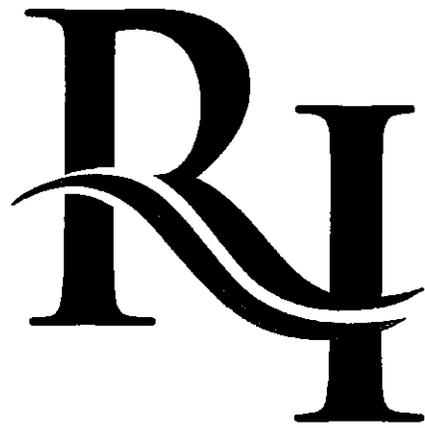
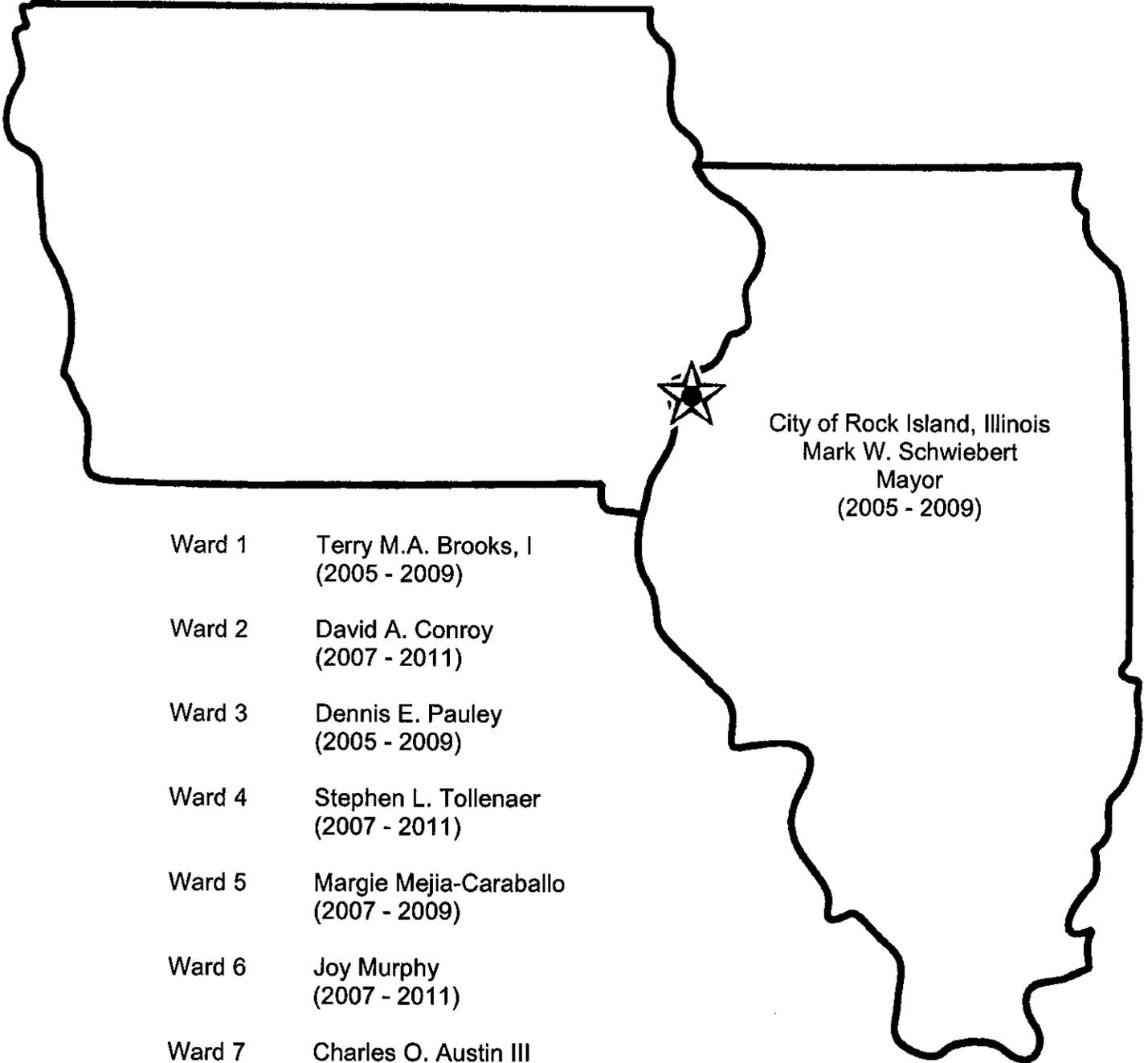


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**Budget**

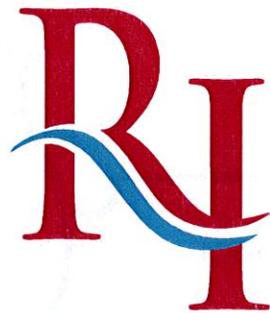
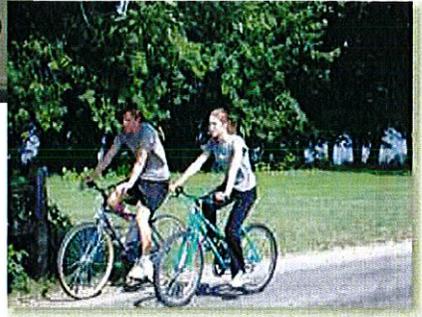
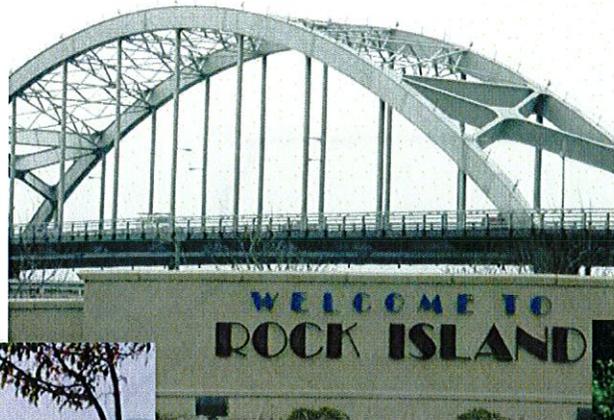


ROCK ISLAND  
ILLINOIS



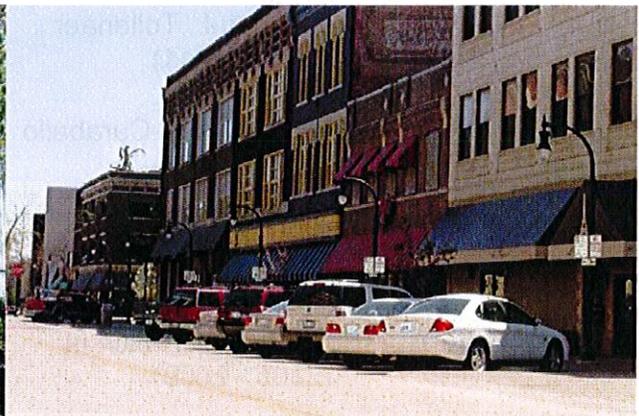
City of Rock Island, Illinois  
Mark W. Schwiebert  
Mayor  
(2005 - 2009)

- Ward 1 Terry M.A. Brooks, I  
(2005 - 2009)
- Ward 2 David A. Conroy  
(2007 - 2011)
- Ward 3 Dennis E. Pauley  
(2005 - 2009)
- Ward 4 Stephen L. Tollenaer  
(2007 - 2011)
- Ward 5 Margie Mejia-Caraballo  
(2007 - 2009)
- Ward 6 Joy Murphy  
(2007 - 2011)
- Ward 7 Charles O. Austin III  
(2005 - 2009)



# ROCK ISLAND

## ILLINOIS



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ROCK ISLAND  
ILLINOIS

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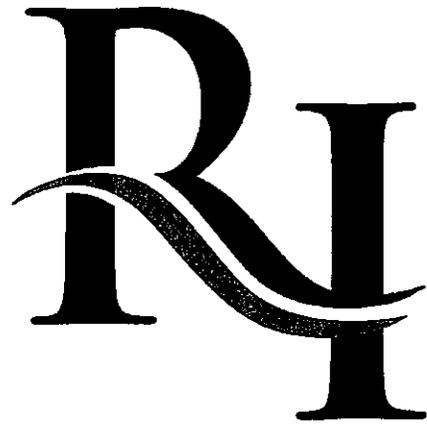
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# **MANAGERS**

# **BRIEF**



ROCK ISLAND  
ILLINOIS

# MANAGER'S BRIEF

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February 18, 2008

Mayor and Members of the City Council:

I am pleased to submit the proposed 2008/2009 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. 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 2007. This important process established your priorities for the coming year. The proposed budget includes plans to focus the City resources on these priority areas. Below are the highest ranked items from this 2008/2009 Policy Agenda:

## Top priorities

- Support "Green Initiatives" identified by the Green Team.
- Establish development plans for the area around the new Casino.
- Support retail development along the Blackhawk Road Corridor.
- Begin design and establish a financing plan for the construction of Armory Park.
- As schools are a critical part of the community, work with the Rock Island schools to consider actions needed to respond to school restructuring.

## High priorities

- Support Columbia Park Redevelopment
- Encourage the development of environmentally sustainable businesses.
- Promote Eleventh Street retail
- Enhance retail recruitment in the downtown and throughout the City.
- Encourage the development of new housing in the \$150,000 to \$200,000 range.

The proposed 2008/2009 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. It includes the first year funding of the Five Year Capital Improvement Plan recently approved by the City Council. \$15,204,576 is budgeted this fiscal year for capital and infrastructure maintenance projects and a total of \$78,696,065 is planned for the next five years. The fiscal 2009 capital projects are:

• Acquisition of Rock River hydroelectric plant	\$ 2,141,731
• Residential streets	842,000
• Arterial Streets	1,103,778
• Downtown Improvements	475,000
• Sylvan Slough/Ridgewood Industrial Park	356,000
• Library Improvements	183,000
• Computer hardware/software	598,500
• Water system main replacement program	888,800
• Sewer system improvements	782,900
• Long-term wastewater control plan	2,528,636
• Park and recreation improvements	852,950
• Fleet replacements	835,270
	<u>\$ 11,588,565</u>

3. The 2008/2009 budget includes expenditures totaling \$4,090,000 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. All city personnel costs include budgeted or estimated wage increases for the six bargaining units and non-affiliated employees. Personnel changes result in the increase of 3.28 fte.

## 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 Personnel Departments. The 2008/2009 General Fund budget is \$30,560,181. This is a 1% increase from the 2008 fiscal year. Personnel costs increased \$993,542 or 5%. Other changes are supplies - down \$361,323, services – down \$81,294, capital – down \$147,300 and transfers – down \$65,465.

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

Personnel costs:	Sixty-eight percent of General Fund expenditures are personnel related. Salaries increased \$518,264 or four percent. Salaries are 52% of the total increase in personnel costs. Health insurance increased \$172,549 or eleven percent. The other major expenditures are pensions. They increased \$124,366 or three percent.
Supplies:	Supplies are four percent of total General Fund expenditures. They decreased twenty-two percent or \$361,323. The decreases are \$236,500 for city hall windows, \$66,450 for street maintenance supplies (emulsified asphalt), \$85,000 for city hall fire alarms. Increases include \$42,350 for natural gas generators at city fire stations. The purchase of city hall windows and fire alarms are carried forward in the FY 2009 budget as capital improvements fund projects.
Services:	Services are twenty-three percent of the General fund budget. They decreased \$81,294 or one percent. The decreases are \$127,300 for banking services, software and inspection services consulting, \$330,000 for city hall tuck-pointing and cleaning, \$122,000 for fire station doors and roof and \$100,000 for city hall roof repair. Increases include \$64,500 for engineering services, \$38,398 for general liability insurance, \$102,012 for waste disposal (\$35,926 - tipping fees, \$51,660 – new curbside recycling program, \$14,526 – yard waste tipping fees), \$62,500 for salt dome roof repair, \$162,500 to remodel the police locker room and \$153,087 for fleet services charges.
Other:	Other is less than one percent of total expenditures. This category increased by \$12,941.
Programs:	The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.
Capital:	Capital expenditures include \$32,000 for a large format printer and \$14,000 for applicant tracking software.
Transfers:	Transfers to other funds total \$139,893. \$80,000 is transferred to the Martin Luther King Center to offset the continued decrease in federal block grant funds, \$19,893 is transferred to the Park fund for non-park landscaping maintenance \$40,000 is transferred to the Engineering fund.
Contingency:	City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$305,000.

## TOTAL BUDGET

The total budget includes the General Fund, Enterprise Funds, Internal Service Funds and restricted Funds. The 2008/2009 budget after eliminations is \$81,374,724. This is a \$3,664,682 or five percent increase from the 2007/2008 budget. The greatest increases are personnel – up \$1,452,188 or 4% and services - up \$1,905,333 or 9%. The greatest decreases are programs – down \$513,490 or 9%, capital – down \$748,586 or 6% and transfers – down \$695,913 or 8%.

## PROPERTY TAX

The City's assessed value continues to grow. The valuation before exemptions is expected to increase 4.9% from last year. This is the eighteenth consecutive year that property values have increased. This reflects the success the city has had in encouraging new development as well as the improving values of real estate in the community.

The City's tax rate will decrease from to \$2.37 to \$2.34 per \$100 of assessed value. This rate is 43% less than the 1991 property tax rate of \$4.13. The proposed 2008/2009 budget includes a property tax levy of \$10,701,964. This is an increase of \$402,095 from the 2007/2008 fiscal year property tax extensions and is only 52% more than the property tax levy the city collected in 1988/89.

As stated above, the average annual tax levy increase has been approximately two percent for the past twenty-one years. Since the cost of services has increased at a greater rate, the purchasing power of these funds collected over the past twenty 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 2022" plan. This plan was reviewed by the city council during the September goal setting session. Council follows this basic direction in setting annual budget goals and objectives.

### Rock Island Vision 2022:

- Rock Island is a growing city with beautiful riverfronts, a vibrant downtown, and livable neighborhoods.
- Rock Island is a proud community that respects diversity and history. Our citizens have choices for educational, cultural and occupational opportunities, quality homes, and places for enjoyment and fun.

During recent years, we have seen flat sales tax revenue despite a ¼% increase in the local option sales tax although impressive increases in property values indicate relatively healthy local economic conditions. In recent years, the economic downturn had a negative effect on city finances especially in the general fund. Decreases in statewide income tax and replacement tax revenues combined with flat or decreasing sales tax revenue produced fiscal stress. The city was able to weather this economic downturn and prepare balanced budgets without noticeable changes in operations. This was accomplished through a combination of budget reductions, tax and fee increases and reallocation of revenue.

The city remains optimistic about the future. Construction of a new \$150 million casino development near the intersection of the Rock Island Parkway and Interstate 280 is underway. When completed in 2009, the facility will provide enhanced gaming revenue and jobs for the city.

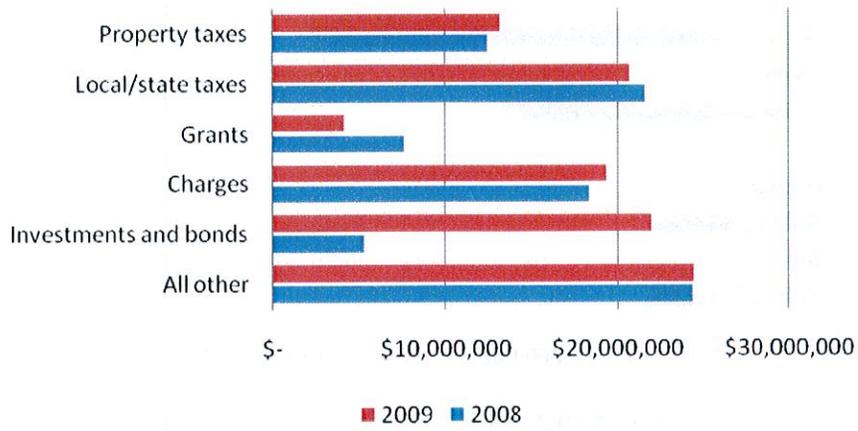
Relocation of the casino from the downtown waterfront will allow the city to move forward with design and initial construction of a new park on property adjacent to and currently used by the casino which includes both the levee parking lot and the armory property. Creation of a five acre park will open the waterfront for public use and complement continuing investment in the downtown arts and entertainment district. As an example, the McKesson project is a \$6.6 million investment that will provide 22 new owner-occupied condominium units that is situated directly south, across 1<sup>st</sup> Avenue from the armory park development. Further east along the waterfront, efforts will continue to be focused on Columbia Park, a conversion of the Quad City Industrial Center from exclusively industrial to mixed commercial, residential and recreational uses. Activities underway include the removal of a million square feet of obsolete buildings, an extensive environmental assessment and the potential for a major investment by MetroLink. Areas of the community other than along the riverfront are also primed for new growth. Opening of the new Hy-Vee on 18<sup>th</sup> Avenue will provide increased property and retail sales tax revenue to the city as will other developments expected to be spurred by completion of the West Rock River Bridge and its connection to Blackhawk Road and the Rock Island Parkway. From a longer term perspective, the city has embraced a number of strategies intended to enhance community sustainability. Purchase of a hydro-electric power generating plant, the use of hybrid vehicles in the city fleet and a many new ideas generated by the city's Green Team will help decrease energy consumption, lesson the city's carbon footprint and reduce operating costs.

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.

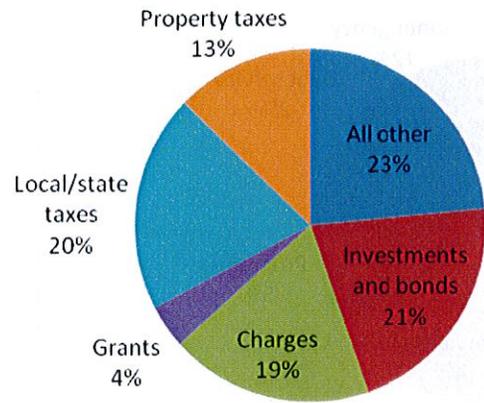
Sincerely,

John C. Phillips, City Manager

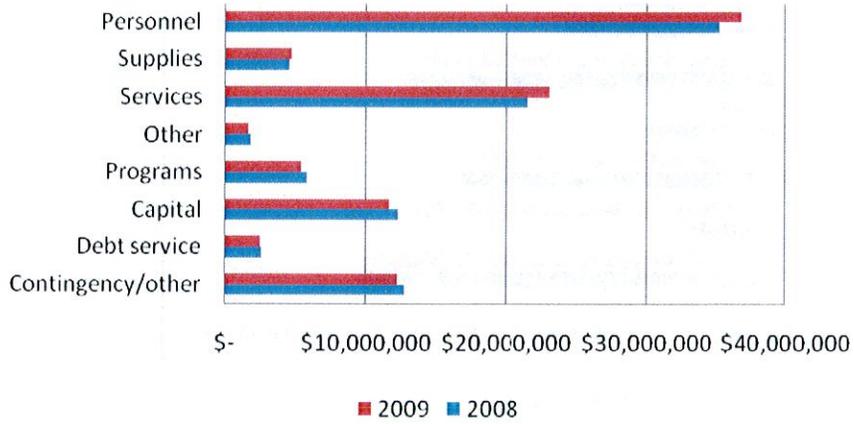
## Where The Money Comes From



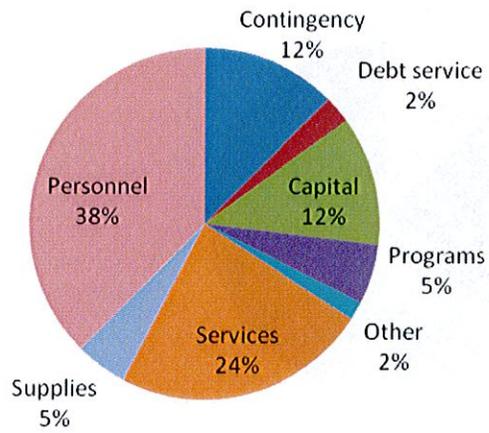
## Where The Money Comes From



## Where The Money Goes



## Where The Money Goes



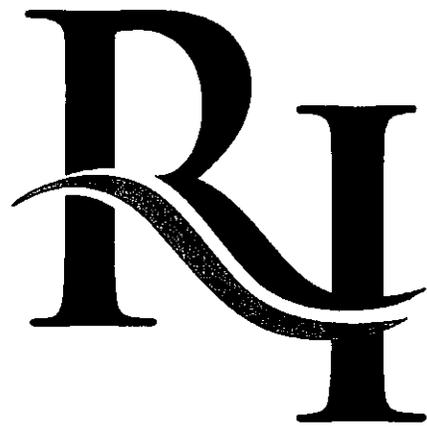
# Revenue and Expense by Fund Type

Table 17

Revenue:	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
Property taxes	6,874,690	4,552,027			1,699,047				13,125,764	12,424,549	11,997,569	11,915,704	11,072,700
Local taxes	6,007,500	1,051,248							7,058,748	7,181,248	7,061,248	6,782,457	6,681,675
State taxes	9,536,478	4,032,100							13,568,578	14,356,127	13,747,198	12,810,198	11,981,376
Business license & permits	324,000								324,000	311,510	326,335	306,350	262,740
Non-business license & permits	443,650				850				444,500	442,700	442,900	442,754	399,924
Government grants	128,800	2,931,291		333,567	268,700	45,000		324,581	4,031,939	7,611,076	5,688,362	4,868,063	2,501,942
Charges for services	3,581,444	411,895		35,000	15,138,865	85,165		69,000	19,321,369	18,361,297	17,188,200	15,688,995	15,121,029
Program fees		1,000			338,165			2,505	341,670	333,699	307,959	306,774	309,923
Concessions					434,628				434,628	437,978	429,734	417,199	406,930
Rents and royalties	65,800	33,480			735,993				835,273	862,041	783,134	752,940	654,347
Employer contribution						3,519,510	2,912,762		6,432,272	6,110,871	5,963,645	5,573,844	4,848,568
Employee contribution						919,817	833,939		1,753,756	1,724,379	1,691,111	1,848,438	1,625,980
Retiree contribution						705,725			705,725	648,986	673,963	777,206	662,667
Engineering						1,170,865			1,170,865	1,109,750	1,061,000	851,000	851,554
Equipment maintenance						3,034,087			3,034,087	2,862,055	2,688,039	2,416,529	2,129,803
Hydroplant						115,786			115,786	-	-	-	-
Transfers for charges	1,749,919				164,800	160,000			2,074,719	1,761,738	1,456,990	1,424,896	1,367,209
Investments and loans	395,000	499,079	35,012		840,918	52,000	3,500,100		5,322,109	5,320,826	2,944,868	2,796,734	2,990,341
Contributions and donations		183,160		380,000	14,300			5,500	582,960	509,315	190,652	123,810	151,510
Reimbursements	300								300	300	708	758	708
Sale of fixed assets									-	-	-	-	1,025
Proceeds from LT liabilities		1,000,000		10,774,000	2,600,000	2,185,000			16,559,000	3,037	5,653,000	-	550,000
Operating transfers	1,447,600	1,758,595	848,529	1,650,000	216,780			134,244	6,055,748	7,059,684	7,030,699	7,352,694	6,895,457
Other	5,000	3,403			46,896	21,000			76,299	131,021	50,301	25,211	37,186
<b>Revenue 2009/09</b>									<b>89,564,187</b>	<b>87,377,615</b>	<b>87,377,615</b>	<b>77,482,554</b>	<b>71,504,594</b>
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	89,564,187				
Revenue 2006/07	27,709,361	17,703,137	1,036,256	3,328,000	22,980,817	9,144,725	5,133,811	343,508	87,377,615				
Revenue 2005/06	26,721,845	15,128,060	1,777,613	3,818,597	15,690,102	9,051,782	4,888,677	407,878	77,482,554				
Revenue 2004/05	24,617,515	14,147,938	1,397,879	2,162,250	16,670,921	7,260,765	4,877,677	369,649	71,504,594				
Difference from 2007/08													
Percent change from 2007/08													



# **BUDGET DIGEST**



ROCK ISLAND  
ILLINOIS



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rock Island  
Illinois**

For the Fiscal Year Beginning

**April 1, 2007**

Handwritten signature of Oliver S. Cox in cursive.

President

Handwritten signature of Jeffrey R. Egan in cursive.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Rock Island for its annual budget for the fiscal year beginning April 1, 2007.

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 communication device.

The 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

## **BUDGET DIGEST**

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The budget digest gives an overview of the city including the economic condition, the major initiatives and top priorities that were considered in preparing the 2008/09 budget. It also explains the organization of the budget document, budgetary procedures, budgetary accounting and fund structure. In addition, the digest provides information on revenue and expenditure trends and the assumptions used to create the 2008/09 budget.

### **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 2000 population of 359,062. Chicago is 175 miles to the east and Des Moines is approximately 162 miles to the west. The economy of the area has traditionally 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, and 40,630 at the 1990 Census. The 2000 Census reported the City's population at 39,684, a decrease of 2.3% from the 1990 census. While each of the five counties in the Quad Cities area lost population in the 1980's-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.

### **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.

Three 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, the Defense Finance and Accounting Service-Rock Island, Installation Management Command-West.

### **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 and Left Bank Gallery offer unique venues for experiencing and purchasing and visual arts. Dphilms, a commercial video production business, maintains state of the art video production facilities along with Brass Rail Recordings who provide complementary audio recording support. Services for District patrons and residents have expanded too with the opening of Mama Compton's gourmet foods and specialty items, Subway sandwich shop, and numerous other restaurant and night clubs.

Housing in the District has also been an area of major focus and investment. To provide ownership opportunities, Rock Island GROWTH completed construction of a \$1.6 million eleven-unit residential/commercial condominium in spring of 2004 (Clipper Condos) and a \$6 million renovation of Sala Apartments, a one hundred year old apartment building to provide thirty-three rental units. The Voss Lofts project was completed in the summer of 2006. This \$5 million development resulted in the creation of thirty-five units of housing on the upper floors of a former warehouse property at the eastern end of the District. Sala, Voss and Clipper brought the total units of new housing created in the District to over 150. Blending housing and arts, in spring of 2006 the DuMarche Market on 3<sup>rd</sup> development was announced. This project will create eight live-work town home units designed to accommodate arts display and workspace on the first floor and living space on a second floor. It is scheduled to break ground in summer of 2008. Finally, a city-sponsored program, which encourages the conversion of the upper floors of commercial property in the downtown, supported establishment of eighteen new rental units in four different buildings.

Planning for new growth has also been an important element as the city looks to the future. The River Vision study involved a partnership between the cities of Rock Island and Davenport and will provide concepts for enhancing and connecting the two waterfronts while identifying new development opportunities along the Mississippi river. In support of the River Vision plan, the city initiated a focused planning process targeted towards determining appropriate reuses of the Rock Island waterfront at the site to be vacated by the Jumer's Casino Rock Island when relocation to the southwest area of the community occurs in 2009. Strategies and projects identified in the study will greatly impact the future of downtown, the riverfront and the entire community. A reuse study of the Quad City Industrial Center property at the eastern end of the city was also completed identifying exciting new ways to recapture some eighty acres of industrial waterfront property for future development as the mixed use Columbia Park neighborhood. When completed, Columbia Park will blend a mix of residential, commercial and recreational uses in a waterfront location mid-point between downtown Rock Island and downtown Moline

and adjacent to Augustana College and the Quad City Botanical Center. The first phase redevelopment of the property is underway with demolition of some one million square feet of obsolete buildings proceeding completion of the Sylvan Slough Natural Area park project and favorable site plan review and analysis for a \$25 million transit facility at the site. Also completed in 2006, is the New Old Chicago Neighborhood Plan. Working with neighborhood stakeholders, this plan charts a course and vision for redevelopment of one of the oldest areas of the community.

Over the past decade, and particularly in the city's southwest area, several projects have been completed that build on the already strong warehouse sector. For example, Performance Food Group, formerly Thoms-Proestler Company, expanded their 240,000 square foot distribution facility by adding 20,000 square feet of freezer space. Employment at the company has reached 500 and sales continue to grow. Also in the southwest area, ThermoKing 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. Employment at the company has grown from eight when the company moved to Rock Island in 1996 to over 60 today. Although not located in the southwest, the city's largest manufacturing employer, Norcross Safety Products, occupied a new building housing a state of the art injection molding operation. Significant growth in this component of the business required construction of a 45,000 square foot, \$2 million facility to accommodate expansion.

A long-term goal of the City has been to foster new residential growth. In addition to some 150 completed, under construction or planned new housing units in the District, southwest Rock Island saw substantial progress on the build-out of the Highland Place subdivision and continued, steady construction of new houses in the Fox Trail subdivision. In the main part of the community (north of Rock River) two high quality subdivisions moved forward: Chippiannock Trails which includes 34 lots evenly split between single family homes and villas and College Hill, a seventy-four unit villa project on a 20 acre wooded site near Augustana College

Probably the most significant development project in the city's history took a significant step forward with approval by the Illinois Gaming Board of a new site for Jumer's Casino Rock Island. Moving from the current downtown site to a much larger site at the Rock Parkway (Illinois Route 92) and Interstate 280 will allow the business to undertake a \$125 million project. Major elements of the development include a 95,000 square foot one-story structure housing gaming, office, dining, and ancillary facilities for the casino operation, a two hundred room hotel, theater, shopping area and meeting space. The project will be open for business in approximately two years.

Increasing city revenues, with particular emphasis on retail sales taxes, has been a city goal for some time. In May 2006, the Hy Vee company successfully won a legal dispute that will allow construction of a new 68,000 square foot store to begin. The store will be approximately two and a half times the size of the existing store and will be a major generator of new retail sales taxes. Two other development projects at the northeast and southwest corners of 18<sup>th</sup> Avenue and 38<sup>th</sup> Street will bring three national brand retailers to the city, Ace Hardware, Panera Bread and Advance Auto Parts.

In addition to private sector development, the City has witnessed major institutional investments. Augustana College, a four-year liberal arts school, completed construction of a \$15 million residence hall and completed an ambitious campus planning effort outlining future development projects.

The City of Rock Island continues to experience steady growth in various sectors of the economy and in diverse geographic areas through the community.

## **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 387 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 61 full-time personnel. The City negotiates with the following bargaining units: Fraternal Order of Police (65 employees, contract expires March 21, 2010); Police Command (18 employees, contract expires March 21, 2010); Fire Fighters (57 employees, contract expires March 31, 2009); Library (12 full-time employees and 22 part-time employees, UAW contract expires March 22, 2009); Public Works (73 employees, AFSME A contract expires March 21, 2010), and Office/Professional 81 employees, AFSME B contract expires March 21, 2010). 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 City Library serves the community through a main library and its two branches, and provides services on a contractual basis to Blackhawk Township and Village of Milan. In 1985-1986, the main library underwent a \$1.8 million renovation and expansion. 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 485 -slip marina 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 renovated the facility, which currently consists of an indoor pool, gymnasium, fitness-cardiac room, weight room, three racquetball courts and five classroom areas. The \$2,300,000 expansion of RIFAC includes expanded locker room space, new cardiac and weight room area, expanded running track and basement storage area. 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 1987-2005 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 1987/88-2007/08 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 is being phased in over a five year period ending in fiscal year 2009. Any General Fund balance in excess of this requirement will be transferred to the Capital Improvements Fund at the completion of the annual audit. The City transferred \$2,684,683 to the Capital Improvements Fund over the last five completed years (2004-2008).

## **MAJOR INITIATIVES**

For the Year. In preparing the 2008/09 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. The major features of the budget are:

### Top priorities

- Support "Green Initiatives" identified by the Green Team.
- Establish development plans for the area around the new Casino.
- Support retail development along the Blackhawk Road Corridor.
- Begin design and establish a financing plan for the construction of Armory Park.
- As schools are a critical part of the community, work with the Rock Island schools to consider actions needed to respond to school restructuring.

### High priorities

- Support Columbia Park Redevelopment
- Encourage the development of environmentally sustainable businesses.
- Promote Eleventh Street retail
- Enhance retail recruitment in the downtown and throughout the City.
- Encourage the development of new housing in the \$150,000 to \$200,000 range.

For the future. 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 2009-2013 program anticipates the expenditure of over \$78 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.

## DOCUMENT ORGANIZATION

The budget is organized by the function rather than accounting structure.

Legislative/Administrative	Wastewater
Mayor and Council	Stormwater
City Clerk	Fleet Maintenance
General Administration	Engineering
Personnel	Capital Improvement Projects
Finance	Motor Vehicle Parking System
Information Technology	
Community/Economic Development	Cultural/Recreational
Community Development	Parks
Economic Development	Recreational Programs
Planning and Redevelopment	Golf Courses
Inspection Services	Aquatic Center
Rental Inspection Services	Fitness Center
Martin Luther King Center	Libraries
	Sunset Marina
Public Safety	Non-Operating Funds
Police	Police Pension
Fire	Fire Pension
Emergency Services	Illinois Municipal Retirement Fund
Ambulance	Employees Health Benefit Plan
Police/Fire Commission	Liability Insurance
Public Works	Workmen's Compensation
Public Works Administration	Unemployment Benefits
Building Maintenance	Cafeteria Plan
Streets	Debt Service
Refuse	Special Assessments
Water	

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 fund structure. The Financial Trend Monitoring System, which follows this section, was reviewed by Council at the beginning of the budget process. Approximately fifty charts 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 2008/2009 activities and describes significant changes in operations, staffing and services. Changes in policy, funding sources and accounting procedures are also highlighted.

Staffing, expenditure and revenue schedules are the last information provided at the department level. These schedules compare actual 2005/06, actual 2006/07, budget 2007/08, estimated 2007/08 and proposed 2008/09 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 2008/09 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 repetition.

## **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. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

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, 2007 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 city 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 identifies council priorities for the upcoming fiscal year. These priorities fall within the framework of the city's long-term "2020 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 November. 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%. It also typically includes discussion during several council "study session" meetings. These are informal council meetings that occur approximately two hours immediately preceding the formal council meeting. The budget is finalized during January. The city manager presents a draft budget to council 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. During these meetings, departments present and council reviews each department budget in detail. 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.

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Basis of Budgeting. The budget is prepared on a cash basis for all funds. 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 a cash to accrual basis to project net income for each fund. 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.

## FUND TYPES AND DESCRIPTIONS

### General Fund

101 - General Fund

### Special Revenue Funds

201 - Public Benefit  
202 - TIF District #1  
204 - TIF District #2  
205 - TIF District #3  
206 - TIF District #4  
207 - Community & Economic Development  
211 - Martin Luther King Jr. Community Center  
221 - Motor Fuel Tax  
222 - Foreign Fire Insurance  
223 - Riverboat Gaming  
224 - State Drug Prevention  
225 - DUI Fine Law  
241 - Federal COPS Grant  
242 - Community Development Block Grant  
243 - Federal Drug Prevention  
251 - Rock Island Public Library  
272 - DARE  
273 - Animal Shelter Contributions  
274 - Elderly Service Officer Contributions  
275 - Rock Island Auxiliary Police  
276 - Rock Island Labor Day Parade  
277 - Elderly Service Officer Christmas Tour  
282 - Lead Grant

### Capital Improvement Fund

301 - Capital Improvements

### Debt Service Fund

405 - Debt Service

### Enterprise Funds

501 - Water Operation and Maintenance  
506 - Wastewater Operation and Maintenance  
507 - Stormwater Operation and Maintenance  
541 - Sunset Marina  
555 - Park and Recreation  
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

### Internal Service Funds

601 - Equipment Maintenance and 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

### Component Unit Funds

901 - Martin Luther King Jr. Activity Fund  
906 - Martin Luther King Jr. Drug Prevention  
950 - Rock Island Public Library Foundation

## 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, 2008 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 The City Clerk was appointed to a four-year term beginning in November, 2006. This department accounts for all costs of the office of City Clerk.

Personnel Accounts for all costs related to personnel, legal services, safety services, insurance coverage and unemployment compensation.

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 National Guard Armory.

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.

Information Technology Accounts for the administration and coordination of all data and voice communication services for the city.

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.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent Increase (decrease)
Property Taxes	6,651,337	6,874,690	21.8%	223,353	3.4%
Local Taxes	5,872,000	6,007,500	19.2%	135,500	2.3%
State Tax	9,144,127	9,536,478	29.9%	392,351	4.3%
Business License/Permit	311,510	324,000	1.0%	12,490	4.0%
Non-Business License/Pe	441,850	443,650	1.4%	1,800	0.4%
Government Grants	53,786	128,800	0.2%	75,014	139.5%
Charges for Services	3,628,428	3,581,444	11.9%	-46,984	-1.3%
Rents & Royalties	62,400	65,800	0.2%	3,400	5.4%
Transfer for Charges	1,467,738	1,749,919	4.8%	282,181	19.2%
Investment & Loans	427,304	395,000	1.4%	-32,304	-7.6%
Operating Transfers	2,138,300	1,447,600	7.0%	-690,700	-32.3%
Other	5,300	5,300	0.0%	0	0.0%
	30,204,080	30,560,181	100.0%	356,101	1.2%

Property Tax. In 2008/09, the property tax will represent 22% of General Fund revenues. General fund property tax revenue includes levies for General Fund operations, Police Pension and Fire Pension. The Property tax for General Fund operations did not change, while Police Pension increased \$84,435, and Fire Pension increased \$137,384. Police and fire pension levies are determined by an independent actuary.

	Tax extension FY 2008	Tax levy FY 2009	Difference	Variance
General Fund	3,739,408	3,739,408	0	0.0%
Fire Pension	1,323,430	1,460,814	137,384	10.4%
Police Pension	1,590,033	1,674,468	84,435	5.3%
Public Benefits	218,684	218,004	-680	-0.3%
Library	1,813,073	1,910,223	97,150	5.4%
Recreation	815,709	856,494	40,785	5.0%
Park	803,075	842,553	39,478	4.9%
	<u>10,303,412</u>	<u>10,701,964</u>	<u>398,552</u>	<u>3.9%</u>
General Fund	6,652,871	6,874,690	221,819	3.3%
Property valuation	435,625,382	457,406,651	21,781,269	5.0%
Property tax rate	2.3652	2.3397	-0.0255	-1.1%

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 \$2.34 per \$100 of assessed property value. This is one percent less than the tax rate for the previous year. The decrease is due to increases in the value of taxable property at a rate that exceeds the rate of increase in the levy.

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 by over 4% annually in recent years. The following schedule shows anticipated trends for assessed valuations, property tax rates and property tax levies. The schedule predicts gradual increases in assessed valuations of 4.0 percent annually through 2012/13. The schedule also shows increases in the property tax levy that correspond to the predicted increase in property values, assuming future tax rates will remain at current levels.

Fiscal year ended March 31,	Property values	Property tax levy	Property tax rate
2009	457,406,651	10,701,964	2.34
2010	475,702,917	11,131,448	2.34
2011	494,731,034	11,576,706	2.34
2012	514,520,275	12,039,774	2.34
2013	535,101,086	12,521,365	2.34

**Other Taxes.** Other tax revenues are sales and use taxes, income tax, personal property replacement tax, municipal utility tax, gasoline/diesel tax. Major changes are; income tax - up \$157,288 replacement tax - up \$172,860, sales taxes - up \$103,490, utility tax – up \$52,500, and the telecommunications tax – up \$35,000.

**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 2008/09 the utility tax and

telecommunications taxes will generate 12% 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. With the exception of the recent temporary decrease in the tax on natural gas, 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 12% of General Fund revenues. The tax is collected by the State and distributed to the city monthly based upon population. The budget assumes an increase of \$157,288 in income tax revenue from the amount budgeted for 2007/08. 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 48.55% 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 9% 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 assumes a \$172,860 increase in replacement tax revenue from the amount budgeted for 2007/08. 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 13% of total General Fund revenue. The sales tax rate within the City of Rock Island is 7.0%. The State of Illinois collects the sales tax and distributes it to the city on a monthly basis. The tax of 7.0% is distributed as follows:

State of Illinois	5.00%
Rock Island County	0.25%
City of Rock Island	1.75%

The city's portion of the tax has two components; the state mandated 1.00% and the local option sales tax of 0.75% which the city began collecting September 1, 1991.

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 was effective April 1, 2004. It added a one percent tax to the retail purchase of liquor and prepared foods. It is projected to produce \$480,000 in FY 2009.

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. The tax replaced the wheel tax. 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. The 2008/09 budget assumes a \$20,000 decrease change from budgeted 2007/08 revenue based on history. No growth 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. Budgeted revenue is down 14,290.

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.

Charges for Services. Charges for services includes billings for the city ambulance services and other miscellaneous public health and public safety services. Total charges for services decreased \$46,984.

Interest. Interest decreased \$32,304. This projection is based on 2007/08 experience and declining interest rates.

Transfers. Included are General Fund charges to other funds for administrative services and operating transfers.

The following schedule is a summary of budgeted general fund expenditures for the fiscal year ended March 31, 2009 and the percentage of increases and decreases in relation to the prior year budget.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent Increase (decrease)
Personnel Services	19,824,439	20,817,981	64.9%	993,542	5.0%
Supplies	1,668,133	1,306,810	5.5%	-361,323	-21.7%
Services	7,086,273	7,004,979	23.2%	-81,294	-1.1%
Other	183,889	196,830	0.6%	12,941	7.0%
CED Loan/Program Costs	50,000	50,000	0.2%	0	-----
Capital	196,800	49,500	0.6%	-147,300	-74.8%
Transfers	205,358	139,893	0.7%	-65,465	-31.9%
Other	989,188	994,188	3.2%	5,000	0.5%
	30,204,080	30,560,181	100.0%	356,101	1.2%

**Personnel costs:** Sixty-eight percent of General Fund expenditures are personnel related. Salaries increased \$518,264 or four percent. Salaries are 52% of the total increase in personnel costs. Health insurance increased \$172,549 or eleven percent. The other major expenditures are pensions. They increased \$124,366 or three percent.

**Supplies:** Supplies are four percent of total General Fund expenditures. They decreased twenty-two percent or \$361,323. The decreases are \$236,500 for city hall windows, \$66,450 for street maintenance supplies (emulsified asphalt), \$85,000 for city hall fire alarms. Increases include \$42,350 for natural gas generators at city fire stations. The purchase of city hall windows and fire alarms are carried forward in the FY 2009 budget as capital improvements fund projects.

**Services:** Services are twenty-three percent of the General fund budget. They decreased \$81,294 or one percent. The decreases are \$127,300 for banking services, software and inspection services consulting, \$330,000 for city hall tuck-pointing and cleaning, \$122,000 for fire station doors and roof and \$100,000 for city hall roof repair. Increases include \$64,500 for engineering services, \$38,398 for general liability insurance, \$102,012 for waste disposal (\$35,926 - tipping fees), \$51,660 - new curbside recycling program, \$14,526 - yard waste tipping fees), \$62,500 for salt dome roof repair, \$162,500 to remodel the police locker room

and \$153,087 for fleet services charges.

- Other: Other is less than one percent of total expenditures. This category increased by \$12,941.
- Programs: The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.
- Capital: Capital expenditures include \$32,000 for a large format printer and \$14,000 for applicant tracking software.
- Transfers: Transfers to other funds total \$139,893. \$80,000 is transferred to the Martin Luther King Center to offset the continued decrease in federal block grant funds, \$19,893 is transferred to the Park fund for non-park landscaping maintenance \$40,000 is transferred to the Engineering fund.
- Contingency: City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$305,000.

### **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. This financial goal was revised in 2005 from 60 days to 90 days and is being phased in over a five year period ending in fiscal year 2009. Any general fund balance in excess of this requirement will be transferred to the capital improvements fund at the completion of the annual audit. The City transferred \$2,684,683 to the Capital Improvements Fund over the last five completed fiscal years (2003 - 2007).

Although the financial condition of the General Fund has improved dramatically over the past twenty years, it remains a concern to the city. 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. 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 Public Benefit Fund Accounts for expenditures related to the city's portion of the cost of special assessment projects. Revenue to the fund is gained through levy of property taxes.

#202 Tax Incremental Financing District Fund#1 Accounts for incremental sales tax receipts within the city's first 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.

#204 Tax Incremental Financing District Fund #2 Accounts for incremental property tax receipts with the district collected and distributed by Rock Island County.

#205 Tax Incremental Financing District Fund #3  
Accounts for incremental property tax receipts with the district collected and distributed by Rock Island County.

#206 Tax Incremental Financing District Fund #3  
Accounts for incremental property tax receipts with the 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 a 5% pillow tax.

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

#241 Federal Drug Traffic Prevention Fund 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.

#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.

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

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Property Taxes	4,125,752	4,552,027	25.1%	426,275	10.3%
Local Taxes	1,309,248	1,051,248	8.0%	-258,000	-19.7%
State Tax	5,212,000	4,032,100	31.7%	-1,179,900	-22.6%
Government Grants	2,850,170	2,931,291	17.3%	81,121	2.8%
Charges for Services	741,533	411,895	4.5%	-329,638	-44.5%
Investment & Loans	381,950	499,079	2.3%	117,129	30.7%
Contributions/Donations	88,035	183,160	0.5%	95,125	108.1%
Proceeds from LT liabilities	0	1,000,000	0.0%	1,000,000	NEW
Operating Transfers	1,947,544	1,759,595	11.8%	-187,949	-9.6%
Other	1,145,167	36,883	7.0%	-1,108,284	-96.8%
	<b>17,801,399</b>	<b>16,457,278</b>	<b>100.0%</b>	<b>-1,344,121</b>	<b>-7.6%</b>

**Property tax.** Special revenue property tax revenues include levies for Public Benefits (\$218,000) and Library (\$1,910,223) funds. TIF property tax receipts are expected to increase by \$299,120. The Library levy is up \$97,836 or 5%.

**Other Taxes.** Other tax revenues are municipal utility tax, motor fuel tax and wagering tax. The wagering tax is down \$258,000.

**Wagering Tax** River boat gambling began City of Rock Island operations in March 1992 when the "Casino Rock Island" opened at "The Boatworks" on the Mississippi River. River boat gaming is still a new industry for the City of Rock Island. The city receives \$1.114 per person admitted to the casino as a docking fee from the owner. The city also receives an additional \$1.00 per person plus approximately 5% of the wagering losses. Although 1992/93 and 1993/94 revenues exceeded projections, this same experience did not occur thereafter. Casino Rock Island operated in a very competitive business environment compared to most of the other Illinois river boat casinos. This was due to the direct competition from larger Iowa based operations that had a competitive edge with the differences between Iowa and Illinois gaming laws because dockside gaming was allowed in Iowa and Illinois law only began allowing dockside gaming in June 1999.

The city amended its development agreement with the Casino Rock Island effective June 1, 1995. The modification provided monthly rebates of gaming taxes and fees paid to the city. Due

to this amendment, no gaming revenue was budgeted in 1996/97. Since 1997/98, the budget included only rebates to the Casino Rock Island and debt service issued for gaming developments. The adoption of dockside gaming changed this budget assumption. For 2008/09, the gaming fund includes \$4,090,300 in transfers to other funds to support capital projects, economic development projects and contracted infrastructure maintenance.

Government Grants The \$81,121 increase is due to FY 2008 budget revision that reduced the adopted budget by \$215,817. Planned FY 2009 increases include a \$260,977 increase in the Community Development Block Grant (CDBG), a \$100,000 USEPA Assessment grant and a scenic a \$750,000 scenic byways grant.

Operating Transfers These transfers decreased \$187,949 due to a reduction in discretionary funding from the gaming and capital improvement funds for projects.

Proceeds from long-term liabilities The \$1,000,000 increase is due to a planned sale of \$1,000,000 in general obligation bonds for expansion of the Martin Luther King Jr. Center.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel Services	2,251,447	2,377,249	11.4%	125,802	5.6%
Supplies	288,264	333,942	1.5%	45,678	15.8%
Services	2,664,655	4,625,770	13.4%	1,961,115	73.6%
Other	1,420,346	1,273,208	7.2%	-147,138	-10.4%
CED Loan/Program Costs	4,756,733	4,175,943	24.0%	-580,790	-12.2%
Capital	1,363,050	1,296,711	6.9%	-66,339	-4.9%
Transfers	6,389,662	5,729,857	32.3%	-659,805	-10.3%
	19,134,157	19,812,680	100.0%	678,523	3.5%

Personnel. Special revenue funds with personnel expenditures include Library, Federal Programs (COPS grant) and Block Grant. Twelve percent of special revenue fund expenditures are personnel. Personnel costs are up 5.6% due to wage and benefit increases.

Supplies. Two percent of special revenue fund expenditures are supplies. Budgeted expenditures are up \$45,678 or 16%. This is due to addition of specialized policing equipment from the State Drug Prevention fund.

Services. Thirteen percent of special revenue fund expenditures are services. These increased \$1,961,115 due to economic development and street projects. These include \$810,000 in engineering for demolition of the former National Guard Armory and and additional \$1,100,000 in Motor Fuel Tax funds for street infrastructure maintenance projects.

Other. Seven percent of special revenue fund expenditures are categorized as other. These expenditures decreased 10% or \$147,138.

Programs. Twenty-four percent of special revenue fund expenditures are categorized as programs. These decreased \$580,790 or twelve percent. (Also see table 3).

Capital. Special revenue capital is down five percent or \$66,339. This is due to elimination of the expenditure for the boiler at the downtown library that was budgeted last fiscal year.

Transfers. Transfers decreased \$659,805 or ten percent due to a reduction of gaming funds available for discretionary expenditures. Detail of transfers is located in Table 15 in the miscellaneous section of the budget.

## #205 Debt Service Fund

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.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Miscellaneous	35,012	35,012	4.0%	0	0.0%
Other Financing Sources	712,576	848,529	96.0%	135,953	19.1%
	747,588	883,541	100.0%	35,953	18.2%

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Other	156	240	0.0%	84	53.8%
Debt Service	868,246	848,531	96.0%	-19,715	-2.3%
	868,402	848,771	96.1%	-19,631	-2.3%

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 for providing a safe and adequate water supply for fire protection, domestic and industrial usage.

#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 for maintaining a dependable system for collecting and treating the storm waters of the City of Rock Island.

#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 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 or commercial development for expansion of city business.

**#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.

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

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Property taxes	1,618,141	1,699,047	7.2%	80,906	5.0%
Government grants	257,200	268,700	1.1%	11,500	4.5%
Charges for services	13,860,388	15,138,865	61.6%	1,278,477	9.2%
Program fees	330,699	338,165	1.5%	7,466	2.3%
Concessions	437,978	434,628	1.9%	-3,350	-0.8%
Rents and royalties	760,161	735,993	3.4%	-24,168	-3.2%
Transfers for charges	160,000	164,800	0.7%	4,800	3.0%
Investments and loans	881,200	840,918	3.9%	-40,282	-4.6%
Contributions/donations	12,900	14,300	0.1%	1,400	10.9%
Bond Proceeds	0	2,600,000	0.0%	2,600,000	NEW
Operating transfers	370,245	216,780	1.6%	-153,465	-41.4%
Other	44,171	47,746	0.2%	3,575	8.1%
	18,733,083	22,499,942	100.0%	3,766,859	20.1%

**Property Tax** – The property tax supports certain Park fund activities. The levy increased 5.0% or \$80,906 from the fiscal 2008 property tax extension.

**Government Grants** – The FY 2008 budget included \$249,000 for the Rock River Bridge bike trail. The same grant is included in FY 2009.

**Charges for services** – Water, wastewater and stormwater projections include FY2008 rate increases of six, twenty and three percent. Revenue from water charges is \$5,040,000 this is a budgeted increase of \$240,000. Revenue from wastewater charges is \$5,520,000. This is a budgeted increase of \$920,000. Revenue from stormwater charges is \$1,400,000. This is a budgeted increase of \$112,000.

**Rents and royalties** - The budget includes \$267,000 for the lease of water tower space to cellular telephone companies.

**Bond proceeds** – A \$2.6 million wastewater general obligation bond issue is budgeted in FY 2009 for the First Avenue interceptor sewer project.

Operating transfers – Transfers decreased \$153,465. Table 15 in the Miscellaneous section details interfund transfers.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel	6,144,493	6,404,369	27.3%	259,876	4.2%
Supplies	1,739,598	1,889,455	7.7%	149,857	8.6%
Services	4,398,782	4,506,763	19.6%	107,981	2.5%
Other	181,018	129,133	0.8%	-51,885	-28.7%
Programs	962,971	1,030,271	4.3%	67,300	7.0%
Capital	4,734,219	5,053,286	21.0%	319,067	6.7%
Debt Service	1,681,546	1,589,607	7.5%	-91,939	-5.5%
Transfers	1,324,491	1,651,530	5.9%	327,039	24.7%
Other	2,312,126	2,472,126	10.3%	160,000	6.9%
	23,479,244	24,726,540	104.4%	1,247,296	5.3%

Personnel. Enterprise funds with personnel expenditures include Water, Wastewater, Stormwater, Sunset Marina, and Park. The \$202,366 increase results from contracted wages and benefits.

Supplies. Increases total \$149,857 or 9%. The greatest increase is \$84,970 or 23% for water treatment chemicals.

Services. Services are up \$206,721 or 4.8%. The major increases are engineering services for sewer (\$54,000) and stormwater (\$27,000) projects, two additional seasonal workers for stormwater (\$29,355), clean/dredge Sunset Marina spoil pits (\$90,000), improve the Hauberg ball field parking lot (\$65,000) and repairs to the Centennial Bridge fountains (\$15,000).

Programs. Programs are up \$67,300 or 7.0%. The major changes are in the stormwater fund. These include rain garden payments (\$50,000) and drainage assistant program (\$25,000).

Capital. See Table 1 in the miscellaneous section of the document for a listing of projects. The primary reason for the increase is engineering for the EPA mandated wastewater improvement project.

Debt. Debt service is down up 5.5% due retirement of debt. This will increase in future years due to additional debt planned for the EPA mandated wastewater improvement project.

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, repair and purchase 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.

#606 Engineering Fund This fund was reinstated in FY 2005. It 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 operation of the city hydroelectric facility that supplies electricity to 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 tend to fluctuate 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 HCH Administration.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Government grants	68,079	45,000	0.4%	-23,079	-----
Charges for services	95,948	85,165	0.7%	-10,783	-11.2%
Employer contribution	3,198,109	3,519,510	29.3%	321,401	10.0%
Employee contribution	878,440	919,817	7.7%	41,377	4.7%
Retiree contribution	648,986	705,725	5.9%	56,739	8.7%
Engineering	1,109,750	1,170,865	9.7%	61,115	5.5%
Equipment maintenance	2,842,055	3,034,087	25.3%	192,032	6.8%
Hydroelectric charges	0	115,786	1.0%	115,786	NEW
Investment & Loans	64,000	52,000	0.4%	-12,000	-18.8%
Proceeds LT debt	0	2,185,000	18.2%	2,185,000	NEW
Transfers	190,287	160,000	1.3%	-30,287	-15.9%
Other	1,000	21,000	0.2%	20,000	2000.0%
	<u>9,096,654</u>	<u>12,013,955</u>	<u>100.0%</u>	<u>2,917,301</u>	<u>32.1%</u>

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

Employer contributions - The employer share of health premiums increased \$273,074 or 12%. The employer share of self insurance costs increased \$48,327 or 5%.

Employee contributions - The employee share of health premiums increased \$41,377 or 5%..

Retiree contributions - The retiree share of health premiums decreased \$56,739 or 9%.

Engineering – Charges to other funds for engineering services increased \$61,115 or 5%.

Equipment maintenance - Vehicle charges to departments increased \$192,032 or 7.0%.

Transfers – The prior year transfer of \$56,287 to the Fleet Services fund for automated refuse trucks and equipment was eliminated.

	Adopted Budget 2008	Proposed Budget 2009	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel	1,843,792	1,868,488	15.5%	24,696	1.3%
Supplies	827,574	1,105,571	9.2%	277,997	33.6%
Services	4,631,626	5,031,538	41.8%	399,912	8.6%
Other	9,670	16,185	0.1%	6,515	67.4%
Capital	1,240,102	2,977,951	24.7%	1,737,849	140.1%
Transfers	382,747	394,229	3.3%	11,482	3.0%
Other	563,809	638,809	5.3%	75,000	13.3%
	9,499,320	12,032,771	100.0%	2,533,451	267.4%

Personnel. The increase results from union contracts, increases in health benefit costs and a change in the employer contribution rate for the Illinois Municipal Retirement Fund (IMRF) and negotiated wage increases.

Supplies. Automotive fuel supplies are up \$179,660 or 38.2%. Automotive equipment supplies are up \$82,567 or 30.1%.

Services. Services increased \$399,912 or 8.6%. Insurance premiums increased \$147,599 or 17.7%. Insurance claims increased \$233,532 or 7.0%.

Capital. Vehicle replacements fluctuate from year to year. They are down \$416,082 or 33.6%. (Also see table 1 in the miscellaneous section of this document.)

Contingency – A \$25,000 contingency expense has been added to each of the Fleet Services, Engineering and Hydroelectric funds.

### 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 net assets of the Fire Pension fund decreased \$493,716 to \$22,840,521 at March 31, 2006.

#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 net assets of the Police Pension Fund increased \$361,720 to \$24,933,104.

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

### CAPITAL IMPROVEMENTS

Proposed 2008/09 capital outlay is \$11,490,715. A detailed list of 2008/09 capital outlay and major infrastructure maintenance projects is included in the separate Capital section of this document. Additionally, capital outlay is detailed in the Miscellaneous section, Table 1 and infrastructure maintenance is detailed in the Miscellaneous section, Table 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 or 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:

<u>Asset</u>	<u>Years</u>
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	50 to 100
	(1969 to present = 50 years)
	(before 1969 = 100 years)

## OTHER INFORMATION

### Debt Administration

At March 31, 2008, the City of Rock Island has \$18,155,000 general obligation bonds and \$70,000 special assessment debt outstanding. Property tax revenue is not used for general obligation debt. Moody's Investors Service assigned a rating of A1 to the City's 2007 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. Last year, the average yield on pooled investments, except for the pension trust funds gradually increased from 5.50% at March 31, 2006 to 6.72% at March 31, 2007. The Police Pension Fund achieved an actuarially computed rate of 6.88% and the Fire Pension fund achieved a rate of 6.95% over the past ten years. (The pension fund rates are net of all investment and monitoring fees. City investments earned \$1,603,030 for the year ended March 31, 2007.

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 McGladrey and Pullen, LLP was selected by the Rock Island City Council. 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, 2006. This was twentieth consecutive 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 also received the GFOA's Award for Distinguished Budget Presentation for its annual budget for fiscal 2007/08. This was the nineteenth consecutive year that the City of Rock Island received this award. 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. However, statewide revenues from income and replacement taxes that had produced steady increases in General Fund revenues declined during fiscal 2003 due to changed economic conditions. The recovery from this downturn is projected to continue into fiscal year 2009.

# **FINANCIAL SUMMARY**



ROCK ISLAND  
ILLINOIS

# FINANCIAL TREND MONITORING SYSTEM

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## **Introduction:**

The financial trend analysis is intended as a first step in the City budget process. 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, which 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 rebounded from the significant fiscal stress experienced in the 1980's. Declines in economic activity and the corresponding population loss led to reductions in property values and flat or zero growth in sales tax revenue. In spite of these negatives, the City held its own and achieved financial stability. Evidence of this is the General Fund balance, stable trends in revenue and expenditures per capita and a reduced reliance on restricted and intergovernmental revenue. Also, the unemployment rate, which was over 15% in 1983 compared to the State rate of 11%, declined to 4.5% in December 2007, which is the lowest it has been in five years, and lower than both the State and national rate.

Another positive trend is the level of capital outlay. The trend chart shows that capital outlay has not been deferred, which would result in obsolete and inefficient equipment. While there is no certainty that this trend will continue, the planning process for the Five-year Capital Improvement Plan and the Equipment Replacement Fund, certainly increase the probability that the trend will continue.

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 "Rock solid, Rock Island".

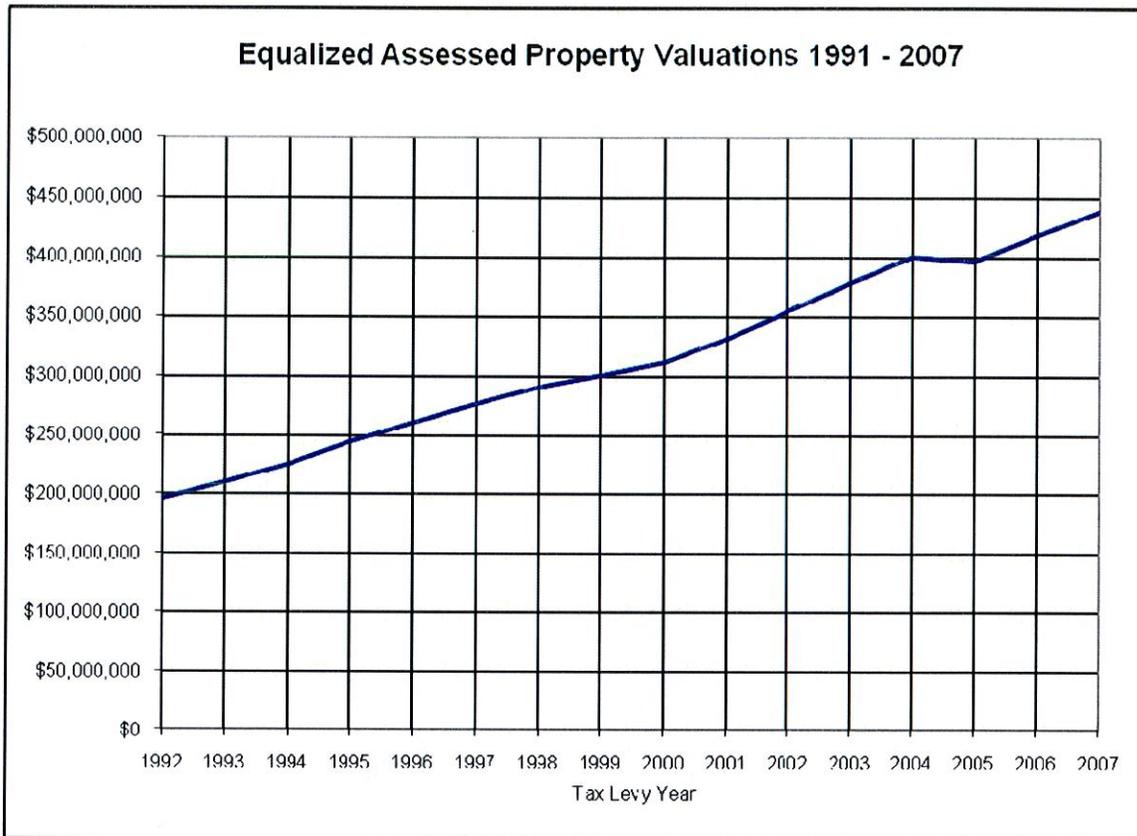
Detail of economic activity can be found in the budget digest.

### **Points of Concern**

The report also shows that the City must continue efforts aimed at increasing property values and retail sales. Several charts highlight property values of Rock Island Township as a major reason for Rock Island's performance with property values and property tax rates when compared to other cities though the tax rate has declined for the past ten years. Rock Island Township as the older area of the City experienced the greatest decline in value in the 1980's. A significant reason for this drop in valuation was the 14% drop in population from 1980 to 1990. This decline, coupled with changes in the nature of retail sales, also kept sales tax revenue from growing. Several charts highlight sales tax by comparing Rock Island to neighboring and similar cities.

One final concern is 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 decade. 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. 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 city services or changing the city revenue mix to provide additional revenues for operations from other sources.

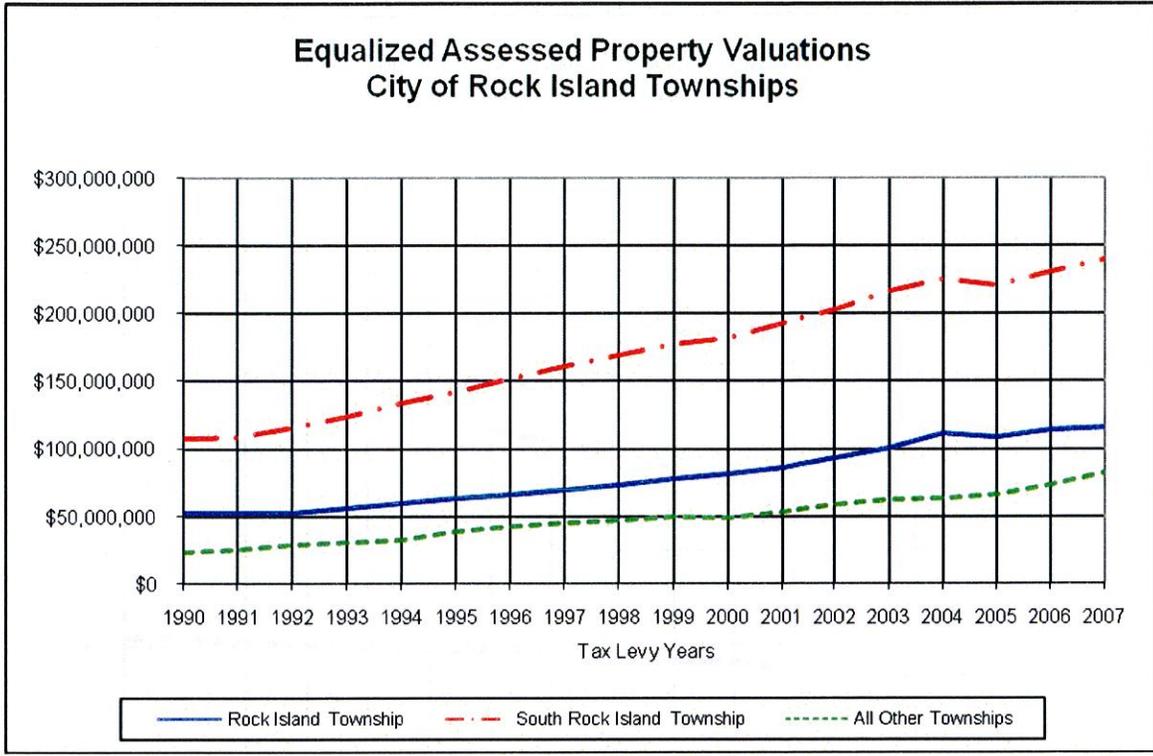
## **COMMUNITY GROWTH TRENDS**



**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.

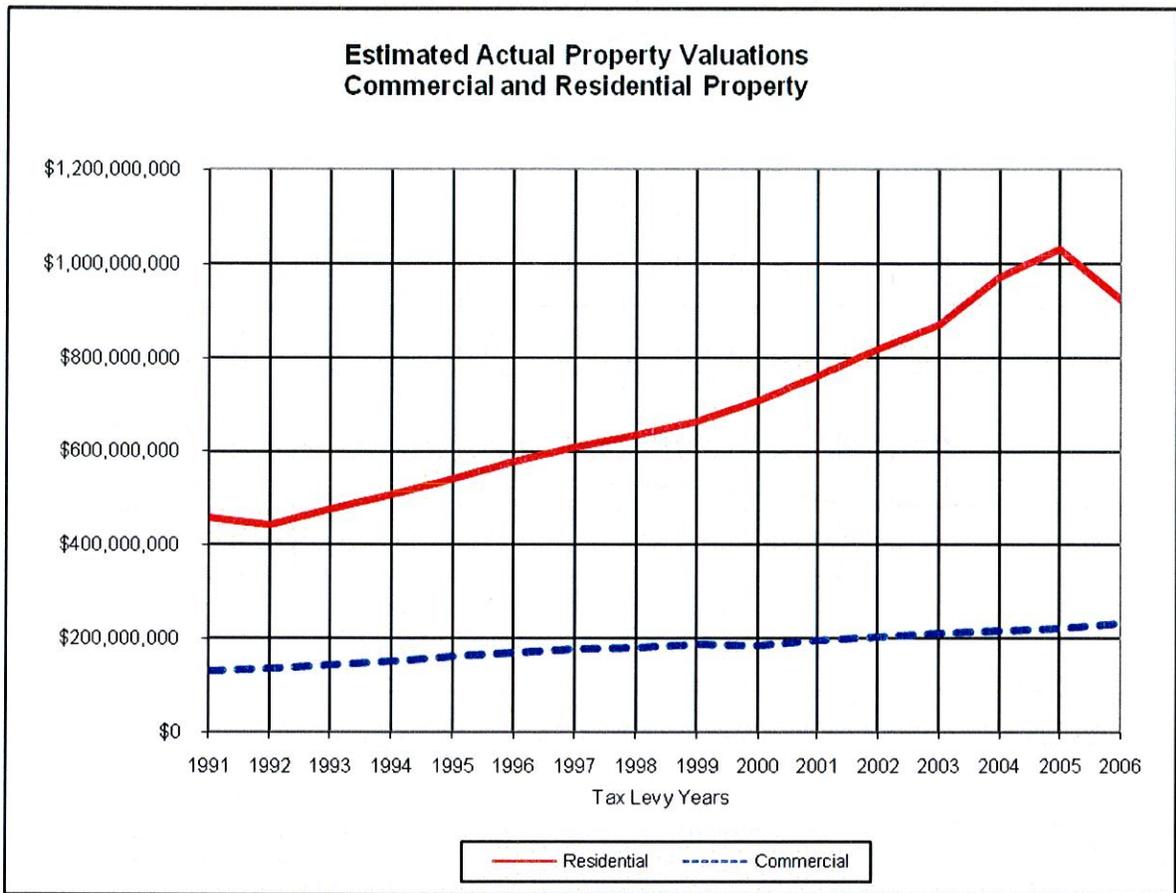
**TREND ANALYSIS/CONCLUSION:** Assessed valuations in the City of Rock Island increased 62% from \$185,512,063 in 1991 to \$300,331,061 in 1999. Since 1999, property values increased by 29% to an estimated \$400,648,759 for 2004. In 2005 the city experienced a slight decrease to \$395,707,115. This year we experienced an increase to \$438,165,561. We generally expect property values to increase approximately five percent per year with the most recent increase being 4.9%.

### Equalized Assessed Property Valuations City of Rock Island Townships



**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.

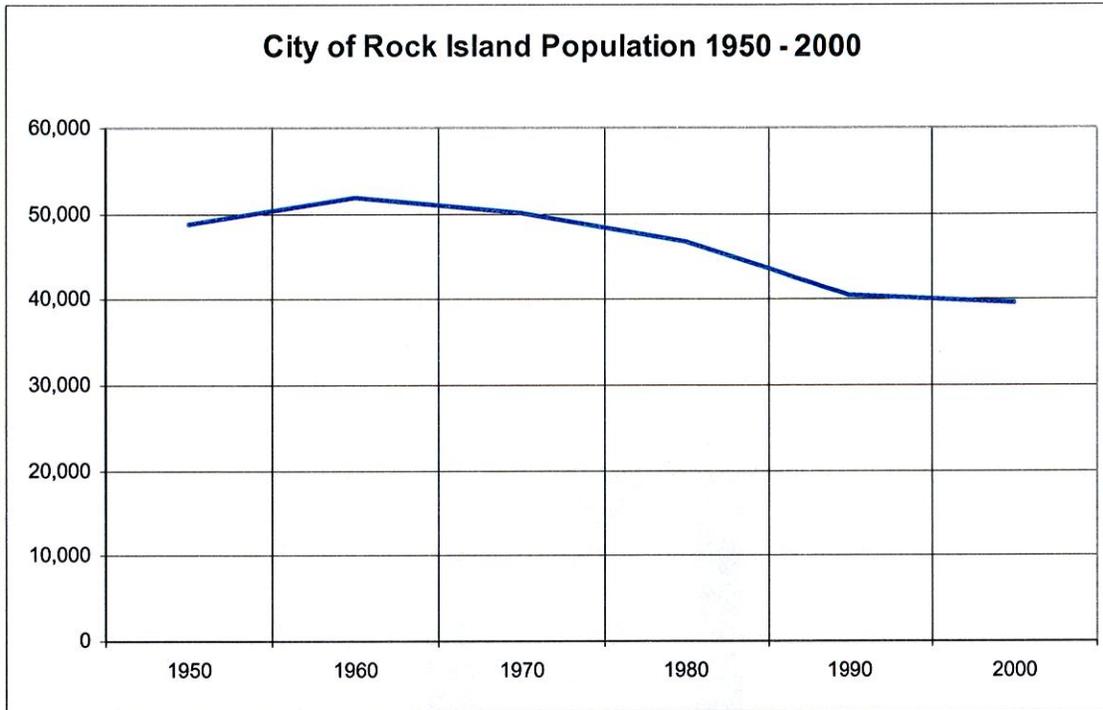
**TREND ANALYSIS/CONCLUSION:** In the 1990's, City of Rock Island townships saw an increase in property values. Property values increased at a faster rate in South Rock Island, South Moline and Blackhawk townships. This chart continues to point out the need for continued efforts towards improving property values in Rock Island Township, which is the older area of the City.



**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, 2006.

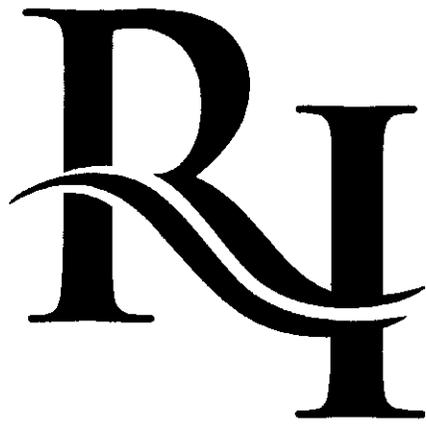
**TREND ANALYSIS/CONCLUSION:** Residential property values had more than doubled from \$457,986,945 in 1991 to \$1,031,115,018 in 2005, however, due to the recent housing market, values dropped to \$923,331,485 in 2006. Commercial property values increase at a much slower rate becoming virtually stagnant from 1997 – 2001, however, commercial property values are continuing to increase steadily at a rate of approximately 4%.

Source: County Assessor's Office – Valuation Summary Report (residential and commercial only) net for tax extension.



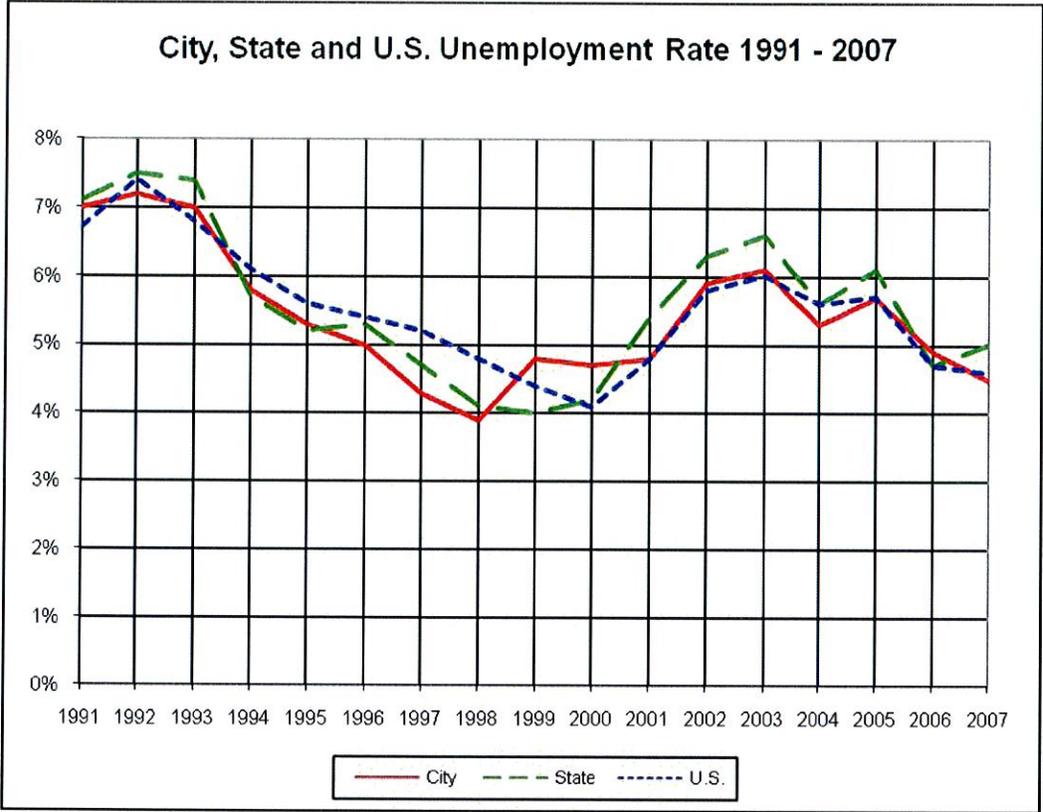
**INDICATOR DESCRIPTION:** This chart shows the population of the City of Rock Island over the past fifty years. The population peaked at 51,863 in 1960. Population since 1960 declined to 50,166 at the 1970 Census and 47,036 at the 1980 Census. The 1990 Census reported the City's population at 40,630, a decrease of 13.6% from 1980. The 2000 Census population of 39,684 was a decrease of 2.33% from 1990. 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 should reverse this trend.



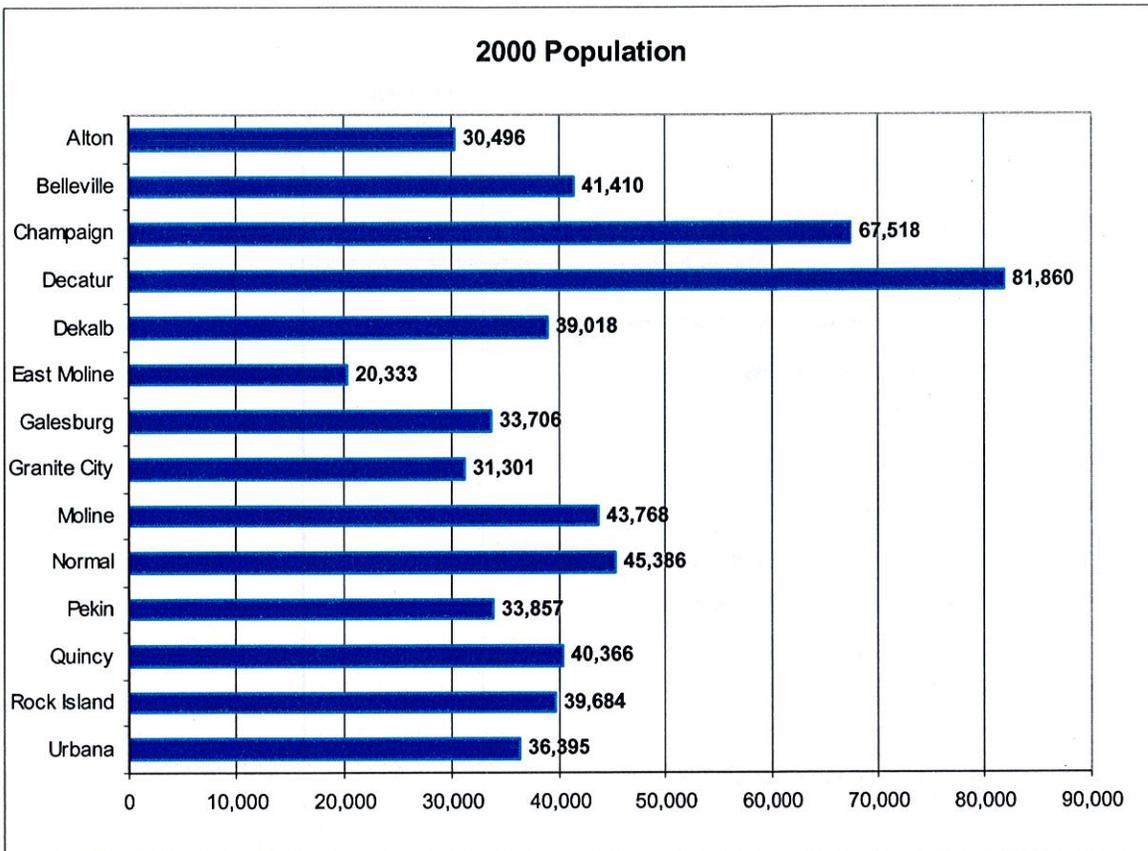
ROCK ISLAND  
ILLINOIS

## **COMPARATIVE TRENDS**



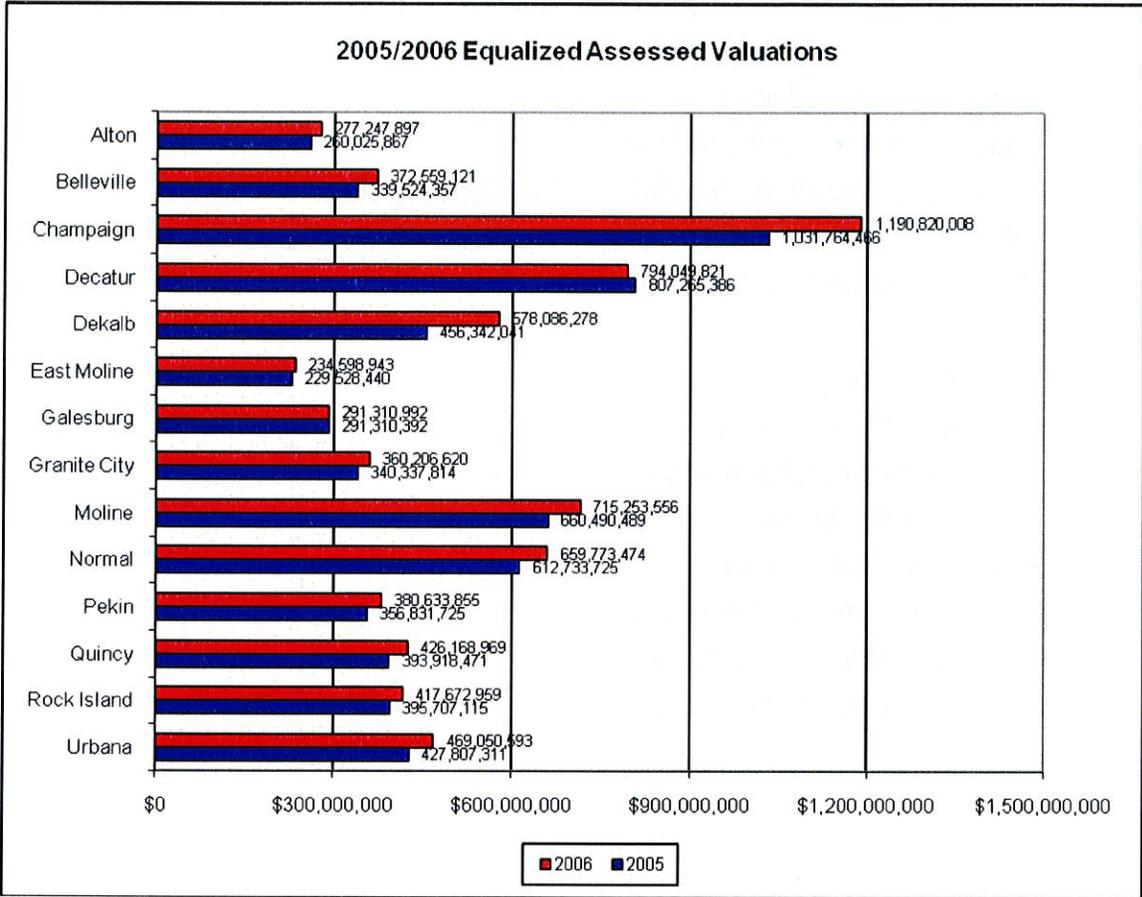
**INDICATOR DESCRIPTION:** This chart shows the unemployment rate within the City of Rock Island (4.5%), State of Illinois (5.0%), and United States (4.6%) from 1991 to 2007. The City unemployment rate peaked in 1992 at 7.2%. The lowest rate of 3.9% was reached in 1998 when statewide was 4.1% and the 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. 1999 saw an increase that remained stable through 2001. However, in 2002 and 2003 the city's unemployment rate increased sharply, following the trend of both the state and U.S. rates. In 2004 the rate decreased, in 2005 entities saw an increase in the unemployment rate, and in 2007 the rate has again declined to the lowest it's been in five years.



