FY 2011/2012

Adopted Financial Plan for Community Services

150 YEARS
CHAMPAIGN, ILLINOIS
1860-2010

City of
CHAMPAIGN

Adopted Financial Plan
For Community Services

Fiscal Year 2011/2012

City of
CHAMPAIGN

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City of
CHAMPAIGN

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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For the Fiscal Year Beginning

July 1, 2010

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Champaign, Illinois for its annual budget for the fiscal year beginning July 1, 2010. 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.

City of CHAMPAIGN

OUR MISSION

is to provide responsive, caring, cost-effective service
in partnership with our community

These values guide our work

PERSONAL INTEGRITY	We act in the best interests of the City We behave in an ethical and legal manner We are open and honest We follow through on commitments We are loyal to the City
RESPONSIBILITY	We anticipate issues, problems, and opportunities We take initiative We act to prevent and solve problems We take responsibility for the outcome of our actions and decisions We hold ourselves and others accountable
RESPECT	We treat others in a fair, courteous, and equitable manner We actively listen and seek understanding We provide a direct response We embrace ethnic and cultural diversity in the community and our workplace We are positive and cooperative We are willing to apologize
TEAMWORK	We know and respect our roles and responsibilities We ask who needs to be involved and we involve others appropriately We define and agree upon the goals We collaborate to achieve organizational goals We help others accomplish their goals We share authority, responsibility, and credit
RESULTS	We take pride in our work We complete assignments and projects on time and within budget We evaluate outcomes and seek feedback on our performance We learn from our mistakes We innovate

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City of
CHAMPAIGN

City of
CHAMPAIGN

REPORT TO THE CITY COUNCIL

FROM: **Steven C. Carter, City Manager**

DATE: **July 1, 2011**

SUBJECT: **Adopted Financial Plan for Fiscal Year 2011/12: Fiscal Sustainability to Continue High Quality Services**

Introduction

The Financial Plan establishes the direction for all City government programs and services for the coming fiscal year. It represents the synthesis of Council guidance and staff recommendations on how to best accomplish Council goals and respond to community needs in accordance with available resources, established policies, and sound administrative practices. Review and approval of the Financial Plan is one of the City Council's most important roles.

Again this year, decisions in developing the Financial Plan were difficult. The adopted budget for FY08/09 included close to $1 million in expenditure reductions in anticipation of a recession that most economists expected to be mild. Some revenues began to decline in late calendar 2008 and most began to drop more sharply during 2009. Staff immediately reduced expenditures, and Council adopted expenditure reductions of $5 million and revenue increases of $1 million for FY 2009/10 to keep the City fiscally sustainable. Unfortunately those measures were not sufficient given the depth and duration of the recession, and the adopted budget for the current fiscal year, FY 2010/11, contained further budget reductions of $2.7 million.

While certain revenues have begun to increase, efforts to control costs, particularly employee wages and health insurance, were not fully successful. Therefore, shortly after adoption of the FY2010/11 budget, the Administration undertook a Contingency Planning process to identify ways to maintain the City's sound fiscal condition and high quality services. That resulted in mid-year budget balancing measures totaling $4.7 million. This effort was largely successful in closing a continued fiscal gap resulting from weak revenues and rising costs, although most measures could not be implemented until late in the fiscal year or beyond for legal and administrative reasons. The Adopted Budget for FY 2011/12 anticipates minimal growth in revenues and requires further tightening of expenditures, although to a lesser extent than in recent years.

Despite these fiscal challenges, the City organization:

- Provides a high level of service to the community and is making good progress on achieving the Council's vision and goals.
- Operates a "lean" organization as a result of hiring excellent employees and conducting necessary belt tightening over the past few years.
- Delivers high value to the community in a cost-effective and efficient manner. The City's budgets and service plans maintain a good balance between operating and capital needs, as well as between basic services and administrative support and oversight.

Fortunately, with measures approved by Council to date, the Adopted FY 2011/12 budget includes fewer reductions and requires no revenue increases to achieve a balanced budget. Unfortunately, the City's reserves have decreased significantly over the past 12 months, requiring the City to implement significant "one-time" cuts to restore the General Fund balance in addition to recurring expenditure reduction measures. And, while revenue growth has become somewhat more consistent although very moderate, the economic recovery will not quickly return the City's finances to their prior levels. For that reason the theme of this year's budget is "Fiscal Sustainability to Continue High Quality Services."

Safeguards for Fiscal Stability

The City has many safeguards in place through conservative fiscal policies adopted by City Council, careful planning, and swift actions based on constant monitoring of the fiscal outlook. These safeguards have helped the City avoid the drastic, emergency cuts required by some units of government. Even after adoption of the budget, staff continues using the safeguards. These policies include:

a. Budgeting Recurring Expenditures at 98.5% of Recurring Revenues: The 1.5% difference serves as a buffer that protects the City from the need to cut services if revenues fall slightly under projections. It also allows the City a bit more time to make reductions if necessary. The City Council approved a 1% difference for the FY 2010/11 budget, but the Adopted FY 2011/12 budget brings the City within policy by returning to the 1.5% difference.

b. Ongoing Revenue Monitoring During the Year: Staff analyzes receipts of major revenues and prepares new revenue projections every month. This allows the City to start addressing revenue shortfalls immediately when such trends materialize.

c. Reserves: City policy calls for an unreserved General Operating fund balance at a minimum of 10% of operating expenditures, not including transfers. Fund balance is also reserved for specific expenditures expected in the future. These reserves should allow additional time for careful examination and planning in the event of a significant shortfall in revenues or an unforeseen emergency need for funds. Unfortunately the General Fund unreserved fund balance dropped during FY 2010/11 as discussed above, and restoring fund balance was the greatest challenge in developing the adopted budget for FY 2011/12. Several measures, while difficult to make, were adopted to achieve a projected General Operating fund balance of 9.8%.

This deviation from policy was adopted because future budgets can and should adhere to the 10% guideline. In addition, the main reason driving this policy deviation for FY2011/12 is to allow City Council adequate time to review spending priorities and revenue options. Council will begin the review process shortly after budget adoption at a Council Study Session on July 12, 2011. Therefore, a lower buffer can be tolerated until further decisions are made and allow time for the affected citizens and business owners to provide their input. If necessary, the City could adopt further reduction measures throughout the fiscal year in response to a general decline in revenues.

d. Long Term Financial Forecasting: Annually, the City prepares the Five-Year Financial Forecast to get a perspective on the long-term fiscal outlook and to identify trends. This is done in the fall before work begins on the next year's budget. This allows the City Council to provide direction on a budget strategy that addresses issues identified in the forecast. For example, if revenues are expected to grow faster in the short term but slow down in later years, the City might not commit all recurring funds otherwise allowable under its policy guidelines. The projected deficit for FY 2010/11, projected in the 2010 Five-Year Forecast, resulted in the City Council's decision to make mid-year budget reductions this past January.

Economic Setting and Revenue Outlook

The national and local economies have been growing consistently for more than a year. However, the pace of growth in economic output will likely continue to be slow so the positive effects on job growth, household income, real estate prices, construction, and retail sales will be slow. In fact, some of these factors may decline further before improving.

Closer to home, the Illinois state economy is declining; the extent appears about average compared to other states. The University of Illinois Flash Index hit a 26-year low in September 2009 of 90.0. Since then a gradual increase has occurred. With a 1.0 increase over May 2011, the June 2011 Flash Index was at 97.8 which is a substantial improvement and continues monthly improvement since May 2010. The pre-recession high was 107.4 in April 2007. Although an increase in the index is a positive indicator, it is important to remember that any reading below 100 indicates a declining state economy, and lower figures indicate a lower growth rate.

The local economy has struggled, but not as badly as many due to the stability provided by the University of Illinois and the two regional health care providers, the conservative business practices by most local lenders (which avoided the "boom" that resulted in "bust"), and other factors. The recession has taken its toll locally with higher unemployment, some business closings, a drop in construction activity, and flattening of the value of taxable property. Additionally, the State's financial troubles have resulted in cash flow issues and funding uncertainty for the University of Illinois. This caused the University to undertake a major system-wide cost cutting effort, with significant staff reductions. Such reductions in University funding could have a significant impact on citizens and businesses in our community, and consequently a negative impact on the City's revenues.

The City has diversified its revenue sources somewhat, so stagnation or decline of some revenues is sometimes mitigated by strength in others. However, the sales tax, which is most susceptible to any economic downturn, remains the largest revenue resource for the City.

This revenue has shown some signs of progress, with growth of 0.82% in FY 2010/11 over last year, but slow growth is projected for FY 2011/12. Unfortunately, the minimal growth in the 11 major revenues tracked by staff each month leaves the overall level of these revenues virtually even to the level five years ago. Staff expects these revenues to increase minimally next year.

Until recently the City's Property Tax levy had provided consistent revenue growth for the City in spite of the recession. Because the levy collection is based on the prior three years' equalized assessed valuation of taxable property, robust growth leading up to the recession resulted in higher assessed values early in the economic downturn. The 2009 levy, however, increased just 0.5% over the 2008 levy. The City worked with the County to project the assessed value of taxable property for the 2010 property tax levy, and anticipated growth of about 1.5%. Unfortunately the actual growth was virtually flat at 0.1%. Since employee pension costs are increasing and receive property tax revenues before other purposes, property tax revenue to the City's General Fund actually declined. The General Fund supports the City's core services: Police, Fire, Public Works, and administrative departments. The Library Operating Fund is also impacted significantly since property tax revenue comprises approximately 90% of its total revenue.

Prior Year's Budget Balancing Measures

The City Council has adopted a policy of adopting structurally sound, sustainable budgets where recurring revenues exceed recurring expenditures and the General Fund has a 10% reserve that can be used for any unforeseen event because it is not dedicated to a specific purpose. Given weak and/or declining revenues beginning in FY2008/09, Council has adopted close to $13.7 million in budget balancing measures (primarily expenditure reductions) to achieve budgets consistent with these policies.

The greatest impact on services has been felt from personnel reductions, with 41.012 FTE's positions eliminated or not funded since FY2009/10. Starting with the FY 2009/10 adopted budget, 7.539 full time equivalent (FTE) positions were eliminated, 6.625 FTE's were scheduled for elimination through attrition, and 3.000 FTE's each in the Police and Fire Departments were unfunded. The unfunded positions continue to be unfunded in the FY 2011/12 adopted budget as well. In the FY 2010/11 adopted budget and mid-year personnel reductions, 9.158 FTE's were eliminated and 3.290 FTE positions were frozen, resulting in a total of 23.322 FTE's eliminated and 9.290 FTE's not funded since FY2009/10. The FY 2011/12 adopted budget balancing measures anticipate further staffing reductions as part of the City Voluntary Separation Incentive Program of 8.400 FTE's. The Voluntary Separation Incentive Program (VSIP) was created to reduce the workforce and related employee compensation costs. This strategy achieved savings more quickly than waiting for staff attrition, while limiting the need for layoffs. It also provided time for management to adjust work assignments and provide training to staff members receiving new assignments due to the departure of other staff members. In addition, the Library is holding 12 positions open.

Initially these reductions impacted Administrative departments and the Public Works Department most significantly, but the need for further budget reductions has resulted in larger reductions in personnel services in the Police and Fire Departments as well. The City

has continued to investigate possible outside funding for these services. The Planning Department has been successful in seeking outside funding for certain services. These include having the City's Tax Increment Finance Districts pay for 1.000 FTE Planner II ($80,996) and providing services to the Champaign School District Unit 4, which pays for 0.500 FTE Planner II ($30,000).

Budget Strategy and Overview

Following adoption of the FY 2010/11 Budget, Council directed City staff to proactively prepare strategies for the possibility that further budget balancing measures might be necessary due to factors beyond the City's control. Continuing increases in service costs, the uncertainty of the State of Illinois budget, and slow economic growth were all potential concerns.

The City's Five Year Forecast in November 2010 showed the pace of expenditure growth continuing to exceed the rate of revenue growth through next fiscal year and perhaps into the following fiscal year. Corrective action was taken and the majority of the $3.5 million budget balancing measures will be fully implemented starting with the FY 2011/12 budget year. However, since the actions were taken mid-year and could not be implemented retroactively, additional one-time reductions were taken to restore the General Fund balance. The need for additional budget balancing measures was projected for FY 2011/12.

Budget analysis shows that the City will also experience significant recurring cost increases for employee benefits next year that are unavoidable without changes in State law. The primary increase is $826,000 in retirement funding for police officers' and firefighters' pensions. The City also anticipates a $421,000 increase in employee health insurance costs. Together they account for 3.4 percent of total salaries. The City has limited ability to reduce these costs due to State laws regarding collective bargaining.

Staff re-examined its financial forecast with this updated information and determined that the General Fund would have a gap in recurring resources of about $0.4 million and a gap in reserves of $2.5 million for FY2011/12, when compared to the targets in the City's Financial Policies, if no adjustments were made. Of the $2.5 million figure, $1.0 million can be attributed to the Voluntary Separation Incentive Program. While these figures are negative, the proactive budget balancing at mid-year has reduced the amount of the gap in recurring resources that was projected in the Five-Year Forecast.

As a result the gap in the projected General Fund reserve, when compared to the policy of a 10% reserve, presented the greatest challenge in budget development for FY2011/12. The General Fund reserve gap grew to approximately $3.4 million when a few high-priority supplemental budget requests were added, the largest of which is additional funding for snow and ice control to recognize actual expenses for the past several years. Other recommended expenditure increases reflected measures to increase personnel safety, which are expected to reduce future costs.

As it examined measures to balance FY2011/12's budget, the Administration used the guiding principles adopted for the reductions taken mid-year. In particular, goals were set to

continue to provide high quality service, maintain the City's fiscal sustainability, take a long-term focus, invest in the future where appropriate, and offset the cost of any budget additions (few that they might be) with other reductions. As last year, the adopted budget was prepared with the belief that the public would expect belt-tightening versus large increases in broad-based taxes. Finally, the adopted budget met or adhered closely to two key guidelines in the City's financial policies by including:

- An unreserved fund balance of 10% of operating expenditures, not including transfers, and
- Recurring revenues 1.5% greater than recurring expenditures.

Revenues are analyzed carefully before making projections for the budget, and are budgeted on the conservative side. However, making projections requires a number of assumptions, and many things can change throughout the year. The 1.5% difference between recurring revenues and expenditures serves as a buffer that protects the City from the need to cut services if revenues fall slightly under projections. It also allows the City a bit more time to make reductions. The policy regarding the General Fund balance recognizes the need for significant funds in the event of a natural disaster, potential drop in revenue (such as a cut in State-shared revenue), or similar event.

Summary of Budget-Balancing Measures

As last year, budget-balancing measures in the adopted budget focused on expenditure reductions first and resource reallocations second where feasible. No new revenues were adopted. The following table summarizes the budget-balancing measures undertaken. These included both reallocation of reserves and expenditure reductions.

	Recurring Balancing Measures	**One-Time Balancing Measures**	**Total**
General Fund Expenditure Reductions	734,893	184,954	**$919,847**
Use the Library Improvement Fund to Pay a Greater Portion of the Debt Service on Main Library Building	0	750,000	**$750,000**
Transfer from Capital Equipment Replacement Fund (CERF) to General Fund	0	783,000	**$783,000**
Transfer from Vehicle Replacement Fund to General Fund	0	250,000	**$250,000**
Transfer of Technology Reserve from General Fund to CERF	0	467,000	**$467,000**
Use of City Facility Reserved Funds	0	250,000	**$250,000**
Totals	**$734,893**	**$2,684,954**	**$3,419,847**

A. Expenditure Reductions. The budget reflects expenditure reductions of $734,893 in recurring costs and $184,954 in one-time costs from all City departments. This includes a reduction of 2.999 FTE's and not funding additional positions including six police officers and firefighters that have not been funded since FY2009/10. The position reductions are

shown on the Position Control Report in the Supplemental Information section of this document.

B. Resource Reallocation. Last year the City Council reduced funding for capital improvements by cutting the transfer from the General Fund to the Capital Improvements Fund by $3 million on a one-time basis and by $1.5 million on a recurring basis in prior years. Council also allocated almost half of Food and Beverage Tax revenues to the General Fund last year, deferring planned improvements to Green Street in the campus area until FY 2015/16. Those actions reduced the impact of revenue decline on services funded in the General Fund. The adopted budget does not reduce capital improvements funding further, given reductions adopted in prior years. However, the City has reserves in other funds with dedicated resources (some by State Statute but most by Council policy), and use of these funds' balances will help build up the fund balance in the General Fund.

The City generally looks to "one-time" measures to restore fund balance rather than recurring measures. One-time measures typically have less significant impact on services and the City's fiscal stability, and are therefore less painful to make than recurring measures. To restore the General Fund balance and minimize service impacts to the public, the adopted budget reflects reallocation of balances to the General Fund from other funds as follows:

i. First, the use of Capital Equipment Replacement Fund (CERF) reserves by transferring $783,000 to the General Fund from CERF helped the General Fund's unreserved fund balance come closer to the 10% policy. Also, elimination of the reserved fund balance for future technology projects (financial software replacement and Geographic Information Systems projects) from the General Fund of $467,000 and placing this as a reserve in CERF (since CERF can provide for those needs) also helps the General Fund get closer to the 10% unreserved fund balance policy. Examination of the capital equipment replacement schedule revealed that reserves in the Capital Equipment Replacement Fund will be sufficient to accommodate all scheduled purchases for the foreseeable future, even with a reduction in fund balance. A modest balance of $43,425 would also remain for unexpected needs such as equipment failures or price increases.

ii. Additionally, the use of the Vehicle Replacement Fund (VRF) balance through a transfer to the General Fund of $250,000 will help restore the General Fund balance. For the FY 2010/11 adopted budget, there was a similar drawdown of fund balance in the VRF of $890,000. As a result of both years of draw downs, the projected balance in the Vehicle Replacement Fund will have a slight deficit in FY2013/14 if no adjustments were made. During FY2011/12 the Fleet Services Division of the Public Works Department will work with other City departments to extend vehicle lives, lower replacement costs, and/or further eliminate vehicles from the fleet to ensure that it will remain in balance for the foreseeable future.

iii. The City Facility Reserve was reduced by $250,000 from the FY 2010/11 level to help build the unreserved fund balance in the General Fund. There is not an

immediate facility need in FY2011/12 and the financial policies provide a mechanism to rebuild this reserve in future years.

iv. Lastly, a transfer of $750,000 from the reserve in the Library Improvement Fund to the Debt Service Fund decreases the General Fund expenditures for debt service on the Main Library building. The effect of this transfer is to increase the General Fund balance by $750,000. Use of the Library Improvement Fund (LIF) to pay debt service is consistent with Council policies and with the property tax levy that provides revenues to the LIF. Use of the funds for debt service is also consistent with past practice, as this fund has paid debt service averaging about $430,000 annually for each of the past two years and $447,865 for FY 2010/11. The adoption of this measure is also consistent with the recent practice of the Library Board, which has (with Council approval) decreased the amount of debt service payments that were initially planned from the Library Operating Fund, with the difference made up by increasing debt service payments from the Library Improvement Fund.

The use of the additional $750,000 from this fund to pay debt service does not change the City's policy of paying for Library capital improvements costing $150,000 or more from the City's capital funds rather than from the tax levy for Library operations. Given that both the main library building and the Douglass Branch library (constructed in 1997) are relatively new, the Library Board has identified few capital projects that would be paid from the City's capital funding during the period of the City's ten-year Capital Improvements Plan.

C. Revenue. The City can continue to provide high quality services, increase efficiencies, and protect core city services for FY 2010/11without the need for new revenue measures. Therefore, no new revenue measures are included in the FY 2011/12 budget.

Supplemental Budget Requests (SBR).
The total budget for expenditures on SBRs is $512,031 for all funds, with recurring expenses of $205,073 and one-time expenses totaling $306,958. These figures cover all the General Fund recommended SBR's and one additional recommended SBR in the Stormwater Management Fund that was offset by revenues so there was no net increase to that fund. These figures represent net expenditures for the City, but most of these SBR's are offset by revenues such as grant funding and reductions in other areas. Due to the City's fiscal position, additions for the FY 2011/12 budget were limited mainly to implementing Council direction, fulfilling existing commitments, meeting mandates, self-funded programs, and a few costs needed to maintain existing service levels. Major components of the proposed increases are described as follows:

i. Emergency Response - Snow & Ice Removal: Staff budgets snow and ice removal on a five year average of actual costs. The budget has been underfunded in recent years and Council has approved budget amendments to fund the total amount needed. The budget amendments have reduced the General Fund balance, and in FY 2010/11 have contributed to the reduction in fund balance below the City's policy of maintaining 10% of expenditures excluding transfers in unreserved balance. The most recent

analysis of Snow and Ice expenditures, based on the past five years, showed that the budget should be increased by $216,516 to the five year average. Of this, $77,000 is a one-time need to restore the City's salt reserves in preparation for snow events for 2011-2012.

ii. Utility Rate Cases Intervention: The adopted budget includes one-time funding of $80,500 to cover costs associated with the City's intervention in upcoming utility rate increase cases before the Illinois Commerce Commission, in cooperation with other partner municipalities such as Bloomington, Normal, and/or Urbana. Together the municipal partners will provide funds estimated at a total of $220,000. This effort is to preserve the City's interests in keeping utility rates at a reasonable level for the residents of Champaign. Ameren and Illinois American Water Company have to file their rate increase requests with the Illinois Commerce Commission (ICC), which will review the requests and hear public input for and against them. The City has been successful in the past in joining with other municipalities to prevent Ameren's proposed increase in electricity charges for street lights.

iii. Software Migration: The vendor of the City's current email platform requires the City to migrate to a new technology. There is also increased demand on record retention brought by the State requirements in the Freedom of Information Act and Federal rules for e-discovery. During FY2011/12, City staff will evaluate available software and recommend purchase of a new email system that will meet those requirements with minimal manual effort. This is a one-time funding need of $70,000 and a recurring need for maintenance support of $3,000.

Capital Improvements

Planned capital improvement expenditures for FY 2011/12 are estimated to cost just over $32 million. Significant projects scheduled for construction are listed below. Further detail on the Capital Improvements Plan (CIP) can be found under the Capital Improvements tab in this document and it is also available in a separate document titled "2012 Capital Improvements Plan."

A. Maintenance and Rehabilitation Projects – The City carries out the projects below in various areas of the City to address the most significant infrastructure maintenance needs at that time. A listing of each project's name and the FY 2011/12 funding is indicated below, but the exact funding amount is subject to change if a higher priority need arises.

1) Annual Park Lot Rehabilitation ($942,435)
2) Channel Maintenance ($560,377)
3) Storm Sewer Maintenance ($556,404)
4) Storm Sewer Rehabilitation ($704,303)
5) Asphalt Overlay ($1,077,294)
6) Brick Street Rehabilitation ($317,570)
7) Local Street Rehab – Asphalt ($366,065)
8) Local Street Rehab – Concrete ($782,644)
9) Neighborhood Infrastructure Repair ($209,326)

B. Reconstruction and System Upgrades

1) Kenwood/Jackson Sanitary Sewer Extension ($514,114)
2) John Street Watershed Drainage Improvements ($5,102,745)
3) Market Street Improvements ($1,285,000)
4) Staley Road – Springfield to Route 150 ($2,486,330)
5) University and Randolph Intersection Improvements ($658,050)
6) University Avenue Improvements – Neil to Chestnut ($1,794,223)

C. Expansion Projects

1) South Fourth Street Extension ($6,189,050)
2) Fiber Optic Connection ($406,871)

D. Unfunded and Underfunded Projects. A number of important projects remain unfunded or underfunded. Some of the factors contributing to this are: reduced funding for capital projects, annexation of substandard infrastructure, existing policy which does not require developers to contribute to the cost of major infrastructure (e.g. arterial streets), faster expansion of the urban boundaries in recent years than in the past, deferred maintenance of infrastructure (especially for systems of which the City assumed ownership, like the Boneyard Creek), and the impact of unfunded mandates from both the state and federal government (e.g. NPDES Phase 2). Some of the most significant needs on the unfunded and underfunded project list include:

- Funding for arterial street improvements to support fringe development, including Windsor Road from I-57 to Rising Road, Kirby Avenue from Duncan Road to Rising Road, Bradley Avenue from Duncan Road to Staley Road, Mattis Avenue from Windsor Road to Curtis Road and Rising Road from Kirby Avenue to Windsor Road. It is estimated that a $60 million backlog in such improvements currently exists.
- Funding for arterial street intersections to meet the demands of increasing traffic. As the City continues to grow, traffic increases at existing intersections. Unless these intersections are improved in some fashion, they will likely become high accident locations. Several intersections have been identified as needing improvement but have remained unfunded due to their high cost. Examples include First Street and Windsor Avenue ($3.5 million), Bradley Avenue and Staley Road ($3.5 million), Kirby Avenue and State Street ($2.3 million), Bradley Avenue and McKinley Avenue ($250,000) and Kirby Avenue and Crescent Drive ($250,000).
- Funding for projects to fully implement the recommendations of the Campus Area Transportation Study. Unfunded recommendations on the Champaign side of the University District are estimated to cost $17 million. A share of this cost would be the responsibility of the University of Illinois.
- Funds to maintain stormwater channels and detention basins owned by the City. A "start-up" maintenance program and funding plan is included in the Capital Improvements Plan, but additional funding will be needed.
- A number of projects and needs identified in the infrastructure master plans are unfunded or delayed beyond when they should ideally be constructed, including bridge replacement projects, traffic signals, additional funding for pavement maintenance, and increased funding for sidewalk replacement. In addition, the

Neighborhood Infrastructure Repair Program is still underfunded as compared to total need.

