34th Street, 35th to 38th Avenue	$ 12,000					
12	8th Avenue, 42nd to 46th Street		$ 121,000				
13	9th Avenue, 44 1/2 to 46th Street		$ 209,000				
14	22 1/2 Avenueeast of 29th Street			$ 47,000			
15	26th Street north of 13th Avenue			$ 5,000			

Water Utility Projects

	FY14	FY15	FY16	FY17	FY18	Total
Neighborhood Water System Improvements	**$ 315,000**	**$ 285,000**	**$ 200,000**	**$ 610,000**	**$ -**	**$ 1,410,000**
Replace undersized and deteriorated watermains to improve neighborhood reliability and pressure.						
12th Avenue between 20th and 23rd Street	$ 125,000					
23rd Street between 9th and 12th Avenue	$ 190,000	$ 195,000				
24th Street south of 9th Avenue		$ 90,000				
21st Street between 9th and 12th Avenue			$ 200,000	$ 185,000		
20th Street between 9th and 13th Avenue				$ 425,000		
Total Capital Improvements	**$ 622,000**	**$ 1,015,000**	**$ 677,000**	**$ 1,085,000**	**$ 25,000**	**$ 3,424,000**

Water Utility Projections

Fiscal Year Ending	Rate Change	Capital Improvements	Ending Cash on Hand	Comments
2014	3.0%	$ 622,000	$ 879,852	rate increase enacted on March 5, 2012 and effective on January 1, 2013
2015	3.0%	$ 1,015,000	$ 661,574	
2016	3.0%	$ 677,000	$ 779,618	
2017	3.0%	$ 1,085,000	$ 530,667	
2018	3.0%	$ 25,000	$ 1,414,595	
		$ 3,424,000		



interest on cash	1.50%
inflation rate	3.00%

Water Utility Projections

		FY14	FY15	FY16	FY17	FY18
1	**OPERATING REVENUES**					
2	charges for service					
3	water charges	$ 5,768,000	$ 5,941,040	$ 6,119,271	$ 6,302,849	$ 6,491,935
4	WSRP charges	$ 227,400	$ 236,040	$ 244,680	$ 253,320	$ 261,960
5	misc service charges	$ 650	$ 650	$ 650	$ 650	$ 650
6	other					
7	water tower rentals	$ 363,648	$ 374,557	$ 385,794	$ 397,368	$ 409,289
8	Sewer Fund payment for meter services	$ 145,000	$ 149,350	$ 153,831	$ 158,445	$ 163,199
9	misc non-operating	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000
10	IRS interest rebate	$ 28,765	$ 28,319	$ 27,772	$ 27,225	$ 26,750
11	total operating revenues	$ 6,540,463	$ 6,736,956	$ 6,938,998	$ 7,146,858	$ 7,360,783
12	**OPERATING EXPENSES**					
13	personnel	$ 2,180,000	$ 2,245,400	$ 2,312,762	$ 2,382,145	$ 2,453,609
14	supplies	$ 885,000	$ 911,550	$ 938,897	$ 967,063	$ 996,075
15	services	$ 1,050,000	$ 1,108,609	$ 1,141,867	$ 1,176,123	$ 1,211,407
16	other	$ 9,500	$ 9,785	$ 10,079	$ 10,381	$ 10,692
17	transfer to General Fund for services	$ 695,000	$ 715,850	$ 737,326	$ 759,445	$ 782,229
18	services (GIS)	$ 41,000	$ 42,230	$ 43,497	$ 44,802	$ 46,146
19	discount for the Park and Recreation Department	$ 25,570	$ 26,337	$ 27,127	$ 27,941	$ 28,779
20	repay General Fund for cash advance	$ -	$ -	$ -	$ -	$ -
21	depreciation	$ 655,000	$ 674,650	$ 694,890	$ 715,736	$ 737,208
22	contingency	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
23	total operating expenses	$ 5,566,070	$ 5,759,411	$ 5,931,443	$ 6,108,637	$ 6,291,146
24						
25	**OPERATING INCOME (LOSS)**	**$ 974,393**	**$ 977,545**	**$ 1,007,554**	**$ 1,038,221**	**$ 1,069,637**
26						

Water Utility Projections

		FY14	FY15	FY16	FY17	FY18
27	**NONOPERATING REVENUES (EXPENSES)**					
28	interest revenue (expenses) on investments	$ 16,490	$ 18,024	$ 15,653	$ 15,558	$ 18,431
29	contributed capital	$ -	$ -	$ -	$ -	$ -
30	interest expenses for bonds	$ (153,622)	$ (137,908)	$ (127,330)	$ (111,118)	$ (93,868)
31	total nonoperating revenue (expenses)	$ (137,132)	$ (119,884)	$ (111,677)	$ (95,560)	$ (75,437)
32	**CHANGE IN NET ASSETS**	$ 837,261	$ 857,662	$ 895,878	$ 942,661	$ 994,200
1	**CASH FLOWS FROM OPERATING ACTIVITIES**					
2	cash received from customers	$ 5,996,050	$ 5,941,040	$ 6,119,271	$ 6,302,849	$ 6,491,935
3	cash payments for goods and services	$ (2,731,070)	$ (2,839,361)	$ (2,923,792)	$ (3,010,756)	$ (3,100,328)
4	cash payments to employees for services	$ (2,180,000)	$ (2,245,400)	$ (2,312,762)	$ (2,382,145)	$ (2,453,609)
5	other operating revenue	$ 544,413	$ 559,876	$ 575,046	$ 590,688	$ 606,888
6	**NET CASH PROVIDED (USED) FOR OPERATIONS**	$ 1,629,393	$ 1,416,155	$ 1,457,764	$ 1,500,637	$ 1,544,885
7						
8	**CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES**					
9	capital improvements	$ (622,000)	$ (1,015,000)	$ (677,000)	$ (1,085,000)	$ (25,000)
10	contributed capital	$ -	$ -	$ -	$ -	$ -
11	proceeds for GO bond sale	$ -	$ -	$ -	$ -	$ -
12	payment of general obligations bonds	$ (658,058)	$ (499,550)	$ (551,043)	$ (569,028)	$ (560,520)
13	interest paid	$ (153,622)	$ (137,908)	$ (127,330)	$ (111,118)	$ (93,868)
14	**NET CASH PROVIDED (USED) FOR CAPITAL**	$ (1,433,680)	$ (1,652,458)	$ (1,355,373)	$ (1,765,146)	$ (679,388)
15						

Water Utility Projections

		FY14	FY15	FY16	FY17	FY18
16	**BEGINNING CASH**	$ 667,649	$ 879,852	$ 661,574	$ 779,618	$ 530,667
17	NET CASH PROVIDED (USED) FOR OPERATIONS	$ 1,629,393	$ 1,416,155	$ 1,457,764	$ 1,500,637	$ 1,544,885
18	NET CASH PROVIDED (USED) FOR CAPITAL	$ (1,433,680)	$ (1,652,458)	$ (1,355,373)	$ (1,765,146)	$ (679,388)
19	ENDING CASH SUBTOTAL	$ 863,362	$ 643,550	$ 763,965	$ 515,109	$ 1,396,164
20	INTEREST EARNED (PAID)	$ 16,490	$ 18,024	$ 15,653	$ 15,558	$ 18,431
21	**ENDING CASH**	**$ 879,852**	**$ 661,574**	**$ 779,618**	**$ 530,667**	**$ 1,414,595**
22	NET CHANGE IN CASH	$ 212,203	$ (218,278)	$ 118,044	$ (248,951)	$ 883,928
23						
24	Operating expenses without depreciation	$ 5,566,070	$ 5,759,411	$ 5,931,443	$ 6,108,637	$ 6,291,146
25	**Target cash reserves (90 day operating expenses)**	**$ 1,391,518**	**$ 1,439,853**	**$ 1,482,861**	**$ 1,527,159**	**$ 1,572,786**

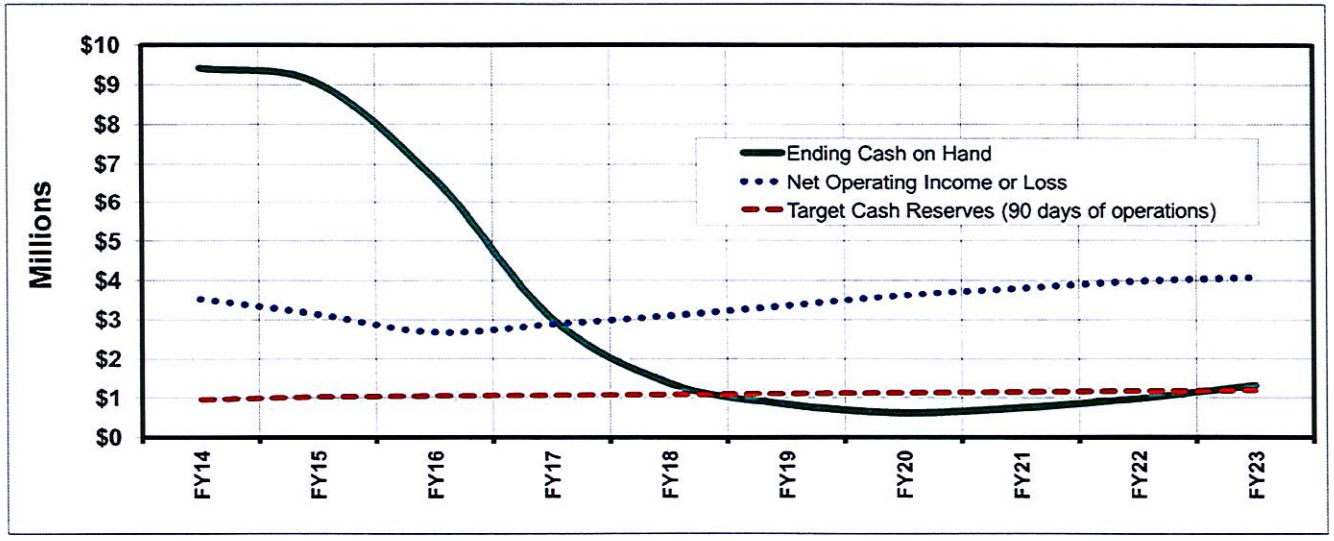
Sewer Utility Projects

		FY14	FY15	FY16	FY17	FY18	Total
1	**Combined Sewer Long Term Control Plan (LTCP) Improvements**	**$ 23,869,407**	**$ 10,227,331**	**$ 7,336,669**	**$ 3,110,000**	**$ 1,320,000**	**$ 45,863,407**
2	The City is required to bring its combined sewer system into full complaince with US Environmental Protection Agency standards by March 2018. The improvements are detailed in the Combined Sewer Long Term Control Plan approved by the USEPA in 2006. The total cost of the completing the projects required by the LTCP will exceed $75M. Two of the projects have already been completed. The largest project required by the LTCP is the expansion of the Mill Street Wastewater Treatment Plant at a total cost of over $46M. The work began in October 2011 and will be completed in early 2013. The completion of the Mill Street Wastewater Treatment Plant expansion and the remaining six projects required by the LTCP are shown below.						
3	Mill Street Wastewater Treatment Plant Expansion (remainder of ongoing contract)	$ 21,779,407					
4	Construction of an underground combined sewer storage tank near the intersection of 40th Street with 5th Avenue	$ 2,090,000	$ 2,090,000				
5	6th Avenue Relief Sewer 9th to 24th Street		$ 7,743,331	$ 5,496,669			
6	Relocation of combined sewer outfall #7 (17th Street near the RI Fitness and Activity Center)		$ 56,000	$ 575,000	$ 2,640,000		
7	Blackhawk Lift Station Improvements		$ 338,000	$ 1,150,000			
8	Combined Sewer Separation (26th to 30th Street; 5th to 9th Avenue)			$ 115,000	$ 470,000	$ 840,000	
9	System Control Improvements					$ 480,000	
10	**Sewer Improvements Street Program Projects**	**$ 96,000**	**$ 15,000**	**$ 6,000**	**$ -**	**$ -**	**$ 117,000**
11	23rd Avenue, 12th to 17th Street	$ 96,000					
12	9th Avenue, 44 1/2 to 46th Street		$ 15,000				
13	22 1/2 Avenue east of 29th Street			$ 6,000			

		FY14	FY15	FY16	FY17	FY18	Total
14	**Sewer Replacements**	**$ 370,000**	**$ 840,000**	**$ 250,000**	**$ 375,000**	**$ 375,000**	**$ 2,210,000**
15	Alley between 19th/20th Street and 10th/12th Avenue	$ 370,000					
16	21st/22nd Street, 10th/12th Avenue		$ 840,000				
17	19th Street, 9th to 10th Avenue			$ 250,000			
18	3rd Avenue, 20th to 23rd Street				$ 375,000	$ 375,000	
19	**Total Capital Improvements**	**$ 24,335,407**	**$ 11,082,331**	**$ 7,592,669**	**$ 3,485,000**	**$ 1,695,000**	**$ 48,190,407**

Sewer Utility Projections

FY Ending	Rate Change	Capital Improvements	Long Term Control Plan	General Obligation Bonds	State Revolving Loan Fund	Ending Cash on Hand
2014	0.0%	$ 466,000	$ 23,869,407	$ -	$ 23,599,998	$ 9,410,463
2015	3.0%	$ 855,000	$ 10,227,331	$ -	$ 9,940,400	$ 9,042,383
2016	3.0%	$ 256,000	$ 7,336,669	$ -	$ 5,416,669	$ 6,626,137
2017	3.0%	$ 375,000	$ 3,110,000	$ -	$ -	$ 3,028,074
2018	3.0%	$ 375,000	$ 1,320,000	$ -	$ -	$ 1,368,826
2019	3.0%	$ 750,000	$ -	$ -	$ -	$ 825,717
2020	3.0%	$ 750,000	$ -	$ -	$ -	$ 611,489
2021	2.0%	$ 750,000	$ -	$ -	$ -	$ 734,715
2022	2.0%	$ 750,000	$ -	$ -	$ -	$ 969,503
2023	2.0%	$ 750,000	$ -	$ -	$ -	$ 1,315,753
		$ 6,077,000	**$ 45,863,407**	**$ -**	**$ 38,957,067**	



Sewer Utility Projections

		FY14	FY15	FY16	FY17	FY18
1	**OPERATING REVENUES**					
2	charges for service					
3	sewer charges	$ 7,821,799	$ 8,056,453	$ 8,298,147	$ 8,547,091	$ 8,803,504
4	misc service charges	$ 500	$ 500	$ 500	$ 500	$ 500
5	other				$ -	
6	facility rentals	$ 19,400	$ 19,788	$ 20,184	$ 20,587	$ 20,999
7	sewer lateral repair program	$ 281,718	$ 286,718	$ 291,718	$ 296,718	$ 301,718
8	IRS interest rebate	$ 68,632	$ 67,763	$ 66,711	$ 65,422	$ 63,848
9	Downtown TIF (1st Avenue Sewer debt service)	$ 104,498	$ 104,082	$ 105,554	$ 104,734	$ 105,892
10	**total operating revenues**	**$ 8,296,547**	**$ 8,535,304**	**$ 8,782,813**	**$ 9,035,053**	**$ 9,296,461**
11						
12	**OPERATING EXPENSES**					
13	personnel	$ 1,277,000	$ 1,302,540	$ 1,328,591	$ 1,355,163	$ 1,382,266
14	supplies	$ 241,000	$ 245,820	$ 250,736	$ 255,751	$ 260,866
15	services	$ 1,525,000	$ 1,555,500	$ 1,586,610	$ 1,618,342	$ 1,650,709
16	extra for expanded Mill Street WWTP		$ 220,816	$ 225,232	$ 229,737	$ 234,332

Sewer Utility Projections

		FY14	FY15	FY16	FY17	FY18
17	other	$ 73,000	$ 74,460	$ 75,949	$ 77,468	$ 79,018
18	rebates	$ 500	$ 500	$ 500	$ 500	$ 500
19	discount for services (Park Dept)	$ 27,587	$ 28,139	$ 28,702	$ 29,276	$ 29,861
20	transfer to the General Fund	$ 390,000	$ 397,800	$ 405,756	$ 413,871	$ 422,149
21	transfer for meter services	$ 144,000	$ 146,880	$ 149,818	$ 152,814	$ 155,870
22	transfer for GIS	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
23	depreciation	$ 558,000	$ 558,000	$ 558,000	$ 558,000	$ 558,000
24	contingency	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
25		$ -	$ -	$ -	$ -	$ -
26	**total operating expenses**	**$ 4,326,087**	**$ 4,620,455**	**$ 4,699,894**	**$ 4,780,922**	**$ 4,863,570**
27						
28	**OPERATING INCOME (LOSS)**	**$ 3,970,460**	**$ 3,914,849**	**$ 4,082,919**	**$ 4,254,131**	**$ 4,432,891**
29						
30	**NONOPERATING REVENUES (EXPENSES)**					
31	interest revenue (expenses) on investments	$ 132,262	$ 137,366	$ 116,639	$ 71,868	$ 32,731
32	SRF "grant"	$ -	$ -	$ -	$ -	$ -

Sewer Utility Projections

		FY14	FY15	FY16	FY17	FY18
33	"IKE" Grant (6th Ave relief sewer)	$ 375,000	$ 375,000	$ -		$ -
34	interest expenses for bonds	$ (972,113)	$ (1,304,279)	$ (1,540,758)	$ (1,463,168)	$ (1,382,272)
35	**total nonoperating revenue (expenses)**	**$ (464,851)**	**$ (791,913)**	**$ (1,424,119)**	**$ (1,391,301)**	**$ (1,349,541)**
36	**transfers in (out)**	$ -	$ -	$ -	$ -	$ -
37	**CHANGE IN NET ASSETS**	**$ 3,505,609**	**$ 3,122,936**	**$ 2,658,800**	**$ 2,862,830**	**$ 3,083,350**
1	**CASH FLOWS FROM OPERATING ACTIVITIES**					
2	cash received from customers	$ 7,821,799	$ 8,056,453	$ 8,298,147	$ 8,547,091	$ 8,803,504
3	cash payments to suppliers for goods and services	$ (2,491,087)	$ (2,759,915)	$ (2,813,303)	$ (2,867,759)	$ (2,923,304)
4	cash payments to employees for services	$ (1,277,000)	$ (1,302,540)	$ (1,328,591)	$ (1,355,163)	$ (1,382,266)
5	other operating revenue	$ 474,748	$ 478,851	$ 484,667	$ 487,962	$ 492,957
6	**NET CASH PROVIDED (USED) FOR OPERATIONS**	**$ 4,528,460**	**$ 4,472,849**	**$ 4,640,919**	**$ 4,812,131**	**$ 4,990,891**
7						

Sewer Utility Projections

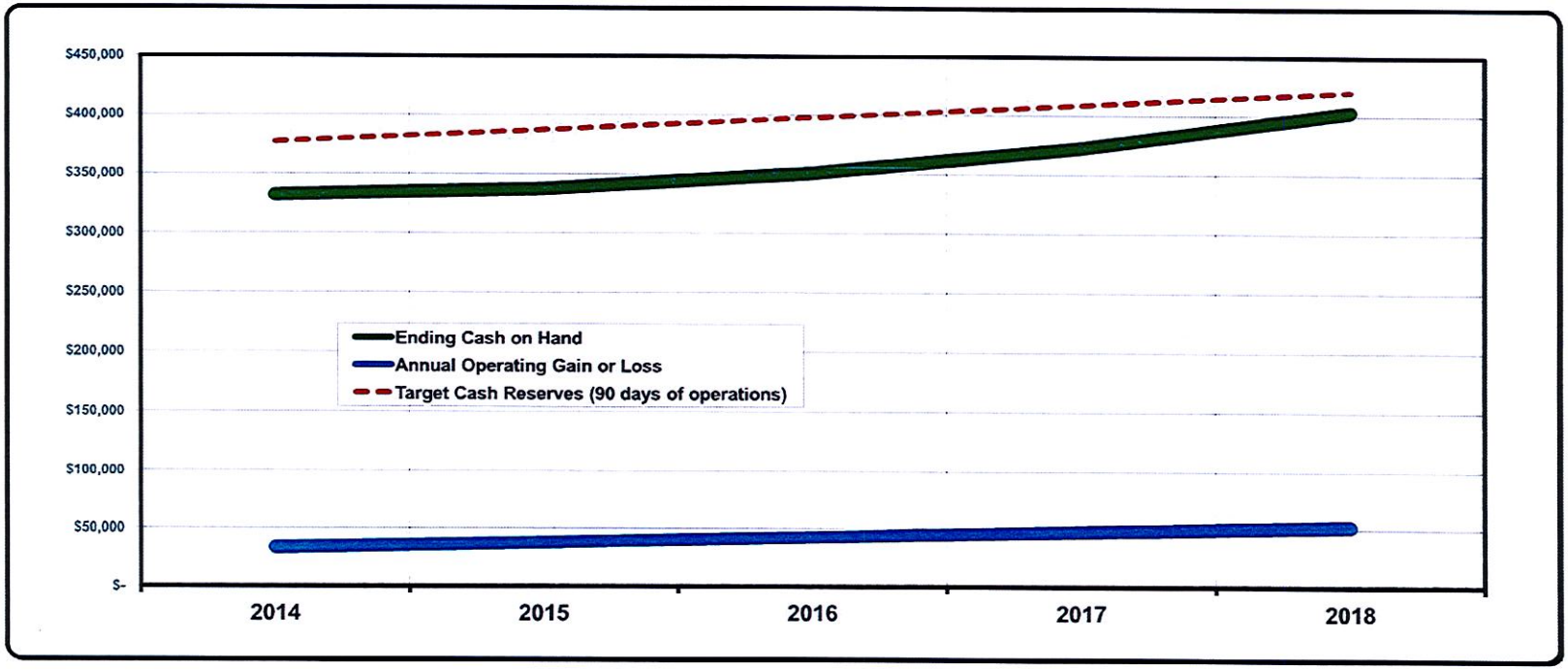
		FY14	FY15	FY16	FY17	FY18
8	**CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES**					
9	capital improvements (LTCP)	$ (23,869,407)	$ (10,227,331)	$ (7,336,669)	$ (3,110,000)	$ (1,320,000)
10	capital improvements (other)	$ (466,000)	$ (855,000)	$ (256,000)	$ (375,000)	$ (375,000)
11	proceeds from SRF loan	$ 23,599,998	$ 9,940,400	$ 5,416,669	$ -	$ -
12	proceeds from grants	$ 375,000	$ 375,000	$ -	$ -	$ -
13	principal	$ (2,274,503)	$ (2,907,085)	$ (3,457,047)	$ (3,533,893)	$ (3,605,598)
14	interest	$ (972,113)	$ (1,304,279)	$ (1,540,758)	$ (1,463,168)	$ (1,382,272)
15	**NET CASH PROVIDED (USED) FOR CAPITAL**	**$ (3,607,025)**	**$ (4,978,295)**	**$ (7,173,805)**	**$ (8,482,061)**	**$ (6,682,870)**
16						
17	**BEGINNING CASH**	$ 8,356,766	$ 9,410,463	$ 9,042,383	$ 6,626,137	$ 3,028,074
18	**NET CASH PROVIDED (USED) FOR OPERATIONS**	$ 4,528,460	$ 4,472,849	$ 4,640,919	$ 4,812,131	$ 4,990,891
19	**NET CASH PROVIDED (USED) FOR CAPITAL**	$ (3,607,025)	$ (4,978,295)	$ (7,173,805)	$ (8,482,061)	$ (6,682,870)
20	**ENDING CASH SUBTOTAL**	$ 9,278,201	$ 8,905,017	$ 6,509,498	$ 2,956,206	$ 1,336,094
21	**INTEREST EARNED (PAID)**	$ 132,262	$ 137,366	$ 116,639	$ 71,868	$ 32,731
22	**ENDING CASH**	**$ 9,410,463**	**$ 9,042,383**	**$ 6,626,137**	**$ 3,028,074**	**$ 1,368,826**
23	**NET CHANGE IN CASH**	**$ 1,053,697**	**$ (368,080)**	**$ (2,416,247)**	**$ (3,598,063)**	**$ (1,659,248)**

Stormwater Utility Projects

	FY14	FY15	FY16	FY17	FY18	Total
1 Outfall and Pipeline Rehabilitation Program	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
	$ 150,000	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 750,000**

Stormwater Utility Summary

	1	2	3	4	5
FY Ending March 31,	2014	2015	2016	2017	2018
Rate Change Assumptions	**0.0%**	**3.0%**	**3.0%**	**3.0%**	**3.0%**
Year Ending Cash on Hand	$ 331,779	$ 336,951	$ 350,289	$ 372,158	$ 402,935
Capital Improvements ($)	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000



Stormwater Fund Projections

		1	2	3	4	5
		FY14	FY15	FY16	FY17	FY18
	REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS					
1	OPERATING REVENUES					
2	charges for service					
3	utility penalties	$ 19,000	$ 19,570	$ 20,157	$ 20,762	$ 21,385
4	grading/drainage permits	$ 500	$ 500	$ 500	$ 500	$ 500
5	stormwater charges	$ 1,648,000	$ 1,697,440	$ 1,748,363	$ 1,800,814	$ 1,854,839
6	stomwater credit applications	$ 100	$ 100	$ 100	$ 100	$ 100
7		$ -	$ -	$ -	$ -	$ -
8	total operating revenues	$ 1,667,600	$ 1,717,610	$ 1,769,120	$ 1,822,176	$ 1,876,823
9						
10	OPERATING EXPENSES					
11	personnel	$ 490,000	$ 504,700	$ 519,841	$ 535,436	$ 551,499
12	supplies	$ 47,000	$ 48,410	$ 49,862	$ 51,358	$ 52,899
13	services	$ 465,000	$ 478,950	$ 493,319	$ 508,118	$ 523,362
14	other	$ 3,200	$ 3,296	$ 3,395	$ 3,497	$ 3,602
15	program costs (Rain Gardens, RIDAP, Sump Pumps)	$ 67,500	$ 67,500	$ 67,500	$ 67,500	$ 67,500
16	discount for services	$ 80,000	$ 82,400	$ 84,872	$ 87,418	$ 90,041
17	transfer to General Fund (cost allocation)	$ 262,000	$ 269,860	$ 277,956	$ 286,294	$ 294,883
18	transfer to Engineering (GIS)	$ 41,000	$ 42,230	$ 43,497	$ 44,802	$ 46,146
19	depreciation	$ 129,000	$ 132,870	$ 136,856	$ 140,962	$ 145,191
20	contingency	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
21	total operating expenses	$ 1,634,700	$ 1,680,216	$ 1,727,097	$ 1,775,385	$ 1,825,122
22						
23	OPERATING INCOME (LOSS)	$ 32,900	$ 37,394	$ 42,023	$ 46,791	$ 51,701
24						
25	NONOPERATING REVENUES (EXPENSES)					
26	interest revenue (expenses) on investments	$ 4,959	$ 4,978	$ 5,116	$ 5,378	$ 5,770
27	contributed capital	$ -	$ -	$ -	$ -	$ -
28	interest expenses for bonds	$ -	$ -	$ -	$ -	$ -
29	total nonoperating revenue (expenses)	$ 4,959	$ 4,978	$ 5,116	$ 5,378	$ 5,770
30						
31	CHANGE IN NET ASSETS	$ 37,859	$ 42,372	$ 47,139	$ 52,169	$ 57,471

Stormwater Fund Projections

		1	2	3	4	5
		FY14	FY15	FY16	FY17	FY18
	CASH FLOWS					
32	CASH FLOWS FROM OPERATING ACTIVITIES					
33	cash received from customers	$ 1,648,000	$ 1,697,440	$ 1,748,363	$ 1,800,814	$ 1,854,839
34	cash payments to supplies for goods and services	$ (868,200)	$ (892,746)	$ (918,028)	$ (944,069)	$ (970,891)
35	cash payments to employees for services	$ (490,000)	$ (504,700)	$ (519,841)	$ (535,436)	$ (551,499)
36	program costs	$ (67,500)	$ (67,500)	$ (67,500)	$ (67,500)	$ (67,500)
37	discount for services	$ (80,000)	$ (82,400)	$ (84,872)	$ (87,418)	$ (90,041)
38	other operating revenue	$ 100	$ 100	$ 100	$ 100	$ 100
39	NET CASH PROVIDED (USED) FOR OPERATIONS	$ 142,400	$ 150,194	$ 158,222	$ 166,490	$ 175,007
40						
41	CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES					
42	capital improvements	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)
43	contributed capital	$ -	$ -	$ -	$ -	$ -
44	payment of general obligations bonds	$ -	$ -	$ -	$ -	$ -
45	interest paid	$ -	$ -	$ -	$ -	$ -
46	NET CASH PROVIDED (USED) FOR CAPITAL	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)
47						
48	BEGINNING CASH	$ 334,420	$ 331,779	$ 336,951	$ 350,289	$ 372,158
49	NET CASH PROVIDED (USED) FOR OPERATIONS	$ 142,400	$ 150,194	$ 158,222	$ 166,490	$ 175,007
50	NET CASH PROVIDED (USED) FOR CAPITAL	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)	$ (150,000)
51	ENDING CASH SUBTOTAL	$ 326,820	$ 331,973	$ 345,173	$ 366,780	$ 397,165
52	INTEREST EARNED (PAID)	$ 4,959	$ 4,978	$ 5,116	$ 5,378	$ 5,770
53	ENDING CASH	$ 331,779	$ 336,951	$ 350,289	$ 372,158	$ 402,935
54						
55	NET CHANGE IN CASH	$ (2,641)	$ 5,172	$ 13,338	$ 21,868	$ 30,777
56						
57	rate increase assumption	0.00%	3.00%	3.00%	3.00%	3.00%
58						

59	inflation rate	3.00%
60	investment rate	1.50%

ROCK ISLAND

ILLINOIS

CAPITAL IMPROVEMENT IMPACT

A direct relationship exists between the City of Rock Island's operating budget and the adopted Capital Improvement Plan. As a result, operating cost estimates should reflect the anticipated annual costs to operate facilities and improvements upon completion or acquisition. The following is a review of those FY2014 significant (>$50,000) and nonrecurring projects identified in the preceding Capital Improvement Plan that meet the definition of a capital expenditure along with an explanation of their potential impact on the operating budget. Those expenditures in the Capital Improvement Plan that are maintenance related, which includes most street, water, wastewater, and sewer replacement or repair projects, are not included in this review due to their recurring nature.

STREET AND MISCELLANEOUS CAPITAL IMPROVEMENTS

Project Name:	Project #:
Fiber Optic ($80,000)	2502
Project Description: This portion of the project will complete the fiber optic loop through Rock Island's southwest region. The fiber optic project consists of indoor and outdoor constructed cable connections to all City of Rock Island municipal locations including buildings, traffic signals, water and sewer devices, security cameras, and public spaces including Parks and the District wireless hot-spots.	
Funding Source: The costs will be paid by the city gaming tax revenue ($80,000).	
Project Impact: - Completion of project will provide lower overall lifetime communications costs for the City of Rock Island as compared to other leased services and technologies. - Potential for reduced computer maintenance costs due to less computer equipment deployed as servers in remote offices. - The IT Department will review its use as a potential revenue source through the leasing of access.	

Project Name:	Project #:
Police Facility Construction ($1,000,000)	2724
Project Description: The City will construct a new police facility at a location to be determined and renovate the existing facility for use by other City departments. The targeted completion date is April 1, 2016 with design and site selection preparation to be accomplished in FY 13-14.	
Funding Source: The costs will be paid by the issuance of a general obligation bond ($1,000,000) with the bond being retired with gaming tax revenue.	
Project Impact: - A needs assessment has been completed by an architect planning study and a community focus group which identified the current 22,000 gross square foot facility as obsolete and that a new 49,800 gross square foot facility is needed. - It was also determined that the current facility is not able to be renovated and expanded as required and that a three acre building site should be sought. - Total cost of the project is estimated at 16 to 19 million dollars. There will be no impact on operating expenditures during this fiscal year but will need to be planned for when construction of the new facility is completed in 2016.	

Project Name:	Project #:
Downtown & Neighborhood Cameras ($60,000)	6178

Project Description:
At least two additional cameras are planned with one for the parking lot on 19th Street, 1st – 2nd Avenue and one for the parking lot on 1st Avenue, 17th – 18th.

Funding Source:
The costs will be paid by the city gaming tax revenue ($60,000).

Project Impact:
- Additional cameras have not been added to the downtown area since the systems initial installation, although the dynamics of the area have changed.
- The cameras would allow for better monitoring, better use of police resources, and enhanced safety in the downtown.
- No additional operating expenditures are needed as this project simply adds to the existing system which was designed for such expansion.

Project Name:	Project #:
Heart Monitors ($80,754)	6180

Project Description:
The Fire Department will replace their existing heart monitors with the purchase of three X-Series Heart Monitors and four AED PRO Heart Monitors for use in the Fire Department ambulances, paramedic fire engines, and rescue squad.

Funding Source:
The costs will be paid by general fund carryover funds ($80,754).

Project Impact:
- The new heart monitors will be capable of performing 12 Lead EKG Capnography per the new protocols of the City's resource hospital, Trinity Rock Island.
- No additional operating expenditures are anticipated as these units replace existing ones though product information indicates the potential for lower operating costs. Operating costs will be monitored during the first year of use for the potential of lowering budgeted expenditures in year two.

Project Name:	Project #:
Ridgewood Road Sustainable Business Park ($2,667,446)	2689

Project Description:
The City will construct a sustainable business park on approximately thirty acres west of Ridgewood Road. There will be thirteen lots ranging in size from 1.1 to 1.7 acres with the ability to consolidate adjoining lots into one parcel. The infrastructure will include watermains, sanitary sewers, streets, and an engineered wetland. The park will be a model for the development of environmentally friendly commercial areas.

Funding Source:
One-half the cost of the development of the business park will be paid for by an Economic Development Administration grant from the U. S. Department of Commerce. The other half will be financed by short term (5 years) general obligation bonds. The bonds will be repaid by the City gaming tax revenue.

Project Impact:
- It is estimated that there will be 187 jobs created or retained by businesses locating in the business park over a nine year period after the park opens.
- As businesses locate in the business park, revenue will be generated by new property tax, utility tax, and water/sewer/storm water fee revenues.
- Expenses such as the snow plowing of the new streets and mowing grass on the lots until they are sold will be offset by these new revenues.
- For FY 12-13, the debt service cost for the bond being issued to support this project is $327,500.

SEWER UTILITY PROJECTS

Project Name:	Project #:
Combined Sewer Long Term Control Plan aka LTCP ($23,869,407)	2624 / 2687

Project Description:

Work on the federally mandated Mill Street Sewage Treatment Plant improvements will be completed in this budget year. The maximum wet weather treatment capacity of this plant is currently 16 million gallons per day. After the improvements are completed the plant will be capable of treating 106 million gallons per day. Also part of the LTCP for this fiscal year is the construction of an underground combined sewer storage tank near the intersection of 4oth Street and 5th Avenue. Upon completion of the improvements to these two parts of the LTCP, work will begin on a combined sewer overflow point in Blackhawk Creek. All work on the LTCP must be completed by FY 17-18.

Funding Source:

The majority of the funding needed for these improvements will be secured through long term loans from the State of Illinois revolving loan program and existing general obligation bonds. Additionally, in January, 2011 there was a 5% increase in the water rate and a 10% increase in the sewer rate which for the most part could be attributed to the costs associated with the implementation of the LTCP.