**INDICATOR DESCRIPTION:** 2000 Census populations for selected Illinois cities.

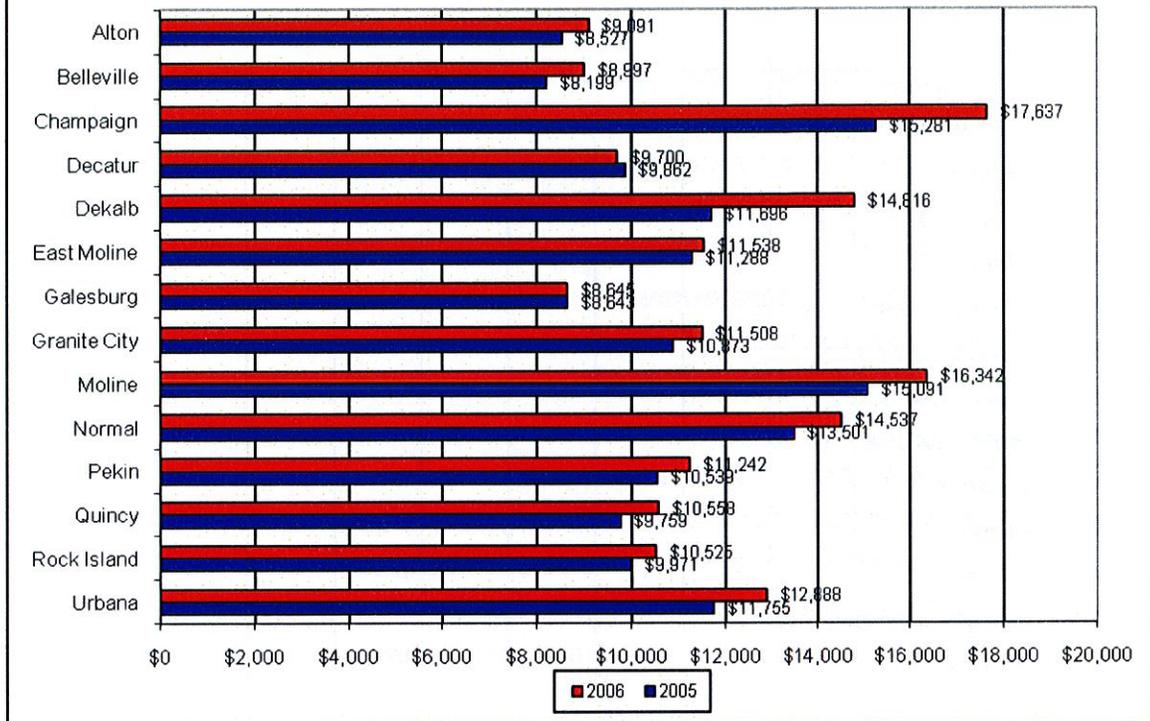
**TREND ANALYSIS/CONCLUSION:** Rock Island's population is in the middle range of the fourteen cities included in the survey. Cities closest to Rock Island in population are Belleville, Dekalb and Quincy.



**INDICATOR DESCRIPTION:** Comparison of 2005 and 2006 property values for fourteen Illinois cities.

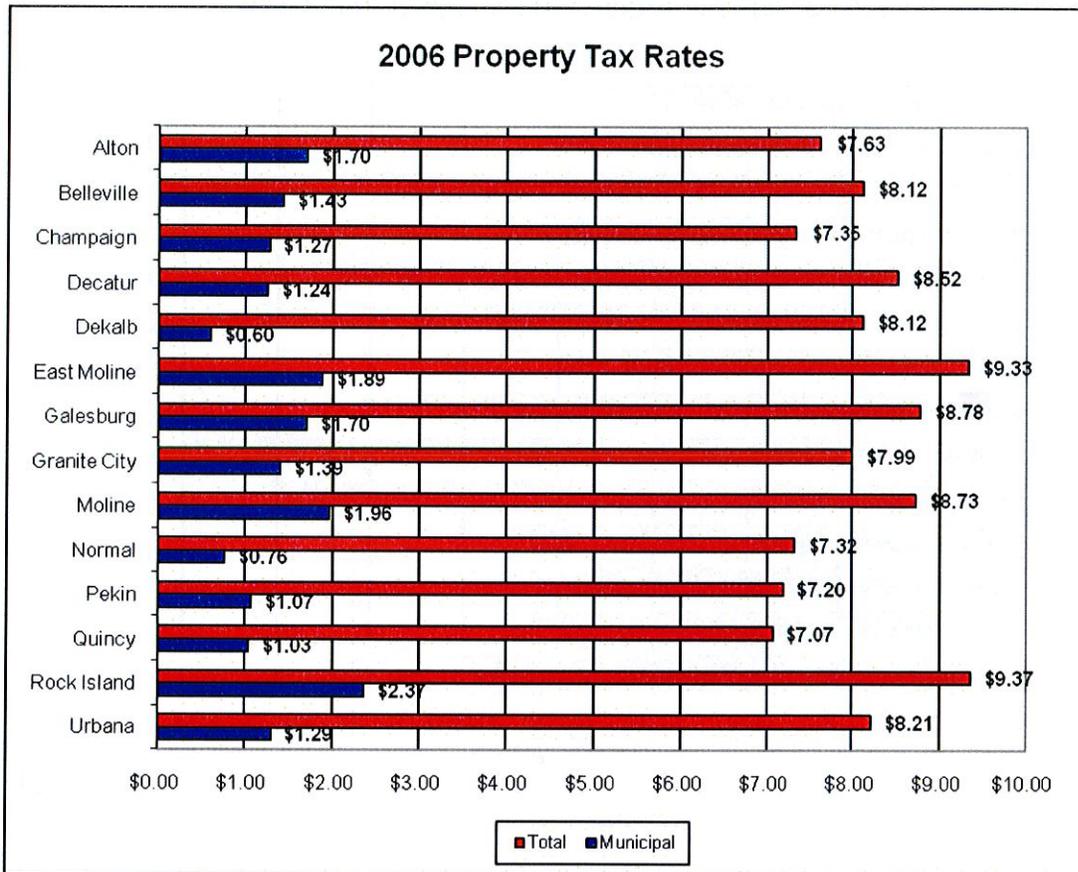
**TREND ANALYSIS/CONCLUSION:** Rock Island is about average for cities of comparable size included in the survey. Cities close to Rock Island are Pekin at \$380,633,855 and Quincy at \$426,168,969. The property value for the City of Moline is \$715,253,556. The property value for Moline is 71% greater than the property value for Rock Island even though Moline’s population is estimated to exceed Rock Island’s by only 10%.

### 2005/2006 Equalized Assessed Valuation Per Capita



**INDICATOR DESCRIPTION:** The comparison of 2005 and 2006 property values per capita for fourteen Illinois cities.

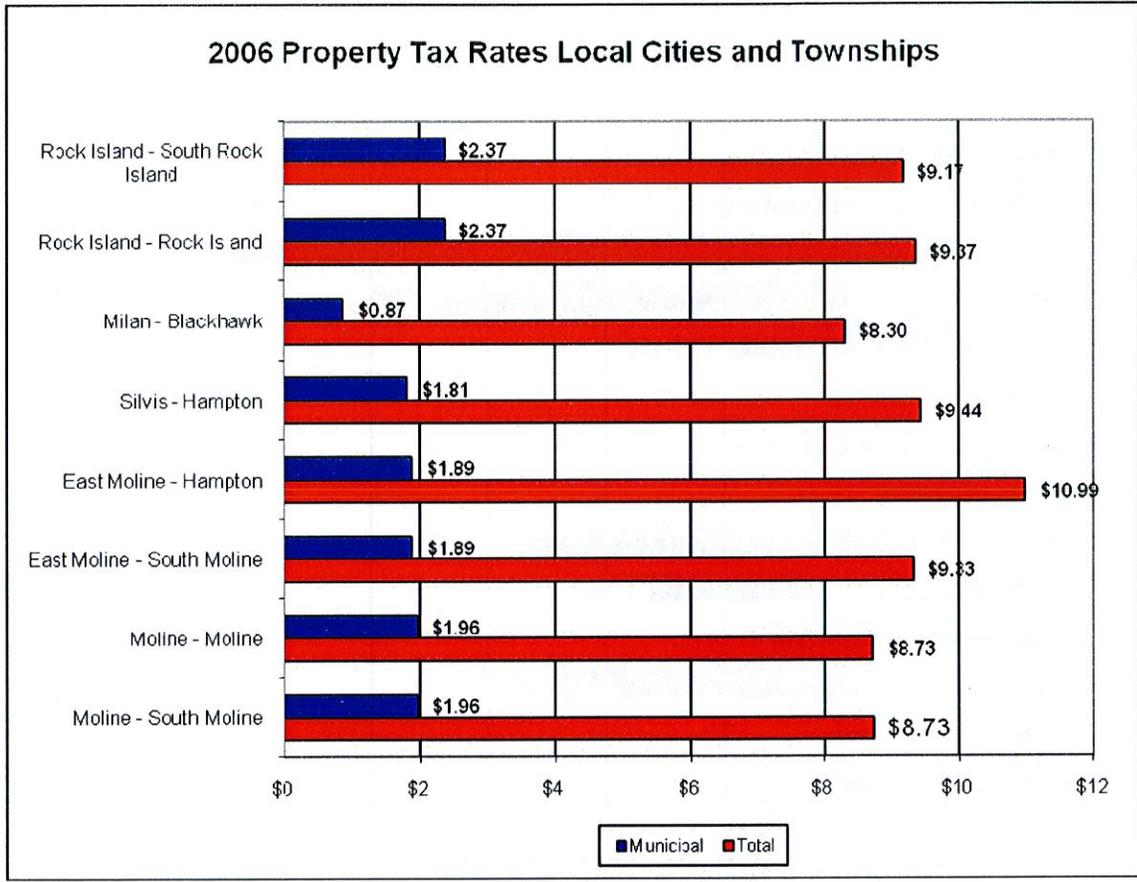
**TREND ANALYSIS/CONCLUSION:** Of the fourteen Illinois cities included in the survey, five cities – Alton at \$9,091, Belleville at \$8,997, Decatur at \$9,700, and Galesburg at \$8,645 – have lower equalized assessed valuations per capita than Rock Island at \$10,525. The equalized assessed valuations per capita have increased approximately 5.6% from the previous year.



**INDICATOR DESCRIPTION:** The comparison of 2006 property tax rates for fourteen Illinois cities. (Taxes levied in 2006 collected in 2007.) 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.

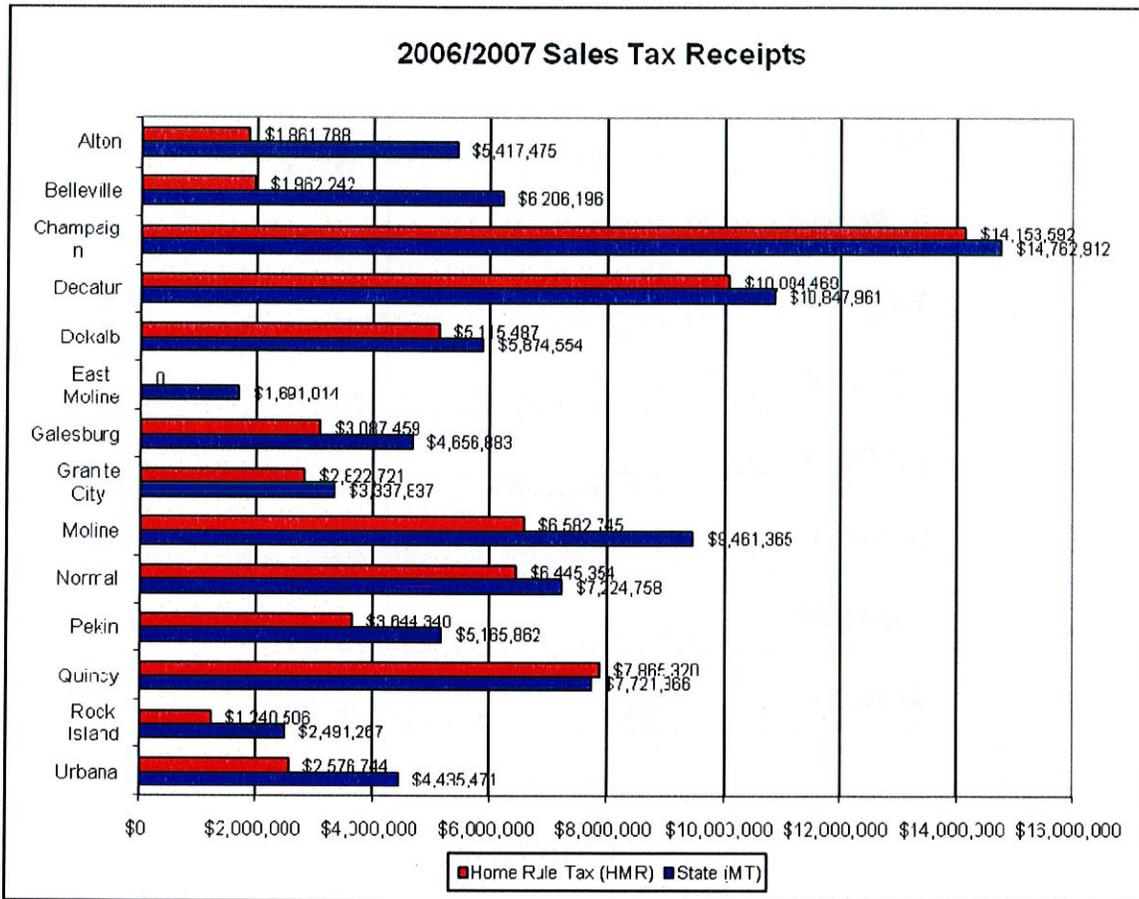
**TREND ANALYSIS/CONCLUSION:** Rock Island at \$9.37 has the highest total property tax rate and the highest municipal rate (\$2.37) of the fourteen Illinois cities. The city closest to Rock Island is East Moline at \$9.33. This chart shows the need for economic development to increase property values so the property tax rate for the City can become more competitive with other cities.

### 2006 Property Tax Rates Local Cities and Townships



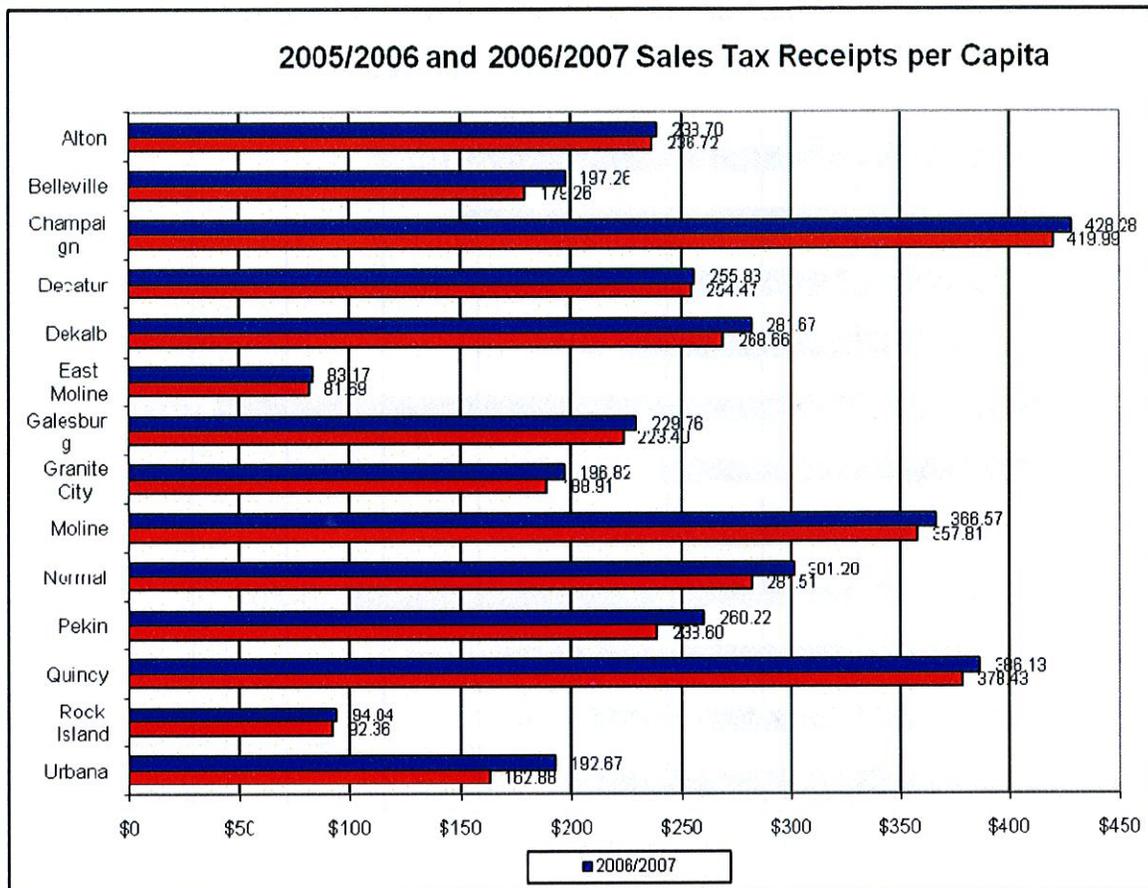
**INDICATOR DESCRIPTION:** This chart compares the total property tax rate and the municipal portion of that rate (including Parks and Library) for Illinois Quad-City townships. (Taxes levied in 2006 collected in 2007.) It shows the relative tax burden for residents located within these townships. Cities included in the analysis are Rock Island, Milan, Silvis, East Moline and Moline.

**TREND ANALYSIS/CONCLUSION:** The lowest property tax rates are in the Village of Milan. The highest total property and municipal tax rates are in the Hampton Township. 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 2006 through June 2007 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% sales tax on sales in the City of Rock Island. The State retains the 5% portion, returns a .25% portion to Rock Island County and returns a 1.75% portion to the City. Of this 1.75% portion, 1.0% is states sales tax and .75% is the local option sales tax.

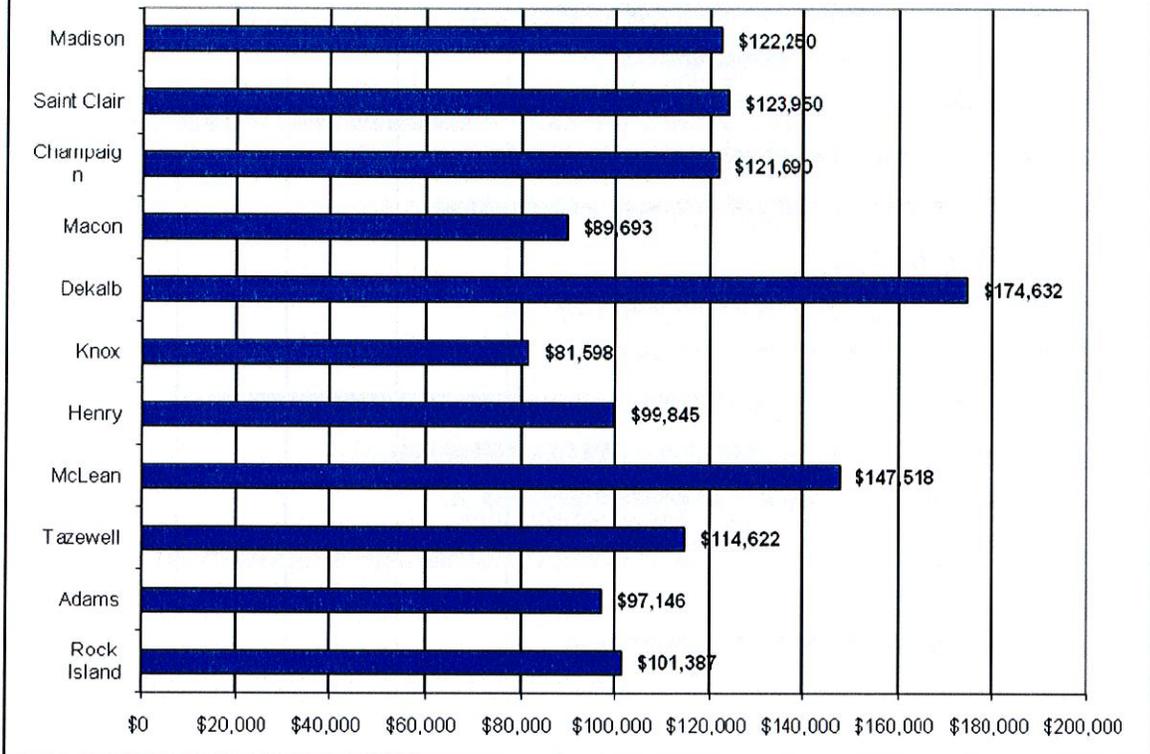
**TREND ANALYSIS/CONCLUSION:** Rock Island's sales tax collections are the second lowest of the cities included in the survey with the exception of East Moline – which is not a home rule city. Because of the poor sales tax revenue, Rock Island must place a greater reliance on the property tax as a revenue source. Obviously, 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 2005/2006 and 2006/2007, 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. Rock Island's sales tax per capita remained relatively unchanged from the previous year.

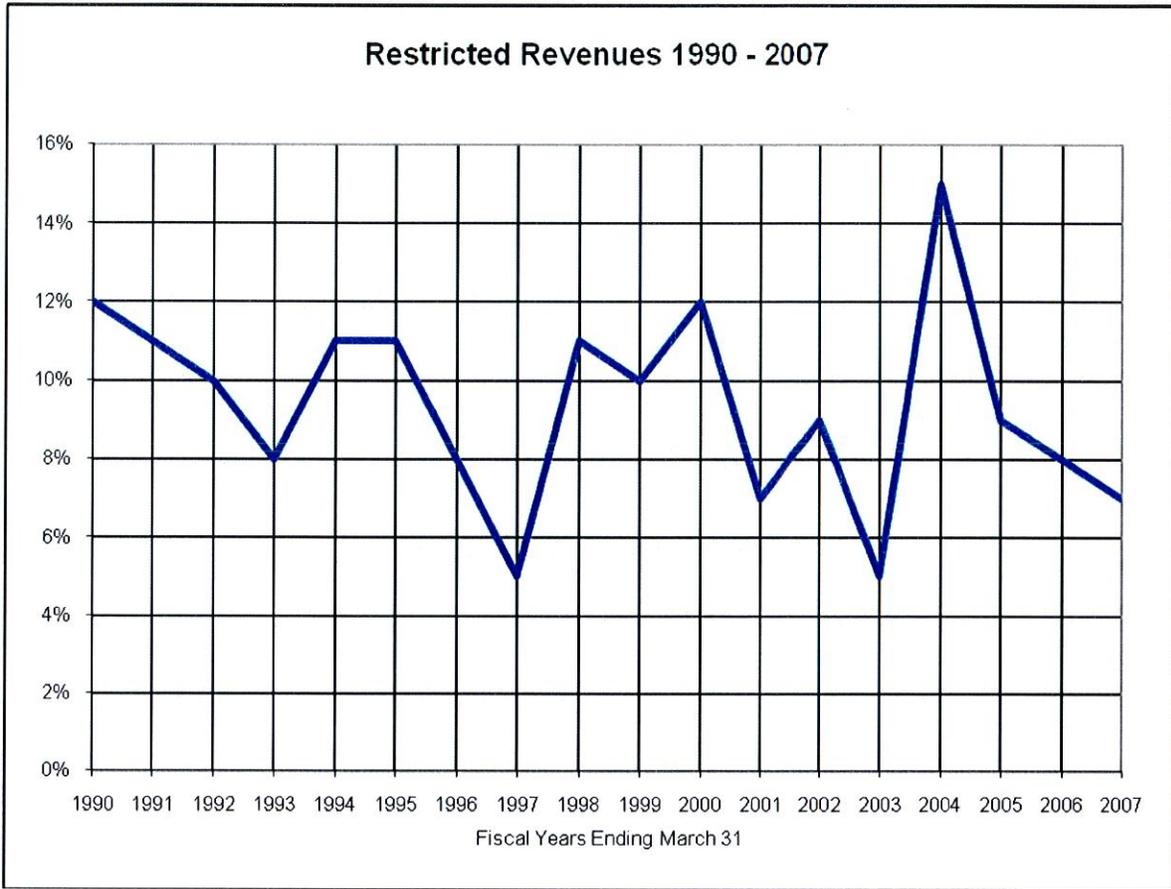
### 2007 Median Home Values by County



**INDICATOR DESCRIPTION:** Comparison of median home values by county incorporates the fifteen Illinois cities looked at in the previous chart.

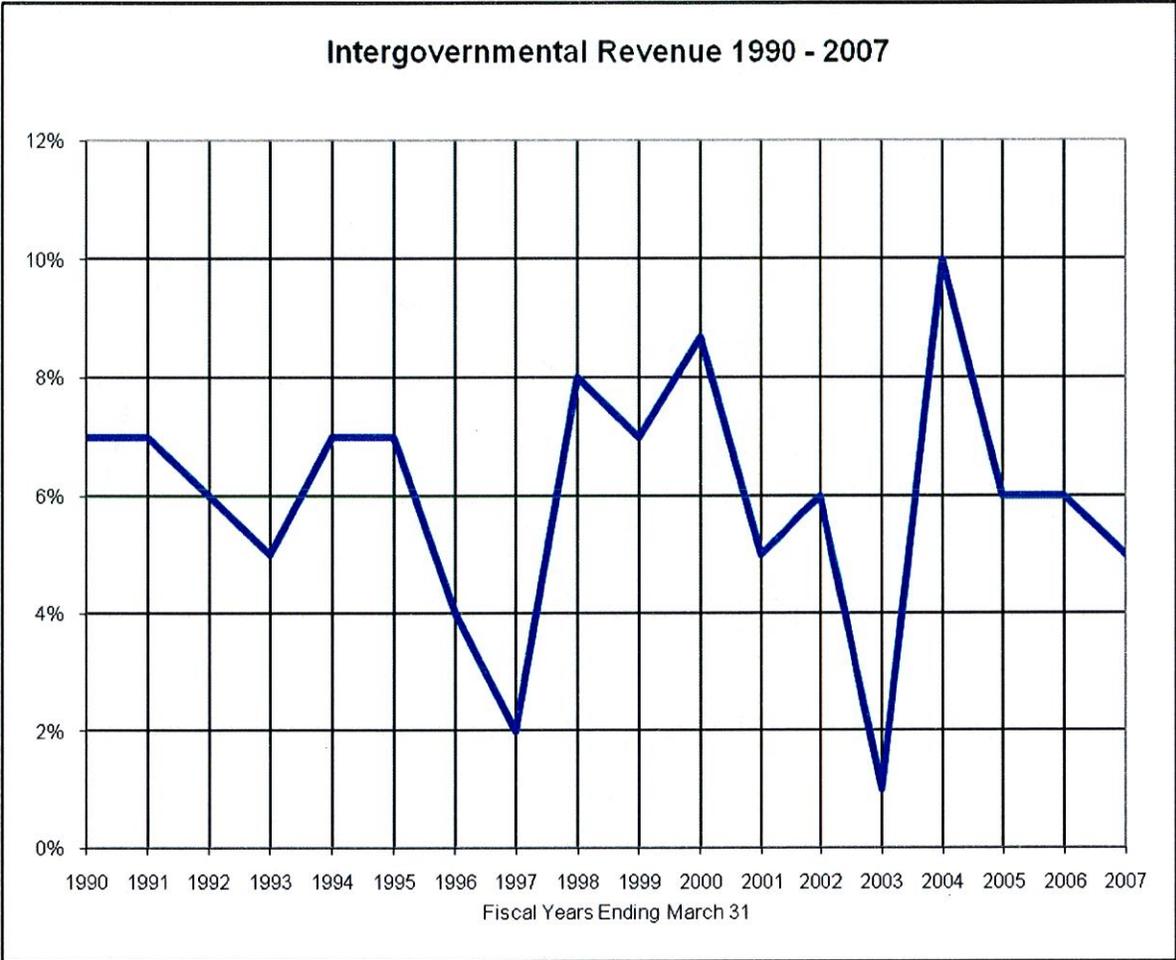
**TREND ANALYSIS/CONCLUSION:** This chart shows that Rock Island County remains competitive in the residential market compared to other counties, however, the City of Rock Island must not only increase the amount of residential housing, but should also increase the value of housing to remain competitive.

## **REVENUE TRENDS**



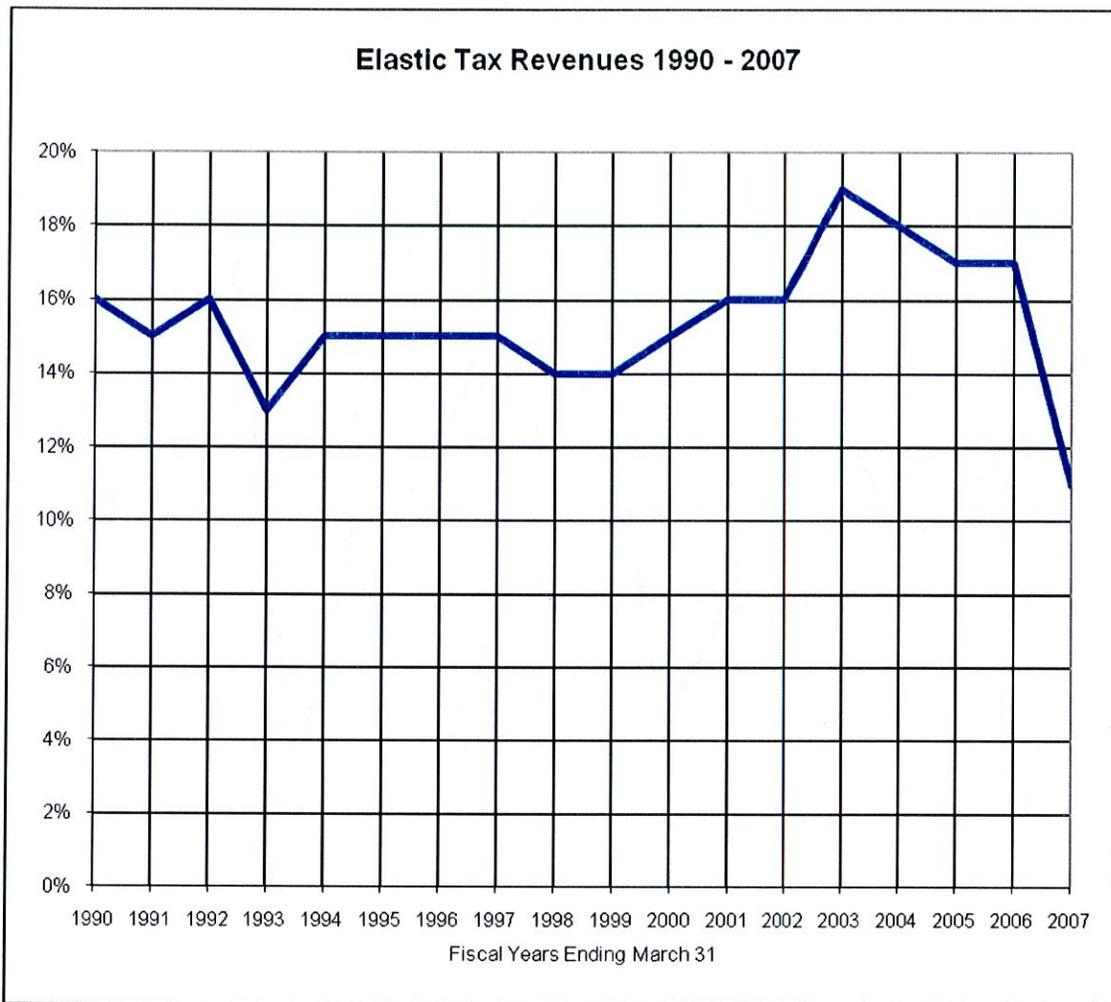
**INDICATOR DESCRIPTION:** This chart shows restricted revenues as a percentage of net operating revenue. Restricted revenues are funds, which must be spent on capital projects, grants, or other legal obligations. From one perspective, it would seem that many of these restrictions should not affect the financial health of the city because the 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, the 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). Reliance on restricted revenues continues to decrease.



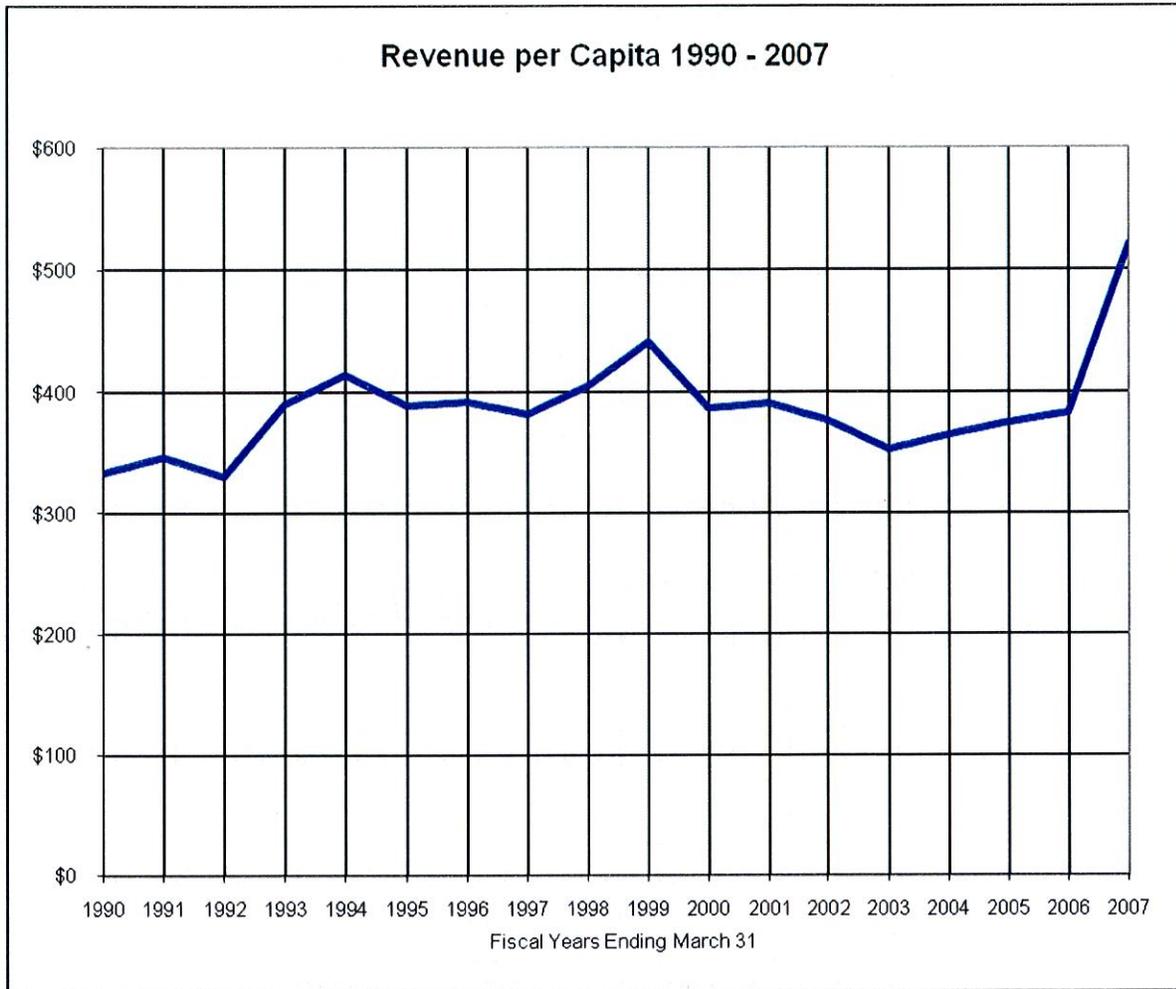
**INDICATOR DESCRIPTION:** Intergovernmental revenues are shown as a percentage of gross operating revenues. Gross operating revenues are defined as revenues to the General, Special Revenue, and Debt Service funds. Intergovernmental revenues are monies received from other government entities. An increasing 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 the 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.



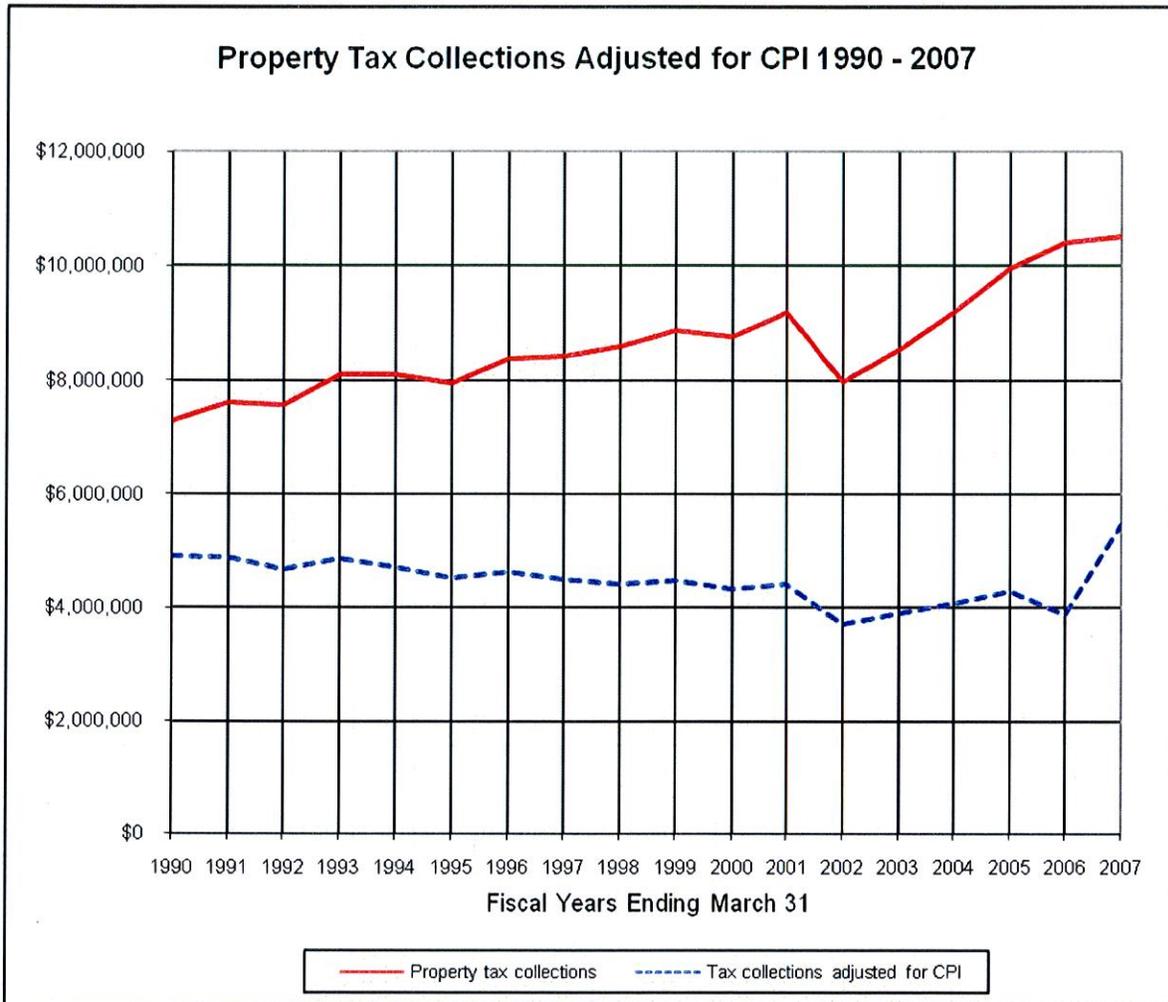
**INDICATOR DESCRIPTION:** Elastic tax revenues are shown as a percentage of net operating revenue. Their yields are responsive to changes in the economic base and inflation. (Inelastic revenues have fixed fees and are unresponsive to changes in economic conditions.) Elastic tax revenues decrease proportionately 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 is decreasing, 11% in 2007. The decrease is due to a slow down in sales tax revenue and a decrease in utility tax revenues.



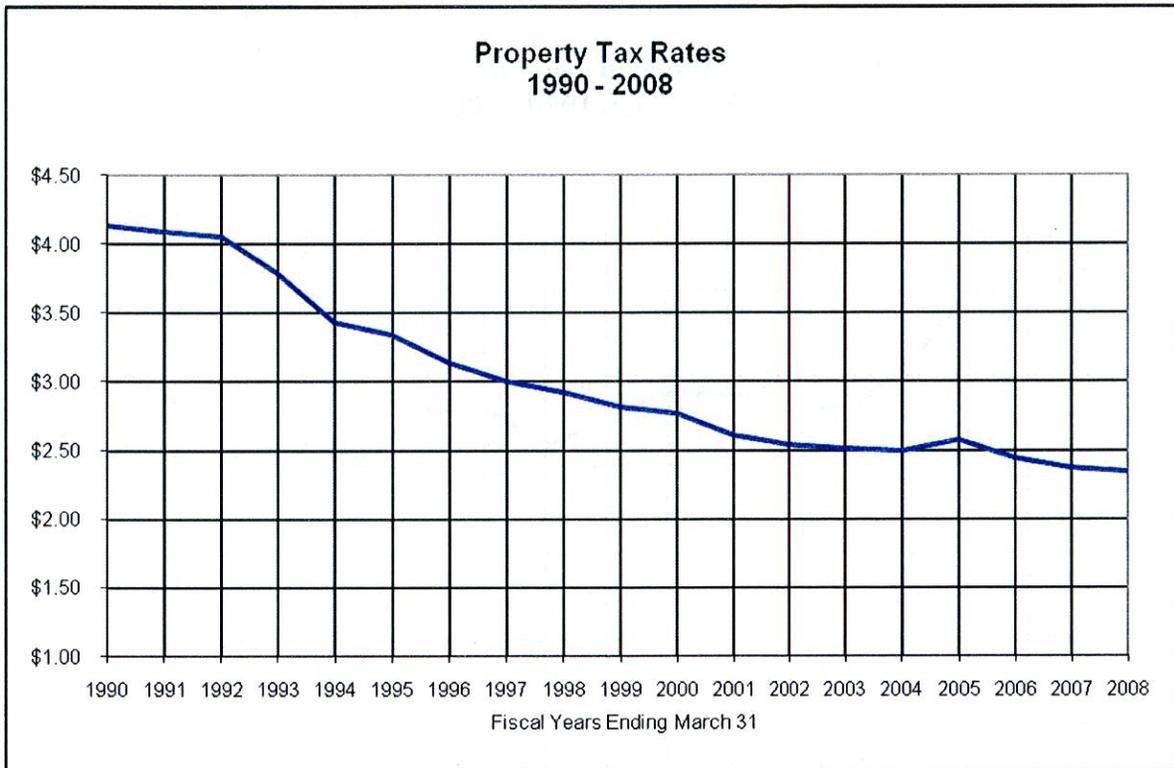
**INDICATOR DESCRIPTION:** This chart shows net operating revenue per person of governmental funds - adjusted for changes in the consumer price index. This chart shows how revenues are changing relative to changes in population. As population increases, it might be expected that the need for services 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. However, this trend reversed in 2004 due to a large federal grant draw down and continues to increase.



**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 the 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.

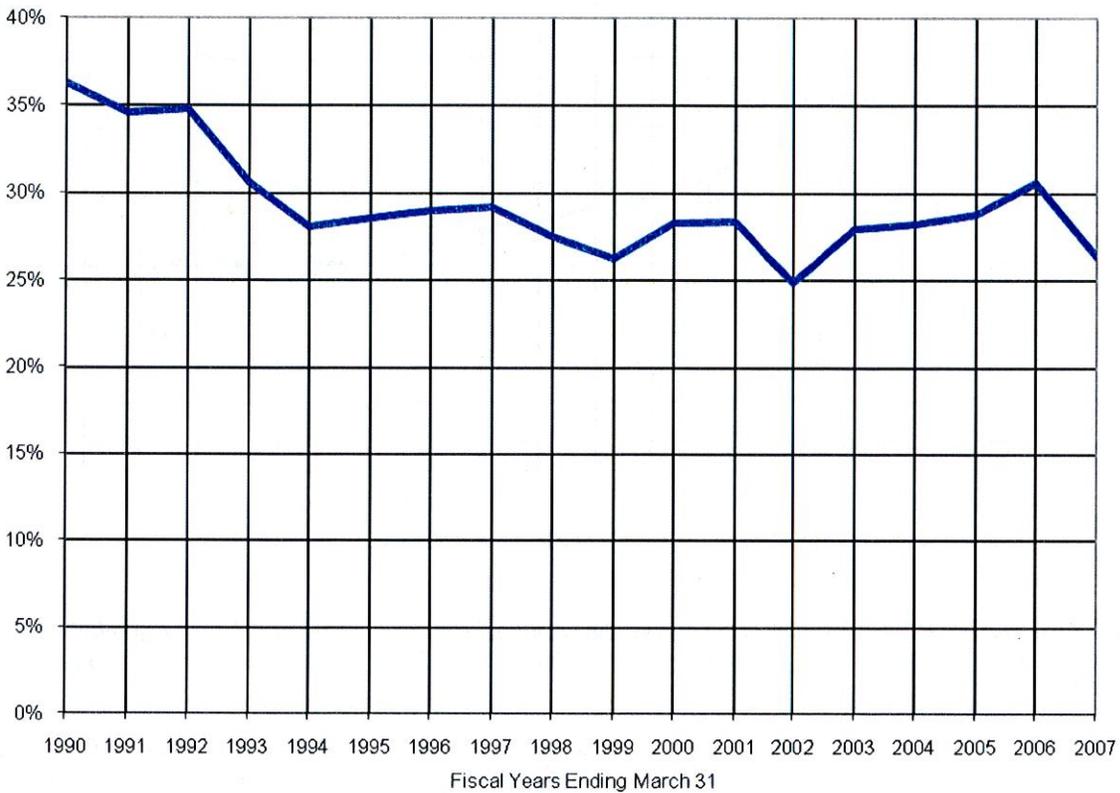
**TREND ANALYSIS/CONCLUSION:** This chart illustrates a general reduction in property tax collections in constant dollars. This points out the need for continued economic development strategies designed to attract, retain and increase the property values of businesses and households. The 2002 decline in property tax collection is due to the creation of a new Park fund.



**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 2007. The municipal rate includes levies for Parks and Library.

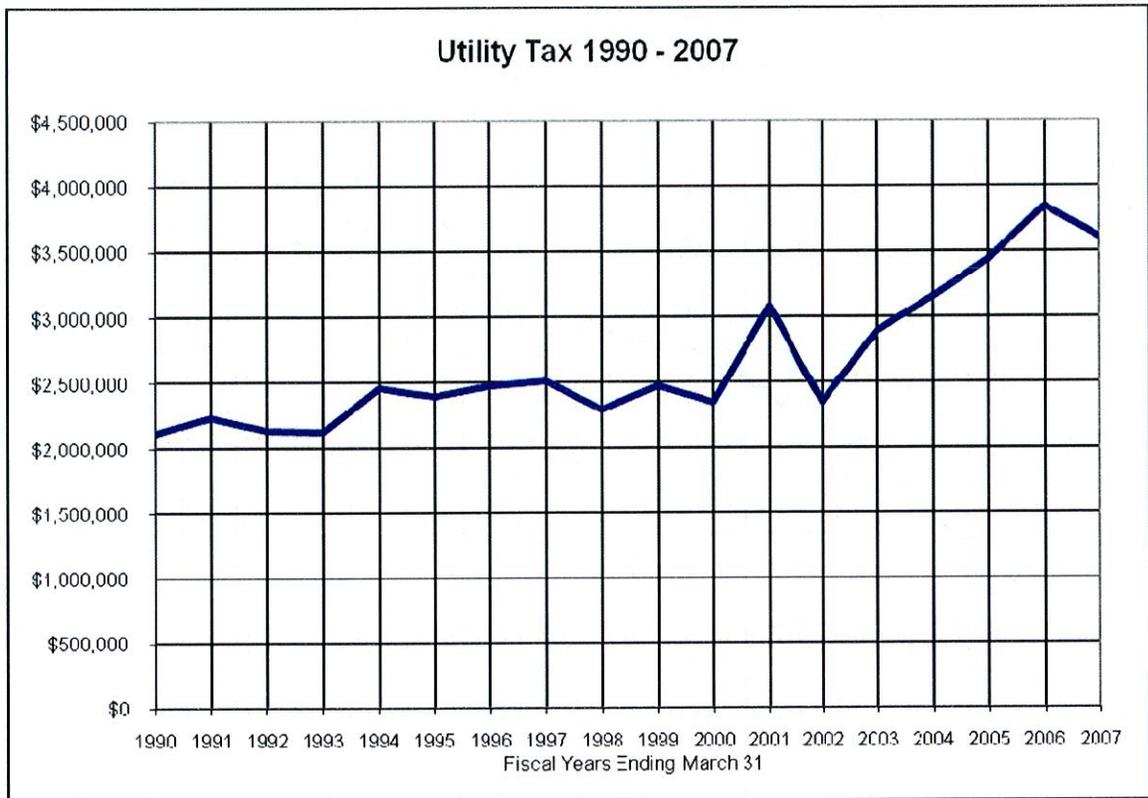
**TREND ANALYSIS/CONCLUSION:** This chart should be viewed with the first chart "Equalized Assessed Property Valuations". Property tax rates peaked in 1991 at \$4.13. They have steadily declined to a rate of \$2.34 in 2007 (a 57% decrease since 1991). However, in 2005 the municipal property tax rate increased slightly to \$2.57 but has decreased to \$2.34 in 2007.

**Property Tax Revenue as a Percentage of Net Operating Revenues 1990 - 2007**



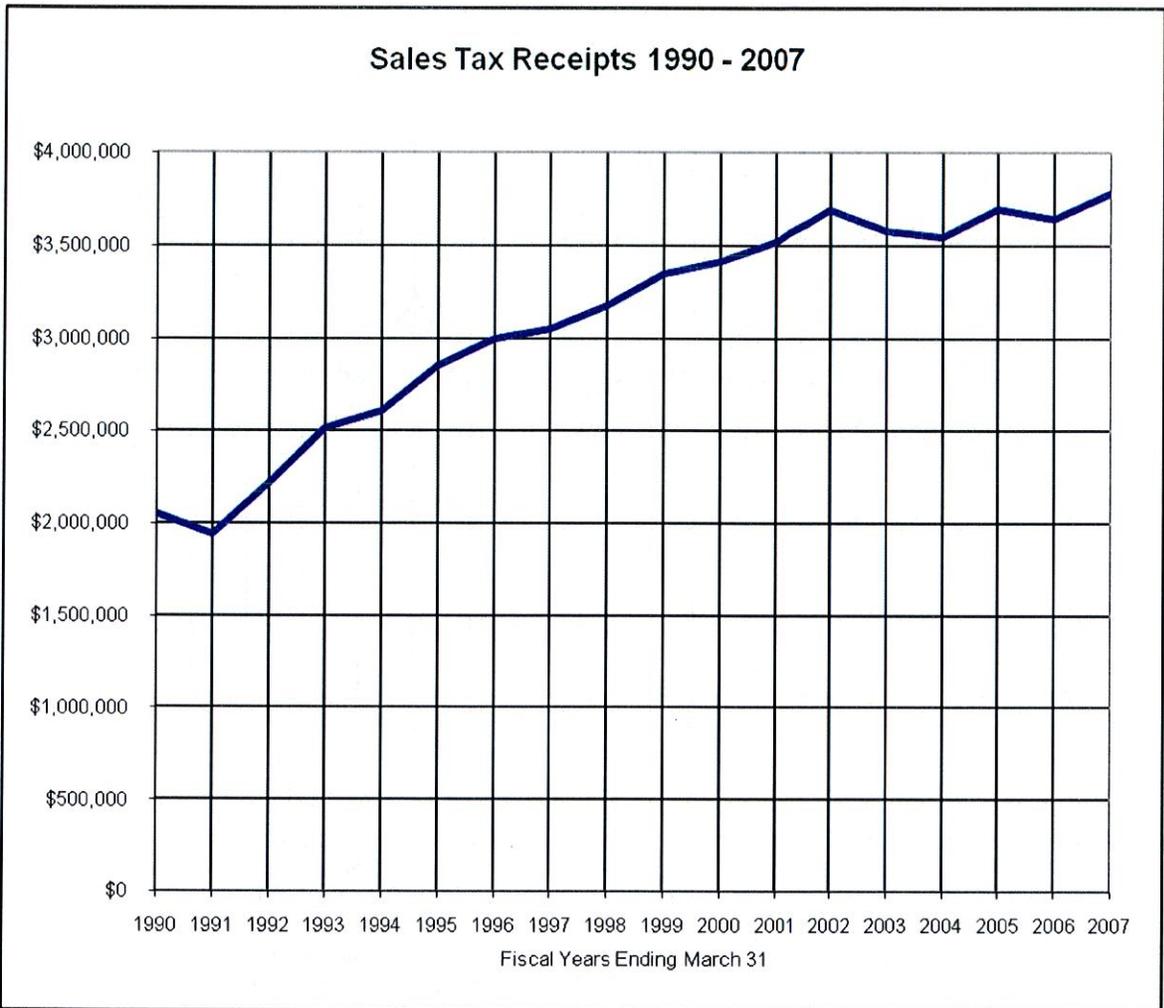
**INDICATOR DESCRIPTION:** This chart shows property tax collections as a percentage of Net Operating Revenue.

**TREND ANALYSIS/CONCLUSION:** The reliance on the property tax for funding City services has declined. This is a positive trend for the City. A more diverse revenue mix has been created during the past decade due to the addition of the gasoline tax, hotel/ motel tax, local option sales tax, municipal utility tax and gaming fees. This has allowed the City to reduce its reliance on the property tax creating a healthier mix of operating revenues.



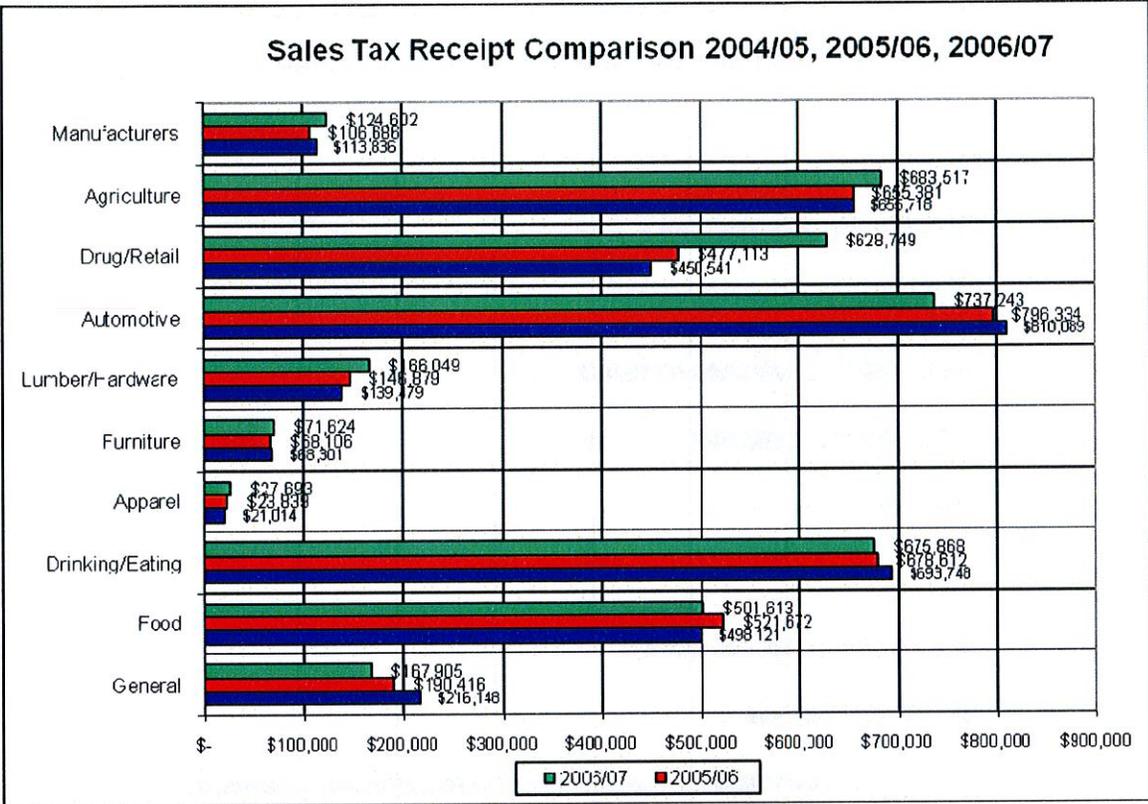
**INDICATOR DESCRIPTION:** On January 1, 1984 the City imposed a 1% tax on gas and electricity and a 5% tax on telephone service. On November 1, 1986, the tax on gas and electricity increased from 1% to 5%. The City has reached the statutory limit on the percentage of tax it can impose.

**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%.



**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.

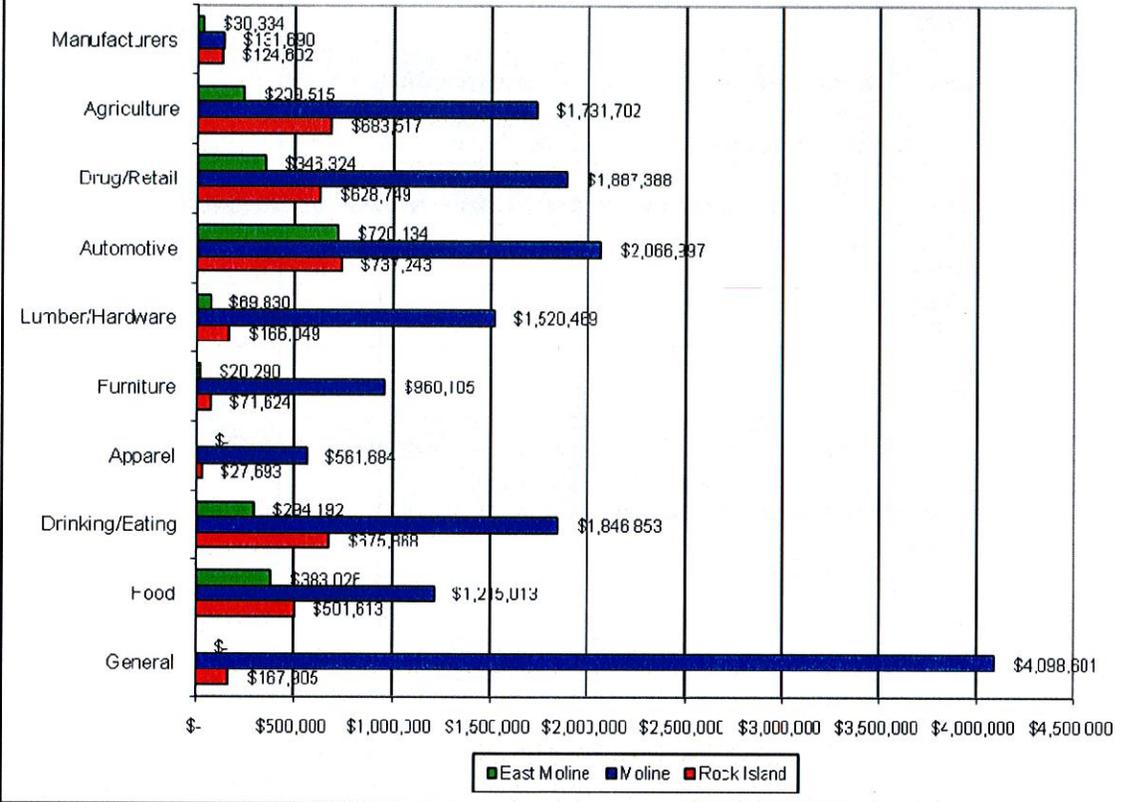
**TREND ANALYSIS/CONCLUSION:** The local option sales tax was adopted September 1, 1991 to enhance the revenue mix and reduce the reliance on the property tax. Sales tax revenue increased 14% for an average of 3% per year over the past five years, which, while still positive, is less than in past years when the average increase was 5.7%. The City increased the rate for the local option sales tax from .5% to .75% in fiscal year 2003 due to the impact of the economic recession. Sales tax receipts for 2006 have decreased slightly over the previous year.



**INDICATOR DESCRIPTION:** This chart compares 2004/05, 2005/06, and 2006/07 city sales tax receipts. (Illinois Department of Revenue data from July through June of each year). This chart reflects both the municipal and home rule components of the total sales tax revenue.

**TREND ANALYSIS/CONCLUSION:** 2007 Sales tax receipts increased over 2006 in the following categories: Manufacturers, Agriculture, Drug/retail, Lumber/Hardware, Furniture, and Apparel.

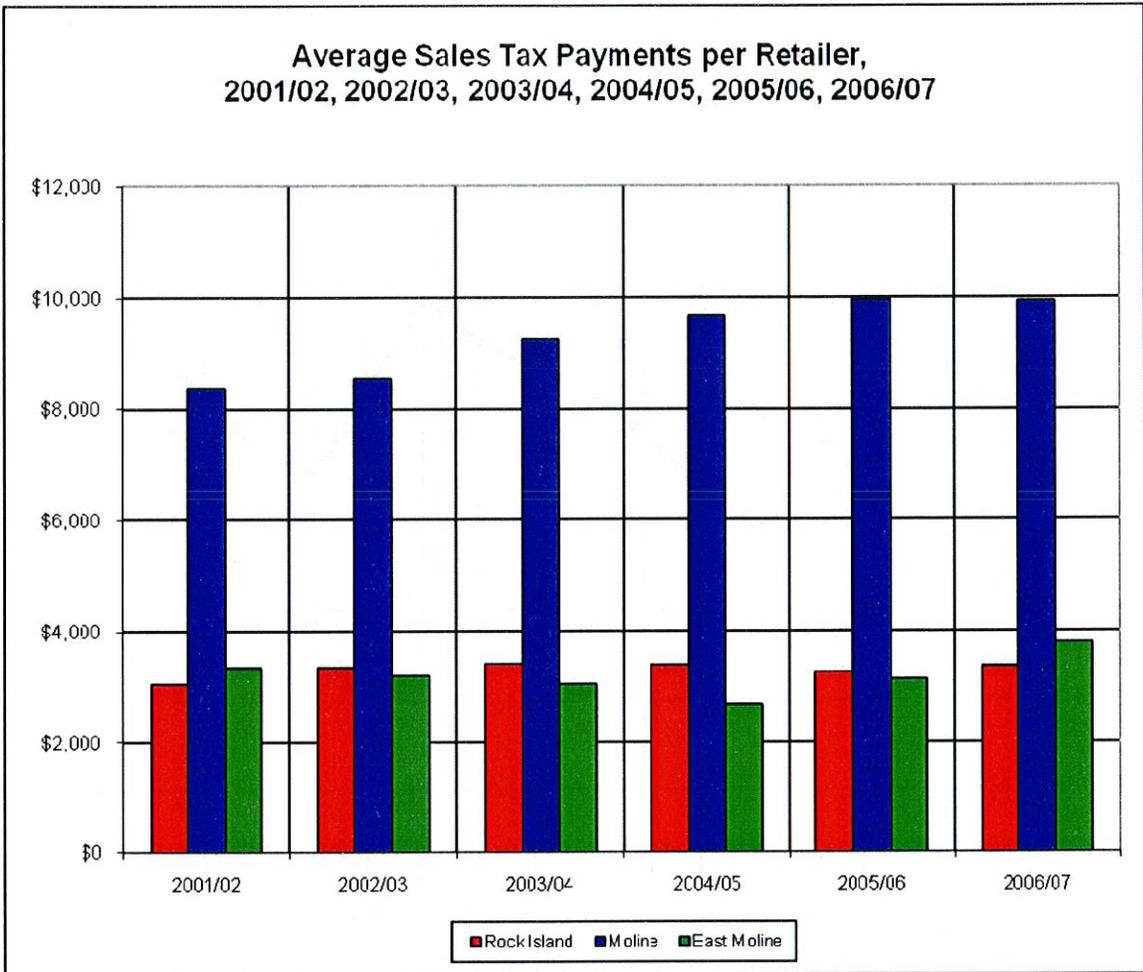
### Sales Tax Receipts By Category July 2006 - June 2007



**INDICATOR DESCRIPTION:** This chart shows City sales tax receipts by business category for July 2006 through June 2007 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 annual report.

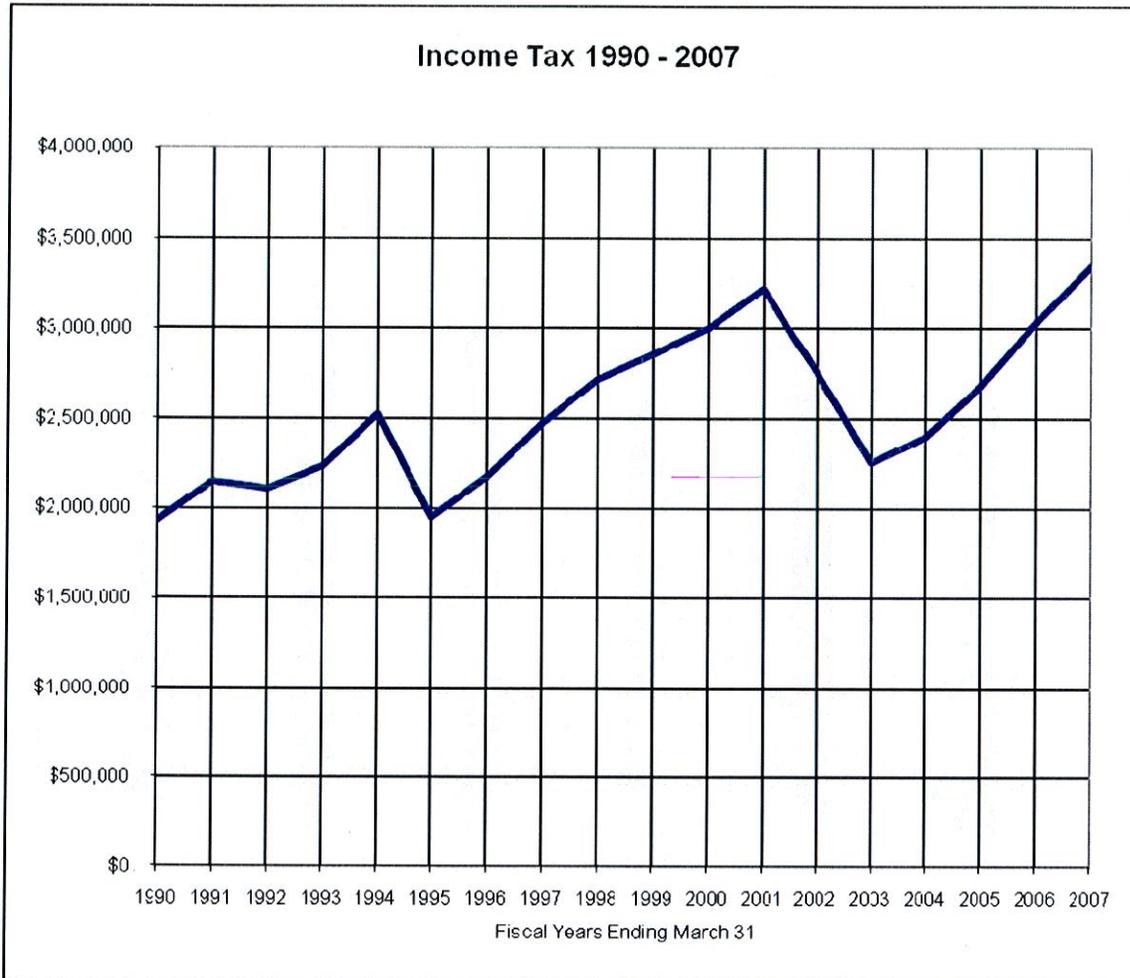
**TREND ANALYSIS/CONCLUSION:** Rock Island is generally a distant second to Moline in all categories. East Moline is not a home rule city and therefore, does not have a home rule sales tax. The Illinois Department of Revenue report did not list an amount in two categories for East Moline, General and Apparel, reflecting fewer than four taxpayers per category.

**Average Sales Tax Payments per Retailer,  
2001/02, 2002/03, 2003/04, 2004/05, 2005/06, 2006/07**



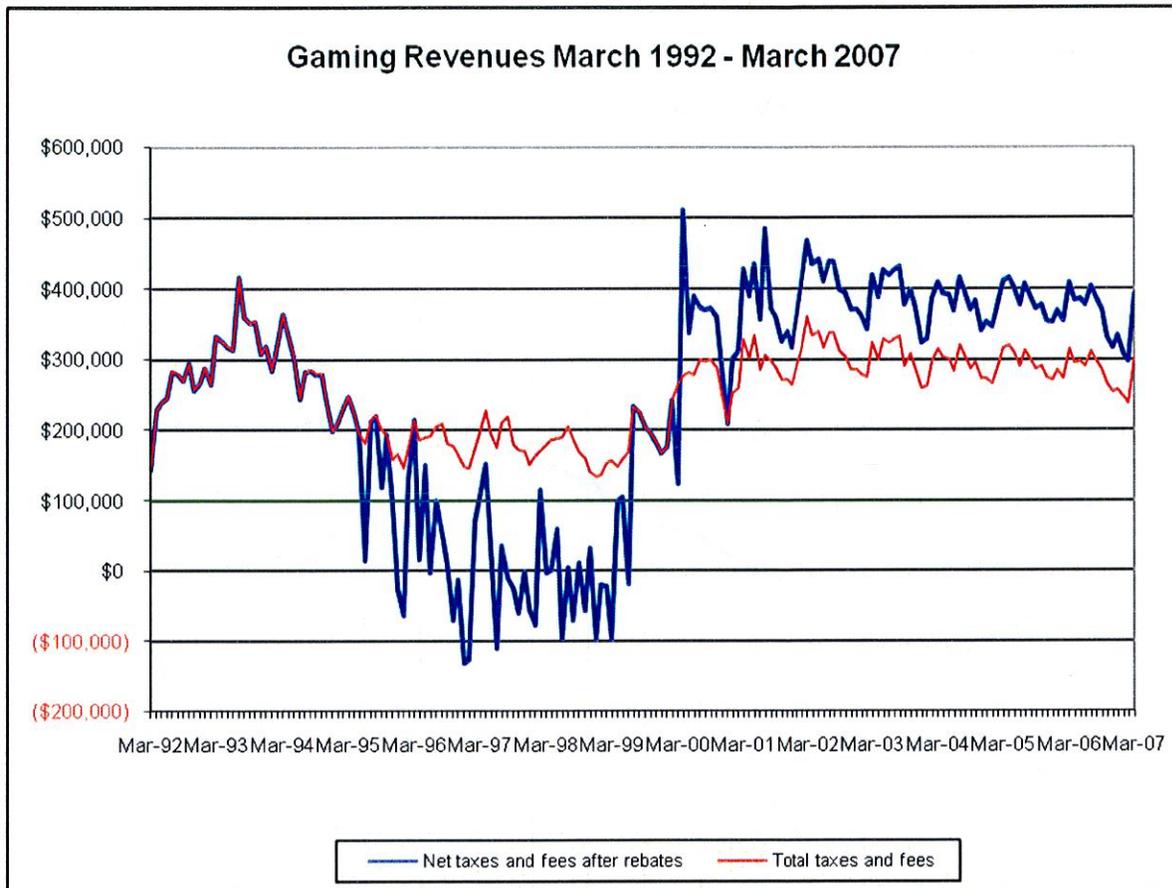
**INDICATOR DESCRIPTION:** This chart shows City sales tax receipts per retailer for July through June 2001/2002, 2002/03, 2003/04, 2004/05, 2005/06 and 2006/07 compared to East Moline and Moline. It was prepared by dividing the total sales tax receipts by the number of retail businesses in each city. The data for the chart came from the Illinois Department of Revenue annual reports.

**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 retailers in Moline. Attraction of additional high volume businesses such as automobile dealers or major retailers would improve City sales tax revenue. Again, since the City is essentially in competition with these communities, this chart is useful to analyze how we compare with our neighbors.



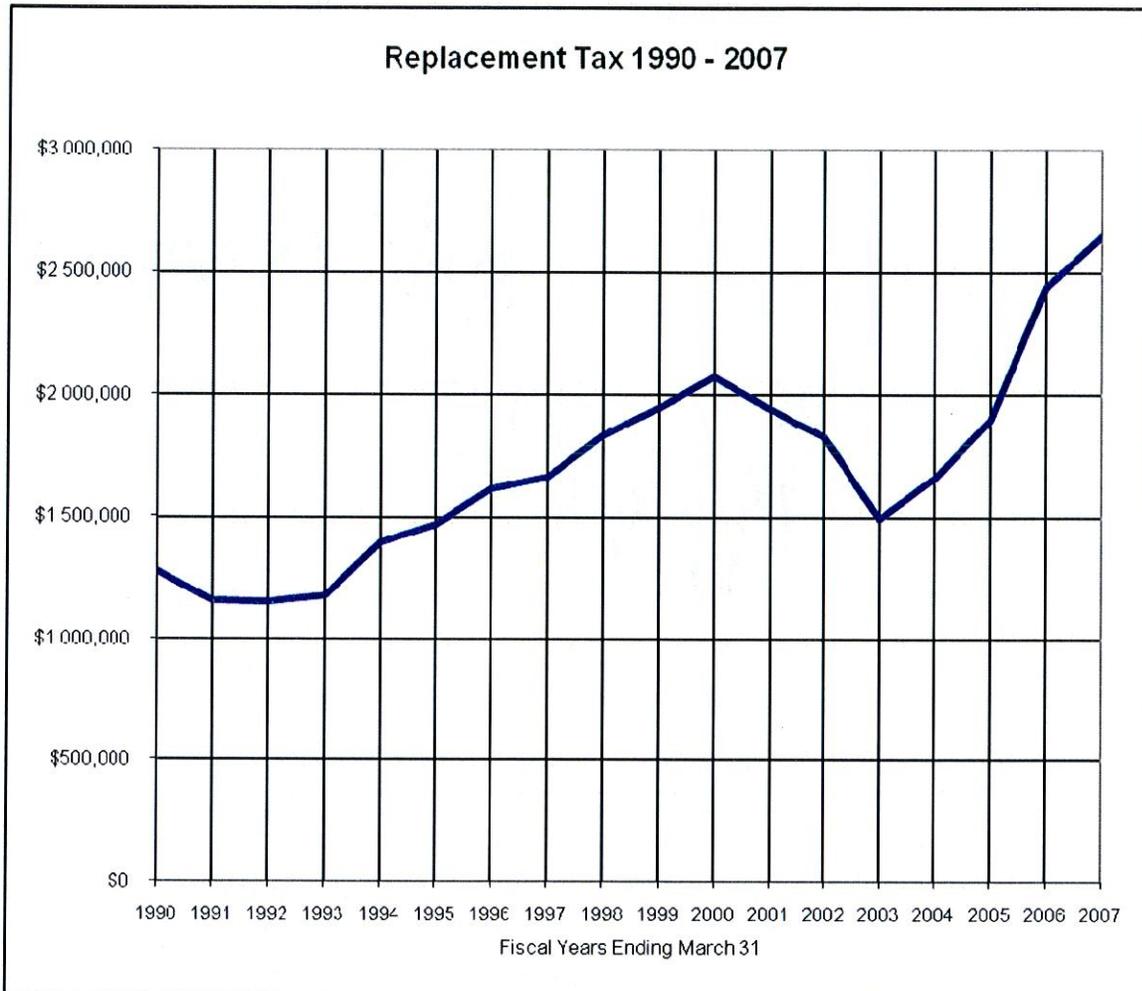
**INDICATOR DESCRIPTION:** City income tax revenue is generated from a 3.0% tax on personal income. The tax is collected by the State and distributed to cities based on population. From 1990 to 1994 there were two components; income tax and surcharge tax. Income tax revenue was recorded in the General 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). 2004 through 2007 income tax revenues increased slightly. This is due to economic recovery.



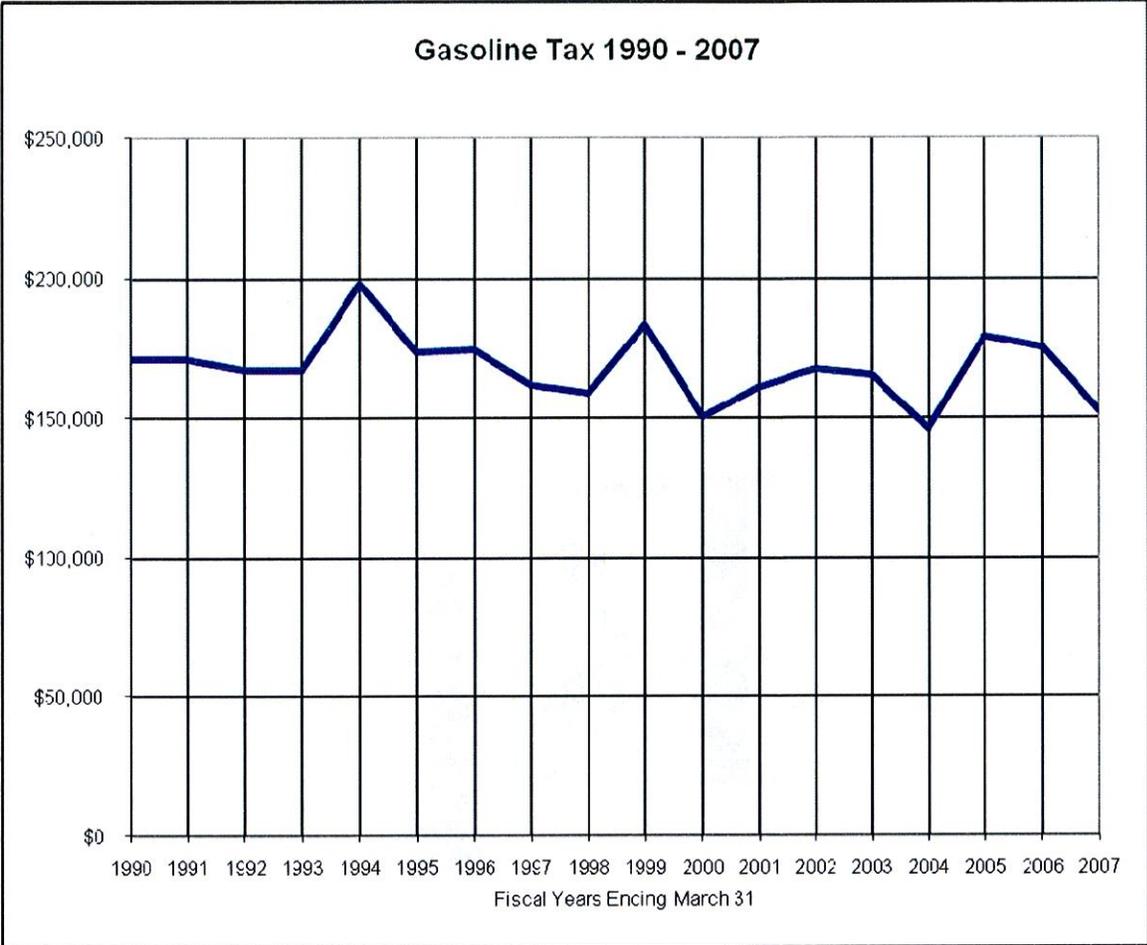
**INDICATOR DESCRIPTION:** The City receives \$1.114 per person admitted to the casino as a local fee. The City also receives an additional \$1.00 per person plus approximately 5% of the wagering losses as a tax collected and remitted to the City by the State of Illinois. This chart shows these local and State revenues plus total gaming revenue from inception in March 1992 through March 2007.