- Funds for street maintenance, based on street condition surveys, are estimated to require over $1 million per year in additional funding.
- Funds to fill sidewalk gaps on arterial streets are estimated at approximately $2 million.

Including these additional capital needs in the CIP would require one or a combination of the following approaches:

- significant adjustments to the priorities in the existing CIP (which would require delaying maintenance of existing infrastructure);
- increased transfers from the General Fund to capital funds (which does not appear feasible without increasing overall City revenues);
- identification of new or expanded funding sources (e.g. for arterial streets);
- changes to standards for City infrastructure to reduce its cost; and/or
- extensive phasing of recommended projects over a 20-30 year time frame.

With the reduction in funding for the Capital Improvement Plan implemented in the last two years, it is even more likely that the only way to address these shortfalls is by identifying new revenues.

Reserves

Council policy states that the adopted budget should include an unrestricted General Fund reserve of no less than 10% of expenditures not including transfers. For FY 2011/12, the amount of unrestricted General Fund reserve in the adopted budget is $4.42 million, or 9.8%. This makes the adopted budget very close to this policy level although it falls slightly short. The Council has discretion to adopt budgets that do not fully meet policy guidelines since they are not binding.

The adopted budget also maintains the following additional reserves totaling $1.28 million:

- $620,253 in the City Facility Reserve, which is established by Council policy.
- $659,622 for the 27th pay date, which occurs about every eleven years.

The City Facility Reserve was reduced by $250,000 from the FY 2010/11 amount to help build the unreserved fund balance in the General Fund. This change was adopted for FY 2011/12 because an immediate facility improvement need is not projected for FY 2011/12 and the financial policies provide a mechanism to rebuild this reserve in future years.

Financial Summary

Total adopted expenditures for all funds for FY2011/12 are $116.2 million, not including interfund transfers. This is a decrease of $18.6 million, or 13.8%, from estimated expenditures for FY2010/11. The decrease results primarily from funds budgeted for major capital projects in FY2010/11, most notably the encumbrance of $10.2 million for the Fiber Optic Connection project. The utility locating project is scheduled for FY2012/13 and FY2013/14 at a minimal expense of $32,000 each year and the associated personnel costs.

The remaining variance is related to full or significant completion of certain capital projects, including the following in FY 2010/11:

- University Avenue – Neil Street to Chestnut $1.5 million
- Curtis Road – Wynstone to Wesley $1.4 million
- Public Works Facility – Meadow Gold Demolition $1.0 million
- Mattis Avenue – Anthony Drive to Olympian Drive $0.66 million
- HVAC Equipment – City Facilities $0.56 million
- Washington East – Watershed Drainage $0.50 million

Revenues for FY 2011/12 are expected to total $103.9 million, not including transfers. Expenditures of $116.2 million exceed revenues by $12.3 million. This is due to stormwater improvements financed by bonds issued in FY2009/10. The bond proceeds do not appear as revenues in the FY 2011/12 budget but the use of these funds appears in the expenditures. Another contributing factor is expenditures for the Motor Fuel Tax Fund, which are up $3.8 million due to the life cycles of projects that fluctuate year to year. Lastly, the use of fund balance in the Capital Equipment Replacement and Vehicle Replacement Funds helped to balance the General Fund.

Adopted FY 2011/12 expenditures for the General Fund, which supports most basic municipal services, are $70.0 million including supplemental budget requests. Revenues are budgeted at $68.6 million. Expenditures exceed revenues by $1.4 million, which results primarily from the inclusion of the Voluntary Separation Incentive Program which adds one-time expenditures to ensure future recurring expenditure reductions.

The adopted financial plan includes a fund balance of about $5.7 million, which is 12.66% of expenditures excluding transfers. This includes an undesignated fund balance of 9.8% and designated reserves of $659,622 for the 27th pay date and $620,253 for the City Facility reserves. The following table summarizes revenues, expenditures, and reserves for all funds:

	General Operating	**All Funds***
Revenues & Expenditures		
Beginning balance	$7,115,023	$96,642,389
Revenues	$68,549,399	$103,932,382
Available resources	$75,664,422	$200,574,771
Expenditures	$69,960,031	$116,202,908
Reserves		
Pension reserves	$0	$53,305,485
Other reserves & balances	$5,704,391	$31,066,378
Total reserves & balances	$5,704,391	$84,371,863

*Not including interfund transfers to avoid double counting

Conclusion

The adopted budget preserves critical services with an emphasis on protecting public safety; it is balanced, and it meets the City's financial policies except for one small variance. Recommended exceptions from policies were discussed within this report. In addition, the City will continue to explore other strategies to address the long-term issue of expenditures increasing faster than revenues. These include initiatives included in Council goals to explore outsourcing services and increasing intergovernmental cooperation.

Acknowledgments

I wish to acknowledge the capable and hard work of many staff members from all City departments who worked to develop the adopted Financial Plan. This work was particularly difficult in light of the fiscal challenges facing the City at this time. Special thanks go to all City staff for thinking outside the box and providing important suggestions that made a balanced budget possible.

Prepared by:

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Financial Services Manager/
Budget Officer

Reviewed by:

Richard Schnuer
Finance Director

City of
CHAMPAIGN

How to Use This Document

This Financial Plan Document is organized into eight sections. These are Letter of Transmittal; Summary; General Operating Fund; Other City Funds; Public Library; Capital Improvement Projects; and Supplemental Information. Each section is described below.

Letter of Transmittal

The Document begins with the City Manager's Letter of Transmittal, which immediately precedes this section.

Introduction

The background section is a consolidated overview of the City of Champaign and its government.

Budget Summary

The budget summary section is designed to provide the reader with a quick overview of the City's Financial Plan. This section can be used as an easy-to-follow stand-alone document.

General Operating Fund

A fund statement at the beginning of this section provides information on the beginning balance, revenues, expenditures, and reserves and balances, over a three-year period. This fund is divided into departments, which consist of one or more budget activities. A budget activity is generally equivalent to an organizational unit. Service Plans for each department are included preceding the first budget activity for that department. Activity summaries, which list expenditures by classification (personnel services, commodities, contractual services, capital outlay, and transfers), are included for all activities. These summaries also identify personnel resources in terms of total full-time equivalent positions.

Other City Funds

This section includes the budget for all funds other than the General Operating Fund. All funds are listed and explained in the Supplemental Information section under Budgetary Basis and Accounting Information. The fund and activity structure is the same as for the General Operating Fund, however, these funds rarely contain more than a few activities. Fund statements are included for each fund. Service plans for departments that do not have any statements are included for each fund. Service plans for departments that do not have any General Fund activities (e.g., METCAD) are included with appropriate funds.

Public Library

Although the Library's accounts are currently administered independent of the City's accounts, its budget is included in this document. The Library budget is organizationally similar to the budget for other City funds.

Capital Improvement Projects

This section includes additional information on the ten-year Capital Improvements Plan. Capital Improvements are defined as any physical asset constructed or purchased to provide, improve, or replace a public facility and which is large scale and high in cost. The cost of a capital improvement includes preliminary studies, design and construction and is general non recurring and may require multiyear financing. A Capital Improvements Plan document is distributed separately.

Supplemental Information

This section includes additional information to assist the reader in understanding the Financial Plan. It includes an overview of the City's long-term debt, capital expenses, and salary and staffing schedules for the new fiscal year.

The City of Champaign

City Hall

General Information

The City of Champaign is a home-rule municipality incorporated under the laws of the State of Illinois. The city is located on the prairie of east-central Illinois approximately 135 miles south of Chicago and 80 miles northeast of Springfield, the State Capitol. Along with its adjoining twin city, Urbana, Champaign shares the distinction of being the home of the University of Illinois. Parkland College is also located in Champaign. The most recent census estimate (2010) reveals that Champaign's population is 81,055 with corporate boundaries including approximately 20.04 square miles of land, and the planning area extending 1-1/2 miles beyond the City limits.

Aerial View of Champaign – Focus on Downtown

History

In 1854, the Illinois Central Railroad tracks were laid and a depot built two miles west of Urbana. The following year a bill incorporating Urbana, including the depot within its limits, was defeated in the State Legislature. As a result, Champaign was addressed by three different names over the next two years: The Depot, New Town, and finally West Urbana. In 1860, the City was incorporated and renamed for the county, which had derived its name from Champaign County, Ohio because a large number of the region's settlers had originally migrated from there.

City Organization

Champaign operates under the Council-Manager form of government. The City's legislative authority is vested in a nine-member Council consisting of the Mayor, three members elected from the City at-large, and five members elected from districts. Four-year terms are served by each member. The City manager and the ten department heads who serve under his supervision direct the executive and administrative functions of the City.

Economic Environment

The largest employer in the area, the University of Illinois, has an annual payroll of $865 million. The second largest employer is the health care industry with a $448 million annual payroll.

The current state of economy is adversely impacting the local economy nevertheless, demonstrated by a slow growth of sales tax revenues. New home construction in Champaign County slowed down in the area, with fewer new single family home starts expected in calendar year 2011.

The Flash Index, compiled by the Institute of Government and Public Affairs (IGPA), measures economic activity based upon receipts for personal income, corporate income and retail sales taxes. The University of Illinois Flash Index hit a 26-year low in September 2009 of 90.0. Since then a gradual increase has occurred. With a 1.0 increase over May 2011, the June 2011 Flash Index was at 97.8 which is a substantial improvement and continues monthly improvement since May 2010. The pre-recession high was 107.4 in April 2007. Although an increase in the index is a positive indicator, it is important to remember that any reading below 100 indicates a declining state economy, and lower figures indicate a lower growth rate.

City of Champaign Demographics

Population	**81,055**
Total Area	22 Sq. Miles
Gender Information of Champaign as of 2000:	
Male	50.7%
Female	49.3%
Median age	31
Age Breakdown of Champaign as of 2000:	
0-18	27.7%
19-64	63.8%
65+	8.5%
Married	38.5%
Divorced	7.2%

Financial Data

Median Household Income	$36,498
Sales Tax	7.80%
Job Growth %	3.44%

Housing

Median Home Price	$136,200
Housing Units (2002)	29,640

Health

Has Health Plan	90.3%

Business/Industry

Number of Firms	15,000
Per Capita Income	$19,708

Employment Data

Employment Data for Champaign/Urbana as of 03/2011:	
Labor Force	121,400
Employed	111,900
Unemployed	9,500
Unemployment Rate	7.8%
Industry Employment of Champaign County as of 1998:	
Agriculture-Forestry-Fishing	2.7%
Construction	3.4%
Manufacturing	11%
Transportation, Communication, Public Utilities	3.5%
Wholesale Trade	3.2%
Retail Trade	17.3%
Finance-Insurance-Real Estate	3.6%
Services	51.4%
Government	3.9%

Weather

Annual Precipitation	38 in.
Clear days	194
High Temperature in July	85.2° F
Low Temperature in January	16.2° F

Quality of Life

Air Quality Index (% of days AQI ranked as good)	94.8%
Personal Crime Risk (100 being avg.)	111
Property Crime Risk (100 being avg.)	149
Personal Crime Incidents	1,003
Property Crime Incidents	3,834

Other Information about the City

Movie Theaters (Within 15 miles)	7
Bars (Within 15 miles)	83
Restaurants (Within 15 miles)	419
Public Golf Courses (Within 30 miles)	13
Libraries (Within 15 miles)	22
Museums (Within 15 miles)	2

*Information is taken from Census and Department of Labor Websites: http://www.bls.gov/eag/eag.il_champaign_msa.htm; http://quickfacts.census.gov/qfd/states/17/1712385.html; Census Bureau; Industry Projections 1998-2008; Illinois Department of Employment Security; Champaign County Regional Planning Commission; Illinois Population and Trends 1990-2020; Illinois Bureau of the Budget: 1997 Edition Census 2000; 2007 Special census; http://www.zillow.com/local-info/IL-Champaign-people/r_4042/

City of CHAMPAIGN

CHAMPAIGN VISION 2020

CHAMPAIGN IS AN INCLUSIVE COMMUNITY THAT WELCOMES ALL

CITY RESIDENTS ENJOY A GREAT QUALITY OF LIFE, FIRST CLASS EDUCATIONAL OPPORTUNITIES AND EASY MOBILITY.

CHAMPAIGN IS A VIBRANT COMMUNITY WITH AN ACTIVE CENTER CITY AND HEALTHY NEIGHBORHOODS

THE CITY IS DESIGNED FOR QUALITY AND SUSTAINABILITY, AND HAS A GROWING ECONOMY.

COUNCIL GOALS AND ACTION PLANS

FY 2008-2009 Through FY 2011-2012

Our City Fosters Quality of Life for All Citizens

Strategic Initiatives:

- Assure a safe community and protect the rights of citizens..
- Support efforts to expand outstanding medical care.
- Encourage development of affordable housing.
- Strengthen community service partnerships.
- Be a leader in intergovernmental cooperation.
- Promote an inclusive, open minded and progressive community.

Key Projects:

- Partner with the community to implement initiatives to prevent and reduce violence.
- Support the Booker T. Washington and Garden Hills School development projects.
- Collaborate on plans for medical facility development.
- Extend the boundary agreement with Savoy.

Our City Provides First-Rate Services

Strategic Initiatives:

- Strengthen community-oriented policing.
- Aggressively address aging infrastructure.
- Support and respond to neighborhood needs.
- Maintain fire department responsiveness.

Key Projects:

- Fund the John Street and Washington Street East flood abatement projects.
- Restore police staffing levels.
- Develop flood abatement plans for Washington Street West.

Our City is Fiscally Responsible

Strategic Initiatives:

- Maintain a healthy and balanced City budget.
- Ensure fair City tax rates and fees.
- Apply strategies to reduce the cost of providing City services.
- Promote a compact growth pattern to deliver City services efficiently.
- Allocate the cost of services to citizens who benefit.

Key Projects:

- Develop a plan to fund storm water drainage improvements.
- Review options for intergovernmental partnerships.
- Review options for outsourcing of City services.

Our City Promotes Economic Opportunity

Strategic Initiatives:

- Market the City as a tourism destination.
- Expand the arts and amateur sports.
- Increase parks, trails, and open space amenities.
- Brand the City as a micro-urban community.
- Expand programs for job creation and employment growth.
- Attract and retain workforce talent in the community.
- Promote opportunities for upward mobility for all citizens.
- Advance strategies to benefit low-income neighborhoods.
- Adopt forward-thinking growth and development policies.

Key Projects:

- Support City partners to achieve defined tourism and economic development outcomes.
- Create City programs that generate a full range of job opportunities to attract and retain workforce talent.
- Develop a unified message and campaign to promote the City.
- Work with the University to plan for phases four and five of the Research Park.

Our City is a Model for Environmental Sustainability

Strategic Initiatives:

- Promote Champaign as a green community.
- Encourage the use of alternate modes of transportation.
- Recruit and retain innovative green business and industry.
- Adopt incentives and regulations to encourage environmental responsibility.
- Reduce energy consumed by our City government.
- Preserve the Mahomet aquifer as a long-term healthy water supply.

Key Projects:

- Approve the Sustainability Plan that includes a timetable for implementation.
- Adopt building and zoning codes that encourage cost-effective, green development.
- Inventory City infrastructure and add bicycle and pedestrian features where possible.

Our City is Committed to Honest, Transparent Government

Strategic Initiatives:

- Engage the community in City government.
- Provide timely and accurate information about City services.
- Openly share information about City actions and decisions.
- Improve public access to City information.

Key Projects:

- Implement the Public Communications Plan.

CITIZENS OF CHAMPAIGN

Population: 81,055

CITY COUNCIL

9 Council Members (Includes Mayor)

- CU Cable Television & Telecommunications
- Code Review Committee
- Code Enforcement Board of Appeals
- Board of Fire & Police Commissioners
- Historic Preservation Commission
- Human Relations Commission
- Public Library Board of Trustees
- Neighborhood Services Advisory Board
- Plan Commission
- Urbana-Champaign Big Broadband (UC2B) Committees
- Zoning Board of Appeals

CITY MANAGER'S OFFICE

- METCAD Policy Board
- Community Relations
- Economic Development

METCAD
Director
- Operations
- Technical Support

FINANCE
Director
- Accounting Services
- Records Manager/ City Clerk
- Financial Services
- Administrative Services

FIRE
Chief
- Administration
- Building Safety
- Training Safety
- Fire Suppression
- Fire Prevention
- Emergency Management

HUMAN RESOURCES
Director
- Risk Manager
- Benefits Administration

INFORMATION TECHNOLOGIES
Director

LEGAL
City Attorney

LIBRARY
Director
- Administration Services Group
- Public Services Group

NEIGHBORHOOD SERVICES
Director
- Neighborhood Coordination
- Code Compliance
- Neighborhood Programs

PLANNING
Director
- Current Planning
- Advance Planning

POLICE
Chief
- Operational Support
  - Investigations
  - Special Rescources
  - Fiscal Administration
- Professional Standards/Audit
  - Citizen Complaints
  - Rcords/Front Desk
  - Training/Grants
- Operations
  - North District
  - South District
  - Northwest District
  - Southwest District
  - Special Units

PUBLIC WORKS
Director
- Administration
  - Parking
  - Fleet
- Engineering
  - Traffic & Lighting
- Operations
  - Concrete
  - Sewer
  - Streets
  - Forestry

2011 Organizational Chart

Drawn By: Public Works Department Engineering Division
Date: April 6, 2011
File: Citytre-New.dwg

Data Sources:
Council Boards and Commissions
http://ci.champaign.il.us/city-council/boards-and-commissions/

City Departments
http://ci.champaign.il.us/departments/

City of Champaign Population
http://www.census.gov/

Budgetary Basis and Accounting Information

Budgetary Basis

With a few exceptions, the City maintains its accounts and presents its budget on the cash basis of accounting. This means that revenues are recognized when cash is received and expenditures are recorded when cash is disbursed. The most notable exceptions are as follows:

- Funds that are reserved for payment to a vendor for a particular purpose ("encumbrances") are included in estimated expenditures at year-end although cash has not yet been disbursed.

- Receivables are recorded as revenue when they are invoiced.

Accounting Structure

A fund is the basic accounting unit: it is a self-balancing accounting entity with revenues and expenditures which are segregated for the purpose of carrying out specific programs in accordance with City policies and certain applicable State and Federal laws.

Each fund has at least one Budget Activity, which is a group of expenditures that provide for the accomplishment of a specific program or purpose, e.g. Police Investigations. In the General Operating Fund, Budget Activities are also grouped together under the departments that administer them.

Fund Statements

A Fund Statement is presented for each fund, which summarizes past and projected financial activity for the fund as follows:

- Beginning Balance: the actual or estimated money carried over from the prior fiscal year to the start of the next fiscal year.

- Revenues: presented in detail for funds with few revenue categories and summarized for funds with many revenue categories.

- Expenditures: summarized into major categories, e.g., personnel services.

- Ending Balance: the estimated funds remaining at the end of the fiscal year. The ending balance equals the beginning balance plus revenues minus expenditures.

Fund Types

All city funds are included in the Annual Budget Document except the Special Assessments Fund and two agency funds. The Special Assessments Fund accounts for expenditures for capital improvements in limited areas, and revenues received from assessments against private properties are used to pay for those improvements. The agency funds (Group Insurance and Treasury) do not account for expenditures as defined by state law, but merely receive and disburse money on behalf of other funds or parties (employees). Budgeted funds are classified into the following types in the budget document:

Operating Funds: As the name implies, these funds provide for basic services (e.g. police and fire) as opposed to capital improvements, insurance reserves, etc. Most staff are budgeted in these funds, which are:

- General Operating Fund
- Community Development Fund
- Parking Fund
- Metcad Fund
- Sewer Improvement Fund

Community Improvement Funds: These funds provide for capital improvements and certain community and economic development programs (e.g., low-interest loans for housing rehabilitation). They are:

- Sewer Expansion Fund
- Surface Drainage Improvement Fund
- Motor Fuel Tax Fund
- Capital Improvements Fund
- Library Improvement Fund
- I-74 North Development Area Fund
- Urban Renewal Fund
- AARA Grant Fund

- Urban Development Action Grant Fund
- Downtown Tax Increment Financing District Fund
- North Campus Redevelopment Area Tax Increment Financing District Fund
- East University Ave. Tax Increment Financing District Fund
- Food & Beverage Fund
- Special Assessments Fund (not included in annual budget - see explanation above)

Debt Funds: These funds account for the receipt and disbursement of bond proceeds, and for debt retirement expenses.

- Bond and Interest Fund
- Burnham Site Bonds Series 2004A
- Burnham Site Bonds Series 2004B
- Library Bond
- Series 2007A Bonds
- Series 2009 Refund Bonds Fund
- Series 2010 Drainage Bonds
- Parking Deck Bonds

Internal Service Funds: These funds provide services almost exclusively to other City departments, which pay for the services. These funds are:

- Environmental Services Fund
- Fleet Services Fund
- Retained Risk Fund
- Workers' Compensation Insurance Fund

Pension Funds: This category includes the two pension funds for which the City has full financial responsibility:

- Police Pension Fund
- Fire Pension Fund

Champaign Public Library and Information Center Funds: This category includes all funds related to Library services, as follows:

- Library Operating Fund
- Library Capital Fund
- Gift and Endowment Funds
- Special Programs Funds
- Per Capita Grant Fund
- Grant Funds

The Library is administered by a Board appointed by the City Council and is managed by a Library Director appointed by the Board. Its accounts are administered independent of the City Finance Department and City Manager, but its budget is included in this budget document for the convenience of interested persons.

FY2011/2012 Proposed Budget
Summary of Financial Policies and Goals

The City's Financial Policies provide guidance and establish a framework for providing quality services to the community, while maintaining long-term financial stability. The policies are reviewed, modified and adopted annually.

The Financial Policies set specific goals for reserves and the use of reserves. Specifically, the policies set the General Operating and Parking Funds reserve at ten percent of expenditures, excluding transfers. Another policy limits recurring expenditures to 98.5 percent of recurring revenues. These and other budget policies safeguard the City from the effect of unexpected external factors influencing revenues.

The policies also state priorities for funding, specifically, basic municipal services need to be funded first to, at minimum, maintain current service levels. Specific revenue resources are dedicated to specific activities. For example, a portion of utility taxes are dedicated to the Urban Renewal Fund to support the Neighborhood Wellness Plan. The financial policies contain a comprehensive section on revenues, including criteria for considering additional revenue sources, limiting the City's property tax rate, and guidance for assessing fees for services beyond basic service levels. The Sanitary Sewer Fund and Parking Fund are established as enterprise funds and use of the revenues within those two funds is further specified in the policies. The Financial Policies provide specific direction in the following areas:

- basic municipal services funded through the General Operating Fund
- economic development programs
- motor vehicle parking system
- sanitary sewer system
- neighborhood wellness
- debt management
- capital improvements
- budget guidelines
- revenues
- pension funds
- investment policy
- community service grant program

Financial Policies

I. Statement of Purpose

These policies are designed to establish a framework for providing quality services to the community in an efficient and effective manner while maintaining long-term financial stability within the limitations established in the policies. These policies are reviewed, modified as appropriate, and adopted annually.

II. Basic Municipal Services Funded Through the General Operating Fund

Municipal services such as public safety and public works are the City's first responsibility. These services should be funded to at least maintain current service levels. General Operating Fund transfers for traditional capital expenditures in the Capital Improvements Fund should be changed annually to maintain a constant level of commitment when adjusted for inflation. The transfer from the General Fund to the Capital Improvement Fund and the funds allocated to the Local Street Improvements project will be increased in accordance with the Construction Cost Index and allocated in accordance with standard practices for funding annual infrastructure maintenance projects. In addition, consideration of increasing funding proportionally to account for additional infrastructure related to growth will be reviewed annually with Council. The General Operating Fund and other funds, as appropriate, should provide transfers to equipment replacement funds to maintain equipment at least at current service levels.

III. Economic Development

Economic Development Policies are adopted as a separate document, and are incorporated into the Financial Policies by reference.

IV. Parking Fund

Resources of the Parking Fund should be used for the maintenance and development of parking facilities. Facilities development may be done in conjunction with economic development programs. The Parking Fund should reimburse the General Operating Fund for the cost of all services provided by the General Operating fund to the Parking Fund; such reimbursement should be limited to no more than 20% of Parking Fund revenues given the current level of services provided by the General Operating Fund.