Project Impact:

- Upon completion of the Long Term Control Plan (LTCP), the release of raw sewage into the Mississippi River will be greatly reduced thus improving the quality of life for the citizens of Rock Island.
- Once the LTCP is completed, the Public Works Department is estimating that their yearly operating costs will increase by $250,000.
- The City will avoid the Environmental Protection Agency's threatened fine of $27,500 per day for non-compliance by completing implementation of this plan.

ROCK ISLAND

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Capital

Table 1

Account Number			Amount	
101-256081-56402-2502223	Communication Equip - Gaming	Fiber Optic - SW to Milan	80,000	
101-256081-56402-6178223	Communication Equip - Gaming	Downtown & Neighborhood Cameras	60,000	
101-256081-56405-6144223	Computer Software - Gaming	Public Access Ch / Chamber Upgrade	25,000	
101-256081-56405-6176223	Computer Software - Gaming	Fleet/Marina Software Replacement	100,000	
101-454273-56403-6180000	Diagnostic Equipment	Zoll Brand X-Series Heart Monitors	80,754	345,754
201-312801-56302-0000000	Driveway/Sidewalk/Road	Sidewalk Improvements	15,000	15,000
222-452271-56402-0000000	Communication Equipment	Fire Dept. Radio Equipment	10,000	10,000
245-312801-56316-6048000	Docks/Wharves	Boat Dock - grant match	413,046	
245-312801-56316-6048119	Docks/Wharves	Boat Dock - grant	1,143,518	
245-312801-56501-6048000	Engineering Services	Boat Dock - grant match	36,400	
245-312801-56501-6048119	Engineering Services	Boat Dock - grant	103,600	1,696,564
246-312801-56301-2689000	Streets/Alleys	Ridgewood Business Park - grant match	1,253,723	
246-312801-56301-2689262	Streets/Alleys	Ridgewood Business Park - grant	1,253,723	
246-312801-56501-2689000	Engineering Services	Ridgewood Business Park - grant match	80,000	
246-312801-56501-2689262	Engineering Services	Ridgewood Business Park - grant	80,000	2,667,446
301-312801-56409-0524000	Fixed Equipment	Schwiebert Park sign	100,000	
301-451291-56409-0000000	Fixed Equipment	Fire Station #1 Generator	53,000.00	
301-451292-56409-0000000	Fixed Equipment	Fire Station #2 Generator	28,000.00	
301-451293-56409-0000000	Fixed Equipment	Fire Station #3 Generator	30,000.00	
301-451295-56409-0000000	Fixed Equipment	Fire Station #4 Generator	28,000.00	
301-616315-56301-2702000	Streets/Alleys	11 St Sidewalk Improvements - Phase 2	260,000	
301-616315-56301-2702223	Streets/Alleys - Gaming	11 St Sidewalk Improvements - Phase 1	215,000	
301-616315-56501-2702000	Engineering Services	11 St Sidewalk Improvements - Phase 2	50,000	
301-616316-56301-2691223	Streets/Alleys - Gaming	23 Ave Reconstruction, 12 - 14 St	807,500	
301-616316-56501-2584000	Engineering Services	23 St Reconstruction, 10 - 12 Ave	45,000	
301-616316-56501-2691000	Engineering Services	23 Ave Reconstruction, 12 - 14 St	129,000	
301-616316-56501-2691223	Engineering Services - Gaming	23 Ave Reconstruction, 12 - 14 St	142,500	1,888,000
501-618352-56501-2704000	Engineering Services	Water System Filter Evaluation	75,000	
501-619356-56310-2662000	Water System Improvements	SCADA Upgrade-Remote Monitoring	25,000	100,000
502-619356-56310-2678000	Water System Improvements	Neighborhood Water Distrib Improvements	267,000	
502-619356-56310-2691000	Water System Improvements	23 Ave Reconstruction, 12 - 14 St	240,000	
502-619356-56310-2693000	Water System Improvements	34 St Reconstruction, 35 - 38 Ave	10,000	
502-619356-56501-2678000	Engineering Services	Neighborhood Water Distrib Improvements	48,000	
502-619356-56501-2691000	Engineering Services	23 Ave Reconstruction, 12 - 14 St	30,000	
502-619356-56501-2693000	Engineering Services	34 St Reconstruction, 35 - 38 Ave	2,000	597,000
506-618341-56311-2624000	Wastewater System Improve	LTCP - WWTP Construction	20,750,000	
506-618341-56311-2687000	Wastewater System Improve	LTCP - Farmall Storage Tank	1,820,000	
506-618341-56311-2691000	Wastewater System Improve	23 Ave Reconstruction, 12 - 14 St	87,000	
506-618341-56311-2713000	Wastewater System Improve	Sanitary Sewer Replacement	307,000	
506-618341-56501-2624000	Engineering Services	LTCP - WWTP Construction	1,029,407	
506-618341-56501-2687000	Engineering Services	LTCP - Farmall Storage Tank	270,000	
506-618341-56501-2691000	Engineering Services	23 Ave Reconstruction, 12 - 14 St	9,000	
506-618341-56501-2713000	Engineering Services	Sanitary Sewer Replacement	63,000	
506-618341-56501-2714000	Engineering Services	Sanitary Sewer Replacement	50,000	
506-619346-56501-2688256	Engineering Services	6 Ave Relief Sewer - grant	700,000	25,085,407
541-617592-56409-2649000	Fixed Equipment	Fuel Tank Monitoring System	12,000	12,000

Capital

Table 1

Account Number				Amount
555-813511-56409-6179223	Fixed Equipment - Gaming	Hauberg Boiler Replacement	20,000	
555-822601-56201-6046000	Buildings-New Construction	MLK Park Construction - grant match	221,246	
555-822601-56201-6046118	Buildings-New Construction	MLK Park Construction - grant	619,513	
555-834751-56407-0000000	Maintenance Equipment	Power Sand Rake	18,000	
555-834751-56407-0000000	Maintenance Equipment	Fairway Aerator	26,000	
555-854701-56407-0000000	Maintenance Equipment	Workman Utility with Vicon Spreader	34,000	
555-867561-56201-0000000	Buildings-New Construct	Service Center Area Construction	12,000	
555-867561-56301-0000000	Streets/Alleys	RIFAC Additional Parking	75,000	1,025,759
601-617041-56403-0000000	Diagnostic Equipment	Storage Tank Monitoring Equipment	12,000	
601-617041-56404-0000000	Computer Hardware	Fuel Management System	20,000	
601-617365-56406-0000000	Motor Vehicles	Park Maintenance Van	23,000	
601-617365-56406-0000000	Motor Vehicles	Pavement Saw	24,720	79,720
				33,522,650

Infrastructure Maintenance Projects — Table 2

Account Number				Amount
101-616301-53805-2155223	Street/Lot S/C - Gaming	Mudjacking	25,000	
101-616301-53805-2376223	Street/Lot S/C - Gaming	Joint Sealing	77,000	
101-616301-53805-2377223	Street/Lot S/C - Gaming	PCC Patching	575,000	
101-616301-53805-2411223	Street/Lot S/C - Gaming	Brick Street	77,000	
101-616301-53805-2434223	Street/Lot S/C - Gaming	Asphalt	167,000	
101-616304-53805-2111223	Street/Lot S/C - Gaming	Sealcoat	28,600	
101-616306-53805-0000223	Street/Lot S/C - Gaming	Long Line Painting	71,500	
101-616322-53805-2460223	Street/Lot S/C - Gaming	Ditch Cleaning	30,000	
101-616331-53805-0000000	Street/Lot S/C	Allied Disposal	1,250	
101-617111-53806-1718223	Infrastructure Maint - Gaming	Police Station Repairs	106,250	1,158,600
207-312118-53807-6072000	Bldg/Facility Improvement	Visitor Center Roof Replacement	25,000	25,000
251-711401-53805-0000000	Street/Lot S/C	Street/Lot - Service Contract	3,000	
251-711401-53806-6174223	Infrastructure Maint - Gaming	Main Library Chimney Repair	47,500	
251-714402-53805-0000000	Street/Lot S/C	Street/Lot - Service Contract	3,800	
251-714403-53805-0000000	Street/Lot S/C	Street/Lot - Service Contract	3,850	58,150
301-616311-53806-2684414	Infrastructure Maintenance	5 St Resurfacing, 18 - 25 Ave - grant	114,250	
301-616311-53806-2690000	Infrastructure Maintenance	9 St Resurfacing, 31 - 46 Ave	2,200,000	
301-616311-53806-2691000	Infrastructure Maintenance	23 Ave Reconstruction, 12 - 14 St	1,400,000	
301-616315-53806-2715223	Infrastructure Maint - Gaming	Velie Drive Subgrade Stabilization	43,000	
301-616316-53806-2692223	Infrastructure Maint - Gaming	37 Ave Resurfacing, 30 - 34 St	170,000	
301-616316-53806-2693223	Infrastructure Maint - Gaming	34 St Resurfacing, 35 - 38 Ave	170,000	
301-616316-53806-2694223	Infrastructure Maint - Gaming	20 Ave Resurfacing, 32 - 34 St	170,000	4,267,250
501-619356-53806-0000000	Infrastructure Maintenance	Emergency Repairs	111,726	
501-619356-53806-0000000	Infrastructure Maintenance	Reservoir Water Tower	27,108	138,834
506-619346-53806-1866000	Infrastructure Maintenance	Manhole Installation/Reconstruction	65,000	
506-619346-53806-2158000	Infrastructure Maintenance	Sewer Repairs	135,000	
506-619346-53806-2571000	Infrastructure Maintenance	Annual Sewer Lining Contract	255,000	
506-619346-53806-2579000	Infrastructure Maintenance	Sewer Cleaning/Televising Contract	100,000	555,000
507-619348-53806-0000000	Infrastructure Maintenance	Emergency Contract Repairs	33,833	
507-619348-53806-2412000	Infrastructure Maintenance	Catchbasin Repair Program	66,500	
507-619348-53806-2650000	Infrastructure Maintenance	Outfall and Pipelining Program	130,000	230,333
555-822601-53805-0000000	Street/Lot S/C	Dog Park Fence Repairs	500	
555-822601-53806-0000000	Infrastructure Maintenance	Chalet Painting & Roof Repair	24,500	
555-822613-53806-5672000	Infrastructure Maintenance	Downtown Maint Bldg Repair	600	25,600
				6,458,767

Programs

Table 3

Account	Account Description			Budget Amount
101-313851-55110-0000223	Contracted Services - Gaming	Contribution to Social Service Agencies	50,000	50,000
201-312801-55105-0000000	Facade Improvement	Facade Improvement Program	150,000	
201-312801-55109-0000000	Rebates	Renaissance Goldman Apts	46,000	
201-312801-55109-0000000	Rebates	Voss Lofts	11,000	
201-312801-55109-6093000	Rebates	Jackson Square	26,000	
201-312801-55218-0000000	Rent Rehab Payout	TIF Loft Housing Program	380,000	
201-312801-55301-0000000	CED Land Purchase	Al Klass Property	530,000	
201-312801-55305-0000000	CED Building Improv	DeSoto Property	10,000	
201-312801-55308-0000000	CED Streets/Alleys	Streetscape	25,000	1,178,000
202-312801-55105-0000000	Facade Improvement	Facade Improvement Program	50,000	
202-312801-55107-0000000	New Construction Incent	Developer Investment Incentive	100,000	
202-312801-55109-0000000	Rebates	Cotton Mill Rebate	25,000	
202-312801-55301-0000000	CED Land Purchase	Tax Auction Properties	3,000	
202-312801-55305-0000000	CED Building Improvement	Michael's Trailer Court Development	70,000	248,000
203-312801-55105-0000000	Facade Improvement	Facade Improvement Program	75,000	
203-312801-55301-0000000	CED Land Purchase	Misc. Property Purchases	225,000	300,000
204-312801-55109-0000000	Rebates	Casino Rock Island Rebate	1,552,162	1,552,162
207-312801-55105-0000223	Facade Improvement - Gaming	Facade Improvement Program	250,000	
207-312801-55109-0000223	Rebates - Gaming	New Construction Rebate	55,000	
207-312801-55109-0000223	Rebates - Gaming	HyVee Rebate	178,000	
207-312801-55109-0000223	Rebates - Gaming	Lawson/Valdom Rebate	2,000	
207-312801-55109-0000223	Rebates - Gaming	Fareway Rebate	20,000	
207-312801-55301-0000000	CED Land Purchase	Iowa Interstate RR Easement	7,500	
207-312801-55301-0000000	CED Land Purchase	Tax Auction Properties	4,000	516,500
242-313851-55110-6118000	Contracted Services	Habitat for Humanity	15,000	
242-313851-55202-0452000	PRL Payout	New Old Chicago Neighborhood	174,577	
242-313851-55203-6062000	EDPL Underwriting	EDPL Emergency Loan	1,000	
242-313851-55204-6062000	EDPL Payout	EDPL Emergency Loan	109,000	
242-313851-55209-0535000	RDPL Underwriting	Roof Programs	1,500	
242-313851-55210-0535000	RDPL Payout	Roof Programs	46,916	
242-313851-55219-6075000	TRL Underwriting	Supplemental Loan Program	1,000	
242-313851-55220-6075000	TRL Payout	Supplemental Loan Program	29,000	377,993
506-619041-55109-0000000	Rebates	Backflow Prevention Program	500	500
507-619892-55601-0000000	Rain Garden Program	Rain Garden Program	30,613	
507-619892-55602-0000000	Drainage Assistance Program	Drainage Assistance Program	5,000	
507-619892-55603-0000000	Sump Pump Program	Sump Pump Program	1,000	36,613
541-617041-55109-0000000	Rebates	Slip Referral Program	1,500	1,500
581-313851-55205-6062000	ESPL 3% Underwriting	Emergency Loan Program	500	
581-313851-55206-6062000	ESPL 3% Payout	Emergency Loan Program	49,500	50,000
583-312801-55224-0000000	Business Loan	Business Loans (undesignated)	150,000	150,000
584-312801-55224-6059000	Business Loan	CIRLF Loans	371,957	371,957
585-312801-55109-0000000	Rebates	Federal Home Loan Bank	5,000	
585-312801-55224-0000000	Business Loan	Business Loans (undesignated)	1,000	6,000
586-312801-55224-0000279	Business Loan	Brownfield Loan - grant	76,000	76,000
				4,915,225

Allocation of Gaming and General Fund Carryover Funds

Table 4

		Request	Gaming Funds	General Fund Carryover	Total
City Marketing Program	Transfer - City Marketing Program	129,500	129,500	0	129,500
General Administration		**129,500**	**129,500**	**0**	**129,500**
Memberships & Contributions		251,245			
Development Association of Rock Island (DARI)	Transfer - DARI		135,000	0	135,000
Rock Island Arsenal Lobbying	Transfer - RI Arsenal Lobbying		10,000	0	10,000
River Action	Transfer - River Action		7,745	0	7,745
Keep Rock Island Beautiful	Transfer - Keep RI Beautiful		18,500	0	18,500
Advance Technology & Sustainability Coalition	Transfer - Adv Tech & Sust Coalition		3,000	0	3,000
QC First	Transfer - QC First		48,000	0	48,000
Chamber of Commerce	Transfer - Chamber of Commerce		20,000	0	20,000
Labor Day Parade	Transfer - Labor Day Parade		1,500	0	1,500
			3,400	0	3,400
			4,100	0	4,100
District Events Management	Transfer - District Event Management	28,500	28,500	0	28,500
CED Rebates (255,000)		255,000			
New construction rebate	Transfer - New Construction Rebate		55,000	0	55,000
HyVee rebate (final payment)	Transfer - HyVee Rebate		178,000	0	178,000
Lawson/Valdom (final payment)	Transfer - Lawson/Valdom Rebate		2,000	0	2,000
Future Fareway payments	Transfer - Fareway Rebate		20,000	0	20,000
Social Service Organization (CAC - 50,000)	Transfer - Social Service Organization	50,000			0
American Red Cross			2,500	0	2,500
Boys and Girls Club			3,000	0	3,000
Christian Care			1,500	0	1,500
Church of Peace			2,000	0	2,000
Church of Peace Outreach Program			3,000	0	3,000
Community Caring Conference			2,000	0	2,000
Community Health Care, Inc.			1,300	0	1,300
Figge Art Museum			4,446	0	4,446
Girls Scouts			3,000	0	3,000
Humility of Mary Housing, Inc.			1,000	0	1,000
Humility of Mary Shelter, Inc.			1,000	0	1,000
Marriage & Family Counseling Service			1,890	0	1,890
Partnership - Broadway/Greenbush/QCAIR			1,700	0	1,700
Project NOW - Rental Properties			3,664	0	3,664
Project NOW - Senior/Disabled Transportation			5,000	0	5,000
Quad Citians Affirming Diversity			1,500	0	1,500
QC Alliance for Immigrants & Refugees (QCAIR)			2,500	0	2,500
SAL Family & Community Services			2,500	0	2,500
St. Joseph Worker House Association			1,000	0	1,000
The ARC of the Quad Cities Area			3,000	0	3,000
The Salvation Army of the Quad Cities			2,500	0	2,500
Façade Improvement Program	Transfer - Facade Improvement Program	250,000	250,000	0	250,000
Substandard Structure Demolition	Transfer - Substandard Structure Demo	100,000	100,000	0	100,000
Ridgewood Sustainable Business Park Debt Service	Transfer - Rdgwd Bsnss Debt Service Prin	87,097	65,050	0	65,050
	Transfer - Rdgwd Bsnss Debt Service Int		22,047	0	22,047
Riverstone Property Debt Service	Transfer - Riverstone Debt Int	145,000	145,000	0	145,000
Engineering/Legal/Property Acquisition	Transfer - Development Contingency	637,525	150,000	0	150,000
			0	487,525	487,525
Community & Economic Development		**1,804,367**	**1,316,842**	**487,525**	**1,804,367**
General Fund Deficit		890,275	0	890,275	890,275
Finance		**890,275**	**0**	**890,275**	**890,275**
Fire Station #1 Generator		53,000	0	53,000	53,000
Fire Station #2 Generator		28,000	0	28,000	28,000
Fire Station #3 Generator		30,000	0	30,000	30,000
Fire Station #4 Generator		28,000	0	28,000	28,000
Fire		**139,000**	**0**	**139,000**	**139,000**
Computer Network Equipment Replacement	Transfer - Computer Network Equp Replace	125,000	125,000	0	125,000
Fleet/Marina Software Replacement	Transfer - Fleet/Marina Software Replace	100,000	100,000	0	100,000
Fiber Optic - SW to Milan	Transfer - Fiber Optic 11/06/12	80,000	80,000	0	80,000
Public Access Ch / Council Chamber Upgrade	Transfer - Public Access / Council Chamber	25,000	25,000	0	25,000
Downtown and Neighborhood Cameras	Transfer - Downtown/Neighborhood Camera	60,000	60,000	0	60,000
Smartboards - Finance & Public Works	Transfer - Smartboards 12/03/12	14,000	14,000	0	14,000

Allocation of Gaming and General Fund Carryover Funds

Table 4

		Request	Gaming Funds	General Fund Carryover	Total
Financial Software Debt Service principal	Transfer - Fin Software Debt Servce Prin	98,325	95,000	0	95,000
Financial Software Debt Service interest	Transfer - Fin Software Debt Servce Int		3,325	0	3,325
Information Technology		**502,325**	**502,325**	**0**	**502,325**
Main Library Chimney Repair	Transfer - Main Library Chimney Repair	47,500	47,500	0	47,500
Library		**47,500**	**47,500**	**0**	**47,500**
MLK Center Expansion Debt Service - principal	Transfer - MLK Center Debt Servce Prin	122,750	100,000	0	100,000
MLK Center Expansion Debt Service - interest	Transfer - MLK Center Debt Servce Int		22,750	0	22,750
Martin Luther King Jr Center		**122,750**	**122,750**	**0**	**122,750**
Whitewater Junction Debt Service	Transfer - WWJ Debt Service Principal	100,000	100,000	0	100,000
Hauberg Boiler Replacement	Transfer - Hauberg Boiler Replacement	20,000	20,000	0	20,000
Park		**120,000**	**120,000**	**0**	**120,000**
Contract Street Maintenance (1,225,000)		1,225,000			
mudjacking	Transfer - mudjacking		3,300	0	3,300
joint sealing	Transfer - joint sealing		3,000	0	3,000
pcc patching	Transfer - pcc patching		14,500	0	14,500
brick street	Transfer - brick street		3,000	0	3,000
asphalt	Transfer - asphalt		9,000	0	9,000
temp employees - streets	Transfer - temp employees streets		49,100	0	49,100
mudjacking	Transfer - mudjacking		25,000	0	25,000
joint sealing	Transfer - joint sealing		77,000	0	77,000
pcc patching	Transfer - pcc patching		575,000	0	575,000
brick street	Transfer - brick street		77,000	0	77,000
asphalt	Transfer - asphalt		167,000	0	167,000
sealcoat	Transfer - sealcoat		900	0	900
sealcoat	Transfer - sealcoat		28,600	0	28,600
long line painting	Transfer - long line painting		71,500	0	71,500
contract treet removal	Transfer - tree removal		55,000	0	55,000
ditch cleaning	Transfer - ditch cleaning		3,000	0	3,000
temp employees - ROW	Transfer - temp employees ROW		28,100	0	28,100
weed spraying	Transfer - weed spraying		5,000	0	5,000
ditch cleaning	Transfer - ditch cleaning		30,000	0	30,000
Special Assessment Program debt service	Transfer - Special Assess Debt Service	401,000	401,000	0	401,000
50/50 Sidewalk, Curb, & Tree Replacement Program	Transfer - 50/50 Program	50,000	50,000	0	50,000
FY14 Local Street Improvements		600,000			0
37th Ave Resurfacing, 30 - 34 St	Transfer - 37 Av, 30 - 34 St		30,000	0	30,000
			170,000	0	170,000
34th St Resurfacing, 35 - 38 Ave	Transfer - 34 St, 35 - 38 Av		30,000	0	30,000
			170,000	0	170,000
20th Ave Resurfacing, 32 - 34 St	Transfer - 20 Av, 32 - 34 St		30,000	0	30,000
			170,000	0	170,000
23rd Ave Reconstruction	Transfer - 23 Av Reconstruction	950,000	142,500	0	142,500
			807,500	0	807,500
FY15 Local Street Improvements		40,000			0
8th Ave Resurfacing, 42 - 46 St	Transfer - 8 Av, 42 - 46 St		20,000	0	20,000
9th Ave Resurfacing,44 1/2 - 46 St	Transfer - 9 Av, 44 1/2 - 46 St		20,000	0	20,000
7th Ave Resurfacing, 30 - 38 St	Transfer - 7 Av Resurfacing, 30 - 38 St	20,000	20,000	0	20,000
11th St. Sidewalk Improvements, 25th - 42nd Ave.	Transfer - 11 St Sidewalk Improvements	215,000	215,000	0	215,000
Police Station Repairs	Transfer - Police Station Repairs	125,000	18,750	0	18,750
			106,250	0	106,250
Velie Drive Subgrade Stabilization	Transfer - Velie Dr Subgrade Stabilize	50,000	7,000	0	7,000
			43,000	0	43,000
Street Condition Survey	Transfer - Street Condition Survey	85,000	85,000	0	85,000
Shadybrook Engineering - Phase 1		30,000	0	30,000	30,000
Shadybrook Engineering - Phase 2		30,000	0	30,000	30,000
Public Works		**3,821,000**	**3,761,000**	**60,000**	**3,821,000**
Total Allocated		**7,576,717**	**5,999,917**	**1,576,800**	**7,576,717**

Small Tools & Equipment

Table 5

Account Number	Item Description	Budget Per Item	Budget Per Account #	Budget Per Fund
101-122041-52403-0000000	iPhone 4		300	
101-131041-52405-0000000	Chairs, Desks, Power Equipment		100	
101-212051-52405-0000000	Swingline Commercial Electric Stapler		160	
101-212056-52405-0000000	Sharp EL-1750V Printing Calculators		50	
101-256081-52403-0000000	Wireless Access Points	4,000		
	Fiber Optic Modules	1,000	5,000	
101-256081-52405-0000000	New Employee Desk/Chairs		300	
101-256081-52406-0000000	Misc Hardware/Software		5,500	
101-256081-52406-0000223	Computer Network Equip Replacement	125,000		
	Smartboard - Finance	7,000		
	Smartboard - Public Works	7,000	139,000	
101-256091-52406-0000000	ArcPad Version 10 - 10 Copies		2,500	
101-314881-52401-0000000	Hand Tools/Equipment		100	
101-314881-52402-0000000	Power Tools/Equipment		250	
101-314881-52404-0000000	Small Test Equipment		300	
101-314881-52405-0000000	Office Equipment		150	
101-411041-52401-0000000	Hand Tools/Equipment		50	
101-411041-52405-0000000	Office Equipment		160	
101-411201-52405-0000000	Office Equipment		235	
101-412206-52401-0000000	Varda Alarm Theft Detection Kit	325		
	Varda Trip Mats	294		
	Varda Antennas	148	767	
101-412206-52405-0000000	Replacement Chair for Lt/Sgt Office		250	
101-413215-52405-0000000	Digital Recorders (2)	160		
	Office Chair	250		
	Digital Camera	350		
	Transcriber & Headphones	350	1,110	
101-413215-52406-0000000	Dictation Software		250	
101-413217-52405-0000000	Office Chair		250	
101-413217-52406-0000000	Dictation Software		250	
101-414221-52402-0000000	Replacement Flashlights (6)		700	
101-414223-52401-0000000	Handgun Parts/Magazines	300		
	Shotgun Parts	100		
	Crossing Guard Stop Signs	75	475	
101-414226-52403-0000000	Kenwood 5 Watt Portable Radios (10)	5,790		
	Kenwood Lapel Speaker Mics (10)	900		
	Portable Radios Holders (10)	430		
	Raytheon Main Frame Voter System (2)	9,760		
	Raytheon Voter Modules (12)	10,560		
	Installation - Raytheon Voters	1,000		
	Telewave UHF Antenna Splitter	220		
	Telewave Antenna Preamplifier	580		
	Telewave Custom Cable Assemblies	60		
	Telewave Coax Lead	20		
	Telewave Mounting Panel	60		
	Installation - Telewave Splitter	170	29,550	
101-414226-52405-0000000	Chairs for RICOMM (3)		720	
101-414228-52409-0000000	Storage Shelving	894		
	Tricam Aluminum 3 Step Project Stool	40	934	
101-414235-52401-0000000	Ketch-All Poles 4'	85		
	Replacement Cables 4'	70		
	Cat Traps	140		
	Dog Trap	150	445	
101-414235-52405-0000000	Office Equipment		25	
101-451041-52405-0000000	Office Chair		500	
101-451291-52401-0000000	Hand Tools/Equipment		200	
101-451291-52402-0000000	Power Tools/Equipment		400	
101-451291-52405-0000000	Recliners	800		

Small Tools & Equipment

Table 5

Account Number	Item Description	Budget Per Item	Budget Per Account #	Budget Per Fund
	Mattresses	1,000	1,800	
101-451292-52401-0000000	Hand Tools/Equipment		150	
101-451292-52402-0000000	Weed Eater		350	
101-451292-52405-0000000	Recliners		1,000	
101-451293-52401-0000000	Hand Tools/Equipment		250	
101-451293-52402-0000000	Power Tools/Equipment		400	
101-451293-52405-0000000	Chairs		1,200	
101-451295-52401-0000000	Hand Tools/Equipment		150	
101-451295-52402-0000000	Snow Blower Replacement		400	
101-451295-52405-0000000	Recliners		500	
101-452271-52401-0000000	5" Supply Line (8)	4,800		
	1 3/4" Attack Line (3)	420		
	Auto Crib (2)	2,200		
	Hand Tools/Equipment	1,080	8,500	
101-452271-52402-0000000	15" Cord Reels w/200' Cord	1,500		
	Elect PPV Fam 21	1,000		
	Power Tools/Equipment	500	3,000	
101-452271-52403-0000000	Kenwood Radios	3,200		
	Extra Batteries w/ Chargers	500	3,700	
101-454273-52401-0000000	Backboard Replacements		2,000	
101-454273-52402-0000000	Power Tools/Equipment		500	
101-454273-52404-6180000	Zoll Brand AED Pro Heart Monitors		9,802	
101-611041-52405-0000000	Office Chair	250		
	Office Equipment	250	500	
101-612041-52405-0000000	Filing Cabinets (2)		300	
101-612383-52401-0000000	Parking Meters (15)		2,550	
101-616041-52401-0000000	Replacement Handles	200		
	Fiber Saw Blades	350		
	Hand Tools/Equipment	1,150		
	Brackets	50		
	Brooms	216		
	Picks	44		
	Shovels	180		
	Knives, Mops, etc	175		
	Hand Saws	125		
	Litter Sticks	100		
	Squeegees, Brooms	250	2,840	
101-616041-52402-0000000	Hand Tools/Equipment	400		
	Blower	250		
	Pump	350	1,000	
101-616041-52405-0000000	Staplers, Paper Punches, Calculators		50	
101-616301-52401-0000000	Traffic Cones	930		
	Loots	200		
	Tampers	100		
	Finish Tools	700	1,930	
101-616301-52402-0000000	Sidewalk Grinder		5,000	
101-616321-52402-0000000	Replacement Chain Saws (2)		540	
101-616322-52401-0000000	Replacement Downtown Flags/Poles	1,200		
	Replacement Trash Receptacles	1,300	2,500	
101-616331-52409-0000000	Refuse Cart Replacement	7,500		
	Yard Waste Cart Replacement	1,560	9,060	
101-616332-52409-0000000	Yard Waste Carts		5,000	
101-616333-52409-0000000	96 Gallon Recycling Carts		12,500	
101-616334-52402-0000000	Weed Eaters		700	269,153
222-452271-52402-0000000	Firefighting Equipment		20,000	20,000
224-412206-52401-0000000	Tasers (2)		2,000	

Small Tools & Equipment

Table 5

Account Number	Item Description	Budget Per Item	Budget Per Account #	Budget Per Fund
224-412206-52406-0000000	Field Training Officer Software		10,000	
224-412207-52401-0000000	Canine Replacement		10,000	
224-413215-52405-0000000	Pinhole Camera		800	
224-413215-52406-0000000	LeadsOnline System Access	5,890		
	TLOxp System Access	1,320	7,210	
224-413216-52401-0000000	Surefire Tactical Lights M910	1,100		
	Flip Up Rear Sights	230		
	Rifle Upgrade Parts	1,500		
	Tactical Slings	300		
	Taser	1,000		
	Taser Holster	100		
	EO Tech Electronic Sights	1,000		
	PVS-14 Night Vision Monocular	4,000		
	Night Vision Helmet Mounts	460		
	Simunition Glock Pistols	2,300		
	Simunition M4 / Rifle Conversion Kit	1,380		
	Replacement Bulb for Light Source	600		
	Neighborhood Camera System Phase 2	8,310		
	Neighborhood Camera System Phase 3	12,730	35,010	65,020
225-412206-52401-0000000	Airstar 1000 Watt Light System (2)		5,940	
225-412206-52405-0000000	Speed Sentry	5,000		
	PBT Alco-Sensor FST (3)	1,308		
	Stalker Lidar ATR Battery Pack	107	6,415	12,355
242-314882-52401-6074000	Hand Tools/Equipment		150	
242-314882-52402-6074000	Power Tools/Equipment		300	
242-314882-52404-6074000	Small Test Equipment		250	
242-314882-52405-6074000	Office Equipment		300	
242-314882-52406-6074000	Computer Equipment		200	1,200
251-711041-52405-0000000	Office Equipment		50	
251-711401-52401-0000000	Hand Tools/Equipment		100	
251-711401-52402-0000000	Power Tools/Equipment		100	
251-711401-52405-0000000	Office Equipment		100	
251-711401-52406-0000000	Computer Equipment		400	
251-711401-52406-0000416	Computer Equipment		2,750	
251-712421-52405-0000000	Office Equipment		150	
251-712421-52406-0000000	Computer Equipment		5,000	
251-712421-52406-0000416	Computer Equipment		5,000	
251-712431-52405-0000000	Office Equipment		200	
251-712431-52406-0000000	Computer Equipment		100	
251-713451-52405-0000000	Office Equipment		300	
251-713451-52406-0000000	Computer Equipment		600	
251-713451-52406-5654417	Computer Equipment		500	
251-713471-52405-0000000	Office Equipment		400	
251-713471-52406-0000000	Computer Equipment		1,000	
251-714402-52401-0000000	Hand Tools/Equipment		25	
251-714402-52405-0000000	Office Equipment		200	
251-714402-52406-0000000	Computer Equipment		700	
251-714402-52406-6149000	LLSAP - Express Check		380	
251-714403-52401-0000000	Hand Tools/Equipment		50	
251-714403-52405-0000000	Office Equipment		100	
251-714403-52405-5645000	Office Equipment		1,500	
251-714403-52406-0000000	Computer Equipment		400	20,105
273-412206-52401-5342000	Giant Revel 2 Bicycle (2)		600	
273-412206-52401-5394000	Taser ECD		1,000	

Small Tools & Equipment

Table 5

Account Number	Item Description	Budget Per Item	Budget Per Account #	Budget Per Fund
273-412207-52401-5341000	Spill Proof Travel Bowl (2)	46		
	Stainless Steel Feed Pan (2)	14		
	Stainless Steel Pail 13 qt	39		
	Braided Blk Leather Obedience Lead	25		
	15' Ray Allen Grip-it Line (2)	40		
	Extreme King-Kong 4x6 (2)	40		
	Double Handled Fire Hose Tug (2)	40		
	Deshedding Tool	45		
	Safari Self Cleaning Slicker	11		
	Heavy Duty Truck Bed Mats (2)	120		
	Ray Allen Grip It Line	30	450	2,050
501-613358-52401-0000000	Hand Tools/Equipment		300	
501-613358-52402-0000000	Replacement Power Drill		300	
501-618352-52401-0000000	Hand Tools/Equipment		1,500	
501-618352-52402-0000000	Replacement Pumps, Heaters, etc.		2,300	
501-618352-52404-0000000	Lab Analyzers		3,000	
501-619356-52401-0000000	Shovels, Picks, etc.	200		
	Saw Blades	600		
	Wrenches, Saws, Levels, Cutters, etc.	2,500	3,300	
501-619356-52402-0000000	Pump Hose/Adaptors	2,500		
	Chipping Hammer Replacement	1,500		
	New Pods for Leak Detection Equipment	1,500	5,500	
501-619356-52405-0000000	File Cabinets		600	16,800
506-618041-52405-0000000	Air Conditioners (2)	700		
	Office Equipment	50	750	
506-618341-52401-0000000	Meters	500		
	Hand Tools/Equipment	450	950	
506-618341-52402-0000000	Power Tools/Equipment		1,000	
506-619041-52405-0000000	Office Chair & Desk		1,500	
506-619346-52401-0000000	Rakes, Shovels, Hand Saws, Hammers		800	
506-619346-52402-0000000	Jetter Hose	2,000		
	Leader Hoses	300		
	Root Cutter Blades	750		
	Nozzles & Accessories	2,500	5,550	10,550
507-619041-52401-0000000	Hand Tools/Equipment		50	
507-619041-52404-0000000	Chemical Reagents for Testing, etc.		100	
507-619348-52401-0000000	Rakes, Hand Saws, Hammers, etc.		600	
507-619348-52402-0000000	Power Tools/Equipment	500		
	Nozzles & Accessories	400	900	
507-619892-52401-0000000	Rain Barrels	780		
	Planting Tools	25	805	2,455
541-617591-52401-0000000	Snow Shovels, Saws, Screwdrivers, etc.		650	650
555-811041-52405-0000000	Replacement Chair		50	
555-813501-52401-0000000	Hand Tools/Equipment		30	
555-813501-52411-0000000	Goals, Baseball & Softball Equipment		1,500	
555-813511-52405-0000000	Air Conditioner/Stove/Space Heaters		500	
555-813521-52405-0000000	Printer Paper		50	
555-813521-52411-0000000	Field Maintenance Supplies		700	
555-818551-52403-0000000	Security Cameras		8,050	
555-818551-52411-0000000	Recreational Equipment		1,000	
555-819614-52401-0000000	Hand Tools/Equipment		1,200	
555-819614-52403-0000000	Alarms. Radios, WiFi		300	
555-819614-52407-0000000	Mower, Generator, Trailer, Air Compress		3,000	