**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. Until 1996/97, approximately two-thirds of City gaming receipts were allocated to operations with the remaining one-third allocated to capital improvements. The budgeted projection of no gaming revenue in 1996/97, 1997/98 and again in 1998/99 placed significant fiscal stress on operating departments. 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. Gaming revenues were up last fiscal year.



**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. 2004 through 2007 replacement tax revenues increased over previous years due to economic recovery.



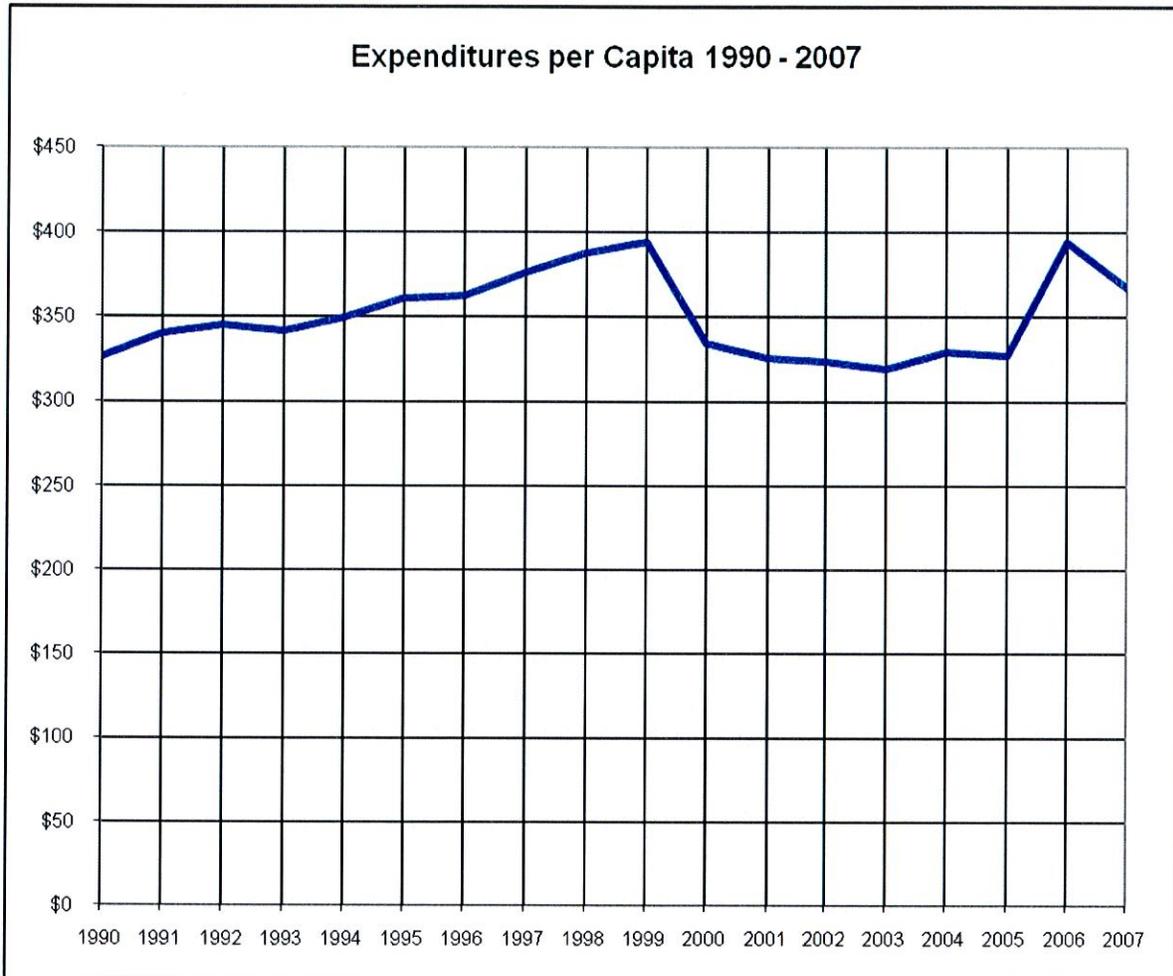
**INDICATOR DESCRIPTION:** The City adopted a user tax of \$.01 on retail and bulk purchases of motor fuel on April 6, 1987, replacing the wheel tax. Gasoline tax represents approximately 1% of General Fund revenue.

**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 but 2005 saw an increase while 2006 and 2007 have seen a decrease.



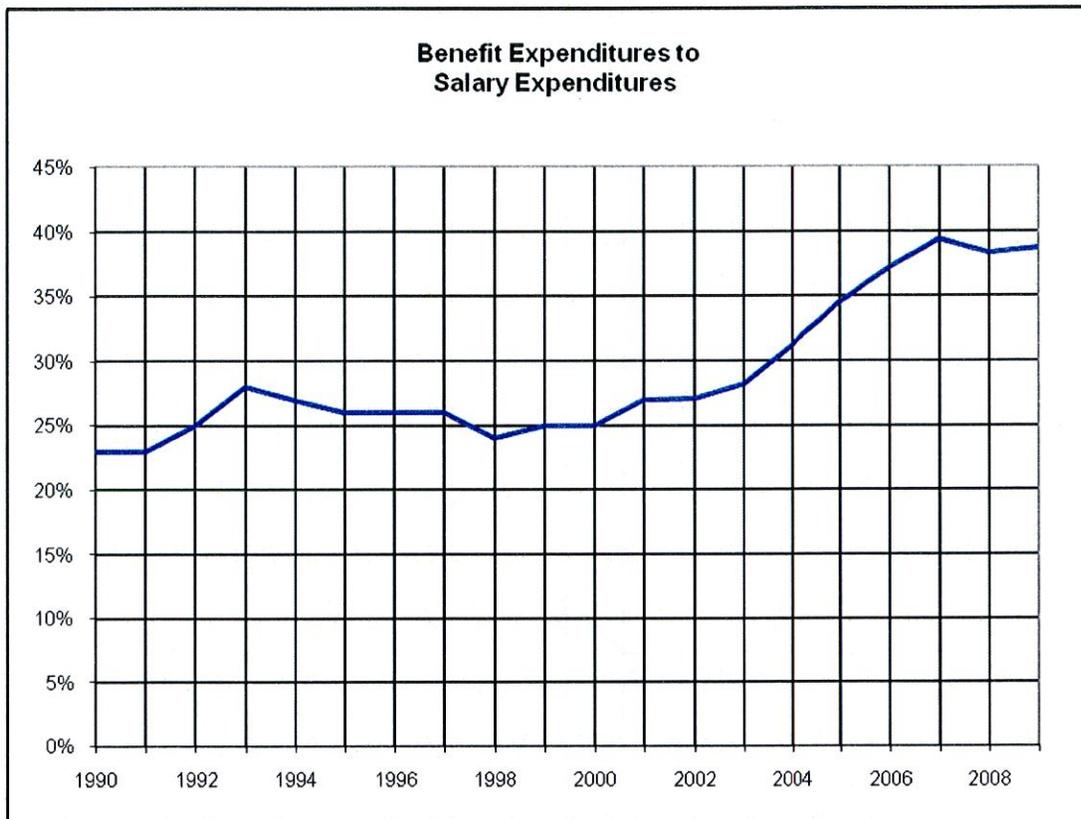
ROCK ISLAND  
ILLINOIS

## **EXPENDITURE TRENDS**



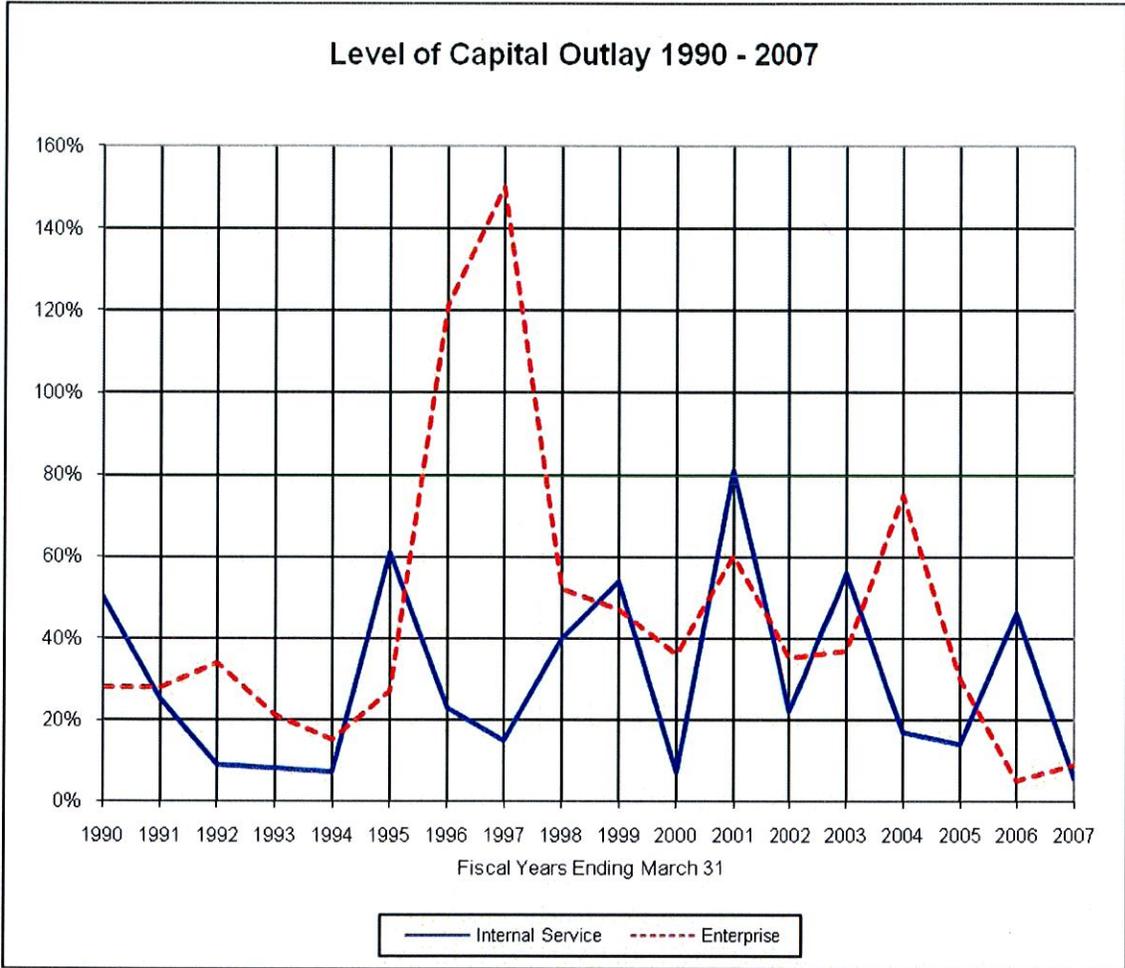
**INDICATOR DESCRIPTION:** This chart shows Net Operating Expenditures (adjusted for changes in the consumer price index) per person relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially 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 but started to rise again in 2005 and has declined again in 2007.



**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).

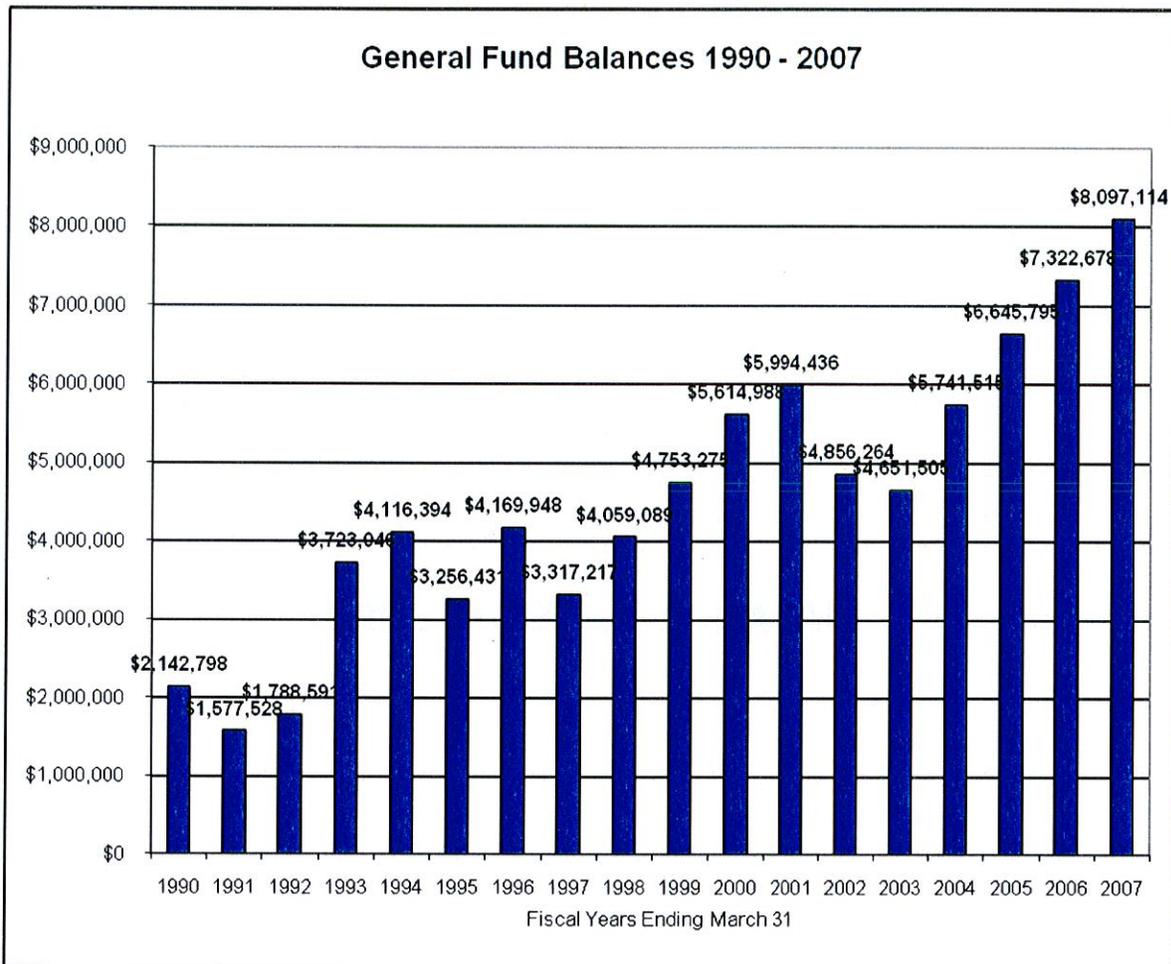
**TREND ANALYSIS/CONCLUSION:** This chart shows a positive trend for 1990 and 1991. The negative trend of increasing benefits to salaries for 1992 and 1993 is due to budgeted increases in health insurance expenses. This negative trend was reversed in the 1994 – 1998 budgets. 1999 saw budgeted increasing 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, however, city staff has taken a proactive approach to rising health care costs and the city's increases are well below national averages.



**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.

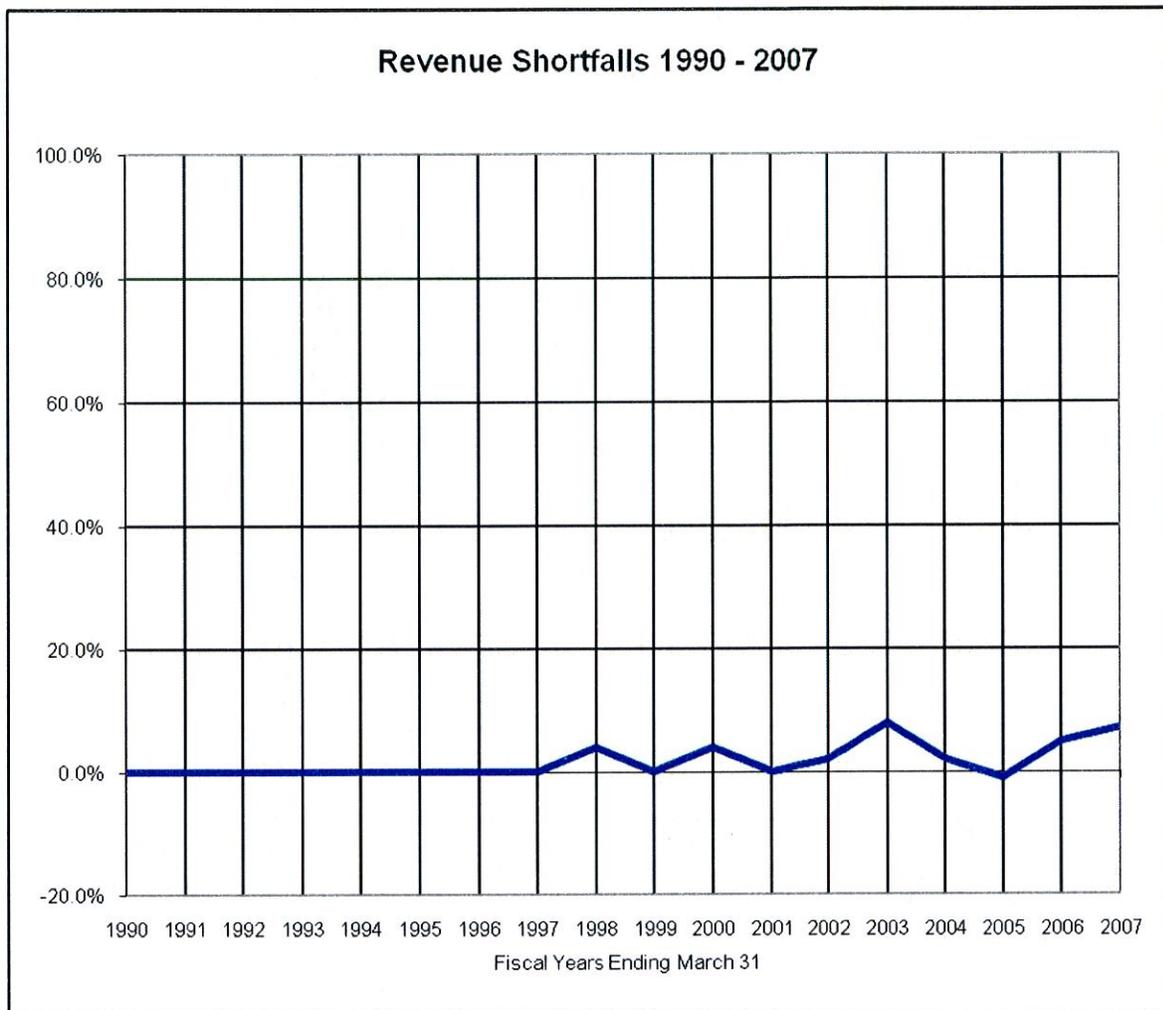
**TREND ANALYSIS/CONCLUSION:** Capital outlay for the Internal Service Fund (Equipment Maintenance) shows periodic peaks and valleys, which is expected as the City accumulates resources and then makes major periodic planned purchases of equipment. The Enterprise Funds show steady capital outlay (in these 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.

## **BALANCE SHEET TRENDS**



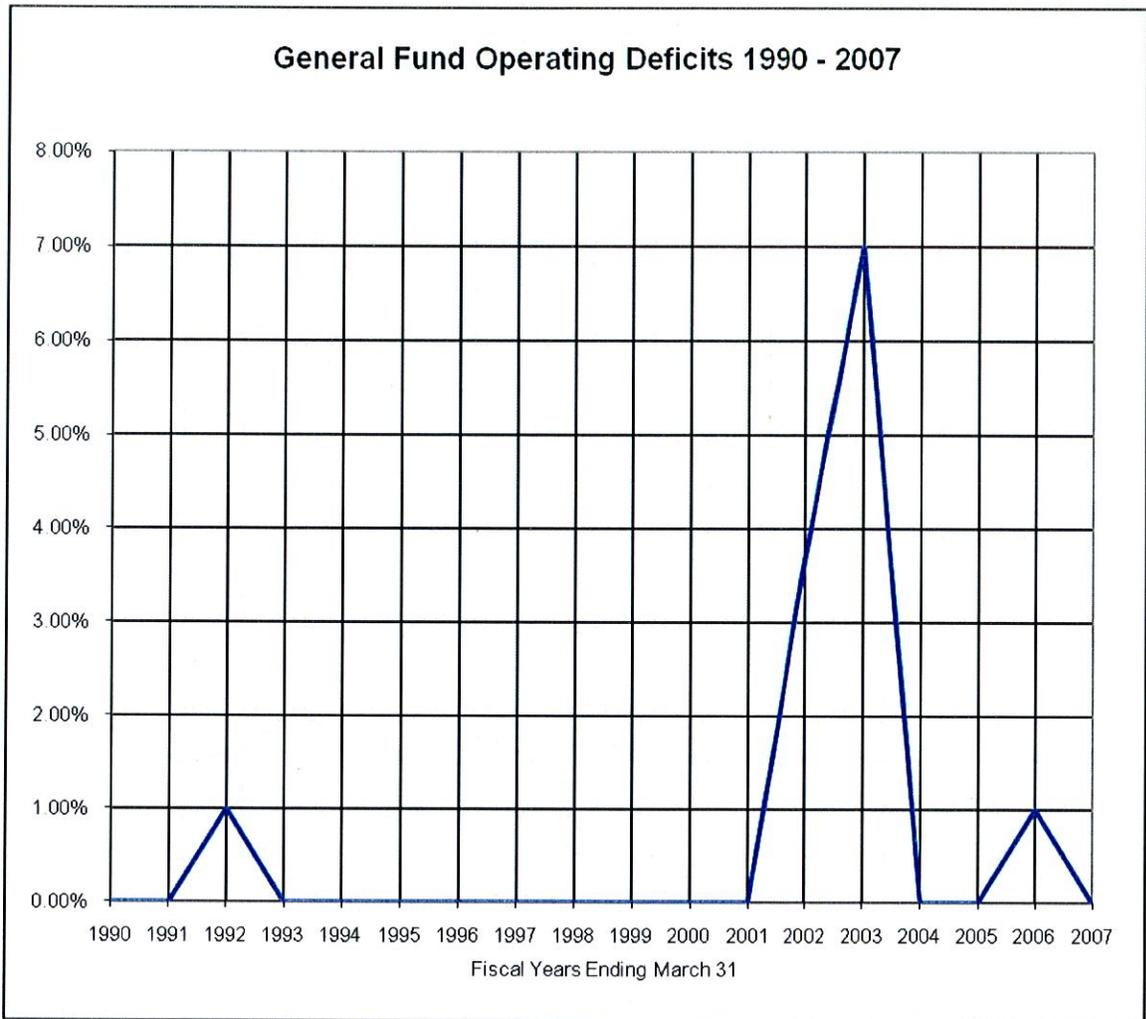
**INDICATOR DESCRIPTION:** The level of a city’s fund balance may determine the ability to withstand unexpected financial emergencies, such as may result from natural revenue shortfalls or steep rises in inflation. It may also determine a city’s ability to accumulate funds for large-scale purchases, 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. In 2007, the city again met its goal of a reserve equal to 60 days of budgeted expenditures.



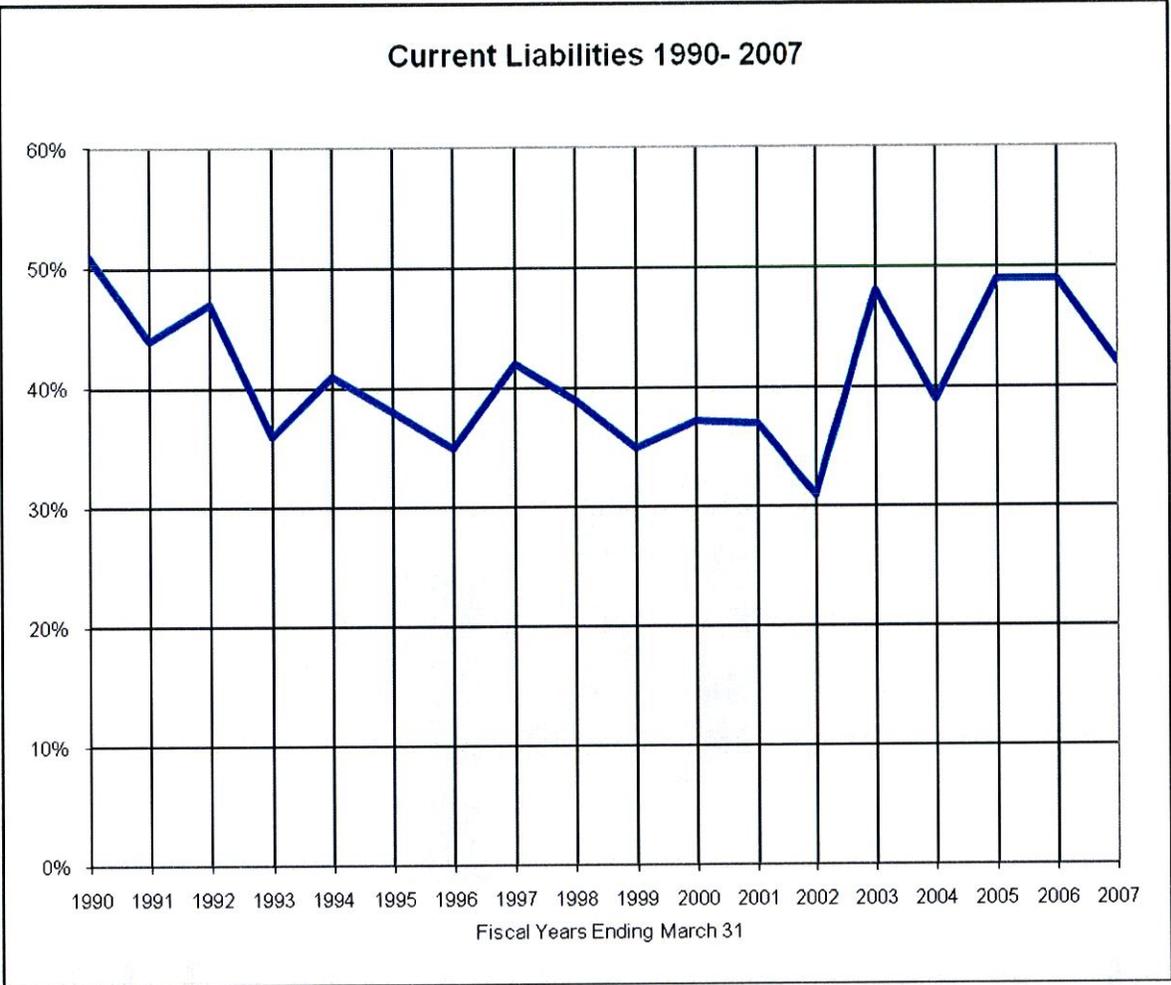
**INDICATOR DESCRIPTION:** Revenue shortfalls are indicated as a percentage of net operating revenue. This indicator examines the differences between revenue estimates and revenues actually received during the budget year. Major differences, that continue year after year, can be an indication of a declining 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:** 1998, 2000, 2002, 2003, 2006 and 2007 shortfalls were due to the economy.



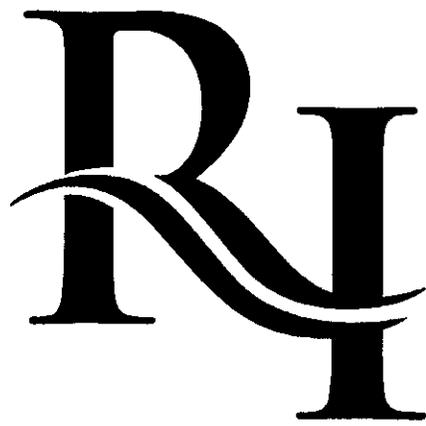
**INDICATOR DESCRIPTION:** An operating deficit occurs when current expenditures exceed current revenues. This does not necessarily mean that the budget will be out of balance (“budget deficit”) because reserves (“fund balances”) from prior years can be used to cover the difference. It does mean that, 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 deficit in 2002, 2003 and 2006 was caused by a decline in income tax and replacement tax; this decline was due to the economic recession.



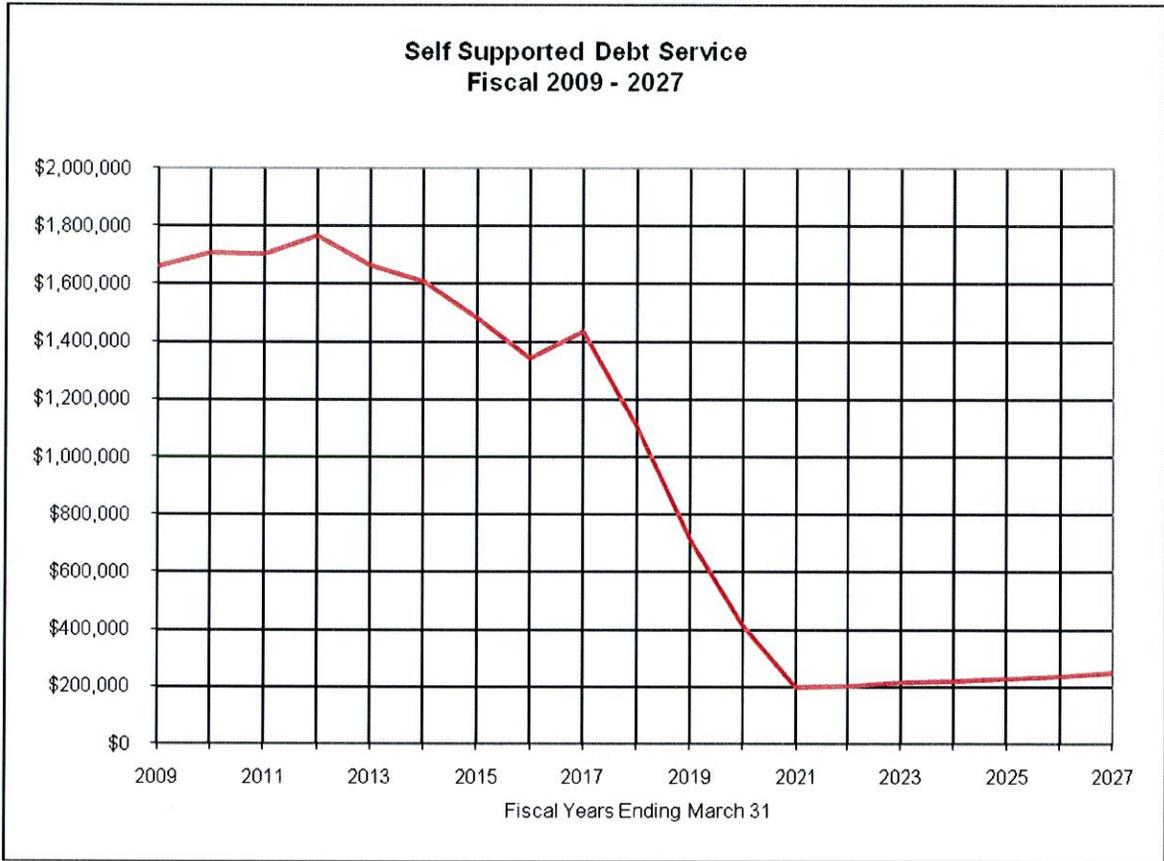
**INDICATOR DESCRIPTION:** Current liabilities are defined as the sum of all liabilities including short-term debt, the current portion of long-term debt, accounts payable, and other current liabilities. Although the use of short-term borrowing, i.e., tax anticipation warrants, is an accepted way to 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 in 2006 and declined in 2007.



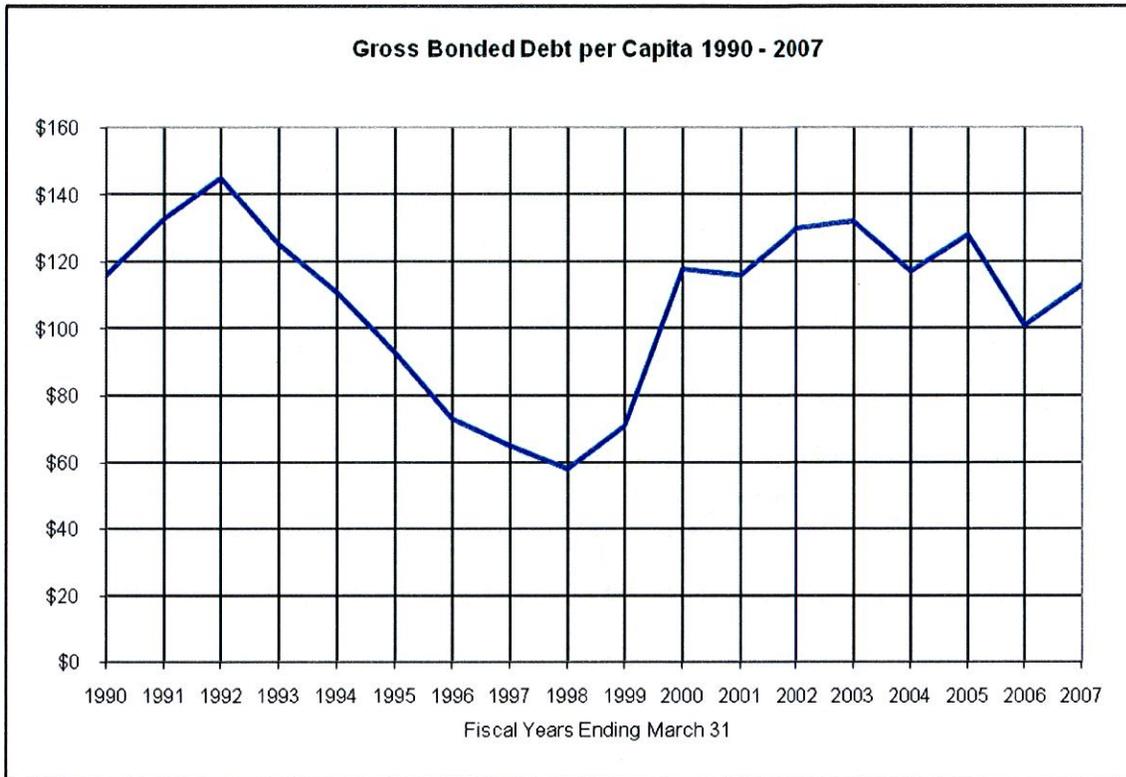
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## **DEBT SERVICE TRENDS**



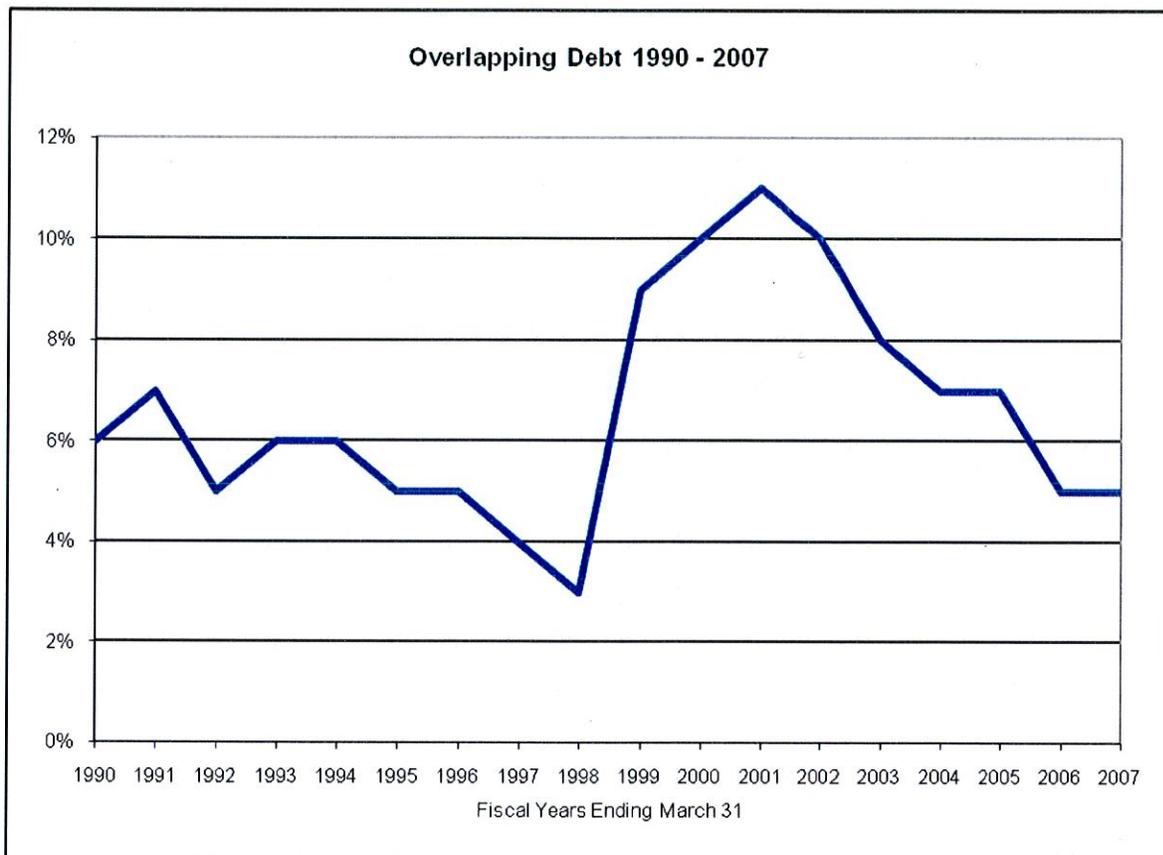
**INDICATOR DESCRIPTION:** Self-supporting debt is debt for which the City has pledged a repayment source separate from its property tax revenues. An example of self-supporting debt is a general obligation bond issued for water improvements, which is repaid from the revenues of the water fund. This chart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

**TREND ANALYSIS/CONCLUSION:** Self-supporting debt will decrease by the year 2021 based on the city's current self-supported debt, however, more bond issues are on the horizon for water and sewer system improvements required to meet state and federal regulations.



**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.



**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 and 2005.

## **Financial Policies**

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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 the 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 or 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:

<u>Asset</u>	<u>Years</u>
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	50 to 100
	(1969 to present = 50 years)
	(before 1969 = 100 years)



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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 reasonable 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 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 Compiled 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.

### **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 \$5,000**

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 \$2,500 but less than or equal to \$5,000**

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 to waive technicalities in the bidding process.

### **Category C: Goods and Services with a Cost exceeding \$500 but less than or equal to \$2,500**

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 to waive technicalities in the bidding process.

**Category D: Goods and Services with a Cost less than or equal to \$500**

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

For the purpose of determining which purchase category to utilize, a ~~Acost~~ is assumed to be the invoice cost. For example, the purchase of ten (10) items with a unit cost of \$200 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 \$2,500, the bill or bills will be presented to the City Council for approval prior to payment. If the cost is less than \$2,500, 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 \$500.

**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 \$2,500 will be presented to the City Council for approval prior to payment. Bills that are less than \$2,500 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 \$2,500.

**Alternate Procedure:**

Payments in all amounts, unless the original contract amount will be exceeded by more than \$2,500, will be processed through the normal accounts payable process.

**Approval Process:**

Contracts exceeding \$2,500 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 \$2,500, 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, Operation Paintbrush, utility refunds, sales tax rebates 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.

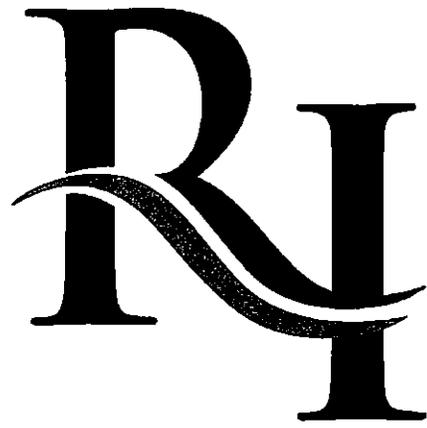
**Approval Process:**

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.

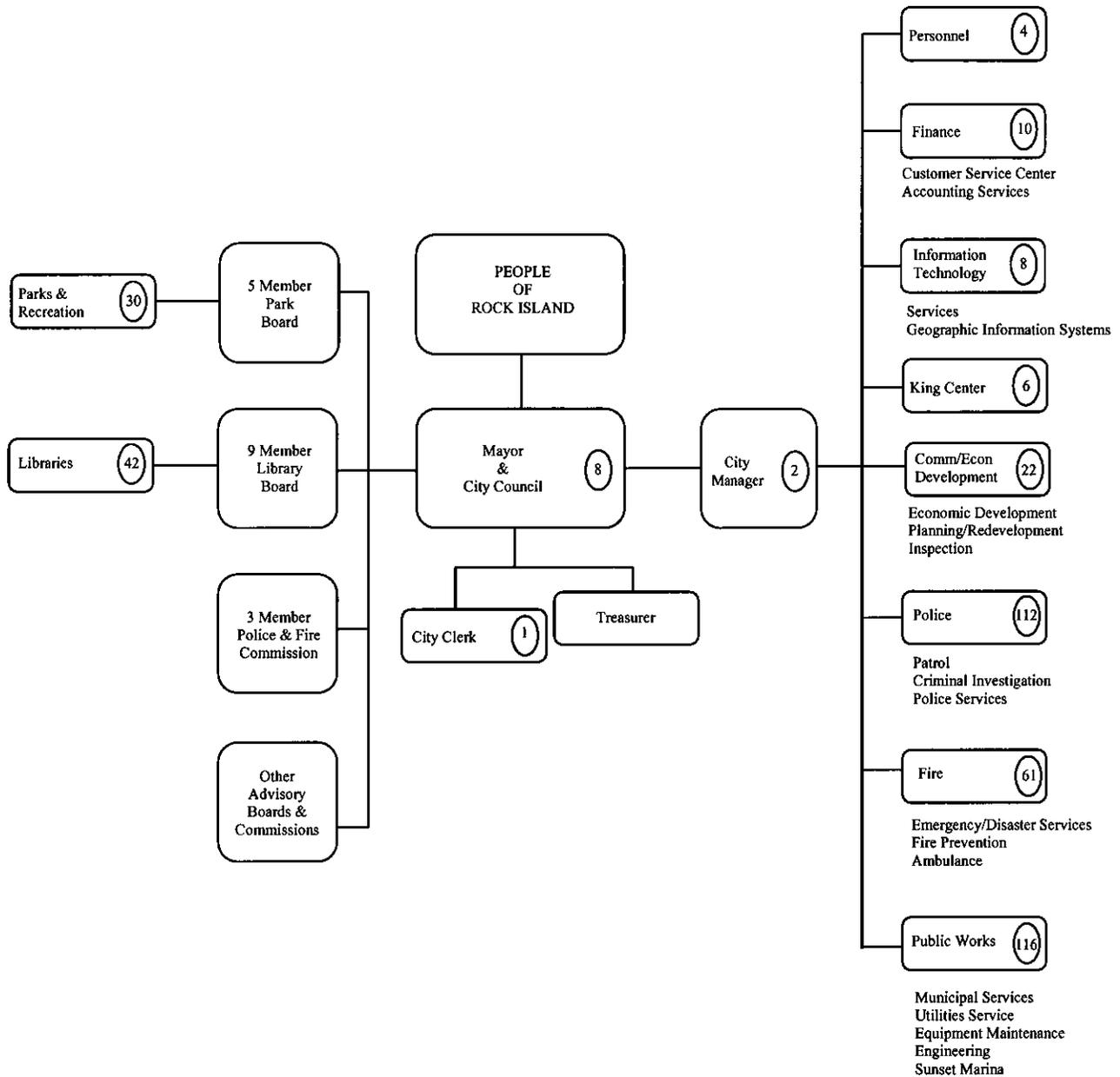


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# CITY COUNCIL GOALS AND PRIORITIES

## **Goals:**

- Quality Services, Financially Sound City
- Growing Economy
- More and Better Retail
- More New Homes—Upgraded Older Homes
- Improved Riverfront and Downtown
- More Livable Neighborhoods

## **Top priorities:**

- Support “Green Initiatives” identified by the Green Team
- Establish development plans for the area around the new Casino
- Support retail development along the Blackhawk Road Corridor
- Begin design and establish a financing plan for the construction of Armory Park
- As schools are a critical part of the community, work with the Rock Island schools to consider actions needed to respond to school restructuring

## **High priorities:**

- Support Columbia Park Redevelopment
- Encourage the development of environmentally sustainable businesses
- Promote Eleventh Street retail
- Enhance retail recruitment in the downtown and throughout the City
- Encourage the development of new housing in the \$150,000 to \$200,000 range

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 in September, 2007. The individual departments are responsible for implementation of these priorities.

The 2008-2009 budget reflects a small increase in personnel costs due to increased health plan costs.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
<b>(8) Total Staffing</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	82,969	91,390	95,021	100,350	100,350	104,663	4%
<b>Supplies</b>	629	1,776	717	2,082	2,082	2,082	0%
<b>Services</b>	22,005	28,137	15,418	41,328	41,328	40,928	-1%
<b>Other</b>	14,390	10,479	27,244	16,120	16,120	16,120	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	%
<b>Total Department</b>	<b>119,993</b>	<b>131,782</b>	<b>138,400</b>	<b>159,880</b>	<b>159,880</b>	<b>163,793</b>	<b>2%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	119,993	131,782	138,400	159,880	159,880	163,793	2%
<b>Total Expense</b>	<b>119,993</b>	<b>131,782</b>	<b>138,400</b>	<b>159,880</b>	<b>159,880</b>	<b>163,793</b>	<b>2%</b>

# 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 of 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:

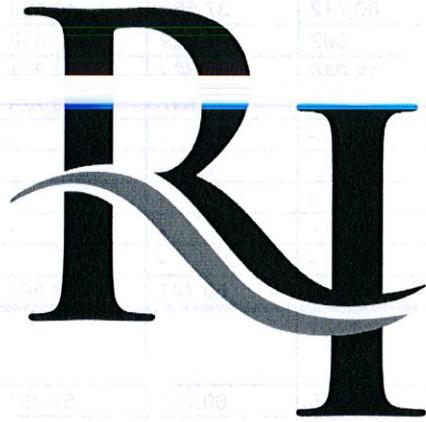
- Streamline processes to promote and improve efficiency and organization to City Clerk's Office.
- Continue to review and execute opportunities to enhance knowledge of procedures and policies of City Clerk's Office.
- Continue to provide timely responses to customer requests and inquiries on a daily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

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. License/Permit appl distributed	435	396	400	425
2. Council meetings scheduled	38	38	39	40
3. Ordinances presented	95	101	100	100
4. Freedom of Information requests	650	702	785	800
5. Contracts executed	100	98	100	100
<b>Workload:</b>				
1. License/Permit appl issued	420	390	400	420
2. Council meetings attended	38	38	39	40
3. Ordinances published	95	101	100	100
4. Freedom of Information responses	650	702	785	800
5. Contracts filed/listed	100	98	100	100
<b>Productivity:</b>				
1. Cost per License/Permit issued	\$ 23.06	\$ 11.56	\$13.26	\$11.26
2. Cost per Agenda/Minutes completed	\$ 733.75	\$ 292.85	\$348.86	\$303.18
3. Cost per ordinance	\$ 42.48	\$ 18.61	\$22.09	\$19.71
4. Cost per FOI request	\$ 12.42	\$ 5.35	\$5.63	\$4.93
5. Cost per contract	\$ 24.21	\$ 11.51	\$13.26	\$11.82
<b>Effectiveness:</b>				
1. License/Permit revenue	\$36,948.00	\$47,581.00	\$45,750.00	\$46,000.00
2. Agendas/Minutes	66	77	76	78
3. % of Ordinances published	100%	100%	100%	100%
4. Avg days for FOI responses	6	6	6	6
5. % of Contracts filed	100%	100%	100%	100%

**Analysis:**

The focus this fiscal year will be a continued learning process for the City Clerk. The number of Freedom of Information requests continues to increase (640 requests the first eight months of current fiscal year). Personnel costs are down due to hiring a new City Clerk at a lower rate. The 6% increase in supplies is due to an increase in general costs of supplies. The increase of 139% in the Services category is due to budgeting a temporary, part-time employee for work in the City Clerk's office.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) <b>Total Staffing (fte)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	54,013	80,712	37,583	44,189	44,189	39,414	-11%
<b>Supplies</b>	350	882	1,052	590	590	625	6%
<b>Services</b>	8,778	12,046	18,509	9,374	9,374	22,370	139%
<b>Other</b>	6,292	5,425	3,597	3,728	3,728	3,728	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>69,433</b>	<b>99,065</b>	<b>60,741</b>	<b>57,881</b>	<b>57,881</b>	<b>66,137</b>	<b>14%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	69,433	99,065	60,741	57,881	57,881	66,137	14%
<b>Total Expense</b>	<b>69,433</b>	<b>99,065</b>	<b>60,741</b>	<b>57,881</b>	<b>57,881</b>	<b>66,137</b>	<b>14%</b>



# ROCK ISLAND ILLINOIS



# GENERAL ADMINISTRATION

## Goals & Objectives

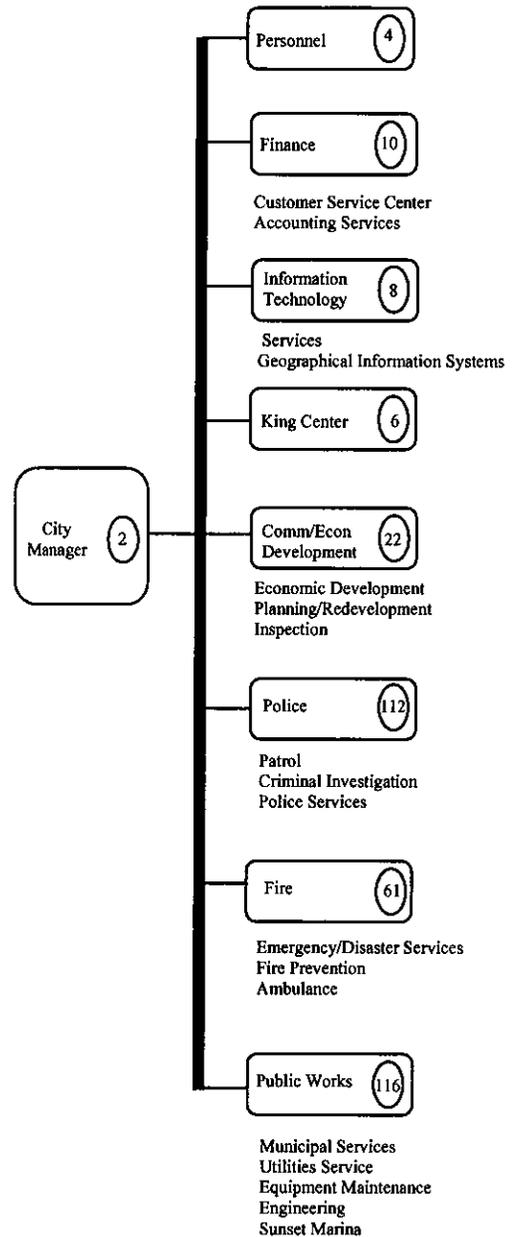
Maintain the high level of services provided to the community through a courteous, dedicated, and professional workforce.

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 eight departments: Personnel, Finance, Information Technology, Community and Economic Development, Police, Fire, Martin Luther King Jr. Community Center, and Public Works. The City Manager also works with the Parks and Recreation Director and Library Director to coordinate Parks and Recreation services and Library services. The City Manager oversees the Community Marketing program in cooperation with Rock Island Schools and Renaissance Rock Island. Additionally, the City Manager supervises the Executive Secretary, who 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:

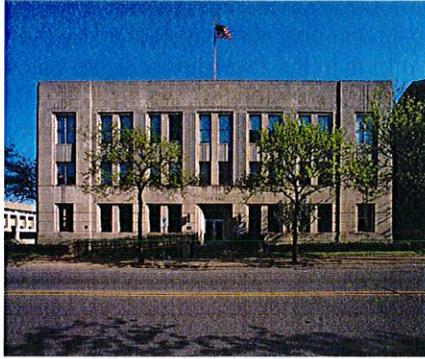
- Maintain the high level of services provided to the community through a courteous, dedicated and professional workforce and thorough review of the City's finances.
- Provide principled leadership to the organization that will encourage strong employee/employer relations.
- Continue to emphasize customer 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Population	39,684	39,684	39,684	39,684
2. Expenditures	\$ 69,158,030	\$ 59,195,390	\$ 72,467,762	\$ 81,073,198
3. Revenues	\$ 65,384,907	\$ 65,749,188	\$ 67,603,711	\$ 86,815,283
4. City Employees (FTE)	462	466	467	470
<b>Workload:</b>				
1. Departments managed	8	8	8	8
2. Capital costs	\$ 6,836,258	\$ 705,256	\$ 7,129,745	\$ 11,590,715
3. Personnel costs	\$ 32,373,585	\$ 33,973,369	\$ 35,309,001	\$ 36,713,068
<b>Productivity:</b>				
1. Capital improvements per capita	\$ 172.27	\$ 17.77	\$ 179.66	\$ 292.08
2. Personnel cost per capita	\$ 815.78	\$ 856.10	\$ 889.75	\$ 925.14
3. Property tax rate	\$ 2.57	\$ 2.36	\$ 2.35	\$ 2.34
4. Property tax levy	\$ 10,181,544	\$ 10,183,702	\$ 10,299,869	\$ 10,701,964
<b>Effectiveness:</b>				
1. % change in EAV	5.5%	5.7%	3.7%	4.9%
2. % change in sales tax revenue	-1.7%	2.3%	0.8%	2.8%
3. % change in property tax rate	3.2%	-8.2%	-0.4%	-0.4%

**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 2008-2009 budget reflects small increases in supplies (7%) and services (1%) due general inflationary costs. The decrease in Personnel costs is due to a change in insurance benefit costs with the hiring of a new Executive Secretary.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) City Manager	1.00	1.00	1.00	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
<b>(2) Total Staffing (fte)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	186,682	199,570	191,699	217,762	217,762	213,968	-2%
<b>Supplies</b>	382	197	179	360	360	385	7%
<b>Services</b>	1,909	30,598	131,884	114,066	114,066	114,731	1%
<b>Other</b>	4,051	9,544	8,228	5,134	5,134	5,134	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	120,000	110,000	110,000	110,000	0%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Department</b>	<b>193,024</b>	<b>239,909</b>	<b>451,990</b>	<b>447,322</b>	<b>447,322</b>	<b>444,218</b>	<b>-1%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	193,024	239,909	331,990	337,322	337,322	334,218	-1%
<b>Capital</b>	-	-	-	-	-	-	---
<b>Gaming</b>	-	-	120,000	110,000	110,000	110,000	0%
<b>Total Expense</b>	<b>193,024</b>	<b>239,909</b>	<b>451,990</b>	<b>447,322</b>	<b>447,322</b>	<b>444,218</b>	<b>-1%</b>



RI

ROCK ISLAND  
ILLINOIS



# PERSONNEL DEPARTMENT

## Goals & Objectives

Maintain and improve the working relationships between management, employee bargaining units and non-affiliated employees.

Administration of the Health Plan which includes the Blue Cross/Blue Shield network and third party administration. Continued administration of other health care services such as dental and Medicare Supplement.

Improve year-round training program for supervisors and employees that target specific needs of the City.

Maintain quality programming information on the City's public access channel by introducing the Illinois Channel. Expand the use of the intranet.

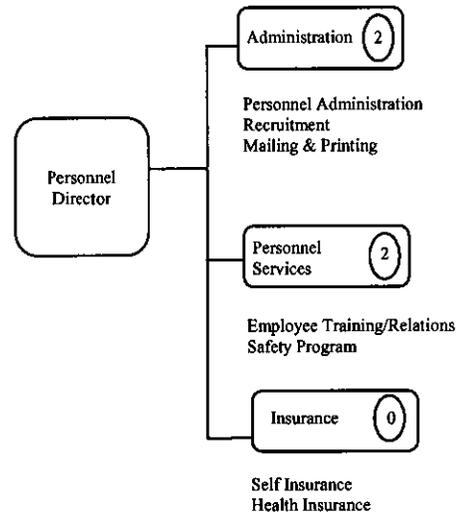
Review opportunities for enhancement of employee benefits where appropriate.

Develop a new safety program for employees.

UAW and IAFF negotiations.

Implement new applicant tracking software.

Conduct RFP/Renegotiation for health facilitator and actuary contracts.



**Analysis:**

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

The Administration Division provides support services to other departments in all employee related matters including employee recruitment, selection, orientation, training, benefit administration, discipline and termination. The department administers the city's position classification and pay system, as well as the Employee Personnel Rules. The department also manages and updates the public access channel including implementation of the style guide. The department will be purchasing new applicant tracking software to better assist the department with recruitment efforts. The Personnel Director participates in negotiations with six employee bargaining units: AFSCME Chapters A & B, FOP, IAFF, UAW and the Police Command Association. Staff also provides assistance and support to the City Manager on a variety of administrative projects. This division also coordinates the activities of joint purchasing, cable television, and mail services.

The Personnel Services Division develops and implements programs and activities designed to improve employee morale and increase communication throughout all levels of the organization, provides training, and offers assistance to employees with problems which may affect work performance. Personnel staff writes a quarterly employee newsletter and administers the quarterly employee recognition program, assists with the United Way drive, coordinates annual city-wide Christmas luncheon and 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/Personnel Assistant 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 Division, as are the city's safety programs.

The Insurance Division provides funding of the city's self-insured health benefit plan and self-insured liability programs. Staff serves on and works with the Health Care Planning Committee to ensure that the health benefit plan remains fiscally sound and that the benefits provided under the plan are sufficient to meet the needs of participants. Efforts continue to be made towards improving the financial health of the fund. Controlling the rise of health care costs remains a high management priority. The wellness subcommittee is in the process of initiating a new program for health risk assessments so common diseases can be identified for the population and addressed with training. In addition, the subcommittee will develop a program for employees to establish a relationship with a physician. Staff reviews the liability fund to insure that the city has sufficient resources to protect itself against general liability, personal injury and property damage claims. The Personnel Department works with other city departments to reduce workers' compensation cases. Additionally, Personnel is responsible for investigating damage claims, facility inspections to remove potential hazards and subrogation of claims by negligent third parties. The department also administers the unemployment insurance program. In 2008, the Insurance Division will enter the thirteenth year of the consolidated self-insurance program including all city agencies.

The goals of the Personnel Department reflect a commitment to effective employee labor relations, fair administration of employee benefits, customer service, development of a year around employee training schedule, continuation of joint purchasing opportunities and open communications.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Personnel Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Risk Manager	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) 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
<b>(4) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	231,006	249,295	255,887	291,999	291,999	316,060	8%
<b>Supplies</b>	19,400	14,613	14,732	17,560	17,560	18,510	5%
<b>Services</b>	4,452,274	5,141,075	4,894,040	4,763,713	4,763,713	5,147,346	8%
<b>Other</b>	12,505	15,000	6,173	8,165	8,165	8,965	10%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	8,868	9,612	9,840	3,580	3,580	3,687	3%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Department</b>	<b>4,724,053</b>	<b>5,429,595</b>	<b>5,180,672</b>	<b>5,085,017</b>	<b>5,085,017</b>	<b>5,494,568</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	505,709	540,211	550,020	561,119	561,119	595,513	6%
<b>Self Insurance</b>	919,970	1,239,238	594,846	846,187	846,187	858,942	2%
<b>Employee Health</b>	3,298,374	3,294,170	3,580,132	3,677,711	3,677,711	4,040,113	10%
<b>GASB 34</b>	-	355,976	455,674	-	-	-	---
<b>Total Expense</b>	<b>4,724,053</b>	<b>5,429,595</b>	<b>5,180,672</b>	<b>5,085,017</b>	<b>5,085,017</b>	<b>5,494,568</b>	<b>8%</b>

## Personnel Administration

### Program Description:

Personnel Administration provides support services to all departments in recruitment, selection, new employee orientations, benefit administration and policy interpretation. Staff also serves as a resource on all employee related issues. The city personnel classification system, pay plan, personnel rules and individual employee files are maintained in this cost center. Mail services are provided as well. Department orders paper for city-wide use and participates in joint purchasing with Bi-State. Organizational training is provided through this cost center. Personnel administration is also responsible for administration of the cable franchise and administering the City's public access channel.

### Program Objectives:

- Negotiate contracts with UAW & IAFF.
- Purchase and implement new applicant tracking software
- Maintain quality program information on the City's public access channel. Implement the state's "Illinois Channel" programming.
- Improve and expand year-round training program for supervisors and employees.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Authorized employees	647	652	656	656
2. Authorized city employees (fte)	462	466	467	470
3. Cafeteria plan participants	69	60	74	74
4. Health insurance participants	458	373	382	382
5. Asset liability	\$111,060,257	\$113,281,462	\$115,547,091	\$116,702,562
<b>Workload:</b>				
1. Jobs posted/applications received	48/1623	27/1027	33/1196	33/1196
2. Cafeteria plan reimbursement	75,905	86,834	80,599	80,599
3. Health insurance enroll changes	650	300	315	315
4. Liability claims filed	104	97	87	96
<b>Productivity:</b>				
1. Cost per vacancy filled	\$571.00	\$1,611.00	\$1,205.00	\$1,185.00
2. Cost per month med. reimburse.	\$13.69	\$15.82	\$14.38	\$14.29
3. Cost per health ins. member/mon.	\$258.57	\$260.34	\$296.66	\$330.02
4. Cost per paid liability claim	\$1,390.00	\$1,285.00	\$1,034.00	\$1,049.00
<b>Effectiveness:</b>				
1. % vacancies filled within 60 days	100.0%	81.0%	59.0%	100.0%
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	\$ 13.19	\$ 13.33	\$ 13.59	\$ 14.53

**Analysis:**

Overall the fund will increase 7% next fiscal year. Personnel expenses are up 16% primarily due to increases in wages and health insurance costs. Other increased 11% because of promotional costs for the employee service awards and an increase in reference materials used in testing applicants.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Personnel Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Risk Manager	0.20	0.20	0.20	0.20	0.20	0.20	0.00
(1) Admin. Secretary	0.55	0.55	0.55	0.55	0.55	0.55	0.00
Office Asst. III	0.45	0.45	0.45	0.45	0.45	0.45	0.00
Mangmnt Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(1) Total Staffing (fte)</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	139,561	154,257	160,244	166,859	166,859	193,789	16%
Supplies	18,991	14,613	14,732	17,535	17,535	18,485	5%
Services	324,487	345,442	349,164	347,867	347,867	356,650	3%
Other	9,078	9,408	5,212	7,065	7,065	7,865	11%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>492,117</b>	<b>523,720</b>	<b>529,352</b>	<b>539,326</b>	<b>539,326</b>	<b>576,789</b>	<b>7%</b>
<b>Expense by Fund:</b>							
General Fund	492,117	523,720	529,352	539,326	539,326	576,789	7%
<b>Total Expense</b>	<b>492,117</b>	<b>523,720</b>	<b>529,352</b>	<b>539,326</b>	<b>539,326</b>	<b>576,789</b>	<b>7%</b>

## Personnel Services

### Program Description:

Personnel Services focuses on improving morale and productivity through the implementation of social events, employee and supervisory training programs and collective bargaining. These programs are designed to promote communication throughout the City. The department coordinates formal training, the employee assistance program, employee recognition, service awards, United Way drive, the quarterly newsletter, the public access channel and the intranet site for Personnel. The employee safety awards program was eliminated due to cost and belief that the safety program was ineffective in encouraging employee safety. Staff is still looking at having a program with direct correlation to reducing costs for workers compensation and general liability claims.

### Program Objectives:

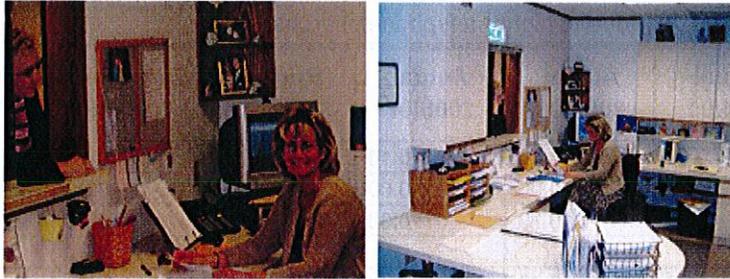
- Sponsor social events, distribute the employee newsletter and continue employee recognition programs.
- Comply with OSHA mandates including Blood Borne Pathogens, Respiratory, Confined Spaces, Drug Free Workplace, and Right-to-Know regulations.
- Expand training for employees and supervisors. Maintain 5th Friday Leadership Series for supervisors.
- Review opportunities to enhance employee benefits where appropriate.
- Develop new safety awards program.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Employee Bargaining Units	6	6	6	6
2. Grievances Filed	5	16	10	10
3. Training Programs	20	30	33	40
4. Manager Review/Safety Rev. Sch	12	12	12	12
<b>Workload:</b>				
1. Contracts Negotiated	2	4	-	2
2. Grievances Processed	5	16	8	10
3. Training Sessions Conducted	70	96	100	100
4. Mgr. Rev/Safety Rev Held	12	12	12	12
5. Newsletters Published	4	4	4	4
<b>Productivity:</b>				
1. Avg. Labor Relations Cost/empl	\$140.35	\$143.95	\$139.18	\$139.18
2. Avg. Training Cost/Employee	\$12.66	\$13.42	\$14.76	\$13.98
3. Avg. Safety Cost/Employee	\$33.65	\$23.40	\$17.56	\$24.87
4. Cost of Newsletter/Employee	\$3.95	\$6.10	\$6.04	\$6.07
<b>Effectiveness:</b>				
1. % Contracts Neg. w/out arb.	50.0%	100.0%	N/A	100.0%
2. % Grievances Res w/out arb.	100.0%	69.0%	88.0%	80.0%
3. % Training Completed	95.0%	95.0%	96.0%	100.0%
4. % Preventable Accidents	26.0%	36.0%	38.0%	33.0%
5. % Newsletter Published/Distr.	100.0%	100.0%	100.0%	100.0%

**Analysis:**

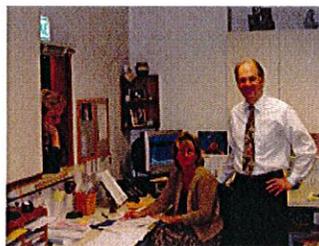
Overall the personnel services area decreased 14%. The decrease is primarily attributed to the lower wages earned by the new Office Assistant III. Services are up 10% due to higher telephone charges.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Risk Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Admin. Secretary	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
<b>(2) Total Staffing (fte)</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	13,112	16,348	20,467	21,497	21,497	18,397	-14%
<b>Supplies</b>	-	-	-	-	-	-	---
<b>Services</b>	-	91	201	296	296	327	10%
<b>Other</b>	480	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>13,592</b>	<b>16,439</b>	<b>20,668</b>	<b>21,793</b>	<b>21,793</b>	<b>18,724</b>	<b>-14%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	13,592	16,439	20,668	21,793	21,793	18,724	-14%
<b>Total Expense</b>	<b>13,592</b>	<b>16,439</b>	<b>20,668</b>	<b>21,793</b>	<b>21,793</b>	<b>18,724</b>	<b>-14%</b>



RI

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.

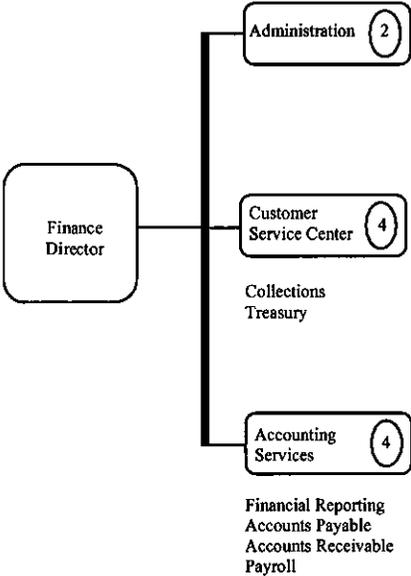
Address auditor's management letter comments and other annual internal control suggestions.

Monitor banking services to maximize investment income and improve efficiency.

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

Monitor centralized billing and collection systems to maximize revenue.

Increase the emphasis on customer service to meet the expectation of city 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 9 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.

This year, the Finance Department will continue its focus on customer service. The addition of a bi-lingual Customer Service Representative (CSR) has proven to be an asset to the Finance Department as well as the City of Rock Island. The department, as well as the City, will also focus on succession planning due to the number of eligible retirement age employees. No staffing changes are proposed for this fiscal year.

In past years, software and process implementation have presented workload challenges. This year, we will continue to focus on a shift from system implementation to refinement of processes. The auditing efforts will continue to be a focus. Work loads have increased this year as the annual registration and inspection fees from the rental inspection program, Sunset Marina fees, special assessments, and various other billings continue to increase. We will also continue efforts to increase the volume of electronic transmissions of financial information to enhance services and improve efficiency.

Personnel costs are up due to health insurance costs and merit raises. Staffing levels remain the same. The increases in Supplies and Services are based on necessity and experience. The contingency is set by city financial policy at 1% of budgeted expenditures and is based on a total general fund budget in excess of \$30.5 million.

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

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst to Finance Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) City 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
(3) Fiscal Technician	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(3) Customer Svc Rep	3.00	3.00	3.00	3.00	3.00	3.00	0.00
<b>(10) Total Staffing (fte)</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	546,760	581,842	591,440	625,761	645,072	675,818	8%
Supplies	3,310	6,387	6,228	5,110	6,119	5,510	8%
Services	180,044	190,572	218,627	220,922	236,372	233,697	6%
Other	22,703	24,686	45,607	28,715	28,930	29,985	4%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	830,247	889,790	523,168	108,058	108,058	99,893	-8%
Contingency	38,536	964	765	300,000	297,500	305,000	2%
<b>Total Department</b>	<b>1,621,600</b>	<b>1,694,241</b>	<b>1,385,835</b>	<b>1,288,566</b>	<b>1,322,051</b>	<b>1,349,903</b>	<b>5%</b>
<b>Expense by Fund:</b>							
General Fund	1,621,500	1,694,291	1,385,835	1,288,566	1,322,051	1,349,903	5%
<b>Total Expense</b>	<b>1,621,500</b>	<b>1,694,291</b>	<b>1,385,835</b>	<b>1,288,566</b>	<b>1,322,051</b>	<b>1,349,903</b>	<b>5%</b>

## 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. The Finance Director supervises one Division Manager in the delivery of financial services to all City departments.

### Program Objectives:

- Continue focus on fiscal management.
- Keep Administrations costs below 50% of Finance Operating Budget.
- Keep Finance Department costs below 5% of the total City Budget.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Authorized personnel	10	10	10	10
2. Total Finance operating budget	1,694,241	1,385,835	1,322,051	1,349,903
3. Total City budget	115,038,014	76,261,031	89,585,922	97,743,623
<b>Workload:</b>				
1. % time on personnel administration	15%	15%	15%	15%
2. % time on fiscal management	70%	70%	70%	70%
3. % time on liaison and coordination	15%	15%	15%	15%
<b>Productivity:</b>				
1. Cost of personnel administration	\$ 24,464	\$ 26,109	\$ 29,606	\$ 30,229
2. Cost of fiscal management	\$ 114,167	\$ 121,841	\$ 138,163	\$ 141,070
3. Cost of liaison and coordination	\$ 24,464	\$ 26,109	\$ 29,606	\$ 30,229
<b>Effectiveness:</b>				
1. Cost of operations per capita	\$ 26.83	\$ 18.85	\$ 15.58	\$ 15.69
2. Cost of Admin as a % of Finance	62.8%	53.9%	46.7%	46.1%
3. Cost of Finance as a % of total city	1.4%	1.8%	1.4%	1.3%

**Analysis:**

The focus of Finance Administration is to monitor city-wide revenues and expenses to provide financial information for management and elected officials, preparation of the Comprehensive Annual Financial Report and completion of the annual budget. Personnel increases are due to health insurance costs and merit increases. The Supplies increase results from increased prices in supplies and experience.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Admin Secretary	0.60	0.00	0.00	0.00	0.00	0.00	0.00
(1) Asst to Finance Dir	0.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(2) Total Staffing (fte)</b>	<b>1.60</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	127,549	163,095	174,059	178,664	197,375	201,529	13%
Supplies	644	931	1,407	1,100	1,600	1,600	45%
Services	5,481	10,229	27,107	13,066	13,066	13,633	4%
Other	686	721	22,304	840	840	845	1%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	830,247	889,790	523,168	108,058	108,058	99,893	-8%
Contingency	-	-	-	300,000	297,500	305,000	2%
<b>Total Cost Center</b>	<b>964,607</b>	<b>1,064,766</b>	<b>748,045</b>	<b>601,728</b>	<b>618,439</b>	<b>622,500</b>	<b>3%</b>
<b>Expense by Fund:</b>							
General Fund	964,607	1,064,766	748,073	601,728	618,439	622,500	3%
<b>Total Expense</b>	<b>964,607</b>	<b>1,064,766</b>	<b>748,073</b>	<b>601,728</b>	<b>618,439</b>	<b>622,500</b>	<b>3%</b>

## Customer Service Center

### Program Description:

The Customer Service Center provides a centralized point of accountability for all revenues collected 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 reconciliation and cash over/short.
- Keep shut-offs to crews below 10%.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Water/Sewer accounts	68,944	69,984	71,300	72,000
2. Parking Tickets/Permits issued	19,137	20,009	21,403	21,727
3. Miscellaneous accounts	6,928	7,140	7,420	7,500
<b>Workload:</b>				
1. Water/Sewer receipts	69,983	70,023	70,500	71,000
2. Parking Ticket/Permit receipts	16,600	16,200	16,400	16,000
3. Miscellaneous receipts	39,402	39,547	41,685	42,000
<b>Productivity:</b>				
1. Cost per receipt	\$ 2.05	\$ 1.93	\$ 2.24	\$ 2.22
<b>Effectiveness:</b>				
1. Delinquent Accounts to shut-off	719/1240	725/1259	689/1275	400 of 1300
2. Receipt Errors on Reconciliation	1	1	1	1
3. Cash Over (Short)	\$ 37	\$ 100	\$ 20	\$ +/- 100

**Analysis:**

There are no proposed changes in staffing in the Customer Service Center. The increase in personnel reflects health insurance and merit. The increases in Supplies, Services and Other are due to rising costs and experience.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Fiscal Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Customer Svc Rep	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) <b>Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	152,236	189,955	180,208	205,914	205,614	210,263	2%
<b>Supplies</b>	513	1,995	1,542	550	1,059	850	55%
<b>Services</b>	65,489	64,652	60,335	65,234	80,234	74,135	14%
<b>Other</b>	652	286	140	1,160	1,165	1,675	44%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	38,536	964	737	-	-	-	---
<b>Total Cost Center</b>	<b>257,426</b>	<b>257,852</b>	<b>242,962</b>	<b>272,858</b>	<b>288,072</b>	<b>286,923</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	257,426	257,852	242,962	272,858	288,072	286,923	5%
<b>Total Expense</b>	<b>257,426</b>	<b>257,852</b>	<b>242,962</b>	<b>272,858</b>	<b>288,072</b>	<b>286,923</b>	<b>5%</b>

## 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:

- Continue to prepare the annual budget and financial report in compliance with Government Finance Officers Association (GFOA) standards.
- Continue to monitor banking services to maximize investment income and improve banking efficiency.
- Continue to improve processing efficiency through electronic transmission of financial data.
- Address auditors' management letter comments and other internal control suggestions.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Number of accounts maintained	15,516	15,549	15,813	16,000
2. Number of payrolled employees	743	703	730	740
3. \$ available for investment	21,524,575	22,219,937	23,103,931	22,500,000
4. Number of water/sewer accounts	68,944	69,984	71,300	72,000
<b>Workload:</b>				
1. Number of payroll checks issued	16,992	16,999	17,056	17,100
2. Number of claims checks issued	10,250	10,007	10,150	10,000
3. Number of cash transactions	139,713	139,854	139,900	140,000
4. Number of water/sewer billings	68,944	69,984	71,300	72,000
<b>Productivity:</b>				
1. Cost per account maintained	\$ 5.99	\$ 6.35	\$ 6.57	\$ 6.88
2. Cost per payroll check	\$ 1.53	\$ 1.63	\$ 1.71	\$ 1.80
3. Cost per claims check	\$ 2.90	\$ 3.16	\$ 3.28	\$ 3.52
4. Cost per water/sewer account	\$ 3.23	\$ 3.38	\$ 3.50	\$ 3.67
<b>Effectiveness:</b>				
1. Auditor's adjusting entries	34	38	35	30
2. Auditor's comments implemented	9 of 19	10 of 15	10 of 15	ALL
3. % Return on investment	5.5%	6.1%	5.8%	5.0%
4. Budget Award received	yes	yes	yes	yes
5. CAFR Award received	yes	yes	yes	yes

**Analysis:**

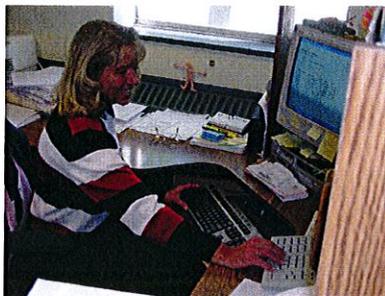
Personnel costs are up due to health insurance costs and merit. Emphasis will continue to be placed on auditing certain revenues. Audit adjustments continue to be reduced as software and processing issues are resolved. Supplies are down a small amount due to replacing much needed adding machines and staplers last fiscal year.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) City 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
Junior Accountant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(2) Fiscal Technician	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Budget/Coll Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(4) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	266,975	228,792	237,173	241,183	242,083	264,026	9%
<b>Supplies</b>	2,153	3,461	3,279	3,460	3,460	3,060	-12%
<b>Services</b>	109,074	115,691	131,185	142,622	143,072	145,929	2%
<b>Other</b>	21,365	23,679	23,163	26,715	26,925	27,465	3%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>399,567</b>	<b>371,623</b>	<b>394,800</b>	<b>413,980</b>	<b>415,540</b>	<b>440,480</b>	<b>6%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	399,567	371,623	394,800	413,980	415,540	440,480	6%
<b>Total Expense</b>	<b>399,567</b>	<b>371,623</b>	<b>394,800</b>	<b>413,980</b>	<b>415,540</b>	<b>440,480</b>	<b>6%</b>



# 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 and implementing proven information technology solutions.

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

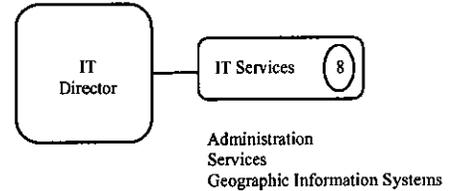
Work with City Departments to improve business operations by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.

Guarantee a secure reliable communication and computer infrastructure foundation on which to efficiently conduct City business operations today and in the future.

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

Develop and maintain technically skilled staff that is competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.

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



**Analysis:**

The Information Technology Services Director who reports to the City Manager manages the Information Technology Department. The department is staffed with 7 additional employees, 1 Assistant Director, 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 that provide information and telecommunications service and support through a team approach and centralized management.

For the fiscal year 2008/2009 the ITS Department's 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 with Phase IV and participation in the Inter-Agency Cooperative efforts.
- Finish the deployment and training of staff on new Microsoft Exchange Email
- Video Surveillance for Public Safety Vehicles
- Begin the Voice over IP implementation
- Enterprise Software Implementation (Financial, Human Resource, Utility Billing & Ecare)

By category of expenditure the ITS budget has increased a total of 34% or \$538,699. The major changes in the proposed budget are as follows:

Personnel – This category reflects an increase of 5% or \$32,352 related to salaries and benefits.

Supplies – This category shows a 14% decrease or \$38,750. The primary reason for this decrease is the completion of the Public Works Time Tracking \$28,000 and the Finance Edocs \$12,000. There is also a decrease of \$7,000 in the Annual Equipment Replacement funding, a \$5,000 decrease in Communications Equipment, and a \$750 decrease in General Supplies. However, there is an increase of \$14,000 to provide mobility for some of the Public Works staff for Leak Detection and other field data collection.

Services – This category shows an increase of 2% or \$6,676.00. There are increases of \$728 in insurance, \$421 in printing costs, and \$19,500 in software maintenance costs. Also, there are decreases of \$10,000 budgeted for the Software Steering Committee, \$115 in automobile rental, and \$3858 in Communications Services.

Other - This category shows a 9% increase or \$8,021. This increase is primarily due to the increase of \$6,769 for cooperative efforts and an increase of \$1,252 in representation.

Capital – This category shows an 1145% increase or \$547,200. This increase is for the Communications Infrastructure Phase IV which accounts for \$94,000 and there is an increase of \$9,200 in hardware to replace the Public Works large format printer/scanner/copier. Additionally, there is a \$444,000 increase for software.

Transfers - This category shows a 7% or \$16,800 decrease. This is due to the decrease of \$54,800 in the transfer from Capital Improvements Fund (301) for Equipment and the increase of \$38,000 in the transfer from Gaming Fund (223) for Applicant Tracking Software and Public Works large format printer/copier/scanner and toughbooks for greater mobility.