Campus Area Revenues: Revenues from fee and fine increases and parking space rental in the campus area will be reserved for parking improvements in that area.

V. Sanitary Sewer System

Revenues from the Sanitary Sewer Fee shall primarily support maintenance and rehabilitation of the City's sanitary sewer system, which will be accounted for on an enterprise fund basis in the Sewer Improvement Fund. However, the Council may supplement funding provided by sanitary sewer fees with general revenues. An accounting system will be implemented to ensure that all costs related to maintenance and rehabilitation, as well as engineering expenses, overhead costs**,** and costs incurred to administer the fees, will be paid from revenues raised through the fee.

The Sanitary Sewer Fee rate will be reviewed every other year. If the fee does not fully support maintenance and rehabilitation of the system, or if excess balances are projected, staff will recommend changes to the Council. Changes would be effective on the first day of even numbered calendar years, with review taking place as part of the budget development process for the fiscal year in which the change would be effective.

Up to 12% of revenue from the fee may also be allocated for expansion of the system on a reimbursable basis. Expansion projects will be budgeted in the Sewer Improvement Fund through the Capital Improvement Plan process. Reimbursement revenues will be credited to the Sewer Improvement Fund.

VI. Neighborhood Wellness

The City is committed to developing and maintaining healthy neighborhoods through the Neighborhood Wellness Plan.

The following is a description of existing funds utilized to provide resources for neighborhood wellness activities and policies relative to the funds.

Urban Renewal Funds: The Urban Renewal Fund, which derives its revenues from a share of utility taxes, will be used for projects identified in cooperation with citizen groups or those determined to further the City's neighborhood wellness goals. Priority will be given to projects in Restoration and Preservation planning areas, as defined in the Neighborhood Wellness Plan. Funds will be budgeted for (1) the Neighborhood Infrastructure Repair Program which funds neighborhood improvement projects costing less than $30,000 which can be completed in a single fiscal year; (2) neighborhood support and community outreach activities; (3) major structure demolition, particularly emergency demolition of fire-damaged structures or structures that must be cleared immediately for the protection of public health and safety; (4) the Neighborhood Small Grant Program, which provides grants to registered neighborhood groups to fund small scale neighborhood improvements and clean-ups – 100% grants are available up to a maximum of $1,000 and 50% matching grants are available for projects costing between $1,000 and $5,000; (5) a grant program to assist low income families to paint the exterior of their homes; (6) costs related to the redevelopment of the Beardsley Park neighborhood under a plan adopted by Council in 1995 [CB No. 95-094] and later amended by Council in 2000 [CB No. 2000-306]; (7) costs associated with the prosecution of property maintenance code offenders; and (8) community service grants in an amount not to exceed 15% of the City's total annual

CDBG allocation. Administrative costs in the Neighborhood Services Department will also be paid from this fund.

Community Development Block Grant Fund: These funds are received annually by the City from the federal government to address affordable housing and community development needs that have been identified in the Consolidated Plan and Neighborhood Wellness Plan. This fund is used to support Neighborhood Improvement Initiatives which may include new capital improvement projects or community programming initiatives that support or respond to the needs of the City's low- to moderate-income neighborhoods and citizens. The Community Development Fund should be largely dedicated as an operating fund.

HOME Fund: These funds are received from the federal government through a consortium that includes the City of Champaign, the City of Urbana, and Champaign County. HOME funds are used for the development of affordable housing projects as identified in the City's Consolidated Plan and Neighborhood Wellness Plan. The City must provide a 25% local match for these funds. The City currently uses recaptured UDAG funding and a grant from the Federal Home Loan Bank as the match for its HOME allocation. Some funding is restricted to target areas of the City with the highest percentage of low-income households and those in most need of public investment.

VII. Debt Management

Special Note: A formal Debt Management Policy was adopted by City Council on October 2, 2001 (Council Bill No. 2001-0246).

VIII. Capital Improvements

Capital Improvement Policies are adopted as a separate document, and are incorporated into the Financial Policies by reference.

IX. Budget Guidelines

The following policies are established as more specific guidance to the budget development process:

Item No. 1: Balanced budget means that expenditures do not exceed available resources, including fund balances and reserves, and the budget meets all other applicable policies.

Item No. 2: Authorized expenditures to support ongoing operations shall be less than recurring revenues anticipated for the same period. A target of recurring expenditures at 98.5% of recurring revenues shall be used in preparing the proposed budget. In addition, .5% of recurring revenues will be allocated to a City facility reserve.

Item No. 3: Non-recurring revenues shall be applied toward non-recurring expenditures (capital improvements, capital outlay for major equipment and discretionary activities such as economic development). As an extension of this general policy, fund reserves carried from the prior year shall be expended only for non-recurring projects.

Item No. 4: Adequate reserves shall be maintained for all known liabilities, including anticipated employee leave and separation expenses, worker's compensation and self-insured retention limits.

Item No. 5: When equipment is to be acquired, fiscal arrangements should be appropriate for each particular circumstance. For equipment to be permanently acquired, financing through lease-purchase shall be considered whenever the financing cost is determined to be less than the interest that can be earned on city cash assets. Flexible arrangements (i.e., rental) may be used when equipment needs are not permanent, or when changing needs or technologies may make the equipment obsolete. Replacement schedules for all major equipment should be established, and funds set aside annually in an amount sufficient to allow replacement of such equipment at the end of its useful life.

Item No. 6: To provide for exigencies, working cash, and as a safeguard against fluctuating revenues, adopted budgets for the General Operating and Parking Funds shall include a Fund Balance Contingency of no less than 10% of expenditures excluding transfers. This shall be in addition to any amounts that may be budgeted for specific purposes (e.g., Salaries Contingency) and shall not be available for expenditure except by City Council action. Budget amendments taking place through the course of the Fiscal Year may cause the contingency to drop below this level. In any case, contingencies for these funds shall not fall below 9% except in the event of a catastrophic need.

Item No. 7: The City employees are paid on a bi-weekly basis, which typically results in 26 payrolls during one fiscal year. Every 11 years there are 27 pay periods resulting in additional expenses that year. A reserve has been established and a specific amount is added to this reserve annually to build up enough funds to cover the additional expenses when needed.

Item No. 8: Special contingencies should be established where unusual events and needs are anticipated.

Item No. 9: The proposed budget for the General Operating Fund will be limited as follows:

- expenditures for personnel services (salaries and benefits) may be increased in accordance with approved labor contracts; for non-bargaining unit employees increases will be as approved by Council consistent with the past practice of keeping non-bargaining unit compensation increases consistent with increases for bargaining unit employees

- expenditures for items other than salaries and benefits to maintain current service levels may not be increased more than the rate of inflation which will be determined by the Consumer Price Index for the Midwest Size B/C classification for the most recent

calendar year with the exception of unavoidable increases in expenditures, such as sharp increases in energy costs and financial commitments previously made by the City Council.

- other expenditures may be included in the proposed budget subject to available resources. Such expenditures would be based on Council goals and funding priorities and would be prioritized by the following criteria:

    1. mandatory legal or moral commitments that cannot be funded within the target level budget (this means that the department should make a good faith effort to fund it within the target level before requesting additional funds)

    2. any expenditure that generates a recurring savings or revenue that at least offsets the cost (e.g., the red LED for traffic signals was a one-time expense that reduced the City's electricity costs on an ongoing basis)

    3. one-time expenditures which improve safety

    4. additional expenditures required to maintain current service levels due to an extraordinary increase in costs (e.g., increased energy costs, specialty items, etc.)

    5. additional funding needed to cover expenditures related to growth, improved service to citizens or other special circumstances.

- all new or increased expenditures must be clearly identified as such in the budget memo titled "Supplemental Budget Requests" that is submitted annually along with the Proposed Budget for Council review.

Item No. 10: The proposed budget for operating departments will be limited as follows:

- expenditures for employee professional development will be at least 9/10ths of one percent of full-time and part-time salaries and will be expended consistent with department training plans;

Item No. 11: A Department Cost Savings Plan has been adopted. Under this plan one-half of budgeted savings from the prior fiscal year for non-personnel items excluding items whose costs are outside of the department's control are identified as eligible savings. 75% of those savings are allocated back to the department that generated the savings and 25% is pooled to be allocated by the City Manager for projects benefiting multiple departments or the City as a whole. The funds allocated under this plan may only be spent for non-recurring expenditures, which further the department's mission, with approval of the City Manager. Savings for the following areas only vary from this formula:

- Snow and Ice: 100% of savings in the Snow & Ice budget will be reallocated to that activity. These savings will be used first for snow & ice or other emergency response

expenditures; savings remaining at the end of the fiscal year could be used to supplement infrastructure maintenance.

- If any savings are identified in the Fire Department non-discretionary overtime, 100% is allocated back to handle shortfalls in future years. These funds cannot be used for any other purpose, including discretionary overtime.

- Library: City and Library staffs have developed an alternate calculation for savings incentives for the Library, in recognition of its semi-independent status. This calculation is detailed in the document entitled "City-Library Agreement – Savings Incentives," which is dated November 5, 1999.

Item No. 12: Finance staff will develop a budget schedule on an annual basis. This schedule will document the budget process in a detailed format and will be completed by November 30.

Item No. 13: Each Department will prepare a service plan at the beginning of the budget process. This service plan will include an explanation of current level services, as well as changes in service levels, and productivity or efficiency initiatives.

Item No. 14: The City may consider loans to external parties on a case-by-case basis to finance high priority projects that would not otherwise take place. Loans will generally be made from the City's Treasury Fund (the pooled cash account). However, loans that entail risks inconsistent with the investment objectives of the Treasury Fund might be made directly by another appropriate fund, such as a fund established to promote economic or neighborhood development. When making loans from the Treasury Fund, the City will identify the fund that would take the loss if the loan were not repaid. Loans from the Treasury Fund will be repaid with interest at a rate similar to the average rate of interest earned by the Treasury Fund.

X. Revenues

This section discusses general policies related to revenue. Other sections of this document contain references to specific revenues, along with discussion of the related revenues.

Item No. 1: For any proposed additional revenue source, Council will consider the following criteria:

- Community acceptability;
- Competitiveness, the revenue or tax burden of Champaign relative to neighboring communities;

- Diversity, the balance of revenue sources that can withstand changes in the business cycle;

- Efficiency, the cost of administering a tax or fee should bear a reasonable relation to revenues collected, and any new tax or fee should have minimal effect on private economic decisions;

- Fairness, the distribution of the City's revenue burden as measured by ability to pay, the benefits received or the community's definition of the resident's fair share of the revenue burden.

Item No. 2: The City recognizes that to provide quality services, revenues must keep pace with increases in service demands and service costs. At times, particular revenues may decline due to legislative, or regulatory changes, or a judicial decision beyond the City's control. When such changes take place, the City would revise the affected tax or fee to restore the lost funds. Such changes might include broadening the specific revenue base and/or increasing a fee or tax rate. The City would attempt to make such revisions revenue-neutral, and to minimize any change in who pays the taxes or fees in question.

Item No. 3: Private Participation: It is appropriate to use City funds to stimulate private investment, particularly since some public funding sources are shrinking. Council has adopted Infrastructure Cost-Sharing Policies, which will be followed by staff in recommending infrastructure improvements. The Infrastructure Cost Sharing Policies are adopted as a separate document, and are incorporated into the Financial Policies by reference. If for any reason, staff recommendations do not adhere to these policies, exceptions will be specifically noted for Council review.

Item No. 4: Property Tax Policy:

a. Overall Rate.

It is the City's goal to maintain current service levels with a property tax rate not to exceed $1.50 per $100 of equalized assessed valuation (EAV). For financial planning purposes, staff will use the most recent final extended tax rate. During the annual tax levy preparation process, Council may decide to levy an amount that would result in a tax rate different from the prior year's final extended rate, taking into consideration the factors and uses of the revenues discussed below. Increased service levels may warrant increasing the tax rate, while other factors may warrant decreasing the rate. In addition, trends in federal and state government may require that the revenues received from property taxes, and thus the tax rate goal, be reviewed in the future. These trends include:

i. decreases in federal revenues,

ii. general inflation which increases the cost of municipal services,

iii. changes in federal and/or state tax law, such as increased property tax exemptions.

iv. mandates by the state and federal governments, which increase the cost of municipal services or impose new services, such as recently enacted state legislation which would

increase pension benefits, and thus personnel services expenses, for commissioned public safety employees.

v. slowdown or decrease in other revenues that would otherwise result in cutting baseline services

Factors which may warrant a decrease in the property tax rate include:

i. any other source of new, recurring revenue,

ii. a reduced cost for providing current services,

iii. a reduction in services funded through the levy, e.g., Library operations, were this function assumed by a library district.

b. Base Levy Purposes.

The City will first allocate property tax revenues to fund "base" purposes as listed below. These are in priority order, reflecting State mandates, agreement(s) into which the City has entered, and other Council policies. Any funds that remain after funding base needs will be allocated to "additional" purposes as described in section c) below.

i. *Pension Funding:* The City will levy property taxes for Police, Fire and Illinois Municipal Retirement Funds to meet pension funding needs as described in Section XI, Personnel Benefits.

ii. *Library Funding:* The City will levy a target tax rate of $0.3940 per $100 of equalized assessed valuation (EAV) for funding Library operations and a target property tax rate of $0.0282 per $100 of equalized assessed valuation (EAV) for funding Library improvements, pursuant to an agreement with the Library Board of Trustees.

   A portion of the property tax receipts for the Library Improvement Fund and the Library Operating Fund are designated for the Main Library Building project debt service and project costs in accordance with the plan of finance for the building construction, and the Library-City Cooperative Agreement, as amended. The City Council approves expenditures for these funds each year through adoption of the Capital Improvement Plan and annual Library budget.

iii. *Capital Improvements Funding:* The City will levy the amount levied the prior year (less any "additional" amount levied the prior year, if any) plus the percentage increase in the Construction Cost Index for the most recent calendar year for capital improvements. In addition, during each year's budget process, the City may consider supplementing capital spending to compensate for increases in infrastructure maintained by the City due to growth.

iv. *Corporate Tax Levy*: "Corporate" levy revenues are allocated to the General Operating Fund. The amount levied is determined by increasing the prior year levy by the annual increase in the City's operating costs. Council could allocate an additional portion of the overall levy to corporate purposes if a slowdown in other revenues would otherwise result in cutting baseline services.

c. Additional Levy Purposes

Once base levy purposes have been funded, the City Council will consider levying for the following purposes, which are not necessarily listed in order of priority:

i. Arterial Streets. Additional funding may be provided for arterial street improvements. The minimum target for such additional funding is $500,000. The specific use of the funds would be determined during the annual Capital Improvement planning process.

ii. Pension Funding. Additional funding may be provided to pension funds whose assets are less than 90% of fund liabilities. The minimum goal for such additional funding is $250,000. The supplemental amount would be prorated to such funds based on the dollar amount of the respective fund's unfunded liability.

    In addition, if the base levy and supplemental levy (if any) were lower than the prior year's levy for any pension fund, additional funds may be provided to bring the fund's pension levy to the prior year's level.

iii. Other Additional Amounts. Additional funding may be provided to capital improvements other than arterial streets and/or to operating needs. No specific goals are established for such additional amounts.

Item No. 5: Revenues generated from programs or services should be taken into account when evaluating the cost-effectiveness of the program or service, if the revenues would not be received without those programs or services. For example, a service might be deemed cost-effective if part of the related costs were offset by user fees, but not cost-effective if the City were to fund the program fully from general revenues without user fees.

Item No. 6: Grant revenues shall be pursued to provide or enhance City services. However, recurring activities shall be initiated with grant funds only if one of the following conditions is met:

- the activity can be terminated in the event that the grant revenues are discontinued, or

- the activity should and can be assumed within recurring City funds in the event the grant revenues are discontinued.

Item No. 7: User fees: User fees are appropriate when services are not "basic" or when specific beneficiaries and their relative level of benefit can be identified. "Basic services" are those, which the City wishes to provide to all citizens. An individual may not forego these services

because of the potential impact on public health, safety or welfare. A service which provides benefit to the entire community and for which the benefit to specific users cannot be measured, or the cost of measuring the benefit to specific users would be prohibitive (e.g., street maintenance) should be funded from general revenues.

Types of Services, which may be funded by User Fees:

- a service which provides benefits to a limited group, but provides little or no general benefit to the community (e.g., document reproduction, alarm registration fee)

-- cost recovery: all direct and indirect costs

-- rate structure: flat rate per unit of service

- a service provides potential benefit to all members of the community and the benefit to each user can be measured or fairly approximated (e.g., sewer system maintenance, building permits, most licenses and permits except those used by a targeted group)

-- cost recovery: all direct costs

-- rate structure: based on level of service (e.g., volume, frequency) or flat rate for licenses and permits

"Direct costs" include all costs of performing the service, regulating the activity being licensed and collecting the fee, including staff time and benefits.

"Indirect costs" include a proportionate share of budgeted expenditures for administrative services, and overhead costs such as insurance and building maintenance.

For any proposed fee, staff will provide an assessment of the socio-economic impact of the fee on users. The City Council may choose not to charge a fee if it would prohibit low or fixed income groups from using City services.

- Council may opt not to charge a fee if it would be in conflict with accomplishing public policy objectives (e.g., fire inspections).

- If the cost of administering and collecting a fee is disproportionately high in relation to the cost of providing the service, the service may be funded from general revenues.

- In recommending an appropriate rate, staff will consider similar fees charged by other jurisdictions in close proximity and of similar size, with similar operations. Where the City service is in direct competition with the private sector, e.g., parking, City's fees should be competitive unless there is a specific public purpose achieved by leading or following market rates.

Citizen Participation: A public hearing will be held before any new fee is instituted. City staff will also make a reasonable attempt to contact specific parties directly by means of meetings and/or document review.

Current Services Funded from New User Fees: When any fee is instituted to fund services currently funded from general revenues, the City will consider whether general revenues should be reduced accordingly, or whether those revenues should be targeted to some identified purpose.

User fees will be reviewed at least once every five years to ensure that the fees capture revenue consistent with the user fee policies.

Item No. 8: Tax Increases Effective January 1, 2005. The revenues generated by the Home-Rule and Telecommunication tax increases, effective January 1, 2005, are being deposited in the General Fund and are used for fire services, construction of a new main library building and increases in neighborhood street maintenance. The City will pay debt service costs for the new main Library building to the extent that such costs cannot be paid from the Library Improvement Fund or the Library Operating Fund. The City's costs will be paid from the General Fund. After the Library bonds have been fully repaid, Council could consider whether or not to terminate the revenue sources used to pay debt service expenditures to the extent that they are related to the tax increase effective January 1, 2005.

Item No. 9: Twenty percent (20%) of revenue raised from the 1.25% local sales tax will be transferred annually from the General Operating Fund to the Stormwater Management Fund. The transfer provides ongoing funding for storm sewer rehabilitation projects.

XI. Personnel Benefits

Pension Funds: The benefit provisions and certain minimum actuarial requirements of the police and fire pension plans are governed by state statute. To ensure the most timely and accurate review of funding requirements for these plans, the City shall provide for annual actuarial studies by a private actuary. The City Administration should attempt to conduct and fund these studies in cooperation with the pension board of each fund.

The City will, at a minimum, fund the police and fire pension plans in the amounts of the Annual Required Contributions (ARC) determined by the annual actuarial studies prepared with the City's concurrence or at the City's direction. The City will consider funding the police and/or fire pension funds at higher levels during years in which the City has or expects to have discretionary funds available. In considering such additional funding, the City will generally give greater consideration to funds with lower funding levels (measured by assets as a percent of liabilities).

State statute requires that municipalities amortize any unfunded liabilities of its police and fire pension funds through the year 2033. However, the City will amortize any unfunded liabilities of its police and fire pension funds through 2020, except that the City may amortize liabilities

created by any state-mandated pension benefit increases enacted after June 30, 2004, over a longer period of time, but not longer than the period required by state statute.

Illinois Municipal Retirement Fund (IMRF) and FICA costs are allocated to the budget activities in which the related salary expenditures are recorded. Funding requirements are calculated by Finance Department staff as part of the property tax levy process. Most IMRF and FICA costs are funded by the City's IMRF/FICA property tax levy. Several City funds (e.g., Library and Sewer Improvement) pay their IMRF/FICA costs from revenues dedicated to those funds.

As required by state statute, the City will make such contributions to IMRF as determined by IMRF.

Health Insurance:

1. Provision of Employee Health Insurance Coverage. The City of Champaign will provide health insurance coverage for its employees at no cost. The City may consult with employees regarding the health insurance provider, but has sole discretion to decide the provider.

2. Provision of Dependent Health Insurance Coverage. Should the City decide to offer more than one "tier" of dependent coverage (e.g., employee plus one dependent as one tier, and employee plus family as another tier) based on input from employee groups and other entities that purchase employee health insurance in cooperation with the City, the actual City/employee cost split for each premium tier shall be the same as the overall City/employee cost split.

3. Provision of Retiree Health Insurance Coverage. The City will offer its retirees access to post-retirement health care coverage consistent with state law. "Retirees" shall be defined consistent with state law.

XII. Investment Policy

The Investment Policy was adopted as a separate document, and is incorporated into the Financial Policies by reference. The Investment Policy includes provisions regarding periodic review.

XIII. Community Service Grant Program

The Champaign City Council can, at its discretion, allocate funding to local social service agencies through the Community Service Grant Program. This program is funded using an amount equal to 15% of the City's annual Community Development Block Grant allocation. The source of funds allocated to support this level of funding is the Urban Renewal Fund. Under this program, the maximum amount of funds to be allocated from all sources shall not exceed $150,000. The Community Service Grant awards are determined as a part of the preparation of the *Consolidated Plan*. Agencies may submit proposals for funding consideration by the City Council in an amount not to exceed $20,000 per proposal. Priorities for funding are set annually by the City Council.

FY 2011/12 Budget Process

December 15 - Budget kickoff meeting: Overview of the budget process discussed, including deadlines and deliverables. The City Manager's Office shared the guiding principles for development of budget balancing strategies.

January 5-7: Received Council input on budget strategies in Preliminary Information Exchange meetings

January 26: Departments submitted:

- target level budgets in accordance with guidelines shared at the December 15 Budget Kickoff and other standard forms,
- list of possible significant cost increases for next fiscal year that they cannot cover in their target level budgets,
- Departmental Service Plans, and
- savings proposals.

February 3-10: Budget review meetings with the City Manager focused on savings, any significant cost increases and review any supplemental budget request.

March 1-3: Preliminary Information Exchange meetings were held with Council to obtain further detail direction on budget strategies.

May 10: Staff presented the proposed FY2011/2012 budget to City Council.

June 21: City Council adopted the budget by ordinance, reflecting any modifications from the proposed budget.

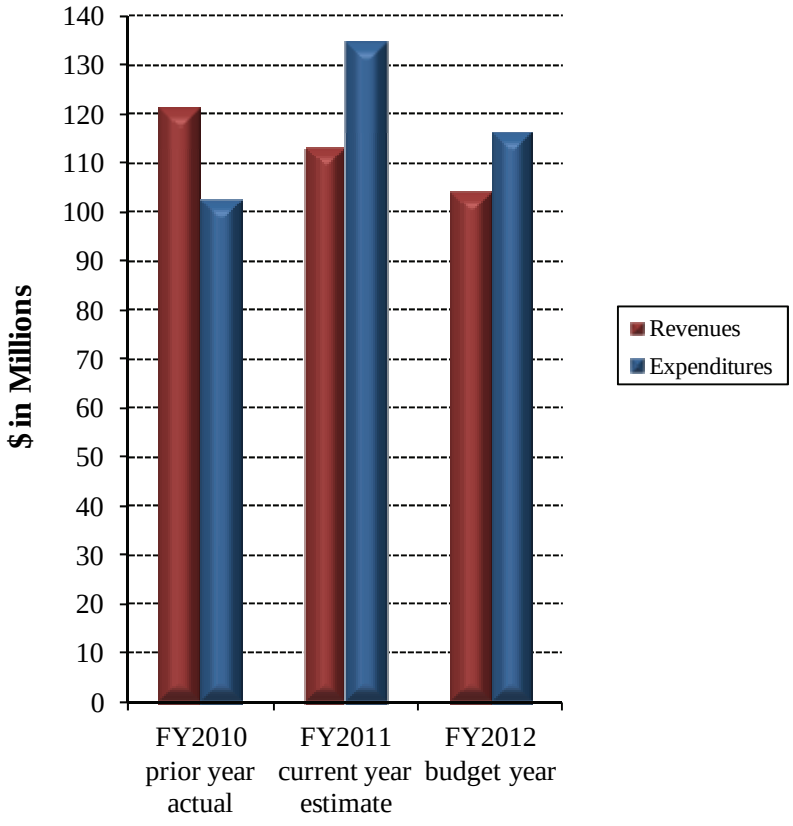
FY2011/12 Budget Summary

The following is a summary of the FY2011/12 budget and how it compares to the previous two years. The budget is balanced, meaning that expenditures do not exceed available resources, and meets all of the City's policy guidelines except one, which is to budget unrestricted fund balance in the General Operating Fund at 10% of expenditures excluding transfers as called for in the Financial Policies and future budgets will adhere to this guideline.