Small Tools & Equipment

Table 5

Account Number	Item Description	Budget Per Item	Budget Per Account #	Budget Per Fund
555-819614-52411-0000000	Play Centers, Swings, Slides, Climbers		1,000	
555-822601-52401-0000000	Rakes/Shovels/Bits/Pruner		500	
555-822601-52402-0000000	Powered Sewer Snake		400	
555-822601-52404-0000000	Meters/Locators/Gauges		50	
555-822601-52407-0000000	New Mowing Deck for Lincoln Park		4,000	
555-822601-52411-0000000	Play Centers/Pool/Swings/Slides		500	
555-822611-52401-0000000	Rakes/Shovels/Pruners/Loppers		400	
555-822611-52402-0000000	Drills/Grinders/Sanders/Batteries	90		
	Misting Fans	700		
	Compost and Soil Tumbler	550		
	Reciprocating Saw	340	1,680	
555-822621-52401-0000000	Grinders/Bits/Saws/Welding Torch		350	
555-822621-52402-0000000	Drills/Batteries/Grease Guns/Wrench	100		
	Hammer Drill	200	300	
555-822621-52404-0000000	Powered Meters/Gauges/Analyzers		25	
555-822621-52407-0000000	Construction Equipment		1,500	
555-834751-52401-0000000	Shovels, Rakes, Shop Tools		1,500	
555-834751-52402-0000000	Back Pack Blower		300	
555-835753-52401-0000000	Hand Tools/Equipment		50	
555-835753-52402-0000000	Power Tools/Equipment		50	
555-854701-52401-0000000	Shovels, Rakes, Spades, Shop Tools		1,000	
555-854701-52402-0000000	Back Pack Blower	300		
	Pole Chain Saw	400	700	
555-855702-52405-0000000	Office Chairs		250	
555-867561-52401-0000000	Hand Tools/Equipment		280	
555-867561-52410-0000000	Fitness Equipment		10,000	
555-867564-52401-0000000	Hand Tools/Equipment		50	
555-867564-52402-0000000	Power Tools/Equipment		100	
555-867564-52405-0000000	Office Equipment		400	
555-867564-52410-0000000	Fitness Equipment		1,000	
555-892601-52411-0000000	Park Equipment		500	
555-897564-52410-0000000	Fitness Equipment		200	
555-897564-52411-0000000	Recreational Equipment		400	43,865
601-617362-52401-0000000	Hose, Drain Pipe, Misc. Equipment	250		
	Torque Multiplier	1,200	1,450	
601-617362-52402-0000000	Power Tools/Equipment		2,000	
601-617362-52404-0000000	Diagnostic Equipment	1,500		
	Genisys Monitor Upgrades	2,500	4,000	
601-617363-52401-0000000	Tree Stand for Painting Parts	350		
	Air Hose, Misc. Equipment	150	500	
601-617364-52405-0000000	Storage Units		50	
601-617366-52401-0000000	Shovels, Rakes, Brooms		2,000	10,000
606-615041-52405-0000000	Chairs, Filing Cabinets		500	
606-615041-52406-0000000	Micropaver Annual Upgrade		1,200	
606-615091-52401-0000000	Screwdrivers, Wrenches		400	
606-615091-52402-0000000	Pump		600	
606-615091-52407-0000000	Push Camera		17,000	
606-615391-52401-0000000	Hammers, Tape Measure, Range Poles		150	
606-615391-52403-0000000	Handheld Radios (3)		1,050	
606-615391-52404-0000000	Quarterly Nuclearn Dosimeters	500		
	Traffic Counter Replacement	3,500	4,000	24,900
609-618369-52401-0000000	Hand Tools/Equipment		250	250
				499,353

General Fund Five Year Projection

Table 6

Account Title	2013 Budget Revised	2014 Budget Proposed	2015 Budget Projected	2016 Budget Projected	2017 Budget Projected	2018 Budget Projected
Assumptions						
Property Taxes			103.00%	103.00%	103.00%	103.00%
Local Taxes			102.00%	102.00%	102.00%	102.00%
State Taxes			102.00%	102.00%	102.00%	102.00%
Penalties/Collection Fee			102.00%	102.00%	102.00%	102.00%
Business Licenses & Permits			102.00%	102.00%	102.00%	102.00%
Non-Business Licenses & Permits			102.00%	102.00%	102.00%	102.00%
Federal Grants			101.00%	101.00%	101.00%	101.00%
State Grants			101.00%	101.00%	101.00%	101.00%
Local Grants			101.00%	101.00%	101.00%	101.00%
Charges for Services			102.00%	102.00%	102.00%	102.00%
Rents & Royalties			102.00%	102.00%	102.00%	102.00%
Transfers for Charges			102.00%	102.00%	102.00%	102.00%
Investments & Loans			102.00%	102.00%	102.00%	102.00%
Contributions & Donations			102.00%	102.00%	102.00%	102.00%
Reimbursements			102.00%	102.00%	102.00%	102.00%
Proceeds of Fixed Asset			102.00%	102.00%	102.00%	102.00%
Bond Proceeds & Rebates			103.00%	103.00%	103.00%	103.00%
Operating Transfers			103.00%	103.00%	103.00%	103.00%
Other			102.00%	102.00%	102.00%	102.00%
Personnel			105.00%	105.00%	105.00%	105.00%
Supplies			103.00%	103.00%	103.00%	103.00%
Services			103.00%	103.00%	103.00%	103.00%
Other			103.00%	103.00%	103.00%	103.00%
Programs			101.00%	101.00%	101.00%	101.00%
Capital			101.00%	101.00%	101.00%	101.00%
Transfers			105.00%	105.00%	105.00%	105.00%
Contingency/Bad Debt			101.00%	101.00%	101.00%	101.00%
Revenue						
Property taxes	7,637,578	7,186,918	7,402,526	7,624,601	7,853,339	8,088,940
Local Taxes	7,544,530	7,486,000	7,635,720	7,788,434	7,944,203	8,103,087
State Taxes	8,764,719	9,020,080	9,200,482	9,384,491	9,572,181	9,763,625
Penalties/Collection Fee	8,000	8,000	8,160	8,323	8,490	8,659
Business license & permits	419,030	427,100	435,642	444,355	453,242	462,307
Non-business license & permits	556,650	671,000	684,420	698,108	712,071	726,312
Federal Grants	55,938	42,482	42,907	43,336	43,769	44,207
State Grants	31,001	24,536	24,781	25,029	25,279	25,532
Local Grants	29,264	29,264	29,557	29,852	30,151	30,452
Charges for services	5,237,839	5,353,653	5,460,726	5,569,941	5,681,339	5,794,966
Rents & Royalties	28,600	31,000	31,620	32,252	32,897	33,555
Transfers for Charges	1,978,363	2,045,133	2,086,036	2,127,756	2,170,312	2,213,718
Investments & Loans	56,138	24,820	25,316	25,823	26,339	26,866
Contributions & Donations	1,115	62	63	65	66	67
Reimbursements	74	150	153	156	159	162
Proceeds of Fixed Asset	3,000	3,000	3,060	3,121	3,184	3,247
Bond Proceeds & Rebates	5,000	15,000	15,300	15,606	15,918	16,236
Operating Transfers	3,287,258	4,051,610	4,173,158	4,298,353	4,427,304	4,560,123
Other	15,900	18,500	18,870	19,247	19,632	20,025
	35,659,997	36,438,308	37,278,497	38,138,851	39,019,875	39,922,087
Expenditure						
Personnel	23,330,159	24,220,160	25,431,168	26,702,726	28,037,863	29,439,756
Supplies	1,278,300	1,336,370	1,376,461	1,417,755	1,460,288	1,504,096
Services	8,294,090	7,900,944	8,137,972	8,382,111	8,633,575	8,892,582
Other	180,320	172,506	177,681	183,012	188,502	194,157
Programs	58,082	50,000	50,500	51,005	51,515	52,030
Capital	196,871	345,754	349,212	352,704	356,231	359,793
Transfers	385,703	369,404	387,874	407,268	427,631	449,013
Contingency/Bad Debt	2,032,733	2,043,170	2,063,602	2,084,238	2,105,080	2,126,131
	35,756,258	36,438,308	37,974,470	39,580,819	41,260,684	43,017,558
Net change in fund balances	(96,261)	0	(695,973)	(1,441,968)	(2,240,809)	(3,095,471)

General Fund Revenue Comparisons

Object	Account Title	2010 Actuals	2011 Actuals	2012 Actuals	2013 Budget Proposed
411	Property Taxes	7,125,690	7,470,211	7,495,603	7,637,578
412	Local Taxes	5,522,454	6,833,255	7,519,156	7,411,000
413	State Tax	7,578,057	9,360,280	9,125,623	8,764,719
419	Penalties/Collection Fee	0	0	744	8,000
421	Business License/Permit	379,445	412,854	380,021	419,030
422	Non-Business License/Permit	339,930	450,149	521,370	556,650
431	Federal Grants	106,458	187,208	114,820	5,082
432	State Grants	0	20,456	46,894	26,601
433	Local Grants	38,609	32,195	14,631	29,264
441	Charges for Services	4,323,827	4,629,346	4,966,422	5,234,475
444	Rents & Royalities	9,391	31,600	30,650	28,600
459	Transfer for Charges	1,815,536	1,842,769	1,870,410	1,978,363
461	Investment & Loans	42,560	62,850	38,576	56,138
485	Contributions/Donations	6,683	306	182,110	65
486	Reimbursements	0	115	152	74
492	Proceeds of Fixed Asset	8,638	6,843	670	3,000
493	Bond Proceeds & Rebates	0	0	1,940	5,000
496	Operating Transfers	2,469,833	2,066,861	2,344,356	3,021,940
499	Other	30,386	102,467	30,711	10,000
		29,797,497	33,509,765	34,684,859	35,195,579

Table 7

2013 Budget Revised	Difference 2013 Budget vs 2013 Revised	2014 Budget Proposed	Difference 2014 Budget vs 2013 Budget	Percent Change	Percent
7,637,578	-	7,186,918	(450,660)	-6%	100%
7,544,530	133,530	7,486,000	75,000	1%	102%
8,764,719	-	9,020,080	255,361	3%	100%
8,000	-	8,000	-	0%	100%
419,030	-	427,100	8,070	2%	100%
556,650	-	671,000	114,350	21%	100%
55,938	50,856	42,482	37,400	736%	1101%
31,001	4,400	24,536	(2,065)	-8%	117%
29,264	-	29,264	-	0%	100%
5,237,839	3,364	5,353,653	119,178	2%	100%
28,600	-	31,000	2,400	8%	100%
1,978,363	-	2,045,133	66,770	3%	100%
56,138	-	24,820	(31,318)	-56%	100%
1,115	1,050	62	(3)	-5%	1715%
74	-	150	76	103%	100%
3,000	-	3,000	-	0%	100%
5,000	-	15,000	10,000	200%	100%
3,287,258	265,318	4,051,610	1,029,670	34%	109%
15,900	5,900	18,500	8,500	85%	159%
35,659,997	464,418	36,438,308	1,242,729	4%	101%

General Fund Comparisons by Object

Object	Account Title	2010 Actual	2011 Actual	2012 Actual	2013 Budget Proposed
51	Personnel	18,062,399	18,497,722	22,384,476	23,309,983
52	Supplies	1,385,659	1,220,266	1,145,449	1,409,763
53	Services	6,563,466	6,695,674	7,024,553	7,676,792
54	Other	498,480	147,813	142,328	171,530
55	Programs	53,910	43,074	55,066	51,690
56	Capital	0	148,749	16,492	105,000
58	Transfers	115,751	234,316	1,147,620	370,703
58	Contingency/Bad Debt	1,564,109	1,744,797	1,691,522	2,100,118
		28,243,774	28,732,411	33,607,506	35,195,579

Table 8

2013 Budget Revised	Difference 2013 Budget vs 2013 Revised	2014 Budget Proposed	Difference 2014 Budget vs 2013 Budget	Percent Change	Percent	Percent of Total
23,330,159	20,176	24,220,160	910,177	4%	100%	66%
1,278,300	(131,463)	1,336,370	-73,393	-5%	91%	4%
8,294,090	617,298	7,900,944	224,152	3%	108%	22%
180,320	8,790	172,506	976	1%	105%	0%
58,082	6,392	50,000	-1,690	-3%	112%	0%
196,871	91,871	345,754	240,754	229%	187%	1%
385,703	15,000	369,404	-1,299	0%	104%	1%
2,032,733	(67,385)	2,043,170	-56,948	-3%	97%	6%
35,756,258	560,679	36,438,308	1,242,729	4%	102%	100%

General Fund Expenditures by Department

Account Title	2010 Actuals	2011 Actuals	2012 Actuals
Mayor & Council	160,203	134,247	158,407
General Administration	400,663	460,168	521,404
Human Resources	464,401	555,213	583,935
Information Technology	1,161,838	1,098,167	1,116,235
Finance	1,066,824	1,075,001	2,056,187
Community Development	878,324	1,091,596	1,237,801
Police	9,628,600	9,761,064	11,459,511
Fire	6,851,993	7,075,260	9,223,588
Public Works	7,630,928	7,481,695	7,250,438
Total	28,243,774	28,732,411	33,607,506

Table 9

2013 Proposed Budget	2013 Revised Budget	2014 Proposed Budget	Difference 2014 Budget vs 2013 Budget	Percent
170,207	176,458	189,953	19,746	11.6%
533,253	558,553	544,474	11,221	2.1%
480,949	547,674	592,634	111,685	23.2%
1,364,975	1,520,120	1,442,928	77,953	5.7%
1,817,306	1,744,652	1,694,324	-122,982	-6.8%
1,138,699	1,161,801	1,222,756	84,057	7.4%
11,906,735	11,967,004	12,365,000	458,265	3.8%
9,349,116	9,361,377	9,696,888	347,772	3.7%
8,434,339	8,718,619	8,689,351	255,012	3.0%
35,195,579	35,756,258	36,438,308	1,242,729	3.5%

Revenue Comparisons

Account title	2010 Actual	2011 Actual	2012 Actual
Property Taxes	15,997,667	16,692,596	16,565,900
Local Taxes	5,819,009	6,975,089	7,572,391
State Taxes	14,666,170	15,737,665	16,018,724
Penalties/Collection Fees	20,997	24,308	24,253
Business License & Permits	382,498	416,381	383,622
Non-Business License & Permits	341,052	450,796	522,503
Federal Grants	2,579,522	5,373,554	2,596,612
State Grants	133,085	(46,607)	1,143,204
Local Grants	143,703	1,024,176	163,224
Charges for Services	21,202,555	22,512,154	24,077,949
Program Fees	373,051	396,030	397,381
Concessions	445,606	456,416	474,656
Rents & Royalties	771,561	786,706	831,907
Employer Contributions	7,886,133	8,028,670	8,590,756
Employee Contributions	1,915,393	1,922,365	2,049,262
Retiree Contributions	726,402	761,653	945,097
Engineering Services	1,261,752	1,032,058	839,203
Equipment Maintenance	3,046,733	2,923,658	3,125,433
Central Stores	14,534	15,707	52,058
Electricity	476,778	257,656	167,495
Transfers for Charges	2,163,803	2,163,033	2,140,929
Investments and Loans	8,596,537	5,149,655	3,924,619
Contributions & Donations	2,958,582	638,301	796,067
Sale of Fixed Assets	11,975	46,899	41,785
Bond Proceeds	2,521,188	11,747,299	3,376,462
Operating Transfers	6,280,371	16,179,124	10,112,160
Other	267,724	(10,379,786)	294,264
Total before eliminations	101,004,381	111,285,556	107,227,916
Employer Contributions	7,886,133	8,028,670	8,590,756
Transfers	6,280,371	16,179,124	10,112,160
Equipment Maintenance	2,992,289	2,845,604	3,037,441
Hydroelectic	476,778	257,656	167,495
Engineering	1,261,752	1,032,058	839,203
Total after eliminations	82,107,058	82,942,444	84,480,861

Table 10

2013 Proposed Budget	2013 Revised Budget	2014 Proposed Budget	Difference 2013 Budget vs 2012 Budget	Percent Change
16,822,534	16,822,534	16,161,297	-661,237	-4%
7,456,936	7,590,466	7,532,000	75,064	1%
15,918,934	15,918,934	16,172,415	253,481	2%
29,300	29,300	29,369	69	0%
423,530	423,530	431,550	8,020	2%
557,150	557,150	671,500	114,350	21%
6,425,328	7,949,281	5,338,920	-1,086,408	-17%
1,359,101	1,350,370	683,558	-675,543	-50%
179,872	196,499	187,872	8,000	4%
24,487,174	24,572,239	24,946,766	459,592	2%
393,642	413,642	389,525	-4,117	-1%
461,952	481,979	506,799	44,847	10%
825,830	837,830	943,161	117,331	14%
8,822,831	8,822,831	9,271,359	448,528	5%
2,170,095	2,170,095	2,207,444	37,349	2%
966,563	966,563	755,463	-211,100	-22%
1,339,470	1,339,470	1,293,270	-46,200	-3%
3,667,304	3,667,304	3,842,398	175,094	5%
23,100	23,100	12,000	-11,100	-48%
233,501	233,501	240,798	7,297	3%
2,275,326	2,275,326	2,335,681	60,355	3%
4,425,516	4,425,516	1,373,615	-3,051,901	-69%
223,618	827,060	450,200	226,582	101%
3,000	3,000	4,504,030	4,501,030	150034%
20,715,524	20,927,386	36,411,525	15,696,001	76%
10,953,543	12,003,515	14,751,578	3,798,035	35%
220,425	227,550	141,210	-79,215	-36%
131,381,099	135,055,971	151,585,303	20,204,204	15%
8,822,831	8,822,831	9,271,359	448,528	5%
10,953,543	12,003,515	14,751,578	2,748,063	25%
3,582,954	3,582,954	3,745,898	162,944	5%
233,501	233,501	240,798	7,297	3%
1,339,470	1,339,470	1,293,270	-46,200	-3%
106,448,800	109,073,700	122,282,400	15,833,600	15%

Expenditure Comparison by Object

	2010 Actual	2011 Actual	2012 Actual
Personnel	35,616,996	36,316,264	41,472,937
Supplies	4,729,808	4,441,616	4,499,217
Services	19,842,774	20,987,585	20,579,771
Other	2,261,608	1,854,740	2,192,556
Programs	2,662,028	6,205,752	4,461,637
Capital	14,610,303	16,037,026	16,939,964
Debt Service	4,111,225	4,491,682	5,088,632
Transfers	8,444,174	18,342,157	17,322,123
Other	5,616,978	5,533,059	6,817,611
Total before eliminations	97,895,894	114,209,881	119,374,448
Employer Contributions	7,886,133	8,028,670	8,590,756
Transfers	6,280,371	16,179,124	10,112,160
Equipment Maintenance	2,992,289	2,845,604	3,037,441
Hydroelectic	476,778	257,656	167,495
Engineering	1,261,752	1,032,058	839,203
Total after eliminations	78,998,571	85,866,769	96,627,393

Table 11

2013 Proposed Budget	2013 Revised Budget	2014 Proposed Budget	Difference 2013 Budget vs 2012 Budget	Percent Change
42,441,078	42,533,982	44,010,476	1,569,398	4%
5,167,418	5,186,495	5,328,417	160,999	3%
24,737,369	26,799,226	25,389,504	652,135	3%
1,900,875	2,311,140	4,860,189	2,959,314	156%
4,794,055	4,978,422	4,915,225	121,170	3%
31,330,819	32,665,014	33,522,650	2,191,831	7%
5,330,338	5,077,838	22,467,201	17,136,863	321%
13,228,869	14,275,787	17,087,259	3,858,390	29%
5,050,677	4,879,309	5,704,578	653,901	13%
133,981,498	138,707,213	163,285,499	29,304,001	22%
8,822,831	8,822,831	9,271,359	448,528	5%
10,953,543	12,003,515	14,751,578	3,798,035	35%
3,582,954	3,582,954	3,745,898	162,944	5%
233,501	233,501	240,798	7,297	3%
1,339,470	1,339,470	1,293,270	(46,200)	-3%
109,049,199	112,724,942	133,982,596	24,933,397	23%

Expenditures by Department

	2010 Actual	2011 Actual	2012 Actual
Mayor & Council	160,222	134,273	158,407
General Administration	693,048	683,808	675,835
Human Resources	6,439,409	6,022,015	6,413,021
Information Technology	1,900,165	1,970,741	1,491,301
Finance	1,066,864	1,075,043	2,079,397
Community Development	8,204,186	14,374,864	12,646,292
M L King Community Center	1,171,113	4,151,250	1,215,203
Police	10,118,783	10,059,186	11,873,183
Fire	6,873,407	7,217,076	9,291,089
Public Works	37,735,949	48,312,293	55,077,975
Library	2,205,801	2,276,452	2,402,931
Park	15,122,143	11,265,170	7,742,987
Fire pension	3,234,423	3,490,141	3,906,887
Police pension	3,136,876	3,333,598	4,399,940
Total before eliminations	98,062,389	114,365,910	119,374,448
Employer Contributions	7,886,133	8,028,670	8,590,756
Transfers	6,280,371	16,179,124	10,112,160
Equipment Maintenance	2,992,289	2,845,604	3,037,441
Hydroelectic	476,778	257,656	167,495
Engineering	1,261,752	1,032,058	839,203
	79,165,066	86,022,798	96,627,393

Table 12

2013 Proposed Budget	2013 Revised Budget	2014 Proposed Budget	Difference 2013 Budget vs 2012 Budget	Percent Change
170,207	176,458	189,953	19,746	12%
702,578	728,377	717,554	14,976	2%
7,452,975	7,519,698	7,623,759	170,784	2%
1,940,830	2,120,416	2,043,643	102,813	5%
1,817,306	1,744,652	2,584,599	767,293	42%
18,347,258	18,792,632	39,934,232	21,586,974	118%
846,700	1,558,373	1,077,420	230,720	27%
12,347,418	12,390,527	12,787,903	440,485	4%
9,472,996	9,497,471	9,875,888	402,892	4%
62,795,304	65,571,547	67,858,025	5,062,721	8%
2,422,008	2,462,680	2,580,889	158,881	7%
8,613,242	9,091,706	8,785,280	172,038	2%
3,563,056	3,563,056	3,640,400	77,344	2%
3,489,620	3,489,620	3,585,954	96,334	3%
133,981,498	138,707,213	163,285,499	29,304,001	22%
8,822,831	8,822,831	9,271,359	448,528	5%
10,953,543	12,003,515	14,751,578	3,798,035	35%
3,582,954	3,582,954	3,745,898	162,944	5%
233,501	233,501	240,798	7,297	3%
1,339,470	1,339,470	1,293,270	(46,200)	-3%
109,049,199	112,724,942	133,982,596	24,933,397	23%

Cash Flow Projection

	Cash Balance At 03/31/12	FY2013 Actual Revenue	FY2013 Actual Expense
101: GENERAL FUND	8,070,692	36,807,940	36,448,183
201: TIF #1 DOWNTOWN	1,753,824	2,389,252	2,783,499
202: TIF #2 SOUTH 11TH STREET	196,183	211,325	308,963
203: TIF #3 NORTH 11TH STREET	291,474	392,278	355,662
204: TIF #4 JUMER'S CASINO R I	(4,761)	2,151,372	2,142,740
205: TIF #5 COLUMBIA PARK	48,929	47,086	10,973
206: TIF #6 Rte 92 & I-280	(10,850)	38,586	0
207: COMMUNITY/ECONOMIC DEVELOPMENT	(289,001)	4,723,624	5,115,574
208: TIF #7 20TH St/1ST AVE	0	0	0
209: TIF #8 WATCHTOWER	0	0	175
211: M L KING CENTER	73,307	201,971	148,073
212: MLK FACILITY IMPROVEMENT	(965,618)	487,451	28,522
221: MOTOR FUEL TAX	(35,675)	1,033,779	920,803
222: FOREIGN FIRE INSURANCE	(79,770)	74,819	33,122
223: RIVERBOAT GAMING	3,442,978	5,613,854	6,343,997
224: STATE DRUG PREVENTION	505,858	83,565	207,198
225: DUI FINE LAW	127,236	55,690	9,901
226: COURT SUPERVISION	42,218	9,132	34,594
227:CRIME LABORATORY	(11,605)	1,419	(114)
241: US DEPT OF JUSTICE GRANT	10,565	28,984	29,026
242: COMM DEV BLOCK GRANT	75,084	940,852	909,644
243: FEDERAL DRUG PREVENTION	105,610	5,304	18,000
244: NEIGHBORHOOD STABILIZATION	(1,458,456)	1,356,325	18,858
245: SCHWIEBERT PARK BOAT DOCK	386,265	739	149,597
246: RIDGEWOOD ROAD BUSINESS PARK	0	1,507,446	119,084
251: PUBLIC LIBRARY	1,110,958	2,435,841	2,296,800
271: HONOR GUARD CONTRIBUTIONS	1,360	509	1,870
272: DARE	41,024	198	792
273: POLICE CONTRIBUTIONS	31,143	13,565	9,000
274: ELDERLY SERVICE CONTRIBUTIONS	21,384	58	4,244
275: RI AUXILIARY POLICE	6,870	21	6,899
276: RI LABOR DAY PARADE	(565)	10,440	8,623
277: ESO CHRISTMAS TOUR	3,602	18	3,623
278: ADOPT - A - SCHOOL	3,015	0	1,577
279: FIRE DONATIONS	721	55	0
282: LEAD GRANT	(37,432)	15,639	0
TOTAL SPECIAL REVENUE FUNDS	5,385,875	23,831,196	22,021,320
301: CAPITAL IMPROVEMENTS	3,241,657	5,405,075	4,661,586
405: DEBT SERVICE	1,018,105	2,352,922	2,265,279
501: WATER OPERATIONS/MAINTENANCE	166,171	6,400,945	6,437,956

Table 13

Add Back Depreciation	Estimated Cash Balance At 03/31/13	FY2014 Proposed Revenue	FY2014 Proposed Expense	Add Back Depreciation	Projected Cash Balance At 03/31/14
	8,430,449	36,438,308	36,438,308		8,430,449
	1,359,577	2,508,342	4,571,878		(703,959)
	98,544	210,267	697,252		(388,441)
	328,091	385,786	619,734		94,143
	3,872	2,080,387	2,080,628		3,631
	85,042	47,305	26,408		105,939
	27,736	0	0		27,736
	(680,951)	6,006,857	5,663,645		(337,739)
	0	0	45,250		(45,250)
	(175)	0	0		(175)
	127,204	195,497	230,473		92,228
	(506,690)	12,000	0		(494,690)
	77,301	1,112,590	1,112,335		77,556
	(38,072)	40,175	40,000		(37,897)
	2,712,835	6,020,371	5,999,917		2,733,289
	382,225	105,492	299,470		188,247
	173,025	26,488	16,255		183,258
	16,756	18,500	48,543		(13,287)
	(10,073)	500	0		(9,573)
	10,524	19,037	19,000		10,561
	106,292	954,514	1,154,559		(93,753)
	92,914	30,457	18,000		105,371
	(120,989)	0	0		(120,989)
	237,408	1,500,000	1,696,564		40,844
	1,388,362	1,498,619	2,667,446		219,535
	1,250,000	2,467,191	2,533,389		1,183,802
	(2)	5	0		3
	40,430	78	9,390		31,118
	35,708	5,081	9,245		31,544
	17,197	72	0		17,269
	(7)	0	3,000		(3,007)
	1,252	12,250	12,227		1,275
	(4)	13	0		9
	1,438	1,264	1,750		952
	776	3	0		779
	(21,793)	0	0		(21,793)
0	7,195,751	25,259,141	29,576,358	0	2,878,534
	3,985,146	4,389,250	9,001,963		(627,567)
	1,105,748	17,571,153	17,767,578		909,323
571,416	700,576	6,547,109	6,350,582	634,964	1,532,067

Cash Flow Projection

	Cash Balance At 03/31/12	FY2013 Actual Revenue	FY2013 Actual Expense
502: WATER CAPITAL 2010A BAB'S	1,262,391	5,982	706,211
506: WASTEWATER OPER & MAINTENANCE	7,972,191	7,991,118	24,878,397
507: STORMWATER UTILITY	277,291	1,690,051	1,387,170
508: WASTEWATER CAPITAL 2010A BAB'S	(11,698)	(224)	(224)
541: SUNSET MARINA	2,602	708,129	864,031
555: PARK & RECREATION	1,865,803	5,907,729	6,541,661
581: CDBG LOAN PROGRAMS	213,881	9,606	105,273
582: STATE AFFORDABLE HOUSING	3,546	11	3,561
583: COMM/ECON DEV LOANS	166,714	1,170	108,969
584: CIRLF LOAN FUND	373,356	42,332	344,641
585: MPF ENDOWMENT LOANS	7,210	253	10,866
586: USEPA BROWNFIELDS LOANS	0	11,859	11,859
TOTAL ENTERPRISE FUNDS	12,299,458	22,768,962	41,400,372
601: FLEET SERVICES	(128,994)	3,044,356	3,688,979
602: FLEET AMORTIZATION	1,041,746	1,048,417	609,740
606: ENGINEERING	(86,476)	986,777	1,282,681
609: HYDROELECTRIC PLANT	(156,442)	202,371	314,037
621: SELF-INSURANCE	646,100	1,332,674	1,145,385
626: EMPLOYEE HEALTH PLAN	2,556,083	5,590,246	4,512,678
TOTAL INTERNAL SERVICE FUNDS	3,872,017	12,204,841	11,553,501
701: FIRE PENSION	21,109,771	4,100,690	3,316,989
706: POLICE PENSION	27,485,707	5,393,445	3,266,613
711: CAFETERIA PLAN	3,130	79,720	74,862
TOTAL TRUST FUNDS	48,598,608	9,573,855	6,658,465
901: MLK ACTIVITY	114,860	262,182	265,498
906: DEPT OF HUMAN SERVICES	(74,960)	125,829	233,053
907: MLK CAPTIAL CONTRIBUTIONS	447,946	44,214	493,162
TOTAL COMPONENT UNIT FUNDS	487,846	432,225	991,713
	82,974,258	113,377,016	126,000,419

Table 13

Add Back Depreciation	Estimated Cash Balance At 03/31/13	FY2014 Proposed Revenue	FY2014 Proposed Expense	Add Back Depreciation	Projected Cash Balance At 03/31/14
	562,162	0	597,000		(34,838)
519,149	(8,395,939)	32,648,719	32,552,006	564,723	(7,734,503)
122,831	703,003	1,669,053	1,720,965	133,998	785,089
	(11,698)	0	0		(11,698)
53,688	(99,612)	840,192	900,979	60,058	(100,341)
615,088	1,846,959	6,129,944	7,631,707	684,763	1,029,959
	118,214	76,989	59,439		135,764
	(4)	13	0		9
	58,915	8,050	150,300		(83,335)
	71,047	350,831	385,177		36,701
	(3,403)	6,025	6,000		(3,378)
	(0)	76,000	76,000		(0)
1,882,172	(4,449,780)	48,352,925	50,430,155	2,078,506	(4,448,504)
479,242	(294,376)	2,858,397	3,470,865	557,707	(349,137)
	1,480,423	1,095,749	0		2,576,172
	(382,379)	1,464,822	1,442,775		(360,332)
53,961	(214,148)	240,798	298,711	58,866	(213,195)
	833,389	1,561,261	1,340,534		1,054,116
	3,633,650	5,596,114	5,604,991		3,624,773
533,202	5,056,559	12,817,141	12,157,876	616,573	6,332,397
	21,893,471	2,757,710	3,640,400		21,010,781
	29,612,539	3,312,533	3,585,954		29,339,118
	7,988	85,835	85,600		8,223
0	51,513,998	6,156,078	7,311,954	0	50,358,122
	111,544	245,148	245,148		111,544
	(182,185)	344,159	344,159		(182,185)
	(1,002)	12,000	12,000		(1,002)
0	(71,642)	601,307	601,307	0	(71,642)
2,415,375	72,766,229	151,585,303	163,285,499	2,695,079	63,761,112