The mission of this Department is to empower workers with quality desktop information on demand by delivering quality and innovative information technology solutions that provide citizens, the business community, and City staff with secure, convenient, and reliable access to appropriate information and services. The Information Technology Services Department's values and guiding principles are to be accountable to users, to maintain open communications, to value employees and customers, to be fiscally responsible, to provide continuous innovative improvements, and to behave ethically.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) ITS Director	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst ITS Director	0.00	0.00	1.00	1.00	1.00	1.00	0.00
Info Service Mgr	1.00	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	4.00	4.00	2.00	2.00	2.00	2.00	0.00
(2) Info Specialist II	1.00	1.00	2.00	2.00	2.00	2.00	0.00
(1) Info Specialist Asst	0.00	0.00	1.00	1.00	1.00	1.00	0.00
<b>(8) Total Staffing (fte)</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	515,644	571,319	622,490	646,006	646,006	678,358	5%
Supplies	227,893	428,586	290,649	277,374	277,374	238,624	-14%
Services	279,717	203,179	303,884	298,174	298,174	304,850	2%
Other	59,733	72,068	60,268	93,649	93,649	101,670	9%
Programs	-	-	-	-	-	-	---
Capital	79,568	537,019	386,074	47,800	47,800	595,000	1145%
Debt service	302,580	-	-	-	-	-	---
Transfers	501,588	249,996	249,996	226,800	226,800	210,000	-7%
Contingency	-	-	-	-	-	-	---
<b>Total Department</b>	<b>1,966,723</b>	<b>2,062,167</b>	<b>1,913,361</b>	<b>1,589,803</b>	<b>1,589,803</b>	<b>2,128,502</b>	<b>34%</b>
<b>Expense by Fund:</b>							
General Fund	1,082,321	934,019	1,075,497	1,363,003	1,363,003	1,369,502	0%
TIF District #1	-	-	122,793	-	-	-	---
Gaming	380,748	249,996	249,996	22,000	22,000	60,000	173%
Capital	194,908	878,058	464,981	204,800	204,800	699,000	241%
Debt service	302,746	94	94	-	-	-	---
StormWater	6,000	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,966,723</b>	<b>2,062,167</b>	<b>1,913,361</b>	<b>1,589,803</b>	<b>1,589,803</b>	<b>2,128,502</b>	<b>34%</b>

## Information Technology Administration

### Program Description:

The Information Technology Services Administration works with the Customer Board of Users to build consensus on strategic direction and develops and maintains the Information Technology Services Master Plan for the City of Rock Island. The Information Technology Services Director supervises a staff of seven in the delivery of information technology services to all City Departments.

### Program Objectives:

- Continue focus on fiscal management.
- Keep Administration costs below 10% of the ITS Operating Budget.
- Keep ITS Department costs below 5% of the total City Budget.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Authorized personnel	7.00	8.00	8.00	8.00
2. Total ITS budget	\$2,062,166.00	\$1,913,361.00	\$1,589,803.00	\$2,128,502.00
3. Total City budget	\$115,038,014.00	\$76,261,031.00	\$90,936,941.00	\$95,184,365.00
<b>Workload:</b>				
1. % time on personnel administration	5%	5%	5%	5%
2. % time on fiscal management	10%	10%	10%	10%
3. % time on liaison and coordination	85%	85%	85%	85%
<b>Productivity:</b>				
1. Cost of personnel administration	\$ 11,417	\$ 11,417	\$ 12,007	\$ 12,663
2. Cost of fiscal management	\$ 22,834	\$ 22,834	\$ 24,014	\$ 25,327
3. Cost of liaison and coordination	\$ 194,090	\$ 194,090	\$ 204,122	\$ 215,277
<b>Effectiveness:</b>				
1. Cost of operations per capita	\$ 51.96	\$ 49.30	\$ 40.97	\$ 54.85
2. Cost of Admin as a % of ITS	9.0%	8.0%	8.0%	6.0%
3. Cost of ITS as a % of total city	1.8%	2.5%	1.7%	2.2%
4. Staff to User Account Ratio	67/1	59/1	59/1	59/1

**Analysis:**

The Information Technology Services Administration focus will be to continue working with the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. The Administration costs are up by 5%. The reasons for this are as follows: The Personnel costs have increased by 5% or \$11,771 related to salaries and benefits. The Services Category has increased by 1% or \$100 due to an increase of \$728 for Workman's Comp and liability insurance premiums and a decrease of \$628 in Communications Services. The Other category cost has increased by 44% or \$1,252. This is due to an increase in representation in the Government Management Information Science and Association of Information Technology Professionals organization.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) ITS Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Assistant ITS Director	0.00	0.50	0.50	0.55	0.55	0.55	0.00
Network Administrator	0.35	0.00	0.20	0.20	0.20	0.20	0.00
Info Specialist I	0.40	0.40	0.20	0.20	0.20	0.20	0.00
Info Specialist II	0.10	0.10	0.30	0.30	0.30	0.30	0.00
Info Assistant	0.10	0.10	0.10	0.10	0.10	0.10	0.00
(1) <b>Total Staffing (fte)</b>	<b>1.95</b>	<b>2.10</b>	<b>2.30</b>	<b>2.35</b>	<b>2.35</b>	<b>2.35</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	151,711	188,521	211,251	223,009	223,009	234,780	5%
Supplies	-	-	-	-	-	-	---
Services	15,297	20,875	16,129	14,317	14,317	14,417	1%
Other	1,761	150	961	2,818	2,818	4,070	44%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>168,769</b>	<b>209,546</b>	<b>228,341</b>	<b>240,144</b>	<b>240,144</b>	<b>253,267</b>	<b>5%</b>
<b>Expense by Fund:</b>							
General Fund	168,769	209,546	228,341	240,144	240,144	253,267	5%
<b>Total Expense</b>	<b>168,769</b>	<b>209,546</b>	<b>228,341</b>	<b>240,144</b>	<b>240,144</b>	<b>253,267</b>	<b>5%</b>

## Information Technology Services

### Program Description:

Information Services provides data processing, customer service, and telecommunications service and support through a team approach and management of the centralized 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Users supported	471	475	475	481
2. Support requests	1,735	3,184	3,260	3,400
3. Sites supported	53	53	53	54
4. Applications on system	135	140	140	142
5. Hardware items	790	880	880	885
<b>Workload:</b>				
1. One on one workstation visits	292	300	302	308
2. Support requests completed	1,724	3,205	3,225	3,440
3. Sites maintained	53	53	53	54
4. Applications maintained	135	140	140	142
5. Hardware items maintained	790	880	880	885
<b>Productivity:</b>				
1. Avg cost per user	\$ 762.13	\$ 688.44	\$ 541.00	\$ 753.00
2. Avg cost per support request	\$ 208.21	\$ 102.03	\$ 79.68	\$ 105.29
3. Avg cost per sites	\$ 6,772.85	\$ 6,169.96	\$ 4,848.62	\$ 6,707.24
4. Avg cost per application	\$ 2,658.97	\$ 2,335.77	\$ 1,835.55	\$ 2,550.64
5. Avg cost per hardware item	\$ 454.38	\$ 371.60	\$ 292.02	\$ 409.26
<b>Effectiveness:</b>				
1. Cost of IT Services as % of IT	87.03%	85.45%	80.82%	85.08%
2. % workstation visits completed	100.00%	100.00%	100.00%	100.00%
3. Avg response/support request	16	12	10	9
4. % of support requests completed	96.04%	98.46%	97.43%	98.71%
5. Support requests not completed	71	50	85	45
6. Satisfaction Survey results	4.17	4.29	4.28	4.35

## Analysis:

The Information Technology Services division will continue working with the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. Overall costs are up by 41% or \$526,070. Personnel costs increased by 5% or \$19,575. The Supplies Category reflects a decrease of 16% or \$38,750. This decrease is attributed to General supplies being down by \$750 and Communications Equipment down by \$5,000. Additional Equipment purchases are down by \$33,000 due to the completion of the Public Works Time Tracking \$28,000, the Finance Edocs completion \$12,000, a decrease of \$7,000 in the Annual Equipment Replacement funding, and the addition of \$14,000 in funding for toughbooks to provide some of the Public Works staff with better mobility such as for the Leak Detection program. The Services Category has increased by 1% or \$3,576. This is due to Communications Services decreasing by \$3,230, automobile rental decreasing by \$115, consultant services for the Software Steering Committee decreasing by \$10,000, printing costs increasing by \$421, and Maintenance Costs increasing by \$16,500. The Other category cost has increased by 13% or \$11,269 due to an increase in cooperative efforts. The Capital category shows an 1145% or \$547,200 increase. This increase is for the Communications Infrastructure Phase IV which accounts for \$94,000 and there is an increase of \$9,200 in hardware to replace the Public Works large format printer/scanner/copier. Additionally, there is \$444,000 funding for software. The Transfers category shows a 7% or \$16,800 decrease. This is due to the decrease of \$54,800 in the transfer from the Capital Improvements (301) fund for Equipment purchases and the increase of \$38,000 in the transfer from the Gaming (223) fund for Applicant Tracking Software, the Public Works large format printer/scanner/copier and the toughbooks.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
ITS Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Assistant ITS Director	0.00	0.40	0.40	0.40	0.40	0.40	0.00
(1) Network Administrator	0.55	0.00	0.70	0.70	0.70	0.70	0.00
(2) Info Specialist I	3.50	3.50	1.80	1.80	1.80	1.80	0.00
(2) Info Specialist II	0.90	0.90	1.70	1.60	1.60	1.60	0.00
(1) Info Specialist Asst	0.00	0.00	0.90	0.90	0.90	0.90	0.00
<b>(7) Total Staffing (fte)</b>	<b>4.95</b>	<b>4.80</b>	<b>5.50</b>	<b>5.40</b>	<b>5.40</b>	<b>5.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	349,210	367,995	395,570	404,223	404,223	423,798	5%
<b>Supplies</b>	227,893	402,607	267,819	248,374	248,374	209,624	-16%
<b>Services</b>	259,112	165,270	276,274	271,857	271,857	275,433	1%
<b>Other</b>	57,564	71,918	59,307	85,831	85,831	97,100	13%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	79,568	537,019	386,074	47,800	47,800	595,000	1145%
<b>Debt service</b>	302,580	-	-	-	-	-	---
<b>Transfers</b>	501,588	249,996	249,996	226,800	226,800	210,000	-7%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,777,515</b>	<b>1,794,805</b>	<b>1,635,040</b>	<b>1,284,885</b>	<b>1,284,885</b>	<b>1,810,955</b>	<b>41%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	893,113	666,657	797,176	1,058,085	1,058,085	1,051,955	-1%
<b>TIF District #1</b>	-	-	122,793	-	-	-	100%
<b>Gaming</b>	380,748	249,996	249,996	22,000	22,000	60,000	173%
<b>Block Grant</b>	-	-	-	-	-	-	---
<b>Capital</b>	194,908	878,058	464,981	204,800	204,800	699,000	241%
<b>Debt</b>	302,746	94	94	-	-	-	---
<b>StormWater</b>	6,000	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,777,515</b>	<b>1,794,805</b>	<b>1,635,040</b>	<b>1,284,885</b>	<b>1,284,885</b>	<b>1,810,955</b>	<b>41%</b>

## 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:

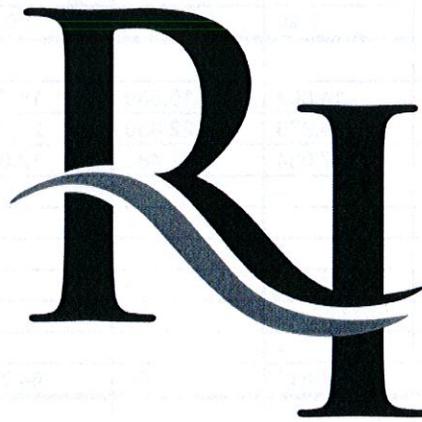
- Serve as point of convergence for all address based databases and systems in the organization.
- Establish Standards for Data Collection, Storage, and Graphical Representation.
- Provide reliable, accurate data for other address driven applications in the organization.
- Ensure connectivity with Rock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

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Users supported	26	32	35	35
2. GIS Enabled Applications	6	6	7	7
3. Data Sets/Layers available	32	35	40	40
<b>Workload</b>				
1. Users supported	26	32	35	35
2. GIS Enabled Applications	6	6	7	7
3. Data Sets/Layers available	32	35	40	40
<b>Productivity:</b>				
1. Avg cost per user	733.82	515.42	610.73	606.07
2. Avg cost per GIS application	3,179.88	2,748.90	3,053.63	3,030.34
3. Avg cost per data set/layer	614.30	485.52	550.58	546.38
<b>Effectiveness:</b>				
1. Cost of IT GIS as % of total GIS	21.22%	32.93%	28.16%	33.34%
2. Cost of IT GIS as % of IT	2.80%	2.61%	4.07%	3.02%

**Analysis:**

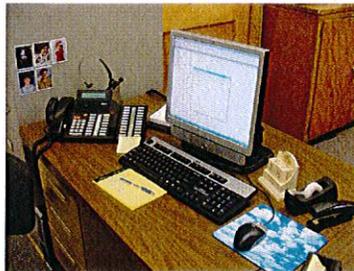
The Information Technology Services Geographic Information Systems (GIS) Cost Center expenses have decreased by 1% or \$494. The reason for this decrease is that Personnel costs are up by 5% or \$1,006 related to salaries and benefits. The Services (GIS Software Maintenance costs) are up by 25% or \$3,000. The Other category has decreased by 90% or \$4,500 due to a reduction in the contribution to Rock Island County for GIS.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
ITS Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant ITS Director	0.00	0.00	0.00	0.05	0.05	0.05	0.00
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
<b>Total Staffing (fte)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	14,723	14,803	15,669	18,774	18,774	19,780	5%
Supplies	-	25,979	22,830	29,000	29,000	29,000	0%
Services	5,308	17,034	11,481	12,000	12,000	15,000	25%
Other	408	-	-	5,000	5,000	500	-90%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>20,439</b>	<b>57,816</b>	<b>49,980</b>	<b>64,774</b>	<b>64,774</b>	<b>64,280</b>	<b>-1%</b>
<b>Expense by Fund:</b>							
General Fund	20,438	57,816	49,980	64,774	64,774	64,280	-1%
<b>Total Expense</b>	<b>20,438</b>	<b>57,816</b>	<b>49,980</b>	<b>64,774</b>	<b>64,774</b>	<b>64,280</b>	<b>-1%</b>

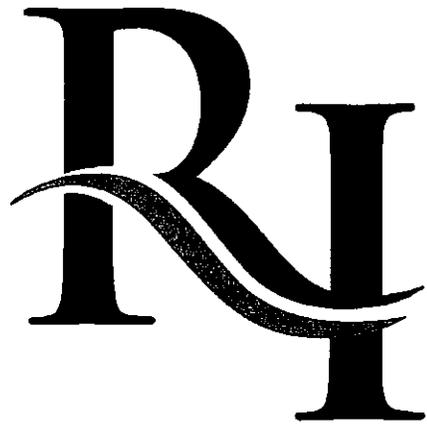


# ROCK ISLAND

## ILLINOIS



**COMMUNITY /  
ECONOMIC  
DEVELOPMENT**



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.

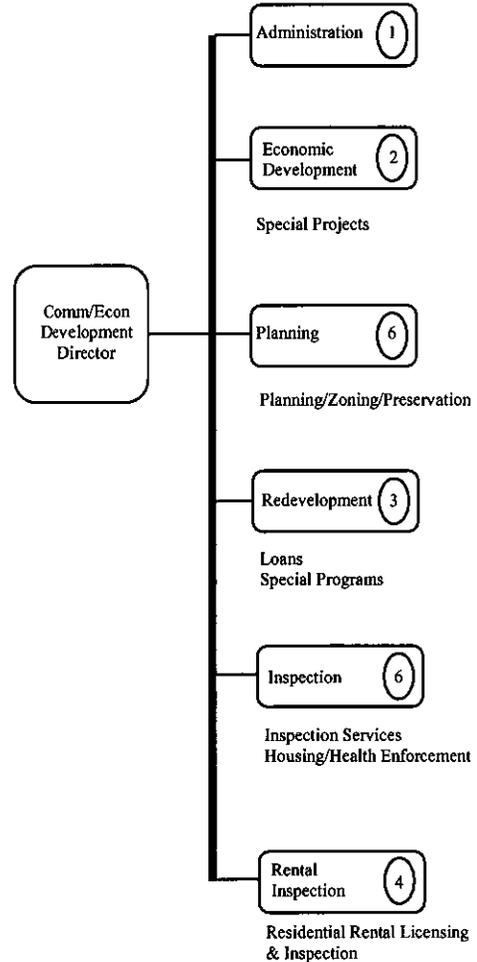
Provide for orderly growth and change within the city, develop and implement plans for the future and insure that structures are safe for occupancy and use.

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 specific Council goals related to Columbia Park Plan implementation, Armory Park development, New/Old Chicago neighborhood redevelopment, casino development, promotion and support of sustainable businesses, construction of new housing and retail development

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 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, Special Projects Manager and the Land and Development Programs Coordinator report to the Director. The Community and Economic Development Department is responsible for administering programs, projects and activities that enhance Rock Island as a place to live and work. Overall, the department focuses on increasing economic activity, preserving the city's older neighborhoods, regulating land uses for orderly growth and development, ensuring that buildings are safe for occupancy and use, and fostering new residential, commercial and industrial growth.

For FY2008/09 primary work efforts will be directed at supporting the priorities identified by the City Council that fall within the responsibilities and functions of the department. Specifically, these include; establish a development plan for the area around the new casino, support retail development on 11<sup>th</sup> Street, Blackhawk Road and in the downtown, begin design and establish a financing plan for Armory Park and encourage the development of housing in the \$150,000 to \$200,000 price range. In addition, department staff will continue to promote and support redevelopment at Columbia Park, implementation of the New Old Chicago Plan, encourage development of environmentally sustainable businesses, promote development of a campus town in cooperation with Augustana College, assist with implementation of Downtown Plan strategies and continue implementation of the RiverVision Plan. Department staff will work in partnership with other public and private sector organizations in furtherance of these priorities.

The proposed FY08/09 Community and Economic Development Department budget shows a 4% decrease from FY 07/08. This decrease results primarily from a reduced allocation of gaming funds for projects managed by the Community and Economic Development Department. Projects and activities proposed for funding with gaming dollars include; \$200,000 for demolition of substandard structures, \$185,000 for rebates to new homeowners and commercial development projects, \$150,000 for the non-TIF district façade improvement program, \$150,000 to continue the community marketing program, \$100,000 for unanticipated economic development projects, \$65,000 for the construction of one gateway sign, \$55,000 to support the expansion of retail activity, \$50,000 for support of community social service agencies, \$20,000 to support the coordination of events in the downtown, \$16,270 to support economic development activities by Renaissance Rock Island and \$10,000 to support green initiatives.

In addition to programs/projects funded with gaming revenue, another significant source of support are Tax Increment Finance (TIF) funds. Major proposed TIF supported projects and activities include; \$1,000,000 to support design and engineering of Armory Park, \$400,000 to support redevelopment of the McKesson property, \$200,000 to assist redevelopment of the Lincoln School property, \$200,000 to assist redevelopment of the Rocket Theater property, \$200,000 for a new gateway feature at 24<sup>th</sup> Street / 1<sup>st</sup> Avenue, \$160,000 for infrastructure improvements, \$150,000 for the downtown façade improvement program, \$135,000 for implementation of Artsplan, \$100,000 for renovations to the parking ramp, \$106,000 to support increased landscaping, \$90,000 to undertake environmental remediation activities at Quad City Botanical Center Childrens Garden site, \$50,000 to support retail development, \$50,000 for District branding and \$25,000 to expand the holiday lighting program.

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 funding in the proposed budget are as follows; Development Association of Rock Island - \$151,170, Quad City Development Group - \$58,000 (membership + \$10,000 for arsenal retention), Quad Cities Convention and Visitors Bureau - \$30,000, Bi-State Regional Commission - \$21,312, Illinois Quad City Chamber of Commerce - \$18,860 (membership + \$15,000 for Blueprint 2010), Rock Island Clean and Beautiful - \$15,000, Community Caring Conference - \$10,000, Labor Day Parade - \$10,906, RiverAction - \$7,745 and Red, White & Boom - \$3,000.

The FY09 budget also sustains city planning, housing and neighborhood programs, a significant portion of which are funded through the federal Community Development Block Grant (CDBG) program. A total of \$2 million has been budgeted for neighborhood development programs targeted primarily towards providing home rehabilitation and lead based paint remediation assistance to low-moderate income homeowners. This figure also includes costs related to management of the CDBG program and provision of services related to historic preservation, staff support to various boards and commissions, land use regulation, implementation of the downtown plan as well as neighborhood and targeted area plans, support for the city's website and other planning, zoning and graphic services functions. These activities are critical to the city's overall efforts to improve existing neighborhoods, ensure a diversity of housing choices, provide for focused and orderly growth and create an environment to attract private investment. Also, funding to sustain the Commercial / Industrial Revolving Loan Fund is included in the proposed budget. Since inception of the program in 1984, over \$10 million in loans have been made leveraging over \$90 million in private investment and creating/retaining over 3,800 jobs. The program is truly a revolving fund with loan repayments fully able to meet the demand for new loans.

The Inspections budget continues support for the rental residential housing inspection program. It is anticipated that inspections staff will achieve full implementation of the program conducting both exterior and interior inspection of rental units. Support for this program is derived primarily from CDBG funds with some program income from fees charged for inspections and licensing.

In addition to delivering a broad variety of services and programs, department staff will be responsible for administering over \$3 million in grant funds (exclusive of the \$1.15 million CDBG entitlement grant). These grants include; USEPA Brownfields Assessment Grant - \$200,000, US Housing and Urban Development Lead Based Paint Grant - \$1.9 million, Preserve America Grant - \$87,000 and Illinois Historic Preservation Grant - \$15,500.

By category of expenditure the major changes in the proposed budget are as follows:

Personnel - This category reflects increases related to salaries and benefits including increases in health insurance costs. In an effort to reduce General Fund support, costs associated with administration of the city's five Tax Increment Finance districts have been shifted to those funds.

Supplies - The 11% reduction in supplies is based on anticipated activity levels and cost effective purchasing methods.

Services - A 20% increase in this category is due primarily to the budgeted cost for engineering and design services associated with the Armory Park project.

Programs - This category shows a decrease of 10%. This decrease is due primarily to reduction in budgeted funds for the McKesson project (FY07/08 = \$700,000 vs FY08/09 = \$400,000), the anticipated completion of the DeSoto renovation (FY07/08 = \$150,000 vs FY08/09 = \$0) and a \$100,000 reduction in the amount of funding proposed for economic development special projects.

Capital - Capital expenditures include replacement of broken paving tile in the downtown, the 24<sup>th</sup> Street / 1<sup>st</sup> Avenue gateway feature; Blackhawk mural lighting, southwest business park infrastructure and wetland development (carryover projects); and construction of one new "welcome" sign and a city entry point.

Transfers - This category accounts primarily for the transfer of gaming funds and is decreased as the result of a reduced gaming fund transfer.

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.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) CED Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Spec Project Mgr	1.00	1.00	1.00	1.00	1.00	1.00	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
(1) Land Dev Prog Coord	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Lead Prog Coord	0.00	0.00	1.00	1.00	1.00	1.00	0.00
(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
(1) Grants/website Coord	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Comp Graphic Spec	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Plbg/Elec/Mech Insp	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(3) Housing Inspector	1.00	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
(2) Office Assistant II	0.00	2.00	3.00	2.00	2.00	2.00	0.00
(1) Office Assistant III	2.00	1.00	1.00	1.00	1.00	1.00	0.00
Intern	0.00	0.00	0.43	0.43	0.43	0.43	0.00
Admin Secretary	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Urban Planner	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(22) Total Staffing (fte)</b>	<b>19.00</b>	<b>22.00</b>	<b>23.43</b>	<b>22.43</b>	<b>22.43</b>	<b>22.43</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,163,010	1,360,493	1,444,304	1,493,297	1,502,076	1,566,285	5%
<b>Supplies</b>	13,392	19,924	24,271	18,644	22,219	16,657	-11%
<b>Services</b>	819,420	786,609	1,581,899	1,971,613	2,199,175	2,359,367	20%
<b>Other</b>	530,354	905,324	583,552	932,658	968,549	790,288	-15%
<b>Programs</b>	2,095,338	2,433,975	1,462,749	5,767,233	4,110,403	5,178,743	-10%
<b>Capital</b>	329,076	458,698	192,557	625,000	421,922	731,000	17%
<b>Debt service</b>	1,188,062	31,658	14,429	-	-	-	---
<b>Transfers</b>	2,267,922	3,377,243	2,414,439	1,997,813	1,927,337	1,532,001	-23%
<b>Contingency</b>	581,269	336,488	236,035	-	-	-	---
<b>Total Department</b>	<b>8,987,843</b>	<b>9,710,412</b>	<b>7,954,235</b>	<b>12,806,258</b>	<b>11,151,681</b>	<b>12,174,341</b>	<b>-5%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	956,314	944,762	1,060,312	1,342,901	1,295,301	1,200,096	-11%
<b>TIF District #1</b>	1,143,651	1,390,400	1,456,222	3,577,413	2,852,611	3,301,364	-8%
<b>TIF District #2</b>	218,675	116,274	139,545	527,208	152,488	481,464	-9%
<b>TIF District #3</b>	62,418	264,185	134,563	204,096	309,080	235,957	16%
<b>TIF District #4</b>	30,054	-	-	11,000	11,000	10,000	-9%
<b>TIF District #5</b>	-	-	28,616	-	8,094	6,924	NEW
<b>Comm/Econ Dev</b>	1,801,109	2,773,497	1,627,624	2,777,325	1,994,551	3,023,592	9%
<b>Riverboat Gaming</b>	1,478,532	1,805,004	1,596,996	1,373,936	1,373,936	1,001,000	-27%
<b>Cap Improvement</b>	-	99,996	200,004	34,864	34,864	-	-100%
<b>CDB Grant</b>	1,407,155	1,303,082	1,127,249	1,336,751	1,485,147	1,468,144	10%
<b>RI Labor Day Parade</b>	7,960	9,592	8,876	10,806	10,806	10,421	-4%
<b>CDBG Loans</b>	65,031	408,232	23,830	216,124	221,619	209,118	-3%
<b>Debt Service</b>	1,195,912	512,842	459,127	156	156	156	0%
<b>Afford Hsg State</b>	96,232	-	-	-	-	-	---
<b>CED Loan</b>	-	-	-	100,550	100,550	100,550	0%
<b>CIRLF Loan</b>	524,800	505,969	224,504	601,600	601,950	602,650	---
<b>MPF Endow Loans</b>	-	-	-	60,000	60,000	60,000	---
<b>GASB 34</b>	-	(480,922)	(388,196)	-	-	-	---
<b>Lead Grant</b>	-	57,499	254,963	631,528	639,528	462,905	-27%
<b>Total Expense</b>	<b>8,987,843</b>	<b>9,710,412</b>	<b>7,954,235</b>	<b>12,806,258</b>	<b>11,151,681</b>	<b>12,174,341</b>	<b>-5%</b>



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 who support city 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Council goals related to dept	5	5	8	8
2. Meetings representing city	75	75	75	75
3. Reports for Council action	210	234	230	230
4. Active projects under management	66	65	65	70
<b>Workload:</b>				
1. Council goals related to dept	5	5	8	8
2. Meetings attended represent city	75	75	75	75
3. Reports for Council action	210	234	230	230
4. Active projects under management	66	65	75	75
<b>Productivity:</b>				
1. Council goals related to dept	\$ 5	\$ 5	\$ 8	\$ 8
2. Cost per meeting	\$ 88	\$ 88	\$ 88	\$ 90
3. Cost per report prepared/reviewed	\$ 135	\$ 138	\$ 142	\$ 146
4. Active projects under management	\$ 66	\$ 65	\$ 65	\$ 70
<b>Effectiveness:</b>				
1. % change in EAV	5.5%	3.7%	3.0%	3.0%
2. % change in sales tax revenue	-1.7%	2.0%	2.0%	2.0%
3. % development projects closed	65.0%	67.0%	69.0%	75.0%
4. Admin cost as % of total budget	2.0%	2.0%	1.9%	1.0%

**Analysis:**

The reduction in Personnel is due to a change allocation of costs associate with the Director's position, A greater portion of Personnel costs are being charged to the TIF funds which are reflected in the Economic Development cost center. Supplies and services increases are based on anticipated costs related to communications costs, legal costs and copying charges.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) CED Director	1.00	1.00	1.00	1.00	1.00	0.60	(0.40)
Admin Secretary	0.35	0.35	0.35	0.00	0.00	0.00	0.00
(1) <b>Total Staffing (fte)</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.00</b>	<b>1.00</b>	<b>0.60</b>	<b>(0.40)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	129,319	124,474	122,546	127,205	127,205	87,608	-31%
<b>Supplies</b>	805	757	503	1,450	1,450	1,878	30%
<b>Services</b>	25,744	31,922	35,128	35,853	34,453	38,345	7%
<b>Other</b>	3,664	2,949	4,079	3,701	3,701	3,826	3%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>159,532</b>	<b>160,102</b>	<b>162,256</b>	<b>168,209</b>	<b>166,809</b>	<b>131,657</b>	<b>-22%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	68,942	73,130	78,050	76,111	74,711	58,680	-23%
<b>CDBG</b>	82,630	77,380	75,330	81,292	81,292	62,556	-23%
<b>Labor Day Parade</b>	7,960	9,592	8,876	10,806	10,806	10,421	-4%
<b>Total Expense</b>	<b>159,532</b>	<b>160,102</b>	<b>162,256</b>	<b>168,209</b>	<b>166,809</b>	<b>131,657</b>	<b>-22%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. CIRLF Loan Applications	14	14	11	15
2. TIF District Projects	12	23	25	25
3. Agencies Receiving Funding	11	9	9	9
4. Business Leads/Info Requests	17	15	15	15
5. Business Connection Calls	28	15	20	30
<b>Workload:</b>				
1. CIRLF Applications Approved	14	14	7	12
2. TIF District Projects	22	23	25	25
3. Agency Funding Requests	12	12	12	12
4. Written Proposals Completed	6	5	7	8
5. Business Connection Calls	28	18	20	35
<b>Productivity:</b>				
1. Cost Per Job CIRLF	\$ 6,375	\$ 6,263	\$ 7,037	\$ 2,550
2. TIF Projects Completed	\$ 22	\$ 24	\$ 25	\$ 25
3. Cost Per Payment Request	\$ 21	\$ 22	\$ 23	\$ 24
4. Cost Per Proposal	\$ 275	\$ 283	\$ 291	\$ 300
5. Cost of Business Connection	\$ 2,160	\$ 2,225	\$ 2,290	\$ 2,360
<b>Effectiveness:</b>				
1. Job Created/Retained	48	475	52	60
2. Percent Increase in TIF Revenue	66	8.7	5.6	5
3. Ration Priv/Pub CIRLF Loans	6 to 1	12 to 1	6 to 1	6 to 1
4. Percent Bus con Calls Complete	80	75	80	85

## Analysis:

The Personnel cost increase results from reallocation of salary costs from the Administration cost center to this cost center, which funds a larger portion of the costs from Tax Increment Finance funds. The reduction in the supplies results from purchase of landscape materials carried in the current year budget. The increase in services is due to added engineering and design services for the Armory Park project. The programs category reduction results from reduced budget amounts for the McKesson, DeSoto and the allocation for economic development special projects. Capital costs are associated with planned infrastructure improvements in the downtown and the reduced transfer category results from a decreased gaming fund transfer.

Staffing:	Actual 2004/05	Actual 2005/06	Actual 2006/07	Budget 2007/08	Estimated 2007/08	Proposed 2008/09	Diff. (fte)
(1) Special Projects Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Land Dev Prog Coord	1.00	1.00	1.00	1.00	1.00	1.00	0.00
CED Director	0.08	0.08	0.08	0.08	0.08	0.40	0.32
Admin Secretary	0.35	0.35	0.35	0.00	0.00	0.00	0.00
Hous Prog Officer	0.03	0.03	0.03	0.10	0.10	0.05	(0.05)
Constr Officer	0.03	0.03	0.03	0.10	0.10	0.05	(0.05)
(2) Total Staffing (fte)	2.49	2.49	2.49	2.28	2.28	2.50	0.22
Expense:							% Var
Personnel	163,671	164,122	175,682	183,450	186,502	242,976	32%
Supplies	5,846	11,036	12,551	6,500	9,575	1,000	-85%
Services	580,914	599,407	1,450,530	1,323,341	1,502,322	1,803,978	36%
Other	518,559	889,253	480,042	576,817	612,508	602,043	4%
Programs	1,540,548	2,116,856	1,117,588	4,943,387	3,198,284	4,225,117	-15%
Capital	327,126	438,698	192,557	625,000	421,922	731,000	17%
Debt service	1,188,062	31,658	14,429	-	-	-	---
Transfers	2,073,761	2,746,970	2,205,650	1,774,287	1,686,601	1,306,387	-26%
Contingency	524,081	359,257	223,794	-	-	-	---
<b>Total Cost Center</b>	<b>6,922,568</b>	<b>7,357,257</b>	<b>5,872,823</b>	<b>9,432,782</b>	<b>7,617,714</b>	<b>8,912,501</b>	<b>-6%</b>
Expense by Fund:							
General Fund	325,226	228,482	283,823	67,900	21,700	5,051	-93%
TIF District #1	1,143,651	1,390,400	1,456,222	3,577,413	2,852,611	3,301,364	-8%
TIF District #2	218,675	116,274	139,545	527,208	152,488	481,464	-9%
TIF District #3	62,418	264,185	134,563	204,096	309,080	235,957	16%
TIF District #4	30,054	-	-	11,000	11,000	10,000	-9%
TIF District #5	-	-	28,616	-	8,094	6,924	NEW
Comm / Econ Dev	1,801,056	2,773,497	1,627,624	2,777,325	1,994,551	3,023,592	9%
Riverboat Gaming	1,478,532	1,805,004	1,596,996	1,323,936	1,323,936	951,000	-28%
CDB Grant	142,376	141,484	109,995	146,734	146,734	133,793	-9%
Cap Improvements	-	99,996	200,004	34,864	34,864	-	-100%
Debt Service	1,195,820	512,888	459,127	156	156	156	0%
CDBG Loans	(40)	-	-	-	-	-	---
CED Loans	-	-	-	100,550	100,550	100,550	0%
CIRLF Loans	524,800	505,969	224,504	601,600	601,950	602,650	0%
MPF Endow Loans	-	-	-	60,000	60,000	60,000	0%
GASB 34	-	(480,922)	(388,196)	-	-	-	---
<b>Total Expense</b>	<b>6,922,568</b>	<b>7,357,257</b>	<b>5,872,823</b>	<b>9,432,782</b>	<b>7,617,714</b>	<b>8,912,501</b>	<b>-6%</b>

## Planning/Zoning/Historic Preservation

### Program Description:

Coordinate and implement neighborhood and corridor plans including RiverVision, Armory Park, New Old Chicago, Andalusia Road Corridor Plan and existing neighborhood plans. Continue to pursue our partnership with Augustana College and the Campustown concept. Neighborhood Partners' Problem Properties, Knowledge Through Neighbors, School - Community and Leadership Task Forces continue their initiatives. Staff will also support the Community Development Block Grant and Gaming Social Service Fund processes, historic preservation activities, the City's website and land use ordinance administration functions to promote orderly growth and development, enhance quality of life, preserve our architectural heritage.

### Program Objectives:

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

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. CDBG & Gaming applications filed	26	48	24	35
2. Land use applications filed	60	76	81	75
3. Neighborhood plan strategies	595	761	798	798
4. Preservation education scheduled	13	10	8	8
5. Zoning complaints	91	90	88	95
<b>Workload:</b>				
1. CDBG/Gaming apps. Reviewed/recom.	16	26	24	26
2. Land use applications processed	60	76	81	75
3. Neighborhood strategies developed	400	450	500	525
4. Preservation education completed	13	10	8	8
5. Zoning complaints inspected	91	90	88	95
<b>Productivity:</b>				
1. CDBG funds received	\$ 1,244,952	\$ 1,195,696	\$ 1,193,278	\$ 1,149,284
2. Avg. cost per land use case	\$ 809	\$ 647	\$ 645	\$ 721
3. Avg. cost per zoning inspection	\$ 107	\$ 109	\$ 119	\$ 114
4. Avg. cost per education program	\$ 58	\$ 70	\$ 127	\$ 110
<b>Effectiveness:</b>				
1. % CDBG funds allocated	100.0%	100.0%	100.0%	100.0%
2. % land use cases approved per staff	88.0%	86.0%	94.0%	90.0%
3. % Nbhood plan strategies imp.	67.0%	59.0%	63.0%	66.0%
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:**

No significant changes in expenditures, funding sources or staffing are proposed for this fiscal year.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Ping/Redev Admin	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Urban Planner II	1.90	2.00	2.00	2.00	2.00	2.00	0.00
(1) Grants/Website Coord	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Comp. Graphics Spec.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Asst. II	0.00	1.00	1.15	1.00	1.00	1.00	0.00
Intern	0.00	0.00	0.43	0.43	0.43	0.43	0.00
Office Asst. III	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Admin Secretary	0.00	0.15	0.00	0.00	0.00	0.00	0.00
<b>(6) Total Staffing (fte)</b>	<b>5.90</b>	<b>6.15</b>	<b>6.58</b>	<b>6.43</b>	<b>6.43</b>	<b>6.43</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	344,597	374,368	385,696	391,499	391,499	393,744	1%
<b>Supplies</b>	2,456	2,081	3,394	2,600	2,600	2,450	-6%
<b>Services</b>	59,894	19,489	13,925	102,530	102,530	103,892	1%
<b>Other</b>	2,291	1,921	2,344	2,190	2,290	2,395	9%
<b>Programs</b>	-	-	-	12,500	12,500	12,500	0%
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	191,533	215,622	179,353	170,387	187,597	172,381	1%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>600,771</b>	<b>613,481</b>	<b>584,712</b>	<b>681,706</b>	<b>699,016</b>	<b>687,362</b>	<b>1%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	272,891	250,392	284,599	267,289	267,289	278,431	4%
<b>Comm Dev Block Grant</b>	327,348	363,089	300,113	414,417	431,727	408,931	-1%
<b>CDBG Loan Programs</b>	532	-	-	-	-	-	---
<b>Total Expense</b>	<b>600,771</b>	<b>613,481</b>	<b>584,712</b>	<b>681,706</b>	<b>699,016</b>	<b>687,362</b>	<b>1%</b>

## Neighborhood Redevelopment

### Program Description:

Develop, market, deliver and monitor rehabilitation and home improvement programs designed to enhance the City's neighborhoods. These include all repayable and forgivable payment loans for rehabilitation programs emergency, roof, Targeted Rehab Loan, Rental Property, TIF Upper Story Housing and Lead Hazard Control programs. It also includes Neighborhood Partners costs, special programs for the NEW Old Chicago neighborhood and CDBG agreement with the GROWTH Corporation and Project NOW.

### Program Objectives:

- To annually reevaluate, monitor and market programs for maximum effectiveness.
- To identify new funding sources.
- To deliver loan programs rehabilitating entire structures and selected elements of homes.
- To deliver special rehab programs to neighborhoods.
- To deliver Lead Hazard Control Grant and comply with lead-based paint regulations.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Program marketing requests	8	6	6	6
2. Funding sources identified	5	4	4	4
3. Full rehab applications filed	6	3	9	3
4. Partial rehab applications filed	55	55	65	60
5. Special program applications filed	2	12	15	24
<b>Workload:</b>				
1. Program marketing completed	8	6	6	6
2. Funding applications submitted	5	4	4	4
3. Full rehab applications processed	6	3	9	11
4. Partial rehab applications processed	55	50	60	79
5. Special program applications	2	12	13	15
<b>Productivity:</b>				
1. Avg. cost per marketing program	\$ 80	\$ 78	\$ 78	\$ 84
2. Private matching \$\$ generated - rehab	\$ 436,967	\$ 70,000	\$ 128,127	\$ 115,000
3. Avg. cost per full rehab	\$ 86,380	\$ 16,667	\$ 5,000	\$ 18,182
4. Avg. cost per partial rehab	\$ 4,336	\$ 3,963	\$ 4,252	\$ 4,633
5. Avg. cost per special program	\$ 4,758	\$ 10,495	\$ 13,564	\$ 10,000
<b>Effectiveness:</b>				
1. Private / public funding ratio	57.0%	28.3%	10.2%	14.1%
2. % nearby homes renovated	5.0%	5.0%	5.0%	5.0%
3. Staff costs as % of program costs	16.9%	52.0%	18.7%	17.2%
4. % of rehab completed on time	90.0%	90.0%	90.0%	90.0%

### Analysis:

Staffing changes reflect less time spent delivering Downtown TIF Housing Program. Other is down 49% as the Lead Treatment Grant ends. The 16% Programs increase is tied to additional emergency, roof and Targeted Rehab Loan (TRL) program expenses. General Fund is down as The Matrix publication ended. CDBG is up 33% due to new Forgivable TRL and budgeted program carryover funds. Lead Grant funding is down 27% as the grant ends this fiscal year.

Staffing:	Actual 2004/05	Actual 2005/06	Actual 2006/07	Budget 2007/08	Estimated 2007/08	Proposed 2008/09	Diff. (fte)
Plng / Redev Admin	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Urban Planner II	0.10	0.00	0.00	0.00	0.00	0.00	0.00
(1) Construction Officer	0.97	0.97	0.90	0.90	0.90	0.95	0.05
(1) Housing Prog. Officer	0.97	0.97	0.90	0.90	0.90	0.95	0.05
(1) Lead Prog Coord	0.00	0.00	1.00	1.00	1.00	1.00	0.00
Office Asst II	0.00	0.00	0.15	0.00	0.00	0.00	0.00
Admin. Secretary	0.30	0.15	0.00	0.00	0.00	0.00	0.00
<b>(3) Total Staffing (fte)</b>	<b>2.34</b>	<b>2.09</b>	<b>2.95</b>	<b>2.80</b>	<b>2.80</b>	<b>2.90</b>	<b>0.10</b>
Expense:							% Var
Personnel	108,864	142,630	183,146	189,260	194,987	200,166	6%
Supplies	20	2,913	4,426	475	975	693	46%
Services	11,043	27,643	27,591	54,980	80,580	54,261	-1%
Other	2,568	9,456	94,714	344,720	344,820	175,359	-49%
Programs	554,790	317,119	345,161	811,346	899,619	941,126	16%
Capital	1,950	20,000	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	2,628	414,651	29,436	53,139	53,139	53,233	0%
Contingency	57,033	(22,806)	11,793	-	-	-	---
<b>Total Cost Center</b>	<b>738,896</b>	<b>911,606</b>	<b>696,267</b>	<b>1,453,920</b>	<b>1,574,120</b>	<b>1,424,838</b>	<b>-2%</b>
Expense by Fund:							
General Fund	20,273	10,270	9,716	65,130	65,130	50,150	-23%
CDBG	557,799	435,605	407,758	491,138	597,843	652,665	33%
Lead Grant	-	57,499	254,963	631,528	639,528	462,905	-27%
Riverboat Gaming	-	-	-	50,000	50,000	50,000	0%
CDBG Loan Program	64,592	408,232	23,830	216,124	221,619	209,118	-3%
Rental Rehab - IHDA	96,232	-	-	-	-	-	---
<b>Total Expense</b>	<b>738,896</b>	<b>911,606</b>	<b>696,267</b>	<b>1,453,920</b>	<b>1,574,120</b>	<b>1,424,838</b>	<b>-2%</b>

## 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 constructions 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Plan Reviews	20	25	25	25
2. Building Permits Issued	3,225	3,169	3,258	3,000
3. Other (Specialty) Permits Issued	inc in above	inc in above	inc in above	inc in above
4. Food service permits issued	341	338	317	320
<b>Workload:</b>				
1. Value of Planned Work Review	22,873,022	23,359,323	182,481,569	25,000,000
2. Construction inspections	4,999	2,584	3,073	3,500
3. Other Building Insp/Site Visits	31	63	80	40
4. Food service inspections	595	514	480	550
5. Other Health Site Visits	220	175	240	240
<b>Productivity:</b>				
1. Unrecovered Cost Plan Reviews	52 reviews	49 reviews	50 reviews	40 reviews
2. Unrecovered cost Const. Inspectns	n/a	n/a	n/a	tbd
3. cost other Bldg Insp/Site Visits	\$ 100	\$ 52	\$ 52	\$ 55
4. Cost per food service inspection	\$ 50	\$ 54	\$ 58	\$ 50
5. Cost per other health site visits	\$ 54	\$ 63	\$ 58	\$ 58
<b>Effectiveness:</b>				
1. Plans reviewed within 10 days	80%	82%	85%	80%
2. Permits issued within 1 day	93%	91%	90%	80%
3. Construction inspections 24 hours	99%	99%	99%	99%
4. Health Reinspections Required	10%	12%	15%	12%

**Analysis:**

Personnel increases are based on health insurance costs and merit. Decrease in Supplies and Services is associated with the contract for new Casino construction. Increase in Other is based on experience.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Building Official	1.00	1.00	1.00	0.85	0.85	0.85	0.00
(3) Plum/Elec/Mech	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Housing Inspector	1.00	1.25	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
<b>(6) Total Staffing (fte)</b>	<b>7.00</b>	<b>7.25</b>	<b>6.00</b>	<b>5.85</b>	<b>5.85</b>	<b>5.85</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	403,731	386,500	384,791	386,006	386,006	407,856	6%
<b>Supplies</b>	2,325	1,258	2,964	4,750	4,750	4,050	-15%
<b>Services</b>	139,527	81,680	38,964	421,256	421,256	339,375	-19%
<b>Other</b>	3,427	1,590	2,753	4,460	4,460	5,395	21%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>549,010</b>	<b>471,028</b>	<b>429,472</b>	<b>816,472</b>	<b>816,472</b>	<b>756,676</b>	<b>-7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	248,299	271,818	377,087	816,472	816,472	756,676	-7%
<b>CDBG</b>	264,990	198,388	34,543	-	-	-	---
<b>Total Expense</b>	<b>513,289</b>	<b>470,206</b>	<b>411,630</b>	<b>816,472</b>	<b>816,472</b>	<b>756,676</b>	<b>-7%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Rental Property Applications	2097 (230 Exempt)	2,027	1,758	1,743
2. Rental Complaints	87	1,209	1,113	1,000
3. Property Maintenance Complaints	390	294	245	200
4. Nuisance complaints received	374	407	388	400
<b>Workload:</b>				
1. Initial Inspections (Random Exteriors)	438	755	609	261
2. Compliance Inspections	N/A	N/A	N/A	150
3. Property Maintenance Inspections	4,020	2,591	1,897	2,000
4. Nuisance Inspections	437	905	880	600
<b>Productivity:</b>				
1. Cost per rental inspection	\$ 50	\$ 48	\$ 74	\$ 89
2. Cost per rental complaint	\$ 25	tbd	tbd	\$ 90
3. Cost per property maint complaint	\$ 25	\$ 49	\$ 75	\$ 89
4. Cost per nuisance complaint	\$ 25	\$ 49	tbd	\$ 90
<b>Effectiveness:</b>				
1. Rental/Sub-Compliance	n/a	Unable to track		
2. Property Maintenance / Sub-Compliance	n/a	Unable to track		
3. Nuisance Abated	n/a	Unable to track		
4. Properties Unfit	6	16	44	45

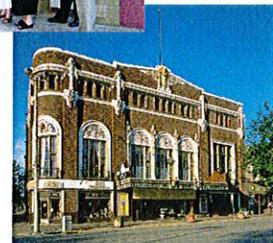
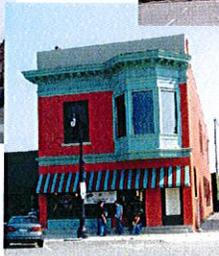
**Analysis:**

This cost center's focus is residential rental licensing and inspection. This cost center also assumes two supporting missions: property maintenance code enforcement and nuisance abatement. This cost center also manages the boarding contract and demolition programs. The emphasis will shift to programmatic holistic inspections this year thus the increase in Supplies.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Building Official	0.00	0.00	0.00	0.15	0.15	0.15	0.00
(3) Housing Inspector	0.00	1.75	3.00	3.00	3.00	3.00	0.00
(1) Office Assistant II	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) <b>Total Staffing (fte)</b>	<b>0.00</b>	<b>2.75</b>	<b>4.00</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	12,828	168,399	192,443	215,877	215,877	233,935	8%
Supplies	1,940	1,879	433	2,869	2,869	6,586	130%
Services	2,298	26,660	15,829	34,423	58,034	19,516	-43%
Other	-	-	-	-	770	1,270	NEW
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>17,066</b>	<b>196,938</b>	<b>208,705</b>	<b>253,169</b>	<b>277,550</b>	<b>261,307</b>	<b>3%</b>
<b>Expense by Fund:</b>							
General Fund	15,778	109,848	9,471	49,999	49,999	51,108	2%
CDBG	1,288	87,090	199,234	203,170	227,551	210,199	3%
<b>Total Expense</b>	<b>17,066</b>	<b>196,938</b>	<b>208,705</b>	<b>253,169</b>	<b>277,550</b>	<b>261,307</b>	<b>3%</b>



# ROCK ISLAND ILLINOIS



# MARTIN LUTHER KING COMMUNITY CENTER

## Goals & Objectives

Remain a fiscally responsible organization.

Examine the feasibility for facility improvement and/or expansion.

Begin a capital campaign of 1.6 million dollars.

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

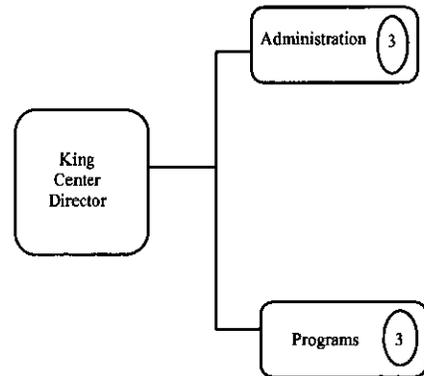
Maintain comprehensive program services to youth utilizing input from residents and other human service organizations.

Maintain quality customer service and programs to community residents.

Continue to pursue additional local, state, federal, and private revenue sources necessary to support programs and operations.

Maintain a positive image of the Center through community-wide initiatives, positive media coverage and continued facility improvements.

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 youth services while providing programs in education, employment, advocacy, informational/referral for Rock Island residents and the Quad Cities. The Center houses one (1) other social service agency (Churches United). 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 three (3) Human Services Specialists I positions, one (1) Human Services Specialist II position, and one (1) Office Assistant III. This core group of staff along with seasonal staff 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) and the Activity Fund (901).

The MLK Center Board directs sponsored programs, which is a non-profit corporation. 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; ATOD (Alcohol, Tobacco, and Other Drugs of Abuse) 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; and social and volunteer activities for senior citizens. Financial activity is recorded in the Activity Fund (901) and the DHS Fund (906).

The King Center will see an overall increase of 95% for FY 2009. Personnel costs will increase by 6% due to benefit and merit increases. Supplies will increase by 106% and the King Center will decrease other expenditures by 24%. There will be an increase in Services of 323% due to the addition of the Facility Improvement Fund in the amount of \$415,604.

The King Center continues to seek diversification in its funding streams to ensure its financial viability. 15 sources of income in FY 2008 and 2009 with 12 of those being grants. Of note, through the aid of The City of Rock Island the King Center is scheduled to receive three year grant funding from the federal government to deal with operational costs of programs. Also, the City of Rock Island has made operational costs a priority and this budget proposes a \$80,000 transfer from General Fund to address building operations.

The King Center will be starting a capital campaign for 1.6 million dollars in FY 09 to expand and renovate the building. Included in the campaign will be an effort to raise \$300,000 for program endowment. Further, the Board will be charged with creating a foundation to raise further funding for programming. These efforts along with the city's commitment to expansion are crucial to the King Center mounting a successful capital campaign. These efforts display a long-term plan to deal with rising costs and community needs to pursue a mission "To provide opportunities for a diverse population through a variety of programs and services".

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
(3) Human Services I	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Human Services II	2.00	2.00	1.00	1.00	1.00	1.00	0.00
Camp Counselors	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(6) Total Staffing (fte)</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	329,035	338,494	324,566	320,248	320,248	338,923	6%
Supplies	58,715	31,926	49,774	27,940	31,140	57,500	106%
Services	191,442	169,957	192,930	143,059	153,309	605,159	323%
Other	83,174	9,792	38,386	37,195	37,195	28,100	-24%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	47,004	-	-	-	---
Contingency	40	-	-	-	-	-	---
<b>Total Department</b>	<b>662,406</b>	<b>550,169</b>	<b>652,660</b>	<b>528,442</b>	<b>541,892</b>	<b>1,029,682</b>	<b>95%</b>
<b>Expense by Fund:</b>							
King Center	156,445	152,501	172,734	165,245	174,745	175,380	6%
Facility Improve	-	-	-	-	-	415,604	NEW
Activity Fund	250,476	171,879	182,673	145,684	149,634	209,569	44%
Capital	-	-	47,004	-	-	-	---
DHS Fund	255,485	225,789	250,249	217,513	217,513	229,129	5%
<b>Total Expense</b>	<b>662,406</b>	<b>550,169</b>	<b>652,660</b>	<b>528,442</b>	<b>541,892</b>	<b>1,029,682</b>	<b>95%</b>

## 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 condition of the Center by pursuing additional funding sources.
- Examine the feasibility for facility improvement and/or expansion.
- Explore collaborations with other organization to enhance King Center programs.
- Oversee and approve all activities held at the Center.
- Coordinate efforts with city departments pursuing goals established by the City Council, and the Board of Directors.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Authorized personnel	3.00	3.00	3.00	3.00
2. Department budget	153,026.00	171,527.00	171,479.00	180,818.00
3. Press release opportunities	60	62	66	66
4. Tenant requests for maintenance	6	8	9	9
<b>Workload:</b>				
1. Activities hosted/participants	35,520	40,113	40,000	40,000
2. Press releases developed	60	62	66	66
3. Maintenance requests completed	25	22	25	30
<b>Productivity:</b>				
1. Avg cost per participant	\$ 263.78	\$ 258.27	\$ 248.22	\$ 209.81
2. Avg cost per press release	\$ 5.15	\$ 5.66	\$ 6.23	\$ 6.19
3. Cost of maintenance activities	\$ 47,900.00	\$ 60,376.49	\$ 53,400.00	\$ 65,142.00
<b>Effectiveness:</b>				
1. Admin as % of total budget	28.0%	26.0%	30.0%	29.0%
2. Participant/ targeted populous ratio	100.0%	100.0%	100.0%	100.0%
3. Cost per sq. ft.	\$ 8.44	\$ 10.73	\$ 11.67	\$ 12.35

**Analysis:**

Administrative costs will increase by 252% overall. Personnel will increase by 3% due to insurance and merit increases. Supplies will increase 81% for cleaning supplies and new chairs and tables. The large increase in Services is due to the addition of the Facility Improvement Fund as well as anticipating rises in costs associated with cleaning services, HVAC maintenance, and snow plowing. The 218% increase in other is based on rising costs and experience.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Director	0.60	0.60	0.60	0.60	0.60	0.60	0.00
(1) Human Services I	0.40	0.40	0.40	0.15	0.15	0.15	0.00
(1) Office Asst. III	0.70	0.70	0.70	0.35	0.35	0.35	0.00
<b>(3) Total Staffing (fte)</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	90,084	91,443	100,892	100,383	100,383	103,249	3%
Supplies	3,656	1,642	14,458	2,940	2,940	5,325	81%
Services	69,173	64,331	60,719	65,626	75,126	486,098	641%
Other	860	631	1,367	550	550	1,750	218%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	47,004	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>163,773</b>	<b>158,047</b>	<b>224,440</b>	<b>169,499</b>	<b>178,999</b>	<b>596,422</b>	<b>252%</b>
<b>Expense by Fund:</b>							
King Center Fund	156,445	152,501	172,734	165,245	174,745	175,380	6%
Facility Improv	-	-	-	-	-	415,604	NEW
Capital Improv	-	-	47,004	-	-	-	---
Activity Fund	4,003	4,301	4,702	4,254	4,254	5,438	28%
Dept of Human Svcs	3,325	1,245	-	-	-	-	---
<b>Total Expense</b>	<b>163,773</b>	<b>158,047</b>	<b>224,440</b>	<b>169,499</b>	<b>178,999</b>	<b>596,422</b>	<b>252%</b>

## 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 information and referral; outreach; drug prevention; employment training and placement; youth development; and social support for senior citizens.

### 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Current funding sources	15	15	15	16
2. New funding sources gained	0	1	0	1
3. Applications for new admissions	843	864	875	875
4. Programs to be reviewed	12	12	13	13
<b>Workload:</b>				
1. Renewal applications submitted	6	7	7	7
2. New applications submitted	1	2	3	3
3. Program reviews completed	12	12	13	14
4. Number of participants (unduplicated)	7,750	7,813	7,900	7,900
<b>Productivity:</b>				
1. Avg cost per grant/funding source	\$ 258.00	\$ 248.22	\$ 258.26	\$ 209.81
2. Avg cost per intake (admission)	\$ 17.00	\$ 16.94	\$ 17.25	\$ 17.50
3. Avg cost per program review	\$ 27.13	\$ 26.85	\$ 26.85	\$ 27.00
4. Avg cost per participant	\$ 16.69	\$ 16.39	\$ 13.70	\$ 13.04
<b>Effectiveness:</b>				
1. % of funding requests received	94%	100%	100%	100%
2. % of program reviews completed	100%	100%	100%	100%
3. % of new admissions accepted	90%	100%	100%	100%
4. % of prog maintaining 85% attendance	100%	100%	100%	100%
5. Staff costs as % of program costs	60%	62%	62%	65%

**Analysis:**

The King Center projects an overall 21% increase in the Sponsored Programs cost center. A 7% increase is expected in personnel costs due to insurance, pension, and merit. Supplies will increase by 109% contingent on a grant projected from federal sources. The King Center would utilize the funds for food supplies, recreational equipment, and educational supplies. Services will increase by 54% based on the same contingency of federal grant dollars and due to the continual raise in minimum wage. The federal grant will allow the King Center to address the rise in wages and hire additional temporary staff where appropriate. A decrease is expected in the Other category as subcontracts of youth services to other agencies will not decrease but payment schedules are restructured and smaller payments will occur in FY09.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Director	0.40	0.40	0.40	0.40	0.40	0.40	0.00
(2) Human Services I	2.60	2.60	2.60	2.85	2.85	2.85	0.00
Office Asst III	0.30	0.30	0.30	0.65	0.65	0.65	0.00
(1) Human Services II	2.00	2.00	1.00	1.00	1.00	1.00	0.00
Camp Counselors	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(3) <b>Total Staffing (fte)</b>	<b>5.30</b>	<b>5.30</b>	<b>4.30</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	238,951	247,051	223,674	219,865	219,865	235,674	7%
<b>Supplies</b>	55,059	30,284	35,316	25,000	28,200	52,175	109%
<b>Services</b>	122,269	105,626	132,211	77,433	78,183	119,061	54%
<b>Other</b>	82,354	9,161	37,019	36,645	36,645	26,350	-28%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>498,633</b>	<b>392,122</b>	<b>428,220</b>	<b>358,943</b>	<b>362,893</b>	<b>433,260</b>	<b>21%</b>
<b>Expense by Fund:</b>							
<b>Activity Fund</b>	246,473	167,578	177,971	141,430	145,380	204,131	44%
<b>DHS Fund</b>	252,160	224,544	250,249	217,513	217,513	229,129	5%
<b>Total Expense</b>	<b>498,633</b>	<b>392,122</b>	<b>428,220</b>	<b>358,943</b>	<b>362,893</b>	<b>433,260</b>	<b>21%</b>

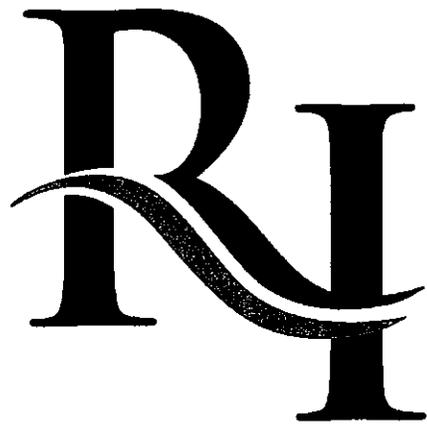


# RI

## ROCK ISLAND ILLINOIS



# **PUBLIC SAFETY**



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 philosophies and a unified effort by developing additional community policing and crime prevention programs.

Develop anti-terrorism and bio-terrorism policies in conjunction with federal, state, and other local governments and comply 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.

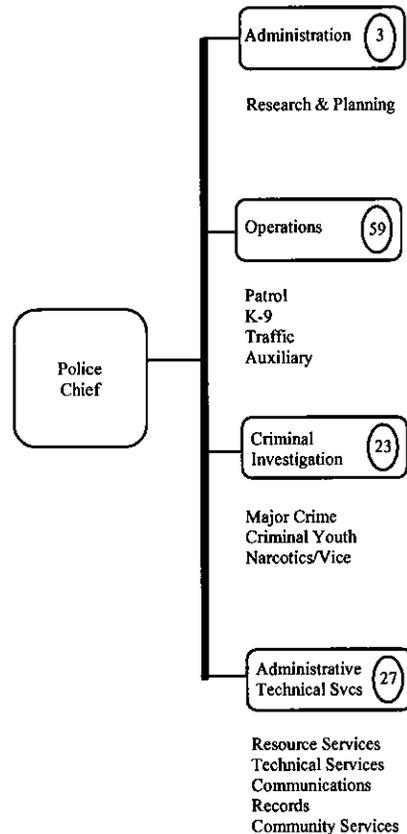
Purchase and install an in car digital video system in all Patrol Division vehicles.

Remodel the locker room and the restroom in the basement of the police station.

Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws.

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

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



## **Analysis:**

The Chief of Police is vested with the overall responsibility of supervising and managing the Police Department. The Chief, assisted by Major Staff and an Administrative Secretary, develops and monitors internal policies and procedures to deliver public safety to the citizens of our community. Department organization under the Chief of Police consists of three (3) bureaus, the Field Operations Bureau, the Criminal Investigation Bureau, and the Administrative / Technical Services Bureau, which work hand in hand toward enhancing, expanding, and augmenting existing public safety programs with community policing and problem solving as their basis.

The Department, working with the Quad City Gang Task Force, 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 top level gang members involved in organized crime and street level gang members from the streets of this community. 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 neighborhoods. Some additional programs that are instrumental in the Department's community policing efforts include: the School Resource Officer (SRO) program, the Elderly Service Officer (ESO) program, the Housing Officer program, bicycle patrol, the G.R.E.A.T. (Gang Resistance Education and Training) program, the Senior Police Volunteer Program (SPVP), the Lights and Siren program, and the Explorer program.

During the 2006-2007 school year the police and fire departments joined together to teach a semester long public safety course at the Rock Island High School called "Lights and Sirens". In FY 07-08 an Explorer program was established as way of further supporting Rock Island youth interest in the public safety field.

Also in FY 07-08, the R.I. Housing Officer program received national recognition from the National Association of Housing and Redevelopment Officials for our unique and innovative community policing efforts. To enhance our efforts the R.I. Housing Authority obtained a grant to start the Gang Resistance Education and Training (G.R.E.A.T.) Program. The G.R.E.A.T. program is a partnership consisting of the R.I.P.D., the R.I. Housing Authority, and School District #41 that targets at risk students.

For FY 2008-2009 there is no change in the level of staffing. However, the department is currently reviewing the organizational hierarchy to improve communications and supervision. Arrangements with the Parks Department continue to allow for the employment of one of the original COPS officers.

Revenue will see some changes in FY 08-09. Based on revenues received to date in FY 07-08 increases in revenue have been budgeted in the areas of Alarm System Permits, Gang Task Force overtime reimbursement, No Contest Tickets, Court Costs/Fees/Charges, and CORA violations. Revenues though are anticipated to decrease in Special Police Services and DUI Fine Law. In the area of Special Police Services, the Metropolitan Enforcement Group is no longer paying 75% of the salary of the officer assigned to this unit due to the officer not being in a position supported by grant funding. In regards to DUI Fine Law revenue, it was learned in 2007 that the Rock Island County Circuit Clerk had overpaid area law enforcement agencies that receive revenue generated by the DUI Fine Law. After an audit it was determined that the Rock Island Police Department had been overpaid \$85,034.39. Effective March, 2007 the police department ceased receiving this revenue, which will continue until the amount is paid back. It is estimated that this will take until June, 2010.

Some changes are also projected in grant related revenue for FY 08-09. The funding level for the Justice Assistance Grant (JAG), which replaced the Local Law Enforcement Block Grant (LLEBG)

program in FY 05-06, was increased in FY 07-08, and it is anticipated that this funding level will continue in this budget year. The two traffic related grants from the State of Illinois, the Roadside Safety Check grant and the Speed Enforcement Program grant, are also being increased in FY 08-09 as additional funding is available for these grants that provide for special traffic enforcement assignments.

Supplies has increased due to the planned purchase of a workstation for the administrative secretary, additional equipment needed for expanding the number of Auxiliary officers, and increased spending for equipment for the Narcotics Unit and Emergency Response Team (ERT) using State Drug funds.

Other has decreased due to fewer expenses related to the DARE fund and a reduction in the annual payment to the Sex Offender Management Board.

Spending from the State Drug fund has been increased for FY 08-09 and is funded by the increase in revenue received in FY 07-08 from drug forfeiture cases. Expenses consist of purchasing equipment utilized by the Narcotics Unit and the Emergency Response Team.

Court Supervision expenditures, which are designated for vehicle maintenance, have been reduced for FY 08-09 due to a lower than anticipated amount of revenue received in FY 07-08.

In the U.S. Department of Justice fund, expenditures have increased due to a rise in Justice Assistance Grant funding. This revenue is used to support the salary of two police officers.

In the area of Federal Drug, expenditures are down due to the elimination of the need to purchase "body wire" equipment which was scheduled to be purchased in FY 07-08.

Auxiliary fund spending will be increased for FY 08-09 due to the planned increase in the number of Auxiliary officers with the resulting need to purchase additional uniforms and equipment for these officers. There are also plans for the purchase of software to help manage the operation of this division.

ESO Christmas Light Tour expenditures are being decreased as this program was reduced in scope during FY 07-08 after the decision was made that each municipality conduct their own program instead of one mass event.

#### **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.*

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Captain	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(3) Lieutenant	4.00	4.00	4.00	4.00	4.00	3.00	(1.00)
(12) Sergeant	11.00	11.00	11.00	11.00	11.00	12.00	1.00
(11) Detective	11.00	11.00	11.00	11.00	11.00	11.00	0.00
(54) Officer	54.00	54.00	54.00	54.00	54.00	54.00	0.00
(1) Admin. Secretary	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
(3) Off. Assistant III	3.00	3.00	3.00	3.00	3.00	3.00	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
(3) Comm. Serv. Off.	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Court Liaison	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(112) Total Staffing (fte)</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	8,097,554	9,205,745	8,734,818	9,124,628	9,124,096	9,683,072	6%
Supplies	142,917	53,334	126,890	265,936	122,911	300,745	13%
Services	755,168	982,213	948,681	1,124,984	1,126,766	1,208,372	7%
Other	17,155	28,732	13,668	23,459	23,459	20,224	-14%
Programs	208,079	89,527	106,079	-	-	-	---
Capital	1,693,476	8,944	142,716	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	123,417	105,144	-	-	-	-	---
Contingency	66,682	-	74,896	-	-	-	---
<b>Total Department</b>	<b>11,104,448</b>	<b>10,473,639</b>	<b>10,147,748</b>	<b>10,539,007</b>	<b>10,397,232</b>	<b>11,212,413</b>	<b>6%</b>
<b>Expense by Fund:</b>							
General Fund	8,906,398	9,594,845	9,619,587	10,243,765	10,245,215	10,855,355	6%
Riverboat Gaming	114,505	98,004	-	-	-	-	---
State Drug	23,758	41,985	19,913	12,909	12,909	75,480	485%
DUI Fine Law	9,947	1,053	23,213	141,290	8,990	141,915	0%
Court Supervision	-	-	-	21,900	21,900	14,000	-36%
US Dept of Justice	58,005	7,137	97,041	38,511	27,586	58,267	51%
Federal Drug	-	-	-	23,485	23,485	16,800	-28%
DARE	6,938	3,933	1,176	13,072	13,072	13,342	2%
Police Contribution	5,312	12,280	5,996	5,500	5,500	5,200	-5%
Elderly Service	19,890	27,791	27,698	20,775	20,775	20,838	0%
Auxiliary	447	580	3,585	2,800	2,800	9,100	225%
ESO Christmas	12,729	10,893	9,853	15,000	15,000	2,116	-86%
GASB 34	1,946,519	675,138	339,686	-	-	-	---
<b>Total Expense</b>	<b>11,104,448</b>	<b>10,473,639</b>	<b>10,147,748</b>	<b>10,539,007</b>	<b>10,397,232</b>	<b>11,212,413</b>	<b>6%</b>



ROCK ISLAND  
ILLINOIS

## Police Administration

### Program Description:

The Office of the Chief of Police includes 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 (Bureau Commanders 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Authorized Personnel	112	112	112	112
2. Department Budget	\$ 10,641,978	\$ 10,147,748	\$ 10,539,007	\$ 11,212,413
3. Complaints Filed	44	55	93	64
4. Special Events Requested	16	20	19	18
<b>Workload:</b>				
1. Complaints Investigated	44	55	93	64
2. Special Event Operation Orders	16	20	19	18
3. Administrative Reports Processed	1,077	1,036	941	1,018
<b>Productivity:</b>				
1. Cost Per Complaint	\$ 1,088.15	\$ 864.85	\$ 552.85	\$ 853.98
2. Cost Per Operations Order	\$ 2,094.68	\$ 1,664.85	\$ 1,894.26	\$ 2,086.93
3. Cost Per Adm. Report Processed	\$ 48.62	\$ 51.21	\$ 60.57	\$ 58.70
<b>Effectiveness:</b>				
1. Admin. As % of Dept. Budget	2.0%	2.1%	2.2%	2.1%
2. % of Complaints Sustained	25.0%	47.3%	35.9%	36.0%
3. Department Cost Per Capita	\$ 271.87	\$ 255.71	\$ 265.57	\$ 282.54
4. UCR Part I Crime Totals	2,471	2,342	2,463	2,425
5. UCR Violent Crime Totals	375	379	441	398

**Analysis:**

The overall objective of the Rock Island Police Department is community policing. The Chief, 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. Services has increased 47% due to the purchase of a new workstation for the administrative secretary. Services has also increased 10% due to a rise in Work Comp insurance premiums.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) 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
(1) Sergeant	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
Off. Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(3) Total Staffing (fte)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	348,991	870,169	444,626	304,669	304,669	316,870	4%
<b>Supplies</b>	11,566	9,876	10,077	11,595	11,595	16,991	47%
<b>Services</b>	133,422	186,824	214,713	279,401	279,401	308,640	10%
<b>Other</b>	7,148	5,618	4,913	7,289	7,289	7,049	-3%
<b>Programs</b>	208,079	89,527	106,079	-	-	-	---
<b>Capital</b>	1,588,306	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	225	-	-	-	-	-	---
<b>Contingency</b>	66,682	-	74,896	-	-	-	---
<b>Total Cost Center</b>	<b>2,364,419</b>	<b>1,162,014</b>	<b>855,304</b>	<b>602,954</b>	<b>602,954</b>	<b>649,550</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	417,900	486,876	515,618	602,954	602,954	649,550	8%
<b>GASB 34</b>	1,946,519	675,138	339,686	-	-	-	---
<b>Total Expense</b>	<b>2,364,419</b>	<b>1,162,014</b>	<b>855,304</b>	<b>602,954</b>	<b>602,954</b>	<b>649,550</b>	<b>8%</b>

# 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 and personnel/time management.
- Purchase and install an in car digital video system in all Patrol Division vehicles
- 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. F.O.B. Calls for Service	47,050	44,563	47,200	45,910
2. F.O.B. Police Service Activities	93,656	88,017	102,029	93,636
3. Reported Crime	4,409	4,192	4,744	5,074
4. Traffic/Radar Stops	8,514	8,514	11,783	11,500
5. Speakers Bureau Presentation	115	82	50	60
<b>Workload:</b>				
1. F.O.B. Respond to Calls for Svc	47,050	44,563	47,200	45,910
2. F.O.B. Police Service Activities	93,656	88,017	102,029	93,636
3. F.O.B. Felony/Misdemnr Arrests	4,113	4,113	4,083	4,103
4. Traffic Citations Issued	7,393	6,514	9,038	8,750
5. Spkrs Bureau Presentations	115	82	50	60
<b>Productivity:</b>				
1. Costs per Call for Service	\$16.62	\$16.98	\$18.10	\$19.33
2. Costs per Police Service Activities	\$10.57	\$10.89	\$10.60	\$12.01
3. Hrly cost Proactive/Prvntive Patrol	\$42.06	\$40.71	\$45.95	\$47.75
<b>Effectiveness:</b>				
1. Change Part I Violent Crime % (+/-)	5%	1%	16%	-10%
2. Change Part I UCR Offenses % (+/-)	-14%	5%	5%	-2%
3. % offenses cleared by patrol arrest	93%	98%	97%	96%
4. % traffic citations issued v. stops	87%	77%	77%	80%
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. In the U.S. Department of Justice fund, expenditures have increased due to a rise in Justice Assistance Grant funding. This revenue is used to support the salary of two police officers. Court Supervision expenditures, which are designated for vehicle maintenance, have been reduced for FY 08-09 due to a lower than anticipated amount of revenue received in this fund. The ESO Light Tour was reduced due to a joint agreement between the Illinois Law Enforcement agencies to discontinue the combined tour and leave the responsibility with each agency. Royal Neighbors of America is now sponsoring the Light Tour in cooperation with our Elderly Service Officer. Services expenses are down due to a decrease in Automotive expenses and the rental of buses for the Light Tour.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Captain	0.95	0.95	0.95	0.95	0.95	0.95	0.00
(3) Lieutenant	2.85	2.85	2.85	2.85	2.85	2.85	0.00
(6) Sergeant	5.00	5.00	6.00	6.00	6.00	6.00	0.00
(49) Officer	49.00	49.00	49.00	49.00	49.00	49.00	0.00
Cust. Serv Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(59) Total Staffing (fte)</b>	<b>57.80</b>	<b>57.80</b>	<b>58.80</b>	<b>58.80</b>	<b>58.80</b>	<b>58.80</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	4,480,032	4,751,214	4,634,689	5,063,738	5,063,738	5,339,276	5%
Supplies	8,392	11,918	32,224	165,074	32,774	157,984	-4%
Services	327,217	436,306	369,758	459,098	459,098	414,343	-10%
Other	5,197	5,397	8,793	6,045	6,045	5,695	-6%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	7,140	7,140	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>4,827,978</b>	<b>5,211,975</b>	<b>5,045,464</b>	<b>5,693,955</b>	<b>5,561,655</b>	<b>5,917,298</b>	<b>4%</b>
<b>Expense by Fund:</b>							
General Fund	4,722,602	5,159,048	4,923,926	5,461,904	5,461,904	5,685,887	4%
DUI Fine Law	9,947	1,053	23,213	141,290	8,990	141,915	0%
Court Supervision				21,900	21,900	14,000	-36%
US Dept of Justice	58,005	7,137	54,778	27,586	27,586	47,342	72%
Honor Guard Contribut	-	-	-	-	-	-	---
Police Contributions	4,805	6,053	5,996	5,500	5,500	5,200	-5%
ESO Contributions	19,890	27,791	27,698	20,775	20,775	20,838	0%
RI Auxiliary							---
ESO Xmas Tour	12,729	10,893	9,853	15,000	15,000	2,116	-86%
<b>Total Expense</b>	<b>4,827,978</b>	<b>5,211,975</b>	<b>5,045,464</b>	<b>5,693,955</b>	<b>5,561,655</b>	<b>5,917,298</b>	<b>4%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Patrol hours required	875	820	368	778
2. Special event hours scheduled	400	385	351	428
3. Training hours scheduled	590	590	525	590
4. Auxiliary personnel	18	15	15	17
<b>Workload:</b>				
1. Patrol hours worked	875	820	368	778
2. Special event hours worked	400	358	351	428
3. In-service training hours received	590	590	525	590
<b>Productivity:</b>				
1. Cost per hour	\$15.08	\$15.42	\$21.85	\$21.63
2. Cost per auxiliary personnel	\$1,310.94	\$1,750.20	\$1,811.93	\$2,262.06
<b>Effectiveness:</b>				
1. Avg. patrol hours per member	49	55	25	47
2. Avg. special event hrs per member	22	24	23	26
3. Avg. training hours per member	36	35	35	36

### Analysis:

The Auxiliary Police services were temporarily suspended during this past year pending a Police Training and Standards Board mandate requiring a City Ordinance to limit the arrest powers of Auxiliary Officers. This mandate has been met and we are now recruiting new members. The Auxiliary Police continue to supplemental law enforcement coverage for activities not covered by sworn members of the department as well as added manpower during patrol shifts. There is no change in the staffing. Personnel costs have increased due to a rise in employer insurance costs. Supplies have increased due to the purchase of software which will enable the Auxiliary officers to communicate more effectively and maintain more accurate records. Services have increased to cover the cost of psychological and medical/drug screening for new applicants.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.20	0.20	0.05	0.05	0.05	0.05	0.00
Lieutenant	0.00	0.00	0.15	0.15	0.15	0.15	0.00
(0) <b>Total Staffing (fte)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	18,039	20,958	22,514	22,979	22,979	26,594	16%
<b>Supplies</b>	-	80	1,386	1,400	1,400	5,340	281%
<b>Services</b>	600	2,449	2,193	2,300	2,300	4,890	113%
<b>Other</b>	54	110	160	500	500	500	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>18,693</b>	<b>23,597</b>	<b>26,253</b>	<b>27,179</b>	<b>27,179</b>	<b>37,324</b>	<b>37%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	18,246	23,017	22,668	24,379	24,379	28,224	16%
<b>Auxiliary</b>	447	580	3,585	2,800	2,800	9,100	225%
<b>Total Expense</b>	<b>18,693</b>	<b>23,597</b>	<b>26,253</b>	<b>27,179</b>	<b>27,179</b>	<b>37,324</b>	<b>37%</b>

## 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. 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 bureau works closely with the Field Operations Bureau to conduct pro-active, preventive activities to address neighborhood concerns. One Captain, 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 to identify and prosecute known gang members.
- Work to identify criminal offenders through the recovery and processing of physical evidence.

### Service Indicators:

	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Cases Assigned	1,169	1,005	1,167	1,141
2. Burglaries Reported	818	774	734	775
3. Firearms Seized / Recovered	57	111	103	90
4. Crime Scenes Processed	108	85	87	93
5. Latent Print Comparison Requests	212	117	126	152
<b>Workload:</b>				
1. Cases Completed	1,169	1,005	1,167	1,141
2. Burglary Cases Assigned	205	168	166	180
3. Firearm Trace Forms Sent To ATF	43	75	59	59
4. Crime Scenes Processed	108	85	87	93
5. Latent Print Comparisons Cmpltd	212	117	126	152
<b>Productivity:</b>				
1. Cost / Case Assignment	\$ 446.64	\$ 511.86	\$ 499.87	\$ 581.88
2. Overtime Cost / Case Assignment	\$ 18.38	\$ 30.22	\$ 16.27	\$ 21.62
3. Cost of Trace Form Submissions	\$ 1,214.90	\$ 722.75	\$ 961.52	\$ 966.39
4. Cost / Crime Scene Processed	\$ 403.00	\$ 531.00	\$ 543.00	\$ 493.00
5. Cost / Print Compared	\$ 41.00	\$ 77.00	\$ 75.00	\$ 64.00
<b>Effectiveness:</b>				
1. % Cases Cleared other than M.S.	85%	77%	95%	85%
2. % Burglary Cases Cleared	15%	14%	13%	14%
3. % Firearm Traces Submitted	75%	68%	57%	67%
4. % Crime Scenes Processed	100%	100%	100%	100%
5. % Latent Prints Identified	55%	56%	79%	63%

**Analysis:**

There are no staffing changes proposed for this cost center. The increase in Supplies reflects the purchase of office chairs that need to be replaced. The increase in Services reflects the increase in fleet/maintenance costs. The increase to the General Fund is primarily due to the increased personnel and fleet/maintenance costs.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Captain	0.40	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	1.00	1.00	1.00	0.00
<b>(11) Total Staffing (fte)</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	790,432	874,305	862,428	977,848	977,848	1,058,463	8%
<b>Supplies</b>	1,940	3,027	2,058	3,335	3,335	3,710	11%
<b>Services</b>	29,164	38,103	36,960	40,859	40,859	73,242	79%
<b>Other</b>	400	574	1,040	1,369	1,369	1,469	7%
<b>Programs</b>							---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>821,936</b>	<b>916,009</b>	<b>902,486</b>	<b>1,023,411</b>	<b>1,023,411</b>	<b>1,136,884</b>	<b>11%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	821,936	916,009	902,486	1,023,411	1,023,411	1,136,884	11%
<b>Total Expense</b>	<b>821,936</b>	<b>916,009</b>	<b>902,486</b>	<b>1,023,411</b>	<b>1,023,411</b>	<b>1,136,884</b>	<b>11%</b>

## Narcotics/Vice

### Program Description:

The focus of this division is to concentrate efforts on drug trafficking, vice activity, and related illegal activity. One Sergeant and four 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.