The main reason driving this policy deviation for FY2011/12 is to allow City Council adequate time to review spending priorities and revenue options. The first meeting for this process after budget adoption was held at a Council Study Session on July 12, 2011 and will continue as part of the FY2012/13 budget process. Therefore, a lower buffer can be tolerated until further decisions are made and allow time for the affected citizens and business owners to provide their input. If necessary, the City could adopt further reduction measures throughout the fiscal year in response to a general decline in revenues.

Revenues and Expenditures for all funds, excluding transfers

This section summarizes revenues and expenditures for all City funds. Interfund transfers are excluded from the analysis to avoid double-counting funds, except where noted. The following chart shows trends in revenues and expenditures over the past two years and the budget (upcoming) year.



Total expenditures for all funds next fiscal year are $116.2 million, not including interfund transfers. This is a decrease of $18.6 million, or 13.8% from estimated expenditures for FY 2010/11. The decrease results primarily from funds budgeted for major capital projects in the current year, most notably the completion of the majority of the Fiber Optic Connection project at $10.2 million. Utility locating is still remaining in FY 2012/13 and FY 2013/14 for this project at minimal expense of $32,000 each year and the associated personnel costs. The remaining reductions are still related to completion of a significant portion or full project completion of other capital projects:

- University Avenue – Neil Street to Chestnut $1.5 million
- Curtis Road – Wynstone to Wesley $1.4 million
- Public Works Facility – Meadow Gold Demolition $1.0 million
- Mattis Avenue – Anthony Drive to Olympian Drive $0.66 million
- HVAC Equipment – City Facilities $0.56 million

The following tables summarize revenues by source and expenditures by type of fund over the three year period and fund balances for the budget year.

Summary of Revenues and Expenditures

	FY2010 (actual)	**FY2011** (estimate)	**FY2012** (budget)
Revenues (by source)	*($ million)*	*($ million)*	*($ million)*
Investment Income	1.86	1.23	1.20
Utility Tax	3.06	3.40	3.49
Sales Tax	29.09	29.66	30.25
Motor Fuel Tax	1.90	2.05	1.93
Income Tax	3.61	5.79	5.92
Sewer Use Fees	1.95	1.99	2.08
Property Tax	21.34	22.64	22.95
Bond Proceeds	25.62	0.00	0.00
Other*	32.98	46.36	36.11
Total Revenues	121.41	113.12	103.93
Expenses (by classification)			
Personnel (including all pensions)	48.94	50.54	50.78
Commodities	3.91	3.89	4.35
Contractual	21.0	27.39	26.23
Capital	28.7	52.95	34.84
Total Expenditures	102.55	134.77	116.20

**Other includes Food and Beverage Tax, Hotel/Motel Tax, grants, miscellaneous fees and fines, and other miscellaneous revenues.*

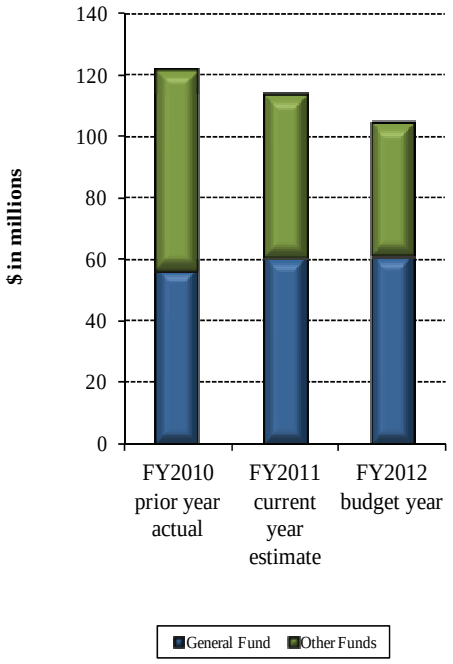
Summary of Revenues, Expenditures and Balances by Fund Type for FY2011/12
(Transfers are included to account for total revenues and expenditures in each category)

City Fund Type	Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Reserves & Balances
	($ million)	*($ million)*	*($ million)*	*($ million)*
City Operating Funds	14.16	80.52	84.45	10.23
Internal Service Funds	3.31	5.19	5.03	3.47
Community Improvement Funds	15.82	30.62	37.12	9.32
Equipment Funds	7.30	5.92	9.08	4.14
Debt Service Funds	5.22	5.69	7.81	3.11
Agency Funds	0.00	8.25	8.25	0.00
City Pension Funds	49.69	11.63	8.01	53.31
Champaign Public Library Funds	1.11	6.88	7.20	.79
Total All Funds	**96.64**	**154.69**	**166.95**	**84.37**

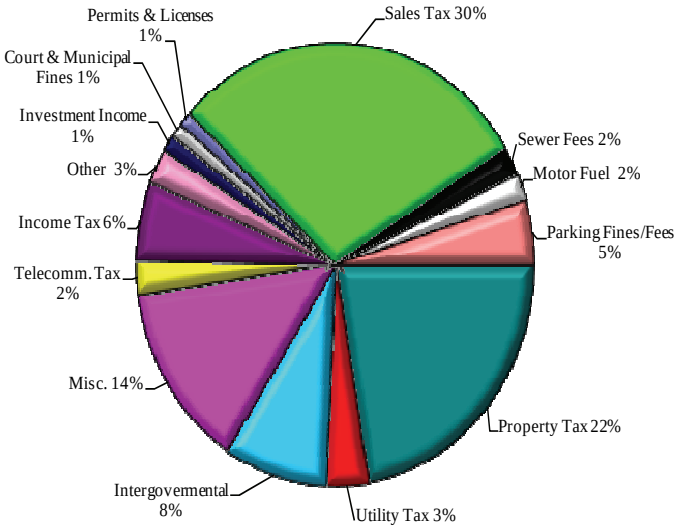
Revenues

Unlike for-profit organizations, the City's primary revenues are not directly tied to expenses. Therefore the revenue analysis that makes the most sense is by source. The following two charts show the trend in total revenues and the composition of revenue sources. A detailed revenue analysis is provided later in this document.

Total Revenues for All City Funds
(not including transfers)



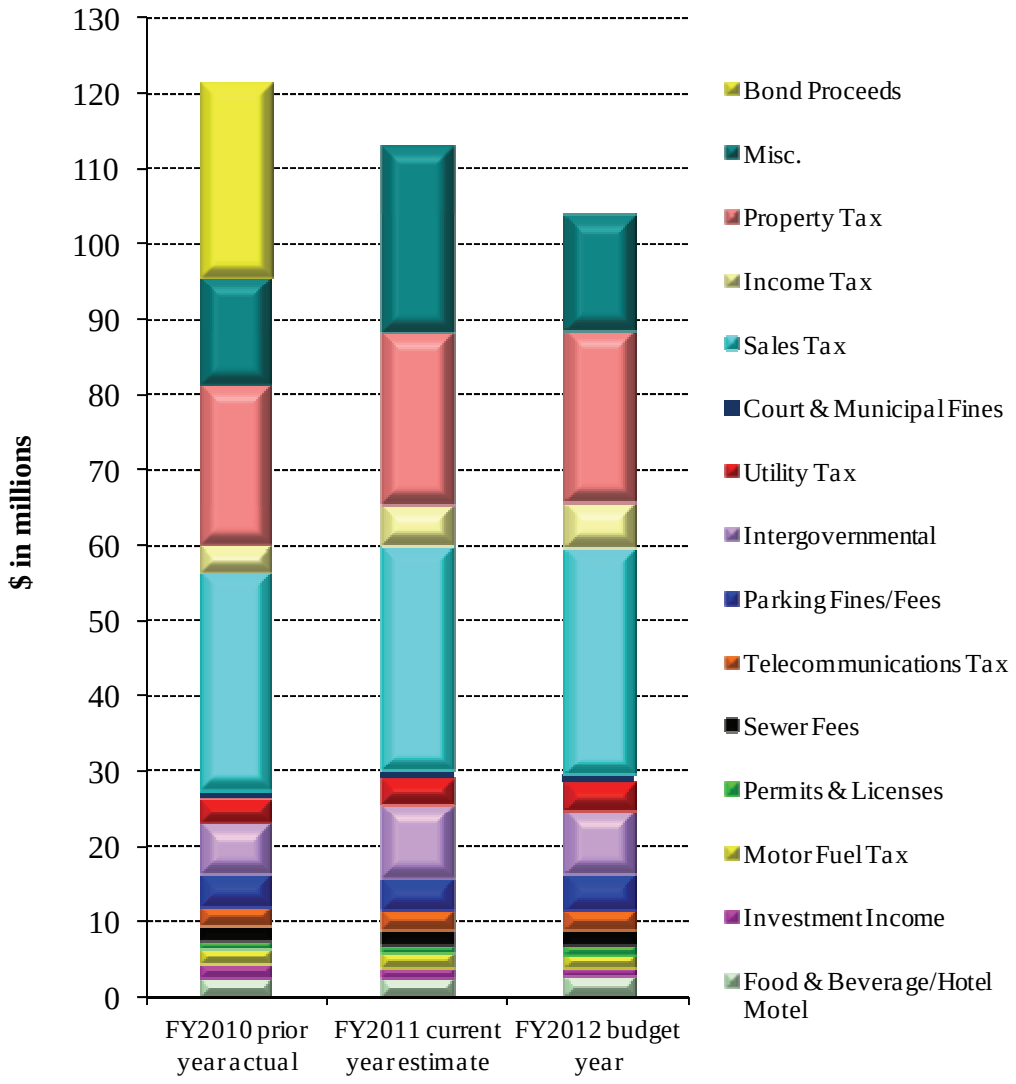
Revenue Sources for All City Funds
FY2011/12 (budget year)



The City diversifies its revenues to minimize the impact of one revenue source stagnating or dropping due to reasons beyond City control. State and local sales taxes are the largest revenue sources, providing 29% of the City's total revenues. Property taxes are next at 22%. "Miscellaneous" includes grants, bond proceeds, miscellaneous fines and fees, and other miscellaneous revenues.

The following chart illustrates changes in the City's various revenue sources over a three-year period.

Summary of Revenues by Source



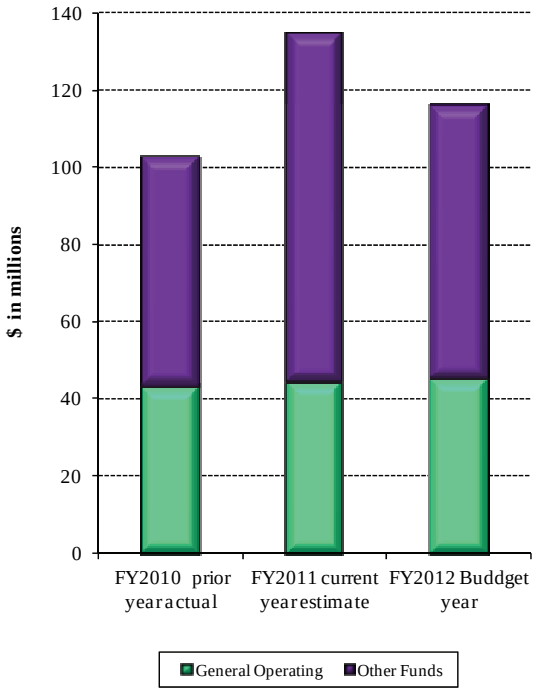
This chart shows that, excluding debt, most revenues are flat or decreasing. Sales tax for FY 2011/12 is projected to increase 2%, based on historical trends, current economic outlook and staff expertise. On average, sales tax revenues grow 3-4% a year. Property tax revenue (the City's second largest revenue source) collections are slowing down. Champaign experienced an average 7% increase in EAV from 2000 to 2008 (omitting the unusually high years of 2005 (15.42% increase) and 2006 (11.23% increase). The significant drop in EAV negatively impacts the General Fund, which has already been affected by prior year declines in Sales and Income Tax revenue.

Income tax revenues are up from last year's estimate by 2% but flat compared to the FY 2010/11 adopted budget. Additionally, the State is three months behind in disbursing Income Tax revenues to the City.

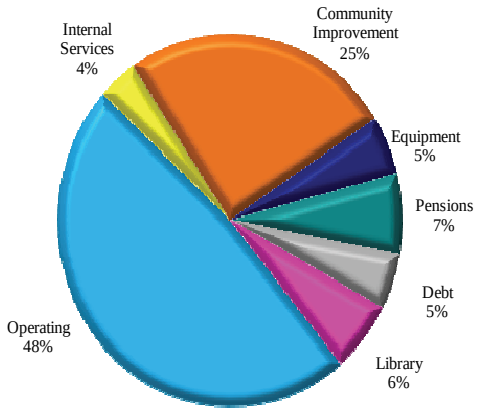
Expenditures

As mentioned previously, most expenditures and revenues are not directly tied together. The City analyzes its overall expenditures by fund type and classification. The following charts illustrate the composition of expenditures and changes over the three year period.

Total Expenditures for All City Funds

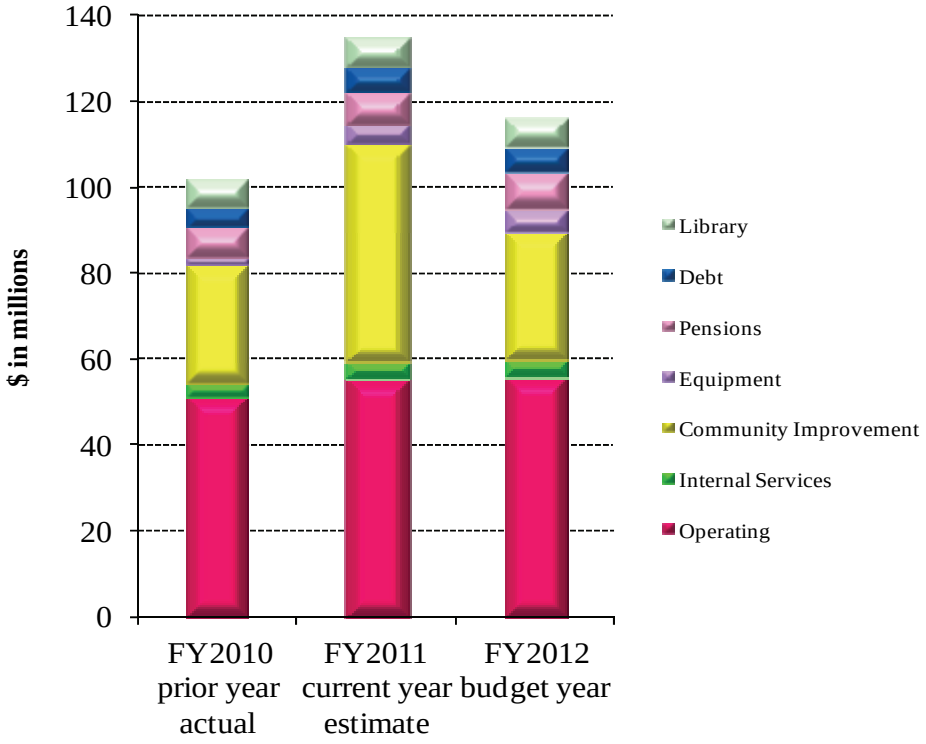


Expenditure by Fund Type FY2011/12 (budget year)



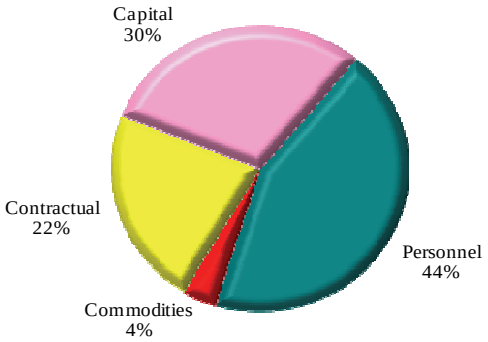
As described previously, expenditures are significantly higher in FY2010/11 than in the previous year and decline again in FY2011/12. This is mainly due to large capital projects budgeted in FY2010/11, along with budget balancing efforts. Operating costs incurred for basic municipal services represent 48% of FY2011/12 budgeted expenditures. The next largest category, community improvement funds, represents 25% of all City expenditures, which signifies the City's commitment to infrastructure maintenance and expansion, neighborhood conservation, and economic development.

Expenditures - All Funds by Fund Type



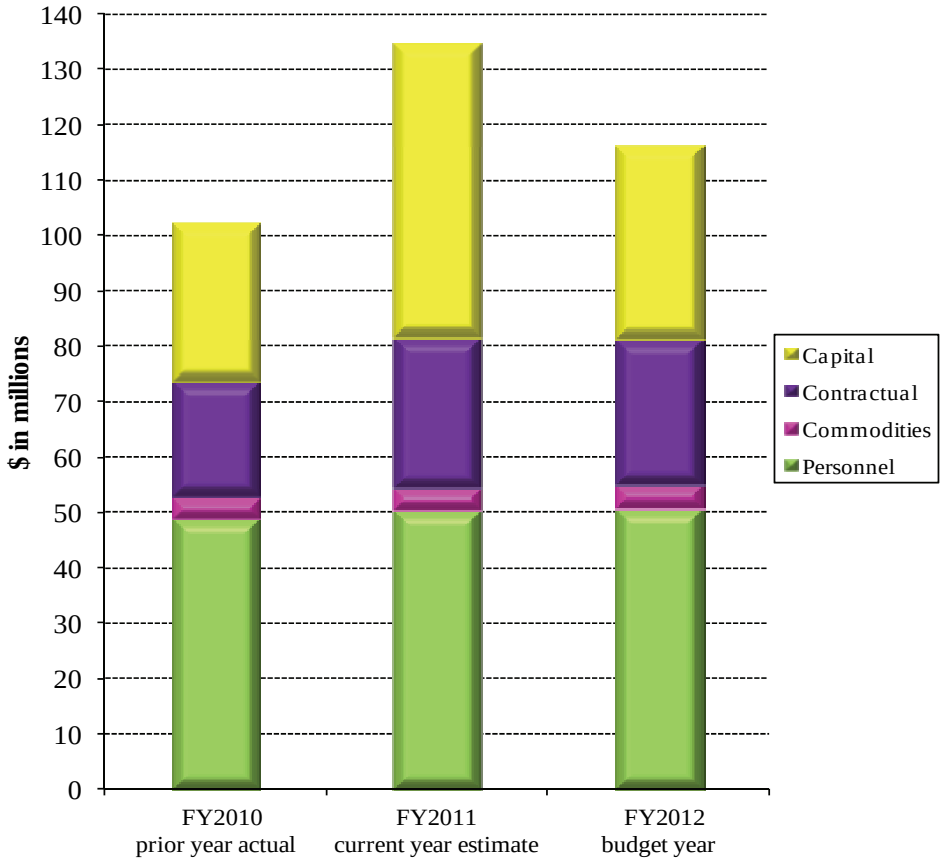
The operating funds represent the majority of City expenditures in FY2011/12 with Community Improvement Funds representing most of the remaining expenditures. The significant decrease in Community Improvement funds is due to completion of a majority of the Fiber Optic Connection project at $10.2. Utility locating is still remaining in FY 2012/13 and FY 2013/14 for this project at minimal expense of $32,000 each year and the associated personnel costs.

All Expenditures by Classification
FY2011/12 (budget year)



Personnel expenditures, which include salaries, health insurance, social security, and all pension payments, make up the largest portion of City expenditures, followed by capital and contractual expenditures. The majority of contractual expenditures can be attributed to capital improvement projects, as all outsourced architectural and engineering work is classified as contractual expenditure.

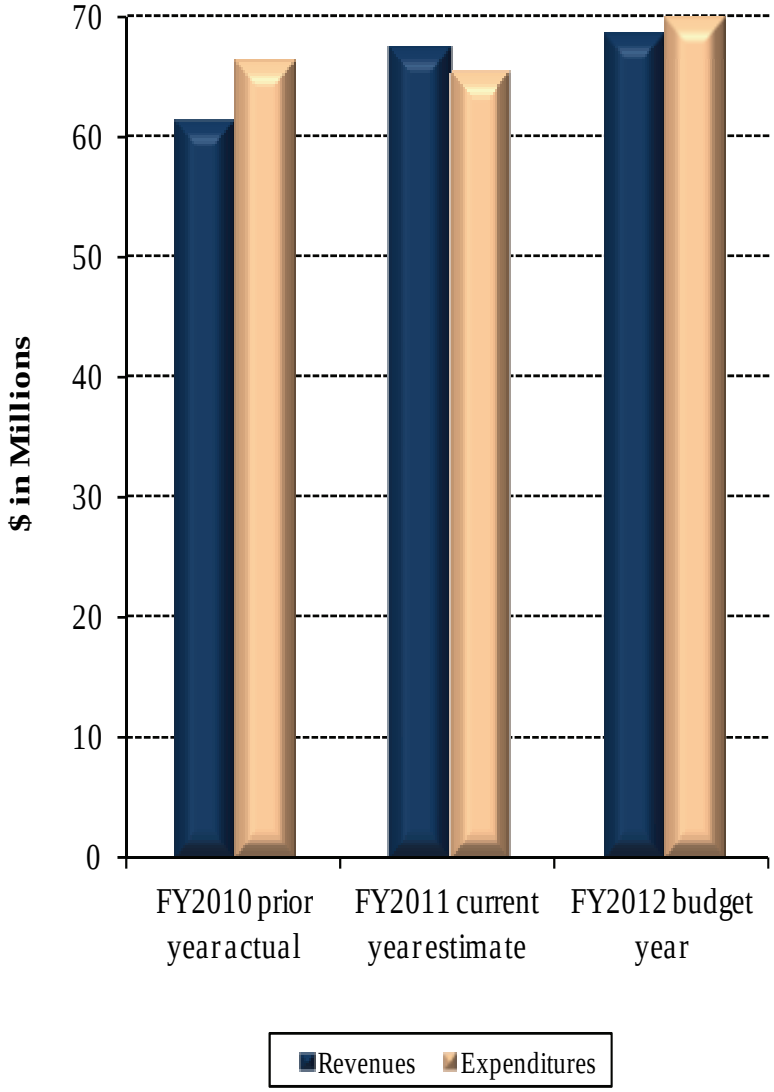
All Expenditures by Classification over the Three-year Period



General Operating Fund Revenues and Expenditures, Including Transfers

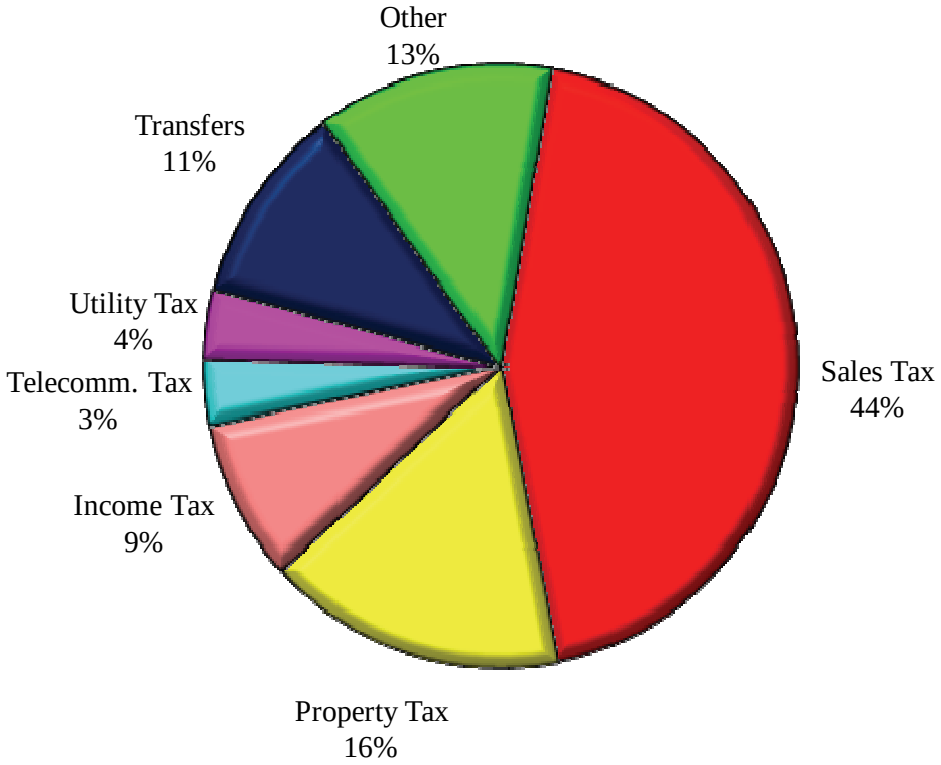
The General Operating Fund is the City's main operating fund, handling the majority of City operations. This is in contrast to special purpose funds, such as capital improvements or pension funds. Interfund transfers are shown in this analysis, which include revenues (for example, reimbursement for services provided to other funds, such as administrative expenses) as well as expenses (reimbursing other funds for services provided, such as snow plowing provided by sewer crews).