Net Income Projection

	Total Fund Balance or Net Assets At 03/31/12	Actual Revenue FY2013	Actual Expense FY2013	Actual Bond Proceeds FY2013	Actual Loan Repayments FY2013	Actual Loan Payments FY2013	Actual Capital Improvements FY2013	Actual Debt Principal FY2013
101: GENERAL FUND	10,647,489	36,807,940	36,448,183					
201: TIF #1 DOWNTOWN	2,065,857	2,389,252	2,783,499					
202: TIF #2 SOUTH 11TH STREET	1,173,291	211,325	308,963					
203: TIF #3 NORTH 11TH STREET	461,754	392,278	355,662					
204: TIF #4 JUMER'S CASINO R I	(6,202)	2,151,372	2,142,740					
205: TIF #5 COLUMBIA PARK	43,076	47,086	10,973					
206: TIF #6 NE I280/PARKWAY	(38,586)	38,586	0					
207: COMMUNITY/ECONOMIC DEVELOPMENT	876,944	4,723,624	5,115,574					
208: TIF #7 20TH St/1ST AVE	0	0	0					
209: TIF #8 WATCHTOWER	0	0	175					
211: M L KING CENTER	64,748	201,971	148,073					
212: MLK FACILITY IMPROVEMENT	(971,981)	487,451	28,522					
221: MOTOR FUEL TAX	191,364	1,033,779	920,803					
222: FOREIGN FIRE INSURANCE	86,570	74,819	33,122					
223: RIVERBOAT GAMING	6,928,563	5,613,854	6,343,997					
224: STATE DRUG PREVENTION	447,124	83,565	207,198					
225: DUI FINE LAW	127,575	55,690	9,901					
226: COURT SUPERVISION	42,181	9,132	34,594					
227:CRIME LABORATORY	(12,145)	1,419	(114)					
241: US DEPT OF JUSTICE GRANT	10,677	28,984	29,026					
242: COMM DEV BLOCK GRANT	15,441	940,852	909,644					
243: FEDERAL DRUG PREVENTION	105,876	5,304	18,000					
244: NEIGHBORHOOD STABILIZATION	(1,350,243)	1,356,325	18,858					
245: SCHWIEBERT PARK BOAT DOCK	325,925	739	149,597					
246: RIDGEWOOD ROAD BUSINESS PARK	0	1,507,446	119,084					
251: PUBLIC LIBRARY	1,010,498	2,435,841	2,296,800					
271: HONOR GUARD CONTRIBUTIONS	1,362	509	1,870					
272: DARE	41,064	198	792					
273: POLICE CONTRIBUTIONS	31,182	13,565	9,000					
274: ELDERLY SERVICE CONTRIBUTIONS	19,801	58	4,244					
275: RI AUXILIARY POLICE	6,877	21	6,899					
276: RI LABOR DAY PARADE	(565)	10,440	8,623					
277: ESO CHRISTMAS TOUR	3,606	18	3,623					
278: ADOPT - A - SCHOOL	3,015	0	1,577					
279: FIRE DONATIONS	722	55	0					
282: LEAD GRANT	(15,639)	15,639	0					
TOTAL SPECIAL REVENUE FUNDS	11,689,732	23,831,196	22,021,320	0	0	0	0	0
301: CAPITAL IMPROVEMENTS	3,196,430	5,405,075	4,661,586					
405: DEBT SERVICE	1,029,993	2,352,922	2,265,279					
501: WATER OPERATIONS/MAINTENANCE	7,289,254	6,400,945	6,437,956				283,523	648,058
502: WATER CAPITAL 2010A BAB'S	1,215,036	5,982	706,211				706,211	
506: WASTEWATER OPER & MAINTENANCE	16,641,300	7,991,118	24,878,397				19,613,845	724,965
507: STORMWATER UTILITY	2,765,034	1,690,051	1,387,170					
508: WASTEWATER CAPITAL 2010A BAB'S	(13,117)	(224)	(224)				32,384	
541: SUNSET MARINA	107,897	708,129	864,031					117,556
555: PARK & RECREATION	13,548,375	5,907,729	6,541,661				384,264	245,000
581: CDBG LOAN PROGRAMS	1,088,582	9,606	105,273		200			
582: STATE AFFORDABLE HOUSING	3,550	11	3,561					
583: COMM/ECON DEV LOANS	285,973	1,170	108,969			150,000		
584: CIRLF LOAN FUND	1,442,642	42,332	344,641			468,273		
585: MPF ENDOWMENT LOANS	35,356	253	10,866			2,500		
586: USEPA BROWNFIELDS LOANS	0	11,859	11,859			200,000		
TOTAL ENTERPRISE FUNDS	44,409,882	22,768,962	41,400,372	0	200	820,773	21,020,228	1,735,578
601: FLEET SERVICES	4,426,768	3,044,356	3,688,979				609,740	
602: FLEET AMORTIZATION	1,041,746	1,048,417	609,740					
606: ENGINEERING	(263,788)	986,777	1,282,681					
609: HYDROELECTRIC PLANT	0	202,371	314,037					111,667
621: SELF-INSURANCE	510,433	1,332,674	1,145,385					
626: EMPLOYEE HEALTH PLAN	1,970,085	5,590,246	4,512,678					
TOTAL INTERNAL SERVICE FUNDS	7,685,244	12,204,841	11,553,501	0	0	0	609,740	111,667
701: FIRE PENSION	23,151,134	4,100,690	3,316,989					
706: POLICE PENSION	29,729,175	5,393,445	3,266,613					
711: CAFETERIA PLAN	824	79,720	74,862					
TOTAL TRUST FUNDS	52,881,133	9,573,855	6,658,465	0	0	0	0	0
901: MLK ACTIVITY	110,759	262,182	265,498					
906: DEPT OF HUMAN SERVICES	104,976	125,829	233,053					
907: MLK CAPTIAL CONTRIBUTIONS	448,948	44,214	493,162					
TOTAL COMPONENT UNIT FUNDS	664,683	432,225	991,713	0	0	0	0	0
	132,204,586	113,377,016	126,000,419	0	200	820,773	21,629,968	1,847,244

Table 14

Unrestricted Fund Balance or Net Assets At 03/31/13	Proposed Revenue FY2014	Proposed Expense FY2014	Proposed Bond Proceeds FY2014	Proposed Loan Repayments FY2014	Proposed Loan Payments FY2014	Proposed Capital Improvements FY2014	Proposed Debt Principal FY2014	Unrestricted Fund Balance or Net Assets At 03/31/14	Net Income (Loss)	Percentage Change FY2013 vs FY2014
11,007,246	36,438,308	36,438,308						11,007,246	0	0%
1,671,610	2,508,342	4,571,878						(391,926)	(2,063,536)	-123%
1,075,652	210,267	697,252						588,667	(486,985)	-45%
498,371	385,786	619,734						264,423	(233,948)	-47%
2,431	2,080,387	2,080,628						2,190	(241)	-10%
79,189	47,305	26,408						100,086	20,897	26%
0	0	0						0	0	0%
484,994	6,006,857	5,663,645						828,206	343,212	71%
0	0	45,250						(45,250)	(45,250)	NEW
(175)	0	0						(175)	0	NEW
118,646	195,497	230,473						83,670	(34,976)	-29%
(513,053)	12,000	0						(501,053)	12,000	-2%
304,340	1,112,590	1,112,335						304,595	255	0%
128,267	40,175	40,000						128,442	175	0%
6,198,419	6,020,371	5,999,917						6,218,873	20,454	0%
323,491	105,492	299,470						129,513	(193,978)	-60%
173,364	26,488	16,255						183,597	10,233	6%
16,719	18,500	48,543						(13,324)	(30,043)	-180%
(10,613)	500	0						(10,113)	500	-5%
10,635	19,037	19,000						10,672	37	0%
46,649	954,514	1,154,559						(153,396)	(200,045)	-429%
93,180	30,457	18,000						105,637	12,457	13%
(12,775)	0	0						(12,775)	0	0%
177,068	1,500,000	1,696,564						(19,496)	(196,564)	-111%
1,388,362	1,498,619	2,667,446						219,535	(1,168,827)	-84%
1,149,540	2,467,191	2,533,389						1,083,342	(66,198)	-6%
0	5	0						5	5	0%
40,470	78	9,390						31,158	(9,312)	-23%
35,747	5,081	9,245						31,583	(4,164)	-12%
15,614	72	0						15,686	72	0%
0	0	3,000						(3,000)	(3,000)	0%
1,252	12,250	12,227						1,275	23	2%
0	13	0						13	13	100%
1,437	1,264	1,750						951	(486)	-34%
777	3	0						780	3	0%
0	0	0						0	0	0%
13,499,608	25,259,141	29,576,358	0	0	0	0	0	9,182,391	(4,317,217)	-32%
3,939,920	4,389,250	9,001,963						(672,793)	(4,612,713)	-117%
1,117,636	17,571,153	17,767,578						921,211	(196,425)	-18%
8,183,823	6,547,109	6,350,582				100,000	643,058	9,123,408	939,585	11%
1,221,018	0	597,000				597,000		1,221,018	0	0%
20,092,830	32,648,719	32,552,006				25,085,407	2,277,375	47,552,325	27,459,495	137%
3,067,915	1,669,053	1,720,965						3,016,003	(51,912)	-2%
19,267	0	0						19,267	0	0%
69,551	840,192	900,979				12,000	35,000	55,764	(13,787)	-20%
13,543,707	6,129,944	7,631,707				1,025,759	245,000	13,312,703	(231,004)	-2%
992,715	76,989	59,439		60,000				950,265	(42,450)	-4%
0	13	0		8,000				(7,987)	(7,987)	0%
328,174	8,050	150,300		300,000	150,000			35,924	(292,250)	-89%
1,608,605	350,831	385,177		5,000	371,957			1,941,216	332,611	21%
27,244	6,025	6,000			1,000			28,269	1,025	4%
200,000	76,000	76,000			76,000			276,000	76,000	38%
49,354,850	48,352,925	50,430,155	0	373,000	598,957	26,820,166	3,200,433	77,524,176	28,169,326	57%
4,391,885	2,858,397	3,470,865				79,720		3,859,137	(532,748)	-12%
1,480,423	1,095,749	0						2,576,172	1,095,749	74%
(559,692)	1,464,822	1,442,775						(537,645)	22,047	-4%
0	240,798	298,711					111,667	53,754	53,754	0%
697,722	1,561,261	1,340,534						918,449	220,727	32%
3,047,653	5,596,114	5,604,991						3,038,776	(8,877)	0%
9,057,991	12,817,141	12,157,876	0	0	0	79,720	111,667	9,908,643	850,652	9%
23,934,834	2,757,710	3,640,400						23,052,144	(882,690)	-4%
31,856,007	3,312,533	3,585,954						31,582,586	(273,421)	-1%
5,682	85,835	85,600						5,917	235	4%
55,796,523	6,156,078	7,311,954	0	0	0	0	0	54,640,647	(1,155,876)	-2%
107,443	245,148	245,148						107,443	0	0%
(2,248)	344,159	344,159						(2,248)	0	0%
0	12,000	12,000						0	0	0%
105,195	601,307	601,307	0	0	0	0	0	105,195	0	0%
143,878,969	151,585,303	163,285,499	0	373,000	598,957	26,899,886	3,312,100	162,616,716	18,737,747	13%

Percentage Change of Fund Balances

Table 14 (Addendum)

	Unrestricted Fund Balance or Net Assets At 03/31/13	Unrestricted Fund Balance or Net Assets At 03/31/14	Net Income (Loss)	Percentage Change FY2012 vs FY2013	Explanation for those Funds with +/- 10% Change
MAJOR FUNDS					
101: GENERAL FUND	11,007,246	11,007,246	0	0%	The percentage change in this fund is less than 10%.
201: TIF #1 DOWNTOWN	1,671,610	-391,926	-2,063,536	-123%	For FY2014 budgeted revenues have increased by $119,090 while budgeted expenditures have been increased by $1,788,379 from FY2013 levels. This increase in expenditures is mainly due to support for The Locks residential project planned for Lot C.
202: TIF #2 SOUTH 11TH STREET	1,075,652	588,667	-486,985	-45%	FY2014 expenditures have increased by $388,389 while revenues remain steady. The majority of this increase in expenditures is $300,000 for debt service related to the Walmart development loan from the American Bank. There is sufficient fund balance to cover the loss for FY2014.
203: TIF #3 NORTH 11TH STREET	498,371	264,423	233,948	-47%	FY2014 budgeted revenues have decreased slightly over FY2013 while budgeted expenditures have increased $264,072, primarily due to anticipated property purchases. Though this fund's expenditures exceed revenues, there is sufficient fund balance to cover the $233,948 loss for FY2014.
204: TIF #4 JUMER'S CASINO R I	2,431	-241		-10%	The primary expenditures in this fund consist of rebates to Jumer's Casino and Rock Island County. These fluctuate from year to year based on the property tax revenue received. For FY2014 revenues exceed expenditures by $241.
205: TIF #5 COLUMBIA PARK	79,189	100,086	20,897	26%	FY2014 expenditures have decreased $15,435 while revenue has decreased slightly by $219. Revenues exceed expenditures by $20,897 for FY2014.
206: TIF #6 NE I280/PARKWAY	0	0	0	0%	The percentage change in this fund is less than 10%.
208: TIF #7 20TH St/1ST AVE	0	-45,250	-45,250	100%	For FY2014 there are $45,250 in expenditures budgeted with no revenue projected at this time. As this is a new TIF fund, revenue projections are currently unknown.
209: TIF #8 WATCHTOWER	-175	-175	0	0%	The percentage change in this fund is less than 10%.
251: PUBLIC LIBRARY	1,149,540	1,083,342	-66,198	-6%	The percentage change in this fund is less than 10%.
301: CAPITAL IMPROVEMENTS	3,939,920	-672,793	-4,612,713	-117%	Projected revenues for FY2013 are $990,543 less than budgeted while projected expenditures are $3,379,769 less than budgeted. This is due to projects not being completed as planned. These projects will carry over and the projected increase to the fund balance will fund the projected deficit for FY2014.
501: WATER OPERATIONS/MAINTENANCE	8,183,823	9,123,408	939,585	11%	FY 2014 expenditures are budgeted to decrease $87,374 over FY2013 while revenues are budgeted to increase $146,164. Due to this increase in revenue and decrease in expenditures there is a projected increase in the fund balance of $939,585.
506: WASTEWATER OPER & MAINTENANCE	8,183,823	47,552,325	27,459,495	137%	FY2014 expenditures are budgeted to increase $7,673,609 along with an increase in revenues of 24,657,601. The change in revenue is the result of increased loan proceeds to fund capital projects. Revenues for FY2014 will exceed these budgeted expenditures by $96,713.
555: PARK & RECREATION	13,543,707	13,312,703	-231,004	-2%	The percentage change in this fund is less than 10%.
NON-MAJOR FUNDS					
Total of all Non-Major Funds	82,634,824	80,692,469	-1,942,355	-2%	Total percentage change in non-major funds is less than 10%.

ROCK ISLAND

ILLINOIS

Transfers by Fund

Table 15

101	General Fund				
	221	Motor Fuel Tax	1,112,335		
	223	Riverboat Gaming	2,018,500		
	251	Library	50,036		
	301	Capital Improvements	890,275		
	501	Water Operation and Maintenence	696,114		
	506	Wastewater Operation and Maintenence	391,180		
	507	Stormwater Utility	262,676		
	541	Sunset Marina	90,781		
	555	Park & Recreation	30,500		
	555	Park & Recreation	94,627		
	581	Loans	3,739		
	601	Equipment Maintenance	269,299		
	606	Engineering	182,418		
	626	Employee Health Plan	4,263	6,096,743	
	207	Community & Economic Development	(150,000)		
	211	MLK Center	(150,761)		
	555	Park & Recreation	(5,500)		
	606	Engineering	(36,387)		
	901	MLK Activity Fund	(26,756)	(369,404)	5,727,339
201	TIF District #1				
	207	Community & Economic Development		(25,000)	
	405	Debt Service		(1,032,278)	
	506	Wastewater Operation and Maintenence		(104,498)	
	555	Park & Recreation		(135,315)	(1,297,091)
202	TIF District #2				
	405	Debt Service		(408,019)	
	555	Park & Recreation		(6,435)	(414,454)
203	TIF District #3				
	555	Park & Recreation			(2,877)
207	Community Development				
	101	General Fund	150,000		
	201	TIF District #1	25,000		
	223	Riverboat Gaming	875,745	1,050,745	
	405	Debt Service		(4,500,000)	(3,449,255)
211	MLK Center				
	101	General Fund		150,761	
	242	Block Grant		34,028	184,789
212	MLK Facility Improvement				
	907	MLK Capital Contributions			12,000
221	Motor Fuel Tax				
	101	General Fund			(1,112,335)
223	River Boat Gaming				
	101	General Fund		(29,500)	
	101	General Fund		(50,000)	
	101	General Fund		(55,000)	
	101	General Fund		(66,100)	
	101	General Fund		(71,500)	
	101	General Fund		(85,000)	
	101	General Fund		(125,000)	
	101	General Fund		(129,500)	
	101	General Fund		(404,000)	
	101	General Fund		(1,002,900)	
	207	Community & Economic Development		(875,745)	
	251	Public Library		(47,500)	
	276	Labor Day Parade		(9,000)	
	301	Capital Improvements		(20,000)	
	301	Capital Improvements		(150,000)	
	301	Capital Improvements		(315,000)	
	301	Capital Improvements		(1,590,000)	
	405	Debt Service		(82,097)	
	405	Debt Service		(98,325)	
	405	Debt Service		(122,750)	
	405	Debt Service		(150,000)	
	405	Debt Service		(401,000)	
	555	Park & Recreation		(20,000)	
	555	Park & Recreation		(100,000)	(5,999,917)
242	Block Grant				
	211	MLK Center		(34,028)	

Transfers by Fund

Table 15

	901	MLK Activity Fund		(102,084)	(136,112)
251	Library				
	223	Riverboat Gaming		47,500	
	101	General Fund		(50,036)	(2,536)
276	Labor Day Parade				
	223	Riverboat Gaming			9,000
301	Capital Improvement				
	223	Riverboat Gaming		2,075,000	
	101	General Fund		(890,275)	1,184,725
405	Debt Service				
	201	TIF District #1		1,032,278	
	202	TIF District #2		408,019	
	207	Community & Economic Development		4,500,000	
	223	Riverboat Gaming		854,172	6,794,469
501	Water Operation & Maintenance				
	506	Wastewater Operation and Maintenence		145,000	
	101	General Fund	(696,114)		
	606	Engineering	(36,387)	(732,501)	(587,501)
506	Wastewater Operation & Maintenance				
	201	TIF District #1		104,498	
	101	General Fund	(391,180)		
	501	Water Operation and Maintenence	(145,000)		
	606	Engineering	(36,387)	(572,567)	(468,069)
507	Stormwater Utility				
	101	General Fund		(262,676)	
	606	Engineering		(36,387)	(299,063)
541	Sunset Marina				
	101	General Fund			(90,781)
555	Park & Recreation				
	101	General Fund	5,500		
	201	TIF District #1	48,561		
	201	TIF District #1	86,754		
	202	TIF District #2	6,435		
	203	TIF District #3	2,877		
	223	Riverboat Gaming	20,000		
	223	Riverboat Gaming	100,000	270,127	
	101	General Fund	(12,600)		
	101	General Fund	(17,900)		
	101	General Fund	(94,627)		
	601	Engineering	(23,000)	(148,127)	122,000
581	CDBG Loans				
	101	General Fund			(3,739)
601	Equipment Maintenance				
	555	Park & Recreation		23,000	
	101	General Fund		(269,299)	(246,299)
606	Engineering				
	101	General Fund	36,387		
	501	Water Operation and Maintenence	36,387		
	506	Wastewater Operation and Maintenence	36,387		
	507	Stormwater Utility	36,387	145,548	
	101	General Fund		(182,418)	(36,870)
626	Employee Health Plan				
	101	General Fund			(4,263)
901	MLK Center Activity Fund				
	101	General Fund		26,756	
	242	Block Grant		102,084	128,840
907	MLK Capital Contributions				
	212	MLK Facility Improvement			(12,000)
					0

Debt Service Schedule
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE--> 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	-	-	-	-	-	-
2002 G. O.	Service	Interest	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-	-	-	-	-	-
Total 2002 GO		Interest	June 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Water	Water	Interest	June 15							-	-	-	-	-	-	-
2004 G.O. Refunding	Sales	Interest	Dec 15							-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15							-	-	-	-	-	-	-
501-618041		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Water	Water	Interest	June 15							-	-	-	-	-	-	-
2004 G.O. Refunding	Sales	Interest	Dec 15							-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15							-	-	-	-	-	-	-
501-618041		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Total 2004 GO Refunding		Interest	June 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15			-	-	-	-	-	-	-	-	-	-	-
2004 SA Projects	Service	Interest	Dec 15			-	-	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15			-	-	-	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15			-	-	-	-	-	-	-	-	-	-	-
2005 SA Projects	Service	Interest	Dec 15			-	-	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15			-	-	-	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-	-	-	-	-	-
Total 2004 GO		Interest	June 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-	-	-	-	-	-
				-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater	Sewer	Interest	June 1	24,550.00	21,487.50	18,425.00	15,362.50	11,762.50	8,062.50	4,218.75	-	-	-	-	-	-
2005 G. O. Refunding	Charges	Interest	Dec 1	24,550.00	21,487.50	18,425.00	15,362.50	11,762.50	8,062.50	4,218.75	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	175,000.00	175,000.00	175,000.00	200,000.00	200,000.00	205,000.00	225,000.00	-	-	-	-	-	-
506-618041				224,100.00	217,975.00	211,850.00	230,725.00	223,525.00	221,125.00	233,437.50	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 1	-	-	-	-	-	-	-	-	-	-	-	-	-
2005 G. O. Refunding	Service	Interest	Dec 1	-	-	-	-	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-	-	-	-	-	-
Total 2005 GO		Interest	June 1	24,550.00	21,487.50	18,425.00	15,362.50	11,762.50	8,062.50	4,218.75	-	-	-	-	-	-
		Interest	Dec 1	24,550.00	21,487.50	18,425.00	15,362.50	11,762.50	8,062.50	4,218.75	-	-	-	-	-	-
		Principal	Dec 1	175,000.00	175,000.00	175,000.00	200,000.00	200,000.00	205,000.00	225,000.00	-	-	-	-	-	-
				224,100.00	217,975.00	211,850.00	230,725.00	223,525.00	221,125.00	233,437.50	-	-	-	-	-	-
Wastewater	Sewer	Interest	June 1	55,100.00	52,100.00	48,900.00	45,600.00	42,200.00	38,700.00	35,000.00	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00
2007 G. O.	Charges	Interest	Dec 1	55,100.00	52,100.00	48,900.00	45,600.00	42,200.00	38,700.00	35,000.00	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00
Wells Fargo		Principal	Dec 1	150,000.00	160,000.00	165,000.00	170,000.00	175,000.00	185,000.00	190,000.00	200,000.00	205,000.00	215,000.00	220,000.00	230,000.00	240,000.00
506-618041				260,200.00	264,200.00	262,800.00	261,200.00	259,400.00	262,400.00	260,000.00	262,400.00	259,400.00	261,200.00	257,600.00	258,800.00	259,600.00
Special Assessments	Debt	Interest	June 1	11,800.00	9,000.00	6,100.00	3,100.00	-	-	-	-	-	-	-	-	-
2007 G. O.	Service	Interest	Dec 1	11,800.00	9,000.00	6,100.00	3,100.00	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	140,000.00	145,000.00	150,000.00	155,000.00	-	-	-	-	-	-	-	-	-
405-616316				163,600.00	163,000.00	162,200.00	161,200.00	-	-	-	-	-	-	-	-	-
Total 2007 GO		Interest	June 1	66,900.00	61,100.00	55,000.00	48,700.00	42,200.00	38,700.00	35,000.00	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00
		Interest	Dec 1	66,900.00	61,100.00	55,000.00	48,700.00	42,200.00	38,700.00	35,000.00	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00
		Principal	Dec 1	290,000.00	305,000.00	315,000.00	325,000.00	175,000.00	185,000.00	190,000.00	200,000.00	205,000.00	215,000.00	220,000.00	230,000.00	240,000.00
				423,800.00	427,200.00	425,000.00	422,400.00	259,400.00	262,400.00	260,000.00	262,400.00	259,400.00	261,200.00	257,600.00	258,800.00	259,600.00
MLK Center	TIF	Interest	June 1	11,375.00	9,625.00	7,875.00	6,037.50	4,112.50	2,100.00	-	-	-	-	-	-	-
2008 G. O.		Interest	Dec 1	11,375.00	9,625.00	7,875.00	6,037.50	4,112.50	2,100.00	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	100,000.00	100,000.00	105,000.00	110,000.00	115,000.00	120,000.00	-	-	-	-	-	-	-
405-356041				122,750.00	119,250.00	120,750.00	122,075.00	123,225.00	124,200.00	-	-	-	-	-	-	-
Software	Gaming	Interest	June 1	1,662.50	-	-	-	-	-	-	-	-	-	-	-	-
2008 G. O.		Interest	Dec 1	1,662.50	-	-	-	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	95,000.00	-	-	-	-	-	-	-	-	-	-	-	-
405-256081				98,325.00	-	-	-	-	-	-	-	-	-	-	-	-
Special Assessments	Public	Interest	June 1	3,937.50	3,325.00	2,712.50	2,100.00	1,400.00	700.00	-	-	-	-	-	-	-
2008 G. O.	Benefits	Interest	Dec 1	3,937.50	3,325.00	2,712.50	2,100.00	1,400.00	700.00	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	35,000.00	35,000.00	35,000.00	40,000.00	40,000.00	40,000.00	-	-	-	-	-	-	-
405-616316				42,875.00	41,650.00	40,425.00	44,200.00	42,800.00	41,400.00	-	-	-	-	-	-	-
Hydroelectric Plant	Electric	Interest	June 1	26,650.00	25,512.50	24,287.50	23,062.50	21,750.00	20,437.50	19,125.00	17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00
2008 G. O.	Charges	Interest	Dec 1	26,650.00	25,512.50	24,287.50	23,062.50	21,750.00	20,437.50	19,125.00	17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00
Wells Fargo		Principal	Dec 1	65,000.00	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
609-618369				118,300.00	121,025.00	118,575.00	121,125.00	118,500.00	115,875.00	138,250.00	134,500.00	130,750.00	127,000.00	123,250.00	119,500.00	115,750.00
Total 2008A GO		Interest	June 1	43,625.00	38,462.50	34,875.00	31,200.00	27,262.50	23,237.50	19,125.00	17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00
		Interest	Dec 1	43,625.00	38,462.50	34,875.00	31,200.00	27,262.50	23,237.50	19,125.00	17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00
		Principal	Dec 1	295,000.00	205,000.00	210,000.00	225,000.00	230,000.00	235,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
				382,250.00	281,925.00	279,750.00	287,400.00	284,525.00	281,475.00	138,250.00	134,500.00	130,750.00	127,000.00	123,250.00	119,500.00	115,750.00
Armory Park	TIF	Interest	June 1	20,612.39	18,838.70	16,947.01	14,882.01	12,765.39	10,482.09	8,059.40	5,494.38	2,765.63	-	-	-	-
2008 G. O.		Interest	Dec 1	20,612.39	18,838.70	16,947.01	14,882.01	12,765.39	10,482.09	8,059.40	5,494.38	2,765.63	-	-	-	-
Wells Fargo		Principal	Dec 1	109,150.00	112,100.00	118,000.00	120,950.00	126,850.00	132,750.00	138,650.00	147,500.00	147,500.00	-	-	-	-
405-822601-^^^^^-0526000				150,374.78	149,777.40	151,894.03	150,714.03	152,380.78	153,714.18	154,768.80	158,488.75	153,031.25	-	-	-	-
Wastewater	Sewer	Interest	June 1	14,323.86	13,091.30	11,776.74	10,341.74	8,870.86	7,284.16	5,600.60	3,818.13	1,921.88	-	-	-	-
2008 G. O.	Charges	Interest	Dec 1	14,323.86	13,091.30	11,776.74	10,341.74	8,870.86	7,284.16	5,600.60	3,818.13	1,921.88	-	-	-	-
Wells Fargo		Principal	Dec 1	75,850.00	77,900.00	82,000.00	84,050.00	88,150.00	92,250.00	96,350.00	102,500.00	102,500.00	-	-	-	-
506-618041				104,497.73	104,082.60	105,553.48	104,733.48	105,891.73	106,818.33	107,551.20	110,136.25	106,343.75	-	-	-	-
Total 2008B GO		Interest	June 1	34,936.25	31,930.00	28,723.75	25,223.75	21,636.25	17,766.25	13,660.00	9,312.50	4,687.50	-	-	-	-
		Interest	Dec 1	34,936.25	31,930.00	28,723.75	25,223.75	21,636.25	17,766.25	13,660.00	9,312.50	4,687.50	-	-	-	-
		Principal	Dec 1	185,000.00	190,000.00	200,000.00	205,000.00	215,000.00	225,000.00	235,000.00	250,000.00	250,000.00	-	-	-	-
				254,872.50	253,860.00	257,447.50	255,447.50	258,272.50	260,532.50	262,320.00	268,625.00	259,375.00	-	-	-	-
Armory Park	TIF	Interest	June 1	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25	13,011.25	6,742.50	-	-	-	-
2008 G. O.		Interest	Dec 1	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25	13,011.25	6,742.50	-	-	-	-
Wells Fargo		Principal	Dec 1	210,000.00	220,000.00	230,000.00	245,000.00	255,000.00	265,000.00	280,000.00	295,000.00	310,000.00	-	-	-	-
405-822601-^^^^^-0523000				301,127.50	303,882.50	306,182.50	313,017.50	313,707.50	313,507.50	317,642.50	321,022.50	323,485.00	-	-	-	-
Total 2008D GO		Interest	June 1	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25	13,011.25	6,742.50	-	-	-	-
		Interest	Dec 1	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25	13,011.25	6,742.50	-	-	-	-
		Principal	Dec 1	210,000.00	220,000.00	230,000.00	245,000.00	255,000.00	265,000.00	280,000.00	295,000.00	310,000.00	-	-	-	-
				301,127.50	303,882.50	306,182.50	313,017.50	313,707.50	313,507.50	317,642.50	321,022.50	323,485.00	-	-	-	-
Hydroelectric Plant	Electric	Interest	June 15	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67	717.50	478.33	239.19	-	-	-
2008 G. O. CREB	Charges	Interest	Dec 15	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67	717.50	478.33	239.19	-	-	-
Bank of America		Principal	Dec 15	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.62	-	-	-
609-618369				51,450.00	50,971.67	50,493.33	50,015.00	49,536.67	49,058.33	48,580.00	48,101.67	47,623.33	47,145.00	-	-	-
Total 2008C GO CREB		Interest	June 15	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67	717.50	478.33	239.19	-	-	-
		Interest	Dec 15	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67	717.50	478.33	239.19	-	-	-
		Principal	Dec 15	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.67	46,666.62	-	-	-
				51,450.00	50,971.67	50,493.33	50,015.00	49,536.67	49,058.33	48,580.00	48,101.67	47,623.33	47,145.00	-	-	-
Armory Park	TIF	Interest	June 1	77,887.50	71,512.50	64,987.50	57,112.50	48,975.00	40,575.00	31,512.50	21,762.50	11,300.00	-	-	-	-

Debt Service Schedule **Table 16**
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE--> 2027	2028	2029	2030	2031	2032	3033	Total
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	-
2002 G. O.	Service	Interest	Dec 15	-	-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-
Total 2002 GO		Interest	June 15	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-
		Total		-	-	-	-	-	-	-	-
Water	Water	Interest	June 15	-	-	-	-	-	-	-	-
2004 G.O. Refunding	Sales	Interest	Dec 15	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15	-	-	-	-	-	-	-	-
501-618041		Total		-	-	-	-	-	-	-	-
Water	Water	Interest	June 15	-	-	-	-	-	-	-	-
2004 G.O. Refunding	Sales	Interest	Dec 15	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15	-	-	-	-	-	-	-	-
501-618041		Total		-	-	-	-	-	-	-	-
Total 2004 GO Refunding		Interest	June 15	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-
		Total		-	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	-
2004 SA Projects	Service	Interest	Dec 15	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	-
2005 SA Projects	Service	Interest	Dec 15	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 15	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-
Total 2004 GO		Interest	June 15	-	-	-	-	-	-	-	-
		Interest	Dec 15	-	-	-	-	-	-	-	-
		Principal	Dec 15	-	-	-	-	-	-	-	-
				-	-	-	-	-	-	-	-
Wastewater	Sewer	Interest	June 1	-	-	-	-	-	-	-	103,868.75
2005 G. O. Refunding	Charges	Interest	Dec 1	-	-	-	-	-	-	-	103,868.75
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	1,355,000.00
506-618041				-	-	-	-	-	-	-	1,562,737.50
Special Assessments	Debt	Interest	June 1	-	-	-	-	-	-	-	-
2005 G. O. Refunding	Service	Interest	Dec 1	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	-
405-616316				-	-	-	-	-	-	-	-
Total 2005 GO		Interest	June 1	-	-	-	-	-	-	-	103,868.75
		Interest	Dec 1	-	-	-	-	-	-	-	103,868.75
		Principal	Dec 1	-	-	-	-	-	-	-	1,355,000.00
				-	-	-	-	-	-	-	1,562,737.50
Wastewater	Sewer	Interest	June 1	5,000.00	-	-	-	-	-	-	447,100.00
2007 G. O.	Charges	Interest	Dec 1	5,000.00	-	-	-	-	-	-	447,100.00
Wells Fargo		Principal	Dec 1	250,000.00	-	-	-	-	-	-	2,755,000.00
506-618041				260,000.00	-	-	-	-	-	-	3,649,200.00
Special Assessments	Debt	Interest	June 1	-	-	-	-	-	-	-	30,000.00
2007 G. O.	Service	Interest	Dec 1	-	-	-	-	-	-	-	30,000.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	590,000.00
405-616316				-	-	-	-	-	-	-	650,000.00
Total 2007 GO		Interest	June 1	5,000.00	-	-	-	-	-	-	477,100.00
		Interest	Dec 1	5,000.00	-	-	-	-	-	-	477,100.00
		Principal	Dec 1	250,000.00	-	-	-	-	-	-	3,345,000.00
				260,000.00	-	-	-	-	-	-	4,299,200.00
MLK Center	TIF	Interest	June 1	-	-	-	-	-	-	-	41,125.00
2008 G. O.		Interest	Dec 1	-	-	-	-	-	-	-	41,125.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	650,000.00
405-356041				-	-	-	-	-	-	-	732,250.00
Software	Gaming	Interest	June 1	-	-	-	-	-	-	-	1,662.50
2008 G. O.		Interest	Dec 1	-	-	-	-	-	-	-	1,662.50
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	95,000.00
405-256081				-	-	-	-	-	-	-	98,325.00
Special Assessments	Public	Interest	June 1	-	-	-	-	-	-	-	14,175.00
2008 G. O.	Benefits	Interest	Dec 1	-	-	-	-	-	-	-	14,175.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	225,000.00
405-616316				-	-	-	-	-	-	-	253,350.00
Hydroelectric Plant	Electric	Interest	June 1	6,000.00	4,000.00	2,000.00					248,200.00
2008 G. O.	Charges	Interest	Dec 1	6,000.00	4,000.00	2,000.00					248,200.00
Wells Fargo		Principal	Dec 1	100,000.00	100,000.00	100,000.00					1,430,000.00
609-618369				112,000.00	108,000.00	104,000.00	-	-	-	-	1,926,400.00
Total 2008A GO		Interest	June 1	6,000.00	4,000.00	2,000.00	-	-	-	-	305,162.50
		Interest	Dec 1	6,000.00	4,000.00	2,000.00	-	-	-	-	305,162.50
		Principal	Dec 1	100,000.00	100,000.00	100,000.00	-	-	-	-	2,400,000.00
				112,000.00	108,000.00	104,000.00	-	-	-	-	3,010,325.00
Armory Park	TIF	Interest	June 1	-	-	-	-	-	-	-	110,846.99
2008 G. O.		Interest	Dec 1	-	-	-	-	-	-	-	110,846.99
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	1,153,450.00
405-822601-^^^^^-0526000				-	-	-	-	-	-	-	1,375,143.98
Wastewater	Sewer	Interest	June 1	-	-	-	-	-	-	-	77,029.26
2008 G. O.	Charges	Interest	Dec 1	-	-	-	-	-	-	-	77,029.26
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	801,550.00
506-618041				-	-	-	-	-	-	-	955,608.53
Total 2008B GO		Interest	June 1	-	-	-	-	-	-	-	187,876.25
		Interest	Dec 1	-	-	-	-	-	-	-	187,876.25
		Principal	Dec 1	-	-	-	-	-	-	-	1,955,000.00
				-	-	-	-	-	-	-	2,330,752.50
Armory Park	TIF	Interest	June 1	-	-	-					251,787.50
2008 G. O.		Interest	Dec 1	-	-	-					251,787.50
Wells Fargo		Principal	Dec 1	-	-	-					2,310,000.00
405-822601-^^^^^-0523000				-	-	-	-	-	-	-	2,813,575.00
Total 2008D GO		Interest	June 1	-	-	-	-	-	-	-	251,787.50
		Interest	Dec 1	-	-	-	-	-	-	-	251,787.50
		Principal	Dec 1	-	-	-	-	-	-	-	2,310,000.00
				-	-	-	-	-	-	-	2,813,575.00
Hydroelectric Plant	Electric	Interest	June 15	-	-	-					13,154.18
2008 G. O. CREB	Charges	Interest	Dec 15	-	-	-					13,154.18
Bank of America		Principal	Dec 15	-	-	-					466,666.65
609-618369				-	-	-	-	-	-	-	492,975.00
Total 2008C GO CREB		Interest	June 15	-	-	-	-	-	-	-	13,154.18
		Interest	Dec 15	-	-	-	-	-	-	-	13,154.18
		Principal	Dec 15	-	-	-	-	-	-	-	466,666.65
				-	-	-	-	-	-	-	492,975.00
Armory Park	TIF	Interest	June 1	-	-	-					425,625.00