### 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Cases Assigned	230	214	246	230
2. Search Warrants Applied For	48	78	82	69
3. Informant/Drug Purchase Costs	\$2,614	\$3,360	\$2,235	\$2,736
<b>Workload:</b>				
1. Cases Completed	189	179	221	196
2. Search Warrants Served	49	72	82	68
3. Drug Buys	45	120	83	83
<b>Productivity:</b>				
1. Cost Per Case Assignment	\$944.78	\$1,011.10	\$889.01	\$1,114.38
2. Overtime Cost Per Case Assignment	\$63.74	\$34.77	\$106.28	\$68.26
3. Purchase Cost Per Drug Buy	\$58.09	\$28.00	\$26.93	\$37.67
<b>Effectiveness:</b>				
1. % Cases Cleared	82.2%	83.6%	89.8%	85.2%
2. % of Search Warrants Obtained	102.1%	92.3%	100.0%	98.1%
3. Arrests Per Search Completed	2.4	1.3	1.3	1.6

**Analysis:**

There is no staffing change proposed for this cost center. The increase in supplies is primarily due to the purchase of a portable video camera system for the Narcotics Unit to improve case investigation and a Mini-Crime Scope which is used by the Department's Criminalist (The purchases will be made utilizing State Drug Funds). The decrease in expenses to the Federal Drug Fund is due to moving the costs associated with some of the Unit's supply costs to the State Drug Fund.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.30	0.30	0.30	0.30	0.30	0.30	0.00
(1) Sergeant	2.00	2.00	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
(4) Officer	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Office Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(5) Total Staffing (fte)</b>	<b>6.30</b>	<b>6.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	488,781	472,944	410,656	472,709	472,709	521,602	10%
Supplies	2,367	2,014	2,299	15,865	15,865	56,840	258%
Services	34,888	36,276	41,991	44,629	44,629	46,497	4%
Other	-	13,764	(2,645)	200	200	200	0%
Programs							---
Capital	-	4,999	-	-	-	-	---
Debt service							---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>526,036</b>	<b>529,997</b>	<b>452,301</b>	<b>533,403</b>	<b>533,403</b>	<b>625,139</b>	<b>17%</b>
<b>Expense by Fund:</b>							
General Fund	502,278	488,012	432,388	497,009	497,009	532,859	7%
State Drug	23,785	41,985	19,913	12,909	12,909	75,480	485%
Federal Drug	-	-	-	23,485	23,485	16,800	-28%
<b>Total Expense</b>	<b>526,063</b>	<b>529,997</b>	<b>452,301</b>	<b>533,403</b>	<b>533,403</b>	<b>625,139</b>	<b>17%</b>

## 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 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Cases Assigned	782	759	814	785
2. Arrests/Apprehensions/Contacts	970	965	876	937
3. Number of Students Enrolled				3,850
<b>Workload:</b>				
1. Cases Completed	782	759	814	785
2. Juveniles Referred-court/YSB/etc.	224	161	116	167
3. Number of Students Taught by SRO				3,453
<b>Productivity:</b>				
1. Cost Per Case Assignment	\$ 261.00	\$ 269.98	\$ 260.36	\$ 302.40
2. Overtime Cost Per Assignment	\$ 16.21	\$ 16.02	\$ 5.17	\$ 12.47
3. Cost Per Student Taught				\$ 17.28
<b>Effectiveness:</b>				
1. % Cases Cleared other than M.S.	97%	98%	99%	98%
2. % Juveniles Referred-court/YSB/etc.	23%	17%	13%	18%
3. % of Students Taught				90%

**Analysis:**

There is no change in staffing proposed for this cost center. Because of the change from Dare to SRO a new performance measure was created. The increase in Supplies is due to replacement of office chairs and a purchase of a VCR/DVD burner-player. The increase in Services is due to the increase in fleet/maintenance costs.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.30	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	4.15	4.15	4.15	4.15	4.15	4.15	0.00
(1) Officer	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
<b>(7) Total Staffing (fte)</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	549,114	665,990	661,208	675,426	676,444	751,343	11%
<b>Supplies</b>	892	1,951	1,155	800	800	1,975	147%
<b>Services</b>	31,951	34,013	43,932	46,826	47,258	61,432	31%
<b>Other</b>	2,680	1,836	302	6,313	6,313	3,821	-39%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>584,637</b>	<b>703,790</b>	<b>706,597</b>	<b>729,365</b>	<b>730,815</b>	<b>818,571</b>	<b>12%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	577,699	699,867	705,421	716,293	717,743	805,229	12%
<b>DARE</b>	6,938	3,933	1,176	13,072	13,072	13,342	2%
<b>Total Expense</b>	<b>584,637</b>	<b>703,800</b>	<b>706,597</b>	<b>729,365</b>	<b>730,815</b>	<b>818,571</b>	<b>12%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Stray animal complaints	977	1,048	1,350	1,125
2. Animal bite complaints	91	83	83	86
3. Barking dog complaints	227	218	261	235
4. Cruelty to animal complaints	53	63	47	54
5. Abandoned vehicle complaints	1,200	1,364	1,018	1,194
<b>Workload:</b>				
1. Animals complaints processed	2,571	2,898	2,969	2,813
2. Animals picked up	1,584	997	893	1,158
3. Citations issued ref. animals	130	463	412	335
4. Vehicles processed	1,200	1,364	1,018	1,194
5. Vehicles towed	176	178	110	155
6. Citations issued ref. vehicles	10	52	236	60
<b>Productivity:</b>				
1. Avg. cost of animal complaint	\$11.74	\$10.23	\$11.22	\$12.67
2. Avg. cost of animal pickup	\$7.23	\$3.52	\$3.37	\$5.22
3. Avg. cost for vehicle processed	\$41.07	\$36.18	\$50.31	\$42.88
4. Avg. cost of vehicle tow	\$6.02	\$4.72	\$5.44	\$5.55
<b>Effectiveness:</b>				
1. % Animals adopted	20.71%	26.78%	13.10%	20.20%
2. % Animals euthanized	32.07%	43.93%	53.19%	43.06%
3. % Animals returned to owner	18.81%	26.78%	36.28%	27.29%
4. % Citations issued ref. animals	5.06%	15.98%	13.88%	11.91%
5. % Vehicles moved by owner	84.25%	86.95%	89.19%	86.80%
6. % Citations issued ref. vehicles	0.83%	3.81%	23.18%	5.03%

**Analysis:**

In FY 05-06 the Rock Island animal shelter was closed and replaced by the new Rock Island County Joint Animal Care Facility. Processing of abandoned vehicles continues to be a high priority. Animal Control personnel have been trained in providing animal care and processing animal complaints. Animal Control officers have also been cross-trained in abandoned vehicle procedures and assist in processing abandoned vehicles. Services has increased 19% due to the cost of temporarily housing animals at QC Animal Welfare center and increased towing costs related to criminal investigations, traffic investigations, & vehicle relocations .

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
Sergeant	0.16	0.16	0.16	0.21	0.21	0.21	0.00
(3) Com Svc Officer	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(3) <b>Total Staffing (fte)</b>	<b>3.40</b>	<b>3.40</b>	<b>3.40</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	178,121	152,799	187,251	200,853	200,853	203,647	1%
Supplies	5,240	5,738	432	1,787	1,787	1,935	8%
Services	36,742	60,492	29,545	32,921	32,561	39,307	19%
Other	225	225	70	70	70	70	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>220,328</b>	<b>219,254</b>	<b>217,298</b>	<b>235,631</b>	<b>235,271</b>	<b>244,959</b>	<b>4%</b>
<b>Expense by Fund:</b>							
General Fund	219,899	213,027	217,298	235,631	235,271	244,959	4%
Police Contributions	429	6,227	-	-	-	-	---
<b>Total Expense</b>	<b>220,328</b>	<b>219,254</b>	<b>217,298</b>	<b>235,631</b>	<b>235,271</b>	<b>244,959</b>	<b>4%</b>

## 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. The Senior Police Volunteer Program, which assists the police department in both patrol and clerical duties, is also included here.

### 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Misdemeanor arrests	4,435	4,475	5,304	4,738
2. Ordinance tickets issued	959	1,138	1,155	1,084
3. Traffic tickets issued	7,393	6,515	9,038	7,649
4. Alarm responses	822	879	861	854
5. Trial notifications requested	5,021	5,320	6,255	5,532
6. Total Department members	112	112	112	112
7. # SPVP & civilian volunteers	37	29	28	35
<b>Workload:</b>				
1. Misdemeanor arrests filed	912	945	952	936
2. Ordinance arrests filed	912	1,176	1,107	1,065
3. Traffic court cases handled	6,958	6,415	8,955	7,443
4. Trial notifications prepared	5,021	5,320	6,255	5,532
5. False alarms	614	687	651	651
6. Scheduled training hours	5,690	11,972	10,548	9,403
7. Total volunteer hours	2,876	1,913	1,876	2,222
<b>Productivity:</b>				
1. Avg. cost per misdemeanor arrest	\$ 10.27	\$ 9.35	\$ 8.77	\$ 9.50
2. Avg. cost per ordinance arrest	\$ 15.40	\$ 11.28	\$ 11.31	\$ 12.52
3. Avg. cost per traffic court case	\$ 3.36	\$ 3.44	\$ 2.33	\$ 2.99
4. Avg. cost per false alarm citation	\$ 7.62	\$ 6.43	\$ 6.41	\$ 6.83
5. Avg. cost per training hours	\$ 10.58	\$ 6.57	\$ 4.87	\$ 6.53
6. Avg. hours per volunteer	78	66	67	63
<b>Effectiveness:</b>				
1. Misdemeanors filed vs arrests	21%	21%	18%	20%
2. Ordinance violations filed vs arrests	95%	103%	95%	98%
3. Traffic cases vs arrests	94%	98%	99%	97%
4. Alarm letters vs responses	75%	78%	76%	76%
5. Training as % of total budget	0.309%	0.590%	0.468%	0.514%
6. Training hours per employee	50.8	106.9	94.2	84.0
7. % total hours worked by volunteers	1.22%	0.81%	0.80%	0.94%

**Analysis:**

Resource Services is responsible for continually monitoring the needs of the department and staying abreast of changes 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. Personnel has increased 18% due to overtime costs related to training attendance, as well additional funding for professional development and education. Services has also increased 18% due to an increase in minimum wage for the crossing guards and consolidating the purchase of all department forms under one cost center.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
(1) Sergeant	0.84	0.84	0.84	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
<b>(4) Total Staffing (fte)</b>	<b>3.08</b>	<b>3.08</b>	<b>3.08</b>	<b>2.53</b>	<b>2.53</b>	<b>2.53</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	265,879	359,726	470,089	252,311	252,311	297,333	18%
<b>Supplies</b>	11,479	12,453	14,574	25,976	26,176	27,818	7%
<b>Services</b>	104,747	122,599	127,687	146,969	146,769	172,716	18%
<b>Other</b>	168	170	75	473	473	475	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>382,273</b>	<b>494,948</b>	<b>612,425</b>	<b>425,729</b>	<b>425,729</b>	<b>498,342</b>	<b>17%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	382,195	494,948	612,425	425,729	425,729	498,342	17%
<b>Police Contributions</b>	78	-	-	-	-	-	---
<b>Total Expense</b>	<b>382,273</b>	<b>494,948</b>	<b>612,425</b>	<b>425,729</b>	<b>425,729</b>	<b>498,342</b>	<b>17%</b>

## 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 such as emergency and non-emergency telephones and base 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 review 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Enhanced 911 Calls	32,771	32,722	34,860	33,451
2. Calls for service (police)	47,050	44,563	51,004	47,539
3. Police service activities	93,656	88,017	102,029	94,567
4. Fire/EMS calls	4,713	5,056	5,901	5,223
<b>Workload:</b>				
1. Total 911 calls	32,771	32,722	34,850	33,451
2. Total CFS/PSA	140,706	132,580	153,033	142,106
3. LEADS entries and inquiries	179,472	159,230	193,094	177,265
4. CAD activities	137,258	126,207	148,162	137,209
<b>Productivity:</b>				
1. Cost per 911 call	\$ 6.74	\$ 7.84	\$ 6.46	\$ 6.89
2. Cost per call for service	\$ 3.07	\$ 3.76	\$ 2.89	\$ 3.17
3. Cost per LEADS entry/inquiry	\$ 1.37	\$ 1.80	\$ 1.30	\$ 1.45
4. Cost per CAD activity	\$ 1.73	\$ 2.19	\$ 1.64	\$ 1.81
<b>Effectiveness:</b>				
1. Fire/EMS vs % of total calls	14.38%	15.45%	16.93%	15.59%
2. Calls for service vs % of total	27.12%	26.96%	27.15%	27.07%
3. Avg. entries/inquiries per telecom	14,956	13,269	16,091	14,772
4. Avg. CAD activities per telecom	11,438	10,517	12,347	11,434

**Analysis:**

The Communications Center responds to all requests for service that are received by radio and telephone for both the police and fire departments. The rank of the supervisor of this unit was changed from lieutenant to sergeant in FY 07-08. Services has increased 39% due to the rise in the cost of the telephone line charges, radio console repairs, and portable radio repairs. Other is listed as NEW due to the cost of dues for membership in a new CAD and RMS user group.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.16	0.16	0.16	0.16	0.16	0.16	0.00
(1) Sergeant	0.00	0.00	0.00	1.00	1.00	1.00	0.00
Lieutenant	0.68	0.68	0.68	0.00	0.00	0.00	0.00
(12) Telecommunicator	12.00	12.00	12.00	12.00	12.00	12.00	0.00
(13) <b>Total Staffing (fte)</b>	<b>12.84</b>	<b>12.84</b>	<b>12.84</b>	<b>13.16</b>	<b>13.16</b>	<b>13.16</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	674,848	712,398	723,902	798,292	798,292	802,613	1%
Supplies	92,302	276	52,273	22,407	11,482	21,156	-6%
Services	34,722	34,577	68,042	44,983	44,983	62,332	39%
Other	450	-	-	-	-	195	NEW
Programs	-	-	-	-	-	-	---
Capital	105,170	3,945	142,716	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	116,052	98,004	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,023,544</b>	<b>849,200</b>	<b>986,933</b>	<b>865,682</b>	<b>854,757</b>	<b>886,296</b>	<b>2%</b>
<b>Expense by Fund:</b>							
General Fund	909,039	751,196	944,670	854,757	854,757	875,371	2%
Gaming	114,505	98,004	-	-	-	-	---
USDOJ Grant	-	-	42,263	10,925	-	10,925	0%
<b>Total Expense</b>	<b>1,023,544</b>	<b>849,200</b>	<b>986,933</b>	<b>865,682</b>	<b>854,757</b>	<b>886,296</b>	<b>2%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Fingerprints taken	541	579	640	587
2. Evidence recovered	6,190	5,706	5,799	5,898
3. Cases w/ digital photos	NA	NA	833	278
<b>Workload:</b>				
1. Fingerprints filed	541	579	640	587
2. Evidence processed	6,190	5,706	5,799	5,898
3. Cases w/ digital photos printed	NA	NA	84	28
<b>Productivity:</b>				
1. Avg. cost of fingerprints taken	\$ 5.50	\$ 5.65	\$ 5.42	\$ 5.84
2. Avg. cost of evidence processed	\$ 5.64	\$ 5.90	\$ 6.82	\$ 6.00
3. Cost of printing photos from case	NA	NA	\$ 23.52	\$ 7.84
<b>Effectiveness:</b>				
1. % of sex offender fingerprints taken	27.2%	38.9%	53.4%	39.8%
2. % of evidence returned to owner	9.8%	7.9%	9.7%	9.1%
3. % of cases w/ photos printed	NA	NA	10.1%	10.1%

**Analysis:**

The Technical Services cost center is responsible for processing arrest documents, fingerprint documents, and booking photographs (not processed through Central Booking). Responsibilities also include processing and tracking evidence. Supplies has decreased 63% due to a reduction in equipment for evidence and a decrease in photographic supplies. Services has decreased 24% due to a reduction in film processing and the purchase of forms being transferred to Resource Services. Other has decreased 69% due to an anticipated reduction in the annual payment to the Sex Offender Management Board Fund.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
Lieutenant	0.20	0.20	0.20	0.00	0.00	0.00	0.00
Sergeant	0.00	0.00	0.00	0.14	0.14	0.14	0.00
Pol 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
<b>(2) Total Staffing (fte)</b>	<b>2.44</b>	<b>2.44</b>	<b>2.44</b>	<b>2.38</b>	<b>2.38</b>	<b>2.38</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	128,840	135,264	132,162	133,942	133,942	135,619	1%
<b>Supplies</b>	5,366	5,440	2,924	15,506	15,506	5,738	-63%
<b>Services</b>	4,515	4,201	4,652	7,243	7,243	5,529	-24%
<b>Other</b>	-	663	585	650	650	200	-69%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>138,721</b>	<b>145,568</b>	<b>140,323</b>	<b>157,341</b>	<b>157,341</b>	<b>147,086</b>	<b>-7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	136,721	145,568	140,323	157,341	157,341	147,086	-7%
<b>Total Expense</b>	<b>136,721</b>	<b>145,568</b>	<b>140,323</b>	<b>157,341</b>	<b>157,341</b>	<b>147,086</b>	<b>-7%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Police reports digitized	12,350	11,284	10,514	11,383
2. DUI cases	241	339	311	297
3. Accident reports filed	1,514	1,428	1,536	1,493
<b>Workload:</b>				
1. Digitized police reports sorted	12,350	11,284	10,514	11,383
2. DUI reimbursements filed	241	339	311	297
3. Accident reports entered	1,514	1,428	1,536	1,493
4. Volunteer hours worked	522	67	32	207
<b>Productivity:</b>				
1. Avg. cost of sorting digitized report	\$ 0.79	\$ 0.87	\$ 1.09	\$ 1.04
2. Avg. DUI reimbursement request	\$ 81.08	\$ 84.58	\$ 90.41	\$ 85.36
3. Avg. cost per accident report	\$ 6.38	\$ 6.86	\$ 7.44	\$ 3.97
<b>Effectiveness:</b>				
1. % of digitized reports archived	100.0%	100.0%	100.0%	100.0%
2. DUI reimbursement revenue rcvd	\$ 10,012	\$ 9,056	\$ 10,443	\$ 9,837
3. Avg. accident rpts processed dly	5.8	5.5	5.9	5.7

**Analysis:**

The Records cost center is responsible for managing requested 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. Supplies has decreased 43% due to a reduction in microfilm purchases and equipment needed for this division. Services has increased 37% due to the need to cover the cost of dry cleaning uniforms for the front desk clerks per their new contract and an increase in Telephone Services.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Captain	0.12	0.12	0.12	0.12	0.12	0.12	0.00
Lieutenant	0.12	0.12	0.12	0.00	0.00	0.00	0.00
Sergeant	0.00	0.00	0.00	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
<b>(5) Total Staffing (fte)</b>	<b>5.24</b>	<b>5.24</b>	<b>5.24</b>	<b>5.48</b>	<b>5.48</b>	<b>5.48</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	176,477	189,978	185,293	221,861	220,311	229,712	4%
<b>Supplies</b>	3,295	486	7,462	2,156	2,156	1,223	-43%
<b>Services</b>	2,843	2,620	3,291	4,505	4,415	6,194	37%
<b>Other</b>	-	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>182,615</b>	<b>193,084</b>	<b>196,046</b>	<b>228,522</b>	<b>226,882</b>	<b>237,129</b>	<b>4%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	182,615	193,084	196,046	228,522	226,882	237,129	4%
<b>Total Expense</b>	<b>182,615</b>	<b>193,084</b>	<b>196,046</b>	<b>228,522</b>	<b>226,882</b>	<b>237,129</b>	<b>4%</b>



# RI

## 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.

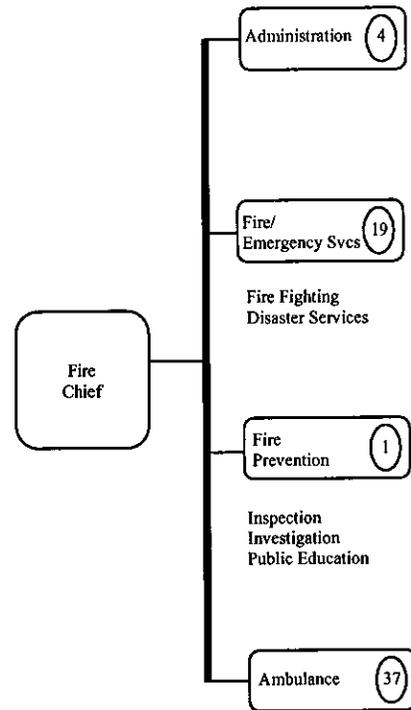
Develop and implement fire prevention and public education programs to increase public awareness, address hazardous situations and enhance fire safety in the home, schools, and workplace.

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, Advanced Life Support (ALS) first-response and ambulance transport, and 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, man 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. 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. 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 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 46 paramedics with the assistance of 12 EMT's. Ongoing training of the medical personnel is coordinated with local hospitals and provided by outside medical professionals as well as the Emergency Medical Services Coordinator within the department.

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.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
(11) Lieutenant	11.00	11.00	11.00	11.00	11.00	11.00	0.00
(1) Spec Operations Coord	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(38) Firefighter	39.00	39.00	38.00	38.00	38.00	38.00	0.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(61) Total Staffing (fte)</b>	<b>62.00</b>	<b>62.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	4,920,630	5,231,821	5,197,493	5,489,654	5,489,654	5,845,815	6%
<b>Supplies</b>	311,345	176,042	96,714	150,395	150,395	212,335	41%
<b>Services</b>	524,645	620,689	517,898	721,697	721,697	595,099	-18%
<b>Other</b>	6,504	6,651	6,798	8,360	8,360	9,510	14%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	10,809	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	10,008	-	67,500	130,000	130,000	62,300	-52%
<b>Contingency</b>	445,976	552,642	982,162	689,188	689,188	689,188	0%
<b>Total Department</b>	<b>6,229,917</b>	<b>6,587,845</b>	<b>6,868,565</b>	<b>7,189,294</b>	<b>7,189,294</b>	<b>7,414,247</b>	<b>3%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	6,160,159	6,480,650	6,784,193	7,021,134	7,021,134	7,321,947	4%
<b>Foreign Fire Tax</b>	59,750	43,393	16,872	38,160	38,160	30,000	-21%
<b>Capital Imp.</b>	-	63,802	67,500	23,000	23,000	46,500	102%
<b>Gaming</b>	10,008	-	-	107,000	107,000	15,800	-85%
<b>Total Expense</b>	<b>6,229,917</b>	<b>6,587,845</b>	<b>6,868,565</b>	<b>7,189,294</b>	<b>7,189,294</b>	<b>7,414,247</b>	<b>3%</b>

## Fire Administration

### Program Description:

The cost center is comprised of the Fire Chief, Assistant Fire Chief, Special Operations Coordinator, 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.

### 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Authorized personnel	60	61	61	61
2. Department budget	\$1,006,011	\$885,056	\$1,251,165	\$1,270,972
3. # of fire stations	4	4	4	4
4. Population to protect	39,684	39,684	39,684	39,684
5. Property value to protect	\$1,187,121,344	\$1,253,018,877	\$1,308,026,406	\$1,372,219,953
1. Number of fire alarms	1,327	1,356	1,487	1,450
2. Number of EMS alarms	3,347	3,771	4,068	4,000
3. Fire training hours	11,498	13,881	14,000	13,500
1. Average cost per station	\$156,851	\$135,981	\$219,178	\$184,896
2. Average cost per fire alarm	\$85.59	\$75.47	\$75.53	\$109.94
3. Average cost per EMS alarm	\$33.93	\$27.13	\$27.61	\$39.84
4. Average cost per training hour	\$9.88	\$7.37	\$8.02	\$11.80
1. % of Administration of total budget	5.8%	4.9%	5.2%	7.1%
2. % of Stations of total budget	9.5%	7.9%	12.2%	9.9%
3. Fire insurance rating	4	4	4	4
4. Administrative cost per capita	\$25.35	\$22.30	\$31.52	\$32.02
5. Department cost per capita	\$166.00	\$173.08	\$181.16	\$186.83

**Analysis:**

We have added the position of Special Operations Coordinator to the Administrative budget. This Captain's position replaces the former EMS Coordinator. This change reflects the additional administrative duties required to manage and coordinate the increased capabilities of our Technical Rescue and Hazardous Materials Response Teams. The 220% increase in supplies represents the planned installation of natural gas generators for Stations 2, 3, and 4. This will provide dependable emergency power for extended power outages, i.e. ice storms, etc. The decrease in the Services budget is due to the completion of capital projects from last year's budget.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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	0.44	0.44	0.44	0.44	0.00
Lieutenant	1.21	1.21	1.21	1.21	1.21	1.21	0.00
Firefighter	4.29	4.29	4.18	4.18	4.18	4.18	0.00
(1) Spec Operations Coord	0.00	0.00	0.00	0.00	1.00	1.00	1.00
<b>(4) Total Staffing (fte)</b>	<b>9.27</b>	<b>9.27</b>	<b>9.16</b>	<b>9.16</b>	<b>10.16</b>	<b>10.16</b>	<b>1.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	753,089	761,070	723,421	805,451	805,451	990,029	23%
Supplies	39,046	21,367	19,872	25,525	25,525	81,605	220%
Services	182,054	220,479	138,741	286,579	286,579	152,628	-47%
Other	3,104	3,096	3,022	3,610	3,610	3,810	6%
Programs	-	-	-	-	-	-	---
Capital	10,809	-	-	-	-	-	0%
Debt service	-	-	-	-	-	-	---
Transfers	10,008	-	-	130,000	130,000	42,900	-67%
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>998,110</b>	<b>1,006,012</b>	<b>885,056</b>	<b>1,251,165</b>	<b>1,251,165</b>	<b>1,270,972</b>	<b>2%</b>
<b>Expense by Fund:</b>							
General Fund	940,393	929,312	879,160	1,113,005	1,113,005	1,209,812	9%
Foreign Fire Tax	47,709	12,898	5,896	8,160	8,160	18,260	124%
Riverboat Gaming	10,008	-	-	107,000	107,000	-	-100%
Capital	-	63,802	-	23,000	23,000	42,900	87%
<b>Total Expense</b>	<b>998,110</b>	<b>1,006,012</b>	<b>885,056</b>	<b>1,251,165</b>	<b>1,251,165</b>	<b>1,270,972</b>	<b>2%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Total fire alarms	1,326	1,356	1,487	1,400
2. Population/sq. miles served	39683 / 17	39684 / 17	39684 / 17	39684 / 17
3. Actual property value protected	\$1,187,121,344	\$1,253,018,877	\$1,308,026,406	\$1,372,219,953
<b>Workload:</b>				
1. Avg number of personnel responding	5.20	5.99	5.15	6.00
2. Avg manhours per alarm	4.20	3.76	3.62	4.00
3. Avg training hours per man	205	239	241	225
<b>Productivity:</b>				
1. Avg cost per fire alarm	\$166.65	\$139.24	\$134.71	\$157.56
2. Avg cost per manhour	\$39.68	\$37.03	\$37.21	\$39.39
3. Avg training cost per man	\$8,134.40	\$8,850.17	\$8,967.61	\$8,862.75
<b>Effectiveness:</b>				
1. Fire loss per capita	\$81.17	\$11.01	\$39.52	
2. FF cost per capita	\$60.12	\$59.89	\$60.18	\$63.70
3. Fire deaths/injuries - civilians	1/10	0/1	2/2	0/0
4. Fire deaths/injuries - personnel	0/2	0/0	Feb-00	0/0

**Analysis:**

The only significant change in this section reflects the plan to purchase two additional Thermal Imaging Cameras and continue to implement our portable radio replacement project.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(2) Captain	1.52	1.52	1.52	1.52	1.52	1.52	0.00
(6) Lieutenant	4.18	4.18	4.18	4.18	4.18	4.18	0.00
(10) Firefighter	14.82	14.82	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
<b>(19) Total Staffing (fte)</b>	<b>21.66</b>	<b>21.66</b>	<b>21.28</b>	<b>21.28</b>	<b>21.28</b>	<b>21.28</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,795,896	2,087,862	2,101,063	2,051,024	2,051,024	2,161,145	5%
<b>Supplies</b>	218,783	17,224	22,287	55,470	55,470	58,310	5%
<b>Services</b>	236,448	279,620	252,255	280,295	280,295	287,929	3%
<b>Other</b>	574	1,204	1,156	1,550	1,550	1,250	-19%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	19,400	NEW
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>2,251,701</b>	<b>2,385,910</b>	<b>2,376,761</b>	<b>2,388,339</b>	<b>2,388,339</b>	<b>2,528,034</b>	<b>6%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	2,243,590	2,355,415	2,365,785	2,358,339	2,358,339	2,496,894	6%
<b>Foreign Fire Tax</b>	8,111	30,495	10,976	30,000	30,000	11,740	-61%
<b>Gaming</b>	-	-	-	-	-	15,800	NEW
<b>Capital Improvement</b>	-	-	-	-	-	3,600	NEW
<b>Total Expense</b>	<b>2,251,701</b>	<b>2,385,910</b>	<b>2,376,761</b>	<b>2,388,339</b>	<b>2,388,339</b>	<b>2,528,034</b>	<b>6%</b>

## 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. New to this program is the development and delivery of 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Structures inspected	1,418	1,444	1,400	1,425
2. Fire investigations	25	24	30	
3. Public ed. Programs requested	55	54	125	125
<b>Workload:</b>				
2. Inspections made	1,418	1,444	1,400	1,425
3. Violations written	244	260	150	175
4. Fire investigations conducted	25	24	32	
5. People contacted	4,600	4,650	4,900	5,000
<b>Productivity:</b>				
1. Average cost per inspection	\$291.39	\$281.99	\$324.47	\$343.03
3. Average cost per fire investigation	\$2,361.12	\$2,423.78	\$2,163.13	\$1,995.17
4. Average cost per person contacted	\$25.66	\$25.02	\$26.49	\$27.93
<b>Effectiveness:</b>				
1. % of violations corrected	99%	98%	98%	99%
2. % of investigations closed	68%	80%	65%	75%
3. % of public ed. Programs completed	100%	100%	95%	100%

**Analysis:**

Other than personnel costs, the only significant increase in this division is related to an increase in vehicle rental expense from Fleet Services. The Fire Marshall's vehicle was scheduled to be replaced and justification was presented to upgrade to a more practical size vehicle to meet the needs of this position.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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	0.44	0.44	0.44	0.44	0.00
Lieutenant	1.21	1.21	1.21	1.21	1.21	1.21	0.00
Firefighter	4.29	4.29	4.18	4.18	4.18	4.18	0.00
(1) <b>Total Staffing (fte)</b>	<b>7.27</b>	<b>7.27</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	576,981	579,089	574,187	639,088	639,088	679,964	6%
<b>Supplies</b>	181	2,027	383	600	600	700	17%
<b>Services</b>	5,282	7,449	6,538	7,651	7,651	15,644	104%
<b>Other</b>	1,929	1,714	598	1,600	1,600	2,000	25%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>584,373</b>	<b>590,279</b>	<b>581,706</b>	<b>648,939</b>	<b>648,939</b>	<b>698,308</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	584,373	590,279	581,706	648,939	648,939	698,308	8%
<b>Foreign Fire Tax</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>584,373</b>	<b>590,279</b>	<b>581,706</b>	<b>648,939</b>	<b>648,939</b>	<b>698,308</b>	<b>8%</b>

## Ambulance

### Program Description:

The Ambulance Service cost center is under the direction of the Fire Chief and Special Operations 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 Special Operations 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Total EMS calls for service	3,347	3,771	4,068	4,200
2. EMT re-certification hours required	360	300	300	300
3. EMT-P re-certification hours required	1,410	1,410	1,470	1,470
<b>Workload:</b>				
1. Avg number of personnel responding	5	3.7	4	4
2. Avg manhours per call	2.50	1.41	1.60	1.75
3. EMT certification hours completed	360	288	300	300
4. EMT-P certification hours completed	2,250	1,470	1,470	1,470
<b>Productivity:</b>				
1. Cost per EMS call	\$96.17	\$61.25	\$66.65	\$73.30
2. Cost per manhour	\$38.47	\$43.44	\$41.66	\$41.89
3. Cost for EMS re-certification	\$100,406.00	\$76,367.00	\$73,738.00	\$74,145.00
<b>Effectiveness:</b>				
1. Ambulance service cost per capita	\$65.66	\$76.23	\$73.10	\$73.50
2. Average response time	13:12	3:17	4:13	3:55

**Analysis:**

The EMS Coordinator position has been replaced by a Special Operations Coordinator (Captain's rank). This position is budgeted in Administration. His responsibilities include all the EMS Coordinator's duties as well as coordinating the training and operations of all Special Ops. functions within the department. A new program, "Safe Kids", has been included in this year's plan. This is an established program for interested citizens to bring their vehicles and child car seats to the fire station for inspection and proper installation.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
EMS Coordinator	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(2) Captain	1.60	1.60	1.60	1.60	1.60	1.60	0.00
(5) Lieutenant	4.40	4.40	4.40	4.40	4.40	4.40	0.00
(28) Firefighter	15.60	15.60	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
<b>(37) Total Staffing (fte)</b>	<b>23.80</b>	<b>23.80</b>	<b>23.40</b>	<b>23.40</b>	<b>22.40</b>	<b>22.40</b>	<b>(1.00)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,794,664	1,803,800	1,798,822	1,994,091	1,994,091	2,014,677	1%
<b>Supplies</b>	53,335	135,424	54,172	68,800	68,800	71,720	4%
<b>Services</b>	100,861	113,141	120,364	147,172	147,172	138,898	-6%
<b>Other</b>	897	637	2,022	1,600	1,600	2,450	53%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	67,500	-	-	-	---
<b>Contingency</b>	445,976	552,642	982,162	689,188	689,188	689,188	0%
<b>Total Cost Center</b>	<b>2,395,733</b>	<b>2,605,644</b>	<b>3,025,042</b>	<b>2,900,851</b>	<b>2,900,851</b>	<b>2,916,933</b>	<b>1%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	2,391,803	2,605,644	2,957,542	2,900,851	2,900,851	2,916,933	1%
<b>Foreign Fire Tax</b>	3,930	-	-	-	-	-	---
<b>Capital</b>	-	-	67,500	-	-	-	---
<b>Total Expense</b>	<b>2,395,733</b>	<b>2,605,644</b>	<b>3,025,042</b>	<b>2,900,851</b>	<b>2,900,851</b>	<b>2,916,933</b>	<b>1%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Number of applications received	168	208	36	150
2. No. employees seeking promotion	-	57	5	75
3. Disciplinary hearings requested	1	1	-	1
<b>Workload:</b>				
1. Applicants taking physical agility	108	146	31	100
2. Applicants taking written exam	81	109	19	80
3. Employees taking promotional exams	-	57	5	75
4. Disciplinary hearings held	1	1	-	1
<b>Productivity:</b>				
1. Cost per applicant tested	\$ 51.86	\$ 43.38	\$ 108.95	\$ 45.00
2. Cost per employee tested	\$ -	\$ 94.50	\$ -	\$ -
3. Cost per legal representation	\$ 10,171.00	\$ 347.00	\$ 1,814.32	\$ 2,500.00
<b>Effectiveness:</b>				
1. % of applicant on eligibility list	23.10%	21.20%	22.60%	25.00%
2. % of employees promoted	3.40%	9.70%	3.40%	5.50%
3. % of hearings per employee	0.57%	0.57%	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. Services has decreased 13% due to a reduction in legal costs.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	-	-	-	-	-	-	---
<b>Supplies</b>	78	75	26	35	35	35	0%
<b>Services</b>	14,357	23,753	5,917	15,250	15,250	13,250	-13%
<b>Other</b>	833	375	375	550	550	550	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>15,268</b>	<b>24,203</b>	<b>6,318</b>	<b>15,835</b>	<b>15,835</b>	<b>13,835</b>	<b>-13%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	15,268	24,203	6,318	15,835	15,835	13,835	-13%
<b>Total Expense</b>	<b>15,268</b>	<b>24,203</b>	<b>6,318</b>	<b>15,835</b>	<b>15,835</b>	<b>13,835</b>	<b>-13%</b>

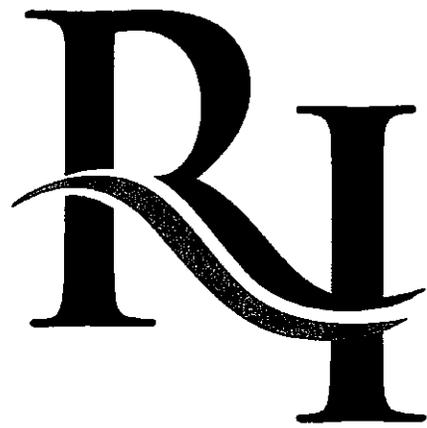


# RI

## ROCK ISLAND ILLINOIS



# **PUBLIC WORKS**



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, yardwaste 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.

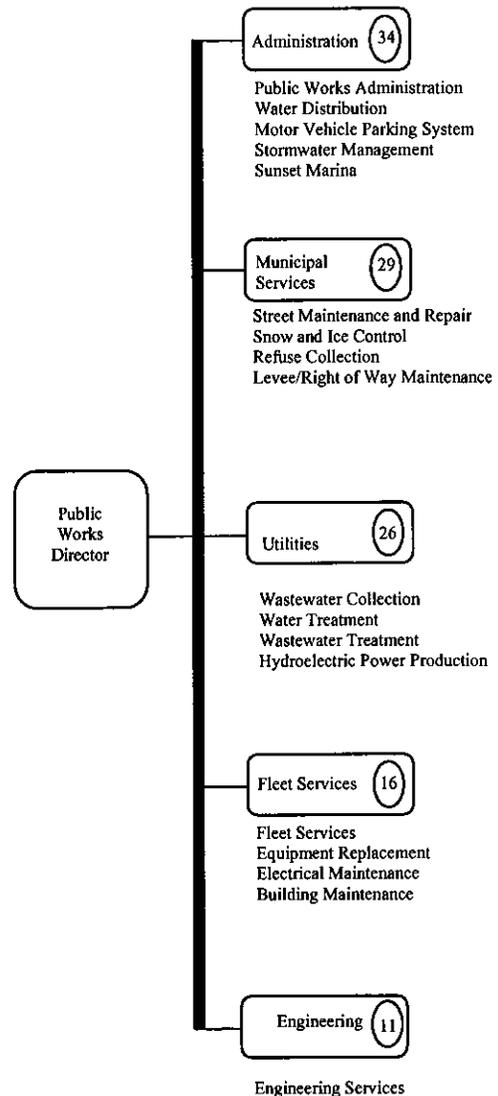
Provide the professional design, inspection and project management services needed to complete the annual capital improvement program with minimal public inconvenience.

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

City-wide coordination of environmental services



## **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, stormwater management, environmental management, electricity production from the hydropower 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 eighteen (18) cost centers organized into five (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 one hundred and sixteen (116) full time employees plus seasonal workers during the prime construction and maintenance season.

Two significant new activities are being undertaken in FY09 by the Public Works Department.

**Curbside Recycling** – About 1,600 subscribers have volunteered for the bi-weekly curbside recycling service beginning in April 2008 at a subscription cost of \$3.00 per month. The department will continue growing the program through a public education partnership with Keep Rock Island Beautiful.

**Sears Powerhouse Acquisition, Expansion and Operation** – The City will acquire and expand the Sears Powerhouse located on the Rock River near 11<sup>th</sup> Street in 2008. The current capacity of the plant is 600kw and it will be expanded to a capacity of 1,200kw by the end of 2008. After the expansion is completed, the City will generate enough clean renewable energy (6.5 million kilowatt-hours) to satisfy almost two-thirds of its annual electricity needs. Initially, the cost of the self-generated power and purchased power will be virtually equal, but the switch to hydropower will reduce the City's CO<sub>2</sub> emissions by 7,400 tons per year.

### Public Works Administration Division

This division is responsible for providing all department clerical, administrative and planning functions plus the motor vehicle parking system, stormwater management, environmental management, water distribution system maintenance, the Geographic Information System (GIS) and utility management (water, wastewater and stormwater). The work is performed under the direction of the Public Works Director. The division has thirty-four (34) full time employees. The major planning goals of the division for FY09 include preparation of the next edition of the Five Year Capital Improvement Plan and preparation of the next operating budget for the department.

### Municipal Services Division

This division is responsible for providing several high profile services such as street maintenance, snow removal, refuse collection, yardwaste collection, recycling, Mississippi River flood protection and public right-of-way maintenance. The division has twenty-nine (29) full time employees and several seasonal workers during the construction season. The Street Maintenance Superintendent oversees division activities.

### Utilities Division

Twenty-six (26) full time employees and several seasonal workers are assigned to the Utilities Division. They are responsible for the operation and maintenance of the two wastewater treatment plants, the water treatment plant, the sanitary sewer system, the combined sewer system, the hydropower plant and the storm sewer system. The Utilities Superintendent manages all of the division operations. The implementation of the federally mandated Combined Sewer Long Term Control Plan continues in FY09. The initial construction phase is not scheduled until FY11, but design is already underway. All the combined sewer system projects must be

completed by early 2018 at a total cost of over \$66M.

#### Fleet Services Division

This division has sixteen (16) 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 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 eleven (11) full time employees 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 FY09 edition of the capital improvement program calls for the investment of \$14.8M in the City infrastructure including...

- Mill Street resurfacing, 6<sup>th</sup> Avenue to 13<sup>th</sup> Avenue
- 18<sup>th</sup> Avenue resurfacing, Mill Street to 12<sup>th</sup> Street
- 24<sup>th</sup> Street resurfacing and watermain replacement, 18<sup>th</sup> Avenue to 31<sup>st</sup> Avenue
- 11<sup>th</sup> Avenue reconstruction and sewer replacement, 36<sup>th</sup> to 38<sup>th</sup> Avenue
- 24<sup>th</sup> Avenue reconstruction and watermain replacement, 32<sup>nd</sup> to 34<sup>th</sup> Street
- 14<sup>th</sup> Street resurfacing, 32<sup>nd</sup> Avenue to 42<sup>nd</sup> Avenue
- 40<sup>th</sup> Avenue resurfacing, 14<sup>th</sup> Street to Watchhill Road
- Watchhill Road resurfacing, 40<sup>th</sup> Avenue to Hawthorne Road
- Purchase and expansion of the Sears Powerhouse

The goals of the Public Works Department reflect a continued 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.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
Municipal Serv Supt	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Utilities Supt	1.00	1.00	1.00	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
Utilities Maint Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Water Dist Supv	1.00	1.00	1.00	1.00	1.00	1.00	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
(1) Office Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Marina Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Meter Service Supv	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
(1) Asst to the PW Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Laboratory Tech	1.50	1.00	1.00	1.00	1.00	1.00	0.00
(2) Lead Auto Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	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
(2) Maint Electrician	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(3) Maint Mechanic	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) Auto Mechanic II	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Building Maint Eng	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(9) Equipment Operator	8.00	8.00	8.00	9.00	9.00	9.00	0.00
(7) Refuse Collector	5.00	5.00	6.00	7.00	7.00	7.00	0.00
(6) Maint Worker II	6.00	6.00	6.00	5.00	6.00	6.00	1.00
(1) Marina Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) WW Treat Operator	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(6) Water Treat Operator	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(16) Maint Worker I	18.00	17.00	17.00	15.00	16.00	16.00	1.00
Refuse Laborer	4.00	4.00	0.00	0.00	0.00	0.00	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	5.00	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 Attn'd II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Parking Enf Attn'd I	2.00	2.00	2.00	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
(6) Tech. Service Assist.	3.00	4.00	5.00	6.00	6.00	6.00	0.00
(1) Stormwater Engineer	0.00	0.00	1.00	1.00	1.00	1.00	0.00
<b>(116) Total Staffing (fte)</b>	<b>117.50</b>	<b>117.00</b>	<b>115.00</b>	<b>115.00</b>	<b>116.00</b>	<b>116.00</b>	<b>1.00</b>

completed by early 2018 at a total cost of over \$66M.

#### Fleet Services Division

This division has sixteen (16) 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 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.

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- 11<sup>th</sup> Avenue reconstruction and sewer replacement, 36<sup>th</sup> to 38<sup>th</sup> Avenue
- 24<sup>th</sup> Avenue reconstruction and watermain replacement, 32<sup>nd</sup> to 34<sup>th</sup> Street
- 14<sup>th</sup> Street resurfacing, 32<sup>nd</sup> Avenue to 42<sup>nd</sup> Avenue
- 40<sup>th</sup> Avenue resurfacing, 14<sup>th</sup> Street to Watchhill Road
- Watchhill Road resurfacing, 40<sup>th</sup> Avenue to Hawthorne Road
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<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
Municipal Serv Supt	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Utilities Supt	1.00	1.00	1.00	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
Utilities Maint Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Water Dist Supv	1.00	1.00	1.00	1.00	1.00	1.00	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
(1) Office Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Marina Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Meter Service Supv	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
(1) Asst to the PW Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Laboratory Tech	1.50	1.00	1.00	1.00	1.00	1.00	0.00
(2) Lead Auto Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	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
(2) Maint Electrician	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(3) Maint Mechanic	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) Auto Mechanic II	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Building Maint Eng	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(9) Equipment Operator	8.00	8.00	8.00	9.00	9.00	9.00	0.00
(7) Refuse Collector	5.00	5.00	6.00	7.00	7.00	7.00	0.00
(6) Maint Worker II	6.00	6.00	6.00	5.00	6.00	6.00	1.00
(1) Marina Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) WW Treat Operator	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(6) Water Treat Operator	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(16) Maint Worker I	18.00	17.00	17.00	15.00	16.00	16.00	1.00
Refuse Laborer	4.00	4.00	0.00	0.00	0.00	0.00	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	5.00	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	2.00	2.00	2.00	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
(6) Tech. Service Assist.	3.00	4.00	5.00	6.00	6.00	6.00	0.00
(1) Stormwater Engineer	0.00	0.00	1.00	1.00	1.00	1.00	0.00
<b>(116) Total Staffing (fte)</b>	<b>117.50</b>	<b>117.00</b>	<b>115.00</b>	<b>115.00</b>	<b>116.00</b>	<b>116.00</b>	<b>1.00</b>

<b>Expense:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>% Var</b>
<b>Personnel</b>	6,806,564	7,381,425	7,560,501	7,944,202	7,945,854	8,145,017	3%
<b>Supplies</b>	1,860,720	2,814,296	2,309,768	2,848,533	2,961,823	2,848,010	0%
<b>Services</b>	8,310,625	9,923,628	9,445,417	10,336,622	9,736,432	10,899,328	5%
<b>Other</b>	107,973	164,271	112,396	147,313	99,636	100,423	-32%
<b>Programs</b>	75,125	190,433	136,520	2,471	52,471	77,471	3035%
<b>Capital</b>	1,818,624	1,251,531	2,091,735	10,449,305	5,125,375	9,226,615	-12%
<b>Debt service</b>	1,379,576	897,723	880,002	2,314,778	2,314,778	2,325,550	0%
<b>Transfers</b>	5,145,159	7,033,896	4,754,952	5,930,639	5,930,639	5,682,818	-4%
<b>Contingency</b>	3,814,853	34,191,863	2,953,194	2,255,836	2,255,836	2,490,836	10%
<b>Total Department</b>	<b>29,319,219</b>	<b>63,849,066</b>	<b>30,244,485</b>	<b>42,229,699</b>	<b>36,422,844</b>	<b>41,796,068</b>	<b>-1%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	6,021,899	7,329,571	6,605,529	7,828,509	8,060,009	7,303,717	-7%
<b>Public Benefit</b>	846,667	843,640	845,676	712,576	712,576	848,529	19%
<b>Community/Econ.</b>	-	-	-	-	-	-	---
<b>Motor Fuel Tax</b>	978,285	1,413,835	1,407,580	1,690,000	2,066,486	2,439,711	44%
<b>Gaming</b>	2,539,776	2,876,364	2,260,764	3,123,544	3,123,544	2,653,500	-15%
<b>Capital</b>	2,406,626	3,941,403	2,553,094	7,666,980	3,155,745	3,779,708	-51%
<b>Debt</b>	813,559	1,128,162	846,543	868,246	868,246	848,531	-2%
<b>Water Oper &amp; Maint</b>	4,273,949	4,837,178	5,513,256	6,408,896	5,750,661	6,803,658	6%
<b>WW Oper &amp; Maint</b>	3,949,449	4,366,837	4,033,207	6,476,653	5,231,282	7,495,854	16%
<b>Stormwater Utility</b>	1,139,641	1,603,927	1,324,390	1,535,941	1,535,941	1,437,452	-6%
<b>Bridge</b>	969,108	32,291,783	-	-	-	-	---
<b>Sunset Marina</b>	1,213,706	755,620	729,864	942,932	942,932	1,075,550	14%
<b>Park &amp; Recreation</b>	-	-	-	-	-	-	---
<b>Fleet Maint</b>	1,949,719	2,956,385	2,603,592	3,740,888	3,740,888	3,634,390	-3%
<b>Engineering</b>	987,477	1,151,361	1,041,443	1,234,534	1,234,534	1,262,367	2%
<b>Hydropower Plant</b>	-	-	-	-	-	2,213,101	NEW
<b>GASB 34</b>	1,229,358	(1,647,000)	479,547	-	-	-	---
<b>Total Expense</b>	<b>29,319,219</b>	<b>63,849,066</b>	<b>30,244,485</b>	<b>42,229,699</b>	<b>36,422,844</b>	<b>41,796,068</b>	<b>-1%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Authorized employees	117	115	116	116
2. Department Budget (millions)	\$ 31.6	\$ 30.2	\$ 37.8	\$ 39.1
3. 5 Yr Cap Improv Plan (millions)	\$ 28.9	\$ 43.5	\$ 55.2	\$ 78.7
<b>Workload:</b>				
1. Special Action Req. processed	6,672	6,961	8,580	9,000
2. Traffic Engineering requests	71	69	53	65
3. Prepare Annual CIP	1	1	1	1
<b>Productivity:</b>				
1. Cost per Special Action request	\$ 5.77	\$ 5.94	\$ 6.12	\$ 6.31
2. Cost per Traffic Eng. request	\$ 39.81	\$ 41.00	\$ 42.23	\$ 43.50
3. Admin Operations less depreciation	\$ 2,416,128	\$ 2,676,429	\$ 2,495,860	\$ 2,649,775
<b>Effectiveness:</b>				
1. Avg SAR response time (days)	13	14	11	8
2. %Traffic Eng response/30 days	100%	100%	100%	100%
3. Admin Overhead	7.7%	8.9%	6.6%	6.8%
5. Operating Bdgt cost per capita	\$ 501	\$ 480	\$ 522	\$ 519

## Analysis:

This cost center presents a summary of the administrative activities of all ten funds included in the Public Works Department budget. The Staffing table reflects a few minor redistributions, but there are no changes in cost center operations. The Services summary reflects an increase in engineering service charges for preliminary engineering that were previously shown in the Capital summary, an increase for insurance premiums and an increase for fleet costs. The Capital summary reflects the change in how preliminary engineering services are shown. The Transfers category is higher because utility cut repairs are now being completed in-house by the Municipal services Division of Public Works and the subsequent reimbursements by the utility funds are shown as transfers to the General Fund instead of direct payments. The five utility and internal service funds include contingencies for the first time and the total of these contingencies is shown in the Contingency category.

Staffing:	Actual 2004/05	Actual 2005/06	Actual 2006/07	Budget 2007/08	Estimated 2007/08	Proposed 2008/09	Diff. (fte)
(1) Public Works Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Assist to the PW Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(6) Office Assistant III	4.68	6.00	6.00	6.00	6.00	6.00	0.00
Water Dist Supv	0.00	0.25	0.25	0.25	0.25	0.25	0.00
Parking Enf II	0.70	0.60	0.60	0.60	0.60	0.60	0.00
Utility Maint Supv	1.00	0.00	1.00	0.00	0.00	0.00	0.00
Municipal Serv Supt	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Street Maint Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maint. Crew Leader	0.00	0.25	0.25	0.40	0.40	0.00	(0.40)
(1) Utility Supt	1.00	1.00	0.90	1.00	1.00	1.00	0.00
Wwater Treat Supv	0.40	0.70	0.50	0.00	0.00	0.40	0.40
Chemist	0.50	0.00	0.00	0.00	0.00	0.00	0.00
(1) Fleet Serv Director	1.00	1.00	1.00	1.00	1.00	0.90	(0.10)
(1) Electrical Maint Supv	0.60	0.65	0.65	0.65	0.65	0.60	(0.05)
(1) Marina Manager	1.00	1.00	0.75	0.75	0.75	0.75	0.00
(1) City Engineer	0.44	0.44	0.48	0.50	0.50	0.54	0.04
(1) Assist City Engineer	0.60	0.65	0.81	0.85	0.85	0.92	0.07
Engineering Tech I	1.02	0.79	0.73	0.63	0.63	0.68	0.05
Engineering Tech II	0.68	0.68	0.77	0.75	0.75	0.71	(0.04)
(1) Tech Services Mgr	0.00	0.60	0.90	0.95	0.95	0.95	0.00
Tech Services Assist	0.00	0.00	0.80	0.80	0.80	0.40	(0.40)
(1) Stormwater Eng	0.00	0.00	1.00	1.00	1.00	1.00	0.00
<b>(19) Total Staffing (fte)</b>	<b>19.62</b>	<b>19.61</b>	<b>21.39</b>	<b>21.13</b>	<b>21.13</b>	<b>20.70</b>	<b>(0.43)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	1,230,139	1,349,306	1,481,985	1,545,866	1,547,543	1,610,381	4%
Supplies	29,549	39,044	52,768	49,810	49,310	48,064	-4%
Services	518,419	724,017	1,032,444	806,998	806,548	952,571	18%
Other	84,433	151,153	103,699	89,665	89,988	87,088	-3%
Programs	5,165	152,608	5,533	2,471	2,471	2,471	0%
Capital	-	-	1,000	105,750	105,750	5,500	-95%
Debt service	548,692	452,703	507,800	1,446,532	1,446,532	1,477,019	2%
Transfers	1,532,571	2,261,511	1,648,512	1,838,019	1,838,019	2,147,289	17%
Other	2,329,736	2,306,492	2,244,828	2,255,836	2,255,836	2,490,836	10%
Contingency	-	-	-	-	-	-	NEW
<b>Total Cost Center</b>	<b>6,278,704</b>	<b>7,436,834</b>	<b>7,078,569</b>	<b>8,140,947</b>	<b>8,141,997</b>	<b>8,821,219</b>	<b>8%</b>
<b>Expense by Fund:</b>							
General Fund	788,448	974,352	1,184,491	1,180,923	1,180,923	1,275,025	8%
Motor Fuel Tax	200,000	200,000	200,000	200,000	200,000	200,000	0%
Capital Improv.	-	-	-	-	-	-	0%
Water Oper & Mnt	1,612,849	1,660,881	1,805,441	2,010,407	2,010,407	2,248,442	12%
Wastewater Oper	1,825,572	1,890,731	1,708,189	2,312,719	2,312,719	2,464,617	7%
Stormwater Utility	316,777	412,485	510,854	543,640	543,640	610,257	12%
Sunset Marina	366,769	358,072	324,805	475,027	475,027	499,667	5%
Fleet Mntnce	707,916	1,437,936	854,193	959,491	959,491	988,450	3%
Engineering	307,742	330,309	335,477	458,740	459,790	492,261	7%
Hydropower Plant	-	-	-	-	-	42,500	0%
GASB 34	152,631	172,068	155,119	-	-	-	0%
<b>Total Expense</b>	<b>6,278,704</b>	<b>7,436,834</b>	<b>7,078,569</b>	<b>8,140,947</b>	<b>8,141,997</b>	<b>8,821,219</b>	<b>8%</b>

## Building Maintenance

### Program Description:

Provide building maintenance services for City Hall, the Police Station, the Rock Island Armory, 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Authorized staff	1	1	1	1
2. Facilities to maintain	6	6	6	5
<b>Workload:</b>				
1. Space to maintain (sq ft)	70,000	70,000	65,458	77,458
2. Janitorial contract coverage (sq ft)	56,000	56,000	56,000	56,000
<b>Productivity:</b>				
1. Janitorial contract cost per sq ft	\$ 1.39	\$ 0.98	\$ 0.98	\$ 0.98
<b>Effectiveness:</b>				
1. Building customer complaints	2	4	3	0

**Analysis:**

The Staffing table and the Personnel category changes reflect a reallocation of labor hours among department activities. The major decreases in the other categories reflect the completion of the FY08 improvements to City Hall.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Bldg Maint Eng	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Maint Worker I	0.15	0.30	0.40	0.40	0.40	0.20	(0.20)
(1) Maint Worker II	0.00	0.00	0.00	0.00	0.00	0.50	0.50
Marina Worker	0.30	0.15	0.20	0.20	0.20	0.20	0.00
Fleet Serv Director	0.00	0.00	0.00	0.00	0.00	0.10	0.10
Electrical Maint Supv	0.00	0.10	0.10	0.10	0.10	0.20	0.10
<b>(1) Total Staffing (fte)</b>	<b>1.45</b>	<b>1.55</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.20</b>	<b>(0.50)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	94,930	98,130	104,279	108,557	108,557	74,773	-31%
<b>Supplies</b>	29,713	26,704	50,555	372,875	490,484	41,900	-89%
<b>Services</b>	256,445	314,710	274,741	715,027	836,603	906,969	27%
<b>Other</b>	210	321	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	149,000	141,315	3,500	-98%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	35,004	-	-	900,500	900,500	227,500	-75%
<b>Other</b>	-	83	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>416,302</b>	<b>439,948</b>	<b>429,575</b>	<b>2,245,959</b>	<b>2,477,459</b>	<b>1,254,642</b>	<b>-44%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	381,298	439,948	429,575	1,345,459	1,576,959	604,001	-55%
<b>Gaming</b>	35,004	-	-	644,000	644,000	202,500	-69%
<b>Capital</b>	-	-	-	256,500	256,500	448,141	75%
<b>Wastewater Oper</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>416,302</b>	<b>439,948</b>	<b>429,575</b>	<b>2,245,959</b>	<b>2,477,459</b>	<b>1,254,642</b>	<b>-44%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Contracts in progress	50	46	35	41
2. Value of Contracts	\$20,452,577	\$10,469,312	\$11,899,960	\$14,512,000
3. Utility cuts requests	186	187	201	200
<b>Workload:</b>				
1. Hrs/preliminary cost estimates	261	277	960	500
2. Hrs/design and survey	2,725	3,277	6,125	6,000
3. Hrs/inspection	4,925	4,606	7,290	7,000
4. Excavation permits issued	222	216	258	250
5. Concrete permits issued	91	64	57	60
6. Grading & Drainage permits	25	30	-	-
7. Inspection by Consultants (hrs)	2,600	70	4,443	6,000
<b>Productivity:</b>				
1. Change orders as % of contract	8.4%	6.4%	7.0%	<10%
2. In-house design/survey % const	4.0%	7.7%	3.6%	8.0%
3. Consult. design/survey % const.	5.6%	4.0%	6.7%	8.0%
4. In-house inspection % constr.	5.6%	6.5%	5.8%	9.0%
5. Consultant inspection % const.	7.4%	1.7%	8.4%	9.0%
<b>Effectiveness:</b>				
1. Bids opened on schedule	89.0%	87.0%	76.7%	90.0%
2. Preliminary estimate vs bid price	22.0%	1.9%	0.75%	<20%
3. Utility cut inspection w/24 hours	100.0%	100.0%	40.0%	100.0%
4. Utility cuts repaired w/30 days	90.0%	100.0%	100.0%	100.0%

**Analysis:**

There are no operational changes planned for this cost center in FY09. The Supplies category has increased due to the purchase of a underground pipe locator. The Services category increased due to increases in fleet operation costs.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
City Engineer	0.56	0.56	0.52	0.50	0.50	0.46	(0.04)
(2) Assist City Engineer	2.37	2.35	2.19	2.15	2.15	2.08	(0.07)
(4) Engineering Tech I	3.18	3.21	3.27	3.37	3.37	3.32	(0.05)
(3) Engineering Tech II	2.32	2.32	2.23	2.25	2.25	2.24	(0.01)
Tech Service Mgr	0.10	0.10	0.10	0.05	0.05	0.05	0.00
(1) Tech Service Assist	1.80	2.00	1.20	1.20	1.20	1.10	(0.10)
(10) <b>Total Staffing (fte)</b>	<b>10.33</b>	<b>10.54</b>	<b>9.51</b>	<b>9.52</b>	<b>9.52</b>	<b>9.25</b>	<b>(0.27)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	598,919	690,494	651,898	706,464	706,464	694,116	-2%
Supplies	5,074	4,658	8,908	10,310	10,310	11,325	10%
Services	82,051	125,900	45,094	58,620	57,570	64,465	10%
Other	-	-	66	400	400	200	-50%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>686,044</b>	<b>821,052</b>	<b>705,966</b>	<b>775,794</b>	<b>774,744</b>	<b>770,106</b>	<b>-1%</b>
<b>Expense by Fund:</b>							
General Fund	6,309	-	-	-	-	-	---
Engineering Fund	679,735	821,052	705,966	775,794	774,744	770,106	-1%
<b>Total Expense</b>	<b>686,044</b>	<b>821,052</b>	<b>705,966</b>	<b>775,794</b>	<b>774,744</b>	<b>770,106</b>	<b>-1%</b>

## 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 one-half 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 7,000 square yards of asphalt pavement.
- Remove and replace 3,300 square yards of concrete pavement.
- Seal 100,000 feet of pavement cracks and joints.
- Seal coat 4 lane miles (28,000 square yards) of unimproved streets.
- Microsurface 25 lane miles (125,000 square yards) of Rock Island asphalt streets plus 25,000 square yards of contract microsurfacing for the Parks Department.
- Reconstruct 250 square yards of brick streets.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Painted center lines (feet)	200,000	200,000	200,000	200,000
2. Painted curb (feet)	110,000	110,000	110,000	110,000
3. Intersections with lane markings	130	130	130	130
4. Street name and regulatory signs	10,200	10,200	10,200	10,200
5. Miles of Streets	165.9	165.9	165.9	165.9
<b>Workload:</b>				
1. Street Sweeping (curb miles)	2,882	2,758	2,551	3,000
2. Center/lane lines painted (feet)	197,507	275,185	248,219	250,000
3. Intersections painted	75	81	109	70
4. Street signs replaced/repared	350	1,650	1,000	1,300
5. Concrete pvmt replaced (sq yds)	2,937	3,443	2,672	3,300
6. Asphalt pvmt replaced (sq yds)	7,122	7,573	3,170	6,000
7. Microsurfacing (sq yds)	195,255	121,847	104,625	125,000
8. Curbs painted (feet)	42,326	53,042	47,329	50,000
<b>Productivity:</b>				
1. Cost per mile swept	\$36.88	\$41.50	\$33.40	\$40.00
2. Cost for line painting (\$ per foot)	\$0.13	\$0.12	\$0.16	\$0.17
3. Sq yd concrete patch	\$98.23	\$81.58	\$78.32	\$85.00
4. Sq yd asphalt patch	\$17.26	\$19.34	\$34.58	\$38.00
5. Sq yd microsurface	\$0.84	\$0.85	\$0.92	\$1.10
6. Brick streets (sq yds)	\$124.69	\$120.90	\$117.67	\$125.00
7. Joint sealing (lin ft)	\$0.67	\$0.40	\$0.64	\$0.70
<b>Effectiveness:</b>				
1. % sweeping objectives achieved	100%	100%	100%	100%
2. % sign objectives achieved	100%	100%	100%	100%
3. Sweeping requests received	69	37	45	40
4. Sign requests received	74	88	120	100

**Analysis:**

There are no changes planned for the activities covered by this cost center. Personnel costs are lower due to the redistribution of estimated labor hours among cost centers. The Supplies category is lower because the FY08 budget overestimated the materials needed for the microsurfacing program. The Capital and Transfers categories fluctuate due to the annual mix between major contract street maintenance and street capital improvements. Refer to the Capital Improvements section of the budget for information about the street improvements planned for FY09.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Maint Crew Leader	0.85	0.85	0.85	0.95	0.95	0.95	0.00
(3) Maint Worker I	2.81	2.48	2.48	2.22	2.22	3.50	1.28
Maint Worker II	0.65	0.57	0.57	0.35	0.35	0.51	0.16
(5) Equipment Operator	3.63	3.63	3.50	4.25	4.25	4.04	(0.21)
(9) <b>Total Staffing (fte)</b>	<b>7.94</b>	<b>7.53</b>	<b>7.40</b>	<b>7.77</b>	<b>7.77</b>	<b>9.00</b>	<b>1.23</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	442,370	447,346	419,173	591,656	591,656	494,155	-16%
<b>Supplies</b>	246,949	278,976	192,128	396,734	396,734	348,619	-12%
<b>Services</b>	2,818,715	4,338,936	3,416,667	4,455,665	3,955,652	4,643,882	4%
<b>Other</b>	10,551	50	-	-	-	-	---
<b>Programs</b>	69,013	-	-	-	-	-	---
<b>Capital</b>	1,187,279	(220,482)	1,635,427	5,235,980	1,633,243	1,945,778	-63%
<b>Debt service</b>	800,016	444,945	371,784	868,246	868,246	848,531	-2%
<b>Transfers</b>	3,301,435	3,304,996	2,696,436	2,995,833	2,995,833	3,308,029	10%
<b>Other</b>	847,916	960,183	716,796	-	-	-	---
<b>Total Cost Center</b>	<b>9,724,244</b>	<b>9,554,950</b>	<b>9,448,411</b>	<b>14,544,114</b>	<b>10,441,364</b>	<b>11,588,994</b>	<b>-20%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	1,866,221	2,017,852	1,905,153	2,079,555	2,079,555	1,969,656	-5%
<b>Public Benefit</b>	846,667	843,640	845,676	712,576	712,576	848,529	19%
<b>Motor Fuel Tax</b>	680,320	1,213,835	1,207,580	1,490,000	1,866,486	2,239,711	50%
<b>Gaming</b>	2,454,768	2,361,360	1,850,760	2,283,257	2,283,257	2,451,000	7%
<b>Capital</b>	2,130,867	3,935,540	2,541,191	7,110,480	2,631,244	3,231,567	-55%
<b>Debt</b>	813,559	1,128,162	846,543	868,246	868,246	848,531	-2%
<b>GASB34</b>	931,842	(1,945,439)	251,508	-	-	-	---
<b>Total Expense</b>	<b>9,724,244</b>	<b>9,554,950</b>	<b>9,448,411</b>	<b>14,544,114</b>	<b>10,441,364</b>	<b>11,588,994</b>	<b>-20%</b>

## 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.
- If the total snowfall exceeds six (6) inches, snow is removed from the downtown streets by hauling it to disposal sites.
- Clear parking facilities, sidewalks adjacent to parking facilities and the Great River Plaza.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Lane miles of streets	379	380	380	380
2. Parking Lots/Ramps	13	13	13	13
3. Number of storms	17	13	17	16
<b>Workload:</b>				
1. Snow/Ice Storms less than 2"	13	8	15	12
2. Snow/Ice Storm between 2"&6"	4	5	6	3
3. Snow/Ice Storm greater than 6"	0	0	1	1
4. Total snowfall (inches)	20.3	22.3	30.0	30.0
5. Tons of salt spread	2,572	3,429	4,500	4,000
<b>Productivity:</b>				
1. Avg. cost of storm less than 2"	\$7,599	\$17,352	\$17,200	\$17,000
2. Avg. cost of storm 2" to 6"	\$34,405	\$38,934	\$36,750	\$38,000
3. Avg. cost storm greater than 6"	N/A	N/A	\$55,000	\$57,000
4. Manhours/inch (storm over 2")	68	67	70	70
<b>Effectiveness:</b>				
1. Streets cleared by deadline:	100%	100%	100%	100%
2. Snowfall less than 2"/12 hours	100%	100%	100%	100%
3. Snowfall between 2"&6"/24 hrs	100%	100%	100%	100%
4. Snowfall greater than 6"/48 hrs	100%	100%	100%	100%
5. % parking/sidewalks done 8a.m.	100%	100%	100%	100%
6. Avg. complaints/storm over 2"	5	17	20	20
7. Avg. complaints/storm under 2"	2	2	2	2

**Analysis:**

There are no operational changes planned for this cost center in FY09. The Services category decreased due to a reduction in the projected costs of operating and maintaining the snow fleet.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Maint Crew Leader	0.15	0.15	0.10	0.10	0.10	0.10	0.00
Equipment Operator	0.28	0.24	0.24	0.25	0.25	0.28	0.03
Maint Worker I	0.24	0.22	0.23	0.19	0.19	0.27	0.08
Maint Worker II	0.08	0.08	0.08	0.04	0.04	0.08	0.04
<b>(0) Total Staffing (fte)</b>	<b>0.75</b>	<b>0.69</b>	<b>0.65</b>	<b>0.58</b>	<b>0.58</b>	<b>0.73</b>	<b>0.15</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	67,776	77,190	115,409	82,968	82,968	90,631	9%
Supplies	13,607	81,207	160,388	193,950	193,950	194,655	0%
Services	140,427	183,374	183,329	244,462	244,462	220,262	-10%
Other	49	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>221,859</b>	<b>341,771</b>	<b>459,126</b>	<b>521,380</b>	<b>521,380</b>	<b>505,548</b>	<b>-3%</b>
<b>Expense by Fund:</b>							
General Fund	221,859	341,771	459,126	521,380	521,380	505,548	-3%
<b>Total Expense</b>	<b>221,859</b>	<b>341,771</b>	<b>459,126</b>	<b>521,380</b>	<b>521,380</b>	<b>505,548</b>	<b>-3%</b>

## 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 (1309 Mill Street).

### 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

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Regular waste customers	13,900	13,900	13,900	13,900
2. Recycling centers	1	1	1	1
<b>Workload:</b>				
1. Reg waste collected (tons/year)	17,978	16,366	16,800	15,650
2. Yardwaste collected (tons/year)	822	1,170	1,150	1,200
3. Recycling Center (tons/year)	800	800	803	850
<b>Productivity:</b>				
1. Cost/ton weekly collected	\$95.07	\$63.18	\$62.80	\$65.00
2. Cost per refuse cart collected	N/A	\$71.31	\$72.50	\$73.00
3. Cost/ton yardwaste collected	\$184.94	\$119.05	\$135.58	\$140.00
4. Cost/ton recycling materials	\$33.83	\$42.65	\$57.00	\$60.00
<b>Effectiveness:</b>				
1. Monthly cost per household for regular weekly collection	\$8.00	\$6.68	\$6.85	\$7.00
2. Avg complaints per week	27.8	19.8	9.6	10.0
3. Portion Landfilled	91.7%	89.7%	89.8%	89.0%
4. Portion Composted	4.1%	6.5%	5.9%	5.0%
5. Portion Recycled	4.0%	3.8%	4.3%	4.5%

**Analysis:**

The subscription curbside recycling program will begin in April 2008 with about 1,600 customers. The bi-weekly collection will be provided by an outside vendor. Otherwise, there are no operational changes planned for the activities included in the cost center. The Supplies category decreased because of lower anticipated costs for leaf bags. The Services category increased due to higher landfilling/composting fees, higher fleet operation costs and the curbside recycling contract.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(7) Refuse Collector	4.47	4.47	5.48	7.00	7.00	6.91	(0.09)
Refuse Laborer	3.72	3.72	0.00	0.00	0.00	0.00	0.00
Maint Worker I	0.26	0.21	0.23	0.04	0.04	0.04	0.00
Maint Worker II	0.04	0.04	0.08	0.00	0.00	0.00	0.00
Equipment Operator	0.28	0.28	0.28	0.00	0.00	0.07	0.07
(1) Maint Crew Leader	0.85	0.90	0.90	1.00	1.00	1.00	0.00
(8) <b>Total Staffing (fte)</b>	<b>9.62</b>	<b>9.62</b>	<b>6.97</b>	<b>8.04</b>	<b>8.04</b>	<b>8.02</b>	<b>(0.02)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	450,389	451,345	462,948	479,703	479,703	470,735	-2%
Supplies	18,205	662,828	82,042	27,890	27,890	24,810	-11%
Services	725,606	798,981	663,778	659,977	659,977	885,136	34%
Other	-	-	-	-	-	-	---
Programs	(812)	(10,957)	58,970	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,193,388</b>	<b>1,902,197</b>	<b>1,267,738</b>	<b>1,167,570</b>	<b>1,167,570</b>	<b>1,380,681</b>	<b>18%</b>
<b>Expense by Fund:</b>							
General Fund	1,190,377	1,906,301	1,207,292	1,167,570	1,167,570	1,380,681	18%
GASB 34	3,011	(4,104)	60,446	-	-	-	---
<b>Total Expense</b>	<b>1,193,388</b>	<b>1,902,197</b>	<b>1,267,738</b>	<b>1,167,570</b>	<b>1,167,570</b>	<b>1,380,681</b>	<b>18%</b>

## 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.
- Trim and remove boulevard trees to maintain a healthy urban forest and reduce city liability from tree damage.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Great River Plaza (sq yds)	1,075	1,075	1,075	1,075
2. City property mowed (acres)	297	297	366	366
3. Private property mowed (#)	99	52	89	80
4. Acres sprayed for weed control	24.20	56.50	56.50	56.50
5. Boulevard trees	17,220	17,220	17,220	17,220
<b>Workload:</b>				
1. City prop mowed/season(acres)	2,123	2,123	1,817	2,000
2. Priv prop mowed/season(#)	151	303	356	350
3. Weed spraying contract (acres)	68	100	100	100
4. Trees trimmed by city crews	324	554	500	500
<b>Productivity:</b>				
1. Avg cost/acre mowed/city crews	\$27	\$27	\$38	\$35
2. Avg cost/acre weed spraying	\$80	\$93	\$93	\$95
3. Ave cost/trees trimmed	\$99	\$61	\$85	\$90
<b>Effectiveness:</b>				
1. % maint. objectives achieved	100%	100%	100%	100%
2. % tree trimming requests done	100%	100%	100%	100%
3. Claims paid due to tree damage	0	0	0	0

**Analysis:**

There are no operational changes planned for this cost center in FY09. The changes shown in the Staffing summary and the Personnel expense category reflect a redistribution of labor hours to more accurately reflect actual labor allocations. The Supplies category is lower because of a decrease in the need for landscaping chemicals and hand tools.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Maint Crew Leader	0.90	0.90	0.90	0.95	0.95	0.95	0.00
(3) Equipment Operator	2.62	2.28	2.41	3.26	3.26	3.02	(0.24)
Refuse Collector	0.53	0.53	0.52	0.00	0.00	0.09	0.09
Refuse Laborer	0.28	0.28	0.00	0.00	0.00	0.00	0.00
(3) Maint Worker I	1.67	2.17	2.63	2.17	2.17	2.81	0.64
(1) Maint Worker II	0.74	1.14	1.14	0.61	0.61	0.91	0.30
<b>(8) Total Staffing (fte)</b>	<b>6.74</b>	<b>7.30</b>	<b>7.60</b>	<b>6.99</b>	<b>6.99</b>	<b>7.78</b>	<b>0.79</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	391,320	439,499	418,426	444,638	444,638	507,104	14%
Supplies	18,045	13,061	8,345	60,015	60,015	43,315	-28%
Services	558,925	309,280	272,763	310,334	310,334	291,080	-6%
Other	-	155	294	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	6,275	-	(8,437)	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>974,565</b>	<b>761,995</b>	<b>691,391</b>	<b>814,987</b>	<b>814,987</b>	<b>841,499</b>	<b>3%</b>
<b>Expense by Fund:</b>							
General Fund	697,649	746,465	650,990	782,271	782,271	792,665	1%
Capital Improv.	270,457	-	-	-	-	-	---
Stormwater Utility	6,459	15,530	40,401	32,716	32,716	48,834	49%
<b>Total Expense</b>	<b>974,565</b>	<b>761,995</b>	<b>691,391</b>	<b>814,987</b>	<b>814,987</b>	<b>841,499</b>	<b>3%</b>

## 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 lot landscaping, bollards, gate arms, and booths.
- Maintain parking signs and meters to improve driver understanding of restrictions and enhance enforcement activities.
- Provide enforcement to insure proper usage of parking facilities.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
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	144	144	144	144
<b>Workload:</b>				
1. Tickets issued (total)	14,450	8,395	10,000	10,000
2. Parking mtrs cleaned/repared	144	144	144	140
3. Contested tickets investigated	498	344	375	400
<b>Productivity:</b>				
1. Cost per ticket issued	\$8.90	\$9.17	\$9.44	\$9.73
2. Avg tickets monthly/attendant	588	613	600	600
3. Avg cost/meter maintenance	\$9.27	\$9.55	\$9.84	\$10.13
<b>Effectiveness:</b>				
1. % tickets contested	3.2%	3.8%	3.1%	3.5%
2. % contested tickets voided	44.0%	43.0%	44.0%	46.0%
3. % meters maintained	100%	100%	100%	100%
4. % tickets collected	73%	73%	70%	70%

**Analysis:**

There are no operational changes planned for the parking system in FY09. The Supplies category decreased because of a lower demand for maintenance materials. The Capital category reflects the second phase of a five phase program to renovate the parking ramp. The total cost of the five phases (\$725,000) will be paid from Downtown Tax Increment District revenues.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Parking Enf Atnd I	2.00	2.00	2.00	1.00	1.00	1.00	0.00
(1) Parking Enf Atnd II	0.30	0.40	0.40	0.40	0.40	0.40	0.00
Maint. Worker I	0.28	0.21	0.08	0.00	0.00	0.00	0.00
Equipment Operator	0.17	0.17	0.17	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	0.02	0.13	0.13	0.00	0.00	0.00	0.00
<b>(2) Total Staffing (fte)</b>	<b>2.82</b>	<b>2.96</b>	<b>2.83</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	109,309	120,665	78,513	66,820	66,820	71,491	7%
Supplies	(58)	1,409	1,132	5,892	5,892	2,610	-56%
Services	94,258	105,095	76,839	50,018	50,018	46,937	-6%
Other	-	-	-	-	-	35	NEW
Programs	-	32	(114)	-	-	-	---
Capital	-	34	-	300,000	268,001	100,000	-67%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	-	-	7	-	-	-	---
<b>Total Cost Center</b>	<b>203,509</b>	<b>227,235</b>	<b>156,377</b>	<b>422,730</b>	<b>390,731</b>	<b>221,073</b>	<b>-48%</b>
<b>Expense by Fund:</b>							
General Fund	202,096	220,726	144,427	122,730	122,730	121,073	-1%
Capital	1,413	5,863	11,903	300,000	268,001	100,000	-67%
GASB 34	-	646	47	-	-	-	---
<b>Total Expense</b>	<b>203,509</b>	<b>227,235</b>	<b>156,377</b>	<b>422,730</b>	<b>390,731</b>	<b>221,073</b>	<b>-48%</b>

## 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 standards.
- Conduct chemical and biological testing of the drinking water.
- Dispose of water solids in a cost efficient IEPA approved manner.
- Perform preventative maintenance to minimize unscheduled repairs.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand: (mgd = million gallons per day)</b>				
1. Water treatment capacity (mgd)	12.0	12.0	12.0	12.0
2. Maximum finished water turbidity	0.30	0.30	0.30	0.30
(turbidity is a measure of water clarity; the federal standard was reduced to 0.30 on January 1, 2002)				
<b>Workload:</b>				
1. Water treated (mgd)	5.33	5.38	5.30	5.30
2. Lab tests	19,200	21,593	21,000	20,000
<b>Productivity:</b>				
1. Treatment cost per million gallons	\$894	\$738	\$802	\$900
2. Labor hours per million gallons	11.8	11.7	11.7	11.5
3. Cost per lab test	\$5.52	\$5.30	\$5.65	\$6.00
<b>Effectiveness:</b>				
1. Finished water turbidity achieved	0.13	0.10	0.13	0.15
2. % time for unscheduled repair	25.0%	25.0%	30.0%	30.0%
3. Taste and odor complaints	25	15	15	15

**Analysis:**

There are no changes in water treatment activities planned for FY09. The Personnel category is higher because of increases in payroll costs plus severance benefits for two long-term employees who will retire in 2008. The Supplies category is up due to budget increases in the costs of treatment chemicals.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Water Treat Supv	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
(1) Lab Technician	0.50	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	1.90	(0.10)
(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	0.08	0.08	0.08	0.08	0.08	0.04	(0.04)
Utility Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(11) Total Staffing (fte)</b>	<b>10.62</b>	<b>11.12</b>	<b>11.12</b>	<b>11.12</b>	<b>11.12</b>	<b>10.98</b>	<b>(0.14)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	734,558	807,121	816,022	816,869	816,869	905,008	11%
Supplies	340,612	406,644	383,281	409,805	409,805	537,825	31%
Services	351,434	461,600	321,054	328,176	321,942	320,133	-2%
Other	1,446	946	426	1,375	1,375	625	-55%
Programs	-	-	-	-	-	-	---
Capital	62,671	103,711	22,683	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,490,721</b>	<b>1,780,022</b>	<b>1,543,466</b>	<b>1,556,225</b>	<b>1,549,991</b>	<b>1,763,591</b>	<b>13%</b>
<b>Expense by Fund:</b>							
Water Oper & Mnt	1,444,187	1,736,836	1,539,814	1,556,225	1,549,991	1,763,591	13%
GASB 34	46,534	43,186	3,652	-	-	-	---
<b>Total Expense</b>	<b>1,490,721</b>	<b>1,780,022</b>	<b>1,543,466</b>	<b>1,556,225</b>	<b>1,549,991</b>	<b>1,763,591</b>	<b>13%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Miles water main	224	226	226	226
2. Fire hydrants	1,899	1,913	1,913	1,920
3. Control Valves	4,225	4,277	4,277	4,277
4. Active Metered Accounts	14,172	14,397	14,425	14,460
<b>Workload:</b>				
1. Service calls/meter calls/JULIE	4,926	4,977	5,700	5,200
2. Hydrants inspected/painted	2,473/321	3,850/878	4,300/750	4,200/600
3. Control valves exercised	434	380	100	500
4. Main breaks	92	86	90	95
5. Meters installed/repared	238/248	248/436	250/325	300/300
<b>Productivity:</b>				
1. Avg cost per service call	\$14.69	\$16.96	\$17.25	\$20.00
2. Ave cost per main break	\$2,341	\$2,994	\$2,200	\$2,450
3. Avg cost per meter installed	\$103.00	\$95.00	\$87.50	\$85.00
<b>Effectiveness:</b>				
1. Avg repair time/service call (hr)	0.36	0.47	0.67	0.50
2. Avg time interrupt/mainbreak (hr)	4.50	5.30	3.55	4.00
3. Avg time/valve inspection (hr)	1.24	1.28	1.00	1.00

**Analysis:**

There are no operational changes planned for this cost center in FY09. The Supplies category is lower due to a reduction in the need for fire hydrant parts and valves. The Services category reduction reflects the annual fluctuation in the balance between contract maintenance and capital improvements and utility cut repair charges are now shown in Public Works Administration as transfers (Water Fund to General Fund).