The following chart shows total revenues and expenditures (including transfers) over a three-year period.



The revenues are projected to increase only slightly from FY2010/11 to FY2011/12 as the City is coming out of the economic recession. Expenditures exceed revenues in FY2009/10 due to projects funded by savings from previous years. For FY2010/11, revenues exceed expenditures which is due to revenues slightly exceeding the budgeted amounts and cost containing efforts put into place mid-year to reduce expenditures. Overall, for FY2011/12 General Operating Fund expenditures were reduced during the budget balancing efforts but the effects of those reductions are masked by the one-time costs of the Voluntary Separation Incentive Program.

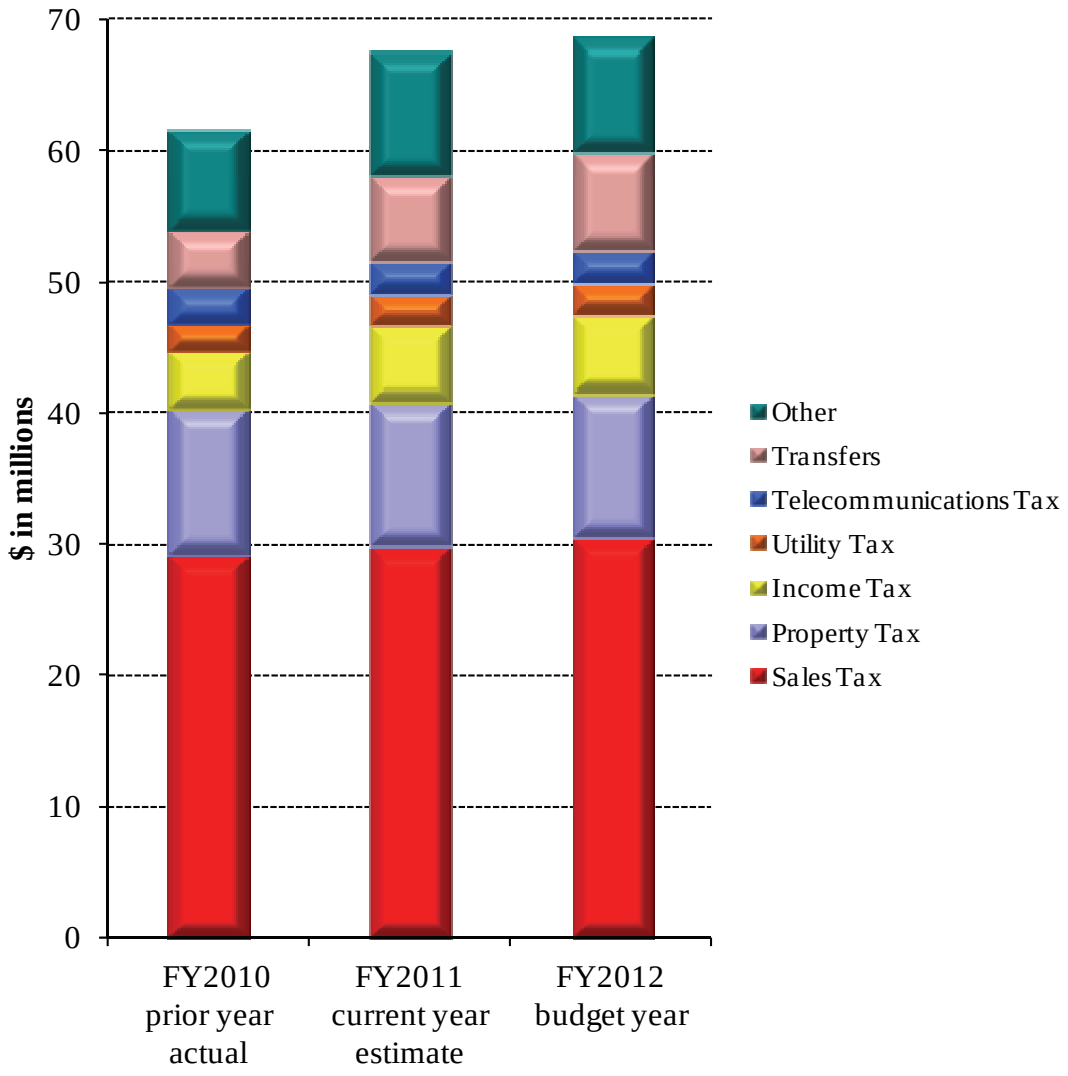
General Operating Fund Revenues by Source



Sales tax is the major revenue source for the General Operating Fund, providing 44% of its resources. A little more than half of sales tax revenues are collected pursuant to State Statute, with the remaining portion levied by the City as a home-rule community.

Sales Tax is a revenue source directly affected by the economic situation and is currently growing much slower than in average years due to the current economic slowdown.

General Operating Fund Revenues by Source over the Three-year Period

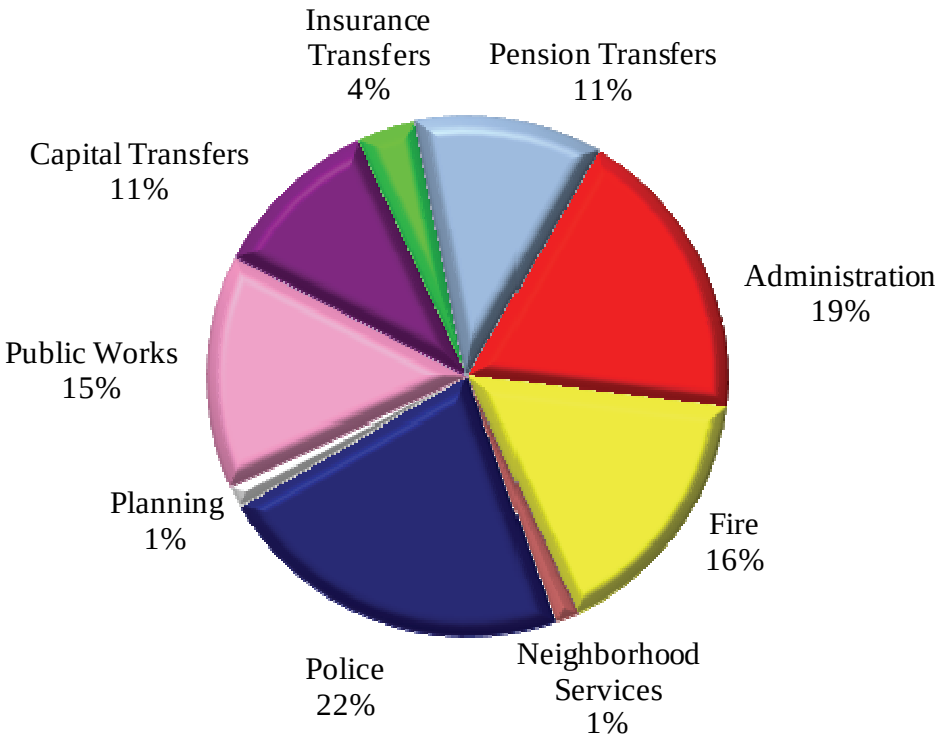


All revenue sources are showing slight growth for FY2011/12, except for other revenues. The "other" category includes miscellaneous revenues such as city expense reimbursements, fines and fees, grants and other miscellaneous revenues and these are projected conservatively as the current economy is turning around.

Expenses

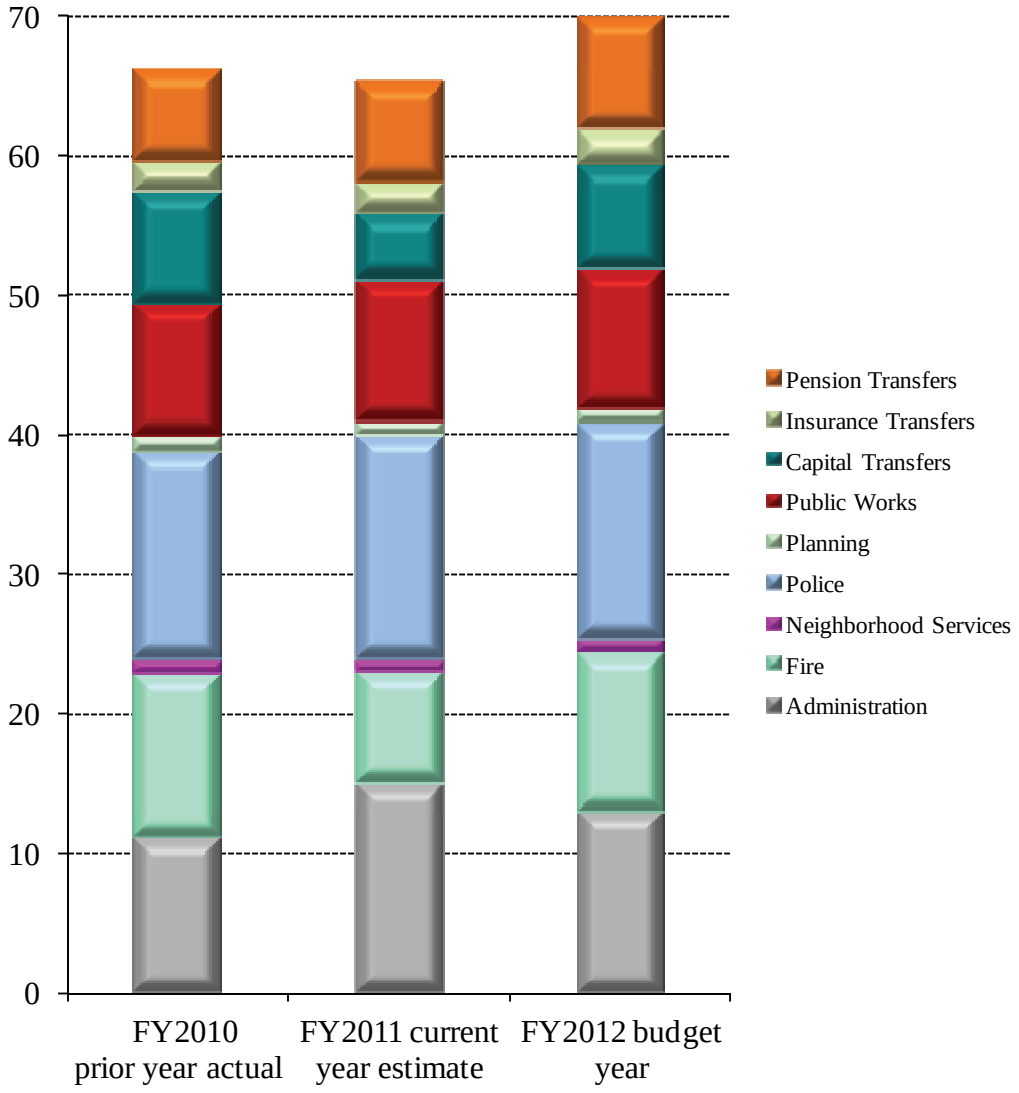
Police & Fire services are 38% of total General Fund Expenses, and if pension costs are included, the total cost of Police and Fire services amounts to half of the General Operating Fund expenditures. Community Improvement activities are provided by Public Works, Planning, and Neighborhood Services, which together comprise 17% of total General Fund expenditures.

FY2011/12 (budget year)



Capital transfers include more than $7 million in transfers to other City funds, including the Capital Improvements and Stormwater Management Funds.

General Fund Expenditures by Department including transfers over the Three-year Period



Conclusion

The budget is balanced, meaning that expenditures do not exceed available resources, and the budget is in compliance with most Council policy guidelines. The recommended exception from the Financial Policies is discussed earlier in this summary. Reserves in the amount of $84.37 million include $53.31 million for pensions and $10.23 million for operating funds. The projected General Operating Fund balance is $5.70 million, or 12.66% of expenditures not including transfers, $1.28 million of the total being reserved.

Revenue Analysis

Introduction

The total projected revenues for FY2011/12 are $91.38 million, excluding inter-fund transfers. This section of the document provides explanations of each of the City's twelve major sources of revenue (plus bond proceeds) and FY2011/2012 projections. These revenues total $74.72 million, which is 82% of total revenues. Interest and investment income is expected to be $1.17 million or 1.3% of total revenues. The remaining 18% are miscellaneous revenues including federal and state grants, miscellaneous fees, and reimbursements for City expenditures. The City projects those on a detailed level; however no detail discussion is provided in the budget document for practical reasons. The following table summarizes major revenue sources:

Source	**FY2009/10 Actual**	**FY2010/11 Revised Budget**	**FY2011/12 Budget**
state sales and use tax	15,297,696	15,707,135	16,021,278
local sales tax (home-rule)	13,791,430	13,948,625	14,227,598
property tax	22,425,414	22,681,673	22,947,510
income tax (not including PPRT)	3,464,388	5,794,558	5,917,015
utility tax (gas, electric & water)	3,063,396	3,398,104	3,488,567
telecommunication tax	2,773,262	2,488,870	2,463,981
motor fuel tax	1,897,163	2,050,692	1,925,056
community development block grant	970,375	946,830	804,470
parking fines, fees & meter income	2,872,168	2,856,750	3,185,250
sanitary sewer fee	1,946,935	1,992,226	2,077,618
hotel-motel taxes	1,429,293	1,446,299	1,460,762
building related permits	561,828	546,200	556,100
bond proceeds	25,620,000	0	0
Total Major Revenues	**$96,113,348**	**$73,464,536**	**$74,718,033**
Other Revenues	**$26,172,332**	**$19,003,014**	**$16,658,712**
Total All Revenues	**$122,285,680**	**$92,467,550**	**$91,376,745**

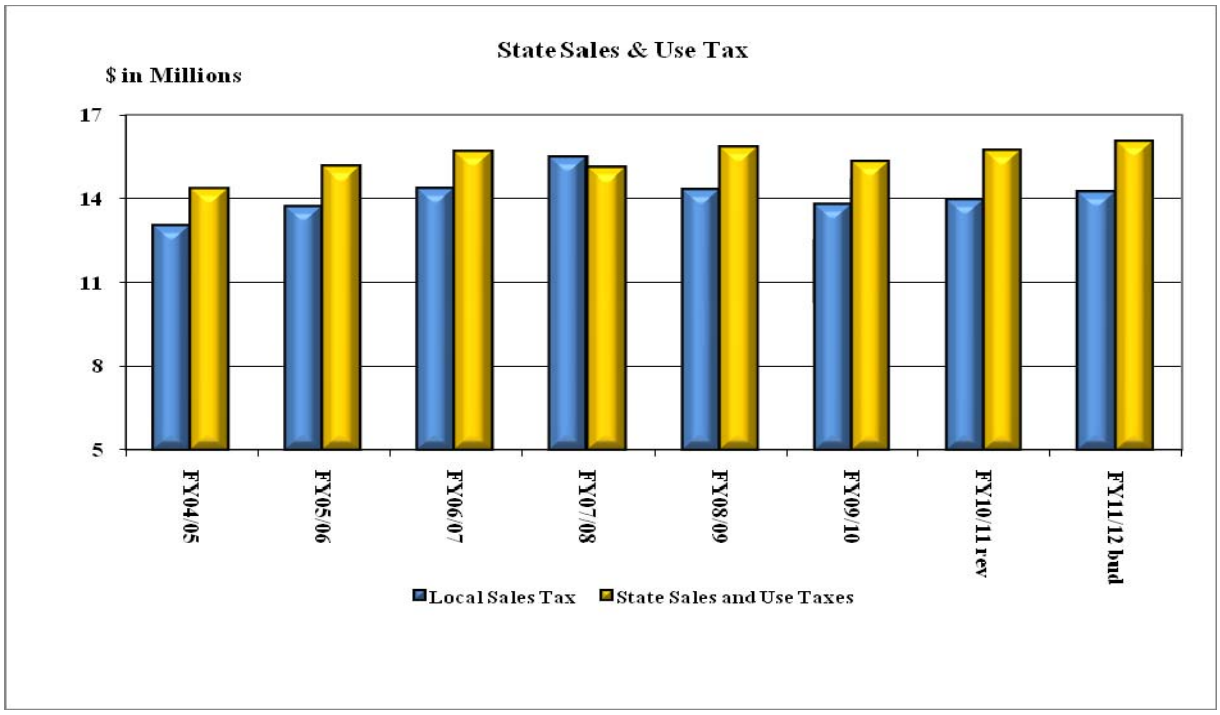
Local Economy

The local economy continues to struggle; however, the impact is buffered somewhat due to the stability provided by the University of Illinois and the two regional health care providers. The recession has taken a toll on the area with higher unemployment, some business closings, reduced construction activity, and flattening of the value of taxable property. The City has diversified its revenue sources somewhat, so stagnation or decline of some revenues is sometimes mitigated by strength in others. There is still uncertainty on the State level and the possibility of a reduction in locally distributed Income Tax revenues remains a concern.

State Sales Tax and Use Tax: $16,021,278
Local Sales Tax (Home-Rule): $14,227,598

The current sales tax rate on most goods in Champaign is 8.75% of retail sales. Of this amount, the State's share is 5%, the City's share is 2.25%, and the County's share is 0.50%. Effective January 1, 2010, the County School Facility Tax was imposed at the rate of 1.00%. The City's 2.25% is comprised of a 1% statutory tax on most retail sales and an additional 1.25% local sales (home-rule) tax which the City levies under its home-rule authority. The local sales tax exempts sales of food, drugs, medical appliances and licensed personal property like automobiles. Sales tax revenue is allocated to the General Operating Fund; 20% of local sales tax revenue is transferred to the Stormwater Management Fund to pay for drainage improvements. Sales taxes provide 33% of total City revenue.

Sales tax for FY2011/12 is projected to increase 2%, based on historical trends, current economic outlook and staff expertise. On average, sales tax revenues grow 3-4% a year.

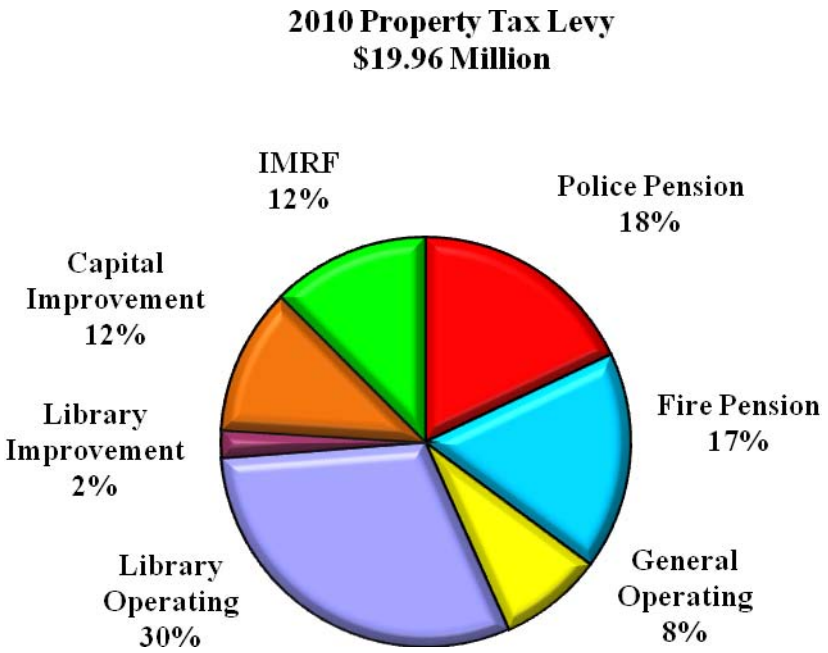


Property Tax: $22,590,338

The tax rate resulting from the 2010 levy is 1.2942. The growth in Equalized Assessed Valuation (EAV) in the City has declined significantly, with the EAV for the 2010 tax levy growing only 0.1%, lower than last year's growth of 0.47%. This isn't a complete surprise as the local housing market continues to decline. Champaign experienced an average 7% increase in EAV from 2000 to 2008 (omitting the unusually high years of 2005 (15.42% increase) and 2006 (11.23% increase). The significant drop in EAV negatively impacts the General Fund, which has already been affected by prior year declines in Sales and Income Tax revenue. Unfortunately, the real estate market is not expected to rebound quickly; therefore, future growth in EAV is projected to be quite low.

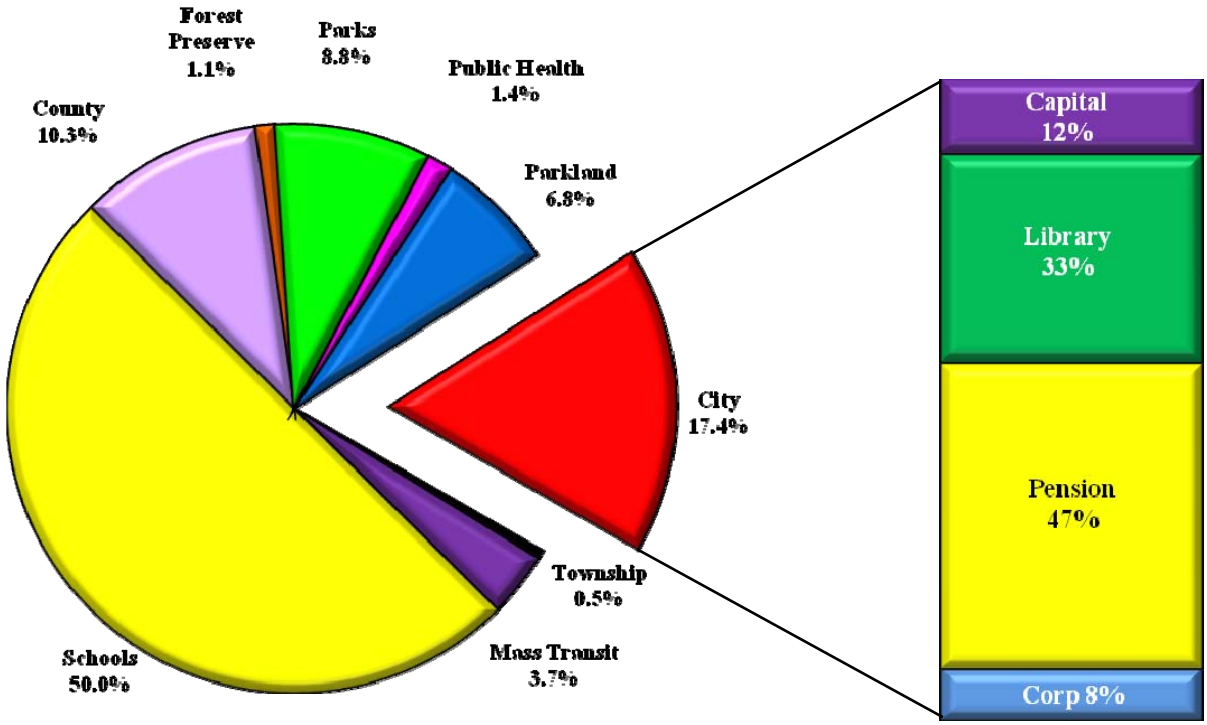
Property taxes are used for a variety of purposes and the amounts levied are governed by various policies. In 2010, pension funding needs make up 47% of the levy, and this amount is based on actuarial recommendations for the Pension Funds. The Library levies are based on a specific rate, therefore this levy increased by the same rate as the EAV at 0.1% and it presently makes up 32% of the total. Capital Improvement expenditures are 12% of the total. The corporate purpose levy, which is allocated to the General Operating Fund, after all other obligations are satisfied, is 8% of the total.

The graph below shows the amount of the levy adopted by the City Council and how it is allocated to different purposes. Budgeted revenues for FY2011/12 are higher ($22.59 million) because they include a portion of the 2010 levy and a portion of the estimated 2011 levy.



Overall, the City is only one of nine taxing districts with approximately 17.4% share of all property taxes collected from its residents. The following chart shows the overall property tax distribution among the various districts.