Debt Service Schedule
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE--> 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
2009A G. O.		Interest	Dec 1	77,887.50	71,512.50	64,987.50	57,112.50	48,975.00	40,575.00	31,512.50	21,762.50	11,300.00	-	-	-	-
Wells Fargo		Principal	Dec 1	425,000.00	435,000.00	450,000.00	465,000.00	480,000.00	500,000.00	520,000.00	540,000.00	565,000.00	-	-	-	-
405-822601-^^^^^-0524000				580,775.00	578,025.00	579,975.00	579,225.00	577,950.00	581,150.00	583,025.00	583,525.00	587,600.00	-	-	-	-
Total 2009A GO		Interest	June 1	77,887.50	71,512.50	64,987.50	57,112.50	48,975.00	40,575.00	31,512.50	21,762.50	11,300.00	-	-	-	-
		Interest	Dec 1	77,887.50	71,512.50	64,987.50	57,112.50	48,975.00	40,575.00	31,512.50	21,762.50	11,300.00	-	-	-	-
		Principal	Dec 1	425,000.00	435,000.00	450,000.00	465,000.00	480,000.00	500,000.00	520,000.00	540,000.00	565,000.00	-	-	-	-
				580,775.00	578,025.00	579,975.00	579,225.00	577,950.00	581,150.00	583,025.00	583,525.00	587,600.00	-	-	-	-
RIFAC	Member	Interest	June 1	40,346.88	38,262.50	35,918.75	33,400.00	30,700.00	27,915.63	24,853.13	21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-
2009B G.O.	Fees	Interest	Dec 1	40,346.88	38,262.50	35,918.75	33,400.00	30,700.00	27,915.63	24,853.13	21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-
Wells Fargo		Principal	Dec 1	145,000.00	150,000.00	155,000.00	160,000.00	165,000.00	175,000.00	180,000.00	185,000.00	195,000.00	205,000.00	215,000.00	225,000.00	-
555-867561				225,693.76	226,525.00	226,837.50	226,800.00	226,400.00	230,831.26	229,706.26	227,281.26	229,650.00	231,606.26	233,150.00	234,281.26	-
Special Assessments	Debt	Interest	June 1	6,109.38	5,462.50	4,681.25	3,868.75	3,025.00	2,096.88	1,134.38	-	-	-	-	-	-
2009B G.O.	Service	Interest	Dec 1	6,109.38	5,462.50	4,681.25	3,868.75	3,025.00	2,096.88	1,134.38	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	45,000.00	50,000.00	50,000.00	50,000.00	55,000.00	55,000.00	55,000.00	-	-	-	-	-	-
405-616316				57,218.76	60,925.00	59,362.50	57,737.50	61,050.00	59,193.76	57,268.76	-	-	-	-	-	-
11th St Land	TIF	Interest	June 1	1,509.38	-	-	-	-	-	-	-	-	-	-	-	-
2009B G.O.		Interest	Dec 1	1,509.38	-	-	-	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	105,000.00	-	-	-	-	-	-	-	-	-	-	-	-
405-312801				108,018.76	-	-	-	-	-	-	-	-	-	-	-	-
Total 2009B GO		Interest	June 1	47,965.64	43,725.00	40,600.00	37,268.75	33,725.00	30,012.51	25,987.51	21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-
		Interest	Dec 1	47,965.64	43,725.00	40,600.00	37,268.75	33,725.00	30,012.51	25,987.51	21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-
		Principal	Dec 1	295,000.00	200,000.00	205,000.00	210,000.00	220,000.00	230,000.00	235,000.00	185,000.00	195,000.00	205,000.00	215,000.00	225,000.00	-
				390,931.28	287,450.00	286,200.00	284,537.50	287,450.00	290,025.02	286,975.02	227,281.26	229,650.00	231,606.26	233,150.00	234,281.26	-
Columbia Park	TIF	Interest	June 1	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	37,260.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00
2009CG. O.		Interest	Dec 1	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	37,260.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	110,000.00	120,000.00	130,000.00	130,000.00	140,000.00	150,000.00	150,000.00
405-312801				80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	190,130.00	194,520.00	198,400.00	191,510.00	194,620.00	196,920.00	188,670.00
Total 2009C GO		Interest	June 1	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	37,260.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00
		Interest	Dec 1	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00	37,260.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00
		Principal	Dec 1	-	-	-	-	-	-	110,000.00	120,000.00	130,000.00	130,000.00	140,000.00	150,000.00	150,000.00
				80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	190,130.00	194,520.00	198,400.00	191,510.00	194,620.00	196,920.00	188,670.00
Street Garage	Sewer	Interest	June 1	96,734.66	95,234.33	93,392.89	91,146.34	88,384.18	85,129.22	81,367.43	77,011.11	72,284.76	67,107.69	61,592.14	55,660.96	49,300.11
2010A BAB		Interest	Dec 1	96,734.66	95,234.33	93,392.89	91,146.34	88,384.18	85,129.22	81,367.43	77,011.11	72,284.76	67,107.69	61,592.14	55,660.96	49,300.11
Wells Fargo		Principal	Dec 1	206,942.50	210,450.00	213,957.50	220,972.50	224,480.00	231,495.00	242,017.50	245,525.00	252,540.00	259,555.00	266,570.00	273,585.00	280,600.00
506-618041				400,411.82	400,918.66	400,743.28	403,265.17	401,248.36	401,753.44	404,752.35	399,547.22	397,109.51	393,770.37	389,754.28	384,906.92	379,200.22
Water	Water	Interest	June 1	41,162.22	40,523.80	39,740.24	38,784.29	37,608.95	36,223.91	34,623.20	32,769.52	30,758.37	28,555.44	26,208.49	23,684.67	20,978.02
2010A BAB		Interest	Dec 1	41,162.22	40,523.80	39,740.24	38,784.29	37,608.95	36,223.91	34,623.20	32,769.52	30,758.37	28,555.44	26,208.49	23,684.67	20,978.02
Wells Fargo		Principal	Dec 1	88,057.50	89,550.00	91,042.50	94,027.50	95,520.00	98,505.00	102,982.50	104,475.00	107,460.00	110,445.00	113,430.00	116,415.00	119,400.00
501-618041				170,381.94	170,597.60	170,522.98	171,596.09	170,737.90	170,952.82	172,228.91	170,014.04	168,976.75	167,555.89	165,846.98	163,784.34	161,356.04
Total 2010A BAB		Interest	June 1	137,896.88	135,758.13	133,133.13	129,930.63	125,993.13	121,353.13	115,990.63	109,780.63	103,043.13	95,663.13	87,800.63	79,345.63	70,278.13
		Interest	Dec 1	137,896.88	135,758.13	133,133.13	129,930.63	125,993.13	121,353.13	115,990.63	109,780.63	103,043.13	95,663.13	87,800.63	79,345.63	70,278.13
		Principal	Dec 1	295,000.00	300,000.00	305,000.00	315,000.00	320,000.00	330,000.00	345,000.00	350,000.00	360,000.00	370,000.00	380,000.00	390,000.00	400,000.00
				570,793.76	571,516.26	571,266.26	574,861.26	571,986.26	572,706.26	576,981.26	569,561.26	566,086.26	561,326.26	555,601.26	548,691.26	540,556.26
Aquatic Center	Park	Interest	June 1	5,275.00	4,275.00	3,225.00	1,650.00	-	-	-	-	-	-	-	-	-
2010 G. O. Refunding		Interest	Dec 1	5,275.00	4,275.00	3,225.00	1,650.00	-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	100,000.00	105,000.00	105,000.00	110,000.00	-	-	-	-	-	-	-	-	-
555-818551				110,550.00	113,550.00	111,450.00	113,300.00	-	-	-	-	-	-	-	-	-
Sunset Marina	Marina	Interest	June 1					-	-	-	-	-	-	-	-	-
2010 G. O. Refunding		Interest	Dec 1					-	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1					-	-	-	-	-	-	-	-	-
541-617041		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Water	Water	Interest	June 1	23,450.00	20,000.00	16,500.00	11,100.00	5,475.00	-	-	-	-	-	-	-	-
2010 G. O. Refunding		Interest	Dec 1	23,450.00	20,000.00	16,500.00	11,100.00	5,475.00	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	345,000.00	350,000.00	360,000.00	375,000.00	365,000.00	-	-	-	-	-	-	-	-
501-618041		Total		391,900.00	390,000.00	393,000.00	397,200.00	375,950.00	-	-	-	-	-	-	-	-
Total 2010B G.O. Refunding		Interest	June 1	28,725.00	24,275.00	19,725.00	12,750.00	5,475.00	-	-	-	-	-	-	-	-
		Interest	Dec 1	28,725.00	24,275.00	19,725.00	12,750.00	5,475.00	-	-	-	-	-	-	-	-
		Principal	Dec 1	445,000.00	455,000.00	465,000.00	485,000.00	365,000.00	-	-	-	-	-	-	-	-
		Total		502,450.00	503,550.00	504,450.00	510,500.00	375,950.00	-	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 1	10,875.00	9,975.00	9,075.00	7,650.00	6,225.00	4,725.00	3,225.00	1,650.00	-	-	-	-	-
2010 G. O.	Service	Interest	Dec 1	10,875.00	9,975.00	9,075.00	7,650.00	6,225.00	4,725.00	3,225.00	1,650.00	-	-	-	-	-
Wells Fargo		Principal	Dec 1	90,000.00	90,000.00	95,000.00	95,000.00	100,000.00	100,000.00	105,000.00	110,000.00	-	-	-	-	-
405-616316				111,750.00	109,950.00	113,150.00	110,300.00	112,450.00	109,450.00	111,450.00	113,300.00	-	-	-	-	-
Total 2010B G.O.		Interest	June 1	10,875.00	9,975.00	9,075.00	7,650.00	6,225.00	4,725.00	3,225.00	1,650.00	-	-	-	-	-
		Interest	Dec 1	10,875.00	9,975.00	9,075.00	7,650.00	6,225.00	4,725.00	3,225.00	1,650.00	-	-	-	-	-
		Principal	Dec 1	90,000.00	90,000.00	95,000.00	95,000.00	100,000.00	100,000.00	105,000.00	110,000.00	-	-	-	-	-
		Total		111,750.00	109,950.00	113,150.00	110,300.00	112,450.00	109,450.00	111,450.00	113,300.00	-	-	-	-	-
Sunset Marina	Marina	Interest	June 15							-	-	-	-	-	-	-
2003 G. O.		Interest	Dec 15							-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15							-	-	-	-	-	-	-
541-617041		Total		-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater	Sewer	Interest	June 15	13,675.00	11,650.00	9,625.00	7,600.00	5,425.00	2,712.50	-	-	-	-	-	-	-
2003 G. O.	Charges	Interest	Dec 15	13,675.00	11,650.00	9,625.00	7,600.00	5,425.00	2,712.50	-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15	135,000.00	135,000.00	135,000.00	145,000.00	155,000.00	155,000.00	-	-	-	-	-	-	-
506-618041				162,350.00	158,300.00	154,250.00	160,200.00	165,850.00	160,425.00	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15	525.00	-	-	-	-	-	-	-	-	-	-	-	-
2003 G. O.	Service	Interest	Dec 15	525.00	-	-	-	-	-	-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15	35,000.00	-	-	-	-	-	-	-	-	-	-	-	-
405-616316				36,050.00	-	-	-	-	-	-	-	-	-	-	-	-
Total 2011A Refunding		Interest	June 15	14,200.00	11,650.00	9,625.00	7,600.00	5,425.00	2,712.50	-	-	-	-	-	-	-
		Interest	Dec 15	14,200.00	11,650.00	9,625.00	7,600.00	5,425.00	2,712.50	-	-	-	-	-	-	-
		Principal	Dec 15	170,000.00	135,000.00	135,000.00	145,000.00	155,000.00	155,000.00	-	-	-	-	-	-	-
				198,400.00	158,300.00	154,250.00	160,200.00	165,850.00	160,425.00	-	-	-	-	-	-	-
Special Assessments	Debt	Interest	June 15	8,900.00	8,075.00	7,250.00	6,425.00	5,600.00	4,550.00	3,500.00	2,362.50	1,225.00	-	-	-	-
2011 G. O.	Service	Interest	Dec 15	8,900.00	8,075.00	7,250.00	6,425.00	5,600.00	4,550.00	3,500.00	2,362.50	1,225.00	-	-	-	-
Bank of New York		Principal	Dec 15	55,000.00	55,000.00	55,000.00	55,000.00	60,000.00	60,000.00	65,000.00	65,000.00	70,000.00	-	-	-	-
405-616316				72,800.00	71,150.00	69,500.00	67,850.00	71,200.00	69,100.00	72,000.00	69,725.00	72,450.00	-	-	-	-
Total 2011 Special Assessments		Interest	June 15	8,900.00	8,075.00	7,250.00	6,425.00	5,600.00	4,550.00	3,500.00	2,362.50	1,225.00	-	-	-	-
		Interest	Dec 15	8,900.00	8,075.00	7,250.00	6,425.00	5,600.00	4,550.00	3,500.00	2,362.50	1,225.00	-	-	-	-
		Principal	Dec 15	55,000.00	55,000.00	55,000.00	55,000.00	60,000.00	60,000.00	65,000.00	65,000.00	70,000.00	-	-	-	-
				72,800.00	71,150.00	69,500.00	67,850.00	71,200.00	69,100.00	72,000.00	69,725.00	72,450.00	-	-	-	-
Sunset Marina	Marina	Interest	June 15	7,323.33	7,450.00	7,100.00	6,700.00	6,300.00	5,900.00	5,500.00	5,100.00	4,700.00	4,165.63	3,631.25	3,096.88	2,562.50
2010 & 2011 refunding		Interest	Dec 15	7,800.00	7,450.00	7,100.00	6,700.00	6,300.00	5,900.00	5,500.00	5,100.00	4,700.00	4,165.63	3,631.25	3,096.88	2,562.50
GO Bonds 2012		Principal	Dec 15	35,000.00	35,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
541-617041		Total		50,123.33	49,900.00	54,200.00	53,400.00	52,600.00	51,800.00	51,000.00	50,200.00	54,400.00	53,331.26	52,262.50	51,193.76	50,125.00
Special Assessments	Debt	Interest	June 15	6,105.71	5,953.13	5,353.13	4,753.13	4,153.13	3,553.13	2,903.13	2,253.13	1,603.13	831.25	-	-	-
GO Bonds 2012	Service	Interest	Dec 15	6,503.13	5,953.13	5,353.13	4,753.13	4,153.13	3,553.13	2,903.13	2,253.13	1,603.13	831.25	-	-	-
405-616316		Principal	Dec 15	55,000.00	60,000.00	60,000.00	60,000.00	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	70,000.00	-	-	-
				67,608.84	71,906.26	70,706.26	69,506.26	68,306.26	72,106.26	70,806.26	69,506.26	68,206.26	71,662.50	-	-	-
Ridgewood Road Park	Debt	Interest	June 15	17,313.70	17,840.63	17,240.63	16,590.63	15,940.63	15,290.63	14,640.63	13,940.63	13,240.63	12,409.38	11,518.75	10,628.13	9,737.50
GO Bonds 2012	Service	Interest	Dec 15	18,440.63	17,840.63	17,240.63	16,590.63	15,940.63	15,290.63	14,640.63	13,940.63	13,240.63	12,409.38	11,518.75	10,628.13	9,737.50
405-312801		Principal	Dec 15	60,000.00	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	80,000.00
				95,754.33	95,681.26	99,481.26	98,181.26	96,881.26	95,581.26	99,281.26	97,881.26	96,481.26	99,818.76	98,037.50	96,256.26	99,475.00
2004 Refunding	Water	Interest	June 15	5,169.62	2,137.50	3,850.00	2,850.00	1,900.00	950.00							

Debt Service Schedule **Table 16**
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE--> 2027	2028	2029	2030	2031	2032	3033	Total
2009A G. O.		Interest	Dec 1	-	-	-					425,625.00
Wells Fargo		Principal	Dec 1	-	-	-					4,380,000.00
405-822601-^^^^^-0524000				-	-	-	-	-	-	-	5,231,250.00
Total 2009A GO		Interest	June 1	-	-	-	-	-	-	-	425,625.00
		Interest	Dec 1	-	-	-	-	-	-	-	425,625.00
		Principal	Dec 1	-	-	-	-	-	-	-	4,380,000.00
				-	-	-	-	-	-	-	5,231,250.00
RIFAC	Member	Interest	June 1	-	-	-					296,881.28
2009B G.O.	Fees	Interest	Dec 1	-	-	-					296,881.28
Wells Fargo		Principal	Dec 1	-	-	-					2,155,000.00
555-867561				-	-	-	-	-	-	-	2,748,762.56
Special Assessments	Debt	Interest	June 1	-	-	-					26,378.14
2009B G.O.	Service	Interest	Dec 1	-	-	-					26,378.14
Wells Fargo		Principal	Dec 1	-	-	-					360,000.00
405-616316				-	-	-	-	-	-	-	412,756.28
11th St Land	TIF	Interest	June 1	-	-	-					1,509.38
2009B G.O.		Interest	Dec 1	-	-	-					1,509.38
Wells Fargo		Principal	Dec 1	-	-	-					105,000.00
405-312801				-	-	-	-	-	-	-	108,018.76
Total 2009B GO		Interest	June 1	-	-	-	-	-	-	-	324,768.80
		Interest	Dec 1	-	-	-	-	-	-	-	324,768.80
		Principal	Dec 1	-	-	-	-	-	-	-	2,620,000.00
				-	-	-	-	-	-	-	3,269,537.60
Columbia Park	TIF	Interest	June 1	15,060.00	10,500.00	5,400.00					483,735.00
2009CG. O.		Interest	Dec 1	15,060.00	10,500.00	5,400.00					483,735.00
Wells Fargo		Principal	Dec 1	160,000.00	170,000.00	180,000.00					1,440,000.00
405-312801				190,120.00	191,000.00	190,800.00	-	-	-	-	2,407,470.00
Total 2009C GO		Interest	June 1	15,060.00	10,500.00	5,400.00	-	-	-	-	483,735.00
		Interest	Dec 1	15,060.00	10,500.00	5,400.00	-	-	-	-	483,735.00
		Principal	Dec 1	160,000.00	170,000.00	180,000.00	-	-	-	-	1,440,000.00
				190,120.00	191,000.00	190,800.00	-	-	-	-	2,407,470.00
Street Garage	Sewer	Interest	June 1	42,285.11	34,825.09	26,814.84	18,133.78	9,163.34			1,145,567.96
2010A BAB		Interest	Dec 1	42,285.11	34,825.09	26,814.84	18,133.78	9,163.34			1,145,567.96
Wells Fargo		Principal	Dec 1	291,122.50	305,152.50	315,675.00	326,197.50	333,307.50			4,700,145.00
506-618041				375,692.72	374,802.68	369,304.68	362,465.05	351,634.19	-	-	6,991,280.93
Water	Water	Interest	June 1	17,993.02	14,818.66	11,410.16	7,716.23	3,899.16			487,458.36
2010A BAB		Interest	Dec 1	17,993.02	14,818.66	11,410.16	7,716.23	3,899.16			487,458.36
Wells Fargo		Principal	Dec 1	123,877.50	129,847.50	134,325.00	138,802.50	141,692.50			1,999,855.00
501-618041				159,863.54	159,484.82	157,145.33	154,234.95	149,490.81	-	-	2,974,771.71
Total 2010A BAB		Interest	June 1	60,278.13	49,643.75	38,225.00	25,850.00	13,062.50	-	-	1,633,026.32
		Interest	Dec 1	60,278.13	49,643.75	38,225.00	25,850.00	13,062.50	-	-	1,633,026.32
		Principal	Dec 1	415,000.00	435,000.00	450,000.00	465,000.00	475,000.00	-	-	6,700,000.00
				535,556.26	534,287.50	526,450.00	516,700.00	501,125.00	-	-	9,966,052.64
Aquatic Center	Park	Interest	June 1	-	-	-	-	-	-	-	14,425.00
2010 G. O. Refunding		Interest	Dec 1	-	-	-	-	-	-	-	14,425.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	420,000.00
555-818551				-	-	-	-	-	-	-	448,850.00
Sunset Marina	Marina	Interest	June 1	-	-	-	-	-	-	-	-
2010 G. O. Refunding		Interest	Dec 1	-	-	-	-	-	-	-	-
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	-
541-617041		Total		-	-	-	-	-	-	-	-
Water	Water	Interest	June 1	-	-	-	-	-	-	-	76,525.00
2010 G. O. Refunding		Interest	Dec 1	-	-	-	-	-	-	-	76,525.00
Wells Fargo		Principal	Dec 1	-	-	-	-	-	-	-	1,795,000.00
501-618041		Total		-	-	-	-	-	-	-	1,948,050.00
Total 2010B G.O. Refunding		Interest	June 1	-	-	-	-	-	-	-	90,950.00
		Interest	Dec 1	-	-	-	-	-	-	-	90,950.00
		Principal	Dec 1	-	-	-	-	-	-	-	2,215,000.00
		Total		-	-	-	-	-	-	-	2,396,900.00
Special Assessments	Debt	Interest	June 1	-	-	-					53,400.00
2010 G. O.	Service	Interest	Dec 1	-	-	-					53,400.00
Wells Fargo		Principal	Dec 1	-	-	-					785,000.00
405-616316				-	-	-	-	-	-	-	891,800.00
Total 2010B G.O.		Interest	June 1	-	-	-	-	-	-	-	53,400.00
		Interest	Dec 1	-	-	-	-	-	-	-	53,400.00
		Principal	Dec 1	-	-	-	-	-	-	-	785,000.00
		Total		-	-	-	-	-	-	-	891,800.00
Sunset Marina	Marina	Interest	June 15	-	-	-	-	-	-	-	-
2003 G. O.		Interest	Dec 15	-	-	-	-	-	-	-	-
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	-
541-617041		Total		-	-	-	-	-	-	-	-
Wastewater	Sewer	Interest	June 15	-	-	-	-	-	-	-	50,687.50
2003 G. O.	Charges	Interest	Dec 15	-	-	-	-	-	-	-	50,687.50
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	860,000.00
506-618041				-	-	-	-	-	-	-	961,375.00
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	525.00
2003 G. O.	Service	Interest	Dec 15	-	-	-	-	-	-	-	525.00
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	35,000.00
405-616316				-	-	-	-	-	-	-	36,050.00
Total 2011A Refunding		Interest	June 15	-	-	-	-	-	-	-	51,212.50
		Interest	Dec 15	-	-	-	-	-	-	-	51,212.50
		Principal	Dec 15	-	-	-	-	-	-	-	895,000.00
				-	-	-	-	-	-	-	997,425.00
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	47,887.50
2011 G. O.	Service	Interest	Dec 15	-	-	-	-	-	-	-	47,887.50
Bank of New York		Principal	Dec 15	-	-	-	-	-	-	-	540,000.00
405-616316				-	-	-	-	-	-	-	635,775.00
Total 2011 Special Assessments		Interest	June 15	-	-	-	-	-	-	-	47,887.50
		Interest	Dec 15	-	-	-	-	-	-	-	47,887.50
		Principal	Dec 15	-	-	-	-	-	-	-	540,000.00
				-	-	-	-	-	-	-	635,775.00
Sunset Marina	Marina	Interest	June 15	2,000.00	1,375.00	687.50	-	-	-	-	73,592.09
2010 & 2011 refunding		Interest	Dec 15	2,000.00	1,375.00	687.50	-	-	-	-	74,068.76
GO Bonds 2012		Principal	Dec 15	50,000.00	50,000.00	50,000.00	-	-	-	-	685,000.00
541-617041		Total		54,000.00	52,750.00	51,375.00	-	-	-	-	832,660.85
Special Assessments	Debt	Interest	June 15	-	-	-	-	-	-	-	37,462.00
GO Bonds 2012	Service	Interest	Dec 15	-	-	-	-	-	-	-	37,859.42
405-616316		Principal	Dec 15	-	-	-	-	-	-	-	625,000.00
				-	-	-	-	-	-	-	700,321.42
Ridgewood Road Park	Debt	Interest	June 15	8,737.50	7,737.50	6,568.75	5,400.00	4,125.00	2,775.00	1,425.00	223,101.25
GO Bonds 2012	Service	Interest	Dec 15	8,737.50	7,737.50	6,568.75	5,400.00	4,125.00	2,775.00	1,425.00	224,228.18
405-312801		Principal	Dec 15	80,000.00	85,000.00	85,000.00	85,000.00	90,000.00	90,000.00	95,000.00	1,505,000.00
				97,475.00	100,475.00	98,137.50	95,800.00	98,250.00	95,550.00	97,850.00	1,952,329.43
2004 Refunding	Water	Interest	June 15								16,857.12

Debt Service Schedule
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE-->	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GO Bonds 2012		Interest	Dec 15		5,506.10	2,137.50	3,850.00	2,850.00	1,900.00	950.00							
501-618041		Principal	Dec 15		210,000.00	90,000.00	100,000.00	95,000.00	95,000.00	95,000.00							
					220,675.71	94,275.00	107,700.00	100,700.00	98,800.00	96,900.00	-	-	-	-	-	-	-
2004 Refunding	Debt	Interest	June 15		4,923.44	4,512.50											
GO Bonds 2012	Service	Interest	Dec 15		5,243.90	4,512.50											
405-616316		Principal	Dec 15		200,000.00	190,000.00											
					210,167.35	199,025.00	-	-	-	-	-	-	-	-	-	-	-
Total 2012A		Interest	June 15		40,835.80	37,893.76	33,543.76	30,893.76	28,293.76	25,693.76	23,043.76	21,293.76	19,543.76	17,406.26	15,150.00	13,725.01	12,300.00
		Interest	Dec 15		43,493.76	37,893.76	33,543.76	30,893.76	28,293.76	25,693.76	23,043.76	21,293.76	19,543.76	17,406.26	15,150.00	13,725.01	12,300.00
		Principal	Dec 15		560,000.00	435,000.00	265,000.00	260,000.00	260,000.00	265,000.00	175,000.00	175,000.00	180,000.00	190,000.00	120,000.00	120,000.00	125,000.00
					644,329.56	510,787.52	332,087.52	321,787.52	316,587.52	316,387.52	221,087.52	217,587.52	219,087.52	224,812.52	150,300.00	147,450.02	149,600.00
Total GO Debt Service		Interest			625,317.49	580,003.14	535,032.72	485,864.81	433,426.89	382,902.73	335,106.07	286,741.27	241,120.22	193,966.71	169,760.63	145,321.27	119,588.13
		Interest			627,975.45	580,003.14	535,032.72	485,864.81	433,426.89	382,902.73	335,106.07	286,741.27	241,120.22	193,966.71	169,760.63	145,321.27	119,588.13
		Principal			3,536,666.67	3,246,666.67	3,151,666.67	3,276,666.67	3,081,666.67	2,801,666.67	2,631,666.67	2,436,666.67	2,411,666.67	1,256,666.62	1,175,000.00	1,215,000.00	1,015,000.00
					4,789,959.60	4,406,672.95	4,221,732.11	4,248,396.28	3,948,520.45	3,567,472.13	3,301,878.80	3,010,149.21	2,893,907.11	1,644,600.04	1,514,521.26	1,505,642.54	1,254,176.26
Governmental		Interest			240,822.40	217,819.95	197,784.51	175,249.51	151,521.64	129,547.72	106,317.53	81,540.63	56,233.13	30,755.00	27,310.00	23,460.00	19,335.00
		Interest			240,822.40	217,819.95	197,784.51	175,249.51	151,521.64	129,547.72	106,317.53	81,540.63	56,233.13	30,755.00	27,310.00	23,460.00	19,335.00
		Principal			1,444,150.00	1,242,100.00	1,288,000.00	1,335,950.00	1,231,850.00	1,272,750.00	1,273,650.00	1,277,500.00	1,222,500.00	130,000.00	140,000.00	150,000.00	150,000.00
					1,925,794.80	1,677,739.90	1,683,569.03	1,686,449.03	1,534,893.28	1,531,845.44	1,486,285.06	1,440,581.25	1,334,966.25	191,510.00	194,620.00	196,920.00	188,670.00
Business Type		Interest			384,495.09	362,183.19	337,248.21	310,615.29	281,905.25	253,355.01	228,788.54	205,200.65	184,887.10	163,211.71	142,450.63	121,861.27	100,253.13
		Interest			387,153.05	362,183.19	337,248.21	310,615.29	281,905.25	253,355.01	228,788.54	205,200.65	184,887.10	163,211.71	142,450.63	121,861.27	100,253.13
		Principal			2,092,516.67	2,004,566.67	1,863,666.67	1,940,716.67	1,849,816.67	1,528,916.67	1,358,016.67	1,159,166.67	1,189,166.67	1,126,666.62	1,035,000.00	1,065,000.00	865,000.00
					2,864,164.81	2,728,933.05	2,538,163.09	2,561,947.26	2,413,627.18	2,035,626.70	1,815,593.74	1,569,567.96	1,558,940.86	1,453,090.04	1,319,901.26	1,308,722.54	1,065,506.26
Special Assesments		Interest			48,252.59	41,790.63	35,171.88	27,896.88	20,403.13	15,625.01	10,762.51	6,265.63	2,828.13	831.25	-	-	-
		Interest			48,650.01	41,790.63	35,171.88	27,896.88	20,403.13	15,625.01	10,762.51	6,265.63	2,828.13	831.25	-	-	-
		Principal			455,000.00	435,000.00	445,000.00	455,000.00	315,000.00	320,000.00	290,000.00	240,000.00	135,000.00	70,000.00	-	-	-
					551,902.60	518,581.26	515,343.76	510,793.76	355,806.26	351,250.02	311,525.02	252,531.26	140,656.26	71,662.50	-	-	-

Debt Service Schedule **Table 16**
At 3/31/2013

Issue Description	Funding Source	Principal Interest	Payment Date	FYE-->	2027	2028	2029	2030	2031	2032	3033	Total
GO Bonds 2012		Interest	Dec 15									17,193.60
501-618041		Principal	Dec 15									685,000.00
					-	-	-	-	-	-	-	719,050.71
2004 Refunding	Debt	Interest	June 15									9,435.94
GO Bonds 2012	Service	Interest	Dec 15									9,756.40
405-616316		Principal	Dec 15									390,000.00
					-	-	-	-	-	-	-	409,192.35
Total 2012A		Interest	June 15		10,737.50	9,112.50	7,256.25	5,400.00	4,125.00	2,775.00	1,425.00	360,448.40
		Interest	Dec 15		10,737.50	9,112.50	7,256.25	5,400.00	4,125.00	2,775.00	1,425.00	363,106.36
		Principal	Dec 15		130,000.00	135,000.00	135,000.00	85,000.00	90,000.00	90,000.00	95,000.00	3,890,000.00
					151,475.00	153,225.00	149,512.50	95,800.00	98,250.00	95,550.00	97,850.00	4,613,554.76
Total GO Debt Service		Interest			97,075.63	73,256.25	52,881.25	31,250.00	17,187.50	2,775.00	1,425.00	4,810,002.70
		Interest			97,075.63	73,256.25	52,881.25	31,250.00	17,187.50	2,775.00	1,425.00	4,812,660.66
		Principal			1,055,000.00	840,000.00	865,000.00	550,000.00	565,000.00	90,000.00	95,000.00	35,296,666.65
					1,249,151.26	986,512.50	970,762.50	612,500.00	599,375.00	95,550.00	97,850.00	44,919,330.00
Governmental		Interest			15,060.00	10,500.00	5,400.00	-	-	-	-	1,488,657.01
		Interest			15,060.00	10,500.00	5,400.00	-	-	-	-	1,488,657.01
		Principal			160,000.00	170,000.00	180,000.00	-	-	-	-	12,668,450.00
					190,120.00	191,000.00	190,800.00	-	-	-	-	15,645,764.02
Business Type		Interest			82,015.63	62,756.25	47,481.25	31,250.00	17,187.50	2,775.00	1,425.00	3,321,345.69
		Interest			82,015.63	62,756.25	47,481.25	31,250.00	17,187.50	2,775.00	1,425.00	3,324,003.65
		Principal			895,000.00	670,000.00	685,000.00	550,000.00	565,000.00	90,000.00	95,000.00	22,628,216.65
					1,059,031.26	795,512.50	779,962.50	612,500.00	599,375.00	95,550.00	97,850.00	29,273,565.99
Special Assesments		Interest			-	-	-	-	-	-	-	209,827.64
		Interest			-	-	-	-	-	-	-	210,225.06
		Principal			-	-	-	-	-	-	-	3,160,000.00
					-	-	-	-	-	-	-	3,580,052.70