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Water Dist. Supv	0.75	0.75	0.75	0.75	0.75	0.75	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	1.00	1.00	1.00	1.00	0.00
(2) Maint. Worker II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(6) Maint. Worker I	7.20	7.20	6.85	6.00	6.00	6.00	0.00
(1) Equipment Oper	0.70	0.70	0.70	0.73	0.73	1.08	0.35
Tech Services Assist.	0.00	0.00	0.50	0.50	0.50	0.25	(0.25)
<b>(14) Total Staffing (fte)</b>	<b>14.60</b>	<b>14.60</b>	<b>14.00</b>	<b>13.93</b>	<b>13.93</b>	<b>14.03</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	794,769	956,555	966,514	954,679	954,679	968,165	1%
Supplies	49,874	65,934	125,922	114,575	118,675	86,676	-24%
Services	366,382	326,812	1,062,558	1,024,218	505,968	869,784	-15%
Other	-	-	-	700	700	700	0%
Programs	-	-	-	-	-	-	---
Capital	5,951	90,482	22,962	784,250	646,399	888,800	13%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	70,000	70,000	-	-100%
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,216,976</b>	<b>1,439,783</b>	<b>2,177,956</b>	<b>2,948,422</b>	<b>2,296,421</b>	<b>2,814,125</b>	<b>-5%</b>
<b>Expense by Fund:</b>							
Gaming	-	-	-	70,000	70,000	-	-100%
Water Oper & Mnt	1,216,913	1,439,461	2,168,001	2,842,264	2,190,263	2,791,625	-2%
Wastewater Oper	63	322	9,955	36,158	36,158	22,500	-38%
<b>Total Expense</b>	<b>1,216,976</b>	<b>1,439,783</b>	<b>2,177,956</b>	<b>2,948,422</b>	<b>2,296,421</b>	<b>2,814,125</b>	<b>-5%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Sanitary and combined sewers	185	185	185	185
2. Cleanouts and manholes	3,000	3,000	3,000	3,000
<b>Workload:</b>				
1. Sewer televising (ft)	18,113	13,939	15,000	90,000
2. Sewer cleaning (ft)	566,153	418,670	450,000	475,000
3. Sewer manholes cleaned	11	53	50	75
4. Sewer manholes repaired	41	26	20	20
<b>Productivity:</b>				
1. Cost for sewer televising (ft)	\$ 0.49	\$ 0.51	\$ 0.52	\$ 0.53
2. Cost for sewer cleaning (ft)	\$ 0.12	\$ 0.11	\$ 0.12	\$ 0.15
3. Cost per manhole cleaned	\$ 6.00	\$ 52.00	\$ 50.00	\$ 50.00
4. Cost per manhole repaired	\$ 520.87	\$ 648.12	\$ 500.00	\$ 550.00
<b>Effectiveness:</b>				
1. Sewer backup & odor complaints	173/0	176/24	175/10	175/10
2. Manhole complaints	17	12	10	15

**Analysis:**

The are no operational changes planned for this cost center in FY09. The Services category reduction reflects the annual fluctuation in the balance between major contract maintenance (a "service") and capital improvements. The Services category is also lower because utility cut repair charges are now shown in Public Works Administration as transfers (Sewer Fund to General Fund).

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Maint Crew Leader	0.25	0.00	0.00	0.00	0.00	0.00	0.00
(1) Maint. Worker II	1.40	1.00	1.00	1.00	1.00	1.00	0.00
(2) Maint. Worker I	1.95	1.10	1.00	1.38	1.38	1.38	0.00
Assist City Engineer	0.13	0.00	0.00	0.00	0.00	0.00	0.00
City Engineer	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Tech I	0.27	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Tech II	0.12	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant III	0.01	0.00	0.00	0.00	0.00	0.00	0.00
(1) Tech Service Assist	0.10	0.35	0.44	0.54	0.54	0.52	(0.02)
Equipment Oper	0.00	0.35	0.35	0.00	0.00	0.00	0.00
<b>(4) Total Staffing (fte)</b>	<b>4.24</b>	<b>2.80</b>	<b>2.79</b>	<b>2.92</b>	<b>2.92</b>	<b>2.90</b>	<b>(0.02)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	178,576	178,234	180,954	183,429	183,429	189,844	3%
Supplies	18,523	18,153	16,760	14,965	14,965	14,965	0%
Services	134,970	296,809	480,156	461,111	462,471	412,015	-11%
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	58,381	548,419	129,445	609,000	451,315	782,900	29%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	70,000	70,000	-	-100%
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>390,450</b>	<b>1,041,615</b>	<b>807,315</b>	<b>1,338,505</b>	<b>1,182,180</b>	<b>1,399,724</b>	<b>5%</b>
<b>Expense by Fund:</b>							
Gaming	-	-	-	70,000	70,000	-	-100%
Wastewater Oper	390,450	1,041,615	807,315	1,268,505	1,112,180	1,399,724	10%
<b>Total Expense</b>	<b>390,450</b>	<b>1,041,615</b>	<b>807,315</b>	<b>1,338,505</b>	<b>1,182,180</b>	<b>1,399,724</b>	<b>5%</b>

## Wastewater Treatment

### Program Description:

Provide cost effective and environmentally sound wastewater treatment at the Mill Street Wastewater Treatment Plant and the Southwest Area 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.
- Complete the Combined Sewer Long Term Control Plan

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b> (mgd = million gallons per day)				
1. Mill Street Plant capacity (mgd)	8.00	8.00	8.00	8.00
2. Southwest Plant capacity (mgd)	1.50	1.50	1.50	1.50
<b>Workflow:</b>				
1. Mill St wastewater treated(mgd)	5.73	6.78	7.10	7.00
2. SW wastewater treated (mgd)	0.41	0.32	0.35	0.40
3. Laboratory tests performed	11,008	11,008	11,008	11,008
<b>Productivity:</b>				
1. Cost per million gallons treated	\$640	\$303	\$316	\$350
2. Man hrs/million gallons treated	9.9	8.0	7.7	7.0
3. Cost per laboratory test	\$4.73	\$5.43	\$5.55	\$5.50
<b>Effectiveness:</b>				
1. % time for unscheduled repairs	20%	20%	20%	20%
2. % effluent quality achieved	100%	100%	100%	100%

**Analysis:**

There are no operational changes planned for the activities included in this cost center in FY09. Implementation of the Combined Sewer Long Term Control Plan (LTCP) continues. Construction is not scheduled to begin until FY11, but the design work is already underway. All the LTCP construction must be completed in 2018 at an expected cost of over \$66,000,000. The Services and Capital categories fluctuate annually due to the mixture of major contract maintenance ("Service") and capital improvements ("Capital"). Refer to the Capital Improvement section for details about the planned major contract maintenance projects and capital improvements planned for FY09.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(7) Wwater Treat Opr II	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(1) Maint Mechanic	1.00	1.00	1.00	1.00	1.00	0.90	(0.10)
(1) Chemist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Lab Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Treat Oper	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maint Worker I	0.08	0.08	0.08	0.08	0.08	0.04	(0.04)
Marina Worker	0.04	0.04	0.04	0.04	0.04	0.04	0.00
City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assist City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Wwater Treat Supv	0.60	0.60	0.60	0.60	0.60	0.60	0.00
<b>(10) Total Staffing (fte)</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>	<b>9.58</b>	<b>(0.14)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	586,253	667,971	671,561	687,384	687,384	703,311	2%
Supplies	103,536	116,292	116,938	86,102	86,102	87,900	2%
Services	1,070,679	675,462	713,630	399,812	696,739	359,166	-10%
Other	600	1,130	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	9,120	1,685,973	300,000	2,458,636	46%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,761,068</b>	<b>1,460,855</b>	<b>1,511,249</b>	<b>2,859,271</b>	<b>1,770,225</b>	<b>3,609,013</b>	<b>26%</b>
<b>Expense by Fund:</b>							
Wastewater Oper	1,733,571	1,434,264	1,507,552	2,859,271	1,770,225	3,609,013	26%
GASB	27,497	26,591	3,697	-	-	-	0%
<b>Total Expense</b>	<b>1,761,068</b>	<b>1,460,855</b>	<b>1,511,249</b>	<b>2,859,271</b>	<b>1,770,225</b>	<b>3,609,013</b>	<b>26%</b>

## Storm Water 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
- Minimize the inconvenience and amount of private property damage by providing prompt emergency repairs.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Storm sewers (miles)	103	115	115	115
2. Stormwater catchbasins	4,911	4,911	4,911	4,911
3. Stormwater manholes	1,829	1,829	1,829	1,829
4. Stormwater outfalls	696	696	696	696
5. New rain gardens built (#)	17	67	43	48
6. New rain gardens built (sq ft)	13,008	19,751	16,679	12,868
7. Total rain gardens built (#)	21	88	131	179
8. Total rain gardens built (sq ft)	14,494	34,245	50,924	72,792
<b>Workload:</b>				
1. Storm sewer televising (ft)	41,937	73,430	72,000	65,000
2. Storm sewer cleaning (ft)	800	1,770	500	200
3. Catchbasins cleaned	1,379	476	2,500	5,050
4. Catchbasins repaired	29	40	25	30
5. Catchbasin replaced/contractor	20	44	44	40
<b>Productivity:</b>				
1. Storm sewer cleaning per foot	\$ 1.16	\$ 0.45	\$ 0.75	\$ 1.00
2. \$/catchbasin cleaned	\$ 4.58	\$ 2.40	\$ 2.50	\$ 4.00
3. \$/catchbasin/manhole repaired	\$ 424	\$ 413	\$ 450	\$ 450
<b>Effectiveness:</b>				
1. Stormwater back up complaints	58	99	75	50

**Analysis:**

There are no operational changes planned for this cost center in FY09. The Staffing table and the Personnel category reflect a reallocation of labor hours within the department activities. The Supplies category decreased slightly due to less need for maintenance supplies. The Other category decreased because the Rain Gardens for Rock Island grants are now shown in the Programs category. The Programs category increased because of the reclassification of Rain Gardens for Rock Island grants and the beginning of the new Rock Island Drainage Assistance Program. The Capital category fluctuates according to the annual component of the capital improvement program.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Maint Worker II	0.50	1.00	1.00	1.00	1.00	1.00	0.00
(1) Maint Worker I	2.75	1.90	1.20	1.20	1.20	1.10	(0.10)
Marina Yard Worker	0.00	0.00	0.10	0.10	0.10	0.10	0.00
Marina Manager	0.00	0.00	0.25	0.25	0.25	0.25	0.00
Office Assistant III	0.25	0.00	0.00	0.00	0.00	0.00	0.00
(4) Tech Services Assist	0.90	1.15	3.06	2.96	2.96	3.73	0.77
Equipment Operator	0.35	0.35	0.35	0.38	0.38	0.38	0.00
<b>(6) Total Staffing (fte)</b>	<b>4.75</b>	<b>4.40</b>	<b>5.96</b>	<b>5.89</b>	<b>5.89</b>	<b>6.56</b>	<b>0.67</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	282,691	231,316	274,108	325,007	325,007	378,366	16%
Supplies	21,186	11,680	14,062	16,420	16,420	12,584	-23%
Services	371,376	618,935	348,764	228,158	228,158	242,411	6%
Other	203	1,313	(1,242)	50,000	-	-	-100%
Programs	-	50,737	66,707	-	50,000	75,000	NEW
Capital	9,813	301,501	71,362	340,000	340,000	70,000	-79%
Debt service	-	75	418	-	-	-	---
Transfers	-	-	125,004	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>685,269</b>	<b>1,215,557</b>	<b>899,183</b>	<b>959,585</b>	<b>959,585</b>	<b>778,361</b>	<b>-19%</b>
<b>Expense by Fund:</b>							
Gaming	-	-	125,004	-	-	-	---
Wastewater Oper	(214)	(95)	196	-	-	-	---
Stormwater Utility	669,330	1,175,912	773,135	959,585	959,585	778,361	-19%
GASB 34	16,153	39,740	848	-	-	-	---
<b>Total Expense</b>	<b>685,269</b>	<b>1,215,557</b>	<b>899,183</b>	<b>959,585</b>	<b>959,585</b>	<b>778,361</b>	<b>-19%</b>

# Hydropower Plant

## Program Description:

Generate electricity at the Sears Powerhouse on the Rock River near 11th Street to be used at major city facilities. Maintain the boat safety signs and devices at the Sears Dam and the Steel Dam.

## Program Objectives:

- Provide low cost renewable energy for city facilities.
- Maintain the Sears Powerhouse.
- Maintain the boat safety signs and boat barriers at the Sears Dam and the Steel Dam.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Maximum (rated) capacity	N/A	N/A	600kw	1,200kw
2. Maximum (rated) production	N/A	N/A	5,250,000 kw-hrs	10,500,000 kw-hrs
<b>Workload:</b>				
1. Actual electricity produced	N/A	N/A	3,400,000 kw-hrs	6,800,000 kw-hrs
2. Power plant maintenance	N/A	N/A	N/A	780 hrs/year
3. Install/remove boat barriers	N/A	N/A	N/A	twice per year
4. Expand plant capacity	N/A	N/A	N/A	600kw to 1,200 kw
<b>Productivity:</b>				
1. Cost per kw-hour	N/A	N/A	N/A	\$0.048 per kw-hr
<b>Effectiveness:</b>				
1. Plant expansion complete by	N/A	N/A	N/A	31-Dec-08
2. Portion of electricity provided for the designated facilities	N/A	N/A	N/A	80%
3. Plant production (% of rated capacity)	N/A	N/A	N/A	65%

**Analysis:**

The city will assume ownership of the Sears Powerhouse in May 2008 and begin an expansion. When the work is completed in December 2008, the plant capacity will have been increased from 600kw to 1,200 kw. The acquisition and expansion will be financed with general obligation bonds and Clean Renewable Energy Bonds totaling about \$2.1M. Approximately 90% of the power produced by the plant will be sold to the five designated city facilities (the Mill Street Sewage Treatment Plant, the Southwest Sewage Treatment Plant, the Water Treatment Plant, the Raw Water Pumping Station, City Hall) and the remainder will be sold to MidAmerican Energy Company. The hydropower operation will operate as an internal service fund and all costs including the bond debt service will be paid with revenue from the sale of electricity.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Maint. Mechanic	0.00	0.00	0.00	0.00	0.00	0.20	0.20
Eng. Tech II	0.00	0.00	0.00	0.00	0.00	0.05	0.05
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.25</b>	<b>0.25</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	-	-	-	-	-	20,270	NEW
Supplies	-	-	-	-	-	11,600	NEW
Services	-	-	-	-	-	2,500	NEW
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	2,136,231	NEW
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,170,601</b>	<b>NEW</b>
<b>Expense by Fund:</b>							
Hydropower Plant	-	-	-	-	-	2,170,601	NEW
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,170,601</b>	<b>NEW</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. City vehicles/equipment	309	309	394	394
2. Outside agencies vehicles/equip.	72	72	87	87
3. Standard parts inventoried	373,933	398,000	372,755	400,000
<b>Workload:</b>				
1. Scheduled repairs	2,328	2,723	3,345	3,400
2. Preventative maintenance	1,188	1,049	1,244	1,300
3. Unexpected breakdowns	1,907	2,291	2,119	2,000
4. Body shop repairs	96	165	187	225
5. Inventory transactions	13,680	12,652	12,513	13,500
<b>Productivity:</b>				
1. Garage productivity/flat rate jobs	141%	136%	140%	130%
2. Body Shop productivity/flat rate jobs	132%	133%	132%	130%
3. Cost per inventory transaction	\$29.13	\$29.57	\$30.00	\$30.00
<b>Effectiveness:</b>				
1. Fleet downtime	2.3%	2.2%	3.0%	5.0%
2. Unexpected breakdowns	38.0%	44.0%	35.0%	35.0%
3. Inventory accuracy	99.6%	97.0%	98.0%	98.0%

**Analysis:**

No operational changes are planned for this cost center in FY09. The Supplies category increased due to increased costs for repair parts and fuel. Capital will fund purchases of diagnostic equipment needed to maintain the Police patrol cars.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Auto Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) Auto Mechanic II	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(2) Lead Auto Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Electric Maint Supv	0.34	0.25	0.25	0.25	0.25	0.20	(0.05)
(1) Parts Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(9) Total Staffing (fte)</b>	<b>9.34</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.20</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	517,955	566,068	609,274	628,403	628,403	636,080	1%
Supplies	609,726	788,845	839,331	810,414	807,414	1,065,571	31%
Services	110,298	127,035	94,514	103,228	104,228	102,419	-1%
Other	3,824	5,421	4,549	-	2,000	6,600	NEW
Programs	-	-	-	-	-	-	---
Capital	-	58	-	-	-	12,000	NEW
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,241,803</b>	<b>1,487,427</b>	<b>1,547,668</b>	<b>1,542,045</b>	<b>1,542,045</b>	<b>1,822,670</b>	<b>18%</b>
<b>Expense by Fund:</b>							
Fleet Services	1,241,803	1,487,427	1,547,668	1,542,045	1,542,045	1,822,670	18%
<b>Total Expense</b>	<b>1,241,803</b>	<b>1,487,427</b>	<b>1,547,668</b>	<b>1,542,045</b>	<b>1,542,045</b>	<b>1,822,670</b>	<b>18%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Equip purchase/budgeted value	\$518,960	\$440,000	\$1,110,582	\$455,500
<b>Workload:</b>				
1. Equipment specs to write	6	1	6	4
2. # pieces of equip. to purchase	8	20	45	4
<b>Productivity:</b>				
1. Average purchase price/vehicle	\$64,870	\$22,000	\$24,680	\$113,875
<b>Effectiveness:</b>				
1. % budgeted items to bid	100%	100%	100%	100%
2. % bid items at or below budget	90%	100%	100%	100%

**Analysis:**

Purchases of equipment and vehicles are down this fiscal year due to an aggressive replacement schedule in FY 07/08. Purchases are scheduled for Fire, Public Works and Parks in this fiscal year.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
No Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	-	-	-	-	-	-	---
Supplies	-	-	-	-	-	-	---
Services	-	-	1,995	-	-	-	---
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	31,022	199,736	1,239,352	1,239,352	823,270	-34%
Debt services	-	-	-	-	-	-	---
Transfers	147,075	515,004	285,000	56,287	56,287	-	-100%
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>147,075</b>	<b>546,026</b>	<b>486,731</b>	<b>1,295,639</b>	<b>1,295,639</b>	<b>823,270</b>	<b>-36%</b>
<b>Expense by Fund:</b>							
Gaming	-	515,004	285,000	56,287	56,287	-	---
Stormwater	147,075	-	-	-	-	-	---
Fleet Services	-	31,022	201,731	1,239,352	1,239,352	823,270	-34%
<b>Total Expense</b>	<b>147,075</b>	<b>546,026</b>	<b>486,731</b>	<b>1,295,639</b>	<b>1,295,639</b>	<b>823,270</b>	<b>-36%</b>

# 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Traffic signaled intersections	60	60	62	64
2. Warning lights	17	17	16	16
3. Street lights	1,103	1,103	1,204	1,204
4. Mobile radios	225	225	225	214
5. Buildings and facilities	17	17	16	16
<b>Workload:</b>				
1. Traffic signals maint. Hrs.	1,190	1,165	937	1,000
2. Street lights maint. Hrs.	1,069	652	1,141	1,200
3. Radios maint. Hrs.	550	392	1,100	400
4. Bldg/facility maint. Hrs.	1,809	2,198	1,416	2,000
<b>Productivity:</b>				
1. Avg cost per signaled intersection	\$ 1,551	\$ 1,650	\$ 1,100	\$ 1,500
2. Avg cost per street light	\$ 71	\$ 42	\$ 84	\$ 62
3. Avg cost per radio	\$ 77	\$ 86	\$ 114	\$ 90
4. Avg cost per bldg/facility	\$ 2,774	\$ 2,830	\$ 2,071	\$ 2,000
<b>Effectiveness:</b>				
1. Avg repair hours/intersection	4.7	5.2	4.1	7.0
2. Avg repair hours/light	0.7	0.4	0.8	1.0
3. Avg repair hours/radio	0.3	0.4	0.2	0.4
4. Avg repair hours/facility	46.6	48.0	38.0	40.0

**Analysis:**

There are no operational changes planned for this cost center in FY09. The Supplies category increased due to increases in the need for electrical supplies for street lights and a specialized piece of test equipment for traffic signal light.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Lead Electrician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Maint Electrician	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(3) <b>Total Staffing (fte)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	207,678	227,369	227,853	233,292	233,292	241,792	4%
<b>Supplies</b>	124,536	93,271	48,843	53,775	50,775	67,875	26%
<b>Services</b>	341,282	365,384	343,036	341,554	344,554	345,401	1%
<b>Other</b>	-	128	121	-	-	-	---
<b>Programs</b>	1,759	(1,987)	5,424	-	-	-	---
<b>Capital</b>	69,136	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	50,004	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>794,395</b>	<b>684,165</b>	<b>625,277</b>	<b>628,621</b>	<b>628,621</b>	<b>655,068</b>	<b>4%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	667,642	679,231	622,282	628,621	628,621	655,068	4%
<b>Motor Fuel Tax</b>	69,136	-	-	-	-	-	---
<b>Gaming</b>	50,004	-	-	-	-	-	---
<b>Capital</b>	3,889	-	-	-	-	-	---
<b>GASB 34</b>	3,724	4,934	2,995	-	-	-	---
<b>Total Expense</b>	<b>794,395</b>	<b>684,165</b>	<b>625,277</b>	<b>628,621</b>	<b>628,621</b>	<b>655,068</b>	<b>4%</b>

## Centennial Bridge

### Program Description:

The Rock Island Centennial Bridge crosses the Mississippi River connecting Rock Island, Illinois and Davenport, Iowa. The states of Illinois and Iowa agreed to accept ownership of the bridge provided it was toll free and approximately \$12,000,000 worth of improvements to the approaches were completed. The improvements had to be entirely paid for with toll reserves. Tolls were removed May 2, 2003. The transfer of ownership was completed June 30, 2005.

### Program Objectives:

- This cost center has been discontinued.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Toll revenue	N/A	N/A	N/A	N/A
2. Operating expense & debt service	N/A	N/A	N/A	N/A
3. Traffic count	N/A	N/A	N/A	N/A
4. Bridge Commission meetings	N/A	N/A	N/A	N/A
<b>Workload:</b>				
1. Tolls collected/token sales	N/A	N/A	N/A	N/A
2. Operating expense & debt service	N/A	N/A	N/A	N/A
3. Traffic count	N/A	N/A	N/A	N/A
4. Reports to Bridge Commission	N/A	N/A	N/A	N/A
<b>Productivity:</b>				
1. Avg toll per vehicle	N/A	N/A	N/A	N/A
2. Cost of operations/debt per vehicle	N/A	N/A	N/A	N/A
<b>Effectiveness:</b>				
1. % of objectives completed	N/A	N/A	N/A	N/A

**Analysis:**

Ownership of the bridge was successfully transferred to the State of Illinois and the State of Iowa on June 30, 2005.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Bridge Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Clerk	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Toll Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Toll Attendants	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maintenance Wkr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	-	-	-	-	-	-	---
Supplies	17,332	-	-	-	-	-	---
Services	224,267	18,937	-	-	-	-	---
Other	955	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	22,745	396,786	-	-	-	-	---
Debt service	30,868	-	-	-	-	-	---
Transfers	79,070	952,385	-	-	-	-	---
Contingency	630,926	30,925,105	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,006,163</b>	<b>32,293,213</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>---</b>
<b>Expense by Fund:</b>							
Bridge Fund	968,720	32,291,783	-	-	-	-	---
GASB 34	37,443	1,430	-	-	-	-	---
<b>Total Expense</b>	<b>1,006,163</b>	<b>32,293,213</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>---</b>

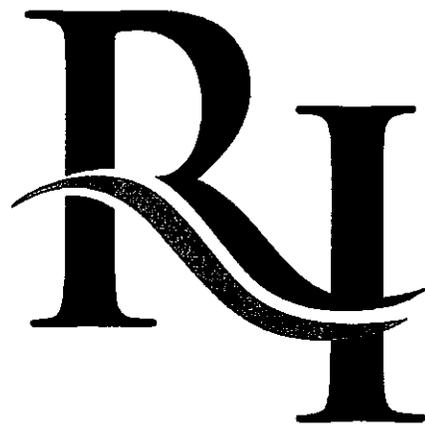


# ROCK ISLAND

## ILLINOIS



**CULTURAL /  
RECREATIONAL**



ROCK ISLAND  
ILLINOIS

# 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.

Develop and market income-producing programs to remain competitive at both the metropolitan and regional levels.

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 and Rock Island Renaissance for the purpose of cooperative programming 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 North Garden area.

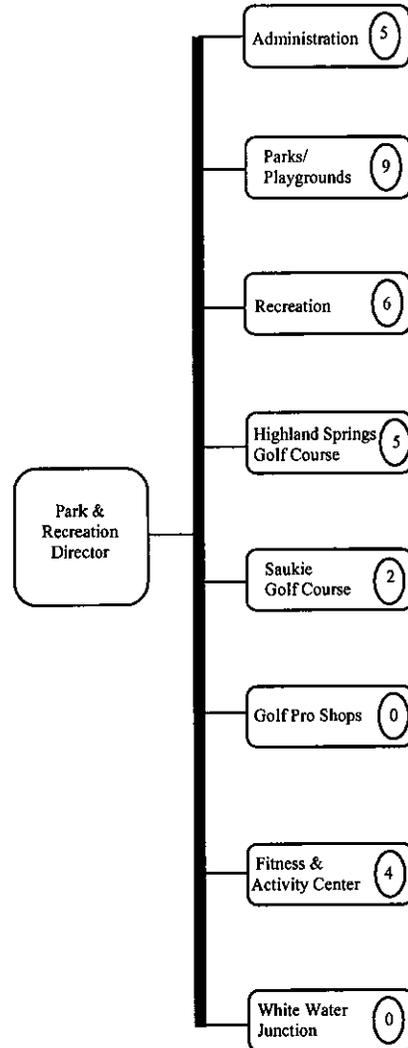
Continue to support and enhance pedestrian/bicycle trails in the City of Rock Island.

Enhance golf facilities and services to maintain competitiveness as enterprise functions.

Communicate and offer assistance toward the landscape plan for Rock Island.

Review support services to outside groups who provide 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 27 separate 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), and various playgrounds and neighborhood parks. Recreational programming is provided by professional staff supplemented by over one hundred part time, seasonal, and volunteer workers.

The department is staffed by 31 full time employees, 58 part time regular employees, and approximately 165 seasonal recreation and maintenance workers. Functions are divided into four Divisions: Administration, Parks, Golf, and Recreation. Four managers and six supervisors assist the Director in providing services to residents and visitors.

The Park Division will work with Public Works to micro seal parking lots at Lincoln and Hodge Parks. A new playground will be installed at Hasselroth Park. This Division will also oversee the renovation and repair of the plumbing and heating at the Hauberg Civic Center. The Park Division has the responsibility for the maintenance of the bike trail, the repair of playgrounds, as well as regular day-to-day maintenance responsibilities. The Park budget will continue to be impacted by an increase in minimum wage; however, it is a less significant impact in comparison with past years.

The Recreation Division oversees RIFAC, Hauberg Center, and the individual Recreation Programs. The RIFAC Manager has responsibility for RIFAC and Whitewater Junction, the Sports Recreation Program Manager has responsibility for overseeing sports and camp outreach programs, and the Community Program Manager oversees Hauberg, Recreational Programming, Arts Programming, School Outreach, Special Events, and Public Information.

The Recreation Division continues to concentrate on programs that are successful and building on those offerings. The Administration will continue to work with the Ball Field Task Force in an effort to consolidate fields and decrease time required for maintenance. The HVAC improvements to the Hauberg Civic Center are included in the Recreation Division Budget for completion the summer of 2008.

Highland Springs, Saukie, the Pro Shop, and RIFAC are expected to operate from fees generated. Golf continues in a drop in play nationwide. Gas prices have taken rounds of golf away from players who golfed two or three times a week. Staff was able to complete end to end cart paths at Saukie. This cart path addition has protected revenue that would have been lost in the past. We have been successful in adding the sale of beer at Saukie that has brought us revenue that bolstered our concession sales.

RIFAC is also seeing some impact from gas prices. We have had several family memberships converted to a parent & child membership to save money. Class revenues continue to stay strong with a lack of classroom and gym space being the limiting factor. Design for expansion at RIFAC is currently underway with expected construction beginning in the next budget year.

Whitewater Junction had what we feel is a "normal" year with a little over 39,000 attending. Included in the budget is expansion of the parking lot and a new attraction. The design is currently underway.

The mission of the Park and Recreation Department is to provide quality recreational facilities, programs, and benefits that appeal to a wide range of citizens and promote pride in our community.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Parks & Rec Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst Parks & Rec Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Program Supv	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Bookkeeper/OM	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Admin. Assistant	1.00	1.00	2.00	2.00	2.00	2.00	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	0.00	0.00	1.00	1.00	1.00	1.00	0.00
(5) Park Maint Workers	4.00	4.00	4.00	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
(3) Golf Maint	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Clubhouse Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) RIFAC Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) RIFAC Asst Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Hauberg Director	0.80	0.80	0.67	0.70	0.70	0.70	0.00
(1) Hauberg Maint	0.80	0.80	0.65	0.65	0.65	0.65	0.00
(1) RIFAC Secretary	1.00	1.00	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
Seasonal (164)	37.37	35.58	40.49	38.60	38.60	38.85	0.25
Part Time (61)	15.93	16.68	14.73	17.05	17.05	17.96	0.91
<b>(31) Total Staffing (fte)</b>	<b>80.90</b>	<b>79.86</b>	<b>84.54</b>	<b>86.00</b>	<b>86.00</b>	<b>87.16</b>	<b>1.16</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	2,140,435	2,349,797	2,379,038	2,632,656	2,643,756	2,718,478	3%
<b>Supplies</b>	772,974	920,744	811,445	860,545	910,256	898,835	4%
<b>Services</b>	1,219,281	1,266,672	1,135,419	1,438,348	1,609,635	1,585,361	10%
<b>Other</b>	80,235	31,992	146,314	43,890	47,047	45,705	4%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	25,957	117,829	20,027	1,209,996	1,529,598	852,950	-30%
<b>Debt service</b>	57,355	47,481	45,252	235,014	235,014	112,588	-52%
<b>Transfers</b>	500,784	232,008	656,928	236,000	236,000	216,550	-8%
<b>Contingency</b>	636,731	624,440	615,939	620,099	620,099	620,099	0%
<b>Total Department</b>	<b>5,433,752</b>	<b>5,590,963</b>	<b>5,810,362</b>	<b>7,276,548</b>	<b>7,831,405</b>	<b>7,050,566</b>	<b>-3%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	350,016	125,004	405,240	140,000	140,000	85,000	-39%
<b>Cap Improv</b>	-	-	155,688	-	-	-	---
<b>WW Oper/Maint.</b>	60,552	-	-	-	-	-	---
<b>Fleet Services</b>	-	-	-	-	-	23,858	NEW
<b>Parks &amp; Rec</b>	4,989,039	5,434,129	5,256,105	7,136,548	7,691,405	6,941,708	-3%
<b>GASB 34</b>	34,145	31,830	(6,671)	-	-	-	---
<b>Total Expense</b>	<b>5,433,752</b>	<b>5,590,963</b>	<b>5,810,362</b>	<b>7,276,548</b>	<b>7,831,405</b>	<b>7,050,566</b>	<b>-3%</b>

## 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Authorized employees	25	28	30	30
2. Department budget	\$ 5,612,133	\$ 5,810,362	\$ 7,276,548	\$ 7,050,566
3. Mandated projects identified	\$ 23,522	\$ 470,000	\$ 460,000	\$ 440,000
4. Capital dollars budgeted	\$ 117,829	\$ 20,027	\$ 1,209,996	\$ 852,950
<b>Workload:</b>				
1. Mandated projects budgeted	2	2	2	2
2. Capital projects budgeted	4	6	6	4
3. Special task projects processed	7	9	5	8
<b>Productivity:</b>				
1. Avg cost per mandated project	\$ 11,761	\$ 192,000	\$ 153,333	\$ 220,000
2. Avg cost per capital project	\$ 29,457	\$ 29,457	\$ 130,793	\$ 213,237
<b>Effectiveness:</b>				
1. Dept value per capita	\$ 140.00	\$ 164.00	\$ 179.00	\$ 179.00
2. Bdgtd mandated proj completed	75.0%	80.0%	50.0%	100.0%
3. Capital cost per capita	\$ 26.55	\$ 37.47	\$ 30.24	\$ 21.32
4. Property tax per capita	\$ 35.26	\$ 37.02	\$ 38.83	\$ 42.47

**Analysis:**

This year will include development of new programming and a review of current programming that will lead to expansion of offerings. This will be our first full year of operation of the software package for golf. Revenue generation after programming will be a key concern as we work towards offering the increase in minimum wage over the next few years. Three of the larger projects will be the addition of a water feature at Whitewater Junction, expansion at RIFAC, trail expansion from the Rock River Bridge. Special projects include the ball field Task Force and design of Douglas Park ball fields, the design for the park at Old Chicago Neighborhood, and outside city responsibilities for the Botanical Center, Quad Cities Convention & Visitors Bureau, River Front Council, and Quad Cities Trail Committee.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Parks/Rec Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst Parks/Rec Director	0.34	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
(2) Admin. Assistants	1.00	1.00	1.25	1.25	1.25	1.25	0.00
Seasonal	0.02	0.03	0.00	0.00	0.00	0.00	0.00
<b>(5) Total Staffing (fte)</b>	<b>3.36</b>	<b>3.28</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	269,159	217,829	221,950	221,412	221,412	230,803	4%
<b>Supplies</b>	2,778	3,944	3,347	5,020	5,020	4,865	-3%
<b>Services</b>	90,424	102,501	68,343	76,518	76,518	75,186	-2%
<b>Other</b>	1,900	2,296	2,574	3,865	3,865	3,065	-21%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	66,000	86,004	75,000	75,000	75,000	77,250	3%
<b>Contingency</b>	261,075	248,899	243,583	248,608	248,608	248,608	0%
<b>Total Cost Center</b>	<b>691,336</b>	<b>661,473</b>	<b>614,797</b>	<b>630,423</b>	<b>630,423</b>	<b>639,777</b>	<b>1%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	657,191	629,643	621,468	630,423	630,423	639,777	1%
<b>GASB 34</b>	34,145	31,830	(6,671)	-	-	-	---
<b>Total Expense</b>	<b>691,336</b>	<b>661,473</b>	<b>614,797</b>	<b>630,423</b>	<b>630,423</b>	<b>639,777</b>	<b>1%</b>

## Parks Maintenance

### Program Description:

Parks Maintenance activities provide services which develop and maintain grounds, buildings, amenities, infrastructure, fleet equipment, floral displays, special facilities, and special events.

### Program Objectives:

- Provide grounds maintenance services for all facilities a minimum of once per week, April through September, and as needed before and after those dates.
- 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 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, when feasible.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Park acres maintained	296	296	300	300
2. Playgrounds maintained	23	23	23	23
3. Buildings maintained	50	52	52	52
4. Landscape features maintained	61	100	110	110
<b>Workload:</b>				
1. Park acres mowed	198	210	211	211
2. Playgrounds to be upgraded	0	1	1	1
3. Buildings scheduled for maintenance	9	3	2	5
4. Landscape features to be improved	5	47	4	22
<b>Productivity:</b>				
1. Cost per acre mowed (labor\$/acre)	\$ 4.27	\$ 4.29	\$ 4.30	\$ 4.31
2. Playground upgrades completed	0	1	1	1
3. Building maintenance completed	8	9	4	2
4. Landscape features improved	5	20	4	20
<b>Effectiveness:</b>				
1. Park acres mowed	100%	100%	100%	100%
2. Playgrounds upgraded	0%	50%	100%	100%
3. Buildings maintained	80%	80%	100%	100%
4. Landscape features improved	100%	100%	100%	100%

**Analysis:**

Parks continues to hold some funds for the Botanical Center of approximately \$150,000. The budget includes the replacement of a playground at Hasselroth Park, the sealing of the drives and lots at Hauberg, Lincoln, Sunset and Longview, there funds to resurface the courts at Lincoln Park. Hauberg ball field will also receive a new parking lot. The fund also holds the expense for the Rock River Bridge of \$310,000. Equipment purchases include the purchase of a pickup that will become part of the amortization program. The Park Division also includes a code account for municipal landscaping and powered equipment repair. These repairs are provided by Park & Recreation and billed to the Public Works account.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Seasonal (25)	5.08	5.08	5.86	5.87	5.87	6.12	0.25
Part Time (4)	1.38	1.38	3.17	3.36	3.36	4.04	0.68
(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	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
(5) Maint Worker	3.00	3.00	4.00	5.00	5.00	5.00	0.00
<b>(9) Total Staffing (fte)</b>	<b>13.46</b>	<b>13.46</b>	<b>17.03</b>	<b>18.23</b>	<b>18.23</b>	<b>19.16</b>	<b>0.93</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	451,648	476,060	531,744	657,991	657,991	661,309	1%
<b>Supplies</b>	120,788	160,838	149,292	158,195	185,437	167,760	6%
<b>Services</b>	130,608	165,737	154,027	215,330	401,998	401,471	86%
<b>Other</b>	50,734	487	1,089	825	825	825	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	18,355	67,574	5,957	577,396	733,554	417,500	-28%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	290,556	-	360,936	-	-	33,300	NEW
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,062,689</b>	<b>870,696</b>	<b>1,203,045</b>	<b>1,609,737</b>	<b>1,979,805</b>	<b>1,682,165</b>	<b>4%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	230,004	-	335,244	-	-	-	---
<b>Capital</b>	-	-	25,692	-	-	-	---
<b>WW Oper./Maint.</b>	60,552	-	-	-	-	-	---
<b>Fleet Services</b>	-	-	-	-	-	23,858	NEW
<b>Parks &amp; Rec</b>	773,133	870,696	842,109	1,609,737	1,979,805	1,658,307	3%
<b>Total Expense</b>	<b>1,063,689</b>	<b>870,696</b>	<b>1,203,045</b>	<b>1,609,737</b>	<b>1,979,805</b>	<b>1,682,165</b>	<b>4%</b>

## Recreation Programs

### Program Description:

The Recreation Programs Budget is divided into 5 different divisions; general recreation , Hauberg Civic Center, Sports Complex, Summer Day Camp, and School Site Programs. These individual divisions and 2 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 and increased recreational programming will continue to be the key emphasis of this division, with increased recreational programming opportunities, maintaining a quality summer day camp and school break program, 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 increase program participation in paid recreation programs by 2%, which will increase revenues.
- To increase usage of the Hauberg Civic Center by 1% through rentals, tours and programming.
- To hold the number of registered softball teams from the previous year.
- To continue to provide a recreational Day Camp for 6-12 year olds and achieve a daily average of 60- participants per day during the summer months while schools out of session.
- To provide a quality summer recreational program in cooperation with the Rock Island/Milan School District reaching a minimum of 390 students throughout the seven week program.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. # of recreational activities	203	221	217	222
2. # of Hauberg rentals/user groups	550	499	487	492
3. # of Hauberg tours	247	216	216	219
4. # of adult softball sport teams	130	138	140	140
5. # of day camp registration spots	2,340	2,400	2,340	2,400
6. # of summer rec participant spots	390	405	390	390
<b>Workload:</b>				
1. # of registered rec prog participants	3,051	3,691	3,622	3,694
2. # of visitors from tours	1,136	1,014	1,028	1,050
3. # of registered softball teams	130	137	140	140
4. # of day camp participants	2,145	1,905	1,358	1,385
5. # of summer rec prog participants	281	405	326	350
<b>Productivity:</b>				
1. Total paid participants	6,756	7,240	6,660	6,793
2. Avg revenue per participant	\$ 49.00	\$ 42.00	\$ 51.00	\$ 52.00
3. Programs without recovery costs	14	13	12	13
4. Community & Special Event attendance	24,000	24,650	26,650	27,183
<b>Effectiveness:</b>				
1. # of cancelled activities	18	10	13	2
2. Program value per capita	\$ 20.58	\$ 18.60	\$ 21.87	\$ 22.30
3. Property tax per capita	\$ 17.84	\$ 18.63	\$ 19.48	\$ 19.87

**Analysis:**

The recreation staff continues to work with community businesses, the school district and local associations to provide programs and services to participants at a fair price, comparable to other cities and businesses in the community. The budget includes \$60,000 to repair heating and plumbing at the Hauberg Civic Center.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Asst Park & Rec Dir	0.33	0.25	0.25	0.25	0.25	0.25	0.00
(2) Recreation Supv	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Hauberg Director	0.80	0.80	0.67	0.70	0.70	0.70	0.00
Secretary	0.00	0.00	0.25	0.25	0.25	0.25	0.00
(1) Hauberg Hsekpg	0.80	0.80	0.65	0.65	0.65	0.65	0.00
Seas/PT (72)	11.10	11.75	10.65	10.54	10.54	10.78	0.24
(2) Rec Maint	2.00	2.00	2.00	2.00	2.00	2.00	0.00
<b>(6) Total Staffing (fte)</b>	<b>17.03</b>	<b>17.60</b>	<b>16.47</b>	<b>16.39</b>	<b>16.39</b>	<b>16.63</b>	<b>0.24</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	363,042	397,659	401,397	479,341	489,841	497,339	4%
Supplies	83,549	87,400	88,686	115,028	115,008	115,833	1%
Services	205,724	183,564	184,676	407,443	317,463	299,326	-27%
Other	7,981	9,328	10,502	16,695	19,695	18,910	13%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	15,000	9,000	9,000	69,000	69,000	9,000	-87%
Contingency	(98)	81	-	-	-	-	---
<b>Total Cost Center</b>	<b>675,198</b>	<b>687,032</b>	<b>694,261</b>	<b>1,087,507</b>	<b>1,011,007</b>	<b>940,408</b>	<b>-14%</b>
<b>Expense by Fund:</b>							
Gaming	-	-	-	60,000	60,000	-	-100%
Park & Rec	675,198	687,032	694,261	1,027,507	951,007	940,408	-8%
<b>Total Expense</b>	<b>675,198</b>	<b>687,032</b>	<b>694,261</b>	<b>1,087,507</b>	<b>1,011,007</b>	<b>940,408</b>	<b>-14%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Paid attendance anticipated	42,000	43,000	40,000	39,500
2. Memberships	295	317	272	317
3. Punch passes	191	111	103	111
4. Special events	4	3	3	4
5. Rentals available	32	32	32	32
<b>Workload:</b>				
1. Paid attendance received	37,929	33,095	29,839	29,500
2. Membership scans	10,496	10,496	10,270	12,000
3. Free/promotional attendance	1,455	1,454	717	1,600
<b>Productivity:</b>				
1. Cost per attendee	\$ 10.60	\$ 11.80	\$ 11.58	\$ 10.02
2. Concession per attendee	\$ 1.96	\$ 1.73	\$ 1.78	\$ 1.55
<b>Effectiveness:</b>				
1. Increase/decrease in paid attendance	\$ 251,348.00	\$ 238,201.00	\$ 241,917.00	\$ 241,560.00
2. Increase/decrease in membership	486	428	375	383
3. Concession increase/decrease	\$ 77,139.00	\$ 75,301.00	\$ 71,564.00	\$ 72,100.00
4. Special events completed	4	3	3	4

**Analysis:**

We are entering our 6th year of operation. Staff is currently working with the architects to identify all additional attractions to the pool to keep it "fresh". This budget includes the addition of an overflow lot and the design costs of a spray playground area. A portion of the RIFAC Assistant Manager is now included at Whitewater.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Seasonal (28)	6.47	7.35	8.06	8.00	8.00	8.00	0.00
Asst Mgr (.25)	0.00	0.00	0.00	0.00	0.00	0.25	0.25
<b>(0) Total Staffing (fte)</b>	<b>6.47</b>	<b>7.35</b>	<b>8.06</b>	<b>8.00</b>	<b>8.00</b>	<b>8.25</b>	<b>0.25</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	117,844	127,138	139,139	142,103	142,103	155,673	10%
<b>Supplies</b>	59,779	62,848	74,064	57,500	57,500	60,300	5%
<b>Services</b>	51,848	54,206	50,732	62,055	68,355	64,025	3%
<b>Other</b>	795	395	370	495	495	170	-66%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	(32,744)	-	-	250,000	310,000	380,000	52%
<b>Debt service</b>	38,865	35,975	38,430	110,424	110,424	112,588	2%
<b>Transfers</b>	77,616	87,000	211,992	92,000	92,000	97,000	5%
<b>Contingency</b>	122,303	125,070	125,057	125,011	125,011	125,011	0%
<b>Total Cost Center</b>	<b>436,306</b>	<b>492,632</b>	<b>639,784</b>	<b>839,588</b>	<b>905,888</b>	<b>994,767</b>	<b>18%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	70,008	75,000	69,996	80,000	80,000	85,000	6%
<b>Capital</b>	-	-	129,996	-	-	-	---
<b>Parks &amp; Rec</b>	366,298	417,632	439,792	759,588	825,888	909,767	20%
<b>Total Expense</b>	<b>436,306</b>	<b>492,632</b>	<b>639,784</b>	<b>839,588</b>	<b>905,888</b>	<b>994,767</b>	<b>18%</b>

## Highland Springs Golf Course

### Program Description:

Highland Springs is a full service course stretching 5,930 yards from the forward tees and 6,800 yards from the back 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 providing quality golf. Other amenities include a Driving Range, Pro Shop, Beverage Cart, GPS cart location and Snack Bar with beer sales.

### Program Objectives:

- Increase awareness of the course offerings in an effort to increase our rounds played. This includes identifying target markets for new play and outings.
- Review current services and explore potential programming to enhance use by our customers and encourage new customers.
- Continue to seek funding for youth and adults for the purpose of encouraging new play with the use of instruction, leagues, and outings.
- Explore the new software options to better track tee times and financial transactions.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Tee times available	52,920	52,920	52,920	53,920
2. Driving range hours available	3,112	3,112	3,112	3,112
3. League/outings scheduled	61	66	52	65
4. Acres to maintain	200	200	200	200
<b>Workload:</b>				
1. Rounds played	32,418	29,152	28,500	28,500
2. Range tokens sold	10,567	10,250	10,900	11,500
3. League/outing rounds played	4,781	7,470	5,940	7,000
4. Maintenance projects completed	18	9	5	5
<b>Productivity:</b>				
1. Income per round (gross)	\$27.18	\$29.23	\$29.14	\$28.93
2. Clubhouse cost per round	\$12.10	\$11.99	\$10.90	\$10.76
3. Maint cost per round	\$22.24	\$15.49	\$18.25	\$23.74
4. Maint cost per hole	\$40,048	\$25,090	\$28,888	\$37,589
<b>Effectiveness:</b>				
1. Revenue exceeding expenditures	\$ (159,805.00)	\$ 33,307.00	\$ -	\$ 79,102.00
2. Usage increased/decreased	(719)	(3,266)	(652)	-

### Analysis:

Pass sales have dropped slightly as pass holders have dropped their cards if they were not getting their value, but we are still close to 25% of play from pass holders. All of the area courses have experienced a drop in play over the past few years. Our rounds have slipped slightly this past year with the increase in gas prices. In an effort to maintain play affected by rain, staff completed the installation of cart paths at Highland Springs a year ago. The paths resulted in "protecting" several outings that generated \$15,000 to \$20,000 in revenue that would have been lost in past years. Included in this year's budget is the cost for "hard surfacing" the cart path trails on hillsides to prevent erosion.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) 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
Secretary	0.00	0.00	0.25	0.25	0.25	0.25	0.00
Seas/Greens (14)	3.60	4.33	4.59	4.59	4.59	4.59	0.00
PT/Greens (2)	0.73	0.00	0.96	0.96	0.96	0.96	(0.00)
Seas/Clubhse (16)	4.94	4.84	4.40	4.40	4.40	4.36	(0.04)
(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
PT/Clubhse	0.48	0.51	0.00	0.00	0.00	0.00	0.00
Assist Park/Rec Dir	0.00	0.25	0.25	0.25	0.25	0.25	0.00
<b>(5) Total Staffing (fte)</b>	<b>13.75</b>	<b>13.93</b>	<b>14.45</b>	<b>14.45</b>	<b>14.45</b>	<b>14.41</b>	<b>(0.04)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	312,954	422,174	369,781	415,611	415,311	434,995	5%
<b>Supplies</b>	249,500	317,479	211,175	260,778	267,267	261,887	0%
<b>Services</b>	248,103	311,313	195,673	168,369	168,080	212,408	26%
<b>Other</b>	3,091	3,087	2,581	3,668	3,668	3,093	-16%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	25,430	14,248	6,070	41,600	103,594	41,450	0%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	50,004	50,004	-	-	-	-	---
<b>Contingency</b>	34,343	34,353	33,862	33,864	33,864	33,864	0%
<b>Total Cost Center</b>	<b>923,425</b>	<b>1,152,658</b>	<b>819,142</b>	<b>923,890</b>	<b>991,784</b>	<b>987,697</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	50,004	50,004	-	-	-	-	---
<b>Parks &amp; Rec</b>	873,421	1,102,654	819,142	923,890	991,784	987,697	7%
<b>Total Expense</b>	<b>923,425</b>	<b>1,152,658</b>	<b>819,142</b>	<b>923,890</b>	<b>991,784</b>	<b>987,697</b>	<b>7%</b>

## 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. An estimated 35,000 rounds are played each year and the course operates on temporary greens during the winter. Cross country skiing is allowed during the winter months with 4" of snow or more. The course is a leased property that will eventually become a city property. It is a well maintained course with the target groups consisting of Seniors, Women, Youth and new golfers. It does receive a good deal of play during the week among traditional golfers who have less time to play and like the convenience of the course in town.

### Program Objectives:

- Build a larger customer base by continuing to target market potential customers with incentives and promote slower times.
- Identify ways to increase perceived value to our guests, and focus on the experience they would like to receive.
- Implement the new software to better track tee times and financial transactions.
- Continue to develop Saukie as a center for new golfers entering the sport and design special programs for beginners, families, and junior players with assistance from golf grant programs.
- Continue the high state of conditioning and maintain Saukie's reputation as a beautifully kept golf course.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Tee time available	52,920	52,920	52,920	52,920
2. League/outings scheduled	30	32	35	45
3. Acres to maintain	125	125	125	125
<b>Workload:</b>				
1. Rounds played	34,549	29,864	27,500	27,000
2. League/outings played	25	32	35	50
3. Improvement projects completed	6	4	4	4
<b>Productivity:</b>				
1. Income per round played (gross)	\$ 16.94	\$ 18.64	\$ 21.13	\$22.84
2. Maintenance cost per round	\$ 10.63	\$ 12.71	\$ 14.29	\$ 15.18
3. Maintenance cost per hole	\$ 20,405	\$ 21,081	\$ 21,827	\$ 23,194
<b>Effectiveness:</b>				
1. Revenue exceeding Expenditures	\$ (83,044.00)	\$ (122,603.00)	\$ (64,923.00)	\$ (92,505.00)
2. Usage increase/decrease	(102)	(4,685)	(2,364)	0
3. Concession increase/decrease	\$ (3,267.00)	\$ 8,740.00	\$ 14,400.00	\$ 5,427.00

**Analysis:**

Pass play continues to make up about 25% of the rounds played and the revenue is shared 50/50 between Highland & Saukie. Minimum wage continues to effect our operations requiring us to look for ways to be cost effective. The Board has reviewed current trends and did not increase fees for cart usage, daily fees and pass values. This year we were able to complete all of our "end to end" cart path at Saukie which allowed us to open before other courses on rain days. The sale of alcohol at the course has improved concession sales, and enabled us to bring in some new customers. Included in the budget is the "hard surfacing" of the cart paths on hills that currently washout. Saukie continues to carry the lease payment to the trust.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
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
PT Maint	1.55	1.32	0.67	0.00	0.00	0.00	0.00
(1) Greenskpr/Spray Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Seas/Clbse (16)	4.15	4.12	3.95	3.95	3.95	3.99	0.04
Seas/Greens (7)	1.44	1.67	2.72	3.29	3.29	3.29	0.00
<b>(2) Total Staffing (fte)</b>	<b>10.14</b>	<b>10.11</b>	<b>10.34</b>	<b>10.24</b>	<b>10.24</b>	<b>10.28</b>	<b>0.04</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	245,593	294,256	306,283	307,309	308,209	326,132	6%
<b>Supplies</b>	112,540	134,941	159,889	147,294	163,294	148,610	1%
<b>Services</b>	233,218	164,690	165,185	193,110	192,748	190,310	-1%
<b>Other</b>	11,931	12,769	14,877	14,025	14,087	16,075	15%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	14,916	36,007	8,000	20,000	62,400	13,000	-35%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	31,660	26,586	25,784	26,563	26,563	26,563	0%
<b>Total Cost Center</b>	<b>649,858</b>	<b>669,249</b>	<b>680,018</b>	<b>708,301</b>	<b>767,301</b>	<b>720,690</b>	<b>2%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	649,858	669,249	680,018	708,301	767,301	720,690	2%
<b>Total Expense</b>	<b>649,858</b>	<b>669,249</b>	<b>680,018</b>	<b>708,301</b>	<b>767,301</b>	<b>720,690</b>	<b>2%</b>

## 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 is a full service shop that carries clubs, bags, golf related soft goods, in addition to club fitting and special orders. Saukie is intended to provide basic support items and host the holiday sales event. The Pro Shop covers the cost of merchandise and direct personnel and provides some additional revenue for the courses.

### 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.
- Improve discretionary sales per round by providing special services and outing opportunities.

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Vendors represented	26	21	18	20
2. Shopping hours available	5,360	5,360	5,360	5,360
<b>Workload:</b>				
1. Number of locations	2	2	2	2
2. Special sales	2	2	2	1
<b>Productivity:</b>				
1. Monies spent per round	\$0.78	\$0.72	\$0.81	\$0.74
2. Gross sales	\$84,796	\$81,765	\$69,000	\$75,400
3. Cost of Goods (inventory)	\$75,700	\$54,545	\$54,000	\$48,000
<b>Effectiveness:</b>				
1. Sales vs. goods cost	\$ 9,096.00	\$ 27,220.00	\$ 15,200.00	\$ 27,000.00

**Analysis:**

The intent of the Golf Pro Shop is to increase the discretionary spending of those that use the facility. The inventory has been reduced to provide basic needs, such as balls, gloves, hats, and turn them over at a quicker rate. However, club fitting and special orders continue to be a basic service. The Pro Shop also provides demo days and some special events.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Seasonal (1)	0.57	0.57	0.26	0.26	0.26	0.26	0.00
(0) <b>Total Staffing (fte)</b>	<b>0.57</b>	<b>0.57</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	11,982	7,942	234	4,750	4,750	4,867	2%
<b>Supplies</b>	81,582	79,608	54,545	46,000	46,000	49,600	8%
<b>Services</b>	1,959	4,014	1,891	2,400	2,400	3,400	42%
<b>Other</b>	629	2,003	908	3,330	3,330	2,630	-21%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	519	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>96,671</b>	<b>93,567</b>	<b>57,578</b>	<b>56,480</b>	<b>56,480</b>	<b>60,497</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	96,671	93,567	57,578	56,480	56,480	60,497	7%
<b>Total Expense</b>	<b>96,671</b>	<b>93,567</b>	<b>57,578</b>	<b>56,480</b>	<b>56,480</b>	<b>60,497</b>	<b>7%</b>

## 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. This recreational facility provides physical, social, environmental and economical benefits to its participants and the community.

### Program Objectives:

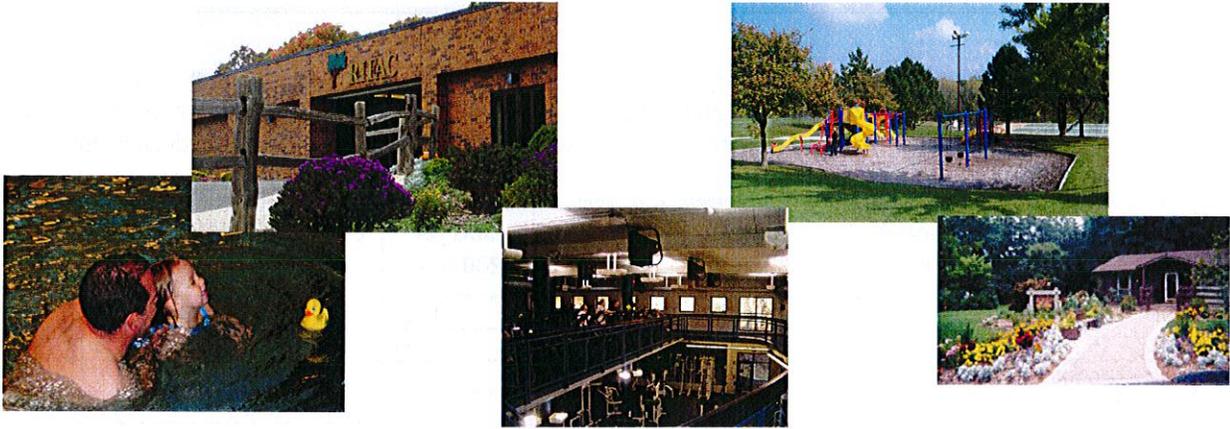
- Review membership offerings, and explore and implement new offerings that would bring membership up to a desired benchmark of 3,000 memberships. Continue to focus on membership retention and customer service.
- Market membership, rental activities and recreational programs with the use of print and video outlets.
- Promote pool usage through Learn-To-Swim/Aquatic programs and open/lap swimming periods.
- Increase programming, program participation and net revenue in special interest income.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
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
<b>Workload:</b>				
1. Memberships sold	2,748	2,596	2,670	2,900
2. Facility rental schedule	250	261	270	270
3. Pool & pool program users	60,592	56,501	60,000	61,000
<b>Productivity:</b>				
1. Operating cost per membership	\$ 281.73	\$ 352.11	\$ 368.08	\$ 289.14
2. Operating cost per facility hour	\$ 175.15	\$ 206.80	\$ 206.69	\$ 189.71
3. Operating cost per pool hour	\$ 16.48	\$ 17.95	\$ 17.95	\$ 17.74
<b>Effectiveness:</b>				
1. Revenue exceeding expenditures	\$ 54,810.00	\$ 208,217.00	\$ 60,300.00	\$ (298,295.00)
2. Memberships available	1,052	1,204	1,130	900
3. Facility rentals available	240	261	270	280
4. Membership increase(decrease)	70	(152)	74	230

**Analysis:**

RIFAC had suffered some from the economy and competition however, this has been changing over the past two years. We became more aggressive in our marketing with video and print media with a goal to get back to 3,000 memberships. Design for the expansion of the center including a gym, classrooms, administrative offices, whirlpool and pool deck is currently underway.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Asst Park & Rec Dir.	0.33	0.25	0.25	0.25	0.25	0.25	0.00
(1) RIFAC Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Secretary/Recept	1.00	1.00	1.25	1.25	1.25	1.25	0.00
(1) RIFAC Asst Mgr	1.00	1.00	1.00	1.00	1.00	0.75	(0.25)
(1) Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	0.00
PT/Preschool (4)	1.39	1.57	1.60	1.60	1.60	1.60	0.00
PT/Other (32)	10.40	7.74	8.33	8.83	8.83	8.83	0.00
<b>(4) Total Staffing (fte)</b>	<b>16.12</b>	<b>13.56</b>	<b>14.43</b>	<b>14.93</b>	<b>14.93</b>	<b>14.68</b>	<b>(0.25)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	368,213	406,739	408,510	404,139	404,139	407,360	1%
<b>Supplies</b>	62,458	73,686	70,447	70,730	70,730	89,980	27%
<b>Services</b>	257,397	280,647	314,892	313,123	382,073	339,235	8%
<b>Other</b>	3,174	1,627	113,413	987	1,082	937	-5%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	321,000	320,050	1,000	-100%
<b>Debt service</b>	18,490	11,506	6,822	124,590	124,590	-	-100%
<b>Transfers</b>	1,608	-	-	-	-	-	---
<b>Contingency</b>	186,929	189,451	187,653	186,053	186,053	186,053	0%
<b>Total Cost Center</b>	<b>898,269</b>	<b>963,656</b>	<b>1,101,737</b>	<b>1,420,622</b>	<b>1,488,717</b>	<b>1,024,565</b>	<b>-28%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	898,269	963,656	1,101,737	1,420,622	1,488,717	1,024,565	-28%
<b>Total Expense</b>	<b>898,269</b>	<b>963,656</b>	<b>1,101,737</b>	<b>1,420,622</b>	<b>1,488,717</b>	<b>1,024,565</b>	<b>-28%</b>



# RI

## ROCK ISLAND ILLINOIS



# ROCK ISLAND PUBLIC LIBRARY

## Goals & Objectives

Foster the image of the Library as a community focal point for cultural and educational programs.

Maximize access to a wide variety of information and materials for patrons through traditional and innovative means.

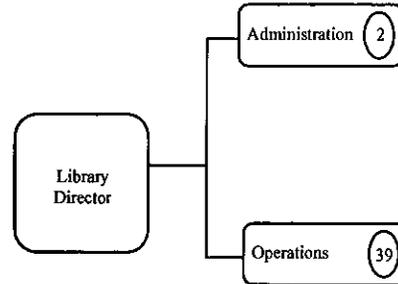
Maintain the Library's sound organizational and physical structure.

Continue to foster positive working relationships among Library staff, administration and the City.

Enhance cooperation with local schools and other community organizations.

Advance outreach services within the community, with an emphasis on youth.

Cooperate with area libraries to maximize public service and cost-effective use of resources.



Main Library  
30/31 Branch  
Southwest Branch

**Analysis:****Mission Statement**

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 Services, Circulation, Children's Services and Branches manage the Library. The Department is staffed by 41 staff members working 31.25 fte's.

The Main Library, located in downtown Rock Island, is the primary research center. The large reference collection includes local and national newspapers on microfilm, local history materials and specialized research tools in both print and electronic formats. The Main Library also provides the largest circulation collection of fiction and nonfiction titles in a variety of formats, including tape, video, CD-ROM and DVD. Administration is also housed at the Main Library. Information Services is responsible for selecting new materials for purchase as well as researching information requests from the public, whether in person, by phone or e-mail. This division also handles all the acquisition, cataloging and processing of all new materials purchased for the library. Circulation Services manages inventory control for loaned materials, including interlibrary loan, issuing new cards and managing over dues and fines. Children's Services maintains a specialized collection geared to children, parents, teachers and caregivers. This division also conducts a full range of outreach programming for children from toddlers to early adolescence: summer reading programs, school visits, story times and special-interest programs.

Branch Services is comprised of the 30/31 and Southwest Branches. The branches serve as popular reading centers, doorways to learning and homework centers. All of the core services are provided at the Branches, although sometimes in reduced form due to space constraints. The 30/31 Branch was renovated and expanded in 1999. It is a popular reading and homework center with emphasis on children's services and resources for youth. This Branch also houses the Friends of the Library bookshop. In FY04/05 \$12,000 profit from this shop purchased books, equipment and programming services for the Library. The service hours for 30/31 were expanded significantly after the renovation to meet public demand. It was open 16 hours/week in 1998, 40 hours/week in 1999 and 60 hours/week in 2001. This branch has proven to be very popular with the public and is extensively used.

The Southwest Library was expanded and renovated in 2000 adding significant floor space and parking. The Southwest Branch is also the primary library facility used by patrons of the Milan-Blackhawk Area Library District (MBHALD), which contracts with Rock Island Public Library for service. This contract underwrites 100% of the operating expense of the Southwest Branch. As with 30/31, the Southwest Branch has proven immensely popular with the public. It is currently open only 40 hours/week but will increase in this fiscal year.

The Rock Island Public Library Foundation typically distributes \$20,000 to \$25,000 per year, depending on investment performance. A portion of the distribution is restricted, i.e. to be spent for specific purposes stipulated by donors. The Foundation Board distributions to the Library are grants that support non-operating needs such as equipment and programming support.

**FY 07/08 Overview**

- A public-use computer training lab was installed at the Main Library. The Library Foundation purchased the LCD projection system.
- The parking lots at all three buildings were restriped.
- The shingles on the Main Library's peaked roof were replaced with Gaming funds
- Work started to build a new entrance canopy on the south side of the Main Library. The project is funded through the remainder of the Vision 2000 capital campaign money and by the Library's Foundation.
- Public access computers, mice and keyboards were replaced.

- Service area maps were commissioned and purchased, and shared with other City Departments
- The PrairieCat library computer system was upgraded; no local funding required
- Established a formal Disaster Plan for the Library.

#### **FY 08/09 Changes**

- Personnel: a 5% increase, due to negotiated salary increases and to make permanent a part-time clerical position at the Southwest Branch. The position allows that branch to increase service hours from 40/week to 56 ½ /week.
- Supplies: remain about the same, some public computers will be replaced as scheduled.
- Services: reduced by cutting equipment service contracts by half, and lower heating costs due to installation of a new boiler at Main. Costs for projects completed in the past fiscal year were not carried over.
- Other: this is the category for library materials: books, periodicals, DVDs, etc. By Board policy, it was increased by 4% to keep up with inflation and demand.
- Capital: Increased to replace the Main Library's chiller system, funded through Gaming.
- Transfers: increased slightly
- Contingency: includes \$20,000 mandated by the Library Board.

#### **FY 08/09 Priorities**

- Complete construction project of Main's canopy at the south entrance
- Replace the aging chiller system at Main
- Conduct a formal Board planning session and update the Library's goals and objectives
- Update the Library's Technology Plan
- Conduct a patron survey

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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 Ref and TS	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
(4) Reference Librarian	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Reference Asst	0.40	0.00	0.00	0.00	0.00	0.00	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
(1) Technical Assistant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Technical Aide	0.75	0.98	0.98	0.98	0.98	0.98	0.00
(4) Circulation Rep.	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Branch Manager	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
(8) Page	3.75	3.75	3.75	3.75	3.75	3.75	0.00
(1) Security Page	0.00	0.40	0.40	0.40	0.40	0.40	0.00
(1) Pub/Outrch Liaison	0.00	0.50	0.50	0.50	0.50	0.50	0.00
Security Guard	0.40	0.00	0.00	0.00	0.00	0.00	0.00
(1) Computer Tech.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(9) CR/Branch Aide	4.50	4.50	4.50	4.50	4.50	5.00	0.50
<b>(42) Total Staffing (fte)</b>	<b>29.80</b>	<b>30.13</b>	<b>30.13</b>	<b>30.13</b>	<b>30.13</b>	<b>30.63</b>	<b>0.50</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,120,921	1,234,824	1,270,556	1,330,509	1,330,509	1,395,228	5%
<b>Supplies</b>	55,704	61,518	66,129	73,815	74,015	74,585	1%
<b>Services</b>	249,099	261,170	234,794	282,519	309,842	255,144	-10%
<b>Other</b>	433,604	458,777	422,991	463,722	463,722	482,994	4%
<b>Programs</b>	18,625	9,286	1,259	-	-	-	-
<b>Capital</b>	53,200	-	269,142	5,050	5,050	184,200	3548%
<b>Debt Service</b>	177,717	(245,512)	(203,000)	-	-	-	-
<b>Transfers</b>	65,004	194,388	108,996	78,532	78,532	208,260	165%
<b>Contingency</b>	97,217	(16)	107,106	20,000	20,000	20,000	0%
<b>Total Department</b>	<b>2,271,091</b>	<b>1,974,435</b>	<b>2,277,973</b>	<b>2,254,147</b>	<b>2,281,670</b>	<b>2,620,411</b>	<b>16%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	21,000	-	66,996	36,532	36,532	165,000	352%
<b>Library Fund</b>	1,947,208	2,037,887	2,297,948	2,217,531	2,245,054	2,455,327	11%
<b>Capital</b>	-	152,388	-	-	-	-	---
<b>Debt Service</b>	177,987	176,580	135	84	84	84	0%
<b>GASB 34</b>	124,896	(392,420)	(87,106)	-	-	-	---
<b>Total Expense</b>	<b>2,271,091</b>	<b>1,974,435</b>	<b>2,277,973</b>	<b>2,254,147</b>	<b>2,281,670</b>	<b>2,620,411</b>	<b>16%</b>



ROCK ISLAND  
ILLINOIS

## 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:

- Coordinate presentation of series of programs and events for the public
- Coordinate updated goals and objectives for the Library.
- Conduct a patron survey
- Finish construction of a covered canopy entrance at Main

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Authorized personnel	41	41	41	42
2. Department budget	\$ 203,908	\$ 219,281	\$ 225,576	\$ 238,703
3. Staff training opportunities	10	10	10	10
4. Grants identified	6	6	8	8
<b>Workload:</b>				
1. Staff training scheduled	45	46	50	50
2. Grant applications completed	6	7	8	8
<b>Productivity:</b>				
1. Avg annual training hrs per staff	20	25	22	21
2. Avg cost per training hour	\$ 10	\$ 10	\$ 10	\$ 10
3. Avg cost per grant application	\$ 292	\$ 300	\$ 300	\$ 300
<b>Effectiveness:</b>				
1. % staff trained on new technology	90%	90%	95%	95%
2. Grants received/administered	4	6	8	8
3. Department cost per capita	\$ 5.14	\$ 5.52	\$ 5.68	\$ 6.01

**Analysis:**

The increase in services is due to higher utility costs. The primary focus will be to complete the south entrance canopy project, coordinate a formal planning process for the Board to update the Library's 5-year goals, and to conduct a patron survey.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(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
<b>(2) Total Staffing (fte)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	148,936	172,244	170,941	166,238	166,238	173,285	4%
<b>Supplies</b>	2,244	1,393	1,568	2,100	2,100	2,350	12%
<b>Services</b>	60,550	28,873	32,856	30,688	30,688	34,771	13%
<b>Other</b>	6,836	1,972	1,165	2,365	2,365	2,350	-1%
<b>Programs</b>	18,625	9,286	1,259	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	(466)	-	-	-	-	---
<b>Transfers</b>	65,004	42,000	42,000	42,000	42,000	43,260	3%
<b>Contingency</b>	97,217	(22)	107,106	-	-	-	---
<b>Total Cost Center</b>	<b>399,412</b>	<b>255,280</b>	<b>356,895</b>	<b>243,391</b>	<b>243,391</b>	<b>256,016</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	21,000	-	-	-	-	-	---
<b>Library</b>	253,516	226,344	241,001	243,391	243,391	256,016	5%
<b>GASB 34</b>	124,896	28,936	115,894	-	-	-	---
<b>Total Expense</b>	<b>399,412</b>	<b>255,280</b>	<b>356,895</b>	<b>243,391</b>	<b>243,391</b>	<b>256,016</b>	<b>5%</b>

## 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 center for the library, 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. These functions were brought in-house previously with the cancellation of a service contract. No staff were added. This cost center also circulates all materials, maintains records of loaned materials and fine payments.

- Adapt workflows and systems to the merger of QuadLINC with other systems within the Prairie Area Library System
- Conduct series of public programs in a range of interests
- Develop and implement cooperative programs with District, MLK Center, Parks, etc.
- Install new covering and door for the alley entrance, and improve landscape appearance.
- Replace the HVAC chiller system.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Library collection	166,253	168,722	174,236	167,000
2. Materials scheduled for circulation	153,089	165,496	161,123	154,000
3. Reference requests	18,191	18,243	18,300	18,400
4. Registered Rock Island patrons	12,279	12,545	12,600	12,700
5. Programs/outreach conducted	539	604	610	620
<b>Workload:</b>				
1. Materials added/withdrawn	25,235	23,168	25,000	25,500
2. Materials circulated	219,757	192,468	220,000	225,000
3. Reference requests processed	18,191	18,243	18,500	19,000
4. New and renewed borrowers	4,626	4,423	4,500	4,600
5. Programs/outreach attendance	9,538	10,004	10,000	12,000
<b>Productivity:</b>				
1. Avg cost per processing	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03
2. Avg cost per information request	\$ 0.02	\$ 0.03	\$ 0.02	\$ 0.02
3. Avg cost per item circulated	\$ 0.28	\$ 0.24	\$ 0.26	\$ 0.25
<b>Effectiveness:</b>				
1. Collections size per capita	4.18	4.25	4.39	4.2
2. Circulation per capita	5.53	4.85	5.54	5.66
3. Reference question per capita	0.458	0.459	0.466	0.478
4. Percent population registered	31%	32%	32%	32%

### Analysis:

There was no increase in staff or positions. Services were decreased by modest cuts across the board. Increases for Capital: 1. Creating a canopy for the south entrance. The project is funded by the last of the library's capital campaign funds, and by the Library's Foundation. 2. Replace the aging chiller system. It breaks frequently and is at the end of its projected life. The project is funded through Gaming.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Dir Ref and TS	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Dir Child 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
(4) Reference Librn	4.00	4.00	4.00	4.00	4.00	4.00	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
(1) Technical Asst	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Tech Svcs Aide	0.75	0.98	0.98	0.98	0.98	0.98	0.00
(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
(4) Page	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Security Guard	0.40	0.00	0.00	0.00	0.00	0.00	0.00
(1) Security Page	0.00	0.40	0.40	0.40	0.40	0.40	0.00
(1) Publicity/Outreach	0.00	0.50	0.50	0.50	0.50	0.50	0.00
(1) Computer Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Children's Rm Aide	1.50	1.50	1.50	1.50	1.50	1.50	0.00
Reference Assistant	0.40	0.00	0.00	0.00	0.00	0.00	0.00
<b>(27) Total Staffing (fte)</b>	<b>21.05</b>	<b>21.38</b>	<b>21.38</b>	<b>21.38</b>	<b>21.38</b>	<b>21.38</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	789,752	865,771	890,569	948,495	948,495	983,649	4%
<b>Supplies</b>	47,158	52,059	46,619	60,660	60,660	62,260	3%
<b>Services</b>	151,837	191,839	156,418	201,291	207,091	171,639	-15%
<b>Other</b>	292,248	328,937	304,300	325,208	325,208	338,252	4%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	53,200	-	249,007	5,050	5,050	184,200	3548%
<b>Debt service</b>	177,717	(245,046)	(203,000)	-	-	-	---
<b>Transfers</b>	-	-	66,996	36,532	36,532	165,000	352%
<b>Contingency</b>	-	-	-	20,000	20,000	20,000	%
<b>Total Cost Center</b>	<b>1,511,912</b>	<b>1,193,560</b>	<b>1,510,909</b>	<b>1,597,236</b>	<b>1,603,036</b>	<b>1,925,000</b>	<b>21%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	-	66,996	36,532	36,532	165,000	352%
<b>Library Fund</b>	1,333,925	1,438,336	1,649,778	1,560,620	1,566,420	1,759,916	13%
<b>Debt</b>	177,987	176,580	135	84	84	84	0%
<b>GASB 34</b>	-	(421,356)	(203,000)	-	-	-	---
<b>Total Expense</b>	<b>1,511,912</b>	<b>1,193,560</b>	<b>1,513,909</b>	<b>1,597,236</b>	<b>1,603,036</b>	<b>1,925,000</b>	<b>21%</b>

## 30/31 Branch Library

### Program Description:

The expanded 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 wordprocessing. The branch serves as a resource for school groups, homeschoolers and caregivers and provides a wide range of programming for all ages. The Friends of the Library used-bookstore is housed at the branch; the shop is run entirely by volunteers and funds approximately \$15,000/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.
- Expand core reference and circulating collections to meet public demand.
- Increase usage and circulation of materials by the public.
- Expand programming, particularly to children, school groups, homeschoolers and care-givers.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Collection size	34,091	34,372	33,322	34,000
2. Materials scheduled for circulation	33,426	33,699	32,663	33,000
3. Reference questions received	8,408	8,798	9,243	9,500
<b>Productivity:</b>				
1. Materials circulated	106,470	108,128	110,000	115,000
2. Reference questions processed	8,408	8,798	9,243	9,500
<b>Effectiveness:</b>				
1. Average cost per circulated item	\$ 0.50	\$ 0.46	\$ 0.46	\$ 0.48
2. Average cost per information request	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
<b>Effectiveness:</b>				
1. Collection size per capita served	1	1	1	1
2. Circulation per capita served	3	3	3	3

**Analysis:**

Given this branch's very active usership, the primary focus will be to keep up with increasing public demand, hence the increase in Other, i.e. library materials, including home-access to certain databases for cardholders. Decrease in supplies and services is reflective of the many upgrades that were done last year. The cost of replacement light bulbs for this branch was also shifted to this cost center.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Branch Manager	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) <b>Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	105,319	117,378	126,493	131,943	131,943	130,759	-1%
<b>Supplies</b>	3,980	5,334	4,936	6,980	6,980	6,200	-11%
<b>Services</b>	22,272	23,999	24,446	27,720	33,171	26,167	-6%
<b>Other</b>	69,085	67,079	61,989	71,330	71,330	74,640	5%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	20,135	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>200,656</b>	<b>213,790</b>	<b>237,999</b>	<b>237,973</b>	<b>243,424</b>	<b>237,766</b>	<b>0%</b>
<b>Expense by Fund:</b>							
<b>Library Fund</b>	200,656	213,790	237,999	237,973	243,424	237,766	0%
<b>Total Expense</b>	<b>200,656</b>	<b>213,790</b>	<b>237,999</b>	<b>237,973</b>	<b>243,424</b>	<b>237,766</b>	<b>0%</b>

## Southwest Branch Library

### Program Description:

The expanded and renovated 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 wordprocessing computers. It provides a training resource for school groups, homeschoolers and caregivers, and provides a wide range of programming for all ages.

### Program Objectives:

- Adapt workflows and systems to the merger of QuadLINC into other systems within the Prairie Area Library System
- Increase outreach to area schools, care-givers and allied agencies.
- Increase card registration within Southwest Rock Island and the MBHALD
- Expand and improve information assistance to the public.

<b>Service Indicators:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>
<b>Demand:</b>				
1. Collection size	31,803	32,999	33,555	33,000
2. Materials scheduled for circulation	30,891	32,081	32,656	32,000
3. Reference questions received	3,611	3,027	4,500	5,000
4. Milan-Blackhawk patrons registered	2,377	2,491	2,566	2,600
<b>Workload:</b>				
1. Materials circulated	63,377	68,998	69,302	70,000
2. Reference questions answered	3,611	3,027	4,500	5,000
3. New registered patrons	892	851	776	800
<b>Productivity:</b>				
1. Avg cost per material circulated	\$ 0.40	\$ 0.41	\$ 0.39	\$ 0.16
2. Avg cost per reference question	\$ 0.02	\$ 0.02	\$ 0.03	\$ 0.02
3. Avg cost per registration	\$ 0.01	\$ 0.01	\$ 0.00	\$ 0.00
<b>Effectiveness:</b>				
1. Collection per capita	3	3	3	3
2. Circulation per capita	6	7	7	7
3. % of Milan-Blackhawk registered	23%	24%	25%	25%

**Analysis:**

The increase in personnel is to make permanent a part-time clerical position. It was funded last year though the Milan-Blackhawk Library District's reserve fund. The position allows service hours to increase to 56 1/2 hours/week from 40 hrs/week. Negotiated salary increases account for the rest. Supplies and services were reduced by small cuts across the board.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
(1) Branch Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(3) Branch Aide	1.00	1.00	1.00	1.00	1.00	1.50	0.50
(2) Page	0.75	0.75	0.75	0.75	0.75	0.75	0.00
YA Librarian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Circulation Rep	0.50	0.50	0.50	0.50	0.50	0.50	0.00
<b>(7) Total Staffing (fte)</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>3.25</b>	<b>0.50</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	76,914	79,431	82,553	83,833	83,833	107,535	28%
<b>Supplies</b>	2,322	2,732	10,006	4,075	4,275	3,775	-7%
<b>Services</b>	14,440	16,459	21,074	22,820	38,892	22,567	-1%
<b>Other</b>	65,435	60,795	55,537	64,819	64,819	67,752	5%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	152,388	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>159,111</b>	<b>311,805</b>	<b>169,170</b>	<b>175,547</b>	<b>191,819</b>	<b>201,629</b>	<b>15%</b>
<b>Expense by Fund:</b>							
<b>Library Fund</b>	159,111	159,417	169,170	175,547	191,819	201,629	15%
<b>Capital</b>	-	152,388	-	-	-	-	---
<b>Total Expense</b>	<b>159,111</b>	<b>159,417</b>	<b>169,170</b>	<b>175,547</b>	<b>191,819</b>	<b>201,629</b>	<b>15%</b>

## 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, a fueling dock and a marina store. 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 customers.
- 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 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Summer slips available	473	473	473	473
2. Winter storage available	250	250	250	250
3. #/\$ CIP contracts	N/A	N/A	N/A	N/A
4. Customer complaints received	1	0	0	0
<b>Workload:</b>				
1. Summer slips rented	423	432	421	444
2. Monthly slip rental (# months)	82	62	47	55
3. Winter storage rented	162	182	198	198
4. #/\$ contracts awarded	N/A	N/A	N/A	N/A
5. Dock maintenance/Service hours	1,121	1,202	763	745
6. Building maintenance hours	636	618	343	324
7. Grounds maintenance hours	878	818	447	421
<b>Productivity:</b>				
1. Avg summer slip rental	\$ 611	\$ 624	\$ 665	\$ 691
2. Avg winter storage rental	\$ 435	\$ 396	\$ 533	\$ 554
<b>Effectiveness:</b>				
1. Customer requests/facility maint.	47	39	29	20
2. Summer occupancy/seasonal	89%	91%	89%	94%
3. Customer rating for service quality	4.6/5.0	4.6/5.0	4.7/5.0	4.7/5.0
4. % in-house maint completed	95%	99%	98%	100%

**Analysis:**

There are no changes planned for this cost center in FY09. The Supplies category increased because of the higher cost of the fuel sold at the fuel dock. The Services category increased due to a contract for emptying the dredge spoil pits in preparation for harbor entrance dredging by the US Army Corps of Engineers.