2010 Tax Levy for All Taxing Districts

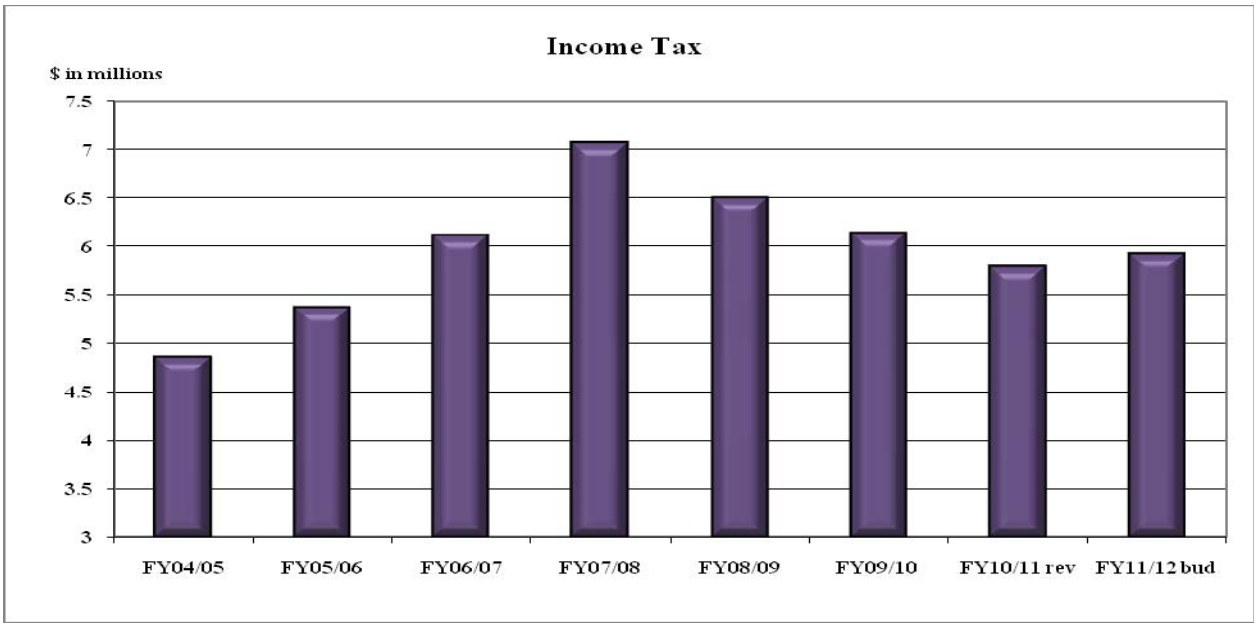


Motor Fuel Tax: $1,925,056

This tax is collected by the state and is assessed on a per-gallon basis. The motor fuel tax rates are 19 cents per gallon on motor fuel and 21.5 cents per gallon on diesel fuel. The Illinois Municipal League forecasts distributions in 2012 to decline by 6% to $23.75 per capita. Revenues are allocated to the Motor Fuel Tax Fund where they are used to pay for street maintenance and improvements. (no graph).

Income Tax: $5,917,015

Income tax revenues are up from last year, but are significantly lower than the Five-Year Forecast projection. State disbursement of Income Tax revenues are three months behind. The State of Illinois taxes the incomes of individuals and corporations at the rate of 5% and 7%, respectively, and shares 1/10th of the tax collections with cities and counties. The amount that each locality receives is based on its population in proportion to the total state population. Based on the recommendations of the Illinois Municipal League, staff budgeted conservatively, estimating a 2% increase for FY2011/2012, which is $73 per capita.



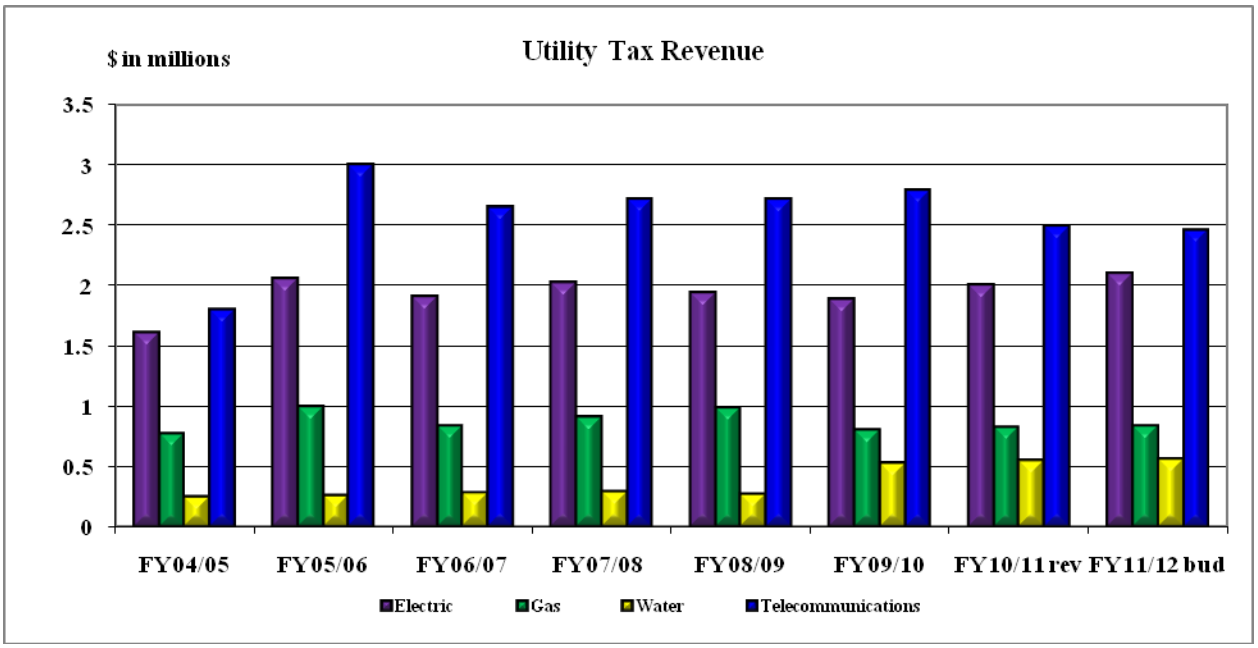
Community Development Block Grant: $804,470

These revenues are allocated by the federal government and received into the Community Development Fund where they are managed by the Neighborhood Services Department in accordance with federal guidelines. Funding amounts for this grant continues to decline. (no graph).

Utility Taxes: $3,488,567
Telecommunications Taxes: $2,463,981

The City charges a 2.75% tax on utility company charges for natural gas and water. Electric utility tax revenues are based on the number of kilowatt-hours used, so any increase in revenues is due only to higher usage by existing consumers or the addition of new consumers related to new construction. In projecting gas and electricity tax revenues for next year, staff included a 2% increase for all utility tax revenues.

The City's 2.75% telephone utility tax was repealed effective July 1, 1997, and replaced with a 3.5% simplified telecommunications tax. This tax was increased to 6% effective January 1, 2005. Staff projects a decline of 1% for FY2011/12 due to the decline in the economy and assumption that consumers are discontinuing landline phone services.

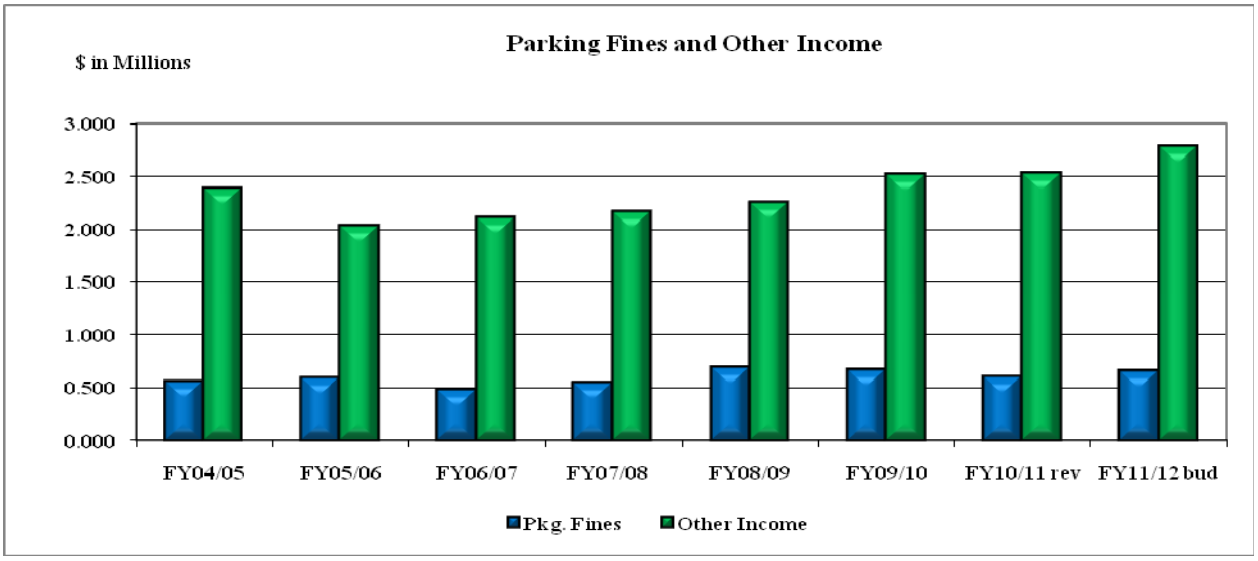


Sanitary Sewer Fee: $2,077,618

Revenues from this fee are allocated to the Sewer Improvement Fund to support maintenance and rehabilitation of the City's sanitary sewer system. Effective February, 2005, the City contracted with Urbana Champaign Sanitary District to provide sewer use fee collections. (no graph)

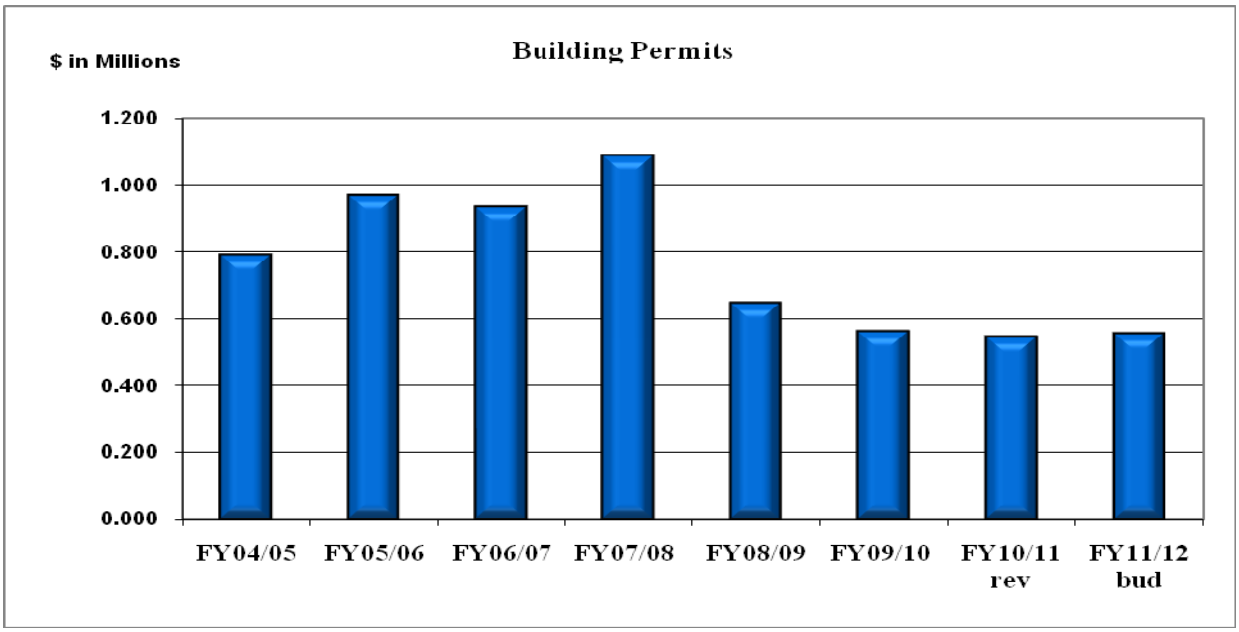
Parking Fines and Fees: $3,185,250

Parking fines and fees are received into the Parking Programs Fund where they are reserved for parking-related expenditures such as enforcement, collections, capital improvements, and maintenance. The Parking Fund is an enterprise fund and all expenditures, including administrative overhead are covered by these revenues. There are large variations in revenues over the years. Revenues are anticipated to increase, mainly in the area of space rental and gated lot income.



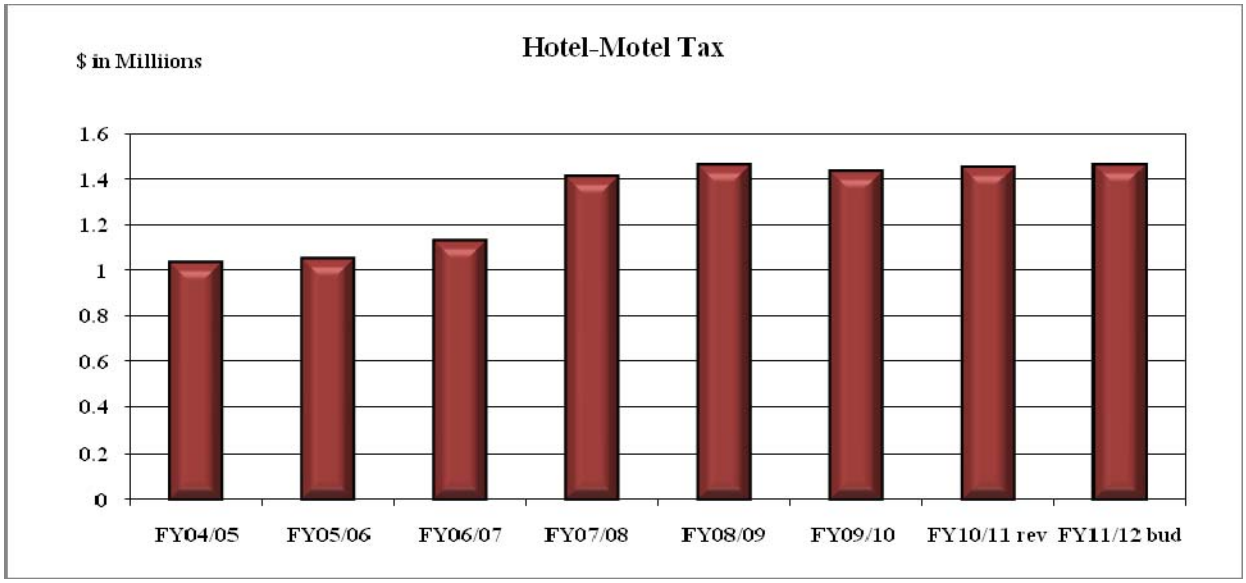
Building Permits: $556,100

The City charges a fee for all building-related permits. This includes general building permits, as well as electrical, plumbing and mechanical permits. The pace of local development is much slower than the past several years. Staff anticipates that construction values will recover with the economy, but are unlikely to reach the peaks of 2005 through 2007 for many years.



Hotel-Motel Taxes: $1,460,762

The City taxes hotel and motel room receipts at a rate of 5%. Hotel-Motel tax revenues are largely affected by the overall condition of the economy. There are several new hotels in Champaign; however, growth has been slow nearly flat in the current year, due to economic factors. Staff expects to see a modest increase of 1% in Hotel-Motel tax revenues for FY2011/2012 as the economy begins to recover.



Summary of Revenues, Expenditures, Reserves and Balances by Fund

City Fund	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
City Operating Funds				
General Operating Fund (02)**				
Beginning Balance	$9,924,398	$5,141,632	$5,141,632	$7,115,023
Revenues	$61,441,024	$67,151,535	$67,415,982	$68,549,399
Expenditures	$66,284,223	$66,764,212	$65,442,591	$69,960,031
Reserves & Balances	$5,081,199	$5,528,955	$7,115,023	$5,704,391
Parking Fund (03)				
Beginning Balance	$4,849,777	$5,088,754	$5,088,754	$4,840,088
Revenues	$3,181,406	$3,127,805	$3,127,805	$3,444,818
Expenditures	$2,925,384	$4,415,906	$3,376,471	$4,432,148
Reserves & Balances	$5,105,799	$3,800,653	$4,840,088	$3,852,758
Sewer Improvement Fund (04)				
Beginning Balance	$187,361	$65,386	$65,386	($172,141)
Revenues	$2,724,483	$3,986,358	$3,851,229	$3,272,680
Expenditures	$2,846,459	$4,371,295	$4,088,756	$3,152,757
Reserves & Balances	$65,385	($319,551)	($172,141)	($52,218)
Community Development Fund (05)				
Beginning Balance	$69,819	$267,164	$267,164	$33,039
Revenues	$1,106,626	$1,064,802	$1,065,802	$906,172
Expenditures	$909,282	$1,095,125	$1,299,927	$1,079,940
Reserves & Balances	$267,163	$236,841	$33,039	($140,729)
Environmental Services Fund (06)				
Beginning Balance	$0	($41,422)	($41,422)	($344,354)
Revenues	($99)	$357,802	$357,802	$540,688
Expenditures	$41,323	$660,734	$660,734	$524,580
Reserves & Balances	($41,422)	($344,354)	($344,354)	($328,246)
METCAD Fund (09)				
Beginning Balance	$3,380,947	$3,338,573	$3,338,573	$2,692,770
Revenues	$3,994,145	$3,833,669	$3,828,845	$3,805,942
Expenditures	$4,036,519	$4,542,499	$4,474,648	$5,302,519
Reserves & Balances	$3,338,573	$2,629,743	$2,692,770	$1,196,193
Total City Operating Funds				
Beginning Balance	$18,412,302	$13,860,087	$13,860,087	$14,164,425
Revenues	$72,447,585	$79,521,971	$79,647,465	$80,519,699
Expenditures	$77,043,190	$81,849,771	$79,343,127	$84,451,975
Reserves & Balances	$13,816,697	$11,532,287	$14,164,425	$10,232,149
Internal Service Funds				
Fleet Services Fund (10)				
Beginning Balance	$287,441	($49,778)	($49,778)	($75,317)
Revenues	$1,279,808	$1,655,241	$1,655,241	$1,750,853
Expenditures	$1,592,231	$1,751,744	$1,680,780	$1,839,006
Reserves & Balances	($24,982)	($146,281)	($75,317)	($163,470)

City Fund	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
Retained Risk Fund (15)				
Beginning Balance	$2,182,336	$2,445,998	$2,445,998	$2,377,194
Revenues	$989,835	$1,085,281	$1,085,281	$1,130,921
Expenditures	$726,174	$1,154,085	$1,154,085	$1,200,492
Reserves & Balances	$2,445,997	$2,377,194	$2,377,194	$2,307,623
Workers' Compensation Insurance Fund (16)				
Beginning Balance	$526,477	$886,577	$886,577	$1,012,778
Revenues	$1,915,343	$2,084,505	$2,084,505	$2,301,918
Expenditures	$1,555,244	$1,958,304	$1,958,304	$1,989,970
Reserves & Balances	$886,576	$1,012,778	$1,012,778	$1,324,726
Total Internal Service Funds				
Beginning Balance	$2,996,254	$3,282,797	$3,282,797	$3,314,655
Revenues	$4,184,986	$4,825,027	$4,825,027	$5,183,692
Expenditures	$3,873,649	$4,864,133	$4,793,169	$5,029,468
Reserves & Balances	$3,307,591	$3,243,691	$3,314,655	$3,468,879
Community Improvement Funds				
Stormwater Management Fund (21)				
Beginning Balance	$2,781,109	$2,207,132	$2,207,132	$3,631,452
Revenues	$12,466,940	$18,414,651	$21,265,617	$8,636,013
Expenditures	$13,031,226	$22,943,591	$19,841,297	$12,170,158
Reserves & Balances	$2,216,823	($2,321,808)	$3,631,452	$97,307
Motor Fuel Tax Fund (22)				
Beginning Balance	$972,862	$3,644,884	$3,644,884	$8,030,722
Revenues	$5,234,401	$3,490,516	$8,104,220	$8,077,112
Expenditures	$2,562,379	$4,419,861	$3,718,382	$11,839,716
Reserves & Balances	$3,644,884	$2,715,539	$8,030,722	$4,268,118
Capital Improvements Fund (23)				
Beginning Balance	$8,093,190	$6,450,917	$6,450,917	($1,842,465)
Revenues	$8,428,379	$4,175,428	$14,781,581	$6,455,534
Expenditures	$10,031,653	$18,313,683	$23,074,963	$5,152,509
Reserves & Balances	$6,489,916	($7,687,338)	($1,842,465)	($539,440)
Library Improvement Fund (24)				
Beginning Balance	$556,155	$734,190	$734,190	$932,512
Revenues	$645,563	$1,304,249	$646,187	$637,579
Expenditures	$467,529	$447,865	$447,865	$1,441,279
Reserves & Balances	$734,189	$1,590,574	$932,512	$128,812
Urban Renewal Fund (41)				
Beginning Balance	$2,409,373	$2,216,061	$2,216,061	$805,307
Revenues	$883,487	$941,587	$938,657	$963,343
Expenditures	$1,076,799	$2,873,582	$2,349,411	$868,564
Reserves & Balances	$2,216,061	$284,066	$805,307	$900,086
ARRA Grant Fund (42)				
Beginning Balance	$0	($118,206)	($118,206)	($1,274,984)
Revenues	$4,272	$1,463,042	$328,034	$1,455,451
Expenditures	$122,478	$1,665,279	$1,484,812	$180,467
Reserves & Balances	($118,206)	($320,443)	($1,274,984)	$0

City Fund	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
Urban Development Action Grant Fund (43)				
Beginning Balance	$1,156,345	$1,071,092	$1,071,092	$910,994
Revenues	$816,495	$795,567	$795,567	$488,934
Expenditures	$901,749	$1,702,538	$955,665	$1,402,975
Reserves & Balances	$1,071,091	$164,121	$910,994	($3,047)
Downtown TIF District Fund (44)				
Beginning Balance	$784,179	$1,083,325	$1,083,325	$377,201
Revenues	$1,341,123	$1,612,952	$1,612,952	$1,847,624
Expenditures	$1,041,977	$2,412,368	$2,319,076	$2,219,683
Reserves & Balances	$1,083,325	$283,909	$377,201	$5,142
East University Ave TIF District Fund (45)				
Beginning Balance	$3,073,085	$1,679,706	$1,679,706	$721,751
Revenues	$809,967	$480,395	$480,395	$190,403
Expenditures	$2,203,346	$1,519,295	$1,438,350	$747,095
Reserves & Balances	$1,679,706	$640,806	$721,751	$165,059
Food & Beverage Tax Fund (47)				
Beginning Balance	$2,642,076	$3,131,146	$3,131,146	$3,599,604
Revenues	$674,898	$1,018,427	$990,353	$946,666
Expenditures	$185,828	$524,278	$521,895	$300,650
Reserves & Balances	$3,131,146	$3,625,295	$3,599,604	$4,245,620
North Campus Redevelopment Area TIF Fund (48)				
Beginning Balance	($53,025)	($73,043)	($73,043)	($67,468)
Revenues	$528,519	$759,100	$759,100	$918,308
Expenditures	$548,537	$843,525	$753,525	$798,525
Reserves & Balances	($73,043)	($157,468)	($67,468)	$52,315
Total Community Improvement Funds				
Beginning Balance	$22,415,349	$22,027,204	$22,027,204	$15,824,626
Revenues	$31,834,044	$34,455,914	$50,702,663	$30,616,967
Expenditures	$32,173,501	$57,665,865	$56,905,241	$37,121,621
Reserves & Balances	$22,075,892	($1,182,747)	$15,824,626	$9,319,972
Equipment Funds				
Vehicle Replacement Fund (60)				
Beginning Balance	$3,889,386	$4,217,509	$4,217,509	$2,908,542
Revenues	$1,307,216	$1,457,733	$1,528,652	$1,505,375
Expenditures	$979,093	$2,607,900	$2,837,619	$2,687,862
Reserves & Balances	$4,217,509	$3,067,342	$2,908,542	$1,726,055
Capital Equipment Replacement Fund (61)				
Beginning Balance	$3,695,033	$4,451,469	$4,451,469	$2,539,929
Revenues	$1,167,975	$698,841	$750,549	$846,516
Expenditures	$411,539	$2,612,343	$2,662,089	$2,876,020
Reserves & Balances	$4,451,469	$2,537,967	$2,539,929	$510,425
METCAD Emergency Telephone Fund (62)				
Beginning Balance	$0	$0	$0	$0
Revenues	$2,383,371	$2,085,065	$2,075,417	$2,050,447
Expenditures	$2,383,371	$2,080,241	$2,075,417	$2,050,447
Reserves & Balances	$0	$4,824	$0	$0