Revenue and Expense by Fund Type

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit
Revenue:								
Property taxes	7,186,918	6,993,486	228,481	-	1,752,412	-	-	-
State and local taxes	16,506,080	7,152,335	46,000	-	-	-	-	-
Business license & permits	427,100	-	-	-	-	4,450	-	-
Non-business license & permits	671,000	-	-	-	500	-	-	-
Government grants	96,282	4,186,189	-	114,250	1,310,862	70,000	-	432,767
Charges for services	5,353,653	660,349	-	-	18,732,398	200,366	-	-
Program fees	-	1,250	-	-	385,875	-	-	2,400
Concessions	-	-	-	-	506,799	-	-	-
Rents and royalties	31,000	27,800	-	-	884,361	-	-	-
Employer contribution	-	-	-	-	-	4,939,444	4,331,915	-
Employee contribution	-	-	-	-	-	1,214,450	992,994	-
Retiree contribution	-	-	-	-	-	755,463	-	-
Engineering	-	-	-	-	-	1,293,270	-	-
Equipment maintenance	-	-	-	-	-	3,854,398	-	-
Hydroplant	-	-	-	-	-	240,798	-	-
Transfers	6,096,743	1,304,034	6,794,469	2,075,000	519,625	168,548	-	128,840
Investments and loans	24,820	29,655	2,203	-	464,644	20,924	831,169	200
Contributions and donations	62	398,913	-	-	14,125	-	-	37,100
Reimbursements	150	-	-	-	-	-	-	-
Sale of fixed assets	3,000	4,500,000	-	-	-	1,030	-	-
Proceeds from LT liabilities	15,000	-	10,500,000	2,200,000	23,696,525	-	-	-
Other	26,500	5,130	-	-	84,799	54,000	-	-
Revenue 2013/14	36,438,308	25,259,141	17,571,153	4,389,250	48,352,925	12,817,141	6,156,078	601,307
Revenue 2012/13	35,195,579	23,492,770	2,045,208	4,760,240	43,245,906	13,405,882	8,833,162	402,352
Revenue 2011/12	34,451,823	21,281,474	2,045,558	5,414,240	40,045,618	13,046,898	8,454,436	502,378
Revenue 2010/11	33,226,293	22,439,047	2,041,030	5,991,275	29,529,511	10,789,292	6,171,589	997,806
Revenue 2009/10	31,707,406	19,377,754	1,378,303	8,116,559	24,218,633	11,070,640	5,868,578	468,741
Revenue 2008/09	30,560,181	16,457,278	883,541	13,172,567	22,499,942	12,013,955	7,246,801	535,830
Revenue 2007/08	30,204,080	16,637,559	747,588	6,434,480	18,733,083	9,096,654	7,259,701	451,042
Revenue 2006/07	27,709,361	17,703,137	1,036,256	3,326,000	22,980,817	9,144,725	5,133,811	343,508
Revenue 2005/06	26,721,845	15,126,060	1,777,613	3,818,597	15,690,102	9,051,782	4,888,677	407,878
Difference from 2012/13	1,242,729	1,766,371	15,525,945	(370,990)	5,107,019	(588,741)	(2,677,084)	198,955
Percent change from 2012/13	3.5%	7.5%	759.1%	-7.8%	11.8%	-4.4%	-30.3%	49.4%
Expense:								
Personnel	24,220,160	2,801,758	-	-	7,102,352	2,183,156	7,208,829	494,221
Supplies	1,336,370	210,097	-	-	2,309,739	1,452,412	-	19,799
Services	7,900,944	1,019,958	18,200	4,534,250	4,646,025	7,127,874	90,525	51,728
Other	172,506	3,470,058	-	1,051,913	112,143	17,410	12,600	23,559
Programs	50,000	4,172,655	-	-	692,570	-	-	-
Capital	345,754	4,389,010	-	1,888,000	26,820,166	79,720	-	-
Debt	-	-	17,749,378	-	4,548,072	169,751	-	-
Transfers	369,404	13,512,822	-	890,275	1,846,778	455,980	-	12,000
Depreciation/Contingency/Other	2,043,170	-	-	637,525	2,352,310	671,573	-	-
Expense 2013/14	36,438,308	29,576,358	17,767,578	9,001,963	50,430,155	12,157,876	7,311,954	601,307
Expense 2012/13	35,195,579	25,102,145	2,248,705	6,148,271	44,091,886	13,609,542	7,139,276	446,094
Expense 2011/12	34,451,823	24,213,906	2,335,533	7,039,044	42,003,463	13,376,308	6,549,445	564,507
Expense 2010/11	33,167,503	28,305,915	2,153,154	12,567,302	33,065,111	11,694,725	6,299,218	606,942
Expense 2009/10	31,707,406	19,206,622	1,325,424	9,335,143	27,767,495	10,038,806	6,917,089	431,208
Expense 2008/09	30,560,181	19,812,680	848,771	4,525,208	24,726,540	12,032,771	5,100,300	438,698
Expense 2007/08	30,204,080	19,107,893	868,486	7,929,644	23,479,244	9,499,320	5,107,950	363,197
Expense 2006/07	27,558,406	17,873,349	1,248,545	4,442,790	20,925,832	9,081,887	4,614,227	355,092
Expense 2005/06	26,721,845	18,244,833	1,603,499	7,129,050	20,195,917	8,964,613	4,401,611	424,323
Difference from 2012/13	1,242,729	4,474,213	15,518,873	2,853,692	6,338,269	(1,451,666)	172,678	155,213
Percent change from 2012/13	3.5%	23.3%	1170.9%	30.6%	22.8%	-14.5%	2.5%	36.0%
Cash flow 2013/14:								
Revenue less expense	-	(4,317,217)	(196,425)	(4,612,713)	(2,077,230)	659,265	(1,155,876)	-
Add back depreciation	-	-	-	-	2,078,506	616,573	-	-
Budgeted cash flow	-	(4,317,217)	(196,425)	(4,612,713)	1,276	1,275,838	(1,155,876)	-
Income (loss) 2013/14:								
Revenue less expense	-	(4,317,217)	(196,425)	(4,612,713)	(2,077,230)	659,265	(1,155,876)	-
Loan repayments received	-	-	-	-	373,000	-	-	-
Loans issued	-	-	-	-	598,957	-	-	-
Capital outlay	-	-	-	-	26,820,166	79,720	-	-
Debt principal	-	-	-	-	3,200,433	111,667	-	-
Budgeted income (loss)	-	(4,317,217)	(196,425)	(4,612,713)	28,169,326	850,652	(1,155,876)	-

Table 17

Total FY 2014	Total FY 2013	Total FY 2012	Total FY 2011	Total FY 2010	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006
16,161,297	16,822,534	16,561,977	16,107,780	13,806,920	13,125,764	12,424,549	11,997,569	11,915,704
23,704,415	23,375,870	22,800,330	7,194,338	6,503,292	7,058,748	7,181,248	7,061,248	6,782,457
431,550	423,530	372,810	358,210	356,335	324,000	311,510	326,335	306,350
671,500	557,150	471,650	470,950	494,545	444,500	442,700	442,900	442,754
6,210,350	7,964,301	8,117,128	9,464,921	4,405,504	4,031,939	7,611,076	5,688,362	4,868,063
24,946,766	24,487,174	23,686,743	22,558,069	21,071,639	19,321,369	18,361,297	17,188,200	15,688,995
389,525	393,642	445,135	392,740	375,435	341,670	333,699	307,959	306,774
506,799	461,952	471,990	447,034	443,668	434,628	437,978	429,734	417,199
943,161	825,830	801,120	811,677	796,330	835,273	862,041	783,134	752,940
9,271,359	8,822,831	8,619,738	7,959,115	7,262,809	6,432,272	6,110,871	5,963,645	5,573,844
2,207,444	2,170,095	2,105,136	1,992,374	1,888,100	1,753,756	1,724,379	1,691,111	1,848,438
755,463	966,563	813,674	736,482	740,298	705,725	648,986	673,963	777,206
1,293,270	1,339,470	1,286,001	1,107,938	1,186,588	1,170,865	1,109,750	1,061,000	851,000
3,854,398	3,690,404	3,678,449	3,389,565	3,563,880	3,034,087	2,862,055	2,688,039	2,416,529
240,798	233,501	228,766	277,239	257,445	115,786	-	-	-
17,087,259	13,228,869	13,270,338	2,163,033	2,163,803	2,074,719	1,761,738	1,456,990	1,424,896
1,373,615	4,425,516	4,017,423	2,242,698	3,315,816	5,322,109	5,320,826	2,944,868	2,796,734
450,200	223,618	1,078,665	1,942,100	1,369,268	582,960	509,315	190,652	123,810
150	74	65	84	100	300	300	708	758
4,504,030	3,000	8,550	-	2,450	-	-	-	-
36,411,525	20,715,524	16,252,027	7,972,000	9,440,000	16,559,000	3,037	5,653,000	-
170,429	249,651	154,710	158,815	179,813	76,299	131,021	50,301	25,211
151,585,303	131,381,099	125,242,425	87,747,162	79,624,038	83,745,769	68,148,376	66,599,718	57,319,662
131,381,099								
125,242,425								
111,185,843								
102,206,614								
103,370,095								
89,564,187								
87,377,615								
77,482,554								
20,204,204								
15.4%								
44,010,476	42,441,078	41,157,529	40,525,904	36,720,879	36,720,879	35,268,691	33,908,641	32,566,997
5,328,417	5,167,418	5,139,551	4,603,121	4,675,903	4,675,903	4,549,184	4,409,730	3,768,408
25,389,504	24,737,369	24,439,988	25,304,306	23,460,472	23,460,472	21,555,139	17,874,455	21,642,716
4,860,189	1,900,875	1,853,623	1,970,382	1,654,346	1,654,346	1,823,608	1,697,285	1,418,486
4,915,225	4,794,055	5,973,828	6,931,012	5,256,214	5,256,214	5,769,704	4,601,989	4,406,710
33,522,650	31,330,819	28,772,600	27,694,315	11,588,565	11,588,565	12,337,151	8,629,841	8,204,027
22,467,201	5,330,338	5,108,701	4,960,033	2,438,138	2,438,138	2,549,792	2,830,456	3,208,652
17,087,259	13,228,869	13,262,652	11,172,716	8,125,509	8,125,509	8,821,422	8,487,689	8,777,590
5,704,578	5,050,677	4,825,557	2,060,974	1,014,188	1,014,188	1,009,188	889,000	940,000
163,285,499	133,981,498	130,534,029	125,222,763	94,934,214	94,934,214	86,100,128	83,329,086	84,933,586
133,981,498								
130,534,029								
127,859,870								
106,729,193								
98,045,149								
96,559,814								
86,100,128								
87,685,691								
29,304,001								
27.5%								
(11,700,196)								
2,695,079								
(9,005,117)								
(11,700,196)								
373,000								
598,957								
26,899,886								
3,312,100								
18,737,747								

Employees by Department

Table 18

(includes full time, part time, & seasonal employees)

	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Var
Mayor & Council	**8**	**8**	**8**	**8**	**8**	**8**	**0**
City Clerk	**1**	**2**	**2**	**2**	**1**	**1**	**0**
General Administration	**2**	**2**	**2**	**2**	**3**	**3**	**0**
Administrative Services	**0**	**11**	**11**	**11**	**11**	**0**	**-11**
Personnel	0	4	4	4	4	0	-4
Information Technology	0	7	7	7	7	0	-7
Personnel	**4**	**0**	**0**	**0**	**0**	**0**	**0**
Human Resources	**0**	**0**	**0**	**0**	**0**	**4**	**4**
Finance	**10**	**11**	**11**	**11**	**10**	**10**	**0**
Administration	2	2	2	2	1	1	0
Customer Service	4	4	4	4	4	4	0
Accounting	4	5	5	5	5	5	0
Information Technology	**8**	**0**	**0**	**0**	**0**	**7**	**7**
Community/Economic Development	**23**	**22**	**23**	**22**	**20**	**20**	**0**
Administration	1	1	1	1	1	1	0
Economic Dev	2	2	2	2	1	2	1
Planning/Redev	10	9	9	9	8	7	-1
Inspection	10	10	11	10	10	10	0
ML King Center	**6**	**5**	**22**	**22**	**14**	**36**	**22**
Full Time	6	5	5	5	5	7	2
Part Time	0	0	17	17	9	29	20
Police	**112**	**112**	**112**	**110**	**110**	**111**	**1**
Administration	3	3	4	4	4	4	0
Operations	59	59	58	56	56	57	1
Investigations	23	23	23	24	24	24	0
Staff Support	27	27	27	26	26	26	0
Fire	**61**	**61**	**61**	**60**	**59**	**59**	**0**
Administration	6	3	3	3	3	3	0
Emergency/Disaster	17	13	13	14	14	15	1
Fire Prevention	1	1	1	1	1	1	0
Ambulance	37	44	44	42	41	40	-1
Public Works	**116**	**121**	**118**	**117**	**117**	**115**	**-2**
Administration	34	34	33	33	45	45	0
Municipal Services	29	28	27	33	23	23	0
Utilities Operation	26	26	25	21	21	21	0
Equipment Maintenance	16	16	16	16	13	12	-1
Engineering	11	17	17	14	15	14	-1

Employees by Department

Table 18

(includes full time, part time, & seasonal employees)

	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Var
Parks & Recreation	**256**	**258**	**221**	**252**	**249**	**231**	**-18**
Full Time	31	31	31	25	27	27	0
Part Time	61	63	53	59	53	53	0
Seasonal	164	164	137	168	169	151	-18
City Total	**607**	**613**	**591**	**617**	**602**	**605**	**3**
Library	**41**	**43**	**43**	**43**	**44**	**44**	**0**
Grand Total	**648**	**656**	**634**	**660**	**646**	**649**	**3**

Full Time Equivalent by Cost Center — Table 19

	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Variance
Mayor and Council	8.00	8.00	8.00	8.00	8.00	8.00	-
City Clerk	1.00	1.50	1.40	1.45	1.00	1.00	-
General Administration	2.00	2.00	2.00	2.00	3.00	3.00	-
Administrative Services							
Administration	-	-	3.00	3.10	3.40	-	(3.40)
Personnel Services	-	-	1.00	0.70	0.40	-	(0.40)
Insurance	-	-	1.00	1.60	1.60	-	(1.60)
IT Services	-	-	6.00	5.35	5.35	-	(5.35)
GIS	-	-	-	0.25	0.25	-	(0.25)
	-	-	11.00	11.00	11.00	-	(11.00)
Personnel							
Administration	2.20	2.20	-	-	-	-	-
Personnel Services	0.40	0.40	-	-	-	-	-
Insurance	1.40	1.40	-	-	-	-	-
	4.00	4.00	-	-	-	-	-
Human Resources							
Administration	-	-	-	-	-	2.20	2.20
Personnel Services	-	-	-	-	-	0.40	0.40
Insurance	-	-	-	-	-	1.40	1.40
	-	-	-	-	-	4.00	4.00
Finance							
Administration	2.00	1.00	1.25	1.25	1.00	1.00	-
Customer Service	4.00	4.00	4.00	4.00	4.00	4.00	-
Accounting	4.00	5.00	5.00	5.00	5.00	5.00	-
	10.00	10.00	10.25	10.25	10.00	10.00	-
Information Technology							
Administration	2.35	1.30	-	-	-	2.00	2.00
Services	5.40	5.35	-	-	-	4.80	4.80
GIS	0.25	0.35	-	-	-	0.20	0.20
	8.00	7.00	-	-	-	7.00	7.00
Community/Economic Development							
Administration	0.60	0.50	0.50	0.50	0.50	0.75	0.25
Economic Development	2.60	2.80	2.80	2.70	1.88	2.50	0.62
Planning/Zoning/Historic Preservation	6.43	6.26	6.52	6.62	5.72	4.85	(0.87)
Neighborhood Redevelopment	2.80	1.90	1.90	1.90	1.90	1.90	-
Inspection	5.85	5.85	5.85	4.85	4.95	4.92	(0.03)
Rental Inspection	4.15	4.15	5.15	5.15	5.05	5.08	0.03
	22.43	21.46	22.72	21.72	20.00	20.00	-
Martin Luther King Jr. Center							
Administration	1.10	1.15	1.15	2.00	2.20	3.75	1.55
Sponsored Programs	4.90	3.85	6.68	9.58	7.56	10.27	2.71
	6.00	5.00	7.83	11.58	9.76	14.02	4.26

Full Time Equivalent by Cost Center — Table 19

	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Variance
Police							
Administration	3.00	3.00	4.00	4.00	4.00	4.00	-
Patrol	58.80	58.48	56.00	56.00	56.00	57.00	1.00
Community Services	3.45	3.45	3.45	2.45	2.45	2.45	-
Auxiliary Police	0.20	0.17	-	-	-	-	-
Resource Services	2.53	2.53	2.53	2.53	2.53	2.53	-
Communications	13.16	13.16	13.16	13.16	13.16	13.16	-
Technical Services	2.38	2.38	2.38	2.38	2.38	2.38	-
Records	5.48	5.48	5.48	5.48	5.48	5.48	-
Major Crime	10.25	10.40	10.40	10.10	10.20	10.20	-
Narcotics/Vice	5.30	5.40	7.30	7.30	7.30	7.30	-
Juvenile	7.45	7.55	7.30	6.60	6.50	6.50	-
	112.00	112.00	112.00	110.00	110.00	111.00	1.00
Fire							
Administration	10.16	9.16	9.16	8.98	8.94	8.94	-
Emergency/Disaster Services	21.28	21.28	21.28	20.65	20.52	20.52	-
Fire Prevention	7.16	7.16	7.16	6.98	6.94	6.94	-
Ambulance	22.40	23.40	23.40	22.74	22.60	22.60	-
	61.00	61.00	61.00	59.35	59.00	59.00	-
Public Works							
Administration	20.70	20.65	19.98	21.11	20.46	20.50	0.04
Street Maintenance & Repair	9.00	8.22	7.57	7.69	8.32	8.32	-
Snow & Ice Control	0.73	0.68	0.64	0.64	0.64	0.64	-
Refuse Collection	8.02	8.02	8.02	8.02	8.02	8.02	-
Levee/ROW Maintenance	7.78	6.52	6.01	5.92	5.92	5.92	-
Water Distribution	14.03	14.28	14.28	13.68	13.75	13.75	-
Wastewater Collection	2.90	2.87	2.87	3.67	3.02	2.97	(0.05)
Motor Vehicle Parking	1.58	1.53	1.53	1.38	1.88	1.88	-
Water Treatment	10.98	11.08	10.98	10.68	10.63	10.28	(0.35)
Wastewater Treatment	9.58	9.68	9.08	9.68	9.68	9.68	-
Equipment Replacement	-	-	-	-	-	-	-
Fleet Services	9.20	9.15	9.15	9.15	9.15	9.15	-
Electrical Maintenance	3.00	2.45	2.45	2.55	3.00	2.00	(1.00)
Engineering Services	10.98	10.98	10.55	10.28	10.62	10.28	(0.34)
Building Maintenance	1.20	1.95	2.10	2.00	1.70	1.70	-
Sunset Marina	1.24	1.24	1.24	1.24	1.24	1.24	-
Hydroelectric Plant	0.25	0.30	0.15	0.15	-	-	-
Stormwater	6.56	7.13	7.13	5.95	5.75	5.95	0.20
	117.73	116.73	113.73	113.79	113.78	112.28	(1.50)
Parks & Recreation							
Administration	3.50	3.50	2.25	2.20	2.45	2.45	-
Park Maintenance	19.16	18.02	15.17	16.08	14.77	14.73	(0.04)
Recreation Programs	16.63	15.88	11.23	14.02	12.17	9.59	(2.58)
Highland Springs Golf	14.41	14.41	14.18	13.98	14.12	14.10	(0.02)
Saukie Golf	10.28	10.28	9.66	9.64	8.73	8.74	0.01
Golf Pro Shop	0.26	0.26	0.14	0.14	0.14	0.14	-
Whitewater Junction	8.25	8.57	7.09	7.09	7.09	7.06	(0.03)
RI Fitness Center	14.67	15.80	17.01	15.66	14.92	16.27	1.35
Riverfront Park	-	-	1.77	2.17	2.27	2.31	0.04
	87.16	86.72	78.50	80.98	76.66	75.39	(1.27)

Full Time Equivalent by Cost Center — Table 19

	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Variance
Library							
Administration	2.00	2.00	2.00	1.91	2.00	2.00	-
Main Library	20.48	22.36	22.36	21.28	21.98	21.80	(0.18)
30/31 Library	4.00	4.00	4.00	3.82	4.00	4.00	-
Southwest Library	3.87	3.25	3.25	3.10	3.25	3.25	-
	30.35	31.61	31.61	30.11	31.23	31.05	(0.18)
Total	469.67	467.02	460.04	460.23	453.43	454.84	1.41

Principal Property Taxpayers — Table 20

Taxpayer	Type of Business	2011 Assessed Valuation	Percent of City
Rock Island Boatworks Inc.	Casino/Hotel/Restaurant	22,519,448	4.73%
Modern Woodmen of America	Insurance (Home Office)	9,633,672	2.02%
Thoms-Proester Co.	Wholesale Food Distributor	5,643,419	1.19%
Mid-American Energy Co.	Gas and Electricity Utility	5,313,773	1.12%
Friendship Manor	Residential Life Care Facility	3,114,708	0.65%
First Equity Management	Grocery Store	2,630,046	0.55%
Barjan Products LLC	Corporate Headquarters	2,393,235	0.50%
Illinois Housing Development Authority	Affordable Housing for Seniors	2,181,211	0.46%
LRC Developers	Manufacturing	2,097,167	0.44%
Eye Surgeons Associates	Eye Clinic	1,714,554	0.36%
Total		**$57,241,233**	**12.02%**

Notes:
1. Valuation as of January 1, 2011, for taxes collected in 2012.
2. Total City assessed valuation equals 476,124,544

General Community Information

Table 21

Census Data:

Population	1980 Census	1990 Census	2000 Census	2010 Census	% Change 2000 - 2010
City of Moline, Illinois	46,278	43,202	43,768	43,483	-0.65%
City of East Moline, Illinois	20,907	20,147	20,333	21,302	4.77%
City of Rock Island, Illinois	**46,928**	**40,552**	**39,684**	**39,018**	**-1.68%**
Rock Island County, Illinois	166,759	148,723	149,374	147,546	-1.22%
City of Bettendorf, Iowa	27,381	28,132	31,275	33,217	6.21%
City of Davenport, Iowa	103,243	95,333	98,359	99,685	1.35%
Scott County, Iowa	160,022	150,979	158,668	165,224	4.13%

City of Rock Island, Illinois

Age-Group Distributions	1980 Census	1990 Census	2000 Census	2010 Census	% Change 2000 - 2010
Under 5 years	3,690	2,860	2,554	2,613	2.31%
5 to 19 years	11,109	8,837	8,369	7,658	-8.50%
20 to 24 years	5,058	3,378	3,413	3,417	0.12%
25 to 44 years	11,150	11,028	10,190	9,252	-9.21%
45 to 54 years	4,453	3,626	5,282	5,263	-0.36%
55 to 59 years	2,661	1,788	1,834	2,635	43.68%
60 to 64 years	2,362	2,005	1,572	2,147	36.58%
65 to 74 years	3,838	3,738	3,011	2,827	-6.11%
75 years and over	2,715	3,292	3,459	3,206	-7.31%
Median age	29.7	34.3	36.4	37.0	1.65%

General Community Information — Table 21

General Information:

Population	39,018
Average Winter Temperature	24.80 F
Average Summer Temperature	73.20 F
Average Annual Rainfall	38.04 In
Average Annual Snowfall	35.00 In

Municipal Services:

Type of Local Government	Council / Mayor / City Manager
Municipal Zoning	Yes
Comprehensive City Plan	Yes - revised 1986
County Zoning	Yes
Subdivision Ordinance w/ Design Standards	Yes
Home Rule	Yes
Public Library in City	Yes
Enhanced 911 system	Yes
Rescue Squad	Yes
Fire Insurance Class:	
In City	4
Outside City	9
Fire Department Personnel	59
Police Department Personnel	84 (sworn)

Commercial Services:

General Waste Disposal	Yes
Special Waste Disposal	Yes
Radio Stations	21
Television Channels	5
Cable	Yes
Newspapers:	
Daily	2
Weekly	2
Machine Shops	3
Tool & Die	2
Banks	10
Bank Assets	$370,209,130,000

General Community Information — Table 21

Additional Economic Amenities:

Competitive Communities Initiative	No
Foreign Trade Zone	Yes
Enterprise Zone	Yes
Tax Increment Financing District	8

Transportation - Motor Carrier:

Highways Serving Community:	
Federal	1
State	3
Interstates Serving Community	I-280
Motor Freight Terminals	15
Local Carriers	3
Interstate Carriers	43
Intrastate Carriers	27
Package Delivery Service	Yes
Commercial Bus Service	Yes

Transportation - Air:

Nearest Commercial Airport	Quad City International Airport
Commercial Airlines	5
Flights Per Day	50
Nearest Public Airport	Quad City International Airport
Type of Surface	Concrete
Longest Runway	10,000 Ft
Runway Lighted	Yes
Fuel Available	Yes
Charter Service Available	Yes
Private Storage Available	Yes
Private Maintenance Available	Yes

Transportation - Water:

City Adjoins Navigable Waterway	Yes
Name of Waterway(s)	Mississippi & Rock River
Public Barge	Yes
Private Barge	Yes
Channel Depth	12 Feet
Length of Season	10 Months

Public Dock	Yes

Transportation - Railroad:

Railroad:	
Burlington Northern-Santa Fe	Daily Switching
Iowa Interstate	Daily Switching
Piggyback Service	Yes
Container Service	Yes

Utilities - Water:

Water Supplier	City of Rock Island
Water Source	Mississippi River
Storage Capacity	10,850,000 Gallons/Day
Treatment Capacity	12,000,000 Gallons/Day
Average Daily Demand	5,861,000 Gallons/Day
Peak Daily Demand	8,000,000 Gallons/Day
Excess Capacity	4,000,000 Gallons/Day

Utilities - Waste Water Treatment:

Type of Sewage Treatment Plant	Tertiary
Treatment Capacity	17,500,000 Gallons/Day
Present Load	16,220,000 Gallons/Day
Excess Capacity	1,280,000 Gallons/Day

Utilities - Natural Gas / Electricity / Telecommunications:

Gas Supplier	Mid-American Energy Co.
Electric Supplier	Mid-American Energy Co.
Local Telephone Supplier(s)	SBC, McLeod
Digital Switching	Yes
Fiber Optics	Yes
Long Distance Carrier(s)	AT&T, MCI, Sprint, McLeod

Health Facilities in Community:

Number of Hospitals	1
Number of Beds	338
Clinic	Yes
Doctors	47

General Community Information — Table 21

Dentists	13
Emergency Medical Treatment Local	Yes

Education Facilities in Community:

Elementary Schools	9
Elementary Enrollment	3,478
Junior High Schools	2
Junior High Enrollment	880
High Schools	2
High School Enrollment	1,589
Trade & Technical	0
Community College	0
Four Year College	1
Four Year College Enrollment	2,532
University	0
Latest ACT Composite Score	18.1

Major Employers in Community:

Rock Island Arsenal	8,500
John Deere & Company	6,300
Trinity Regional Health System	2,900
US Army Corps of Engineers	900
Augustana College	570
Jumer's Casino	470
Modern Woodmen of Rock Island	450
Thoms-Proestler Company	390

Community Facilities Available Within 10 Miles:

Civic Centers / Arena	1
Motels/Hotels	47
Number of Hotel/Motel Rooms	5,090
Restaurants	492
Public Golf Courses	1,500
Capacity of Largest Banquet Room	26
Public Tennis Courts	37
Public Access to Lake/River	Yes
Protestant Churches	122
Catholic Churches	15
Jewish Synagogues	1

General Community Information

Table 21

Country Clubs	7
Health Clubs	48
Public Swimming Pools	10

ROCK ISLAND

ILLINOIS

GENERAL INFORMATION ABOUT THE CITY OF ROCK ISLAND

Rock Island is located in western Illinois along the Mississippi River. Rock Island, Moline and East Moline in Rock Island County, Illinois and Davenport, in Scott County, Iowa make up the "Quad Cities". They are the largest Cities in the Davenport - Rock Island - Moline Standard Metropolitan Statistical Area, which had a 2010 population of 379,690. Chicago is 175 miles to the east and Des Moines is approximately 162 miles to the west. The economy of the area has traditionally been centered around agriculture - rich farming areas in the rural area and farm implement makers in the urban area. Deere and Company is headquartered in Moline and is the largest employer in the three county area with approximately 6,400 employees.

The Indian Village of Sauk-e-Nuk with its late 1700's population of some 7,000 (now in the City of Rock Island) and the nearby high bluff now known as Black Hawk State Park were the sites of the westernmost battle of the Revolutionary War. The first structure erected in the present Quad-Cities was Fort Armstrong built in 1816 on the lower end of Rock Island-----today the Rock Island Arsenal. Many of today's municipal corporations were named after local military commanders (Col. Davenport and Generals Whiteside and Scott) in the 1800's.

The Illinois General Assembly established Rock Island County in approving an Act on February 9, 1831 that defined the County's boundaries including an area of 452 square miles of which 424 square miles are land area. The area comprising the new Rock Island County had been a part of Jo Davies County with the county seat at Galena since 1827. In 1856 a referendum established the formation of 16 townships. The County's principal municipalities include: the City of Rock Island-prior to its incorporation as a town in 1841 it was the Village of Stephenson; the City of Moline (taken from the French name "Moulin" meaning city of mills) incorporated in 1848; and East Moline (first name Port Byron Junction due to many converging railroad lines) incorporated in 1903.

The population of the City of Rock Island, the County Seat of Rock Island County, peaked at 51,863 at the 1960 census (up 6.5% from 48,710 at the 1950 Census). Population since 1960 has declined with 50,166 at the 1970 Census, 47,036 at the 1980 Census, 40,630 at the 1990 Census, and 39,684 at the 2000 Census. The 2010 Census reported the City's population at 39,018, a decrease of 16.8% from the 2000 census. While each of the five counties in the Quad Cities area lost population in the 1980's, with Rock Island County down 10.8%; Whiteside County down 8.8%; Henry County down 11.7%; Mercer County down 10.3%; and, Scott County, Iowa down 5.7%, the 2000 Census showed a stabilizing of the area and population with the combined population of 436,672 up 1.9% from 1990's 428,307. The 2010 Census showed a combined population of 438,188, up 0.35% from 2000's 436,672.

Rock Island Arsenal

Rock Island Arsenal Island is on an island in the Mississippi River that is three miles long, 3/4 of a mile wide and consists of 946.3 acres. It is located between Rock Island and Moline, Illinois, and Davenport and Bettendorf, Iowa. The Rock Island Arsenal Industrial Complex occupies approximately 866.5 acres. The balance of the Island consists of the Veterans Administration (70.3 acres) with a U.S. National Cemetery, a Confederate Cemetery (the burial place of 1,961 men who died in the Island's Confederate Prison Camp which housed approximately 12,000 Confederate prisoners) and the headquarters of the Rock Island District Corps of Engineers (9.3 acres).

The Joint Manufacturing and Technology Center – Rock Island is the Army's only vertically integrated metal manufacturing facility. It supports the armed services through the manufacture of armaments and the fabrication/assembly of sets, kits and outfits and basic issue items. Core products are the howitzers, cradles, recoils, mounts, tool sets and shelters. Rock Island Arsenal is the only domestic producer of hydro-pneumatic recoil mechanisms for artillery systems. Current production also includes armored door kits and machine gun pedestals for contingencies in southwest Asia, the prototype and production of the Forward Repair System, Shop Equipment Maintenance vehicle, M2 machine gun parts, artillery components, Petroleum Quality Analytical System, Dragon Fire mortar system prototypes, and many other parts of critical importance to our Joint Services. The RIA-JMTC employs approximately 1,100 personnel, over half of whom are directly involved in the manufacturing and logistics missions.

These tenant organizations located on the Arsenal employ approximately 6,600 employees. Some of the major tenant organizations are the headquarters of the U.S. Army Sustainment Command and U.S. Army Joint Munitions Command, the U.S. Army TACOM Life Cycle Management Command-Rock Island, the U.S. Army Civilian Human Resource Agency-North Central Region, and U.S. Army Armament Research Development and Engineering Center.

Economic Activity in the City of Rock Island

The Rock Island City Council has identified community and economic development as a top priority and has supported a number of initiatives directed at creating and retaining jobs in the community, expanding the City's tax base and promoting the City as a place to work, live and play.

The downtown area, known regionally as "The District", has become a destination for some 100,000 people who attend one of ten major events and weekly music presentations throughout the year. This success in attracting regional residents to the downtown has fostered the establishment of over thirty restaurants, bars, art galleries and entertainment outlets generating significant private investment. Retail art establishments such as the Art Place, The ARTery, and the Quad City Arts offer unique venues for experiencing and purchasing art. Dphilms, a commercial video production business, maintains state of the art video production facilities along with Brass Sail Recordings who provide complementary audio recording support. Services for District patrons and residents have expanded too with the opening of nationally known eating establishments like Subway and Bennigan's complementing more unique local restaurants like LeFigaro, Huckleberry's, Mama Compton's and Alante. Aside from arts and entertainment, downtown Rock Island continues to benefit from the home office operations of five insurance companies: Modern Woodman of America, Royal Neighbors of America, Illinois Casualty, Bitco and the Cleveland Agency. Several new businesses opened in the District last year including Realm Wellness, Lighthouse Home Care, The Speakeasy, Comedy Sportz at the Establishment Theatre, D'Allasandro's Italian Restaurant, El Patron and Longley Time Systems. Expected to begin operations in 2012 is Great River Productions, a digital film production facility that will produce digitally animated movies.

Housing in the District has also been an area of major focus and investment. To provide ownership opportunities, Rock Island GROWTH has been instrumental in creating over 150 units of housing in the downtown. Projects such as the $1.6 million Clipper condos, the $5 million Voss Lofts, the $5 million Sala Flats and the newest project, the $6 million McKesson redevelopment, have greatly increased downtown housing opportunities, expanded the downtown resident population and helped achieve the goal of creating a downtown neighborhood. GROWTH opened its newest housing project in early 2012, Jackson Square. This $8.5 million investment converted the former Illinois Oil Products property into thirty apartment units and over 3,000 square feet of commercial space. While GROWTH has led the way, several private developers have followed with projects to convert the upper floors of eight commercial buildings into living space. GROWTH will start construction on a 36 unit market rate residential project known as The Locks in June 2013.

A major change for the District and the City in late 2008 was the opening of the new Jumer's Casino. The current casino operations moved from its Mississippi River waterfront location in the District to a new 110 acre site in southwest Rock Island at the intersection of Interstate 280 and Illinois Route 92. At $150 million, the project represents the largest single private development project in the City's history. The casino complex includes a 250 room hotel, four restaurants, a 700 seat multi-purpose conference center and various support facilities. Employment doubled and revenue to the City has increased significantly.

Relocation of the casino allowed the City to reclaim a key piece of downtown waterfront for public use. Following an active community planning effort, Schwiebert Park was built at this location, serving as a front door to the City and as a legacy for generations to come. This new park represents a major and needed green component to the City's downtown and has already become a place for Rock Island citizens to gather either for special events or just to enjoy the riverfront. The park development represents the fulfillment of a long standing City goal of providing greater access to one of the most well known attractions, the Mississippi River.

Planning for new growth and redevelopment is critically important as the City looks to the future. Three major geographic areas of activity with plans in place and undergoing transformation are located at the northeastern and northwestern corners of the City and along the South 11th Street business corridor. In the northeastern section of the City, the Columbia Park project entails conversion of the old International Harvester Farmall Tractor manufacturing property into a mixed use development. When completed, Columbia Park will blend a mix of residential, commercial and recreational uses at an eighty acre waterfront location mid-point between downtown Rock Island and downtown Moline, adjacent to the Augustana College campus and the Quad City Botanical Center. The first phase of redevelopment is completed with one million square feet of obsolete building structures demolished and the Phase I and II environmental assessment finished. Metro (the Illinois Quad Cities mass transit provider) is currently planning construction of a $30 million operations and maintenance facility in Columbia Park. In the northwestern part of the City, the New Old Chicago Neighborhood redevelopment is moving forward as planned. A major street reconstruction project was completed with landscaping, bike lanes and decorative lighting as integral elements to enhance both the street views and improve access. A $3 million expansion of the Martin Luther King Jr. community center was completed in 2011 and a new public park adjacent to the center is planned. In addition, over $13 million in Neighborhood Stabilization Program (NSP) funds have been targeted for housing and related improvements in this neighborhood and other areas of the City. NSP funds will allow the removal of deteriorated houses, rehabilitation of substandard structures and the construction of new homes. Along the South 11th Street business corridor, redevelopment of Watchtower Plaza is a high priority. They City has purchased the center and is in the middle of relocating the current tenants and is working with Walmart to develop a new super center on the site. The project will significantly revitalize the area bringing in a host of new businesses. Several of the existing businesses in Watchtower Plaza are relocating to Blackhawk Commons, about 3 blocks south. Blackhawk Commons is redeveloping a former trailer park area, which has set vacant for the past five years. Black Hawk College, State Farm and Missman Engineering are building new facilities in the development.

Over the past decade in the City's southwest area, several projects have been completed that build on the already strong warehouse/distribution sector. For example, Performance Food Group –Thoms Proestler Company, expanded their 240,000 square feet distribution facility by adding 200,000 square feet of freezer space. Employment at the company has reached over 300 and sales continue to grow. Also in the southwest, Thermo King refrigeration completed construction of a new 35,000 square foot facility and Steel Warehouse Company added 40,000 square feet to their existing 80,000 square foot steel processing plant. These companies complement major existing warehousing, production and transportation facilities operated by Miller Container, USF Holland, CCS, Group O, Valspar and Export Packaging. A new business park owner is Rock Island Auction, a seller of collectable and pre-owned firearms. The company purchased and extensively remodeled a 70,000 square foot building to house its business enterprise.