<b>Staffing:</b>	<b>Actual 2003/04</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Budget 2006/07</b>	<b>Estimated 2006/07</b>	<b>Proposed 2007/08</b>	<b>Diff. (fte)</b>
(1) Marina Worker	0.77	0.77	0.77	0.62	0.62	0.62	0.00
(1) Maint Worker I	1.54	1.54	1.54	1.24	1.24	0.62	(0.62)
Assist City Engineer	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Tech II	0.04	0.00	0.00	0.00	0.00	0.00	0.00
City Engineer	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Tech I	0.02	0.00	0.00	0.00	0.00	0.00	0.00
(2) <b>Total Staffing (fte)</b>	<b>2.39</b>	<b>2.31</b>	<b>2.31</b>	<b>1.86</b>	<b>1.86</b>	<b>1.24</b>	<b>(0.62)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	118,544	72,816	81,584	88,467	88,442	88,795	0%
<b>Supplies</b>	214,311	205,590	208,365	225,001	223,082	247,716	10%
<b>Services</b>	116,262	129,436	111,862	149,264	151,208	234,197	57%
<b>Other</b>	5,702	3,654	4,483	5,173	5,173	5,175	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	402,648	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>857,467</b>	<b>411,496</b>	<b>406,294</b>	<b>467,905</b>	<b>467,905</b>	<b>575,883</b>	<b>23%</b>
<b>Expense by Fund:</b>							
<b>Sunset Marina</b>	846,937	397,548	405,059	467,905	467,905	575,883	23%
<b>GASB 34</b>	10,530	13,948	1,235	-	-	-	---
<b>Total Expense</b>	<b>857,467</b>	<b>411,496</b>	<b>406,294</b>	<b>467,905</b>	<b>467,905</b>	<b>575,883</b>	<b>23%</b>



# ROCK ISLAND

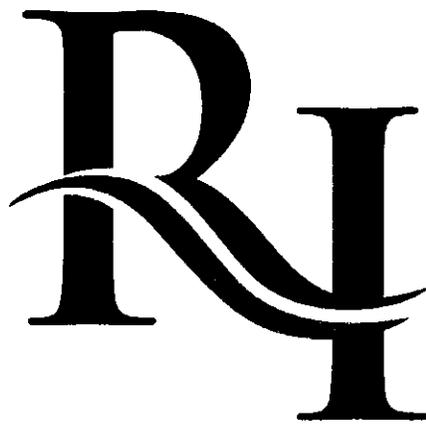
## ILLINOIS



# **NON-OPERATING FUNDS**



ROCK ISLAND  
ILLINOIS



ROCK ISLAND  
ILLINOIS

## Insurance

### Program Description:

The Personnel 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 future 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 healthcare plans.
- Administer the employee health benefit plan that includes managed care, prescription, third party administration, reinsurance, dental, vision and Bluecard program.
- Work in conjunction with Blue Cross/Blue Shield or another outside vendor in implementing an initial wellness program for employees.
- Renegotiate or conduct request-for-proposal for health facilitator and actuary contracts.
- Self-insurance renewal for commercial insurance

Service Indicators:	Actual 2005/06	Actual 2006/07	Estimated 2007/08	Proposed 2008/09
<b>Demand:</b>				
1. Total hlth ins participants	1,018	833	905	905
2. Employee hlth ins participants	395	373	382	382
3. Retiree hlth ins participants	193	146	150	150
4. Asset Liability	\$111,060,256	\$113,281,462	\$115,547,091	\$116,702,562
<b>Workload:</b>				
1. Workers' Comp claims filed	85	97	93	88
2. Unemployment claims filed	10	4	3	5
3. Gen Liability/Prop claims filed	104	97	87	96
4. Hlth Ins enrollment changes	588	300	315	315
<b>Productivity:</b>				
1. Avg. cost/workers' comp. claim	\$4,376.00	\$3,094.00	\$5,145.00	\$4,686.00
2. Avg. cost/unemployment claim	\$6,428.00	\$330.00	\$0.00	\$1,351.00
3. Avg. cost/general liability claim	\$1,390.00	\$1,006.00	\$1,626.00	\$1,341.00
4. Cost per health ins member/month	\$258.57	\$260.34	\$296.66	\$330.02
<b>Effectiveness:</b>				
1. Avg lost time hrs/work comp. claim	23	8	18	16
2. % unemploy clms successfully protested	40.0%	75.0%	100.0%	72.0%
3. % gen liab claims paid in 60 days	80.0%	76.0%	80.0%	78.0%
4. % hlth benefits clms pd in 60 days	99.0%	99.0%	99.0%	99.0%

**Analysis:**

Overall fund expenses will increase 8%. The self insurance and health funds are presently below goals established by financial policies and require extra funding. Self insurance is budgeted to produce a revenue surplus of \$137,378. Health insurance is budgeted to produce a revenue surplus of \$134,977. Each fund has a plan to rebuild fund balance over a five-year period. Changing to Blue Cross/Blue Shield has positively impacted health plan costs due to greater discounting and limited the health premium increase to 7% in FY08/09 which is below the medical inflation rate of 12%.

<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
Risk Manager	0.70	0.70	0.70	0.70	0.70	0.70	0.00
Admin Secretary	0.45	0.45	0.45	0.45	0.45	0.45	0.00
Office Assistant III	0.25	0.25	0.25	0.25	0.25	0.25	0.00
<b>(0) Total Staffing (fte)</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	78,333	78,690	75,176	103,643	103,643	103,874	0%
Supplies	409	-	-	25	25	25	0%
Services	4,127,787	4,795,542	4,544,675	4,415,550	4,415,550	4,790,369	8%
Other	1,655	1,183	961	1,100	1,100	1,100	0%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	8,868	9,612	9,840	3,580	3,580	3,687	3%
Contingency	1,292	4,409	-	-	-	-	---
<b>Total Cost Center</b>	<b>4,218,344</b>	<b>4,889,436</b>	<b>4,630,652</b>	<b>4,523,898</b>	<b>4,523,898</b>	<b>4,899,055</b>	<b>8%</b>
<b>Expense by Fund:</b>							
Self Insurance	919,970	1,239,290	594,846	846,187	846,187	858,942	2%
Health Insurance	3,298,374	3,294,170	3,580,132	3,677,711	3,677,711	4,040,113	10%
GASB 34	-	355,976	455,674	-	-	-	---
<b>Total Expense</b>	<b>4,218,344</b>	<b>4,889,436</b>	<b>4,630,652</b>	<b>4,523,898</b>	<b>4,523,898</b>	<b>4,899,055</b>	<b>8%</b>

## 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 and continues to rise dramatically. Since 2001, expenses for the Police Pension fund have increased 25%, while expenses for the Fire Pension fund have increased 37%. 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.

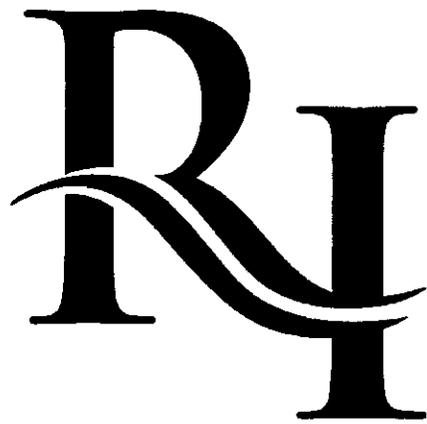
<b>Staffing:</b>	<b>Actual 2004/05</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Estimated 2007/08</b>	<b>Proposed 2008/09</b>	<b>Diff. (fte)</b>
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	4,170,270	4,969,071	5,158,896	4,907,280	4,907,280	4,907,280	0%
<b>Supplies</b>	-	-	-	300	300	300	0%
<b>Services</b>	77,991	82,451	83,675	88,720	88,720	88,720	0%
<b>Other</b>	9,542	10,542	10,991	11,500	11,500	11,500	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Loss/Sale Invest</b>	81,020	437,596	59,993	-	-	-	---
<b>Total Cost Center</b>	<b>4,338,823</b>	<b>5,499,660</b>	<b>5,313,555</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>0%</b>
<b>Expense by Fund:</b>							
<b>Police Pension Fund</b>	2,263,887	2,748,984	2,621,575	2,485,995	2,485,995	2,485,995	0%
<b>Fire Pension Fund</b>	2,074,936	2,750,676	2,691,980	2,521,805	2,521,805	2,521,805	0%
<b>Total Expense</b>	<b>4,338,823</b>	<b>5,499,660</b>	<b>5,313,555</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>0%</b>

## 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. Two new debt issues are included in the 2008/2009 budget. The \$6,024,000 series 2008 general obligation bonds will finance improvements to the Martin Luther King Jr Center (\$1,000,000), financial software (\$430,000), local street improvements (\$344,000), the 1st Avenue interceptor sewer (\$2,600,000) and acquisition of the Rock River hydroelectric plant (\$1,650,000). The hydroelectric plant will also include a separate \$535,000 CREB bonds. The \$10,000,000 series 2009 general obligation bonds will finance Mississippi River levee improvements at Armory Park. 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	2008/09 principal	2008/09 interest	2008/09 total
\$8,025,000 2001 water refunding (\$4,090,000), aquatic center (\$1,300,000), special assessments (\$1,340,000), sunset marina (\$830,000) due in annual installments of \$245,000 to \$625,000 through December 1, 2017; interest at 4.35% to 4.375%.	5,410,000	600,000	4,810,000	550,000	236,256	786,256
\$2,205,000 2002 refunding (\$1,210,000) and special assessments (\$995,000) due in annual installments of \$100,000 to \$755,000 through December 15, 2012; interest at 1.60% to 3.70%.	500,000	500,000	-	100,000	17,250	117,250
\$3,080,000 2003 sunset marina (\$820,000), wastewater (\$1,915,000), special assessments (\$345,000) due in annual installments of \$155,000 to \$225,000 through December 15, 2018; interest at 1.00% to 4.20%.	2,370,000	230,000	2,140,000	195,000	85,166	280,166
\$3,330,000 2004 refunding bonds.	1,735,000	-	1,735,000	200,000	58,278	258,278
\$1,625,000 2004 general obligation special assessment project bonds.	1,190,000	1,190,000	-	150,000	38,873	188,873
\$2,655,000 2005 general obligation bonds.	2,305,000	151,829	2,153,171	225,000	82,350	307,350
\$4,885,000 2007 general obligation bonds (\$1,330,000) special assessments, (\$3,555,000) wastewater due in annual installments of \$175,000 to \$250,000 through December 1, 2026.	4,645,000	1,215,000	3,430,000	240,000	185,800	425,800



ROCK ISLAND  
ILLINOIS

# **CAPITAL IMPROVEMENTS**



ROCK ISLAND  
ILLINOIS

**City of Rock Island, Illinois  
Capital Improvement Plan  
FY09 through FY13**

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One of the City's most important and fundamental responsibilities is maintaining the integrity of its infrastructure. This is accomplished through preventative maintenance, routine repairs and capital improvements. The resources invested in preventative maintenance and routine repairs are shown in numerous portions of the city's annual operating budget and the following pages reflect the planned investment of almost \$78.7M in capital improvements and major contract maintenance in the next five years.

The City adopts an annual capital budget based on a five-year capital improvement plan. The annual CIP begins with departments submitting capital improvement project requests to the Public Works Department in July. Each request includes a project description, a project purpose (safety, improved service level, maintaining current service level, regulatory requirements, etc.), and the estimated cost. In order for a project to be included in the Capital Improvement Plan, the project or purchase must involve the expenditure of at least ten thousand dollars and have a service life exceeding five years.

The Public Works Department evaluates the information and submits the initial draft of the Capital Improvement Plan to the City Manager in October. The City Manager modifies this draft as needed and it is submitted to the City Council for review, modification and approval in November. Once the City Council has adopted the new edition of the Capital Improvement Plan, the costs to complete projects shown in the first year of the CIP are incorporated into the draft budget for the city. At this point staff is authorized to begin preliminary engineering for the projects shown in the second year. The commitment to projects shown in the third through fifth years of the CIP is tentative and more subject to change when future editions of the CIP are considered.

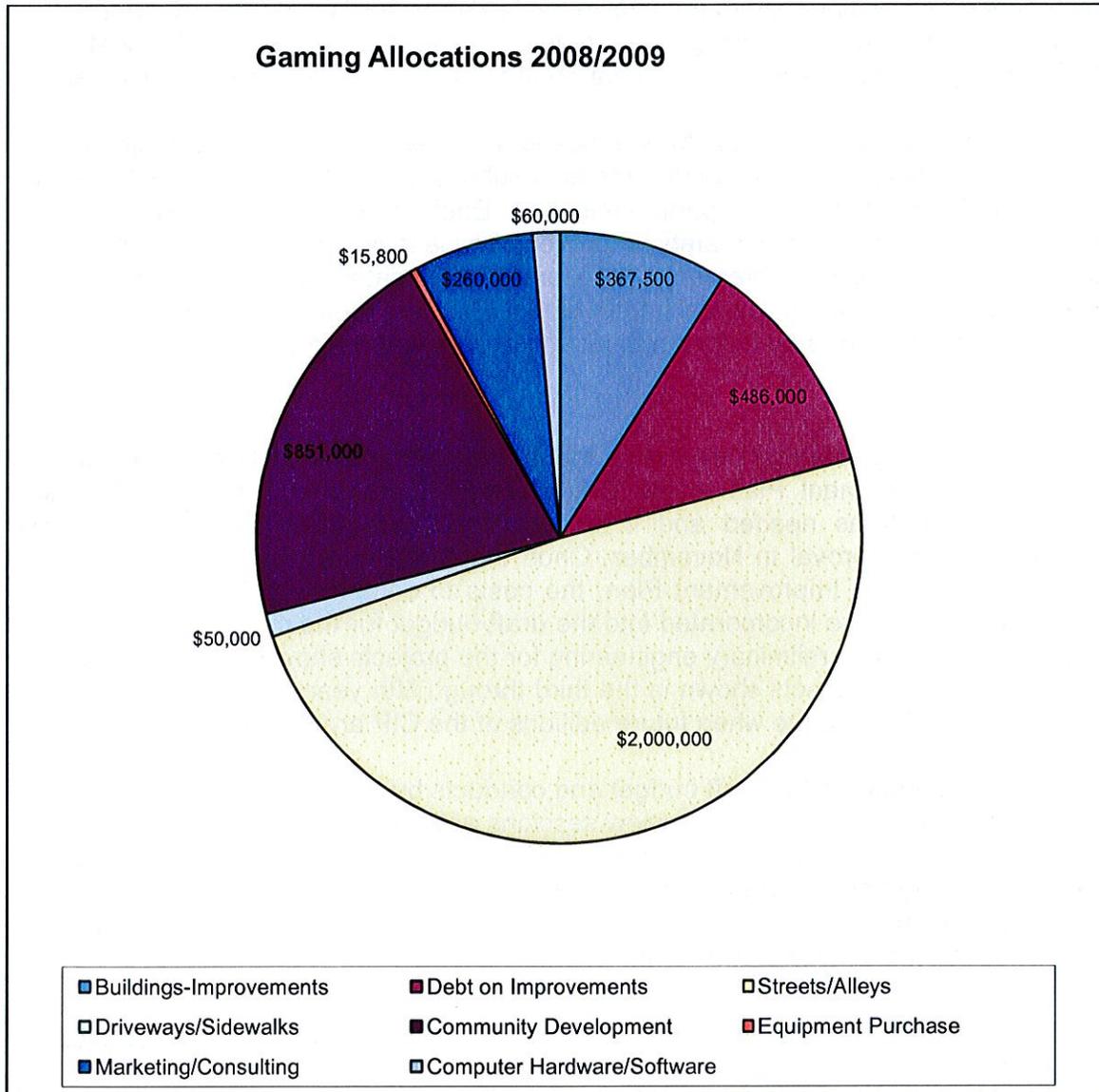
A budget team analyzes the draft budget and conducts budget reviews with each department in November. Budget review sessions are conducted by the City Council during the following several weeks. The final draft of the budget is presented to the public in February and a formal public hearing is conducted. After any modifications are made based upon input at the budget review sessions and public hearing, the city budget, including capital improvements, is approved in March.

No additional staff has been budgeted to complete the Capital Improvement projects for FY 2007/2008.

The following documents reflect capital improvement priorities and the related uses of gaming revenues in the next five years.

## Gaming Revenues

The gaming revenue recommendations assume that gaming will provide about \$25.7M for capital improvements, contract maintenance and economic development activities in the next five years. About 63% (\$16.2M) of the anticipated revenue is committed in the CIP and the remainder (\$9.5M) has not yet been earmarked for specific projects. These expenditures total \$4,090,300 for FY2008/2009.



## **Street System**

Street improvements continue to be a primary focus of the CIP. Almost 31% (\$24.1M) of the CIP expenditures will be invested in the street system. The primary revenue sources for the street improvement projects are gaming revenue (\$8.5M), Motor Fuel Tax (\$6.2M), general obligation bonds retired through special assessment (\$2.8M) and state/federal grants (\$6.1M).

About 2.9 miles of streets (1.7% of the street system) will be improved in 2008. The City has increased its investment in the street system in the last few years, but this program still falls well short of the needed amount. Assuming that pavements need resurfacing or reconstruction every 25 years, the City should be improving about 6.6 miles per year. A street condition survey will be conducted in 2008 and the results will indicate a continued reduction in overall system condition since the 2003 survey. Finding a way to increase the street improvement program to the needed level is a major challenge.

The 2008 street projects will be....

- **24<sup>th</sup> Street Resurfacing, 18<sup>th</sup> Avenue to 31<sup>st</sup> Avenue (\$2,870,900)** - The deteriorated sections of pavement will be replaced and a new asphalt concrete driving surface will be added. The project will also include the replacement of the watermain under the roadway, replacement of the deteriorated sections of sanitary sewer and upgrading the stormwater management system. A federal grant (\$1,035,000) will pay 36% of the project cost.
- **18<sup>th</sup> Avenue Resurfacing, Mill Street to 12<sup>th</sup> Street (\$1,400,000)** – The deteriorated sections of pavement will be replaced and a new asphalt concrete driving surface will be added. The stormwater management system will be evaluated and upgraded as needed.
- **11<sup>th</sup> Avenue Paving, 36<sup>th</sup> to 38<sup>th</sup> Street (\$1,875,000)** – 11<sup>th</sup> Avenue adjacent to the new Augustana College dormitory will be paved and a stormwater management system will be installed. A federal grant will provide \$1,500,000 and \$175,000 will be contributed by Augustana College.
- **Local Street Special Assessment Program (\$1,022,000)** – The 2008 program will improve over 5,500 feet of local streets (24<sup>th</sup> Avenue, 32<sup>nd</sup> to 34<sup>th</sup> Street; 14<sup>th</sup> Street, 32<sup>nd</sup> to 42<sup>nd</sup> Avenue; 40<sup>th</sup> Avenue, 14<sup>th</sup> Street to Watch Hill Road; Watch Hill Road, 40<sup>th</sup> Avenue to Hawthorne Road).

## **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, but the last two are not.

The water rate increases approved for 2006 and 2007 allowed the City to begin a comprehensive Watermain Replacement Program. The program has two components.

**Watermain Replacements Coordinated with Street Improvements (\$1,790,250)** - For the first time, 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 or all the costs of pavement patching when the underground work is coordinated with the pavement improvements.

**Targeted Watermain Replacements (\$915,000)** - Beginning in FY12, the Water Utility will have funds available for the systematic replacement of problem watermains that are not part of the street improvement program.

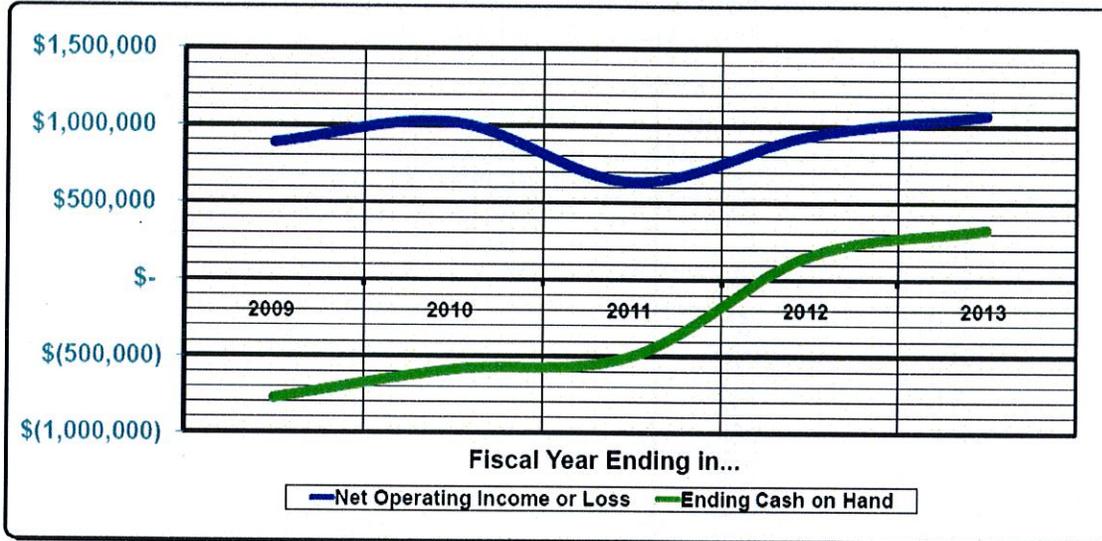
The City has 224 miles of watermain and slightly more than 3 miles will be replaced in the next five years. Assuming that the expenditure and revenue projections are accurate, the undersized watermains will be replaced by 2055.

In addition to watermain replacement, the City must continue to maintain its six water towers. One (38<sup>th</sup> Street/30<sup>th</sup> Avenue) was painted in 2007 and all the others were inspected. The inspections concluded that the 1914 vintage tower at the intersection of 14<sup>th</sup> Street with 42<sup>nd</sup> Avenue has exceeded its useful life and the other four towers need to be scheduled for painting. The proposed CIP includes \$1,645,000 for replacement of the 14<sup>th</sup> Street/42<sup>nd</sup> Avenue tower in FY10 and the painting of four towers in subsequent years. The painting of the final tower will be included in the next edition of the CIP.

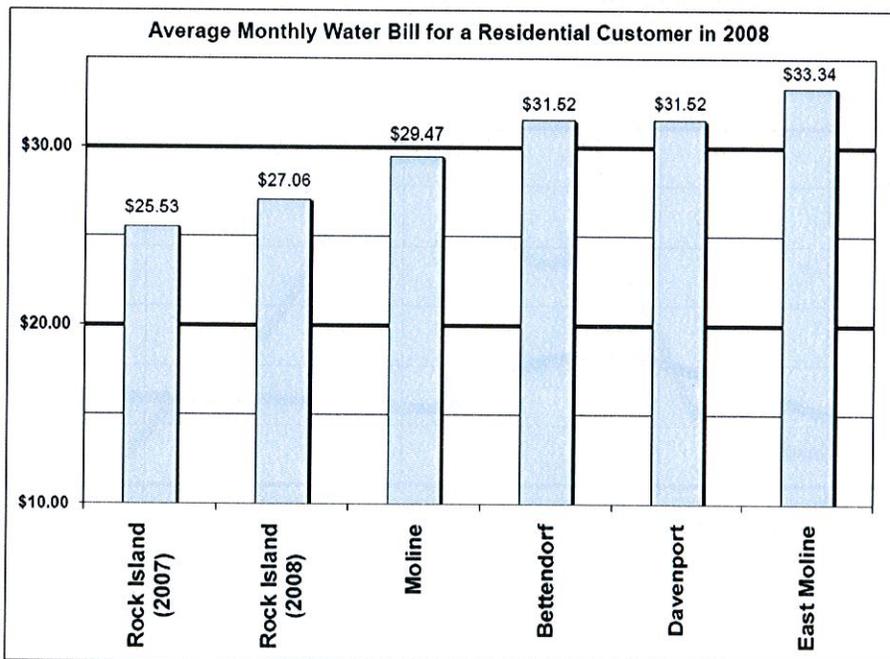
The financial projections presented a year ago in the CIP hoped to fund the Water Utility with rate increases of 4% per year. The City has been able to control some major operating costs such as personnel, but others have increased faster than anticipated.

<b>Expenditure</b>	<b>FY07</b>	<b>FY09</b>	<b>Change</b>
personnel	\$1,986,446	\$1,874,224	\$112,222 (+6.0%)
water treatment chemicals	\$323,809	\$421,575	\$97,766 (+30.2%)
fleet costs	\$123,740	\$202,466	\$78,726 (+63.6%)
utility cut repairs	\$68,000	\$140,000	\$72,000 (+106%)
liability insurance	\$63,468	\$84,386	\$20,918 (+33.0%)

We now know that in order to accomplish the capital improvements, continue day-to-day operation of the water system and eliminate the deficit in the Water Fund; rates must be increased 6% in 2008 and 5% per year in the following years. The following graph projects the results of the proposed expenditures and rate increases.



Rock Island currently has the lowest water rates in the Quad Cities and will continue to be in this position after implementation of the 6% increase. This change represents an increase of \$1.53 per month for an average residential customer.

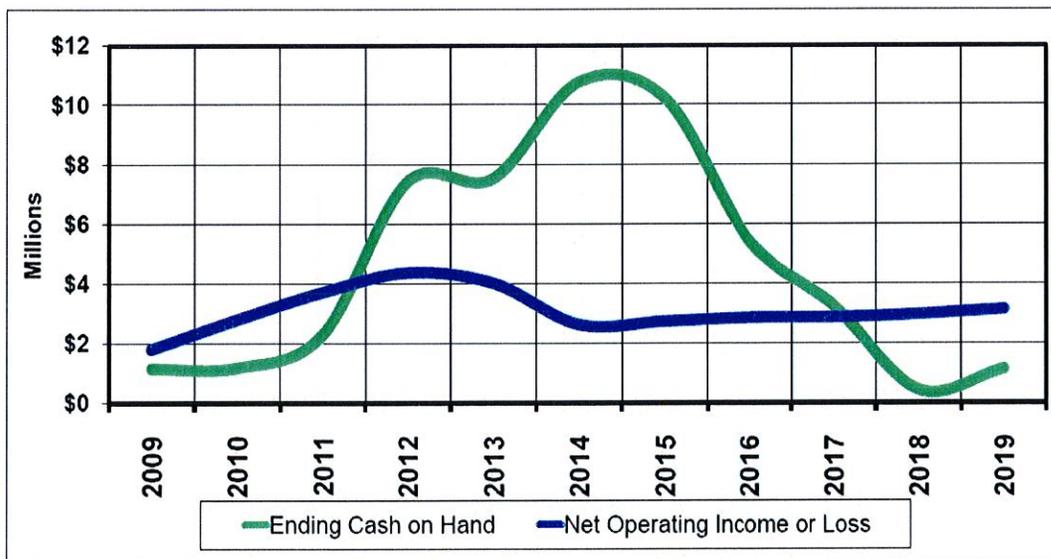


**Sewer Utility**

The federally mandated Long Term Control Plan (LTCP) dominates the CIP for the Sewer Utility. Ultimately, the capital improvements required by the LTCP will cost \$66.9M and require debt financing of \$44.0M. The financing plan submitted to the US Environmental Protection Agency includes the following schedule of rate increases.

Effective on January 1,	Amount	Comments
2006	10%	rate increase already implemented
2007	15%	rate increase already implemented
2008	20%	
2009	20%	
2010	15%	
2011	15%	
2012	3%	
2013	3%	
2014	3%	
2015	3%	
2016	3%	
2017	3%	
2018	3%	

If all the assumptions contained in the LTCP and the attached financial worksheets prove to be correct, the following graph represents the financial condition of the Sewer Utility during the implementation of the LTCP.



If the City can secure federal assistance with the LTCP construction, the need for bond financing will be reduced. This would reduce the annual debt service costs and the corresponding need for rate increases.

This edition of the CIP includes projects in two general categories.

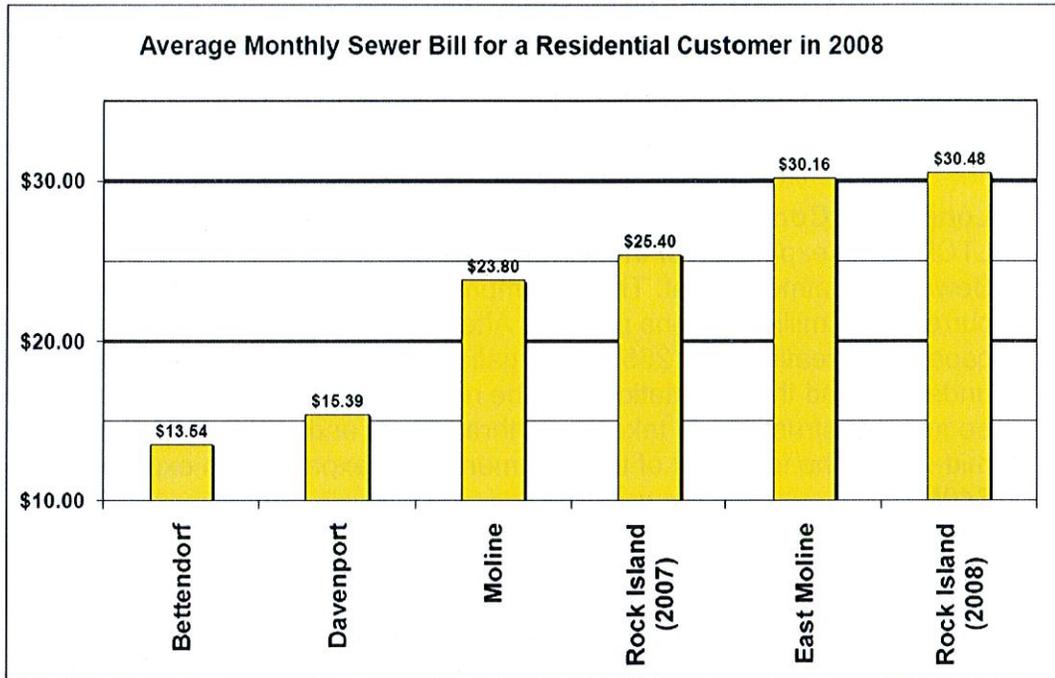
**Long Term Control Plan (\$36,938,049)** – The largest project required by the LTCP is the expansion of the wet weather treatment capacity of the Mill Street Sewage Treatment Plant. The maximum treatment capacity of the plant is currently 16 million gallons per day. After the LTCP is completed, the plant will be capable of treating over 265 million gallons per day. The design of this project is underway and the negotiations for the needed land for the expansion have begun. Construction will take about three years and a bid opening is planned for mid-2010. The total cost of the treatment plant expansion is expected to exceed \$40M.

### **Sewer Replacement/Rehabilitation Program**

**Sewer Improvements Coordinated with Street Construction (\$162,000)** - For the first time, deteriorated sewers are being replaced as part of street improvement projects. This is a very 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 Rehabilitations (\$1,750,000)** – Some old sewers retain enough structural capacity and shape to be rehabilitated by the insertion of a structural liner. This can be a very cost effective alternative because it avoids the need for open excavation and the resulting street restoration costs. The process also progresses with far less inconvenience for sewer customers. The annual contract of \$350,000 allows for the rehabilitation of about 9,000 feet of 8-inch diameter sewer per year. The locations are determined based upon sewer maintenance and televising records.

**Targeted Sewer Replacements (\$1,219,500)** – 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 five projects in this category.



Rock Island currently has the second highest sewer rates in the Quad Cities. After implementation of the 20% increase, the Rock Island rates will be the highest. This change represents an increase of \$5.08 per month for an average residential customer.

**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 \$519,000 to address long-standing stormwater problems.

**Hydroelectric Plant**

The City has signed an agreement with White Hydropower Co for acquisition of

- the leasehold rights to the Sears Powerhouse,
- water rights for the Rock River and
- the existing equipment used for a rated capacity of 600kw.

After completing this acquisition, the City will double the rated capacity to 1,200kw. The output of the expanded plant will provide almost two-thirds of the electricity used each year by City facilities.

The acquisition and expansion will be financed through a combination of general obligation bonds and Clean Renewable Energy Bonds. The plant will operate as an internal service fund and the debt service will be paid with revenues generated by the

sale of electricity to other City facilities (Mill Street Sewage Treatment Plant, Southwest Sewage Treatment Plant, City Hall, Water Treatment Plant, Raw Water Pumping Station).

### **Sunset Marina**

There are no capital improvements planned for the Sunset Marina. However, there are significant issues on the horizon.

- Maintenance Dredging

The City has relied on the US Army Corps of Engineers for financial assistance for entrance and harbor dredging since the marina was constructed. Unfortunately, the Corps has not been able to provide assistance for the last several years due to budget constraints.

The congressional draft of the federal budget includes \$100,000 for the Corps to assist with maintenance dredging in 2008. The proposed Sunset Marina budget includes \$100,000 for the City portion of the project. The harbor entrance must be dredged to allow safe passage of large boats in low river periods. If the federal assistance is not included in the final federal budget, the City will need to develop an alternative financing plan for the 2008 dredge.

- Harbor Entrance Relocation

The City partnered with the Corps to determine whether it would be cost effective to relocate or reconfigure the harbor entrance. The study concluded that an entrance change would reduce the silt loading in the harbor enough to be cost effective. Federal grant funds for the project are being sought and, if a grant is secured, the City will need to develop a plan for funding its share of the project.

- 400 Dock Replacement

The 400 Dock has exceeded its service life and should be replaced in the next few years. The Sunset Marina Boaters Advisory Committee has appointed a long-term planning subcommittee to review options for the design, construction and financing of a new 400 Dock. The results of that planning effort will need to be incorporated into the next edition of the CIP.

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### Five Year Capital Improvement Plan Summary

	FY09	FY10	FY11	FY12	FY13	Total
1 Revenue						
2						
3 Government Grants						
4 Arterial Streets	\$ 1,435,000	\$ -	\$ -	\$ 1,250,000	\$ 1,874,000	\$ 4,559,000
5 Local Streets	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
6 Water System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7 Sewer System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8 Stormwater System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9 Hydroelectric Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 Park and Recreation	\$ 249,000	\$ -	\$ -	\$ -	\$ -	\$ 249,000
11 Other (King Center Expansion)	\$ -	\$ 670,000	\$ -	\$ -	\$ -	\$ 670,000
12						
13 Gaming Revenue	\$ 1,550,000	\$ 2,021,800	\$ 950,000	\$ 2,050,000	\$ 2,176,000	\$ 8,747,800
14						
15 Other Revenue						
16 50/50 Sidewalk, Curb and Tree Program Contributions	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
17 Augustana College (11th Avenue)	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
18 Downtown Tax Increment Financing (Parking Ramp)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ -	\$ 425,000
19 Rock Island County	\$ 65,067					
20 ML King Center Expansion contributions	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
21 Motor Fuel Tax	\$ 1,765,067	\$ 1,300,000	\$ 1,425,000	\$ 750,000	\$ 1,000,000	\$ 6,240,067
22						
23 Water Utility Funds	\$ 888,800	\$ 748,750	\$ 477,500	\$ 265,000	\$ 912,000	\$ 3,292,050
24						
25 Sewer Utility Funds	\$ 3,241,536	\$ 3,280,595	\$ 3,133,367	\$ -	\$ 3,666,879	\$ 13,322,377
26						
27 Stormwater Utility Funds	\$ 70,000	\$ 66,000	\$ 72,000	\$ 149,000	\$ 232,000	\$ 589,000
28						
29 Park and Recreation Funds	\$ 603,950	\$ 1,540,000	\$ 18,000	\$ -	\$ -	\$ 2,161,950
30						

### Five Year Capital Improvement Plan Summary

	FY09	FY10	FY11	FY12	FY13	Total
31 Bonds						
32 Arterial Streets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33 Local Streets	\$ 344,000	\$ 580,000	\$ 644,000	\$ 600,000	\$ 670,000	\$ 2,838,000
34 Water System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35 Sewer System	\$ -	\$ -	\$ -	\$ 14,500,000	\$ 13,000,000	\$ 27,500,000
36 Stormwater System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37 Hydroelectric Plant	\$ 2,185,000	\$ -	\$ -	\$ -	\$ -	\$ 2,185,000
38 Park and Recreation	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
39 Other (software: King Center Expansion)	\$ 430,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,430,000
40						
41 <b>Total Revenue</b>	<b>\$ 14,637,420</b>	<b>\$ 13,842,145</b>	<b>\$ 6,854,867</b>	<b>\$ 19,724,000</b>	<b>\$ 23,565,879</b>	<b>\$ 78,559,244</b>
42						
43 <b>Expenditures</b>						
44						
45 Street and Miscellaneous Improvements	\$ 4,393,548	\$ 7,206,800	\$ 3,154,000	\$ 4,810,000	\$ 5,755,000	\$ 25,319,348
46						
47 Water System Improvements	\$ 888,800	\$ 748,750	\$ 477,500	\$ 265,000	\$ 912,000	\$ 3,292,050
48						
49 Sewer System Improvements	\$ 3,241,536	\$ 3,280,595	\$ 3,133,367	\$ 13,781,273	\$ 16,666,879	\$ 40,103,650
50						
51 Stormwater System Improvements	\$ 70,000	\$ 66,000	\$ 72,000	\$ 149,000	\$ 232,000	\$ 589,000
52						
53 Hydroelectric Plant Improvements	\$ 2,141,731	\$ -	\$ -	\$ -	\$ -	\$ 2,141,731
54						
55 Park and Recreation	\$ 852,950	\$ 2,540,000	\$ 18,000	\$ -	\$ -	\$ 3,410,950
56						
57 <b>Total Expenditures</b>	<b>\$ 11,588,565</b>	<b>\$ 13,842,145</b>	<b>\$ 6,854,867</b>	<b>\$ 19,005,273</b>	<b>\$ 23,565,879</b>	<b>\$ 74,856,729</b>

**Street and Miscellaneous Capital Improvements**

	FY09	FY10	FY11	FY12	FY13
<b>Revenue</b>					
grants and contributions					
11th Avenue Paving	\$ 1,500,000				
federal	\$ 1,500,000				
Augustana College	\$ 175,000				
Parking Ramp improvements (Downtown TIF)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	
Mill Street Improvements (federal)	\$ 400,000				
50/50 Sidewalk, Tree and Curb Program contributions	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Rock Island County for Alley behind City Hall and County Office Building	\$ 65,067				
state or federal	\$ 670,000				
local contributions	\$ 1,500,000				
ML King Center expansion					
24th Street Resurfacing (federal)	\$ 1,035,000				
Ill 92, Phase 1 (11th Street interchange)				\$ 1,250,000	
18th Avenue Widening (federal)					\$ 1,874,000
	<b>\$ 3,310,067</b>	<b>\$ 2,305,000</b>	<b>\$ 135,000</b>	<b>\$ 1,410,000</b>	<b>\$ 1,909,000</b>
gaming revenue					
Enhanced Local Streets Program	\$ 700,000	\$ 500,000	\$ 700,000	\$ 500,000	\$ 700,000
50/50 Sidewalk, Curb and Tree Program	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
18th Avenue Resurfacing, Mill Street to 12th Street	\$ 700,000				
24th Street Resurfacing, 18th to 31st Avenue	\$ 100,000				
30th Street Resurfacing, 31st Avenue to Blackhawk Road		\$ 1,471,800			
24th Street Resurfacing, 7th to 9th Avenue			\$ 200,000		
Ill 92, Phase 1 (11th Street interchange)				\$ 1,500,000	
18th Avenue Widening, 17th Street to the Moline border					\$ 1,426,000
	<b>\$ 1,550,000</b>	<b>\$ 2,021,800</b>	<b>\$ 950,000</b>	<b>\$ 2,050,000</b>	<b>\$ 2,176,000</b>

### Street and Miscellaneous Capital Improvements

	FY09	FY10	FY11	FY12	FY13
general obligation bonds					
financial software	\$ 430,000				
24th Avenue Resurfacing, 32nd to 38th Street	\$ 344,000				
ML King Center expansion		\$ 1,000,000			
14th and 15th Street, Blackhawk Road - 48; 48th Avenue, 14-15		\$ 580,000			
26th Avenue Resurfacing, 32nd to 34th Street			\$ 399,000		
6th Avenue Resurfacing, 9th to 11th Street			\$ 245,000	\$ 600,000	
46th Street, 28th Avenue and 47th Street Court					\$ 460,000
44th Street Reconstruction, 41st Street to Blackhawk Road					\$ 210,000
37th Avenue Reconstruction, east of 44th Street					\$ 670,000
	\$ 774,000	\$ 1,580,000	\$ 644,000	\$ 600,000	\$ 670,000
sub-total	\$ 5,634,067	\$ 5,906,800	\$ 1,729,000	\$ 4,060,000	\$ 4,755,000
Motor Fuel Tax	\$ 1,765,067	\$ 1,300,000	\$ 1,425,000	\$ 750,000	\$ 1,000,000
total revenue	\$ 7,399,134	\$ 7,206,800	\$ 3,154,000	\$ 4,810,000	\$ 5,755,000
<b>Expenditures</b>					
<b>&lt;&lt; Arterial, Collector and Downtown Streets &gt;&gt;</b>					
<b>Mill Street Improvements (2550)</b>	<b>\$ 465,000</b>				
<i>The project includes driving surface improvements and landscaping. \$400,000 will be paid from a federal grant.</i>					
<b>18th Avenue Resurfacing, Mill Street to 12th Street (2573)</b>	<b>\$ 1,400,000</b>				
<i>The work will include the replacement of severely deteriorated sections of pavement and gutter and the addition of a new asphalt driving surface. (PCI range from 0 (failed) to 45 (fair); ADT range from 3,500 to 8,500 vpd. \$700,000 will be paid from Illinois Motor Fuel Tax.</i>					
<b>24th Street Resurfacing, 18th to 31st Avenue (2569, 2591)</b>	<b>\$ 2,135,000</b>				

## Street and Miscellaneous Capital Improvements

	FY09	FY10	FY11	FY12	FY13
<p>The work will include the replacement of severely deteriorated sections of pavement and gutter and the addition of a new asphalt driving surface. (PCI range from 16 (very poor) to 31 (poor); ADT range from 6,500 to 7,300 vpd). \$1,035,000 will be paid from a federal grant. \$1,000,000 will be paid with Illinois Motor Fuel Tax. See the Water Utility and Sewer Utility projects for companion water and sewer system improvements.</p>					
<p><b>30th Street Resurfacing, 31st Avenue to Blackhawk Road</b></p> <p>The work will include the replacement of severely deteriorated sections of pavement and gutter and the addition of a new asphalt driving surface. (PCI range from 7 (failed) to 19 (very poor); ADT = 5,600 vpd). \$1,000,000 will be paid from Illinois Motor Fuel Tax. See the Sewer Utility projects for the related sewer system improvement.</p>		\$ 2,471,800			
<p><b>25th Avenue Resurfacing, 17th to 24th Street</b></p> <p>The work will include the replacement of severely deteriorated sections of pavement and gutter and the addition of a new asphalt driving surface. (PCI range from 7 (failed). The costs of this project will be paid with Illinois Motor Fuel Tax.</p>		\$ 300,000			
<p><b>Turkey Hollow Road Resurfacing and Bridge Renovation, Andalusia</b></p> <p>The work will include the placement of a new asphalt driving surface on the roadway and the replacement of the bridge deck. The project will be paid from Illinois Motor Fuel Tax. (ADT = 4,200 vpd)</p>			\$ 1,000,000		
<p><b>24th Street Resurfacing, 7th to 9th Avenue</b></p> <p>The work will include the replacement of deteriorated sections of pavement and gutter, the addition of a new asphalt driving surface. \$425,000 will be paid from Illinois Motor Fuel Tax and \$200,000 will be paid from gaming revenue. See the Water Utility projects for the related water system improvement. (PCI range from 26 (poor); ADT = 4,900 vpd).</p>			\$ 625,000		
<p><b>Illinois 92 relocation, Phase 1</b></p> <p>Construct the 11th Street interchange (\$1,500,000 from Gaming, \$1,250,000 from federal aid and \$800,000 from Motor Fuel Tax). Future phases will include new interchanges at 38th Street and 46th Street and the reduction of the westbound pavement between 27th Street and 38th Street.</p>				\$ 3,500,000	
<p><b>18th Avenue Widening, 17th Street to the Moline border</b></p> <p>18th Avenue will be widened and resurfaced between 17th Street and the Moline border (PCI range from 46 (fair) to 80 (very good); ADT range from 7,900 to 17,600 vpd). \$1,000,000 will be paid from Illinois Motor Fuel Tax and \$1,874,000 will be paid with a federal grant.</p>					\$ 4,300,000

**Street and Miscellaneous Capital Improvements**

	FY09	FY10	FY11	FY12	FY13
<b>&lt;&lt; Street Special Projects &gt;&gt;</b>					
<b>50/50 Sidewalk, Curb and Tree Program (2142)</b> <i>Residents can replace deteriorated sidewalks or curbs and plant boulevard trees using this program. The resident pays one-half the construction cost. The</i>	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
<b>11th Avenue Paving (2549)</b> <i>Construct a new street west of 38th Street to support the new Augustana College dormitory. Federal funds will pay \$1,500,000 of the cost.</i>	\$ 1,875,000				
<b>&lt;&lt; Special Assessment Program - General Obligation Bond Component &gt;&gt;</b>					
<b>24th Avenue Reconstruction, 32nd to 34th Street (2442)</b> <i>The existing roadway and portions of the storm sewer system will be replaced. A portion of the cost of the project will be assessed to adjacent property owners. (PCI = 6 (failed))</i>	\$ 322,000				
<b>Reconstruction of 14th Street, 46th to 48th Avenue; 15th Street, 46th to 48th Avenue; 48th Avenue, 14th to 15th Street</b> <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties. (PCI = 0 (failed))</i>		\$ 580,000			
<b>26th Avenue Reconstruction, 32nd to 34th Street</b> <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties. (PCI = 10 (failed))</i>			\$ 399,000		
<b>6th Avenue Resurfacing, 9th to 11th Street</b> <i>The existing pavement and curb will be replaced as necessary and new asphalt driving surface will be installed. The storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. (PCI = 27 (poor))</i>			\$ 245,000		
<b>46th Street, 29th Avenue and 47th Street Court Reconstruction</b> <i>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. (PCI = 23 (very poor))</i>				\$ 600,000	

**Street and Miscellaneous Capital Improvements**

	FY09	FY10	FY11	FY12	FY13
<p><b>44th Street Reconstruction, 41st Avenue to Blackhawk Road</b>  <i>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. (PCI = 11 (very poor))</i></p>					\$ 460,000
<p><b>37th Avenue Reconstruction, east of 44th Street</b>  <i>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. (PCI = 0 (failed))</i></p>					\$ 210,000
<p><b>&lt;&lt; Special Assessment Resurfacing Program - Gaming Revenue Component &gt;&gt;</b>  <i>The street pavements in this section of the Local Street Improvement Program are in significantly better condition than most of the projects included in the previous section. These projects will require minimal pavement removal and replacement before the addition of a new asphalt driving surface. As a result, the unit cost for these projects is about one-quarter of the costs of the projects in the previous section.</i></p>					
<p><b>2008 Construction Program</b>                      14th St, 32nd to 42nd Ave (PCI = 45 (fair))                      40th Ave, 14th St to Watch Hill Rd (PCI = 48 (fair))                      Watchhill Rd, 40th Ave to Hawthorne Rd (PCI = 48 (fair))</p>	\$ 700,000				
<p><b>2009 Construction Program</b>                      23rd Ave, 24th to 26th St (PCI = 47 (fair))                      22 1/2 Ave, 25th to 27th St (PCI = 46 (fair))                      27th Street, 21st to 22 1/2 Avenue (PCI = 40 (poor))                      24th Ave, 34th to 38th St (PCI = 58 (good))</p>		\$ 500,000			
<p><b>2010 Construction Program</b>                      15th Avenue, 33rd to 38th St (PCI = 48 (fair))                      16th Avenue, 33rd to 38th St (PCI = 33 (poor))                      35th Street, 14th to 18th Avenue (PCI = 42 (poor))</p>			\$ 700,000		

**Street and Miscellaneous Capital Improvements**

	FY09	FY10	FY11	FY12	FY13
<b>2011 Construction Program</b>					
42nd Street, 29th Avenue to Saukie Golf Course (PCI = 48 (fair))				\$ 500,000	
44 th Street, 29th Avenue to Saukie Golf Course (PCI = 41 (fair))					
37th Avenue, 30th to 34th Street (PCI = 53 (fair))					
34th Street, 35th to 38th Avenue (PCI = 54 (fair))					\$ 700,000
<b>2012 Construction Program</b>					
20th Avenue, 32nd to 34th Street (PCI = 53 (fair))					
8th Avenue, 42nd to 46th Street (PCI = 44 (fair))					
9th Avenue, 44 1/2 to 46th Street (PCI = 32 (poor))					
<b>&lt;&lt; Odds and Ends &gt;&gt;</b>					
<b>ML King Center expansion</b>		\$ 3,170,000			
<i>The financing plan assumes that the project will be funded by \$1,000,000 from general obligation bonds (to be retired with gaming revenue), \$1,500,000 from private contributions and \$670,000 from state/federal grants.</i>					
<b>Parking Ramp renovations (2374)</b>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	
<i>The parking building is approaching 30 years of service and needs structural repairs, joint sealing and pavement sealing to remain viable for another 15 to 20 years. The Downtown Tax Increment Financing Fund will contribute the funds needed for the work.</i>					
<b>Fire Stations 2, 3 and 4 (transfer to the General Fund)</b>	\$ 42,900				
<i>Install natural gas powered emergency generators.</i>					
<b>Finance Software</b>	\$ 430,000				
<i>Replace the City's financial software.</i>					

**Street and Miscellaneous Capital Improvements**

	FY09	FY10	FY11	FY12	FY13
<b>Fire Department Communications (transfer to the General Fund)</b>	\$ 3,600				
<i>The department uses 26 portable radios. 11 have already been replaced. This expenditure plus \$400 from gaming funds will replace 5 more. 10 more will need to be replaced in the coming years.</i>					
<b>Computer Equipment Replacement (transfer to the General Fund)</b>	\$ 150,000				
<i>This allocation will fund the scheduled replacement of computer work stations and servers in FY09.</i>					
<b>Communications Infrastructure Replacement</b>	\$ 119,000				
<i>This allocation will begin the switch to voice over IP technology and expand the fiber infrastructure.</i>					
<b>Quad City Wayfinding Signage (transfer to the General Fund)</b>	\$ 8,500				
<i>The Quad Cities have adopted a uniform wayfinding system and this allocation will fund the Rock Island portion.</i>					
<b>Crosstown Bicycle Path design</b>	\$ 81,000				
<i>The City received a state grant (\$200,000) for the construction of a bicycle path connecting Ben Williamson park with the intersection of 38th Street/31st Avenue. The sidewalk along Blackhawk Road will be extended about 850 feet from 38th Street west to the existing sidewalk as part of this project. Construction will be undertaken in FY10. The preliminary cost estimate for the project is about \$580,000. The source of the local share of the construction (\$380,000) has not yet been determined.</i>					
<b>Salt Dome Roof Replacement</b>	\$ 25,000				
<i>The total cost is \$65,000. \$40,000 will be provided by gaming funds.</i>					
<b>Alley behind City Hall and the County Office Building</b>	\$ 130,134				
<i>The alley will be resurfaced as a 50/50 partnership with Rock Island County.</i>					
<b>total expenditures</b>	\$ 8,072,134	\$ 7,206,800	\$ 3,154,000	\$ 4,810,000	\$ 5,755,000

# Water Utility Projects

	FY09	FY10	FY11	FY12	FY13	Total
<b>Major Contract Maintenance Projects</b>						
<b>Water Tower Repair and Painting</b>						
Reservoir Tower (500,000)			\$ 525,000			\$ 525,000
14th Avenue (500,000 gallons)				\$ 375,000		\$ 375,000
Ridgewood Road Water Tower (250,000 gallons)					\$ 275,000	\$ 275,000
<b>Total</b>	\$ -	\$ -	\$ 525,000	\$ 375,000	\$ 125,000	\$ 1,300,000
<b>Raw Water Pumping Station tuckpointing</b>						
<b>Capital Improvement Projects</b>						
<b>Watermains Under Street Program Projects</b>						
24th Avenue, 32nd to 34th Street	\$ 70,000					\$ 70,000
14th Street, 46th to 48th Avenue, 48th Avenue, 14th to 15th Street		\$ 110,000				\$ 110,000
26th Avenue, 32nd to 34th Street			\$ 70,000			\$ 70,000
6th Avenue, 9th to 11th Street			\$ 80,000			\$ 80,000
24th Street, 18th to 31st Avenue	\$ 702,000					\$ 702,000
24th Avenue, 34th to 38th Street		\$ 168,750				\$ 168,750
24th Street, 7th to 9th Avenue			\$ 290,000			\$ 290,000
15th Avenue, 33rd to 38th Street			\$ 37,500			\$ 37,500
8th Avenue, 42nd to 46th Street					\$ 100,000	\$ 100,000
9th Avenue, 44 1/2 to 46th Street					\$ 162,000	\$ 162,000
<b>Water Towers</b>						
Replace 14th Street Water Tower (100,000 gallon)		\$ 470,000				\$ 470,000
<b>Watermain Replacement Program</b>						
28th Avenue watermain replacement				\$ 265,000		\$ 265,000
36th Avenue water and sewer replacement						\$ -
15th Street water and sewer replacement						\$ -
Northwest Connection to Bowers French Farm Addition					\$ 200,000	\$ 200,000
11th Street watermain replacement					\$ 450,000	\$ 450,000
<b>TOTAL</b>	\$ 772,000	\$ 748,750	\$ 477,500	\$ 265,000	\$ 912,000	\$ 3,175,250

## Sewer Utility Projects

FY09	FY10	FY11	FY12	FY13	Total
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design of the Mill Street STP improvements, property acquisition and the beginning of construction; all portions of the LTCP must be operational by March 31.

Long Term Control Plan (LTCP) Capital Improvements	\$ 2,458,636	\$ 2,532,395	\$ 2,608,367	\$ 13,121,773	\$ 16,216,879	\$ 36,938,049
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### Non-LTCP Capital Improvements

#### Sanitary/Combined Sewers Under Street Program Projects

24th Street, 18th to 31st Avenue	\$ 33,900				\$ 33,900	
30th Street, 31st Avenue to Blackhawk Road		\$ 28,200			\$ 28,200	
8th Avenue, 42nd to 46th Street			\$ 60,000		\$ 60,000	
9th Avenue, 44 1/2 to 46th Street			\$ 40,000		\$ 40,000	
<b>Sanitary/Combined Sewers Under Street Program Project Total</b>	<b>\$ 33,900</b>	<b>\$ 28,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 162,100</b>

#### Sanitary/Combined Sewer Projects

Collection System Reconstruction/Rehabilitation	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
37th and 38th Street Sanitary Sewer Replacement	\$ 365,000				\$ 365,000
Sanitary Sewer Replacement in the Alley East of 31st		\$ 370,000			\$ 370,000
11th Street Sanitary Sewer Replacement			\$ 175,000		\$ 175,000
36th Avenue water and sewer replacement			\$ 175,000		\$ 175,000
15th Street water and sewer replacement			\$ 134,500		\$ 134,500
<b>Sanitary/Combined Sewer Project Total</b>	<b>\$ 715,000</b>	<b>\$ 720,000</b>	<b>\$ 525,000</b>	<b>\$ 659,500</b>	<b>\$ 2,969,500</b>
<b>Total Non-LTCP Capital Improvements</b>	<b>\$ 748,900</b>	<b>\$ 748,200</b>	<b>\$ 525,000</b>	<b>\$ 659,500</b>	<b>\$ 3,131,600</b>

## Stormwater Utility Projects

	FY09	FY10	FY11	FY12	FY13	Total
25th Avenue Drainage Improvements (west of 40th Street)	\$ 25,000					
Pollution Filter Installation at City fleet fueling island	\$ 45,000					
Storm Sewer Outfall at Maple Ridge Apartments		\$ 66,000				\$ 66,000
4523 23rd Avenue Storm Sewer			\$ 72,000			\$ 72,000
2350 29th Street Storm Sewer				\$ 106,000		\$ 106,000
12 Hillcrest Court Storm Sewer				\$ 43,000		\$ 43,000
3273 31st Avenue Storm Sewer					\$ 122,000	\$ 122,000
30th Street south of 31st Avenue					\$ 40,000	\$ 40,000
27th Street/2th Avenue Storm Sewer Improvements					\$ 70,000	\$ 70,000
	\$ 70,000	\$ 66,000	\$ 72,000	\$ 149,000	\$ 232,000	\$ 519,000

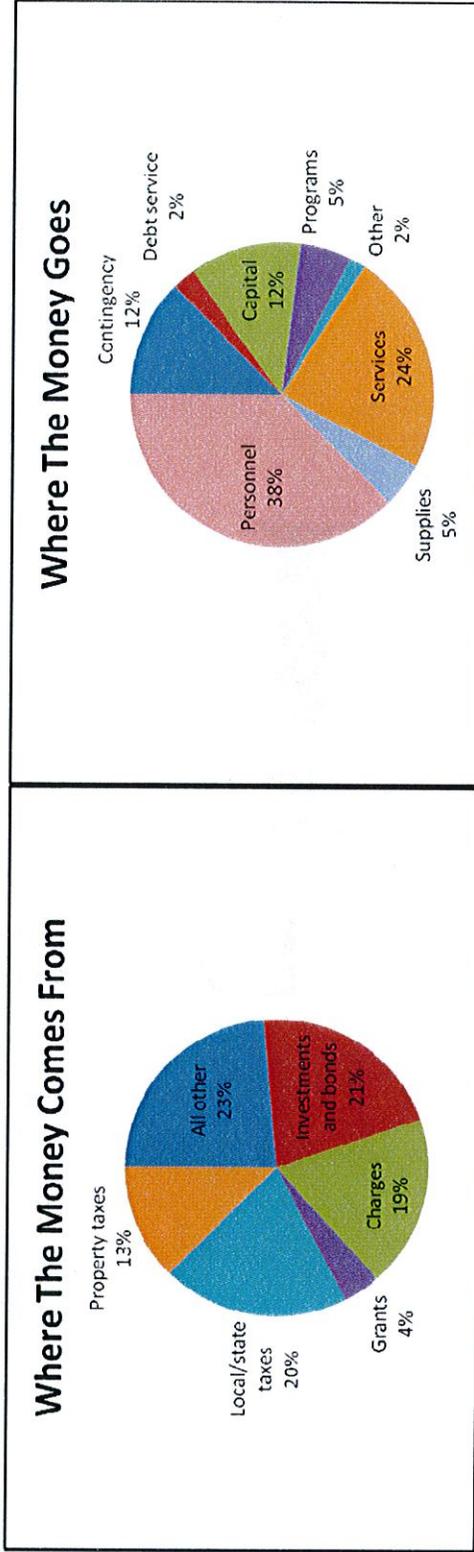
# Hydroelectric Utility Projects

	FY09	FY10	FY11	FY12	FY13	Total
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## Capital Improvement Projects

acquisition of existing fixed equipment	\$ 1,335,500					\$ 1,335,500
building renovation	\$ 275,080					\$ 275,080
plant expansion	\$ 531,151					\$ 531,151
						\$ -
	<b>\$ 2,141,731</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,141,731</b>

## 2009 Capital Improvements



The City of Rock Island's funding for capital projects comes from a variety of sources but generally falls into one of several categories; grants, gaming, contributions, motor fuel tax, water charges, sewer charges, stormwater charges, or general obligation bonds.

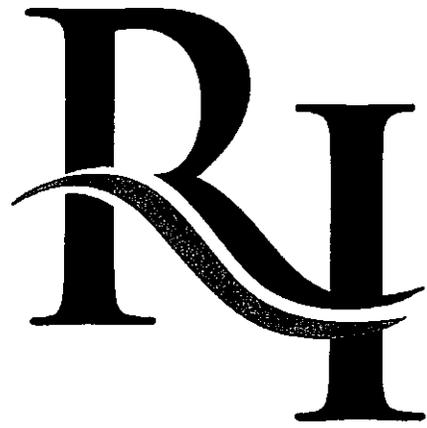
Capital Expenditure projects for FY 2009 are classified into ten specific areas; streets, water system improvements, sewer system improvements, stormwater system improvements, hydroelectric plant, community development, parks, fleet services, government facilities and information technology.

Street improvement projects dominate the capital improvement plan which is essential to attract both commercial and residential development, expand retail within the city and further grow the economy of Rock Island. The capital improvements projects are directly related to the council goals and priorities, and are further evidenced by reviewing the detail in the miscellaneous section, Table 1.



ROCK ISLAND  
ILLINOIS

# MISCELLANEOUS



ROCK ISLAND  
ILLINOIS

**Capital**

**Table 1**

Fund Dept Center	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
101 2526	081	564400			Large printer/copier	32,000
101 2526	081	564410			Applicant tracking software	46,000
101 6171	114	562300			HVAC	3,500
202 3132	801	563110			Replace broken tile with concrete	110,000
202 3132	801	563200			Gateway landscaping 1 <sup>st</sup> Av and 24 <sup>th</sup> St	200,000
202 3132	801	563400			Streetscape furniture	225,000
					Blackhawk Mural Lighting	40,000
207 3132	801	562300	321001		Sylvan Slough fill in outfall	27,000
					Sylvan Slough maintenance	11,000
					Sylvan Slough reseed small area	3,000
207 3132	801	563100	321015		Infrastructure - Ridgewood Industrial Park	41,000
207 3132	801	563200	321001		Gateway landscaping 44 Street & RI Parkway	200,000
207 3132	801	563200	321015		Wetland Ridgewood Industrial Park	65,000
						50,000
221 6166	311	563100	761661		West Rock River Bridge traffic light at Valley View	12,075
221 6166	311	563100	762037		85th Av W. paving, RI Parkway to Turkey Hollow Rd	262,569
221 6166	311	563100	762494		Casino	43,000
221 6166	311	563100	762320		City Hall alley	65,067
251 7181	401	562300			Main Library chiller	165,000
251 7181	401	564400	0	9016	Equipment	18,000
301 2526	81	564200	762502		Voice over IP (VOIP)	119,000
301 2526	81	564410			Financial software	430,000
301 6162	381	562300	762374		Parking Ramp	90,000
301 6162	381	565100	762374		Parking Ramp - Engineering	10,000
301 6166	311	563100	762037		85th Av W. paving, RI Parkway to Turkey Hollow Rd	15,000
301 6166	311	565100	762037		85th Av W. paving, RI Parkway to Turkey Hollow Rd -	260,000
301 6166	315	563100	762320		City Hall alley	
301 6166	315	563900	762595		American Discovery bicycle trail	275,000
301 6166	315	565100	762320		City Hall alley	49,933
301 6166	315	565100	762595		American Discovery bicycle trail	266,100
301 6166	315	565100	762608		City Hall alley	15,134
301 6166	315	565100	762608		American Discovery bicycle trail	33,900
301 6166	316	563100	762442		Crosstown Bicycle Trail	81,000
301 6166	316	563100	762549		24 Avenue reconstruction, 32 to 34 Street	300,000
301 6166	316	565100	762442		11 Avenue reconstruction, 36 - 38 street	373,000
301 6166	316	565100	762442		24 Avenue reconstruction, 32 to 34 Street	22,000
301 6166	316	565100	762549		11 Avenue reconstruction, 36 - 38 street	125,000
301 6166	316	565100	762574		25 Avenue Improvement	22,000
						2,212,067

**Capital**

**Table 1**

Fund Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
501	6169	356	563600	762037	Watermain replacement program - 85 Av W	116,800
501	6169	356	563600	762569	Watermain replacement program - 24 St, 18-24 Av	305,000
501	6169	356	563600	762591	Watermain replacement program - 24 St, 25-31 Av	305,000
501	6169	356	563600	762593	Watermain replacement program - 24 Av, 32-34 St	62,000
501	6169	356	565100	762569	Watermain replacement program - 24 St, 18-24 Av	46,000
501	6169	356	565100	762591	Watermain replacement program - 24 St, 25-31 Av	46,000
501	6169	356	565100	762593	Watermain replacement program - 24 Av, 32-34 St	8,000
<hr/>						
506	6168	341	565100	762587	Long-term control plan	2,458,636
506	6169	346	563700	762494	Casino	29,000
506	6169	346	563700	762517	Shadybrook lift station	4,000
506	6169	346	563700	762569	Sewer System Improv - 24 St 18-25 Av	15,000
506	6169	346	563700	762571	Sewer System Improv - 2007 Pipelining program	300,000
506	6169	346	565100	762571	Sewer System Improv - 2007 Pipelining program	50,000
506	6169	346	563700	762591	Sewer System Improv - 24 St, 25-31 Av	350,000
506	6169	346	563700	762602	Sewer System Improv -37-38 St, 11-12 Av	15,000
506	6169	346	563700	762517	Shadybrook lift station	320,000
506	6169	346	565100	762569	Sewer System Improv - 24 St 18-25 Av	500
506	6169	346	565100	762591	Sewer System Improv - 24 St, 25-31 Av	1,950
506	6169	346	565100	762602	Sewer System Improv -37-38 St, 11-12 Av	1,950
506	6169	346	567100		Property lease	45,000
<hr/>						
507	6169	348	563700		25 Avenue drainage improvement west of 40 St	20,000
507	6169	348	563700		Pollution filter at city fuel station	40,000
507	6169	348	565100		Pollution filter at city fuel station	10,000
<hr/>						
555	8198	551	562100		Sprayground/Parking lot WWJ	250,000
555	8292	601	562300		Green parking lot	130,000
555	8292	601	563900		Replace greenhouse boiler	15,000
555	8292	601	564500		Bike Trail - Rock River Bridge	310,000
555	8292	601	564510		Pickup truck	22,000
555	8292	601	564510		Riding mower	21,000
555	8292	601	564510		Chipper	19,000
555	8292	601	564810		Playground replacement	20,000
555	8292	613	564510	922202	Maintenance equipment	500
555	8394	751	564510		Core harvester	12,000
					Leaf blower	6,500
					Dump truck	20,000
<hr/>						
555	8395	753	567100		Lease ice machine	38,500
555	8594	701	564510		(2) leaf blowers	2,950
555	8992	601	564810		Recreation equipment	13,000
<hr/>						
						888,800

**Capital**

**Table 1**

Fund Dept	Center	Cost	Object	Project/ Program	Grant	Description	Budget Amount
555	8997	564	564800			Fitness equipment donation	400
555	8997	564	564810			Recreation equipment	600
601	6171	362	564300			Diagnostic equipment	12,000
601	6171	365	564500			Roll-off truck	195,250
						Combination sewer machine	246,750
						Bucket truck	175,000
						Trailer	6,500
						Zero turn mower	8,000
						(5) service bodies	50,665
						Hybrid SUV – fire	24,095
						(2) Hybrid SUV – park	48,190
						Minivan	18,420
						1 Ton dump truck – park	32,000
						¾ Ton dump truck – park	22,000
						6' plow and hitch	3,500
						8' plow and hitch	6,500
						Salvage	-13,600
							823,270
609	6168	41	567100			State lease payment	5,500
609	6168	369	562300	762590		Building improvements	243,880
609	6168	369	564700	762590		Equipment	387,401
609	6168	369	565100	762590		Engineering	174,950
609	6168	369	567100	762590		Capital lease – Hydroplant	2,141,731
							1,330,000
							835,270
							<u>11,588,565</u>

# Infrastructure Maintenance Projects

Table 2

Fund Dept Center	Object	Project/ Program	Grant	Description	Budget Amount
101 6171 111	538601			Remodel police locker room	135,000
101 6171 111	538601			Remodel police locker room bathroom	27,500
221 6166 311	538602	762077		Blackhawk Road widening, 24 – 38 Street	61,000
221 6166 311	538602	762499		5 Avenue resurfacing, 24 – 38 Street	96,000
221 6166 311	538602	762569		24 Street resurfacing, 18 – 31 Avenue	565,400
221 6166 311	538602	762573		18 Avenue resurfacing, Mill Street to 12 Street	700,000
301 6166 311	538602	762573			525,000
221 6166 311	538602	762591		24 Street resurfacing, 25 – 31 Avenue	434,600
301 6166 315	538602	762142		50/50 Sidewalk	50,000
301 6166 316	538602	762589		14 Street, 32 – 42 Avenue & 40 Avenue Watch Hill Road resurfacing	610,000
301 6171 111	538601	762576		City Hall window replacement	222,000
301 6171 111	538601	762580		City Hall elevator	109,511
301 6171 111	538601	762583		City Hall fire alarm	80,000
					<u>3,616,011</u>

**Economic Development Projects**

**Table 3**

Fund Dept	Center	Object	Project/ Program	Grant	Description	Budget Amount
202	2132	801	551130		Façade improvement program	150,000
202	2132	801	551310		Renaissance Gold/Voss loft housing	74,000
202	2132	801	552181		TIF loft housing	200,000
202	2132	801	552600		Artist loan program	50,000
202	3132	801	553230		McKesson renovation	400,000
					Public Art Program	135,000
					Rocket Theatre	200,000
					Old Lincoln School	200,000
					DeSoto maintenance	20,000
						<u>955,000</u>
						1,429,000
204	3132	801	551130		11 ST façade improvement program	75,000
204	3132	801	551300		Building and business incentives	358,000
204	3132	801	551310		Rebate - Cotton Mill	22,387
204	3132	801	553110		Purchase tax auction properties	6,000
						<u>461,387</u>
205	3132	801	551130		Façade improvement program	75,000
205	3132	801	551300		Assistance to Habitat for housing.	1,500
205	3132	801	553110		Tax auction properties	6,000
					Property purchases	70,000
						<u>152,500</u>
207	3132	801	551130		Façade improvement program	150,000
207	3132	801	551300		Prairie View Subdivision	
					Green initiative	250,000
					Retail recruitment	10,000
					Habitat permits	54,730
					Columbia Park	3,000
207	3132	801	551300	321018	Special economic development projects	317,730
207	3132	801	551300	762363	Lawson/Valdom	150,000
207	3132	801	551310		TESBO sales tax rebate	100,000
					Residential rebates	7,000
					Interstate Railway easement	60,000
207	3132	801	553110		Purchase tax auction properties	125,000
					Children's Garden construction	6,500
						<u>192,000</u>
207	3132	801	553210		Purchase tax auction properties	12,500
						<u>500,000</u>
						1,422,230
						<u><u>3,465,117</u></u>

**Allocation of Gaming and General Fund Carryover Funds  
FY 2009 Budget**

**Table 4**

	Gaming Funds	General Fund Carryover	Total	Expenditure Account #	Transfer-out Account #	Transfer-in Account #
<b>Available</b>	<b>4,090,300</b>	<b>430,000</b>	<b>4,520,300</b>			
<b>Allocations:</b>						
Legislative consultant	110,000		110,000	101-1212-041-53170C		101-0-0-496223
<b>General Administration</b>	<b>110,000</b>	<b>0</b>	<b>110,000</b>			
Community marketing	150,000		150,000	207-3132-801-54110C		207-0-0-496223
DARI	16,270		16,270	207-3132-801-54110C		207-0-0-496223
Events Coordinato	20,000		20,000	207-3132-801-54110C		207-0-0-496223
Economic development rebate prograr	185,000		185,000	207-3132-801-55131C		207-0-0-496223
Demolitor	200,000		200,000	207-3132-801-53810C		207-0-0-496223
Facade Improvement Program	150,000		150,000	207-3132-801-55113C		207-0-0-496223
Gateway Signs	65,000		65,000	207-3132-801-56320C		207-0-0-496223
Economic development special project	100,000		100,000	207-3132-801-55130C		207-0-0-496223
Columbia Park	0		0			
Green Initiatives	10,000		10,000	207-3132-801-55130C		207-0-0-496223
Retail Recruitment	54,730	0	54,730	207-3132-801-55130C		207-0-0-496223
Social services organization:	50,000		50,000	101-3133-851-55140C		101-0-0-496223
<b>Community &amp; Economic Development</b>	<b>1,001,000</b>	<b>0</b>	<b>1,001,000</b>			
Renovate 8 workspace:	0		0			
<b>Finance</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Fire rescue truck			0			
Natural gas generators for stations 2, 3 and Station #2	17,700		17,700	101-4551-292-52420C		101-0-0-496301
Station #3	11,100		11,100	101-4551-293-52420C		101-0-0-496301
Station #4	14,100		14,100	101-4551-295-52420C		101-0-0-496301
Thermal imaging cameras (2)	15,400		15,400	101-4552-271-52420C		101-0-0-496223
Portable radios	400		400	101-4552-271-52425C		101-0-0-496223
Portable radios	3,600		3,600	101-4552-271-52425C		101-0-0-496301
<b>Fire</b>	<b>15,800</b>	<b>46,500</b>	<b>62,300</b>			
Financial software	0		0			
Voice over IP & communications infrastrucur:	119,000		119,000	301-2526-081-564200-76250Z		
Personnel software	14,000		14,000	101-2526-081-56441C		101-0-0-496223
Annual computer equipment replacemen	0		0			
Miscellaneous Equipment	0		0			
Servers	115,000		115,000	101-2526-081-52441C		101-0-0-496301
Citywide e-mail upgrad	35,000		35,000	101-2526-081-52441C		101-0-0-496301
Large format printer/scanner/cople	0		0			
PW AVL	32,000		32,000	101-2526-081-56440C		101-0-0-496223
Laptops (8) for City Council	0		0			
PW "Toughbook" PC's (4)	14,000		14,000	101-2526-081-52441C		101-0-0-496223
Security camera at Whitewater Junction	0		0			
<b>Information Technology</b>	<b>60,000</b>	<b>269,000</b>	<b>329,000</b>			
Main Library chillie	165,000		165,000	251-7181-401-56230C		251-0-0-496223
<b>Library</b>	<b>165,000</b>	<b>0</b>	<b>165,000</b>			
MLK Center expansion debt servic	0		0			
18 passenger van or minibu	0		0			
Tables (20) and chairs (50) for event:	0		0	211-3536-941-52440C		101-2121-041-581211 211-0-0-496101

**Martin Luther King Jr Center**

RI Fitness and Activity Cente	0	0	0	
Amory Park Desigr	0			
Bicycle trail cross town extensioi	0			
ML King Jr Center playground	0			
Whitewater Junction slide/spraygroun	0			
Whitewater Junction debt service	85,000	555-8198-551-57110C	223-8198-551-581555	555-8198-0-496223
Hauberg West softball diamond lightint	0			
Hauberg Center heat pipe replacemer	0			
Hauberg West softball parking lo	0			
Sunset Park playground replacemer	0			
31st Avenue softball site redevelopmer	0			
Hauberg Center plumbing repairs	0			
Highland Springs Golf Course fence and gat	0			
Sunset Park east boat ramp parking lc	0			
McKay Park east playground replacemer	0			
Hauberg Center crown molding rehabilitatio	0			
Resurface inside surface of bridge fountain:	0			
<b>Park</b>	<b>85,000</b>	<b>0</b>	<b>85,000</b>	
Remodel locker room	135,000	101-6171-111-538601	223-6171-111-581101	101-0-0-496223
Remodel locker room bathroom	27,500	101-6171-111-538601	223-6171-111-581101	101-0-0-496223
Remodel 2nd floor bathroom	0			
Remodel the 2nd floor smoking room	0			
<b>Police</b>	<b>162,500</b>	<b>0</b>	<b>162,500</b>	
Illinois 92, 11 St interchange	0			
Local Street Improvement Program				
Improvement	610,000	301-6166-316-538602-762572	223-6166-316-581301	301-0-0-496223
Engineering services:	90,000	301-6166-316-531110-762572	223-6166-316-581301	301-0-0-496223
18 AV resurfacing, Mill ST - 12 ST:				
Improvement	525,000	301-6166-316-538602-762572	223-6166-316-581301	301-0-0-496223
Engineering services:	175,000	301-6166-316-531110-762572	223-6166-316-581301	301-0-0-496223
11 ST, 5 & 6 AV street lights	0			
Contract street maintenance				
Mudjacking	25,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Brick streets	80,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Patching	165,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Joint and crack sea	70,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Milling	25,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Gutter grinding	8,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Asphalt patching	77,000	101-6166-301-53850C	223-6166-301-581101	101-0-0-496223
Engineering services:	50,000	101-6166-301-53111C	223-6166-301-581101	101-0-0-496223
11 ST street lights - 23 AV	0			
Salt Dome Roo'	40,000	101-6171-114-53810C	223-6171-114-581101	101-0-0-496223
Special Assessment Program debt servica	401,000		223-6166-316-581201	201-0-0-496223
50/50 replacement program	50,000	301-6166-315-538602-762142	223-6166-315-581301	301-0-0-496223
Pavement recycling machine ("zipper"	0			
Wayfinding signs	8,500	101-6166-306-52360C	301-6166-306-581101	101-0-0-496301
24 ST resurfacing 18 - 31 AV	100,000	301-6166-311-531110-762566	223-6166-311-581301	301-0-0-496223
Cross-town bicycle path	81,000	301-6166-315-56510C	301-6166-315-581101	101-0-0-496301
<b>Public Works</b>	<b>2,491,000</b>	<b>114,500</b>	<b>2,605,500</b>	
<b>Total Allocated</b>	<b>4,090,300</b>	<b>430,000</b>	<b>4,520,300</b>	
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	1109	041	524400			Cassette recorder	100
101	2526	081	524250			(10) Hot sites for mobile computing	10,000
101	2526	081	524400			Miscellaneous office equipment	2,500
101	2526	081	524410			Miscellaneous software	7,500
						Miscellaneous hardware	7,500
						Workstation replacement	115,000
						Server replacement	35,000
						Toughbooks (PW)	14,000
101	2526	091	524410			ArcPad	2,000
						ArcView	10,000
						City Works licenses	12,000
						Miscellaneous computer equipment	5,000
101	3133	811	524400			(4) Easels	29,000
101	3134	881	524100			Tools	300
101	3134	881	524300			(20) Chemical test strips	200
						(10) Thermometers	100
101	3134	881	524400			Office equipment	300
101	3134	881	524410			Computer equipment	700
101	4141	041	524100			Hand Tools/Equip	300
101	4141	041	524400			Miscellaneous office equipment	50
						Workstation/cabinet replacement	250
						Digital desktop transcriber	4,500
101	4141	201	524400			Office chair	560
						Digital MP3 recorder	220
101	4142	206	524100			(2) Tasers	300
						(4) Bicycle kick stands	1,600
						New patrol bicycle	24
						(4) Varda alarm trip mats	550
						(2) Varda alarms	336
						(2) Varda thermal detector	3,560
						(3) Trip wires for varda	478
						(7) Bicycle toe straps	45
						(7) Bicycle repair kits	18
						(2) Chair	147
101	4142	206	524400			(1) Folding table	500
						(1) Television replacement	85
101	4142	207	524100			(2) Water bowls	250
						(2) Leads	40
						(1) Electric collar	50
							390

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	4143	215	524400			Transcriber	375
						(2) Chair	550
						Coatrack	350
						Typewriter	150
						Cassette recorder	65
						(2) Hand held recorders	1,570
						Power spotlight	75
101	4143	217	524200			Cassette recorder	65
101	4143	217	524400			(2) Replacement chairs	500
						(1) VCR/DVD burner/player	300
						(2) Mini cassette recorder	80
						(2) Hard drives	150
						Studio Plus software	150
101	4143	227	524400			(1) Replacement chair	300
101	4144	221	524200			(6) Flashlights	250
101	4144	221	524400			(6) Flashlight chargers	840
						(1) Guest chair	150
						(1) Chair mat	150
101	4144	222	524400			(1) Guest chair	400
						(2) Chair mats	200
						(2) Glock handguns	900
						(4) Shotgun lights	800
						(4) Shotgun slings	100
						(4) Shotgun stocks	340
						(5) Crossing guard stop signs	125
						Miscellaneous handgun parts	200
101	4144	223	524400			(2) Office chairs	2,465
						Fan	380
						Radio receiver shelf	25
101	4144	226	524250			Cable kit	1,500
						(2) Radio receivers	105
						Office Equip	4,680
101	4144	226	524400			Microwave	100
						Rolling step ladder	175
101	4144	228	524100			Chair mat	100
101	4144	228	524400			Stainless steel table	575
						(5) Evidence storage containers	675
101	4144	228	524710			Digital camera	50
101	4144	229	524400			Guest chair	175
							150