City Fund	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
Foreign Fire Insurance Tax Fund (63)				
Beginning Balance	$193,921	$188,216	$188,216	$172,735
Revenues	$122,572	$111,169	$111,169	$111,500
Expenditures	$128,277	$126,650	$126,650	$147,757
Reserves & Balances	$188,216	$172,735	$172,735	$136,478
Narcotics Forfeitures Fund (64)				
Beginning Balance	$227,035	$222,002	$222,002	$130,567
Revenues	$148,950	$129,300	$129,300	$156,000
Expenditures	$153,982	$220,735	$220,735	$178,988
Reserves & Balances	$222,003	$130,567	$130,567	$107,579
METCAD Equipment Replacement Fund (65)				
Beginning Balance	$1,236,847	$1,373,735	$1,373,735	$1,558,162
Revenues	$566,978	$507,375	$507,375	$1,245,375
Expenditures	$430,090	$476,500	$322,948	$1,139,656
Reserves & Balances	$1,373,735	$1,404,610	$1,558,162	$1,663,881
Total Equipment Funds				
Beginning Balance	$9,242,222	$10,452,931	$10,452,931	$7,309,935
Revenues	$5,697,062	$4,989,483	$5,102,462	$5,915,213
Expenditures	$4,486,352	$8,124,369	$8,245,458	$9,080,730
Reserves & Balances	$10,452,932	$7,318,045	$7,309,935	$4,144,418
Debt Service Funds				
Bond and Interest Fund (70)				
Beginning Balance	$3,564,598	$3,370,771	$3,370,771	$3,069,421
Revenues	$4,176,671	$5,685,350	$5,605,350	$5,698,280
Expenditures	$4,370,498	$5,353,444	$5,906,700	$5,654,732
Reserves & Balances	$3,370,771	$3,702,677	$3,069,421	$3,112,969
Series 2009 Refund Bond Fund (71)				
Beginning Balance	$680	$0	$0	$0
Revenues	$0	$0	$0	$0
Expenditures	$680	$0	$0	$0
Reserves & Balances	$0	$0	$0	$0
Series 2010 Drainage Bond Fund (72)				
Beginning Balance	$0	$17,705,805	$17,705,805	$2,153,913
Revenues	$25,639,501	$25,500	$25,500	$650
Expenditures	$7,933,697	$15,577,392	$15,577,392	$2,154,785
Reserves & Balances	$17,705,804	$2,153,913	$2,153,913	($222)
Series 2007A Bonds (76)				
Beginning Balance	$640,554	$0	$0	$0
Revenues	$1,788	$0	$0	$0
Expenditures	$642,342	$0	$0	$0
Reserves & Balances	$0	$0	$0	$0
Total Debt Service Funds				
Beginning Balance	$4,205,832	$21,076,576	$21,076,576	$5,223,334
Revenues	$29,817,960	$5,710,850	$5,630,850	$5,698,930
Expenditures	$12,947,217	$20,930,836	$21,484,092	$7,809,517
Reserves & Balances	$21,076,575	$5,856,590	$5,223,334	$3,112,747

City Fund	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
Agency Funds				
Emergency Telephone System Fund (80)				
Beginning Balance	$0	$0	$0	$0
Revenues	$2,430,525	$2,116,544	$2,116,544	$2,088,750
Expenditures	$2,430,525	$2,116,544	$2,116,544	$2,088,750
Reserves & Balances	$0	$0	$0	$0
Champaign Public Library Tax Account Fund (81)				
Beginning Balance	$0	$0	$0	$0
Revenues	$6,113,300	$6,185,944	$6,185,944	$6,162,219
Expenditures	$6,112,868	$6,185,944	$6,185,944	$6,162,219
Reserves & Balances	$432	$0	$0	$0
Total Agency Funds				
Beginning Balance	$0	$0	$0	$0
Revenues	$8,543,825	$8,302,488	$8,302,488	$8,250,969
Expenditures	$8,543,393	$8,302,488	$8,302,488	$8,250,969
Reserves & Balances	$432	$0	$0	$0
City Pension Funds				
Police Pension Fund (96)				
Beginning Balance	$0	$0	$0	$0
Revenues	$3,363,916	$3,704,857	$3,704,857	$4,131,067
Expenditures	$3,363,916	$3,704,857	$3,704,857	$4,131,067
Reserves & Balances	$0	$0	$0	$0
Fire Pension Fund (97)***				
Beginning Balance	$49,815,825	$46,413,797	$46,413,797	$49,690,500
Revenues	$9,125,079	$7,044,088	$7,044,088	$7,494,414
Expenditures	$3,627,084	$3,767,385	$3,767,385	$3,879,429
Reserves & Balances	$55,313,820	$49,690,500	$49,690,500	$53,305,485
Total City Pension Funds				
Beginning Balance	$49,815,825	$46,413,797	$46,413,797	$49,690,500
Revenues	$12,488,995	$10,748,945	$10,748,945	$11,625,481
Expenditures	$6,991,000	$7,472,242	$7,472,242	$8,010,496
Reserves & Balances	$55,313,820	$49,690,500	$49,690,500	$53,305,485
Champaign Public Library Funds				
Library Operating Fund				
Beginning Balance	$601,181	$438,359	$464,450	$502,385
Revenues	$6,434,329	$6,625,417	$6,537,095	$6,558,469
Expenditures	$6,571,060	$6,681,492	$6,499,160	$6,725,915
Reserves & Balances	$464,450	$382,284	$502,385	$334,939
Library Capital Fund				
Beginning Balance	$713,505	$636,020	$673,604	$484,728
Revenues	$40,410	$71,254	$68,254	$137,740
Expenditures	$80,311	$260,465	$257,130	$181,550
Reserves & Balances	$673,604	$446,809	$484,728	$440,918

City Fund		FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Estimate	FY 11/12 Budget
Library Other Funds					
	Beginning Balance	($56,098)	$20,893	$32,921	$127,801
	Revenues	$286,129	$402,818	$415,378	$179,797
	Expenditures	$197,119	$420,495	$320,498	$295,242
	Reserves & Balances	$32,912	$3,216	$127,801	$12,356
Total Champaign Public Library Funds					
	Beginning Balance	$1,258,588	$1,095,272	$1,170,975	$1,114,914
	Revenues	$6,760,868	$7,099,489	$7,020,727	$6,876,006
	Expenditures	$6,848,490	$7,362,452	$7,076,788	$7,202,707
	Reserves & Balances	$1,170,966	$832,309	$1,114,914	$788,213
Total All Funds (including transfers)					
	Beginning Balance	$108,346,372	$118,208,664	$118,284,367	$96,642,389
	Revenues	$171,775,325	$155,654,167	$171,980,627	$154,686,957
	Expenditures	$152,906,792	$196,572,156	$193,622,605	$166,957,483
	Reserves & Balances	$127,214,905	$77,290,675	$96,642,389	$84,371,863
Less Transfers and Interfund Charges					
	Revenues	$50,361,486	$58,316,154	$58,856,519	$50,754,575
	Expenditures	$50,359,617	$58,299,087	$58,856,519	$50,754,575
Grand Total All Funds (not including transfers)					
	Beginning Balance	$108,346,372	$118,208,664	$118,284,367	$96,642,389
	Revenues	$121,413,839	$97,338,013	$113,124,108	$103,932,382
	Expenditures	$102,547,175	$138,273,069	$134,766,086	$116,202,908
	Reserves & Balances	$127,213,036	$77,273,608	$96,642,389	$84,371,863

** The difference between FY09/10 ending balance and FY10/11 beginning balance is a prior year audit adjustment.

*** The difference between FY09/10 ending balance and FY10/11 beginning balance is an adjustment due to a change in market value.

Summary of Budgeted Personnel

Department	FY2009/2010	FY2010/2011	FY2011/2012
General Operating Fund			
Mayor & Council			
Mayor & Council	1.000	1.000	1.000
	1.000	**1.000**	**1.000**
City Manager's Office			
City Manager's Office	5.000	6.000	4.000
Community Relations Office	3.000	3.000	3.000
Economic Development	2.130	2.130	2.000
	10.130	**11.130**	**9.000**
Legal			
Legal	10.081	9.475	8.226
	10.081	**9.475**	**8.226**
Finance			
Finance	16.025	16.025	16.025
	16.025	**16.025**	**16.025**
Human Resources			
Human Resources	5.500	5.500	5.500
Risk Management Administration	2.000	2.000	2.000
	7.500	**7.500**	**7.500**
Planning			
Planning	12.250	11.550	10.050
	12.250	**11.550**	**10.050**
Public Works			
Administration	10.550	9.800	8.800
Traffic & Lighting	9.000	9.000	7.500
Building Services	3.250	3.250	3.250
Operations	2.000	2.000	2.000
Streets	7.000	6.500	6.500
Concrete	8.000	8.000	7.000
Engineering	22.278	22.528	19.250
Asphalt	5.000	4.500	4.500
Forestry	6.000	6.000	6.000
	73.078	**71.578**	**64.800**

Summary of Budgeted Personnel

Department	FY2009/2010	FY2010/2011	FY2011/2012
Police			
Administration	10.000	10.000	9.000
Investigations	23.000	23.500	21.500
Patrol	93.000	93.000	95.000
Training & Development	2.000	2.000	2.000
Records	26.630	26.630	24.630
Justice Assistance Recovery Grant-Intelligence LED Policing	0.000	1.000	1.000
	154.630	**156.130**	**153.130**
Fire			
Administration	3.000	3.000	3.000
Building Safety	11.000	11.000	10.000
Training & Safety	1.000	1.000	1.000
Suppression	103.000	103.250	103.250
Prevention	4.000	3.000	3.000
Emergency Management	0.100	0.100	0.100
	122.100	**121.350**	**120.350**
Neighborhood Services			
Administration	4.500	4.400	3.400
Property Maintenance	7.039	6.000	7.000
	11.539	**10.400**	**10.400**
Information Technologies			
Information Technologies	7.450	7.450	7.450
City Building A/V	1.500	1.500	1.500
GIS	1.500	1.500	1.500
	10.450	**10.450**	**10.450**
Parking Fund			
Public Works			
Parking Programs	14.750	15.000	15.000
	14.750	**15.000**	**15.000**
Sewer Improvement Fund			
Public Works			
Sewer Operations	10.000	9.000	8.000
	10.000	**9.000**	**8.000**

Summary of Budgeted Personnel

Department	FY2009/2010	FY2010/2011	FY2011/2012
Community Development Grant Block Fund			
Neighborhood Services			
Community Development Block Grant Rehab	7.327	5.500	5.500
	7.327	**5.500**	**5.500**
Environmental Services Fund			
Public Works			
Environmental Services	0.000	1.250	1.250
	0.000	**1.250**	**1.250**
METCAD Fund			
Metcad			
METCAD	35.500	39.000	39.000
	35.500	**39.000**	**39.000**
Fleet Services Fund			
Public Works			
Fleet Services	7.000	7.000	7.000
	7.000	**7.000**	**7.000**
Library			
Library	82.475	82.475	82.475
	82.475	**82.475**	**82.475**
Grand Total	**585.835**	**585.813**	**569.156**
Population*	**75,254**	**80,286**	**81,055**

* Source: Adopted Financial Plan for Community Services for the corresponding year

General Operating Fund Statement 02

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**9,924,398**	**5,141,632**	**5,141,632**	**7,115,023**
Revenues				
Revenue Transfers	4,448,474	6,260,912	6,497,773	7,421,950
Revenues	56,992,551	60,890,623	60,918,209	61,127,449
Total Revenues	**61,441,024**	**67,151,535**	**67,415,982**	**68,549,399**
Expenditures				
Capital Expenses	0	765,058	0	884,071
Commodities	1,836,998	2,073,056	1,690,234	1,920,761
Contractual Services	5,655,956	6,732,997	6,039,453	6,211,519
Expenditure Transfers	23,065,589	20,809,007	20,969,583	24,912,822
Personnel Services	35,725,680	36,384,094	36,743,321	36,030,858
Total Expenditures	**66,284,223**	**66,764,212**	**65,442,591**	**69,960,031**
Ending Balance				
reserved	2,751,492	1,890,788	2,001,516	1,279,875
unallocated	2,329,707	3,638,167	5,113,507	4,424,517
Total Ending Balance	**5,081,199**	**5,528,955**	**7,115,023**	**5,704,392**

Comments:

The reserved balance for FY2011/12 includes $659,622 for the 27th pay period, and $620,253 for the city facility reserve.

Revenue Detail
General Operating Fund
02

Account Description	FY2009/10 Actual	FY2010/2011 Revised	FY2011/2012 Budget
External Sources			
PROPERTY TAXES	**11,173,839**	**11,103,011**	**11,181,696**
SALES TAXES	**29,089,126**	**29,655,760**	**30,248,876**
INCOME TAXES	**4,289,011**	**6,925,845**	**6,711,178**
OTHER TAXES	**583,429**	**577,261**	**577,261**
HOTEL- MOTEL TAX	**1,429,293**	**1,446,299**	**1,460,762**
UTILITY TAXES	**2,228,008**	**2,471,348**	**2,538,526**
TELECOMMUNICATIONS TAX	**2,773,262**	**2,488,870**	**2,463,981**
PACKAGE LIQUOR TAX	**0**	**0**	**525,000**
COURT AND MUNICIPAL FINES	**940,880**	**1,021,552**	**1,061,552**
DUI FINES	**16,093**	**15,000**	**12,000**
ANIMAL CONTROL FINES	**11,555**	**12,000**	**11,000**
LIQUOR VIOLATION FINES	**7,000**	**3,000**	**3,000**
EXCESS FALSE ALARM FINES	**2,575**	**9,000**	**5,000**
RIGHT-OF-WAY OCCUPANCY PERMITS	**11,049**	**22,000**	**10,000**
BUILDING PERMITS	**263,661**	**262,500**	**265,600**
BUILDING PERMITS-AFTER HR INSPECTIONS	**0**	**300**	**0**
ELECTRICAL PERMITS	**97,925**	**88,400**	**91,500**
PLUMBING PERMITS	**73,212**	**75,000**	**73,800**
MECHANICAL PERMITS	**127,030**	**120,300**	**125,200**
SIGN PERMITS	**4,138**	**4,000**	**4,000**
DEMOLITION PERMITS	**5,028**	**2,400**	**5,000**
EXCAVATION PERMITS	**10,275**	**8,000**	**8,000**
SEWER CONNECTION PERMITS	**16,790**	**13,000**	**13,000**
DRIVEWAY & SIDEWALK PERMITS	**10,898**	**11,000**	**11,000**
SPRINKLER PERMITS	**18,139**	**15,000**	**15,000**
RESTAURANT LICENSES	**4,570**	**4,700**	**4,700**
ALARM USER REGISTRATIONS	**2,680**	**4,000**	**4,000**
MISC LICENSES	**5,670**	**6,000**	**6,000**
VEHICLE LICENSES	**8,900**	**10,000**	**10,000**
OCCUPATIONAL LICENSES	**10,385**	**6,500**	**6,500**
LIQUOR LICENSES	**432,170**	**461,200**	**500,000**
PLANNING & DEVELOPMENT FEES	**2,261**	**2,500**	**2,500**
PUBLIC SAFETY SERVICE FEES	**675,414**	**690,358**	**712,235**
OTHER SERVICE FEES	**208,304**	**219,113**	**221,947**
CITY RENTAL INCOME	**70,254**	**66,125**	**66,125**
CITY FRANCHISE FEES	**864,635**	**879,661**	**879,385**
SALE OF CITY PROPERTY	**10,912**	**23,000**	**20,000**
SALARY & TRAINING REIMBURSEMENT	**17,390**	**18,400**	**6,000**
CITY EXPENSE REIMBURSEMENTS	**498,926**	**550,110**	**682,110**
CITY EXPENSE RIBE - SPECIFIC	**260,787**	**252,135**	**258,721**
DAMAGED PROPERTY REIMBURSEMENT	**53,005**	**50,000**	**52,000**
DAMAGED PROPERTY REIMBURSEMENT-SPECIFIC	**0**	**24,500**	**50,000**
REFUNDS	**3,368**	**9,500**	**5,000**
TOWING IMPOUND FEES	**163,500**	**230,000**	**230,000**
TOWING PROCESSING FEE	**53,900**	**98,000**	**98,000**
INTEREST & INVESTMENT INCOME	**197,180**	**165,000**	**165,000**
INTERGOVERNMENTAL REVENUES - STATE	**96,124**	**22,859**	**11,392**
INTERGOVERNMENTAL REVENUES - FEDERAL	**160,670**	**689,489**	**233,902**
INTERGOVERNMENTAL REVENUES	**600**	**1,200**	**0**
DONATIONS AND CONTRIBUTIONS	**8,733**	**65,000**	**5,000**
Total External Sources	**56,992,550**	**60,900,196**	**61,652,449**

Revenue Detail
General Operating Fund
02

Account Description	FY2009/10 Actual	FY2010/2011 Revised	FY2011/2012 Budget
Interfund Transfers			
TFR FROM PARKING FUND	638,145	721,904	887,471
TFR FROM SEWER IMPROVEMENT FUND	581,195	649,387	745,870
TFR FROM COMMUNITY DEVELOPMENT FUND	0	50,388	40,000
TFR FROM ENVIRONMENTAL SERVICES FUND	0	83,532	77,988
TFR FROM METCAD FUND	177,846	183,066	188,556
TFR FROM FLEET SERVICES FUND	213,077	223,731	253,467
TFR FROM RETAINED RISK FUND	63,762	64,844	61,601
TFR FROM WORKERS COMPENSATION FUND	321,021	405,162	377,484
TFR FROM STORMWATER MANAGEMENT FUND	827,526	927,603	963,060
TFR FROM MOTOR FUEL TAX FUND	64,978	85,053	187,581
TFR FROM CAPITAL IMPROVEMENTS FUND	541,728	512,467	667,660
TFR FROM LIBRARY IMPROVEMENT FUND	439,213	447,865	1,191,279
TFR FROM URBAN RENEWAL FUND	353,059	361,874	451,925
TFR FROM DOWNTOWN TIF FUND	128,102	179,903	175,662
TFR FROM E. UNIVERSITY AVE TIF FUND	54,166	0	68,600
TFR FROM FOOD & BEVERAGE TAX FUND	44,655	110,690	45,750
TFR FROM VEHICLE REPLACEMENT FUND	0	1,210,167	250,000
TFR FROM EQUIPMENT REPLACEMENT FUND	0	212,137	787,996
Total Interfund Transfers	4,448,474	6,429,773	7,421,950
TOTAL	61,441,024	67,329,969	69,074,399

Mayor & Council

The mission of the Mayor and City Council is to serve as the legislative and policy-making body of the municipal government with responsibilities for representing the community, enacting city ordinances, appropriating funds to conduct city business and providing policy direction to the administrative staff.

Departmental Overview

Organization

The City Council is composed of nine Council members. The Mayor and three members are elected at-large. Five Council members are elected by district. All City Council members are elected to four-year staggered terms. The Mayor and Council establish City Council goals to be implemented by the administration and provide policy direction to the organization. City Council meetings are on Tuesdays at 7:00 P.M and are televised on CGTV Channel 5 and agendas are available on city website at www.ci.champaign.il.us.

Contact Information

The Mayor's Office is located at 102 North Neil Street, Champaign, IL 61820. The phone number is 403-8720 and the fax number is 403-8725. The e-mail address is council@ci.champaign.il.us.

Department Baseline Service Levels, Goals and Initiatives by Activity

Mayor (02-0000-01001-0000)

Current Service Levels

- Represents the City in all official capacities and provides leadership to the City Council, administrative staff and the community at large.
- Recommends policy direction for the City and chairs all City Council meetings.
- Recommends board and commission appointments for City Council approval.
- Serves as Liquor Commissioner and provides general direction to the administrative staff regarding the City's liquor licensing and enforcement activities.
- Represents the City on a variety of intergovernmental boards, such as the Regional Planning Commission.

- Represents the City in Legislative initiatives at the State and Federal level.

Council (02-0000-01001-0000)

Current Service Levels

- Serves as representatives for citizen concerns by attending neighborhood meetings and meeting with individual citizens.

- Biennially updates the City's Strategic Plan, including a vision, goals, key projects and metrics.

- Sets policies for the City by reviewing and approving City ordinances.

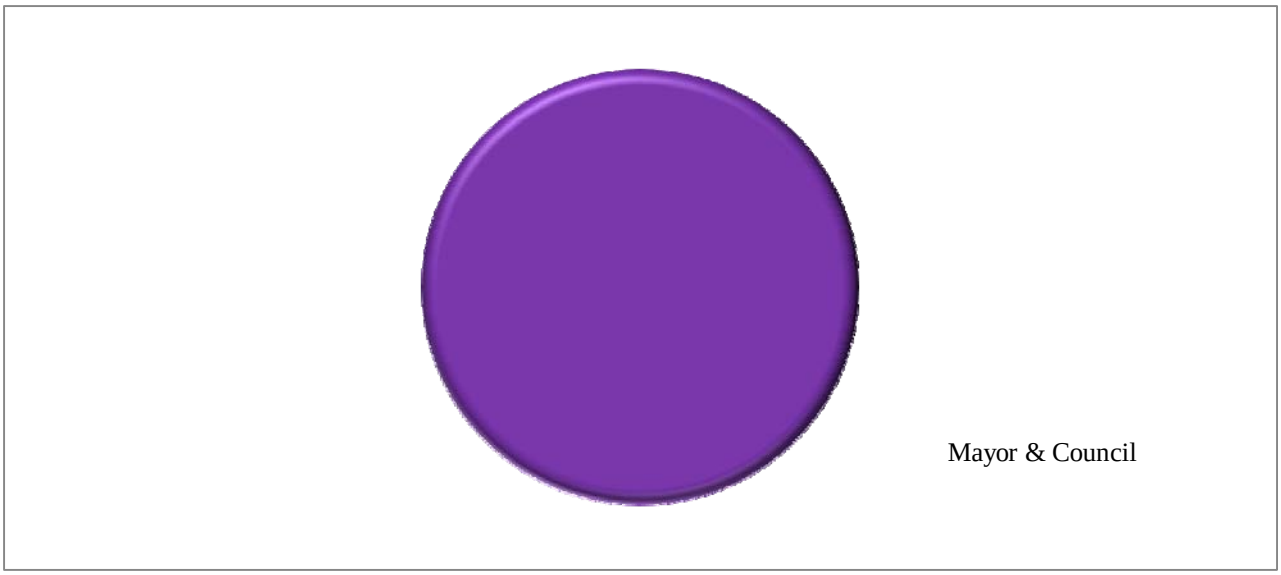
- Reviews and adopts the Annual Financial Plan and Capital Improvements Plan.

- Represents the City in Legislative initiatives at the State and Federal level.

- Represents the City on various community boards including the Library Board, Economic Development Corporation (EDC), Convention and Visitor's Bureau (CVB), Regional Plan Commission (RPC), Government Council, Champaign Urbana Urbanized Area Transportation Study (CUUATS), Liquor Advisory Commission (LAC) and Cable Commission.

Mayor and Council Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Mayor & Council	192,860	187,599	(5,261)	-2.73%
	192,860	**187,599**	**(5,261)**	**-2.73%**
Total	**192,860**	**187,599**	**(5,261)**	**-2.73%**



City Manager's Office

The mission of the City Manager's Office is to support the City Council and carry out Council policies, to provide professional management and leadership for all activities of the City, to ensure the implementation of City policies and programs consistent with the Organization's Mission and Values, and to serve as a liaison to citizens, agencies and organizations.

Departmental Overview

Organization

The City Manager is appointed by the City Council as the Chief Executive Officer for the City, providing leadership to the organization by communicating and implementing the City Council's vision, goals, and priorities.

The Community Relations Office serves as a liaison between the City Manager's Office and the community. Community Relations helps to ensure equal opportunity for all citizens through public information, education and enforcement of the City's Human Rights Ordinance and Equal Opportunity in Purchasing Ordinance.

The Economic Development Division promotes the City's economic vitality, serving as a point of contact for the business community to advance the City's goals for physical and economic development.

The City Manager's Office provides staff support for the Human Relations Commission.

Contact Information

The City Manager's Office is located at 102 North Neil Street, Champaign, IL 61820. The Department phone number is 217.403.8710 and the fax number is 217.403.8980. You can also reach the department by email at CityManagersOffice@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Collaborate on plans for medical facility development and related medical cluster businesses.
- Assist in the negotiation of a new boundary agreement with the Village of Savoy.

Our City is fiscally responsible

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations in the City budget process.
- Review options for outsourcing of City services that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations in the City budget process.

Our City promotes economic opportunity

- Support City partners to achieve defined tourism and economic development outcomes.
- Create City programs that generate a full range of job opportunities to attract and retain workforce talent. Include these employment components in the Strategic Economic Development Plan.
- Develop a unified message and campaign to promote the City of Champaign.
- Work with the University to plan for phases four and five of the Research Park.

Our City is a model for environmental sustainability

- Provide leadership within the City organization to develop a Sustainability Plan with timeframes to promote Champaign as a green community, support the development of green business and industry, reduce the City's resource consumption, and encourage environmental responsibility.
- Provide support to City departments during code review processes to promote the inclusion of building and zoning codes that encourage cost-effective, green development

Our City is committed to honest, transparent government

- Implement the Public Communications Plan to engage the community in City government, provide timely and accurate information to the public, openly share information about City actions and decisions, and improve public access to City information.

Department Baseline Service Levels, Goals and Initiatives by Activity

City Manager's Office (02-0000-02001-0000)

Current Service Levels:

- Provide organizational leadership by communicating and implementing the City Council's vision, goals, strategic initiatives, and key projects. Work with

departments to develop metrics to measure progress toward achieving the vision and goals.

- Set clear performance expectations for City employees and model behaviors that are consistent with the City's core values.
- Oversee the preparation of City Council agendas and supporting information to ensure that information is accurate, thorough and provides reasonable alternatives for Council consideration.
- Provide direction for the preparation and submission of an Annual Financial Plan and Capital Improvements Plan based upon Council direction.
- Promote positive customer service throughout the City organization; be a responsive point of contact and assistance for citizens seeking information about City services.
- Administer the City's liquor licensing and enforcement activities under the general direction of the Liquor Commissioner.
- Represent the City's interests in intergovernmental activities and on various community boards and commissions such as the Metropolitan Intergovernmental Council, the Champaign County Economic Development Corporation, Convention and Visitors Bureau and the METCAD Policy Board.
- Maintain positive, cooperative and effective working relationships with privately owned water and electric utility companies by scheduling regular opportunities for interagency communication, working with the Legal and Public Works departments to monitor utility franchise agreements, and coordinating City activities to assure the public receives reliable, cost-effective utility services.
- Provide leadership to the City organization in preparing for and responding to emergency events within the City.