From a growth standpoint, the City continues to move steadily forward, avoiding the major development peaks and valleys experienced in other areas of the country. Modest, steady and sustainable growth has allowed the City to maintain high service levels at very reasonable costs.

MUNICIPAL SERVICES

The City of Rock Island is organized under the Council-Manager form of government, with legislative authority vested in a City Council made up of a Mayor and seven members. Council members are elected from wards to staggered four-year terms. The City became a home rule unit with the adoption of the 1970 Illinois Constitution. As such, the City has no tax rate or debt limits, nor is it required to conduct a referendum to authorize the issuance of debt or to increase property taxes.

The City has unified its administrative functions through the appointment of a City Manager (the position was created by action of the City Council on July 1, 1952), who is responsible for the day-to-day operations of the City and its full-time employees. The City's police department, with 84 sworn police officers, is housed at City Hall. The City has had an enhanced 911 system since 1990. The fire department currently has four stations housing the department's 59 full-time personnel. The City

negotiates with the following bargaining units: Fraternal Order of Police (FOP), Police Command, International Association of Firefighters (IAFF), United Auto Workers (UAW), and American Federation of State, Municipal Employees (AFSME). The City considers its employee relations to be good.

The City's source of water is the Mississippi River. The municipal water system consists of over 220 miles of water mains, 13MG of storage, and a 16 million gallon per day (MGD) water plant, with average consumption of 6.0 MGD and peak consumption of 10.2 MGD. Sewage collection and treatment are also City responsibilities. The City operates two sewage treatment plants with 17.5 MGD design capacity and 8.7 MGD average load.

The Rock Island Public Library, which is the oldest public library in Illinois, serves the residents of the City of Rock Island, Blackhawk Township, and the Village of Milan. Through a main library, which underwent a $1.8 million renovation and expansion in 1986, and its two branches, patrons have access to a wide variety of books, magazines, CDs, and DVDs; and downloadable materials including e-books, audio e-books, and music. Additionally, the library offers 24/7 access through its website to various online resources, has computing stations for public use, and sponsors a wide variety of events for all ages. The City provides all park and recreational services (there is no separate municipal corporation providing park district services). The City operates 26 parks on 850 acres, including two golf courses. Other major facilities include a marina with 485 slips on the Mississippi River and an aquatic center. A portion of the proceeds of the Series 2001 Bonds ($1,325,000) together with $2,900,000 of locally raised funds was used to fund a Family Aquatic Center, which replaced a pool built in 1956. The $4.2 million facility includes a tube flume slide, a body flume slide and two drop slides. The main pool has a zero depth entry with spray toys in the shallow area and four, 25-meter lap lanes. The facility is placed in such a way as to take advantage of the hillside for the slides and visibility of the community. Joint reciprocity agreements with the public school system and a parochial high school serve to expand the facilities for the City's recreational programs.

On September 10, 1990 the former Rock Island Family YMCA building with its indoor running track and swimming pool became the Rock Island Park and Recreation department Fitness and Activity Center (RIFAC). Since 1990, the City has twice renovated the facility, which currently consists of an indoor pool, gymnasium, fitness-cardiac room, weight room, three racquetball courts and five classroom areas. The first expansion of RIFAC included expanded locker room space, new cardiac and weight room area, expanded running track and basement storage area. The second expansion added the whirlpool, additional gymnasium, aerobic fitness room, and administrative office space that enabled the Park and Recreation Department to close a separate administrative building, and decrease administrative staff. The City's parks are supplemented by 2,292 acres owned by the Rock Island County Forest Preserve District. The district operates five preserves, including the 228-acre Niabi Zoological Preserve.

The City's 1979 Annual Financial Report was awarded the Certificate of Achievement for financial reporting by the Government Finance Officers Association (GFOA) of the United States and Canada. A supplemental Certificate of Achievement was awarded for the City's 1981 - 1985 and 1987 - 2011 reports. The significance of the GFOA award is emphasized by their statement. . . "The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting and its attainment represents a significant accomplishment by a governmental unit and its management." The City's 1987/88 - 2011/12 budget received the Award for Distinguished budget Presentation awarded by the GFOA. The GFOA notes . . . In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

Other examples of the City's strengthened planning and financial management policies include: Comprehensive Plan; Capital Improvements Program; Statement of Financial Policies; and, an Investment Policy. The Comprehensive Plan was first prepared in 1957-58 by outside consultants. The last update was done by City staff members and was adopted by the Council in 1986 (several neighborhood plans have been completed since that time).

The City's Statement of Financial Policies was adopted on September 14, 1987 with updates dated December, 1989 and November 1994 by the City Council. The statement, which was formulated by the

City of Rock Island Financial Planning Task force (membership included representatives of the local banks, insurance companies, accounting firms and Augustana college), includes policies on borrowing, General Fund cash and fund balance, revenue sources, accounting and financial reporting, reserves for the General Fund and for equipment replacement, the appropriate uses of debt, various other fund balances, etc. The statement also calls for a five-year projection of General Fund operations, updated annually.

While it is the policy of the City to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year, it is the City's goal to maintain a positive unrestricted and non-designated balance at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. This financial goal was revised in 2005 from 60 days to 90 days and was phased in over a five year period ending in fiscal year 2009. Any General Fund balance in excess of this requirement is transferred to the Capital Improvements Fund at the completion of the annual audit.

DOCUMENT ORGANIZATION

The budget is organized by the function rather than accounting structure.

Legislative/Administrative
- Mayor and Council
- City Clerk
- General Administration
- Personnel
- Finance
- Information Technology

Community/Economic Development
- Community Development
- Economic Development
- Planning and Redevelopment
- Inspection Services
- Rental Inspection Services
- Martin Luther King Center

Public Safety
- Police
- Fire
- Emergency Services
- Ambulance
- Police/Fire Commission

Public Works
- Public Works Administration
- Building Maintenance
- Streets
- Refuse
- Water
- Wastewater
- Stormwater
- Fleet Maintenance
- Engineering
- Capital Improvement Projects
- Motor Vehicle Parking System

Cultural/Recreational
- Parks
- Recreational Programs
- Golf Courses
- Aquatic Center
- Fitness Center
- Libraries
- Sunset Marina

Non-Operating Funds
- Police Pension
- Fire Pension
- Illinois Municipal Retirement Fund
- Employees Health Benefit Plan
- Liability Insurance
- Workmen`s Compensation
- Unemployment Benefits
- Cafeteria Plan
- Debt Service
- Special Assessments

The Financial Summary section, contains tables which summarize revenues, expenditures, and financial trends. It is a useful tool for developing an overall understanding of the budget and the City’s fund structure. The Financial Trend Monitoring System includes approximately fifty charts that show economic and financial trends affecting the City of Rock Island.

Departments, Divisions, Cost Centers

Programs are grouped together into departments within each functional area. The first page of each department contains a listing of department goals and a department organizational chart. Department goals identify ongoing results of work which departments have been directed to achieve. The second page of the department narrative provides a written overview of the entire department. This narrative gives a general description of proposed 2013/2014 activities and describes significant changes in operations, staffing and services. Changes in policy, funding sources and accounting procedures are also highlighted.

Staffing and expenditure schedules are the last information provided at the department level. These schedules compare actual 2009/10, actual 2010/11, actual 2011/12, budget 2012/13, estimated or actual 2012/13 and proposed 2013/14 activity. Expenditures are classified by type. The number of employees working within the department is provided along with a staffing count in full time equivalents (fte's).

The program description is a specific statement found on each of the cost center pages. It identifies the principal 2013/14 activity for that cost center. Activities planned are further defined by a set of program objectives which relate to Council goals. These goals are outlined on the first page of the Mayor/Council Department. Council goals are defined the preceding fall during the Council goal setting session which starts the budget process. Council goals are summarized by the City Manager who then instructs city departments on their implementation. Goals at the Council level are very general. They become less general and more specific as they pass down through the various levels of the city organization; City Manager, Department and Cost Center. One objective of the budget is to provide a link between the specific cost center goals and objectives, and the general Council goals and objectives.

Goals, objectives and focus statements must meet the following guidelines:

They must be relevant and meet the highest priority needs.
They must be understandable, clearly and concisely written.
They must be measurable and have established success indicators.
They must have the commitment of those assigned to complete the task.
They must be achievable.

In addition to the program description and objectives, each cost center has a series of service indicators. These are statistical measures of actual and planned performance which report on four important characteristics of each program ----- demand, workload, productivity and effectiveness.

Demand is the external factor that demonstrates the need for the program. Demand data enables adjustments in services and costs in response to changes in the direction and/or magnitude of the demand for the service. Demand describes how much service is required or requested. Examples of demand indicators are eligible populations, service area size, deficient conditions, requests or applications and complaints.

Workload tells how much service is being provided. It allows the comparison of outputs to demand for the services. Workload data is the basis along with total expenditures, for unit cost, or productivity measures. Examples of workload indicators are units of output, transactions processed, people served and time spent.

Productivity indicators tell if the program is being run efficiently by providing the average cost of one unit of service. Productivity unit costs can be used to quickly estimate the cost of adding more service or the savings that can be realized by reductions in service.

Effectiveness tells how well the program is doing. Effectiveness data can show that quality does not suffer as productivity increases, or that quality improves if productivity declines. Examples of effectiveness indicators are response time, workload and a percentage of demand, objectives accomplished, error rate and interval between service repetitions.

FUND TYPES AND DESCRIPTIONS

General Fund
101 - General Fund (major)

Special Revenue Funds
201 – TIF District #1 (major)
202 – TIF District #2 (major)
203 – TIF District #3 (major)
204 – TIF District #4 (major)
205 – TIF District #5 (major)
206 – TIF District #6 (major)
207 – Community & Economic Development
208 – TIF District #7 (major)
209 – TIF District #8 (major)
210 – Public Benefit
211 – Martin Luther King Jr. Community Center
212 – Martin Luther King Jr Facility Improvement
221 – Motor Fuel Tax
222 – Foreign Fire Insurance
223 – Riverboat Gaming
224 – State Drug Prevention
225 – DUI Fine Law
226 – Court Supervision
227 – Crime Laboratory
241 – Federal COPS Grant
242 – Community Development Block Grant
243 – Federal Drug Prevention
244 – Neighborhood Stabilization
245 – Schwiebert Park Boat Dock
246 – Ridgewood Business Park
251 – Rock Island Public Library (major)
271 – Honor Guard Contributions
272 – DARE
273 – Police Contributions
274 – Elderly Service Officer Contributions
275 – Rock Island Auxiliary Police
276 – Rock Island Labor Day Parade
277 – Elderly Service Officer Christmas Tour
278 – Adopt a School
279 – Fire Donations
282 – Lead Grant

Capital Improvement Fund
301 – Capital Improvements (major)

Debt Service Fund
405 – Debt Service

Enterprise Funds
501 – Water Operation and Maintenance (major)
502 – Water Capital 2010A BAB
506 – Wastewater Operation and Maintenance (major)
507 – Stormwater Operation and Maintenance
508 – Wastewater Capital 2010A BAB
511 – Centennial Bridge
541 – Sunset Marina
555 – Park and Recreation (major)
581 – Community Development Block Grant Loan Programs
582 – State Affordable Housing Loans
583 – Community and Economic Development Loans
584 – Commercial and Industrial Revolving Loans (CIRLF)
585 – MPF Endowment Loans
586 – Brownfield Revolving Loan Fund
595 – Public Housing

Internal Service Funds
601 – Fleet Services
602 – Fleet Amortization
606 – Engineering
609 – Hydroelectric Plant
621 – Self-Insurance
626 – Employee Health Plan

Fiduciary Funds
701 – Fire Pension
706 – Police Pension
711 – Section 125 Cafeteria Plan
712 Loan Escrow

Component Unit Funds
901 – Martin Luther King Jr. Activity Fund
906 – Martin Luther King Jr. Drug Prevention
907 – Martin Luther King Jr. Capital Contributions
950 – Rock Island Public Library Foundation

ROCK ISLAND

ILLINOIS

STRATEGIC PLAN
2009→2015→2025

ROCK ISLAND
ILLINOIS

Rock Island, Illinois
October 2009

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City of Rock Island: Mission 14

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STRATEGIC PLANNING FOR THE CITY OF ROCK ISLAND

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Strategic Planning Model for the City of Rock Island

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** "You Have Arrived"
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	**Map** "The Right Route"
Focus for one year – a work program: policy agenda for Mayor and Council, Management for staff; major projects	**EXECUTION**	**Itinerary** "The Right Direction"
Principles that define the responsibility of city government and frame the primary services – core service businesses	**MISSION**	**Vehicle** "The Right Bus"
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** "The Right People"

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ROCK ISLAND
VISION 2025

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City of Rock Island Vision 2025

ROCK ISLAND

is a *GROWING CITY*[A] with *BEAUTIFUL RIVERFRONTS,*[B] a *VIBRANT DOWNTOWN,*[C] and *LIVABLE NEIGHBORHOODS.*[D]

ROCK ISLAND

***RESPECTS DIVERSITY AND HISTORY.*[E]**

OUR CITIZENS

have *QUALITY HOUSING OPPORTUNITIES*[F] and *PLACES FOR ENJOYMENT AND FUN.*[G]

ROCK ISLAND

is a *PROUD COMMUNITY.*[H]

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Rock Island Vision 2025

PRINCIPLE A

GROWING CITY

▶ Means

1. More housing units within Rock Island, maintaining quality of housing stock
2. Expanded local economy through new industries including high tech, sustainability and environmental businesses, and retail stores
3. Home of major insurance companies and financial institutions
4. Southwest Rock Island with commercial and residential developments
5. Expanded Rock Island Arsenal, federal agencies and businesses with employees living in Rock Island
6. Growing Augustana College with a vibrant Campustown
7. Government partnering with the private sector for growth that benefits the whole community

PRINCIPLE B

BEAUTIFUL RIVERFRONTS

▶ Means

1. Clean and attractive riverfronts with public access
2. People viewing the rivers as a prime location to live and enjoy
3. Upgraded, well maintained riverfront parks with a variety of activities
4. Recreation opportunities on the rivers and along riverfronts
5. Well-integrated mixed-use development with old industrial sites reused and cleaned up
6. Connected riverfronts by beautiful path, water taxi and trolley with links to other communities
7. Specialty retail and restaurant opportunities along the rivers
8. Successful marina providing access to the river

PRINCIPLE C

VIBRANT DOWNTOWN

▶ Means

1. Attractive urban center for the Rock Island community and the Quad City region – destination for entertainment, dining, shopping
2. Revitalized and safe "Arts and Entertainment District" serving the Quad Cities
3. Well-balanced activities for day time and evening time
4. Business center for financial institutions, insurance companies, professional offices and specialty retail businesses
5. People living in Downtown neighborhoods with services available for residents
6. Riverfront Park developed as a focal point, a destination and a community gathering place and linked to downtown
7. Successful community events, festivals and celebrations with family events and activities

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PRINCIPLE D

LIVABLE NEIGHBORHOODS

▶ Means

1. Neighborhoods promoted as a key Rock Island strength
2. Strong, distinctive and diverse neighborhood identities and pride
3. Quality neighborhood streets, sidewalks, alleys and infrastructure
4. Well, maintained, landscaped homes
5. Neighbors helping neighbors and taking responsibility for their neighborhoods
6. People feeling safe at home and in the neighborhood
7. Convenient services and neighborhood retail
8. Campustown neighborhood partnering with Augustana College

PRINCIPLE E

RESPECTS DIVERSITY AND HISTORY

▶ Means

1. People respect people and acting as one community
2. Enjoying and celebrating socio-economic diversity
3. Incorporating historic sites in marketing Rock Island
4. Celebrating cultural traditions and heritage
5. Inclusive community with diverse population

PRINCIPLE F

QUALITY HOUSING OPPORTUNITIES

▶ Means

1. New residential subdivisions in Rock Island
2. Downtown and infill housing developed consistent with neighborhood character
3. Choices of housing: location, types, and prices
4. Renovation or removal of blighted homes
5. Quality rental opportunities
6. Positive image with realtors, developers, homebuyers
7. Mixed-income housing development at appropriate locations

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PRINCIPLE G

PLACES FOR ENJOYMENT AND FUN

▶ Means

1. Quality parks, swimming facility and community centers
2. Quality libraries, galleries and museums
3. Active use of two riverfronts by residents
4. Variety of entertainment and specialty retail venues throughout the City and Downtown
5. World–class Botanical Center and Gardens
6. Multi-use trails connecting the City and the region
7. Affordable quality golf courses
8. Access to recreational venues and activities, cultural opportunities and professional sports in the Quad Region
9. Rock Island Casino

PRINCIPLE H

PROUD COMMUNITY

▶ Means

1. Rock Island having a positive image with other cities, State of Illinois and nationally
2. Rock Island having a positive image with our residents
3. Every resident contributing to make Rock Island a better community
4. Strong community partnerships: business, schools and colleges, community organizations
5. Preserving and celebrating our history and heritage of Rock Island
6. Citizens promoting Rock Island and celebrating community successes
7. Attractive, well maintained entrance and gateways identifying Rock Island

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ROCK ISLAND
A SUSTAINABLE CITY

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Sustainable City Model

Environmental Stewardship

Personal Livability

Economic Opportunity

Community Building

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Personal Livability for Rock Island

Reputation of safe neighborhoods

Quality programming for Library, King Center, Parks and Recreation – affordable and free

Easy access to programs (e.g. summer camps, King Center)

Recognition of quality schools and educational programs for a lifetime

Residents involved in community safety

Information to "survive" today

Affordable housing opportunity

Aesthetically pleasing city – attractive streetscape, corridors, public spaces

Basic services – water, sewer, snow removal, streets, sidewalks, bike path – necessary for daily living

Opportunities to live near work

Access to the rivers for public use

Arts and Entertainment District

Easy access to interstate system

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Environmental Stewardship for Rock Island

Image: Green City (actions and projects – real)

Bike paths

Hydro Plant

Greenhouse Gas and Carbon Footprint

Parks – expansions

Solid Waste System, including recycling

Stormwater management, including rain gardens, wetland protection

Public awareness and taking responsibility

Sustainable business incentives

Hybrid City Fleet

Sewer Treatment Plant design and future operation

Products used by the City government (e.g. golf course)

Clean Air; including burn ban

Clean Water in rivers, streams, ponds

Sunset Marina

Mill Creek

Sylvan Slough Natural Area

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Economic Opportunity for Rock Island

Amtrak Service

Business assistance for expansion and retention

Façade program and facility

ISO rating upgrade

Home grown retail programs

Diverse tax base

Brand – living and working in Rock Island

Land for business development

Tournaments bringing people and dollars to Rock Island

Rock Island Arsenal expansion and various business opportunities – Arsenal Development Group

Federal agencies, including Corps of Engineers

Diverse industrial businesses and major employers in Quad Cities and Rock Island County

Rock Island Casino

Easy access to airport

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Community Building for Rock Island

Strong community pride – neighborhoods working together

Confidence in City: leadership, Mayor-Council, City staff

Neighborhood associations involving residents

Boards, commissions, taskforces

Residents willing to volunteer

City awarding and rewarding residents efforts

Community events: Labor Day, district events, King memorial, July 4th, concerts, plays, lectures, film series, neighborhood events

Opportunities to address issues, solving problems – engagement and responsibilities

Partnering with community organizations, Augustana College, businesses, schools

Cooperation among City, GROWTH, Housing Authority

Active volunteers contributing to the community

Inclusive community with a diverse population

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CITY OF ROCK ISLAND
OUR MISSION

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Rock Island City Government
Our Mission

ROCK ISLAND CITY GOVERNMENT

is *FINANCIALLY SOUND* (1)

and provides the

BEST SERVICES IN THE QUAD CITIES. (2)

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Rock Island City Government
Our Mission

PRINCIPLE 1

FINANCIALLY SOUND

- **Means**
  1. Providing services in the most efficient, cost-effective manner
  2. Being fiscally responsible City's debt and reserves
  3. Having adequate resources to support City services and service levels
  4. Producing services responsive to citizens needs
  5. Maintaining a strong bond rating

PRINCIPLE 2

BEST SERVICES IN THE QUAD CITIES

- **Means**
  1. Creatively using of unique resources to obtain unique results
  2. Having well-built and well-maintained City facilities and infrastructure
  3. Having well-trained City employees dedicated to serving Rock Island
  4. Anticipating problems and not just react to problems
  5. Proudly reliable City services responsive to the citizens needs

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CITY OF ROCK ISLAND
PLAN 2009 – 2015

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City of Rock Island Goals 2015

Quality Services, Financially Sound City

Grow the Economy

Great Neighborhoods

More New Housing Opportunities, Upgraded and Well Maintained Older Homes

---

More and Better Retail

Improve Riverfront and Downtown

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Goal 1
Quality Services, Financially Sound City

OBJECTIVES

1. Expand City tax base
2. Invest in well-maintained City infrastructure
3. Deliver City services in a customer-driven and cost-effective manner
4. Control the cost of government
5. Take financial responsibility for actions creating a long-term, sustainable City government
6. Increase citizen engagement and involvement in city services and governance

MEANS TO CITIZENS

1. Adequate resources to retain "best services in the Quad Cities."
2. Strong customer service by the City.
3. Reliable service delivery.
4. Timely response with resolution of the problem.
5. Well-maintained and upgraded City facilities and infrastructure.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reduction of revenues from the State of Illinois
2. Funding for City's infrastructure maintenance and upgrades
3. National recession and impact on city revenues
4. Labor contracts and employee expectations
5. Aging City facilities needing major reinvestment

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Willingness to increase taxes and fees
2. Projected significant reduction in city revenues
3. Funding current services and service levels
4. Rising demands for services and residents' expectations
5. Cutbacks in grants and outside funding sources
6. Willingness to increase fees

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POLICY ACTIONS 2009 – 2010

		PRIORITY
1.	Alternative Revenue Sources Study: Evaluation, Direction	Top Priority
2.	Capital Improvement Plan: Update, Funding (Annual) (Less Available Dollars)	High Priority
3.	Water and Sewer Rates: Evaluation, Direction	High Priority
4.	Sunset Marina: Evaluation, Direction	
5.	Fees: Evaluation, Direction	

MANAGEMENT ACTIONS 2009 – 2010

		PRIORITY
1.	Compensation Policy: Direction	Top Priority
2.	Customer Service: Evaluation, Training	Top Priority
3.	City Services, Identification, Prioritization, Link to Budget	High Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. Green Initiatives: Direction, City Actions
2. Financial Software: Implementation
3. Mediacom Franchise: Revision
4. Voice Over Internet Protocol: Phase I and Phase II
5. On Site Nurse for City: Monitoring Impact and Effectiveness
6. Police Reorganization: Evaluation of Impact
7. Census: Compete Count
8. Document Imaging Plan: Implementation
9. Online Billing: Utility Bills
10. Firearm Training Simulator: Protocol
11. In Car Video Camera: Installation
12. Burn Ban: Implementation

MAJOR PROJECTS 2009 – 2010

1. Wastewater Plant Project
2. Hydropower Plant: Expansion

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ON THE HORIZON 2011 – 2015

1. New Strategies for Outreach to Residents
2. Arts Policy: Evaluation, Direction, City's Role, Funding
3. Youth Programs: Evaluation, Direction
4. Central Fire Station: Evaluation, Plan, Direction, Funding
5. Property Tax Assessment and Exemptions: Evaluation, Direction
6. Wind Energy for City Operation: Evaluation, Direction
7. Management Succession: Planning and Process
8. Ferguson Group: Performance Evaluation, Direction
9. Black Hawk Historic Site: City's Role
10. Drop Off Site: Option, Direction
11. Stormwater Maintenance Plan: Evaluation, Direction, Actions
12. Legal Services: Evaluation, Direction
13. Junior Baseball: City's Role, Direction
14. Human Rights: Direction
15. Street Sweeping: Evaluation, Direction, Funding
16. 800 MHz Radio System Feasibility Study and Funding
17. New Police Headquarters: Evaluation, Direction

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Goal 2
Grow the Economy

OBJECTIVES

1. Create and retain more jobs
2. Retain and expand local businesses
3. Expand high tech and environmental sustainability economy
4. Attract and retain the "creative class" and young professionals
5. Attract high tax generating businesses

MEANS TO CITIZENS

1. Job opportunities for residents.
2. Attracting younger population to Rock Island.
3. Opportunities to grow your business in Rock Island.
4. Reducing tax burden on residential taxpayers.
5. A local economy that competes in our national economy.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses – helping them to discover Rock Island
2. Retention and expansion of Rock Island businesses
3. Expansion of Rock Island Arsenal
4. Uncertain operation and success of "Quad Cities First"
5. Perception of Rock Island by businesses and realtors

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Smaller sites ready for development
2. Perception: State of Illinois – unfriendly to businesses
3. Competition among Quad Cities
4. Global positioning and trends
5. Perception of Rock Island Schools

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POLICY ACTIONS 2009 – 2010

		PRIORITY
1.	Casino Area Development in Southwest	Top Priority
2.	Andalusia Corridor South and Parkway Development Plan (Including Review of Southwest Area Plan)	High Priority
3.	Economic Development Incentive Policy: Evaluation Direction	

MANAGEMENT ACTIONS 2009 – 2010

		PRIORITY
1.	Mill Creek: Study, Direction, Funding	Top Priority
2.	Columbia Park Development	High Priority
3.	Highway 92 Corridor: Direction, Actions, Funding	High Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. Quad Cities First: Performance Report

ON THE HORIZON 2011 – 2015

1. Insurance Industries: Outreach, City's Action
2. Rock Island Economic Expansion Strategy: City Actions
3. Annexations: Evaluation, Direction, Strategy, Actions
4. TIF: Evaluation, Direction
5. Rock Island Image: Assessment, Action Plan
6. "Rock Solid Rock Island": Evaluation
7. Micro Loan Program: Evaluation, Direction

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Goal 3
Great Neighborhoods

OBJECTIVES

1. Upgrade neighborhood infrastructure, streets and facilities
2. Strengthen neighborhood identity and pride with stronger neighborhood associations and block clubs
3. More attractive and beautiful neighborhoods, corridors and gateways
4. Have people feel and are safe in their neighborhoods
5. People want to live in the neighborhoods
6. Design new neighborhoods (infill and southwest)

MEANS TO CITIZENS

1. Pride in Rock Island.
2. More attractive and beautiful City.
3. Opportunities to take responsibility for the neighborhood.
4. Involvement in shaping the City's future.
5. Citizens want to live in Rock Island.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Condition of neighborhood streets
2. Crime and gang activity in Quad Cities
3. Aging neighborhood infrastructure
4. Addressing neighborhood nuisances
5. Residents buy in and support for neighborhoods

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Financing infill development
2. Perception of Rock Island public schools
3. Obtaining reinvestment in neighborhoods
4. Reputation of specific neighborhoods

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POLICY ACTIONS 2009 – 2010

		PRIORITY
1.	Safe Communities Taskforces and Report (Including Focus Groups – Community Organizing)	Top Priority
2.	Campustown Development (with Augustana College)	Top Priority
3.	Sidewalk Program: Direction, Funding (Including Safe Route to School)	
4.	Vacant Homes and Buildings: Evaluation, Direction, Actions	

MANAGEMENT ACTIONS 2009 – 2010

		PRIORITY
1.	Rental Housing Inspection Program: Staffing, Funding (Including Internal Inspection)	Top Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. King Center: Facility Expansion

MAJOR PROJECTS 2009 – 2010

1. King Center Park Project

ON THE HORIZON 2011 – 2015

1. Old Lincoln School: Direction on Future Uses
2. Vacant School Buildings: Direction
3. Mandatory Landlord Training Workshop: Policy Direction, Direction
4. Sunset Park: Upgrade
5. Rebrand Old Chicago Neighborhoods
6. Gateway and entrance Beautification: Future Direction, Funding
7. Douglas Park Improvements
8. City-Schools Relationship and Communications

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Goal 4
More New Housing Opportunities, Upgraded and Well Maintained Older Homes

OBJECTIVES

1. Better marketing of Rock Island housing
2. More Downtown and Riverfront view residential units
3. More new homes built in Southwest Rock Island
4. Better quality rental units
5. More infill housing in older neighborhoods
6. Upgrade older homes and removal if necessary

MEANS TO CITIZENS

1. More housing choices.
2. Attracting new residents.
3. Opportunities to move up within the City.
4. Protection and enhancement of property values.
5. Better quality older homes and rental units.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Realtors labeling and comments about Rock Island
2. Lack of middle and high income housing especially rental units
3. People relocating to Quad Cities due to employment at Rock Island Arsenal
4. Attracting people to make the decision to live in Rock Island
5. Partnering the City, among GROWTH and Rock Island Housing Authority
6. Increasing number of vacant homes, especially due to foreclosure

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition for housing dollars and funding
2. Working with developers and builders
3. National recession and slow housing market
4. No clear vision and strategic plan for housing in Rock Island
5. Variety of housing options available in Rock Island

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POLICY ACTIONS 2009 – 2010

		PRIORITY
1.	Rock Island Housing: Vision, Plan and Working Relationships	Top Priority
2.	Columbia Park Resident Development	High Priority
3.	Upper Income Rental Property: Development	

MANAGEMENT ACTIONS 2009 – 2010

		PRIORITY
1.	Jackson Square Development: Funding	

MANAGEMENT IN PROGRESS 2009 – 2010

1. Building Code Update: Adoption

ON THE HORIZON 2011 – 2015

1. Southwest Rock Island Residential Development
2. Spencer Towers: Direction
3. Older Homes Upgrades: Loan Program Options, Public Information
4. New "Old Chicago" Residential Development
5. Creekwood Park Residential Development
6. GROWTH: Evaluation
7. Rock Island Housing Authority: Evaluation
8. Highland Springs Residential Development

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Goal 5
More and Better Retail

OBJECTIVES

1. Attract new major retail businesses
2. Strengthen retail corridors
3. Retain and expand current retailers
4. Target retail for future development

MEANS TO CITIZENS

1. Convenient shopping opportunities within Rock Island.
2. Choices of places to shop.
3. More revenues to the City with an expanded sales tax base.
4. New revenues from people coming to Rock Island to shop.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Empty retail buildings and commercial centers
2. Attracting major retail to locate in Rock Island
3. Retaining current retail businesses
4. Defining Rock Island's retail "niche" and needs
5. Developing retail along major corridors
6. Rock Island location and demographics

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing retail in Southwest Rock Island before "roof tops"
2. Competition from Moline, Milan and others
3. National recession and its impact on retail expansion
4. Impact of internet sales on retail businesses
5. Residents' expectations vs. reality of the retail economy

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POLICY ACTIONS 2009 – 2010

		PRIORITY
1.	Campustown Retail Development	Top Priority
2.	Black Hawk Corridor Retail Development (9th Street to 44th Street)	High Priority

MANAGEMENT ACTIONS 2009 – 2010

		PRIORITY
1.	Downtown 1st Floor Retail Development	High Priority

ON THE HORIZON 2011 – 2015

1. Casino Area Retail Development
2. 11th Street Retail Development
3. Southwest Andalusia Road Retail Development
4. 18th Avenue Retail Development
5. U.S. 67 and Parkway Retail Development

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Goal 6
Improve Riverfront and Downtown

OBJECTIVES

1. More retail and dining
2. Enhance Arts and Entertainment District
3. Expand public uses of Riverfront
4. Downtown is a tech-friendly neighborhood
5. More residential opportunities

MEANS TO CITIZENS

1. An inviting Riverfront – a place to want to go
2. A variety of activities along the Riverfront
3. Riverfront becoming the pride of Rock Island – community showcase
4. Protecting natural areas along the Riverfront
5. Job opportunities for residents, opportunities for businesses

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Vacant 1st floor storefronts
2. Safety in the "District"
3. Developing retail businesses in Downtown
4. Filling office space in Downtown

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Tapping the potential of Riverfront Park
2. Lack of people during daytime
3. Attracting businesses to Downtown
4. Creating a unique destination in Rock Island Downtown
5. Working with Downtown property owners and businesses
6. Competition from other "downtowns" in the region

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POLICY ACTIONS 2009 – 2010

	PRIORITY
1. Downtown Master Plan: Update	
2. Transient Boat Dock: Evaluation, Direction, Funding	
3. Downtown Retail Development	

MANAGEMENT ACTIONS 2009 – 2010

	PRIORITY
1. District Safety Report: Direction, Actions, City's Role, Funding	Top Priority
2. Downtown Litter Control: Evaluation, City's Role, Direction, Owners' Responsibilities	High Priority

ON THE HORIZON 2011 – 2015

1. Artspace (Old Lincoln School): Evaluation, Direction
2. Water Taxi: Evaluation, Direction
3. Late Night Transportation: Evaluation, Direction
4. Lot "C" Utilization: Evaluation, Direction
5. Highway 92: Alignment
6. Liquor Licenses: Modification
7. Rocket Theater: Direction
8. Use of Modern Woodmen Lot (17^{th}-18^{th})
9. Second Avenue Parking Policy: Direction

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Property Tax Levy
Ordinance No. 009-2013

An ordinance providing for the levy, assessment and collection of taxes for the City of Rock Island, Rock Island County, Illinois, for the fiscal year beginning the first day of April, 2012 and ending the thirty-first day of March, 2013. Be it ordained by the City Council of the City of Rock Island, Illinois, as follows:

Section 1. That there be levied, assessed and collected upon the real property of the City of Rock Island for the fiscal year beginning the first day of April, 2012 and ending the thirty-first day of March, 2013, the sum of eleven million, five thousand, four hundred ninety-two dollars, ($11,005,492) being the total of the budgeted amounts determined to be necessary to be raised by taxation for the fiscal year of the City of Rock Island. The specific amounts are levied for the purposes listed below, indicated by being placed in a separate column designated "Amount Raised by Taxation", which item appears at the right hand column of this ordinance. The tax so levied is for the fiscal year of the City of Rock Island, and is for the budgeted amounts to be raised by taxation, the total of which has been determined as follows:

	Budget 2012/13	Amount raised by other than taxation	Amount raised by taxation
General Fund:	35,195,579	31,445,384	2,723,244
Police Pension	3,489,620	1,188,391	2,301,229
Fire Pension	3,563,056	1,532,370	2,030,686
Library	2,418,008	448,568	1,969,440
Park	7,479,982	5,727,570	1,752,412
Debt Service	2,248,705	2,018,144	228,481
Total	54,394,950	42,360,427	11,005,492
TIF District #1	3,321,712	3,321,712	0
TIF District #2	391,257	391,257	0
TIF District #3	426,549	426,549	0
TIF District #4	2,286,447	2,286,447	0
TIF District #5	69,719	69,719	0
Community Development	1,797,245	1,797,245	0
M.L.K. Center	158,226	158,226	0
Motor Fuel Tax	1,122,335	1,122,335	0
Foreign Fire Insurance	61,880	61,880	0
Riverboat Gaming	6,000,000	6,000,000	0
State Drug Prevention	277,308	277,308	0
DUI Fine Law	24,528	24,528	0
Court Supervision	44,000	44,000	0
US Dept of Justice Grant	38,957	38,957	0
Block Grant	1,345,546	1,345,546	0
Federal Drug Prevention	18,000	18,000	0
Schwiebert Park Boat Dock	1,925,000	1,925,000	0
Ridgewood Business Park	3,324,738	3,324,738	0
DARE	9,390	9,390	0
Police Contributions	5,000	5,000	0
Elderly Service Contributions	17,500	17,500	0
RI Auxiliary Police	6,000	6,000	0
Labor Day Parade	12,250	12,250	0
Adopt-A-School	550	550	0

	Budget 2012/13	Amount raised by other than taxation	Amount raised by taxation
Capital Improvements	6,148,271	6,148,271	0
Water	6,692,314	6,692,314	0
Water Capital 2010A BAB	1,156,000	1,156,000	0
Wastewater	25,232,543	25,232,543	0
Stormwater	1,735,745	1,735,745	0
Sunset Marina	878,912	878,912	0
CDBG Loan Programs	59,317	59,317	0
CIRLF Loan Programs	480,273	480,273	0
Community & Econ Dev. Loans	150,300	150,300	0
MPF Endowment Loans	26,500	26,500	0
USEPA Brownfields Loans	200,000	200,000	0
Fleet Services	4,186,633	4,186,633	0
Fleet Amortization	832,081	832,081	0
Engineering	1,417,044	1,417,044	0
Hydropower Plant	288,358	288,358	0
Self-Insurance	1,197,673	1,197,673	0
Health Insurance	5,687,753	5,687,753	0
Cafeteria Plan	86,600	86,600	0
MLK Activity	277,464	277,464	0
Department of Human Services	168,630	168,630	0
Total all funds	133,981,498	121,946,975	11,005,492
Eliminations	(24,932,299)		
Net Total	109,049,199		

Section 2. All ordinances and parts of ordinances in conflict herewith are hereby repealed, insofar as they do so conflict.