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	4144	230	524100			Chair mat	100
						(4) Storage bin for cd's	200
						Telephone headset	100
101	4144	230	524400			Telephone headset charger	98
						Microwave	175
						Chair mat	200
						(2) Guest chairs	300
101	4144	235	524100			Animal control tools	675
101	4144	235	524400			Miscellaneous office equipment	1,043
101	4551	041	524400			Miscellaneous office equipment	25
101	4551	291	524100			Chair for Chief	100
101	4551	291	524200			Tools	400
						Miscellaneous equipment	225
						Gas string trimmer	150
						Mower/mulcher side bagger	400
						Shop vacuum	75
						Oreck XL 200 vacuum	400
101	4551	291	524400			Miscellaneous office equipment	250
						(1) Recliner	450
101	4551	292	524100			Miscellaneous equipment	300
101	4551	292	524200			Miscellaneous Tools	17,700
						Natural gas generator	250
101	4551	292	524400			Miscellaneous office equipment	450
						Recliner	200
						Computer chair	900
101	4551	293	524100			Miscellaneous Hand tools	150
101	4551	293	524200			Miscellaneous power tools	60
						String trimmer	140
						Natural gas generator	11,100
101	4551	293	524400			Miscellaneous	100
						(2) Office chairs	400
101	4551	295	524100			Miscellaneous	500
101	4551	295	524200			Natural gas generator	155
						Direct drive fan	14,100
						Miscellaneous power tools	1,800
101	4551	295	524400			Miscellaneous office equipment	150
						Bulletin board	300
						(20) Picture frames	100
						Recliner	200
							450
							1,050

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
101	4552	271	524100			Equipment replacement as needed	3,000
						Misc MABAS, hoses, etc.	9,020
						Blitzfire water monitor	2,800
101	4552	271	524200			Tool replacement as needed	1,300
						(2) Thermal imaging cameras	15,400
						Chain saw E33	1,100
						Portable radios	
						Miscellaneous ambulance items	2,500
						CPR manikin	450
						(2) Infant/child intubation	1,070
						(1) Adult intubation	800
101	4554	273	524200			Miscellaneous Tools	1,000
						AED T31	3,000
						LifePak batteries	
						Folding machine	250
						Conference room supplies	150
						Tables & chairs	350
						Miscellaneous office equipment	150
						Paper cutter	100
101	6162	041	524400			Miscellaneous office equipment	1,000
101	6162	383	524100			(10) Parking meters	300
101	6166	041	524100			Handles	2,250
						(2) Fiber saw blades	200
						Tools	350
						Brackets	1,500
						(12) Brooms	50
						(2) Picks	216
						(12) Shovels	44
						Miscellaneous	180
						Hammer drill	175
101	6166	041	524200			Miscellaneous power tools	200
						Walk behind blower	400
						Miscellaneous office equipment	1,300
101	6166	041	524400			(60) Traffic cones	600
101	6166	301	524100			(8) loots	200
						(4) Tampers	120
						(6) Finish tools	
						Power skreet board	1,200
						Miscellaneous Hand tools	
101	6166	301	524200				2,120
101	6166	305	524100				1,800
							300

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	6166	321	524100			Saws and pruning tools	125
101	6166	321	524200			(2) Chain saw	540
101	6166	322	524100			Trimmers	100
						(51) Flag poles	1,275
						(5) Trash receptacles	3,000
						Blower replacements	250
						(2) Dumpsters	800
						Hand Tools/Equip	500
						Mower	950
						Miscellaneous equipment	500
						Power Tools/Equip	400
						Miscellaneous Hand tools	100
						(4) Chairs	900
						60" Plasma TV	2,000
						32" lcd TV	1,000
						Miscellaneous Hand tools	3,900
						Automatic conflict monitor/tester	175
						Hand Tools/Equip	11,000
						Power Tools/Equip	100
						Replacement radios	100
						Hand Tools/Equip	1,800
						Small Test Equip	250
						Office Equip	200
				0	9010	Miscellaneous Hand tools	100
				0	9010	Tables & chairs	175
						Appliances as needed	2,000
						Appliances as needed	1,500
						Flat screen TV	1,500
						Treadmill	2,000
						Appliances as needed	2,500
						HD TV	1,500
						Appliances as needed	1,000
						Elliptical	1,500
						Olympic weights/rack	3,000
						Workout room rubber flooring	1,000
						Miscellaneous tools	600
						Thermal Imager	4,600
						Monoshock Ram	4,240
						40mm Launcher	7,500
							330
							2,300
222	4551	271	524100				
222	4552	271	524200				
224	4143	216	524100				

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
						(4) Rifle slings	200
						(4) EO Tech electronic sights	1,700
						(3) Surefire tactical lights	1,200
						(4) Flip-up rear sights	400
						Miscellaneous rifle parts	600
						Small haligan tool	150
						(3) Binoculars	825
						Mini crime scope 400	10,500
						Portable video camera system	25,000
224	4143	216	524400			Workstations/cabinets	43,205
						Digital camera	9,900
						Typewriter	250
225	4142	206	524100			Lidar unit	200
						Speed sentry sign & equipment	4,000
						(17) In-car digital video cameras	4,615
225	4142	206	524400			(17) Digital server software	115,500
						(19) GPS hardware	16,800
241	4144	226	524250			File cabinet	132,300
242	3131	041	524400	00149900		Miscellaneous Hand tools	578
242	3134	882	524100	00350200		Portable generator	100
242	3134	882	524200	00350200		Thermometer, meter, etc.	1,500
242	3134	882	524300	00350200		Miscellaneous office equipment	1,500
251	7181	041	524400			Hand Tools/Equip	150
251	7181	401	524100			Power tools	150
251	7181	401	524200			Office equipment	250
251	7181	401	524400			Computer equipment	500
251	7182	421	524400			Task chair	500
251	7182	421	524410			(11) Monitors/keyboards/mice	2,630
						(3) Laptop computers	4,500
251	7182	421	524710			Display counter/shelving	7,130
251	7182	431	524400			Chair & typewriter	1,000
251	7182	431	524410			(2) Light pen	250
						Computer Equip	600
251	7183	451	524400			Office Equip	300
251	7183	451	524410			Scanner	200
						(4) Computer mice	40
251	7183	471	524400			Chair	240
						Pencil sharpener	30
251	7183	471	524410			Public access computer	250
							1,000

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
						Optical mouse	250
251	7184	402	524100			Receipt printer	250
251	7184	402	524400			Hand Tools/Equip	1,500
251	7184	402	524410			Delivery bins & chairs	50
						Computer	400
						Light wand	1,000
251	7184	403	524100			Hand Tools/Equip	250
251	7184	403	524410			(2) Scanner	50
275	4142	209	524100			(3) Glock sidearms	400
275	4142	209	524200			(3) Tactical lights	1,800
282	3133	851	524400			Recordkeeping software - Auxialiary	300
501	6163	358	524100			HEPA filters	3,000
501	6163	358	524200			Hand Tools/Equip	200
501	6168	352	524100			Air compressor for sandblaster	400
501	6168	352	524200			Hand Tools/Equip	500
						(2) Sump pump	300
						(2) Tower vault heaters	500
						Power tools	750
						(2) Sample pumps	500
						Chemical feed pump	1,500
						Backup generator	4,000
						(2) Gear pumps	500
501	6168	352	524300			(6) Benchtop nephelometer	14,400
						Flow meter clamp	4,000
						Ph Lab meter	2,000
						Shovels, picks, etc.	200
						Saw blades	200
						Wrenches, saws, levels, cutters	1,900
501	6169	356	524200			12 volt electrical pump	1,500
506	6168	341	524100			Shoring box extender bar	2,500
						Ammonia probe	450
						Meter	500
						Hand tools	200
506	6169	346	524100			Rakes, shovels, saws, hammers	1,150
506	6169	346	524200			Jetter hose	500
						(50) Leader hose	1,600
						(5) Root cutter blades	300
						(4) Nozzles and accessories	405
507	6169	041	524100			Miscellaneous Tools	640
							2,945
							300
							4,595

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
507	6169	041	524300			Chemical reagents/gloves	1,100
507	6169	041	524400			Map rack	150
						File cabinet	550
						Hanging file	575
						(2) Clamps	500
507	6169	348	524100			Rakes, shovels, saws, hammers	1,775
507	6169	348	524200			Miscellaneous power tools	500
						(2) Nozzels/accessories	600
						Planting tool/measuring wheel	35
507	6169	892	524100			(10) Rain barrels	680
541	6171	041	524400			Digital camera	150
						(2) Locking file cabinets	480
						Tape recorder	35
541	6171	591	524100			Snow shovels, saws, etc.	665
						Dock carts	228
						(10 sets) Boat standards	925
						Yard arm jacks	1,600
541	6171	591	524200			Miscellaneous power tools	2,895
541	6171	591	524400			Restroom fan	175
555	8191	041	524100			AC for apartment	680
555	8191	041	524400			Hand Tools/Equip	50
555	8193	501	524100			(10) Chairs	250
555	8193	501	524100			Hand Tools/Equip	100
555	8193	501	524100	931102		Hand Tools/Equip - genesis guild	100
555	8193	501	524200	931102		Power Tools/Equip - genesis guild	100
555	8193	501	524400			Office Equip	150
555	8193	501	524810			Bases for ball diamonds	1,500
						(2) Benches for Hauberg ballfield	800
						(2) Bleacher seat covers	1,800
555	8193	511	524100			Hand Tools/Equip	4,100
555	8193	511	524400			Miscellaneous office equipment	50
555	8193	521	524400			Office Equipment	1,000
555	8193	521	524810			Bases for ball diamonds	50
555	8198	551	524100			(6) Hand Tools/Equip	1,000
555	8198	551	524200			Power Tools/Equip	180
555	8198	551	524250			(4) Replacement radios	150
555	8198	551	524400			Fan	200
555	8292	601	524100			Hand Tools/Equip	100
555	8292	601	524200			Miscellaneous power tools	2,500
							300

# Small Tools & Equipment

Table 5

Fund	Dept	Center	Object	Project/ Program	Grant	Description	Budget Amount
555	8292	601	524250			(1) Radio	200
555	8292	601	524300			Small Test Equip	200
555	8292	601	524400			Office Equipment	50
555	8292	601	524510			Front mount blower	2,400
						(2) Chain saw	600
						Weed eater	1,000
						Backpack blower	350
						2-Cycle auger	765
555	8292	601	524810			Miscellaneous park/shelter equipment	5,115
555	8292	611	524100			Hand tools	3,960
555	8292	611	524200			Power tools	400
555	8292	613	524100			Hand tools	200
555	8292	621	524100			Hand Tools/Equip	150
555	8292	621	524200			Power Tools/Equip	450
555	8292	621	524300			Small Test Equip	200
555	8394	751	524100			Hand Tools/Equip	100
						(2) Sprinkler trimmers	1,400
						Floor jack 3 ton	185
						Bottle jack 5 ton	170
						Gas cans, shovels, rakes, etc.	90
						Drill/sawall	600
555	8394	751	524200			Cabinet for safety equipment	2,445
555	8394	751	524400			(2) Fairway drag	340
555	8394	751	524510			Sod cutter	350
						Cart signs, rope stakes, netting	8,800
555	8394	751	524810			Hand Tools/Equip	1,427
555	8395	753	524100			Power washer	50
555	8395	753	524200			Hand tools	600
555	8594	701	524100			Greens/tees drag mat	1,000
555	8594	701	524510			(9) Cart signs	3,500
555	8594	701	524810			Hand Tools/Equip	108
555	8595	702	524100			(3) Paramount pieces	50
555	8697	561	524800			Miscellaneous Hand tools	30,000
555	8697	564	524100			Miscellaneous Hand tools	150
601	6171	361	524100			42" Box fan	50
601	6171	361	524200			Miscellaneous Hand tools	250
601	6171	362	524100			Miscellaneous Hand tools	2,000
						Big puller set	3,000
						Transmission flushing system	5,000
601	6171	362	524200			(3) Box fans	10,000
							750

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
601	6171	362	524300			All data system	2,500
						Genisys monitor	1,000
601	6171	363	524100			Tech 1 & 2 upgrades	5,000
						Painting equipment	1,500
						Paint tarps, air hose, etc.	1,000
						Parts rack	350
601	6171	364	524100			Office equipment	1,350
601	6171	364	524400			Hand Tools/Equip	1,000
601	6171	366	524100			Hand Tools/Equip	50
606	6176	041	524100			Hand Tools/Equip	2,500
606	6176	041	524400			Chair	100
						Desk	500
						Desk	400
606	6176	041	524410			Data collector for total station	900
606	6176	091	524100			Miscellaneous Hand tools	1,900
606	6176	091	524300			Metal locator	700
						Pipe locator	850
						Digital camera	4,000
606	6176	091	524510			Hammers	25
606	6176	391	524100			Measuring tapes	50
						Level rods	115
						Tripods	150
						Heavy duty battery	700
						Range poles	50
						Prisms and prism poles	50
						Quarterly nuclear dosimeters	360
							1,450
							750
							10,850

805,304

**General Fund Five Year Projection**

**Table 6**

Account Title	2008	2009	2010	2011	2012	2013
	January	Budget Proposed	Budget Projected	Budget Projected	Budget Projected	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%
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 Assets			102.00%	102.00%	102.00%	102.00%
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	6,354,271	6,874,690	7,080,931	7,293,359	7,512,159	7,737,524
Local Taxes	4,516,564	6,007,500	6,127,650	6,250,203	6,375,207	6,502,711
State Taxes	8,161,528	9,536,478	9,727,208	9,921,752	10,120,187	10,322,590
Business Licenses & Permits	282,917	324,000	330,480	337,090	343,831	350,708
Non-Business Licenses & Permits	386,462	443,650	452,523	461,573	470,805	480,221

Federal Grants	110,679	74,116	74,857	75,606	76,362	77,125
State Grants	0	0	-	-	-	-
Local Grants	94,368	54,684	55,231	55,783	56,341	56,904
Charges for Services	2,808,217	3,581,444	3,653,073	3,726,134	3,800,657	3,876,670
Rents & Royalties	64,100	65,800	67,116	68,458	69,827	71,224
Transfers for Charges	1,223,120	1,749,919	1,784,917	1,820,616	1,857,028	1,894,169
Investments & Loans	314,081	395,000	402,900	410,958	419,177	427,561
Contributions & Donations	0	0	-	-	-	-
Reimbursements	122	300	306	312	318	325
Proceeds of Fixed Assets	3,897	0	-	-	-	-
Operating Transfers	1,615,250	1,447,600	1,491,028	1,535,759	1,581,832	1,629,287
Other	12,630	5,000	5,100	5,202	5,306	5,412
	<u>25,948,206</u>	<u>30,560,181</u>	<u>31,253,320</u>	<u>31,962,805</u>	<u>32,689,038</u>	<u>33,432,432</u>
Personnel	15,518,582	20,817,981	21,858,880	22,951,824	24,099,415	25,304,386
Supplies	930,248	1,306,810	1,346,014	1,386,395	1,427,987	1,470,826
Services	4,721,821	7,004,979	7,215,128	7,431,582	7,654,530	7,884,166
Other	123,817	196,830	202,735	208,817	215,081	221,534
Programs	31,681	50,000	50,500	51,005	51,515	52,030
Capital	50,244	49,500	49,995	50,495	51,000	51,510
Transfers	550,099	139,893	146,888	154,232	161,944	170,041
Contingency/Bad Debt	530,073	994,188	1,004,130	1,014,171	1,024,313	1,034,556
	<u>22,456,565</u>	<u>30,560,181</u>	<u>31,874,270</u>	<u>33,248,521</u>	<u>34,685,784</u>	<u>36,189,049</u>
Net change in fund balances	<u>3,491,641</u>	<u>0</u>	<u>(620,951)</u>	<u>(1,285,716)</u>	<u>(1,996,746)</u>	<u>(2,756,617)</u>

**General Fund Revenue Comparisons**

**Table 7**

Object	Account Title	2006		2007		2008		2009		Difference (from bgt)	Percent
		Actuals	Actuals	Actuals	Budget Adopted	January YTD	Budget Proposed				
411	Property Taxes	6,955,511	6,824,014	6,651,337	6,354,271	6,874,690	223,353	3%			
412	Local Taxes	5,924,871	5,569,658	5,872,000	4,516,564	6,007,500	135,500	2%			
413	State Tax	8,382,372	9,014,561	9,144,127	8,161,528	9,536,478	392,351	4%			
421	Business License/Permit	300,575	299,959	311,510	282,917	324,000	12,490	4%			
422	Non-Business License/Permit	480,090	373,121	441,850	386,462	443,650	1,800	0%			
431	Federal Grants	303,546	94,463	53,786	110,679	74,116	20,330	38%			
432	State Grants	-	500	-	-	0	-	-			
433	Local Grants	2,800	53,684	-	94,368	54,684	54,684	-			
441	Charges for Services	3,229,196	3,294,726	3,628,428	2,808,217	3,581,444	(46,984)	-1%			
444	Rents & Royalties	64,775	75,130	62,400	64,100	65,800	3,400	5%			
459	Transfer for Charges	1,152,912	1,168,488	1,467,738	1,223,120	1,749,919	282,181	19%			
461	Investment & Loans	219,804	453,330	427,304	314,081	395,000	(32,304)	-8%			
485	Contributions/Donations	-	0	-	-	0	-	-			
486	Reimbursements	403	120	300	122	300	-	0%			
492	Proceeds of Fixed Asset	10,912	38,035	-	3,897	0	-	-			
496	Operating Transfers	1,955,393	1,029,768	2,138,300	1,615,250	1,447,600	(690,700)	-32%			
499	Other	2,844	9,927	5,000	12,630	5,000	-	0%			
		<b>28,986,004</b>	<b>28,299,484</b>	<b>30,204,080</b>	<b>25,948,206</b>	<b>30,560,181</b>	<b>356,101</b>	<b>1%</b>			

**General Fund Comparisons by Object**

**Table 8**

Account Title	2006	2007	2008	2007	2009	Difference (from bgt.)	Percent	Difference (from est.)	Percent
	Actuals	Actual	Budget	January YTD	Proposed				
Personnel	18,527,796	18,595,967	19,824,439	15,518,582	20,817,981	993,542	5%	(4,305,857)	78%
Supplies	1,504,185	834,329	1,668,133	930,248	1,306,810	-361,323	-22%	(737,885)	56%
Services	6,108,090	6,089,600	7,086,273	4,721,821	7,004,979	-81,294	-1%	(2,364,452)	67%
Other	153,302	179,554	183,889	123,817	196,830	12,941	7%	(60,072)	67%
Programs	116,406	118,206	50,000	31,681	50,000	0	0%	(18,319)	63%
Capital	7,984	142,716	196,800	50,244	49,500	-147,300	-75%	(146,556)	26%
Transfers	1,017,616	676,787	205,358	550,099	139,893	-65,465	-32%	344,741	268%
Contingency/Bad Debt	553,726	974,945	989,188	530,073	994,188	5,000	1%	(459,115)	54%
	27,989,105	27,612,104	30,204,080	22,456,565	30,560,181	356,101	1%	(7,747,515)	74%

**General Fund Expenditures by Department**

**Table 9**

Account Title	2006	2007	2008	2008	2009	Difference (from bgt.)	Percent
	Actuals	Actuals	Budget	January YTD	Budget Proposed		
Mayor & Council	230,847	199,141	217,761	166,044	229,930	12,169	5.6%
General Administration	381,333	486,985	500,711	413,674	502,531	1,820	0.4%
Personnel	398,787	395,025	397,730	292,289	427,050	29,320	7.4%
Finance	1,694,292	1,385,835	1,288,566	1,226,507	1,349,903	61,337	4.8%
Information Services	934,018	1,075,497	1,363,003	911,522	1,369,502	6,499	0.5%
Community Development	944,762	1,060,312	1,342,901	819,071	1,200,096	-142,805	-10.6%
Police	9,570,642	9,613,269	10,227,930	7,762,859	10,841,520	613,590	6.0%
Fire	6,480,650	6,784,193	7,021,134	5,477,721	7,321,947	300,813	4.3%
Public Works	7,329,571	6,605,529	7,828,509	5,382,544	7,303,867	-524,642	-6.7%
Police & Fire Commission	24,203	6,318	15,835	4,334	13,835	-2,000	-12.6%
<b>Total</b>	<b>27,989,105</b>	<b>27,612,104</b>	<b>30,204,080</b>	<b>22,456,565</b>	<b>30,560,181</b>	<b>356,101</b>	<b>1.2%</b>

Revenue Comparisons

Table 10

Account title	2006 Actual	2007 Actual	2008 Budget	2008 January	2009 Proposed	Difference (from bgt.)	Percent
Property Taxes	12,524,499	12,752,218	12,424,549	12,065,029	13,125,764	701,215	6%
Local Taxes	7,074,135	6,599,854	7,181,248	5,322,271	7,058,748	-122,500	-2%
State Taxes	13,462,910	13,767,311	14,356,127	11,259,632	13,568,578	-787,549	-5%
Penalties	22,008	20,051	0	16,829	0	0	----
Business License & Permits	302,275	303,459	311,510	285,142	324,000	12,490	4%
Non-Business License & Permits	481,773	374,681	442,700	387,142	444,500	1,800	0%
Government Grants	2,993,480	1,955,889	7,389,218	2,159,952	3,757,988	-3,631,230	-49%
State Grants	0	150,500	134,500	0	134,500	0	0%
Local Grants	106,366	311,914	87,358	278,377	208,451	121,093	139%
Charges for Services	16,087,228	17,249,110	18,361,297	15,007,790	19,252,369	891,072	5%
Program Fees	328,014	436,276	333,699	304,173	341,670	7,971	2%
Concessions	447,592	421,076	437,978	416,838	434,628	-3,350	-1%
Rents & Royalties	800,302	846,998	862,041	744,674	835,273	-26,768	-3%
Employer Contributions	5,783,646	5,944,155	6,110,871	5,459,355	6,432,272	321,401	5%
Employee Contributions	1,720,963	1,629,284	1,724,379	1,480,279	1,753,756	29,377	2%
Retiree Contributions	1,557,441	1,471,582	648,986	536,927	705,725	56,739	9%
Engineering Services	882,529	981,732	1,109,750	468,397	1,170,865	61,115	6%
Equipment Maintenance	2,441,227	2,308,933	2,837,855	1,672,831	3,009,887	172,032	6%
Central Stores	19,316	13,340	24,200	10,690	24,200	0	0%
Electricity	0	0	0	0	115,786	115,786	----
Transfers for Charges	1,424,916	1,457,004	1,761,738	1,468,130	2,074,719	312,981	18%
Investments and Loans	5,311,436	5,644,884	5,320,826	3,821,489	5,322,109	1,283	0%
Contributions & Donations	132,701	233,646	509,315	251,502	582,960	73,645	14%
Reimbursements	414	199	300	122	300	0	0%
Sale of Fixed Assets	-120,055	-23,132	0	23,131	0	0	----
Bond Proceeds	0	0	3,037	0	16,559,000	16,555,963	545142%
Operating Transfers	10,656,264	7,830,821	7,059,684	6,193,681	6,055,748	-1,003,936	-14%
Other	65,393	133,044	131,021	176,593	76,299	-54,722	-42%
Total before eliminations	84,506,773	82,814,829	89,564,187	69,810,976	103,370,095	13,805,908	15%
Employer Contributions Transfers	5,783,646	5,944,155	6,110,871	5,459,355	6,432,272	972,917	16%
Equipment Maintenance Engineering	10,656,264	7,830,821	7,059,684	6,193,681	6,055,748	-137,933	-2%
	2,441,227	2,308,933	2,837,855	1,672,831	3,009,887	1,337,056	47%
	882,529	981,732	1,109,750	468,397	1,170,865	702,468	63%
Total after eliminations	64,743,107	65,749,188	72,446,027	56,016,712	86,701,323	14,255,296	20%

# Expenditure Comparison by Object

Table 11

	2006 Actual	2007 Actual	2008 Budget	2007 January	2009 Proposed	Difference (from bgt.)	Percent
Personnel	34,014,011	33,973,369	35,268,691	27,876,424	36,720,879	1,452,188	4%
Supplies	4,530,225	3,798,548	4,549,184	3,429,742	4,675,903	126,719	3%
Services	19,698,996	19,723,075	21,555,139	14,931,246	23,460,472	1,905,333	9%
Other	1,748,874	1,486,213	1,823,608	1,889,467	1,654,346	(169,262)	-9%
Programs	2,792,787	1,690,805	5,769,704	2,328,901	5,256,214	(513,490)	-9%
Capital	2,374,021	705,256	12,337,151	4,712,901	11,588,565	(748,586)	-6%
Debt Service	731,350	736,683	2,549,792	2,633,632	2,438,138	(111,654)	-4%
Transfers	12,092,077	8,952,823	8,821,422	7,661,841	8,125,509	(695,913)	-8%
Other	37,055,673	5,194,259	3,885,123	3,071,532	4,125,123	240,000	6%
Total before eliminations	115,038,014	76,261,031	96,559,814	68,535,686	98,045,149	1,485,335	2%
Employer Contributions	5,783,646	5,944,155	6,110,871	5,459,355	6,432,272	321,401	5%
Transfers	10,656,264	7,830,821	7,059,684	6,193,681	6,057,401	(1,002,283)	-14%
Equipment Maintenance	2,441,227	2,308,933	2,837,855	1,672,831	3,009,887	172,032	6%
Engineering	882,529	981,732	1,109,750	468,397	1,170,865	61,115	6%
Total after eliminations	95,274,348	59,195,390	79,441,654	54,741,422	81,374,724	1,933,070	2%

## Expenditures by Department

Table 12

	2006 Actual	2007 Actual	2008 Budget	2008 January	2009 Proposed	Difference (from bgt.)	Percent
Mayor & Council	230,847	199,141	217,761	166,044	229,930	12,169	6%
General Administration	381,333	606,985	610,711	505,344	612,531	1,820	0%
Personnel	5,288,171	5,025,677	4,921,628	4,187,057	5,326,255	404,627	8%
Finance	2,742,422	1,549,306	1,288,566	1,851,652	1,349,903	61,337	5%
Information Services	2,062,166	1,913,361	1,589,803	1,100,522	2,128,502	538,699	34%
Community Development	9,710,412	7,954,235	12,806,258	7,184,454	12,174,341	(631,917)	-5%
M L King Community Center	550,169	652,660	528,442	456,766	1,029,682	501,240	95%
Police	10,449,436	10,141,430	10,523,172	7,871,377	11,198,578	675,406	6%
Fire	6,587,845	6,868,565	7,189,294	5,622,068	7,414,247	224,953	3%
Public Works	31,555,853	30,244,485	42,229,699	28,778,857	41,796,068	(433,631)	-1%
Centennial Bridge	32,293,213	-	-	-	-	-	NEW
Library	1,974,435	2,277,973	2,254,147	1,784,279	2,620,411	366,264	16%
Park	5,590,963	5,810,362	7,276,548	4,832,883	7,050,566	(225,982)	-3%
Police & Fire Commission	24,203	6,318	15,835	4,334	13,835	(2,000)	-13%
Police pension	2,750,676	2,691,980	2,521,805	2,025,463	2,521,805	-	0%
Fire pension	2,748,984	2,621,575	2,485,995	2,091,838	2,485,995	-	0%
Cafeteria Plan	96,886	93,973	100,150	72,748	92,500	(7,650)	-8%
Total before eliminations	115,038,014	78,658,026	96,559,814	68,535,686	98,045,149	1,485,335	2%
Employer Contributions	5,783,646	5,944,155	6,110,871	5,459,355	6,432,272	321,401	5%
Transfers	10,656,264	7,830,821	7,059,684	6,193,681	6,057,401	(1,002,283)	-14%
Equipment Maintenance	2,441,227	2,308,933	2,837,855	1,672,831	3,009,887	172,032	6%
Engineering	882,529	981,732	1,109,750	468,397	1,170,865	61,115	6%
	95,274,348	61,592,385	79,441,654	54,741,422	81,374,724	1,933,070	2%

Cash Flow Projection

Table 13

	Cash Balance 3/31/07	Revenue March	Expenditures March	Estimated Depreciation FY 07/08	Cash Balance 3/31/08	Projected Revenue FY 08/09	Projected Expenditures FY 08/09	Projected Depreciation FY 08/09	Cash Balance 3/31/09	Change in Cash FY 08/09
101 General Fund	5,309,306	30,780,917	28,820,213	-	7,270,010	30,560,181	30,560,181	-	7,270,010	-
201 Public Benefit	852,017	847,911	712,576	-	987,352	793,252	848,529	-	932,075	(55,277)
202 TIF District #1	1,878,464	2,041,474	1,721,276	-	2,198,662	2,275,850	3,301,364	-	1,173,148	(1,025,514)
203 TIF - Columbia Park	-	-	11,482	-	(11,482)	1,000	6,924	-	(17,406)	(5,924)
204 TIF District #2	402,970	228,299	136,010	-	493,259	234,900	481,464	-	246,695	(246,564)
205 TIF District #3	78,701	220,274	251,012	-	47,963	228,100	235,957	-	41,106	(6,857)
206 TIF District #4	(32,886)	8,101	-	-	(24,787)	9,153	10,000	-	(25,634)	(847)
207 Community/Econ Dev	1,138,939	1,829,748	1,265,462	-	1,703,225	2,260,152	3,023,592	-	939,785	(763,440)
211 ML King Center	125,098	202,194	178,238	-	149,054	143,628	175,380	-	117,302	(31,752)
212 MLK Facility Improvement	-	55,000	-	-	55,000	1,000,000	415,604	-	639,396	584,396
221 Motor Fuel Tax	2,337,616	1,224,069	2,404,386	-	1,157,299	1,231,000	2,439,711	-	(51,412)	(1,208,711)
222 Foreign Fire Insurance	32,632	32,326	39,790	-	25,168	30,000	30,000	-	25,168	-
223 Riverboat Gaming	3,835,870	3,115,830	4,913,012	-	2,038,688	3,713,100	4,090,300	-	1,661,488	(377,200)
224 State Drug Prevention	26,553	472,037	13,862	-	484,728	26,000	75,480	-	435,248	(49,480)
225 DUI Fine Law	283,851	13,582	13,370	-	284,063	5,000	141,915	-	147,148	(136,915)
226 Court Supervision	770	18,174	-	-	18,944	14,000	14,000	-	18,944	-
241 Dept of Justice Grant	35,964	47,655	34,662	-	48,967	57,291	58,267	-	47,991	(976)
242 Block Grant	(106,582)	1,045,271	1,041,171	-	(102,482)	1,468,144	1,468,144	-	(102,482)	-
243 Federal Drug Prevention	46,192	4,975	15,925	-	35,242	-	16,800	-	18,442	(16,800)
251 Public Library	584,669	2,241,632	2,236,954	-	589,347	2,458,678	2,455,327	-	592,698	3,351
271 Honor Guard Contrib	1,219	59	-	-	1,278	-	-	-	1,278	-
272 DARE	47,742	2,163	4,441	-	45,464	1,400	13,342	-	33,522	(11,942)
273 Police Contribution	17,854	5,290	3,171	-	19,973	6,800	5,200	-	21,573	1,600
274 Elderly Service Contrib	34,834	21,979	28,734	-	28,079	21,690	20,838	-	28,931	852
275 RI Auxiliary Police	9,112	2,859	4,385	-	7,586	3,300	9,100	-	1,786	(5,800)
276 RI Labor Day Parade	4,695	9,474	8,664	-	5,505	10,936	10,421	-	6,020	515
277 ESO Christmas Tour	12,184	941	9,705	-	3,420	-	2,116	-	1,304	(2,116)
282 Federal Lead Grant	(63,417)	814,699	901,000	-	(149,718)	462,904	462,905	-	(149,719)	(1)
Special Revenue	11,585,058	14,504,016	15,949,278	-	10,139,796	16,457,278	19,812,680	-	6,784,394	(3,355,402)
301 Capital Improvements	(506,041)	2,103,738	3,146,059	-	(1,548,362)	13,172,567	4,525,208	-	7,098,997	8,647,359
405 Debt Service	1,267,586	785,237	873,233	-	1,179,590	883,541	848,771	-	1,214,360	34,770
501 Water Oper & Maint	(615,079)	5,394,045	6,363,646	457,136	(1,127,544)	5,595,650	6,803,658	612,156	(1,723,396)	(595,852)
506 Wastewater Oper/Maint	11	5,153,506	4,343,636	384,991	1,194,872	8,210,086	7,495,854	876,130	2,785,234	1,590,362
507 Stormwater Oper/Maint	(185,484)	1,411,486	1,491,013	86,607	(178,404)	1,400,600	1,437,452	115,270	(99,986)	78,418
541 Sunset Marina	164,440	894,457	915,290	58,403	202,010	893,776	1,075,550	88,471	108,707	(93,303)
555 Park	4,122,039	5,197,079	5,614,231	430,733	4,135,620	5,731,912	6,941,708	620,099	3,545,923	(589,697)
581 CDBG Loan Programs	218,547	144,176	165,457	-	197,266	125,500	209,118	-	113,648	(83,618)
582 State Affordable Housing	3,210	156	-	-	3,366	-	-	-	3,366	-
583 Comm/Econ Dev Loans	226,484	16,798	-	-	243,282	12,814	100,550	-	155,546	(87,736)
584 CIRLF	84,247	493,589	357,472	-	220,364	506,000	602,650	-	123,714	(96,650)
585 MPF Endowment Loans	8,900	20,224	22,047	-	7,077	23,604	60,000	-	(29,319)	(36,396)

Enterprise	4,027,316	18,725,516	19,272,792	1,417,870	4,897,910	22,499,942	24,726,540	2,312,126	4,983,438	85,528
601 Fleet Services	911,666	2,924,433	3,971,873	429,421	293,647	3,115,087	3,658,248	563,809	314,295	20,648
606 Engineering	240,302	981,559	1,135,041		86,820	1,345,780	1,262,367		170,233	83,413
609 Hydropower Plant	-	19,306	58,692		(39,386)	2,300,786	2,213,101		48,299	87,685
621 Self-Insurance	543,489	970,620	933,060		581,049	996,320	858,942		718,427	137,378
626 Employee Health Plan	517,323	4,092,525	3,878,707		731,141	4,255,982	4,040,113		947,010	215,869
Internal Service	2,212,779	8,988,443	9,977,373	429,421	1,653,270	12,013,955	12,032,771	563,809	2,198,263	544,993
701 Fire Pension	(976,169)	3,087,194	2,602,336		(491,311)	3,384,371	2,485,995		407,065	898,376
706 Police Pension	(304,251)	3,869,794	2,464,516		1,101,027	3,769,830	2,521,805		2,349,052	1,248,025
711 Cafeteria Plan	(7,268)	95,224	90,142		(2,186)	92,600	92,500		(2,086)	100
Trust & Agency	(1,287,668)	7,052,212	5,156,994	-	607,530	7,246,801	5,100,300	-	2,754,031	2,146,501
901 MLK Activity	5,529	233,304	192,600		46,233	325,249	209,569		161,913	115,680
906 Dept of Human Services	(73,471)	253,016	216,173		(36,628)	210,581	229,129		(55,176)	(16,548)
Component Unit	(67,942)	486,320	408,773	-	9,605	535,830	438,698	-	106,737	97,132
	22,540,374	83,426,399	83,604,715	1,847,291	24,209,349	103,370,095	98,045,149	2,875,935	32,410,230	8,200,881

Income Projection

Table 14

	Unrestricted Fund Balance or Net Assets At 3/31/07	Revenue March	Expenditures March	Estimated Bond Proceeds FY 07/08	Estimated Loan Repayments FY 07/08	Estimated Loan Payments FY 07/08	Estimated Capital Improvements FY 07/08	Estimated Debt Principal FY 07/08	Unrestricted Fund Balance or Net Assets At 3/31/08
101 General Fund	6,746,293	30,780,917	28,820,213						8,706,997
201 Public Benefit	878,661	847,911	712,576						1,013,996
202 TIF District #1	1,771,888	2,041,474	1,721,276						2,092,086
203 Columbia Park	-28,616	-	11,482						-40,098
204 TIF District #2	397,461	226,299	136,010						487,750
205 TIF District #3	73,306	220,274	251,012						42,568
206 TIF District #4	-33,369	8,101	-						-25,268
207 Community/Econ Dev	1,031,653	1,829,748	1,265,462						1,595,939
211 ML King Center	86,355	202,194	178,238						110,311
212 MLK Facility Improvement	0	55,000	-						55,000
221 Motor Fuel Tax	2,117,043	1,224,069	2,404,386						936,726
222 Foreign Fire Insurance	36,424	32,326	39,790						28,960
223 Riverboat Gaming	4,253,841	3,115,830	4,913,012						2,456,659
224 State Drug Prevention	11,329	472,037	13,862						469,504
225 DUI Fine Law	286,240	13,582	13,370						286,452
226 Court Supervision	770	18,174	-						18,944
241 Dept of Justice Grant	34,562	47,655	34,652						47,565
242 Comm Dev Block Grant	94,059	1,045,271	1,041,171						98,159
243 Federal Drug Prevention	46,524	4,975	15,925						35,574
251 Public Library	563,223	2,241,632	2,236,954						567,901
271 Honor Guard Contrib	1,231	59	-						1,290
272 DARE	48,219	2,163	4,441						45,941
273 Police Contribution	2,184	5,290	3,171						4,303
274 Elderly Service Contrib	34,501	21,979	28,734						27,746
275 RI Auxillary Police	9,204	2,859	4,385						7,678
276 RI Labor Day Parade	4,754	9,474	8,664						5,564
277 ESO Christmas Tour	12,340	941	9,705						3,576
282 Federal Lead Grant	-33,451	814,699	901,000						-119,752
	11,700,336	14,504,016	15,949,278	0	0	0	0	0	10,255,074
301 Capital Improvements	1,589,162	2,103,738	3,146,059						546,841
405 Debt Service	1,306,835	785,237	873,233						1,218,839
501 Water Oper & Maint	-93,997	5,394,045	6,363,646				747,475	455,000	138,877
506 Wastewater Oper/Maint	-4,457,286	5,153,506	4,343,636				477,344	371,290	-2,798,782
507 Stormwater Oper/Maint	-20,139	1,411,486	1,491,013				285,125		185,459
541 Sunset Marina	-558,439	884,457	915,290					100,000	-479,272
555 Park	5,486,406	5,197,079	5,614,231				143,999	200,565	5,413,818
581 CDBG Loan Programs	1,157,418	144,176	165,457			118,497			1,194,509
582 State Affordable Housing	3,335	156	-						3,491
583 Comm/Econ Dev Loans	259,752	16,798	-			3,271			273,279
584 CIRLF	1,278,300	493,589	357,472			326,589	355,000		1,442,828
585 MPP Endowment Loans	100,218	20,224	22,047			13,385			85,010
	3,155,569	18,725,516	19,272,792	0	403,370	473,497	1,653,943	1,126,855	5,459,218
601 Equipment Maintenance	1,024,551	2,924,433	3,971,873					1,029,573	1,006,684
606 Engineering	-102,426	981,559	1,135,041						-255,908
609 Hydropower Plant	0	19,306	58,692						-39,386
621 Self-Insurance	-200,381	970,620	933,060						-162,821

626 Employee Health Plan	-221,121	4,092,525	3,878,707	0	0	1,029,573	0	-7,303
	500,623	8,988,443	9,977,373	0	0	0	0	541,266
701 Fire Pension	4,338,675	3,087,194	2,602,336					4,823,533
706 Police Pension	10,348,648	3,869,794	2,464,516					11,753,926
711 Cafeteria Plan	-5,968	95,224	90,142					-886
	14,681,355	7,052,212	5,156,994	0	0	0	0	16,576,573
901 MLK Activity	21,493	233,304	192,600					62,197
906 Drug Prevention	-66,126	253,016	216,173					-29,283
	-44,633	486,320	408,773	0	0	0	0	32,914
	39,635,539	83,426,399	83,604,715	0	403,370	473,497	2,683,516	43,337,721
							1,126,855	

Table 14

Projected Revenue FY 08/09	Projected Expenditures FY 08/09	Projected Bond Proceeds FY 08/09	Projected Loan Repayments FY 08/09	Projected Loan Payments FY 08/09	Projected Capital Improvements FY 08/09	Projected Debt Principal FY 08/09	Unrestricted Fund Balance or Net Assets At 3/31/09	Net Income (Loss)
30,560,181	30,560,181						8,706,997	0
793,252	848,529						958,719	-55,277
2,275,850	3,301,364						1,066,572	-1,025,514
1,000	6,924						-46,022	-5,924
234,900	481,464						241,186	-246,564
229,100	235,957						35,711	-6,857
9,153	10,000						-26,115	-847
2,260,152	3,023,592						832,499	-763,440
143,628	175,380						78,559	-31,752
1,000,000	415,604						639,396	584,396
1,231,000	2,439,711						-271,985	-1,208,711
30,000	30,000						28,960	0
3,713,100	4,090,300						2,079,459	-377,200
26,000	75,480						420,024	-49,480
5,000	141,915						149,537	-136,915
14,000	14,000						18,944	0
1,468,144	1,468,144						46,589	-976
-	16,800						98,159	0
2,458,678	2,455,327						18,774	-16,800
-	-						571,252	3,351
1,400	13,342						1,290	0
6,800	5,200						33,999	-11,942
21,690	20,838						5,903	1,600
3,300	9,100						28,598	852
10,936	10,421						1,878	-5,800
-	2,116						6,079	515
462,904	462,905						1,460	-2,116
16,457,278	19,812,680	0	0	0	0	0	-119,753	-1
13,172,567	4,525,208						6,899,672	-3,355,402
883,541	848,771						9,194,200	8,647,359
5,595,650	6,803,658				888,800	475,000	1,253,609	34,770
8,210,086	7,495,854	2,600,000			3,241,536	388,171	294,669	155,792
1,400,600	1,437,452				70,000		-1,054,843	1,743,939
893,776	1,075,550					100,000	218,607	33,148
5,731,912	6,941,708				852,950	85,000	-561,046	-81,774
125,500	209,118			192,800			5,141,972	-271,846
-	-						1,228,691	34,182
12,814	100,550						3,491	0
506,000	602,650			100,000			283,383	10,104
23,604	60,000			600,000			1,516,178	73,350
22,489,942	24,726,540	2,600,000	527,764	952,800	5,053,286	1,048,171	88,010	3,000
3,115,087	3,658,248						7,159,113	1,699,895
1,345,780	1,262,367				835,270		1,288,793	292,109
2,300,786	2,213,101	2,185,000			950		-171,545	84,363
996,320	858,942				2,141,731		5,030	44,416
							-25,443	137,378



**Transfers by Fund**

**Table 15**

101	General Fund			
	202 TIF District #1	25,000		
	221 Motor Fuel Tax	200,000		
	223 Riverboat Gaming	938,300		
	251 Library	43,260		
	301 Capital Improvements	230,000		
	501 Water Operation and Maintenance	597,277		
	506 Wastewater Operation and Maintenance	333,642		
	507 Stormwater Utility	222,541		
	541 Sunset Marina	78,487		
	555 Park	131,550		
	581 Loans	3,233		
	601 Equipment Maintenance	232,828		
	606 Engineering	157,714		
	626 Employee Health Plan	3,687	3,197,519	
	211 MLK Center	<u>-80,000</u>		
	555 Parks	<u>-19,893</u>		
	606 Engineering	<u>-40,000</u>	<u>-139,893</u>	3,057,626
201	Public Benefit			
	223 Riverboat Gaming		401,000	
	405 Debt Service	-774,364		
	405 98bx47 - #762137	<u>-74,165</u>	<u>-848,529</u>	-447,529
202	TIF District #1			
	101 General Fund		-25,000	
	207 Community Development		-110,000	
	301 Capital Improvements		-100,000	
	555 Parks		<u>-106,417</u>	-341,417
204	TIF District #2			
	555 Parks			-3,470
205	TIF District #3			
	211 MLK Center		-2,000	
	555 Parks		<u>-2,000</u>	-4,000
207	Community Development			
	202 TIF District #1	110,000		
	223 Riverboat Gaming	951,000	1,061,000	

	276 Labor Day Parade		<u>-6,500</u>	1,054,500
211	MLK Center			
	101 General Fund		80,000	
	205 TIF District #3		2,000	
	242 Block Grant		<u>44,748</u>	126,748
221	Motor Fuel Tax			
	101 General Fund			<u>-200,000</u>
223	River Boat Gaming			
	101 General Fund		-938,300	
	201 Public Benefit		-401,000	
	207 Community Development		-951,000	
	251 Library		-165,000	
	301 Capital Improvement		-1,550,000	
	555 Park		<u>-85,000</u>	<u>-4,090,300</u>
242	Block Grant			
	211 MLK Center		-44,748	
	901 MLK Activity Fund		<u>-134,244</u>	-178,992
251	Library			
	223 Riverboat Gaming		165,000	
	101 General Fund		<u>-43,260</u>	121,740
276	Labor Day Parade			
	207 Community Development			6,500
301	Capital Improvement			
	202 TIF District #1		100,000	
	223 Gaming		<u>1,550,000</u>	1,650,000
	101 General Fund		<u>-230,000</u>	<u>1,420,000</u>
405	Debt Service			
	201 Public Benefit		774,364	
	201 98x47 - #762137		<u>74,165</u>	848,529
501	Water Operation & Maintenance			
	506 Wastewater Operation and Maintenance		164,800	
	101 General Fund		<u>-597,277</u>	
	606 Engineering		<u>-40,000</u>	<u>-472,477</u>

506	Wastewater Operation & Maintenance		
	101 General Fund	-333,642	
	501 Water Operation and Maintenance	-164,800	
	606 Engineering	<u>-40,000</u>	-538,442
507	Stormwater Utility		
	101 General Fund	-222,541	
	606 Engineering	<u>-40,000</u>	-262,541
541	Sunset Marina		
	101 General Fund		-78,487
555	Park & Recreation		
	101 General Fund	-131,550	
	101 General Fund	19,893	
	202 TIF District #1	106,417	
	204 TIF District #2	3,470	
	205 TIF District #3	2,000	
	223 Riverboat Gaming	<u>85,000</u>	85,230
581	CDBG Loans		
	101 General Fund		-3,233
601	Equipment Maintenance		
	101 General Fund		-232,828
606	Engineering		
	101 General Fund	-157,714	
	101 General Fund	40,000	
	501 Water Operation and Maintenance	40,000	
	506 Wastewater Operation and Maintenance	40,000	
	507 Stormwater Utility	<u>40,000</u>	2,286
626	Employee Health Plan		
	101 General Fund		-3,687
901	MLK Center Activity Fund		
	242 Block Grant		134,244
			<u>0</u>

Debt Service Schedule

Table 16

Issue Description	Funding Source	Principal	Interest	Payment Date	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total		
SA Project # 71/Project 95-TX-47 Assessments 405-6168-316		Interest	4,165	Dec-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,165		
		Principal	74,165	Dec-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	74,165		
<b>Total Special Assessments</b>		Interest	4,165	Dec-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,165		
<b>THE National Bank</b>		Interest	74,165	Dec-1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	74,165		
Special Assess Public 2001 G.O. Benefits Bank of New York 405-6168-316		Interest	22,719	June 1	19,662	16,764	13,167																	72,312		
		Principal	140,000	Dec-1	145,000	180,000	180,000																		600,000	
		Total	162,719		164,764	198,764	193,167																		723,312	
Special Assess Public 2001 G.O. Benefits Bank of New York 405-6168-316		Interest	13,734	June 1	11,528	9,734	7,818	11,895	9,413	7,364	5,013	2,625												79,180		
		Principal	85,000	Dec-1	85,000	95,000	95,000	100,000	100,000	105,000	110,000	120,000													800,000	
		Total	98,734		96,528	104,734	106,818	111,895	109,413	112,364	115,013	122,625													879,180	
Special Assess Public 2001 G.O. Benefits Bank of New York 405-6168-351		Interest	8,114	June 1	7,458	5,949	4,938	7,137	6,118	4,558	3,190	1,841												48,102		
		Principal	60,000	Dec-1	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000													481,000	
		Total	68,114		72,458	75,949	81,938	87,137	91,118	94,558	98,190	101,841													529,102	
Water 2001 G.O. JP Morgan 501-6168-041		Interest	73,501	June 1	67,520	61,213	54,688	47,908	40,797	33,250	25,464	17,391	8,659												430,609	
		Principal	275,000	Dec-1	290,000	300,000	310,000	325,000	345,000	365,000	370,000	390,000	405,000												430,609	
		Total	348,501		357,520	361,213	364,688	372,908	385,797	398,250	405,464	412,391	413,659												861,218	
<b>Total 2001 GO</b>		Interest	118,128	June 1	108,186	93,659	80,609	68,938	56,328	45,172	33,688	21,656	8,659												331,203	
		Principal	550,000	Dec-1	575,000	600,000	625,000	650,000	675,000	700,000	725,000	750,000	775,000													5,410,000
		Total	668,128		683,186	693,659	708,609	734,938	761,328	790,172	828,688	826,656	783,655													5,741,203
Special Assess Public 2002 G.O. Benefits Bank of New York 405-6168-316		Interest	8,625	June 15	7,075	5,425	3,650	1,850																	26,625	
		Principal	100,000	Dec-15	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000													900,000	
		Total	108,625		107,075	105,425	103,650	101,850																		926,625
<b>Total 2002 GO</b>		Interest	8,625	June 15	7,075	5,425	3,650	1,850																	26,625	
		Principal	100,000	Dec-15	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000														900,000
		Total	108,625		107,075	105,425	103,650	101,850																		926,625
Special Assess Public 2003 G.O. Benefits Bank of New York 541-6171-041		Interest	11,605	June 15	10,968	10,265	9,465	8,462	7,500	6,393	5,253	4,098	2,868												78,082	
		Principal	50,000	Dec-15	50,000	50,000	55,000	55,000	60,000	60,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	100,000	100,000	100,000	100,000	100,000	640,000	
		Total	61,605		61,968	60,265	58,927	57,962	57,500	56,393	55,253	54,098	52,868	51,868	50,868	49,868	48,868	47,868	46,868	45,868	44,868	43,868	42,868	41,868	40,868	718,082
Water/Wastewater Sewer 2003 G.O. Charges Bank of New York 506-6168-041		Interest	27,225	June 15	25,759	24,120	22,120	19,933	17,593	15,095	12,435	9,740	6,840	3,380											184,019	
		Principal	13,000	Dec-15	135,000	125,000	125,000	130,000	135,000	140,000	140,000	150,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	200,000	200,000	200,000	1,900,000	
		Total	40,225		160,759	150,120	147,120	149,933	152,593	157,595	162,435	169,740	176,840	186,380	186,380	190,000	190,000	210,000	210,000	230,000	230,000	230,000	230,000	230,000	2,084,019	
Special Assess Public 2003 G.O. Benefits Bank of New York 405-6168-316		Interest	3,753	June 15	3,370	2,800	2,160	1,460	740																14,283	
		Principal	30,000	Dec-15	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	230,000	
		Total	33,753		43,370	42,800	42,160	41,460	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	41,740	244,283	
<b>Total 2003 GO</b>		Interest	42,983	June 15	40,098	37,175	33,725	29,885	25,835	21,468	17,688	13,938	9,338												276,383	
		Principal	190,000	Dec-15	205,000	215,000	220,000	225,000	230,000	235,000	240,000	245,000	250,000	255,000	260,000	265,000	270,000	275,000	280,000	285,000	290,000	295,000	300,000	300,000	2,370,000	
		Total	232,983		245,098	252,175	253,725	254,885	256,835	257,933	259,128	260,323	261,518	262,713	263,908	265,103	266,298	267,493	268,688	269,883	271,078	272,273	273,468	274,663	275,858	2,646,383
Water/Water G.O. Ref/Sales 501-6168-041		Interest	15,920.78	June 15	14,824.27	13,731.85	12,423.25	11,162.54	9,664.37	8,430.00	7,425.00	6,675.00	5,675.00	4,675.00	3,675.00	2,675.00	1,675.00	675.00							106,067	
		Principal	13,620.78	Dec-15	14,824.27	13,731.85	12,423.25	11,162.54	9,664.37	8,430.00	7,425.00	6,675.00	5,675.00	4,675.00	3,675.00	2,675.00	1,675.00	675.00							106,067	
		Total	29,541.56		29,648.54	27,463.70	24,846.50	22,325.79	19,328.74	16,860.00	14,850.00	13,350.00	11,350.00	9,350.00	7,350.00	5,350.00	3,350.00	1,350.00							212,134	
Water/Water G.O. Ref/Sales 501-6168-041		Interest	13,217.99	June 15	11,314.48	9,344.40	7,145.50	4,888.71	2,504.38																48,455	
		Principal	129,315.79	Dec-15	121,875.00	138,214.29	133,636.36	145,000.00	145,312.50																	810,354
		Total	142,533.78		133,189.48	147,558.69	152,181.81	157,889.21	157,816.88																	858,809
<b>Total 2004 GO Refunding</b>		Interest	29,138.75	June 15	26,138.75	23,116.25	19,668.75	16,061.25	12,188.75	8,430.00	7,425.00	6,675.00	5,675.00	4,675.00	3,675.00	2,675.00	1,675.00	675.00							163,543	
		Principal	200,000.00	Dec-15	195,000.00	215,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	1,725,000	
		Total	229,138.75		221,138.75	238,116.25	229,668.75	226,149.25	228,188.75	227,430.00	227,425.00	226,675.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	226,345.00	1,888,543	
Special Assess Public 2005 SA Proj/Benefits Bank of New York 405-6168-316		Interest	7,821.25	June 15	7,021.25	6,013.75	4,941.25	3,852.50	2,680.00	1,507.50															33,938	
		Principal	7,821.25	Dec-15	8,021.25	8,221.25	8,421.25	8,621.25	8,821.25	9,021.25	9,221.25	9,421.25	9,621.25	9,821.25	10,021.25	10,221.25	10,421.25	10,621.25	10,821.25	11,021.25	11,221.25	11,421.25	11,621.25	11,821.25	485,000	
		Total	15,642.50		15,042.50	14,235.00	13,462.50	12,673.7																		





Revenue and Expense by Fund Type

Table 17

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
<b>Expense:</b>													
Personnel	20,831,481	2,377,249			6,404,369	1,868,488	4,999,780	239,512	36,720,879	35,268,691	33,908,641	32,566,997	30,426,734
Supplies	1,293,310	333,942			1,889,455	1,106,521	300	52,375	4,675,903	4,549,184	4,409,730	3,768,408	2,900,041
Services	7,004,979	4,625,770		2,083,141	4,506,763	5,031,538	88,720	119,561	23,460,472	21,555,139	17,874,455	21,642,716	20,585,273
Other	196,830	1,273,208	240		129,133	16,185	11,500	27,250	1,654,346	1,823,608	1,697,285	1,418,486	1,193,544
Programs	50,000	4,175,943			1,030,271	2,977,001			5,256,214	5,769,704	4,601,989	4,406,710	3,885,468
Capital	49,500	1,296,711	848,531	2,212,067	5,053,286	2,977,001			11,598,565	12,337,151	8,629,841	8,204,027	7,199,322
Debt	139,893	5,709,857		230,000	1,589,607	384,229			2,438,138	2,549,792	2,830,456	3,208,652	4,107,319
Transfers					1,651,530	638,809			8,125,509	8,821,422	8,777,689	8,777,590	8,262,666
Depreciation					2,472,126				3,110,935	2,875,935	2,771,042	2,752,105	3,078,534
Contingency/Other	994,188	20,000							1,014,188	1,009,188	889,000	940,000	240,000
<b>Expense 2008/09</b>	<b>30,204,080</b>	<b>19,107,893</b>	<b>868,486</b>	<b>7,929,644</b>	<b>23,479,244</b>	<b>9,499,320</b>	<b>5,107,950</b>	<b>363,197</b>	<b>96,559,814</b>	<b>96,559,814</b>	<b>86,100,128</b>	<b>87,685,691</b>	<b>81,878,901</b>
Expense 2007/08	27,558,406	17,873,349	1,248,545	4,442,790	20,925,832	9,081,887	4,614,227	355,092	86,100,128				
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	87,685,691				
Expense 2004/05	24,365,760	16,042,107	1,424,874	3,235,440	24,847,604	7,201,140	4,378,611	383,365	81,878,901				
<b>Difference from 2006/07</b>	<b>598,320</b>	<b>764,786</b>	<b>1,153,612</b>	<b>5,694,204</b>	<b>2,651,427</b>	<b>2,534,707</b>	<b>730,339</b>	<b>75,000</b>	<b>1,485,685</b>				
<b>Percent change from 2006/07</b>	<b>2.7%</b>	<b>4.5%</b>	<b>7.9%</b>	<b>16.5%</b>	<b>10.6%</b>	<b>27.5%</b>	<b>16.5%</b>	<b>19.5%</b>	<b>1.7%</b>				
<b>Cash flow 2008/09:</b>													
Revenue less expense	-	(3,355,402)	34,770	8,647,359	(2,226,598)	(18,816)	2,146,501	97,132	5,324,946	(6,995,627)	1,277,487	(10,203,137)	(10,374,307)
Add back depreciation	-	-	-	-	2,472,126	638,809	-	-	3,110,935	2,875,935	2,771,042	2,752,105	3,078,534
<b>Budgeted cash flow</b>					<b>245,528</b>	<b>638,809</b>	<b>2,146,501</b>	<b>97,132</b>	<b>8,435,881</b>	<b>(4,119,692)</b>	<b>4,048,529</b>	<b>(7,451,032)</b>	<b>(7,295,773)</b>
<b>Income (loss) 2008/09:</b>													
Revenue less expense	-	(3,355,402)	34,770	8,647,359	(2,226,598)	(18,816)	2,146,501	97,132	5,324,946	(6,995,627)	1,277,487	(10,203,137)	(10,374,307)
Loan repayments received					571,800				571,800		434,056	495,448	
Loans issued					960,500				960,500		810,800	1,285,232	
Capital outlay					5,053,286	2,977,001			8,030,287		3,155,027	5,686,672	
Debt principal					1,108,835				1,108,835		1,067,955	1,960,185	
<b>Budgeted income (loss)</b>					<b>7,100,826</b>	<b>2,977,001</b>	<b>2,146,501</b>	<b>97,132</b>	<b>14,570,393</b>	<b>(6,995,627)</b>	<b>5,877,213</b>	<b>(1,766,496)</b>	

**Employees by Department**  
**(includes full time and part time employees)**

**Table 18**

	Budget 2005	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Var
Mayor & Council	8	8	8	8	8	0
City Clerk	1	1	1	1	1	0
General Administration	2	2	2	2	2	0
Personnel	4	4	4	4	4	0
Finance	10	10	10	10	10	0
Administration	2	2	2	2	2	0
Customer Service	5	4	4	4	4	0
Accounting	3	4	4	4	4	0
Information Technology	7	7	8	8	8	0
Community/Economic Development	19	22	23	22	22	0
Administration	2	2	2	2	2	0
Economic Dev	2	2	2	2	2	0
Planning/Redev	8	8	9	8	8	0
Inspection	7	10	10	10	10	0
ML King Center	7	7	6	6	6	0
Police	112	112	112	112	112	0
Administration	3	3	3	3	3	0
Operations	58	58	59	59	59	0
Investigations	24	24	23	23	23	0
Staff Support	27	27	27	27	27	0
Fire	62	62	61	61	61	0
Administration	3	3	6	6	4	-2
Fire Prevention	1	1	1	1	1	0
Emergency/Disaster	21	21	17	17	18	1
Ambulance	37	37	37	37	38	1
Public Works	117	117	116	115	116	1
Administration	34	35	37	32	32	0
Municipal Services	28	27	24	27	27	0
Utilities Operation	27	27	27	26	26	0
Equipment Maint	13	13	13	16	16	0
Engineering	12	12	12	11	12	1
Sunset Marina	3	3	3	3	3	0
City Total	349	352	351	349	350	1
Centennial Bridge	0	0	0	0	0	0

# Full Time Equivalent by Cost Center

## Table 19

	Budget 2005	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Variance
<b>Fire</b>						
Administration	9.27	9.27	9.16	9.16	10.16	1.00
Fire Prevention	7.27	7.27	7.16	7.16	7.16	-
Emergency/Disaster Services	21.66	21.66	21.28	21.28	21.28	-
Ambulance	23.80	23.80	23.40	23.40	22.40	(1.00)
	<u>62.00</u>	<u>62.00</u>	<u>61.00</u>	<u>61.00</u>	<u>61.00</u>	<u>-</u>
<b>Public Works</b>						
Administration	19.62	19.61	21.39	21.13	20.70	(0.43)
Street Maintenance & Repair	7.86	7.53	7.40	7.77	9.00	1.23
Snow & Ice Control	0.75	0.69	0.65	0.58	0.73	0.15
Refuse Collection	9.62	9.62	6.97	8.04	8.02	(0.02)
Levee/ROW Maintenance	6.74	7.30	7.60	6.99	7.78	0.79
Water Distribution	14.60	14.60	14.25	13.93	14.03	0.10
Wastewater Collection	4.24	2.80	2.79	2.92	2.90	(0.02)
Motor Vehicle Parking	2.82	2.96	2.83	1.58	1.58	-
Water Treatment	10.62	11.12	11.12	11.12	10.98	(0.14)
Wastewater Treatment	9.72	9.72	9.72	9.72	9.58	(0.14)
Equipment Replacement	-	-	-	-	-	-
Fleet Services	9.34	9.25	9.25	9.25	9.20	(0.05)
Electrical Maintenance	3.00	3.00	3.00	3.00	3.00	-
Engineering Services	10.33	10.54	9.51	9.52	9.25	(0.27)
Building Maintenance	1.45	1.55	1.70	1.70	1.20	(0.50)
Sunset Marina	2.39	2.31	1.86	1.86	1.24	(0.62)
Hydropower Plant	-	-	-	-	0.25	0.25
Stormwater	4.40	4.40	5.96	5.89	6.56	0.67
Centennial Bridge	-	-	-	-	-	-
	<u>117.50</u>	<u>117.00</u>	<u>116.00</u>	<u>115.00</u>	<u>116.00</u>	<u>1.00</u>
<b>Parks &amp; Recreation</b>						
Administration	3.36	3.28	3.50	3.50	3.50	-
Park Maintenance	13.46	13.46	17.03	18.23	19.16	0.93
Recreation Programs	17.03	17.60	16.47	16.39	16.63	0.24
Highland Springs Golf	13.75	13.93	14.45	14.45	14.41	(0.04)
Saukie Golf	10.14	10.11	10.34	10.24	10.28	0.04
Golf Pro Shop	0.57	0.57	0.26	0.26	0.26	-
Whitewater Junction	6.47	7.35	8.06	8.00	8.25	0.25
RI Fitness Center	16.12	13.56	14.43	14.93	14.67	(0.26)
	<u>80.90</u>	<u>79.86</u>	<u>84.54</u>	<u>86.00</u>	<u>87.16</u>	<u>1.16</u>
<b>Library</b>						
Administration	2.00	2.00	2.00	2.00	2.00	-
Main Library	21.05	21.38	21.38	21.38	21.38	-
30/31 Library	4.00	4.00	4.00	4.00	4.00	-
Southwest Library	2.75	2.75	2.75	2.75	3.87	1.12
	<u>29.80</u>	<u>30.13</u>	<u>30.13</u>	<u>30.13</u>	<u>31.25</u>	<u>1.12</u>
<b>Total</b>	<u>460.20</u>	<u>460.99</u>	<u>466.10</u>	<u>465.56</u>	<u>468.84</u>	<u>3.28</u>

# Principal Taxpayers

# Table 20

Taxpayer	Type of Business	2006 Assessed Valuation	Percent of City
Modern Woodmen of America	Insurance (Home Office)	9,807,478	2.2%
Mid-American Energy Co.	Gas and Electricity Utility	5,392,700	1.2%
Thoms-Proester Co.	Wholesale Food Distributor	5,299,525	1.2%
Miller Container Corp.	Manufacturer - Corrugated Box	4,838,674	1.1%
Barjan Products LLC	Corporate Headquarters	4,693,660	1.1%
Friendship Manor	Residential Life Care Facility	2,873,893	0.6%
LRC Developers, Inc.	Industrial Property	2,306,187	0.5%
Pinnacle-Stanrick Corporation	Packaging and Distribution	1,978,300	0.4%
Illinois Housing Development Authority	Affordable Housing for Seniors	1,883,913	0.4%
Quad Cities Steel Warehouse	Warehouse and Distribution	1815855	0.4%
<b>Total</b>		<b>\$40,890,185</b>	<b>9.1%</b>

Total 2005 City valuation including incremental valuation of TIF districts

## General Community Information

### Table 21

Population (a&b)	1960	1970	1980	1990	1994	1998 Estimate	2000 Census	Percent Change 1990-
City	51,863	50,166	46,928	40,552	40,675	39,155	39,684	(2.14)%
County	150,991	166,734	165,968	148,723	150,305	147,642	149,374	0.44
MSA	319,375	362,638	383,958	350,861	359,760	358,000	359,062	2.34
<b>Age-Group Distributions</b>								
	1980	1990	2000					
Under 5 years	3,690	2,860	2,554					
5 to 19 years	11,109	8,837	8,369					
20 to 24 years	5,058	3,378	3,413					
25 to 44 years	11,150	11,028	10,190					
45 to 54 years	4,453	3,626	5,282					
55 to 59 years	2,661	1,788	1,834					
60 to 64 years	2,362	2,005	1,572					
65 to 74 years	3,838	3,738	3,011					
75 years and over	2,715	3,292	3,459					
Median age	29.7	34.3	36.4					

**General Community Information (continued)**

**Table 21**

<u>Municipal Services:</u>	
Type of local government	Council-Manager
Comprehensive city plan	Completed in 1986
City zoning ordinance in effect	Yes
County zoning ordinance in effect	Yes
Subdivision ordinance with design standards in effect	Yes
Fire Department personnel	60
Fire Insurance Class:	
In City	4
Outside City	9
Number of full-time policemen	81 regular, 27 auxiliary
Enhanced 911 system	Yes
Industrial waste pickup	No
Public Library in City	Yes
Percent of City streets paved	98
<u>Water:</u>	
Water supplied by	City of Rock Island
Source of city water	Mississippi River
Total storage capacity	12 million gallons per day
Treatment capacity	12 million gallons per day
Average daily demand	5.2 million gallons per day
Peak daily demand	7.9 million gallons per day
<u>Waste Water Treatment:</u>	
Type of sewage treatment plant	Tertiary
Percent of community served by sewer	98%
Design average capacity	9,500,000 gallons per day
Average load	7,920,000 gallons per day

## General Community Information (continued)

Table 21

<u>Waste Water Treatment (continued):</u>	
Max capacity	23,000,000 gallons per day
<u>Natural gas – electricity – telecommunications:</u>	
Gas supplier(s)	Mid-American Energy Co.
Electric supplier(s)	Mid-American Energy Co.
Local telephone supplier	SBC
Digital switching	Yes
Fiber optics	Yes
Long distance telephone carrier(s)	AT&T, MCI, Sprint, McLeod
<u>Health Facilities:</u>	
Number of hospitals serving Quad City Area	7
Total number of beds	1,270
Clinic in community	Yes
Number of doctors in the Quad City Area	532
Number of dentists in the Quad City Area	201
<u>Community Facilities (data for the entire MSA):</u>	
Motels/hotels	81
Total number of rooms	6,448
Restaurants	866
Capacity of largest banquet room	6,000
Public golf courses	21
Public tennis courts	63
Country clubs	6
Health clubs	17
Public swimming pools	12
Protestant churches	462
Catholic churches	48
Jewish synagogue	2

**General Community Information (continued)**

**Table 21**

<u>Schools</u>	<u>Number</u>	<u>Teachers</u>	<u>Enrollment</u>	<u>Grades</u>
<u>Rock Island Public Schools:</u>				
Elementary	13	249	4,044	K-6
Junior High	2	62	86	7-8
Senior High	1	118	1,645	9-12
<u>Rock Island Catholic Schools:</u>				
Elementary/junior high	1	48	551	K-8
Senior high	1	49	489	9-12
	18	526	7,715	
<u>Trade and Technical</u>				
Community College	3	49	741	
Four Year College	2	349	11,688	
University	1	169	2,200	
	3	267	5,436	
	9	834	20,065	
<u>Major Employers:</u>				
<u>Employer</u>		<u>Business/Service</u>	<u>Approximate Number of Employees</u>	<u>Rank</u>
Trinity Medical Center		Private Hospital	2,500 (2)	1
Rock Island School District No. 41		Unit School District	950 (3)	2
Augustana College		Private 4-Year College	652	3
Thoms-Proestler		Wholesale Food Distributor	503	4
Jumer's Casino Rock Island		Riverboat Casino and Restaurant	425	5

## General Community Information (continued)

Table 21

### Major Employers (continued):

Employer	Business/Service	Approximate Number of Employees	Rank
City of Rock Island	Municipal Government	419 (4)	6
Modern Woodmen of America	Insurance (Home Office)	405	7
Rock Island County	County Government	350 (5)	8
Seaford Clothing Company	Clothing Manufacturer	315	9
Norcross Safety Products	Manufacturer – Boots	310	10

### Notes:

1. From a telephone canvass in August 2003.
2. In October 1992, the Franciscan Medical Center in Rock Island merged with the United Medical Center in Moline to form the Trinity Medical Center.
3. Includes employees working at least four hours per day. Includes employees assigned to two schools in Milan, Illinois.
4. Includes part-time employees.
5. Includes employees assigned to the County Building and other job sites in the City of Rock Island.

101

### Labor Force (annual averages from 1998):

City of Rock Island:	
Total persons in labor force	18,950
Persons employed	18,503
Persons unemployed	897
Unemployment rate	4.73

### Davenport-Moline-Rock Island MSA:

Total persons in labor force	190,652
Persons employed	182,237
Persons unemployed	8,415

**General Community Information (continued)**

**Table 21**

Davenport-Moline-Rock Island MSA (continued):  
 Unemployment rate

4.4

Nonagricultural wage and salary employment

185,300

Goods producing

40,200

Mining and construction

9,400

Manufacturing

30,800

Service producing

173,800

Transportation, communication, and utilities

10,500

Wholesale trade

48,400

Retail trade

36,800

Financial, insurance, realty

8,200

Nonprofessional services

19,600

Professional services

23,700

Government

26,600

## General Community Information (continued)

Table 21

Wage Rates (for experienced workers in the Quad Cities (MSA):	
Occupation	Entry
Accountant/Auditor	\$ 14.10
Maintenance Mechanic	7.00
Assembler-Electronic	9.86
Office Clerk	7.31
Assembler-Production	8.95
Secretary	7.82
Computer Operator	6.46
Sheet Metal Worker	8.67
Computer Programmer	15.24
Shipping/Receiving Clerk	8.28
Data Entry Operator	7.68
Systems Analyst	19.46
Drill or Punch Press Technician	9.62
Engineer	14.38
Tool and Die Maker	19.56
Janitor Porter Cleaner	14.82
Warehouse Worker	6.83
Laborer	9.11
Welder	10.13
Machinist	10.63
Word Processor	10.66
	6.27
	23.79
	16.62
	5.36
	11.94
	14.55
	13.42
	13.03
	12.99
	33.13
	13.59
	10.93
	30.93
	13.71
	25.08
	30.52
	20.61
	10.86
	14.69
	19.36
	17.07
	20.26
	13.31

## ORDINANCE NO. 19-2008

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, 2008 and ending on the thirty-first day of March, 2009.

Whereas, on February 18, 2008 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 2008 and ending on the thirty-first day of March 2009; and

Whereas, the Public hearing was conducted on March 10, 2008 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, 2008 and ending on March 31, 2009 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	\$	30,560,181
201	Public Benefit		848,529
202	TIF District #1		3,301,364
203	TIF – Columbia Park		6,924
204	TIF District #2		481,464
205	TIF District #3		235,957
206	TIF District #4		10,000
207	Community/Econ Dev		3,023,592
211	ML King Center		175,380
212	MLK Facility Improvement		415,604
221	Motor Fuel Tax		2,439,711
222	Foreign Fire Insurance		30,000
223	Riverboat Gaming		4,090,300
224	State Drug Prevention		75,480
225	DUI Fine Law		141,915
226	Court Supervision		14,000
241	Dept of Justice Grant		58,267
242	Block Grant		1,468,144
243	Federal Drug Prevention		16,800
251	Public Library		2,455,327
272	DARE		13,342
273	Police Contribution		5,200
274	Elderly Service Contrib		20,838
275	RI Auxillary Police		9,100
276	RI Labor Day Parade		10,421
277	ESO Christmas Tour		2,116
282	Federal Lead Grant		462,905
301	Capital Improvements		4,525,208
405	Debt Service		848,771
501	Water Oper & Maint		6,803,658

506	Wastewater Oper/Maint	7,495,854
507	Stormwater Oper/Maint	1,437,452
541	Sunset Marina	1,075,550
555	Park	6,941,708
581	CDBG Loan Programs	209,118
583	Comm/Econ Dev Loans	100,550
584	CIRLF	602,650
585	MPF Endowment Loans	60,000
601	Fleet Services	3,658,248
606	Engineering	1,262,367
609	Hydropower Plant	2,213,101
621	Self-Insurance	858,942
626	Employee Health Plan	4,040,113
701	Fire Pension	2,485,995
706	Police Pension	2,521,805
711	Cafeteria Plan	92,500
901	MLK Activity	209,569
906	Dept of Human Services	229,129
	Total	<u>98,045,149</u>
	Less eliminations	<u>(16,670,425)</u>
		<u>\$ 81,374,724</u>

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 17, 2008

AYES: Alderman Brooks  
 Conroy  
 Pauley  
 Tollenaer  
 Mejia-Caraballo  
 Murphy  
 Austin

APPROVED: March 18, 2008

ATTEST: Alicia L. Patchin  
 CITY CLERK

NAYS: NONE

## Amended Property Tax Levy ORDINANCE NO. 017-2008

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 2007 and ending the thirty-first day of March 2008. 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, 2007 and ending the thirty-first day of March, 2008 the sum of ten million, seven hundred one thousand, nine hundred sixty-four dollars, (\$10,701,964) 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 2007/08	Amount raised by other than taxation	Amount raised by taxation
General Fund:	30,204,080	26,464,672	3,739,408
Police Pension	2,521,805	847,337	1,674,468
Fire Pension	2,485,995	1,025,181	1,460,814
Library	2,217,531	307,308	1,910,223
Park	7,136,548	5,437,501	1,699,047
Public Benefit	712,576	494,572	218,004
Debt Service	868,486	868,486	0
Total	46,147,021	35,445,057	10,701,964
TIF District #1	3,577,413	3,577,413	0
TIF District #2	527,208	527,208	0
TIF District #3	204,096	204,096	0
TIF District #4	11,000	11,000	0
Community Development	2,777,325	2,777,325	0
M.L.K. Center	165,245	165,245	0
Motor Fuel Tax	1,690,000	1,690,000	0
Foreign Fire Insurance	38,160	38,160	0
Riverboat Gaming	4,913,012	4,913,012	0
State Drug Prevention	12,909	12,909	0
DUI Fine Law	141,290	141,290	0
Court Supervision	21,900	21,900	0
Department of Justice Grant	38,511	38,511	0
Block Grant	1,336,751	1,336,751	0
Federal Drug Prevention	23,485	23,485	0
DARE	13,072	13,072	0
Police Contributions	5,500	5,500	0
Elderly Service Contributions	20,775	20,775	0
Auxiliary Police	2,800	2,800	0
Labor Day Parade	10,806	10,806	0

	Budget 2007/08	Amount raised by other than taxation	Amount raised by taxation
ESO Christmas Light Tour	15,000	15,000	0
Federal Lead Grant	631,528	631,528	0
Capital Improvements	7,929,644	7,929,644	0
Water	6,408,896	6,408,896	0
Wastewater	6,476,653	6,476,653	0
Stormwater	1,535,941	1,535,941	0
Sunset Marina	942,932	942,932	0
CDBG Loan Programs	216,124	216,124	0
CIRLF Loan Programs	601,600	601,600	0
Community & Economic Dev. Loans	100,550	100,550	0
MPF Endowment Loans	60,000	60,000	0
Fleet Services	3,740,888	3,740,888	0
Engineering	1,234,534	1,234,534	0
Self-Insurance	846,187	846,187	0
Health Insurance	3,677,711	3,677,711	0
Cafeteria Plan	100,150	100,150	0
MLK Activity	145,684	145,684	0
Drug Prevention	217,513	217,513	0
Total all funds	96,559,814	85,857,850	10,701,964
Eliminations	-18,807,177		
Net Total	<u>77,752,637</u>		

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 10, 2008

AYES: Alderman Conroy

APPROVED: March 11, 2008

Pauley

ATTEST: Alison L. Petcher  
CITY CLERK

Tollenaer

Mejia-Caraballo

Murphy

Austin

ABSENT: Brooks

NAYS: NONE

- (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, § 1)

**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 com-

\*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.

mission 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

DEPARTMENT BUDGET SCHEDULE  
2008/2009

- Jul 11 Department CIP request memo sent by Public Works to departments  
Department software/computer request memo ON-LINE.
- Aug 13 Department software and computer equipment requests due to IT  
Department CIP requests due to Public Works Director.
- Aug 20 Budget Schedule detailing processes to departments.
- Aug 27 City Council approves CDBG policies.
- Aug 27 09 Proposed wages/benefits/health insurance costs due from Personnel.
- Sep 04 Payroll file copied to 09 Payroll Projection file; distributed to department managers.
- Sep 04 CDBG application deadline.
- Sep 17 Payroll verifications due to Finance to verify account codes, body counts, fte's.  
Departments designate two key budget contacts through which budget  
communication will flow; e-mail group developed; identify who needs access  
to budget prep module.**
- Sep 21-22 City Council Goal Setting Session.
- Sep 24 Personnel Verification Report available on the intranet for departments to print and  
verify 09 proposed staffing body count, account distribution, and fte's. Print after  
Finance updates your file based on your corrections/changes. Instructions for 09  
Budget Prep available on city intranet.
- Oct 01 Deadline for Intranet Personnel Verification Reports and Vacant/New Position  
forms to be returned to Finance. 09 Proposed Cycle 21 open for data entry by  
departments.**
- Oct 08 Payroll data entered by Finance and 09 Projections completed. Self Insurance  
charges due from Personnel. Vehicle maintenance charges due from Public Works.
- Oct 15 Public Hearing on CAC recommendations.
- Oct 22 Final decisions due from City Manager on department requests for CIP and gaming  
funds.
- Oct 22 Deadline for Departments to finalize verification of intranet payroll reports and  
return to Finance for correction and data entry into Budget Prep. Self  
Insurance, vehicle maintenance, debt, depreciation & transfer charges entered  
by Finance into 09 Budget Prep Cycle 21. Also, Salary/Benefit data entered by  
Finance into 09 Budget Prep Cycle 21.**
- Oct 22 City Council approves CDBG allocations.
- Oct 29 Cycle 21 Department budget complete.
- Nov 02 BUDGET SUMMARY DUE TO FINANCE DEPARTMENT (5 copies)  
Public Works, Fire, Police, City Clerk, General Administration,  
Personnel/Insurance, Information Technology, Park/Recreation, Library,  
Centennial Bridge, King Center, Finance, Comm/Econ Dev.**
- Nov 05 to 09 Budget analysis by Budget Team/  
City Manager departmental budget reviews

<b>Overview</b>	<b>Monday(11/5) 1:30-2:00</b>
<b>Information Technology</b>	<b>2:00-3:00</b>
<b>Police</b>	<b>3:00-4:00</b>

<b>Personnel/Finance</b>	<b>Wednesday (11/7)</b>	<b>1:30-2:00</b>
<b>Parks</b>		<b>2:00-3:00</b>
<b>Public Works</b>		<b>3:00-4:30</b>
<b>Fire</b>	<b>Thursday (11/8)</b>	<b>9:00-9:30</b>
<b>CED</b>		<b>9:30-11:00</b>
<b>Library</b>		<b>11:00-11:45</b>
<b>MLK</b>		<b>1:30-2:30</b>

- Nov 14 Budget team summarize budget (included in agenda).
- Nov 19 Draft tax levy to City Council  
Budget summary to City Council  
Capital Improvement presentation to City Council  
Gaming recommendation to City Council
- Nov 26 No Council Meeting.
- Nov 30 Publish Notice of Property Tax Hearing, if necessary.
- Dec 10 Updated budget summary to City Council. Updated draft tax levy and Public Hearing on Property Tax Levy, if necessary. Council property tax levy review with Park and Library boards.
- Dec 17 City Council adopt Property Tax Levy.
- Jan 04 Final Budget Decisions made by City Manager. Financial Trend Monitoring complete.
- Jan 11** **Deadline for departments to return final adjustments to Finance**
- Jan 18 Final reports run and entered into Budget Prep Module by Finance.
- Jan 21 Template reports run and entered into department templates by departments.
- Feb 01** **Deadline for departments to update templates (analysis, narrative, staffing and service indicators) and return to Finance.**
- Feb 08 Deadline for template data entry to be completed by Finance.
- Feb 15 Deadline for budget document completion.
- Feb 18 Draft 2008/2009 Budget to City Council  
City Manager Budget Presentation  
Publish Notice of Public Hearing on Budget (3/3/08)
- Feb 23** **Saturday Budget Review with Council**  
8:00 am to 9:00 am **Budget Overview**  
9:00 am to 9:30 am **MLK**  
9:30 am to 10:00 am **Police**  
10:00 am to 10:30 am **Comm & Econ Dev**  
10:30 am to 11:00 am **Library**  
11:00 am to 11:30 pm **Finance**  
11:30 am to 12:00 pm **Information Technology**
- Mar 01** **Saturday Budget Review with Council**  
8:00 am to 8:30 am **Follow-up to 2/28 meeting**  
8:30 am to 9:00 am **Park & Recreation**  
9:00 am to 10:00 am **Public Works**  
10:00 am to 10:30 am **Fire**  
10:30 am to 11:00 am **City Clerk**  
11:00 am to 11:30 pm **Personnel/Insurance/Council/Gen Admin**  
11:30 pm to 12:00 pm **General Discussion and Direction**
- Mar 10 Public Hearing on Budget Ordinance.
- Mar 17 City Council adopt Budget Ordinance.

## GLOSSARY

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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.

**ASSESSMENT:** (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 government's 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.

**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.

**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. GAAP 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.

**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.



ROCK ISLAND  
ILLINOIS