Section 3. This ordinance shall be in full force and effect from and after its passage and approval as required by law.

MAYOR OF THE CITY OF ROCK ISLAND

PASSED: March 11, 2013

APPROVED: March 12, 2013

ATTEST: _____
CITY CLERK

AYES: Aldermen Murphy, Austin, Brooks, Conroy, Tollenaer, Jones

NAYS: None

ABSENT: Foley

ORDINANCE NO. 010-2013

An ordinance adopting the budget for all corporate purposes of the City of Rock Island, Illinois, in lieu of the appropriation ordinance, for the fiscal year commencing on the first day of April, 2013 and ending on the thirty-first day of March, 2014.

Whereas, on February 18, 2013 there was submitted to the Mayor and Council of the City of Rock Island, Illinois, a proposed budget for all corporate purposes of the City of Rock Island for the fiscal year commencing on the first day of April, 2013 and ending on the thirty-first day of March, 2014; and

Whereas, the Public hearing was conducted on March 11, 2013 as required by law; and

Whereas, the City, as a home rule unit has enacted such Ordinance under the provisions of Section 6, Article VII of the Constitution of the State of Illinois;

Now therefore, be it ordained by the Mayor and City Council of the City of Rock Island, Illinois that the budget for all corporate purposes of the City of Rock Island, Illinois for the fiscal year beginning April 1, 2013 and ending on March 31, 2014 is incorporated herein by reference, and is hereby adopted.

Be it further ordained that this Budget Adoption Ordinance is instead of the statutory appropriation ordinance and that the amounts set forth in the budget for various corporate purposes shall constitute the aggregate amount of appropriation for the City of Rock Island, Illinois.

101	GENERAL FUND	36,438,308
201	TIF #1 DOWNTOWN	4,571,878
202	TIF #2 SOUTH 11TH STREET	697,252
203	TIF #3 NORTH 11TH STREET	619,734
204	TIF #4 JUMER'S CASINO R I	2,080,628
205	TIF #5 COLUMBIA PARK	26,408
207	COMMUNITY/ECONOMIC DEVELOPMENT	5,663,645
208	TIF #7 20TH ST/1ST AVE	45,250
211	M L KING CENTER	230,473
221	MOTOR FUEL TAX	1,112,335
222	FOREIGN FIRE INSURANCE	40,000
223	RIVERBOAT GAMING	5,999,917
224	STATE DRUG PREVENTION	299,470
225	DUI FINE LAW	16,255
226	COURT SUPERVISION	48,543
241	US DEPT OF JUSTICE GRANT	19,000
242	COMM DEV BLOCK GRANT	1,154,559
243	FEDERAL DRUG PREVENTION	18,000
245	SCHWIEBERT PARK BOAT DOCK	1,696,564
246	RIDGEWOOD BUSINESS PARK	2,667,446
251	PUBLIC LIBRARY	2,533,389
272	DARE	9,390
273	POLICE CONTRIBUTIONS	9,245
275	RI AUXILIARY POLICE	3,000
276	RI LABOR DAY PARADE	12,227
278	ADOPT - A - SCHOOL	1,750
301	CAPITAL IMPROVEMENTS	9,001,963
405	DEBT SERVICE	17,767,578
501	WATER OPERATIONS/MAINTENANCE	6,350,582

502	WATER CAPITAL 2010A BAB'S	597,000
506	WASTEWATER OPER & MAINTENANCE	32,552,006
507	STORMWATER UTILITY	1,720,965
541	SUNSET MARINA	900,979
555	PARK & RECREATION	7,631,707
581	CDBG LOAN PROGRAMS	59,439
583	COMM/ECON DEV LOANS	150,300
584	CIRLF LOAN FUND	385,177
585	MPF ENDOWMENT LOANS	6,000
586	USEPA BROWNFIELDS LOANS	76,000
601	FLEET SERVICES	3,470,865
606	ENGINEERING	1,442,775
609	HYDROELECTRIC PLANT	298,711
621	SELF-INSURANCE	1,340,534
626	EMPLOYEE HEALTH PLAN	5,604,991
701	FIRE PENSION	3,640,400
706	POLICE PENSION	3,585,954
711	CAFETERIA PLAN	85,600
901	MLK ACTIVITY	245,148
906	DEPT OF HUMAN SERVICES	344,159
907	MLK CAPITAL CONTRIBUTIONS	12,000
Total		163,285,499
Less Eliminations		(29,302,903)
Budget		133,982,596

This ordinance shall be in full force and effect from and after its passage and approval as required by law.

MAYOR OF THE CITY OF ROCK ISLAND

PASSED: March 11, 2013

APPROVED: March 12, 2013

ATTEST:
CITY CLERK

AYES: Aldermen Murphy, Austin, Brooks, Conroy, Tollenaer, Jones

NAYS: None

ABSENT: Foley

(3) Submit a development plan which shall include:

a. A description of how the land will be developed.
b. A performance schedule to cover both the duration of the option and project development after purchase.
c. Proposal for project financing.

(4) Indicate the purchase price the applicant is willing to pay for the real estate.

(Ord. of 6-1-81, § 1)

Sec. 2-157. Same—Consideration paid.

In the event a determination is made to enter into an option under section 2-156, the option shall contain, among other requirements, the following: The consideration for the option shall not be less than five hundred dollars ($500.00) with a provision that in the event the option is exercised, the consideration will be applied to the purchase price.
(Ord. of 6-1-81, § 1)

Sec. 2-158. Same—Applicability.

Sections 2-156 and 2-157 shall apply only to those options entered into from and after this date [June 1, 1981].
(Ord. of 6-1-81, § 3)

Sec. 2-159. Bids on behalf of city at tax sales, etc.

The finance director and the city attorney are authorized to attend annually any sale of property to enforce the collection of any tax or special assessment and bid for and on behalf of the city all delinquent special assessments offered for sale, on default of other bidders therefor, as provided for in 65 ILCS 5/9-2-98.
(Ord. No. 82-32, § 1, 9-27-82)

Cross reference—Taxation, ch. 15.

Sec. 2-160. Public works contract wages.

(a) To the extent and as required by "An Act regulating wages of laborers, mechanics and other workers employed in any public works by state, county, city or any public body or any political subdivision or by anyone under contract for public works," approved June 26, 1941, as amended, the general prevailing rate of wages in this locality for laborers, mechanics and other workers engaged in construction of public works coming under the jurisdiction of the city is hereby ascertained to be the same as the prevailing rate of wages for construction work in Rock Island County area as determined by the Department of Labor of the State of Illinois as of July, 1986, a copy of that determination being attached hereto [but not set out herein at length] and incorporated herein by reference. The definition of any terms appearing in this section which are also used in aforesaid act shall be the same as in that act.

(b) Nothing herein contained shall be construed to apply general prevailing rate of wages as herein ascertained to any work or employment except public works construction of the city to the extent required by the aforesaid act.

(c) The city clerk shall publicly post or keep available for inspection by any interested party in the main office of the city this determination of such prevailing rate of wage.

(d) The city clerk shall mail a copy of this determination to any employer, and to any association of employers and to any person of association of employees who have filed or file their names and addresses, requesting copies of any determination stating the particular rates and particular class of workers whose wages will be affected by such rates.

(e) The city clerk shall promptly file a certified copy of this section with both the secretary of state and the department of labor of the state.
(Ord. No. 85-18, §§ 1—4, 6-17-85; Ord. No. 86-40, §§ 1—5, 8-11-86)

Editor's note—Nonamendatory Ord. No. 85-18, §§ 1—4, adopted June 17, 1985, has been codified as § 2-160 at the editor's discretion.

Cross reference—Public works, ch. 13.

Secs. 2-161—2-170. Reserved

DIVISION 2. BUDGET POLICIES AND PROCEDURES

Sec. 2-171. Establishment of policy.

There is hereby established a budget policy, which shall be implemented by the city manager in the orderly preparation of an annual budget.
(Ord. of 3-15-82, § I)

Sec. 2-172. Implementation by manager.

The city manager shall:

(1) Establish and encourage the use of efficient fiscal management procedures in all departments of the city.

(2) Prepare and present to the council an annual budget.

(3) Obtain detailed information from all city departments for the purpose of compiling the budget. Such information shall be in the form required by the city manager.

(Ord. of 3-15-82, § II)

Sec. 2-173. Budget—Compilation; contents.

The budget shall contain estimates of revenue available to the city for the fiscal year for which the budget is drafted, together with recommended expenditures for all departments. Revenue and expenditure recommendations shall be presented in a manner which is in conformity with good fiscal management practices. The budget shall contain actual revenues and expenditures for the two (2) budget years immediately preceding the fiscal year for which the budget is prepared. The budget shall show the specific fund from which each anticipated expenditure is to be made.

(Ord. of 3-15-82, § III)

Sec. 2-174. Same—Passage; effect.

Passage of the annual budget by the city council shall be in lieu of the passage of the appropriation ordinance as heretofore required. The budget shall be adopted by ordinance before the beginning of the fiscal year to which it applies. Subsequent to the passage of the budget, an ordinance shall be passed establishing property taxes to be levied for the fiscal year in accordance with applicable law. This ordinance shall establish property taxes as may be required by the approved budget and shall be known and referred to as the tax levy ordinance.

(Ord. of 3-15-82, § IV)

Sec. 2-175. Same—Revision.

During the fiscal year, the city manager may make adjustments with any departmental budget as becomes necessary, providing that those revisions of not delete or basically change any activity or program approved by the city council in the budget document. Any such adjustments shall not cause total expenditures within the budget to exceed revenues.

(Ord. of 3-15-82, § V)

Sec. 2-176. Contingency funds.

The annual budget may contain funds set aside for contingency purposes not to exceed five (5) percent of the budget.

(Ord. of 3-15-82, § VI)

Sec. 2-177. Public inspection, notice and hearing on budget.

The city manager shall make the proposed annual budget conveniently available for public inspection at least ten (10) days prior to the public hearing on the budget as provided in this division. Notice of the availability for inspection of the proposed budget shall be given at least ten (10) days prior to the time of the hearing.

(Ord. of 3-15-82, § VII)

Sec. 2-178. Holding of hearing; notice published.

At least one (1) public hearing shall be held on the proposed annual budget prior to final approval thereof. Notice shall be given by publication in a newspaper having a general circulation in the city at least ten (10) days prior to the date of the hearing.

(Ord. of 3-15-82, § VIII)

Sec. 2-179. Annual financial report; home rule.

Following the conclusion of each fiscal year the city manager shall prepare and submit to the city council an annual report of the financial condition of the city and a summary of revenues and expenditures for the preceding fiscal year. This report shall be substantially in accordance with the recommendations of the municipal finance officers association for such reports. It shall be the responsibility of the city manager to see that the annual fiscal report is complete and made available for public inspection. The state law requiring

an annual appropriation ordinance and an annual treasurer's report shall not be applicable within the city. This division is adopted pursuant to the Illinois Constitution and the city's power as a home rule unit.
(Ord. of 3-15-82, § IX)

State law reference—Treasurer's reports and accounts, 65 ILCS 5/3-10-5 et seq.

Secs. 2-180—2-200. Reserved.

ARTICLE VI. BOARDS, COMMISSIONS AND COMMITTEES GENERALLY*

DIVISION 1. GENERALLY

Sec. 2-201. Meetings.

All boards and commissions created by the city council shall hold meetings at least four (4) times each year.
(Ord. of 6-28-65, § 1)

Secs. 2-202—2-215. Reserved.

DIVISION 2. APPOINTMENTS; REMOVALS

Sec. 2-216. Compliance.

All appointments to boards and commissions of the city shall be made as provided in this division, except where prohibited by law.
(Ord. of 1-14-74, § 1)

Sec. 2-217. Application forms.

The city clerk shall have available in his office and at the city hall reception desk application forms wherein citizens of the city may apply for consideration to appointment to any board or commission in the city. Any application received by the city clerk pursuant to this division shall be submitted by him to the mayor and city council for consideration at the time appointments are considered.
(Ord. of 1-14-74, § 1)

Sec. 2-218. Council notified of vacancy.

Not later than thirty (30) days prior to the expiration of the term of any member of a board or commission of the city, the mayor's office shall notify the members of city council in writing of the forthcoming vacancy. In the event of a resignation, termination for cause or death of any member of any board or commission of the city, the mayor's office shall notify the members of the city council in writing of this information when the mayor's office receives the information.
(Ord. of 1-14-74, § 1)

Sec. 2-219. Consideration of appointments.

During the thirty-day period prior to the expiration of a term of any member of a board or commission of the city, or during the thirty-day period following the resignation, termination for cause or death of any member of any board or commission, the mayor shall consult with the members of the city council regarding possible candidates for the appointment to the vacant position; and all applications from citizens of the city for appointment as set forth in this division shall also be considered.
(Ord. of 1-14-74, § 1)

Sec. 2-220. Decision of mayor and council.

After due consideration of candidates for appointment described in this division, the mayor shall, within the aforementioned thirty-day period, appoint the member or members to the boards or commissions of the city with the consent of the members of the city council.
(Ord. of 1-14-74, § 1)

Sec. 2-221. Failure to appoint.

In the event the mayor fails to make an appointment within the period described in this division, or in the event the mayor makes an appointment within the period which is not confirmed by the

*Cross references—Electrical code board of appeals; § 4-24; board of trustees of firemen's pension fund, § 6-48 et seq.; health code board of appeals, § 7-22; planning commission, § 11-1 et seq.; beautification commission, § 11-51 et seq.; preservation commission, § 11-101 et seq.; site plan review committee, § 11-139; board of trustees of police pension fund, § 12-4 et seq.; Rock Island Centennial Bridge Commission, § 13-136 et seq.; park and recreation board, § 14-17 et seq.; arts commission, § 14-51 et seq.; Hauberg Civic Center Committee, § 14-73 et seq.; water pollution control commission, § 16-107; zoning board of appeals, app. A, art. V; cable television committee, app. C, art. I, § 13.

DEPARTMENT BUDGET SCHEDULE
FY 2013-2014
(revised 03-13-13)

Jul 15	Finance Department compiles Financial Trend Monitoring System report.
Jul 16	Finance Department begins development of e-mail group and identification of persons who need access to budget prep module and budget folders in S: drive.
Jul 23	City Council approves CDBG & Gaming policies.
Jul 31	Department CIP request memo sent by Public Works Department to departments.
Aug 01	Department Budget Schedule disseminated to department managers.
Aug 06	Department software/computer budget request memo sent by Information Technology Department to departments.
Aug 15	Finance Department requests payroll assumptions from Human Resources Department.
Aug 22	Technology related budget requests for FY 13-14 are due to the Information Technology Department. CIP budget requests for FY 13-14 are due to the Public Works Department. Assumptions due for FY 13-14 reference the following: - General Wage Increase for all employee groups - FICA/Medicare - Illinois Municipal Retirement Fund - Fire Pension - Police Pension - Health Insurance
Aug 29	Departments provided with payroll position report for verification of FY 13-14 proposed staffing body count, account distribution, and fte's.
Aug 30	CDBG / Gaming application deadline.
Sep 01	Finance Department completes initial set up of the Budget Preparation module and creates the Budget Preparation database.
Sep 03	Instructions for FY 13-14 budget preparation distributed. Budget Prep module (Budget Version 02 – Startup) open for all departments to begin entry of <u>revenues</u> for FY 13-14.
Sep 07	Departments return completed payroll position reports with requested additions and corrections.
Sep 10	Expenses due from departments for entry by Finance Department: - Self Insurance charges due from Human Resources Department - Telephone service charges due from Information Technology Department - Internal copy/printing charges due from Information Technology Department - Cell Phone Stipend amounts due from all departments
Sep 12	Departments provided with revised payroll position report for final verification of FY 13-14 proposed staffing body count, account distribution, and fte's.

Sep 14	Departments to have completed the entry of Revenues in Budget Module.
Sep 14 - 15	City Council holds Goal Setting Session.
Sep 18	Departments return completed payroll position reports with requested additions and corrections.
Sep 20	Departments provided with expenditure target amounts and advised to begin entry of expenditures in Budget Prep module for FY 13-14.
Sep 21	Vehicle Maintenance charges due from Equip Maintenance Division to Finance Department.
Oct 08	Overtime amounts due from all departments for entry by Finance Department. Public Hearing held on CAC recommendations.
Oct 15	City Council approves CDBG / Gaming allocations.
Oct 19	BUDGET SUMMARY DUE TO FINANCE DEPARTMENT (6 copies) from the following departments: Public Works, Fire, Police, City Clerk, General Administration, Human Resources, Information Technology, Park/Recreation, Library, King Center, Finance, Comm/Econ Dev. This includes the Grant Worksheets and Professional Development Budget Review forms.
Oct 24	Budget Version 02 – Startup rolled to Budget Version 03 – Budget Team.
Oct 29	Department budget variance analysis information provided to departments for review during budget analysis meetings.
Nov 05	Budget analysis meeting with Information Technology (9:30 AM – 10:30 AM). Budget analysis meeting with Fire (1:30 PM – 2:30 PM). Budget analysis meeting with City Clerk, General Administration, Mayor-Council, Finance, and Human Resources (2:30 PM – 4:30 PM).
Nov 06	Budget analysis meeting with Police (11:00 AM – 12:00 PM). Budget analysis meeting with CED (1:30 PM – 3:30 PM).
Nov 08	Budget analysis meeting with Parks (1:30 PM – 3:30 PM).
Nov 09	Budget analysis meeting with Library (9:00 AM – 10:00 AM). Budget analysis meeting with Public Works (1:30 PM – 4:30 PM).
Nov 14	Budget analysis meeting with MLK Center (1:00 PM – 2:00 PM).
Nov 19	Draft property tax levy to City Council (Truth in Taxation memo).
Nov 26 - Dec 03	Notice of Property Tax Hearing, if necessary, to be published not more than 14 days & not less than 7 days prior to date of public hearing.
Dec 06	Budget Version 03 – Budget Team rolled to Budget Version 04 – City Manager.
Dec 07	Budget review meeting with Fire (10:00 AM – 11:00 AM). Budget review meeting with City Clerk, General Administration, Mayor-Council, Finance, and Human Resources (11:00 AM – 12:00 PM).

Dec 10	Budget review meeting with Parks (10:00 AM – 11:00 AM). Budget review meeting with Information Technology (11:00 AM – 11:30 AM). Budget review meeting with Public Works (1:30 PM – 2:30 PM). Budget review meeting with Library (2:30 PM – 3:00 PM).
Dec 10	Property Tax Levy Ordinance recommendation to be considered by City Council at study session.
Dec 12	Budget review meeting with CED (9:00 AM – 10:00 AM).
Dec 14	Budget review meeting with Police (9:00 AM – 10:00 AM).
Dec 17	Property Tax Levy Ordinance included on council meeting agenda for their final approval and submission of property tax abatement resolutions for council approval.
Dec 21	Deadline for filing Property Tax Levy and Truth in Taxation Certification with Rock Island County Clerk.
Jan 02	Budget review meeting with MLK Center (2:00 PM – 3:00 PM).
Jan 09	Departments submit report to Finance Department summarizing their budgets. The report should include the following: - personnel changes and changes in full time equivalents (fte) - significant increases and decreases in revenue increases including any proposed fee increases and how this compares to neighboring cities - any significant changes in level of services provided - any significant changes in operations - effects of non-returning grants or new grants (either anticipated or known)
Jan 12	Budget Version 04 – City Manager rolled to Budget Version 05 – Council.
Jan 14	Capital Improvement Program (CIP) reviewed by Council during study session. Departments provided with instructions for completion of budget documents/templates.
Jan 14 - 18	Budget reports run and Expense by Object and Expense by Fund data entered into department templates by Finance Department. City Manager holds individual budget update meetings with Mayor and Council Members.
Jan 15	City Manager preliminary review of Professional Development Budget Review forms.
Jan 25	City Manager final review of Professional Development Budget Review forms.
Feb 01	Deadline for departments to update templates (analysis, narrative, staffing and service indicators) and return to Finance Department.
Feb 15	Deadline for budget document completion.
Feb 18	Draft FY 13-14 Budget to City Council. Finance Director makes Budget Presentation at council meeting. Budget Version 05 – Council rolled to Budget Version 06 – Final.

Feb 23	Saturday Budget Review with Council:	
	8:00 am to 8:30 am	Budget Overview
	8:30 am to 9:00 am	MLK
	9:00 am to 9:30 am	Police
	9:30 am to 10:00 am	Comm & Econ Dev
	10:00 am to 10:30 am	Library
	10:30 am to 11:30 am	Public Works
Feb 27	Publish Notice of Public Hearing on Budget (03/11/12).	
Mar 02	Saturday Budget Review with Council:	
	8:00 am to 8:15 am	Follow-up to 2/25 meeting
	8:15 am to 8:45 am	Park & Recreation
	8:45 am to 9:15 am	Finance
	9:15 am to 9:45 am	City Clerk
	9:45 am to 10:15 am	Fire
	10:15 am to 10:45 am	Human Resources
	10:45 am to 11:15 am	Information Technology
	11:15 am to 11:45 am	General Discussion and Direction
Mar 11	Public Hearing on Budget Ordinance. City Council adopts Budget Ordinance. City Council adopts Amended Property Tax Levy. Capital Improvement Program (CIP) to be approved by City Council.	
Mar 21	Amended Property Tax Levy filed with Rock Island County Clerk.	

The budget contains specialized and technical terminology that is unique to public financing and budgeting. A budget glossary is included to assist you in understanding these terms.

ABATEMENT: a complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments and service charges.

ACCOUNTABILITY: the state of being obliged to explain one's actions to justify what one does. Accountability requires governments to answer to the citizenry—to justify the raising of public resources and the purposes for which they are used.

ACCOUNTING SYSTEM: the methods and records established to identify, assemble, analyze classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

ACCOUNTS PAYABLE: a short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government.

ACCOUNTS RECEIVABLE: an asset account reflecting amounts due from private persons or organizations for goods and services furnished by a government (but not including amounts due from other funds or other governments).

ACCRUAL BASIS: the recording of financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by governments.

ACCURED BENEFITS: the amount of a pension plan participant's benefit (whether or not vested) as of a specified date, determined in accordance with the terms of the pension plan and based on compensation (if applicable) and service to that date.

AFSCME: American Federation of State, County and Municipal Employees.

ANNUAL BUDGET: a budget applicable to a single fiscal year.

APPROPRIATION: a legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSED VALUATION: a valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSESMENT: (1) the process of making the official valuation of property for taxation; (2) the valuation placed upon property as a result of this process.

ASSETS: property owned by a government having a monetary value.

BALANCED BUDGET: in some funds, budgeted expenditures may exceed budgeted revenue. This typically occurs when funds are accumulated for capital projects and the projects are carried forward from one fiscal year to another. Therefore, a budget is defined as balanced when cash plus budgeted revenue is equal to or exceeds budgeted expenditures.

BASIS OF ACCOUNTING: a term used to refer to *when* revenues, expenditures, expenses and transfers—and related assets and liabilities—are recognized in the accounts and reported in the financial statements. Specifically, it relates to the *timing* of the measurements made.

BENEFITS: payments to which participants may be entitled under a pension plan, including pension benefits, death benefits and benefits due on termination of employment.

BOND: most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, (called the maturity date), together with periodic interest at a specific rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security. The difference between a note and a bond is that the latter is issued for a longer period and requires greater legal formality.

BUDGET: a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating governing body for adoption, and sometimes the plan finally approved by the body.

BUDGET CALENDAR: the schedule of key dates or milestones which departments follow in the preparation, adoption and administration of the budget.

BUDGET DOCUMENT: the instrument used by the budget-making authority to present a comprehensive financial program to the appropriate governing body. The budget is a policy document, financial plan, operations guide and communications device to inform the public and the governing body of plan to collect and spend the city’s resources.

BUDGET REVIEW: a general discussion of the proposed budget as presented in writing by the budget making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government’s experience during the past budget period, its financial status at the time of the message and recommendations regarding the financial policies for the coming budget period.

BUDGETARY COMPARISONS: statements or schedules presenting comparisons between approved budgetary amounts and actual results of operations on the budgetary basis.

BUDGETARY CONTROL: the control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limits of available appropriations and available revenues.

CAPITAL BUDGET: a plan of proposed capital outlays and the means of financing them.

CAPITAL EXPENDITURES: expenditures resulting in the acquisition of or addition to the government’s general fixed assets.

CAPITAL IMPROVEMENT PLAN: an expenditure plan for capital spending to be incurred each year over a fixed period of several years, setting forth each capital project, identifying the expected beginning and date of each project, the amount to be spent each year, and the method of financing the project.

CAPITAL IMPROVEMENT SPECIAL ASSESSMENTS: special assessment projects that are capital in nature and enhance the utility, accessibility or aesthetic value of the affected properties. Usually, the projects also provide improvements or additions to a governments general fixed assets or infrastructure. Typical special assessment capital improvements are streets, sidewalks, parking facilities and curbs and gutters. Sometimes the improvements provide capital assets that become an integral part of a government’s enterprise activities (e.g., water or sewer main construction).

CAPITAL OUTLAY: expenditures for the acquisition of capital assets such as vehicles, equipment, land, buildings and major improvements or reconstruction.

CASH: cash includes currency on hand and demand deposits with banks or other financial institutions. Cash also includes deposits in other kinds of accounts that have the general characteristics of demand deposit accounts.

CASH MANAGEMENT: the management of cash necessary to pay for products and services while investing temporary cash excesses to earn interest. Cash management refers to activities of forecasting the inflow and outflow of cash, pooling cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to protect principal and diversify risk while obtaining the highest return possible.

CASH BASIS: a basis of accounting under which transactions are recognized when cash is received or disbursed.

CODING: a system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals information regarding the funding source, responsibility, function and purpose of the revenue or expenditure which it represents.

CONTINGENCY: budgetary reserve set aside for emergencies or unanticipated expenditures not otherwise budgeted.

COPS Grant – Department of Justice local law enforcement block grant.

COST: the amount of money or other consideration exchanged for goods or services.

COST CENTER: the smallest unit of accountability in a cost center budget.

CURRENT: as applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be consumed or converted to cash within one year.

DEBT: an obligation resulting from the borrowing of money or from the purchase of goods or services. Debts of governments include bonds, time warrants and notes.

DEBT SERVICE: the city's obligation to pay the principal and interest of all bonds and other debt payment schedule.

DEBT SERVICE FUND: a fund established to account for the accumulation of resources for and the payment of general long term debt principal and interest. Sometimes referred to as a sinking fund.

DEFERRED COMPENSATION PLANS: plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

DEFICIT: (1) the excess of the liabilities of a fund over its assets; (2) the excess of expenditures over revenues during an accounting period or in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

DEPRECIATION: (1) expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence; (2) the portion of the cost of a fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

ENCUMBRANCE: commitment related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENDOWMENT: funds or property that are donated with either a temporary or permanent restriction as to the use of principal.

ENTERPRISE FUND: (1) a fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; transit systems, etc.). In this case the governing body intends that the costs (i.e. expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; (2) a fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
ENTITLEMENT: the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

EQUALIZED ASSESSED VALUATION (EAV): In Illinois, a Board of Review, on a county-wide basis, reviews the assessed valuation of all townships and may assign multipliers to equalized assessed valuations from township to township. If necessary, the state will then assign multipliers for counties in order that all property is assessed at 33.3% of market value.

EXPENDITURES: decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

FICA: Federal Insurance Contributions Act.

FIDUCIARY FUND TYPE: the trust and agency funds used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

FINANCIAL ACCOUNTABILITY (FINANCIALLY ACCOUNTABLE): the level of accountability that exists if a primary government appoints a voting majority of an organization's governing board *and* is either able to impose its will on that organization or

there is potential for the organization to provide specific financial benefits to, or impose specific financial burdens on the primary government. A primary government may also be financially accountable for governmental organizations with a separately elected governing board, a governing board appointed by another government, or jointly appointed board that is fiscally dependent on the primary government.

FISCAL PERIOD: any period at the end of which a government determines its financial position and the results of its operations.

FISCAL YEAR: a twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. Rock Island's fiscal year begins April 1.

FOP: Fraternal Order of Police.

FOREIGN FIRE INSURANCE TAX: all corporations, companies and associations not incorporated under the laws of the State of Illinois and which are engaged in the City in effecting fire insurance shall pay to the Treasurer of the City a tax or license fee amounting to two percent (2%) of the gross receipts received by their agency. The money paid over to the City as a result of the tax levied shall be set aside and appropriated for the maintenance, use and benefit of the Fire Department.

FRANCHISE: a special privilege granted by a government, permitting the continued use of public property, such as streets and usually involving the elements of monopoly and regulation.

FULL TIME EQUIVALENT (FTE): the decimal equivalent of a staff position based on 2,080 hours annually for a full time position. For example, an intern working for nine months or 1,560 hours would be equivalent to .75 of a full time position.

FUND: a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulation, restrictions or limitations.

FUND BALANCE: the difference between fund asset and fund liabilities for governmental activities. For business type funds, the fund balance is measured as the unrestricted net assets.

FUND TYPE: governmental accounting includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust and agency. These funds types are indicative of accounting procedures to be used and the function of each type.

GENERAL FUND: the fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND: a municipal bond secured by the taxing and borrowing power of the municipality issuing it.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): uniform, minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAPP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

GFOA: Government Finance Officer's Association.

GRANTS: contributions of gifts of cash or other assets from another government or private donor to be used or expended for a specified purpose, activity or facility and for which the entity must offer an accounting of revenues and expenditures.

GROWTH: Rock Island Economic Growth Corporation, also referred to as RIEGC.

IAFF: International Association of Fire Fighters.

IMRF: Illinois Municipal Retirement Fund.

INTERGOVERNMENTAL REVENUES: revenues from other governments in the form of grants, entitlement, shared revenue or payment in lieu of taxes.

INTERNAL SERVICE FUND: a fund used to account for the financing of goods or services provided by department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVESTMENT: securities and real estate purchased and held for the purpose of income in the form of interest, dividends, rental or base payment.

JUDGMENT: an amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

LEVY: (1) to impose taxes, special assessments or service charges for the support of governmental activities; (2) the total amount of taxes, special assessments or service charges imposed by a government.

LINE ITEM BUDGET: a budget that lists each expenditure category (salary, benefits, office supplies, professional development, etc.) separately along with dollar amount budgeted in each category.

LONG TERM DEBT: debt with a maturity of more than one year after the date of issuance.

MAINTENANCE: the act of keeping capital assets in a state of good repair. It includes preventive maintenance; normal periodic repairs; replacement of parts, structural components and other activities needed to maintain the asset so that it continues to provide normal service and achieves its optimum life.

MANAGER'S BRIEF: the opening section of the budget that provides the City Council and public with a brief summary of the most important aspects of the budget, changes from the current and previous years, and the views and recommendations of the City Manager.

MGD: Million Gallons per Day.

MODIFIED ACCRUAL BASIS: the accrual basis of accounting adapted to the governmental fund type measurement focus. Revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, when they become both measurable and available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

MPF: stands for Mortgage Partnership Finance Program which deals with HUD Section 184 loans.

MUNICIPAL: in its broadest sense, an adjective denoting the state and all subordinate units of government. In a more restricted sense, an adjective denoting a city or village as opposed to other local governments (e.g., townships and counties).

OMB: Office of Management and Budget.

OPERATING BUDGET: plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, annual operating budgets are essential to sound financial management and should be adopted by every government.

ORDINANCE: a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

PER CAPITA DEBT: the amount of a government's debt divided by its population. Per capita debt is used to indicate the government's credit position by reference to the proportionate debt borne per resident.

PROGRAM BUDGET: a budget wherein expenditures are based primarily on programs of work and secondarily on character and object class, and performance.

PROGRAM OBJECTIVES: measurable output of a program directed toward maintaining the effectiveness of the program.

PROPERTY TAX: a tax levied on real property according to the property's valuation and the tax rate.

PROPRIETARY FUND TYPES: sometimes referred to as income determination or commercial type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets and liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncement applicable to those entities and activities, they should be guided by these pronouncements.

QCIC: Quad City Industrial Center, also referred to as Columbia Park Redevelopment.

RATING: the credit worthiness of the city as evaluated by independent financial agencies.

REALLOCATE: moving staff or budgeted revenues and expenditures to a different cost center to better reflect the results of their function.

RECLASSIFICATION: renaming a specific type of expenditure or revenue to better define its purpose.

RESERVE: an account used to indicate that the portion of a fund balance is legally restricted to a specific purpose and is not available for general appropriation.

REVENUE: funds received as income including taxes, fees for services, fines, interest, etc.

REVENUE BONDS: bonds sold for a construction project that will produce revenue for the government. The revenue is then used to pay the principal and the interest of the bond.

REVOLVING FUND: (1) an internal service fund; (2) an imprest account accounted for as an asset of a fund.

RICOMM: Rock Island Communications, 911 call center.

RIEGC: Rock Island Economic Growth Corporation, also referred to as GROWTH.

SELF-INSURANCE: the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is accompanied by the setting aside of assets to fund any related losses in lieu of payments to an insurance company.

SERVICE INDICATOR: specific quantitative measures of work performed relating to the program objectives in a cost center.

SHORTFALL: the amount by which budgeted expenditures exceed budgeted revenues within the fiscal year.

SPECIAL ASSESSMENT: a compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND: a fund used to account for the proceeds of specific revenue sources which are legally restricted to expenditures for specific purposes.

TAXES: compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered, only to those paying such charges.

TAX INCREMENT FINANCING (TIF): a tool provided by Illinois Legislature to local governments to investment in blighted areas of the community (called a district) that would not occur without municipal intervention. During the life of the TIF District, increases in property taxes due to increased assessed valuation are deposited into the TIF Fund and used to fund public infrastructure, renovation of buildings, land acquisition, site preparation and other costs to increase the property tax base in the TIF District.

TAX LEVY: the total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.

TAX LEVY ORDINANCE: an ordinance through which taxes are levied.

TAX RATE: the amount of tax levied for each $100 of equalized assessed valuation. The tax rate time equalized assessed valuation equals the tax levy.

TIF: Tax Increment Financing.

TRUST FUNDS: funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

UAW: United Automobile Workers.

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