Community Relations (02-0000-02002-0000)

Current Service Levels:

- Prevent discrimination and ensure fair and equal treatment of all persons within the City through enforcement of the City's Human Rights Ordinance, including receiving, investigating and conciliating complaints of ordinance violations, and educating the public about civil and human rights.
- Enforce the Human Rights Ordinance by conducting public hearings on those complaints unresolved through conciliation.
- Provide staff support to the Human Relations Commission by serving as secretary to the Commission and handling related administrative duties.
- Cooperate with federal, state, and local civil rights enforcement agencies and organizations in promoting equal opportunity and human rights.
- Educate the public on the Human Rights Ordinance by planning and carrying out public information programs.

- Provide timely and accurate information to the public about City services, programs and activities through proactive communications with local media, preparation of the City services directory and brochures, and supporting efforts to increase CGTV programming and content provided via the City's website.
- Serve as the liaison between the City Manager's Office and community-based organizations, and respond to general citizen complaints.
- Work with the Human Resources Department to conduct on-going training for City employees and businesses in the area of sexual harassment, multicultural diversity and other related civil and human rights issues.
- Monitor the results of the City's Affirmative Action Plan and assist the Human Resources Department in employee recruitment and training to achieve Equal Employment Opportunity and Affirmative Action goals.
- Review and make recommendations on the City's equal employment and affirmative action policies and practices.
- Monitor compliance with the Equal Opportunity in Purchasing Ordinance by determining compliance of City contractors and vendors and assisting contractors in fulfilling prequalification requirements (completing Affirmative Action Report Forms, writing Affirmative Action plans).
- Work with City Departments to expand the number of minority and women owned businesses who participate in City contracts.
- Work with the Champaign Community and Police Partnership (CCAPP) to increase trust between the minority community and the Police Department.
- Advise the City Council on human relations matters and make appropriate recommendations on incidents of community, racial, ethnic or religious tensions.
- Partner with community groups such as the Latino Partnership to promote the exchange of ideas and events that celebrate the rich diversity of the city.
- Celebrate cultural diversity in the community by sponsoring programs that highlight the positive contributions of all segments of our society.
- Support and promote the countywide Martin Luther King, Jr. program and the International Humanitarian celebration and awards program.
- Partner with community groups to implement initiatives to promote the City as a diverse and inclusive community.

Departmental Goals and New Initiatives:

- Support the development and implementation of programs designed to enhance the educational experiences of disadvantaged youth in the community.
- Partner with Illinois Work Net, United Way and University of Illinois and other community agencies to provide job opportunities for disadvantaged youth through the Summer Youth Employment Program.

- Develop and implement a youth education program about the Human Rights Ordinance and the role of the Human Relations Commission in promoting and protecting human rights.
- Provide leadership within the organization and the community to strengthen police-community relations and address youth issues. Initiatives will include follow-up actions resulting from the Police-Community Forum held in March 2010.

Economic Development (02-0000-02007-0000)

Current Service Levels:

- Prepare and Implement the City's Economic Development Strategic Plan to promote the community and its economic development goals and objectives.
  - Work with community leaders, business and government leaders to understand the "New Normal" in development as the economy transforms.
  - Work with the Planning Department to incorporate the Economic Development Strategic Plan into the Comprehensive Plan
  - Develop a comprehensive economic development policy targeting job creation, retention and overall economic stability.
  - Produce brochures, web-based information and other marketing documents to promote and describe City Economic Development programs.

- Provide financial and staff support for the Champaign County Convention and Visitors Bureau to promote tourism and economic development.
- Provide financial and staff support for the Champaign County Economic Development Corporation to promote new business growth and expansion and participate in the following EDC activities.
- Act as the City's primary contact for all potential economic development projects and initiatives and provide assistance which meets the goals and objectives of the City's economic development programs:
  - Industrial Development Program: for industrial expansions or new facilities that result in a significant number of new or retained jobs, this program provides financial assistance for necessary infrastructure improvements.
  - University Research Park Incentive Program: encourages growth of high technology office and laboratory space for companies in the Research Park at the University of Illinois.
  - High Technology Incentive Program: for locations other than the Research Park at the University of Illinois, this incentive assists with new technology in a research park or development of new technology space.
  - Infill Redevelopment Policy: encourages redevelopment that results in a major improvement in a property of citywide significance that is not likely to occur without City assistance.

- City/County Enterprise Zone Program: provides for local and state economic incentives to assist primarily with commercial and industrial projects that provide for job retention/growth and/or neighborhood revitalization in certain geographic locations.

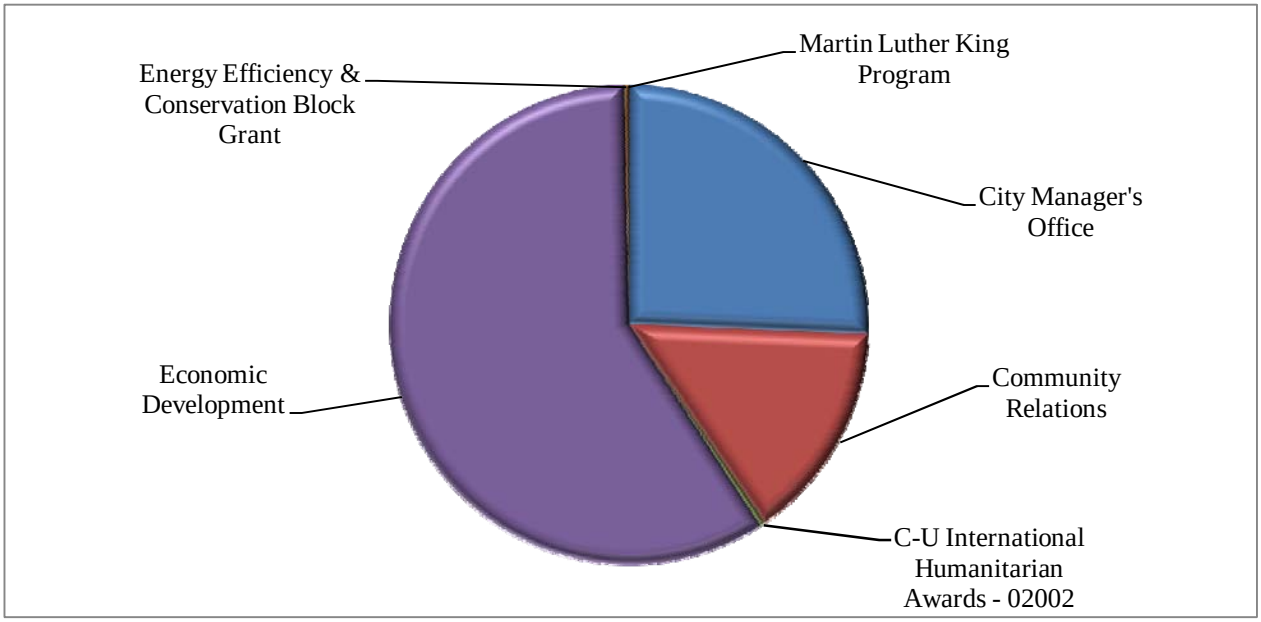
- Continuously seek ways to improve and evaluate communications with the development community, including monthly meetings of the Developer's Forum, to share information and discuss development issues.

Departmental Goals and New Initiatives:

- Serve as lead agency for the Urbana-Champaign Big Broadband (UC2B) Consortium to develop the fiber optic network funded through a federal grant. Provide staff support to the UC2B Policy Board and subcommittees to: 1) establish an operational business model for the consortium; 2) establish services to be offered; 3) develop and implement a marketing plan; and 4) develop a plan to sustain the system over the long term.

CMO Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
City Manager's Office	604,564	581,393	(23,171)	-3.83%
Community Relations	330,073	335,011	4,937	1.50%
C-U International Humanitarian	8,000	8,000	0	0.00%
Economic Development	1,469,160	1,335,658	(133,502)	-9.09%
Energy Efficiency & Conservation	319,500	0	(319,500)	-100.00%
Martin Luther King Program	7,000	7,000	0	0.00%
	2,738,297	**2,267,061**	**(471,236)**	**-17.21%**
Total	**2,738,297**	**2,267,061**	**(471,236)**	**-17.21%**



Legal Department

The mission of the Legal Department is to provide the highest quality legal counsel to the City Council, City Manager, Boards and Commissions, Departments and all City and Township officials in matters relating to their official duties. In addition, the Legal Department reviews and approves all legal documents and prosecutes and defends all suits against, for and on behalf of the City of Champaign and its agencies and the City of Champaign Township.

Departmental Overview

Organization

The City Attorney, the Deputy City Attorney, and two Assistant City Attorneys work directly with City departments and officials as assigned. Each attorney has expertise in specific subject matters; however, each attorney responds to any City legal matter as needed. Each of two Legal Secretaries is assigned to work with two attorneys, as well as carry out administrative assignments. One Secretary I coordinates the City's ordinance prosecution system. A Paralegal assists the Attorneys with City Court, property maintenance issues, and other litigation. Law clerks assist attorneys in research and drafting.

Contact Information

The Legal Department is located on the 5th and 6th floors of the City Building at 102 North Neil Street, Champaign, Illinois 61820. The department phone number is 217.403.8765, fax number is 217.403.8755, and e-mail address is legaldepartment@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Collaborate on plans for medical facility development, working with Planning and Economic Development staff to develop regulations and develop agreements.

- Assist in negotiations for an amended boundary agreement with Savoy by providing legal advice in the process.

Our City provides first-rate services

- Provide legal advice to Finance and Public Works with respect to funding of the John Street and Washington Street East flood abatement projects.

Our City is fiscally responsible

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services.

- Review options for outsourcing of City services that would increase the efficiency or decrease the cost of delivering City services.

Our City promotes economic opportunity

- Provide legal advice to help achieve defined tourism and development outcomes.

- Work with the University to plan for phases four and five of the Research Park.

Our City is a model for environmental sustainability

- Assist in the drafting and review of building and zoning codes that encourage cost-effective, green development.

Our City is committed to honest, transparent Government

- Assist with implementation of the Public Communications Plan, particularly related to actions that will improve open access and sharing of information through application of the Open Meetings and Freedom of Information Act.

Department Baseline Service Levels, Goals and Initiatives by Activity

General Legal Services (02-0000-03001-0000)

Current Service Levels:

- Provide support to the Mayor and Council for procedural aspects of all Council Meetings to ensure that the meetings consistently follow a format that is understandable to its citizens and instills confidence in the integrity of the proceedings.

- Draft approximately 75 ordinances and resolutions per year, and review approximately 400 regular City Council agenda items per year to ensure that each item legally accomplishes its goal.

- Coordinate production of all regular City Council agendas with the City Manager's Office to ensure that items comply with the law and are consistent with City policy.

- Respond to citizen inquiries with respect to laws and regulations enforced by the City.

- Provide legal advice to the Mayor and Council, all City Departments, METCAD, Library, City Boards and Commissions, and the City of Champaign Township Supervisor and Assessor to ensure compliance with law and City policy.

- Negotiate, draft and review City contracts, including purchases of goods and services, labor/employment agreements, real estate contracts and insurance contracts to ensure that the contracts comply with the law, are consistent with City policy and provide adequate contractual protections for the City.

- Render formal legal opinions regarding the force and effect of laws on City operations, for example, opinions concerning conflicts of interest of City officials and employees to ensure that the City and its officials comply with the law which will promote citizen confidence in the City and its actions.

- Review, draft, propose and support state and federal legislation for effect on City operations, and represent the City's position on proposed legislation to federal and state legislators.

- Review Freedom of Information Act requests, advise departments and interact with the Public Access Counselor in the Attorney General's Office to ensure and facilitate both transparency, protection of individual privacy interests, and protection of the legal and financial interests of the City and its citizens.

- Negotiate, draft and review major intergovernmental agreements that would increase the efficiency or decrease the cost of delivering City services.

- Provide legal guidance and opinions concerning ethical issues to ensure citizen confidence in government officials.

- Assist the Liquor Commissioner in the area of liquor enforcement, including regular review of liquor applications, providing information to liquor licensees and the Liquor Advisory Commission in order to promote public safety of citizens.

- Provide for continuous review of contract forms and computer-based contract information to ensure that contracts protect the public interest.

- Provide legal advice in conjunction with various major City construction and infill efforts, including City facilities, downtown projects and other infill development projects to ensure that public funds are protected from adverse claims.

- Draft or review various cost-sharing agreements for infill development and infrastructure extension to enhance property values and provide for efficient rendition of City services.

- Develop a proactive code compliance strategy by working with Neighborhood Services to identify strategies to increase code compliance, including prioritizing

enforcement of the cases targeting repeat offenders and provide guidance with respect to any code amendments necessitated by the strategies to ensure that blight in neighborhoods is kept to a minimum and property values are maintained.

- Review financial assistance contracts (e.g., rehab agreements, notes and mortgages) to adhere to the Neighborhood Services program guidelines to ensure that the City complies with laws and regulations and that the legal interests of citizens are protected.

- With respect to the old landfill and Park District, work with Public Works for development of intergovernmental agreements to accomplish the conversion of the old landfill into a community park to return land to the productive use of its citizens.

- Assist the Planning Department in negotiating and processing annexation agreements and annexations in order to ensure continued City growth and the City's economic vitality.

- Assist the City Manager's Office and Police Department in the citizen complaint process to ensure citizens rights are protected and that City employees receive fair treatment in the process.

- Promote education of City employees concerning legal issues through individually tailored departmental presentations or educational material on legal issues relevant to the department to ensure that employees know their legal responsibilities in order to better serve the public.

Prosecution/Claims Review/Litigation

Current Service Levels:

- Prosecute money collection actions on behalf of the City when initial collection efforts by the City have been unsuccessful. Collection efforts include property maintenance fines, parking tickets, taxes, fees, claims for damage to City property and bankruptcy claims.

- Advise with respect to incoming complaints under the City's Human Rights Ordinance and prosecute violations as required.

- Defend administrative claims and all civil litigation. Where outside counsel is employed, collaborate on the defense of the case.

- Represent the City in all employee disciplinary cases before arbitrators and the courts.

- Advise Human Resources Department in administering the worker's compensation program and defend worker's compensation claims before arbitrators.

- Monitor all claims for damages made against the City and its employees in cooperation with the Risk Manager, including arranging for defense of claims and advising on settlement.

- Prosecuting persons (licensees and purchasers) for violations of the City's liquor ordinance.

- Pursue demolition orders and repair or abatement orders and seek administrative search warrants in court against owners of blighted properties, as requested by Neighborhood Services Department and pursue foreclosure on City liens for costs of nuisance abatement and demolition and for defaulted loans.

- Initiate and prosecute approximately 3,000 - 4,000 City ordinance violations stemming from police enforcement actions resulting in approximately $600,000 in fines and manage the City's public service work program in conjunction with sentencing ordinance violations.

- Produce semi-annual litigation report for the City Council, annual report on City Court prosecution, and regular reports on ongoing litigation to ensure that City policy and practices are protected and promoted, and to promote public accountability in litigation.

- Prosecute violations of City's zoning ordinance as requested by Planning Department.

***Departmental Goals and New Initiatives*:**

- Work with City Manager's Office and City Clerk to continue to implement Freedom of Information Act amendments to provide transparency in government, protection of individual privacy interest and the City's financial interests.

- Work with Planning on the redistricting project upon receipt of the census results in order to fulfill legal mandates.

- Assist City Manager with six (6) initiatives resulting from Vine Street incident that will promote community oriented policing and enhance public confidence in the police department.

- Assist with AFSCME, Police, Fire and Plumbers labor negotiations and contract implementation.

- Work with Neighborhood Services with respect to proposed vacant structures ordinance in order to promote improvement of neighborhoods and the preservation of property values.

- Provide legal support to the UC2B Policy Board on the Big Broadband project to provide enhanced internet and other services to the community.

- Develop more information for the ethics part of the website to remind employees of ethical issues in the work place.

- Develop right-of-way ordinance for internal review and ultimate adoption to provide consistency in the regulation of the use of right-of-ways.

- Work with the Information Technologies Department to migrate City Court to a new database platform to increase department efficiency in its prosecution efforts.

- Develop a process that would enable on-line payment of ordinance violations in order to promote the efficiency of the process to save Staff and Court time.

- Work with Finance Department to develop and implement a collections administrative policy to provide consistency in the collections process and promote collection of revenues due the City.

- Update the current form contracts and further development of Frequently Asked Questions FAQ section on internal City web site to allow ease of use and better understanding by staff.

- Review the Property Maintenance Code to ensure the City's code is current in light of uniform codes in general use; work with new Neighborhood Services Compliance Manager to develop new processes to deal with property maintenance issues and review model code package implementation.

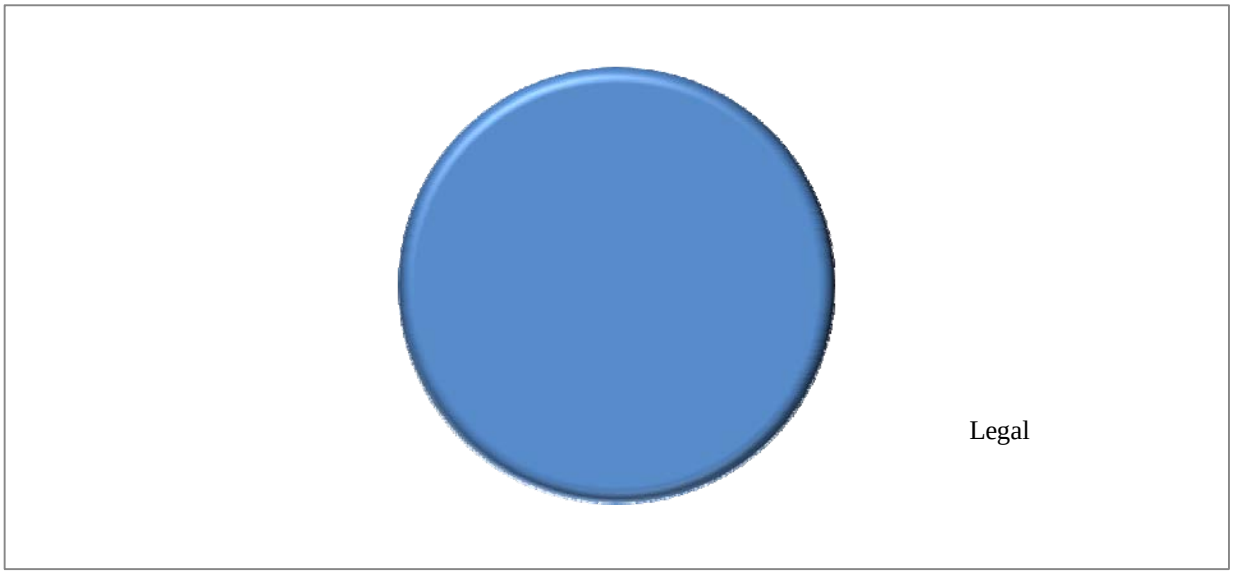
- Review and suggest revisions to Chapter 23 of the Code (General Offense chapter) to ensure the constitutionality of each section and to fill in needs in ordinance coverage.

- Work with the Information Technologies Department in developing a policy responsive to federal e-discovery requirements to ensure that the City is in compliance with new Federal Discovery Rules.

- Work with the City Manager in developing a more robust legislative program with increased intergovernmental efforts in order to provide for a more effective community impact and to further community priorities.

Legal Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Legal	961,441	945,086	(16,355)	-1.70%
	961,441	**945,086**	**(16,355)**	**-1.70%**
Total	**961,441**	**945,086**	**(16,355)**	**-1.70%**



Finance Department

The Finance Department's mission is to help its customers - citizens, City Council, and staff - use their resources to improve the quality of the City.

Departmental Overview

Organization

The department's management advises City Council, staff, and boards on financial matters, invests City funds, supports economic development activities, manages debt planning and issuance, co-chairs the interdepartmental team that develops a ten-year Capital Improvements Plan, and manages the following divisions:

The Accounting Division maintains the general ledger accounting system for the City, the Fire Pension Fund, and the City of Champaign Township, prepares various financial reports, and coordinates the annual external audit. It also performs and/or manages banking transactions, grants, and outstanding debt; issues employee pay; maintains capital assets records; and handles payroll-related functions for all staff members of the above entities including the Champaign Public Library.

The Administrative Services Division performs several financial services including revenue billing, collections, and vendor payments. The division provides clerical support to the Department and processes mail for all departments in the City Building. The division performs a number of functions supporting the Records Management/City Clerk including business licensing, serving as Acting City Clerk at Council Meetings, preparing minutes of Council Meetings, and processing Council documents such as resolutions and ordinances.

The Financial Services Division provides financial services to internal customers including fiscal planning and analysis, budget development and administration, and supporting development of the ten-year Capital Improvements Plan. The division develops purchasing policies and procedures, and coordinates the City's purchasing functions including reviewing all departments' purchasing plans for consistency with City policies. This division also prepares the annual tax levy.

The Records Management Division provides records management services including establishing policies for maintaining the City's hard-copy records and disposing of records in accordance with Illinois Law. This division performs the statutory responsibilities of the City Clerk, including serving as the City's Freedom of Information Officer pursuant to the Illinois Freedom of Information Act and recommending any changes to the City's business licensing laws. The division also monitors the completion of City Clerk functions assigned to the Administrative Services Division.

Contact Information

The Finance Department is located at 102 North Neil Street, Champaign, IL 61820, and its contact information is as follows: phone – 217.403.8940; fax – 217.403.89995; email – financedept@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City provides first-rate services

- Implement the stormwater drainage plan to fund flood abatement projects in the Lower Second Street Reach of the Boneyard Creek, John Street Watershed and Washington Street East Watershed.
- Provide support to the Police Department in exploring alternatives to maintain police staffing levels and adjust for reductions due to light duty and medical, family, or military leave.
- Provide support to the Public Works department on developing flood abatement plans for the Washington Street West Watershed.

Our City is fiscally responsible

- Develop a plan to fund future stormwater drainage improvements to minimize residents' flooding exposure.
- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations in the City budget process.
- Review options for outsourcing of City services that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations in the City budget process.

Our City promotes economic opportunity

- Provide financial analysis and support to City partners in achieving the City's defined tourism and economic development outcomes.
- Provide financial analysis of potential City economic development programs designed to generate job opportunities and to attract and retain workforce talent.

Our City is a model for environmental sustainability

- Provide financial analysis of proposed initiatives to include in the City's Sustainability Plan, focusing actions to increase the efficiency or decrease the cost of delivering City services.

- Support the Public Works Department in its efforts to inventory City infrastructure and add bicycle and pedestrian features to provide residents increased access to alternative modes of transportation.

Our City is committed to honest, transparent government

- Support the City Manager's Office in its efforts to implement the Public Communications Plan to provide timely and accurate information to the public.

Department Baseline Service Levels, Goals and Initiatives by Activity

Financial Services (02-0000-04001-0000)

Current Service Levels:

- Develop financial plans including an annual five-year financial forecast to aid the City Council in both near and long-term fiscal planning.

- Coordinate preparation of the annual budget and manage execution of the budget ordinance, including administering budget transfers and preparing budget amendments.

- Coordinate development of annual service plans for all City departments and funds, while ensuring compliance with the City's financial and other related policies.

- Work with the Planning Department to coordinate preparation of the ten-year Capital Improvements Plan to maximize use of City's resources to maintain and expand the City's infrastructure.

- Provide financial support for City initiatives including neighborhood improvement, infrastructure financing, economic development projects, and growth area plans.

- Prepare the City's property tax levy.

- Analyze financial information, and prepare various reports and recommendations to the City Manager and Council. Make financial information available on-line for internal and external users and provide written reports including the following:
    - monthly analysis of major revenues for management's use
    - quarterly report on revenues, expenditures, and investments for the City Council
    - comprehensive annual financial report in compliance with the voluntary standards adopted by the Governmental Finance Officers Association, with an opinion by a public accounting firm that it is in full compliance with generally accepted accounting principles.

- Invest City money with the objectives of safety, liquidity, and yield, in accordance with the City's investment policy.

- Process biweekly payroll for 640 employees including payment by check and direct deposit, and pay approximately 18 vendors for withheld taxes and voluntary deductions.

- Manage food and beverage tax receipts averaging 3,200 remittances annually, and hotel-motel tax receipts averaging 250 remittances annually, to support capital projects within the City.

- Begin processing multi-family recycling billing quarterly to support sustainability initiatives within the City.

- Process all vendor payments each week, which entails receiving about 18,000 payment requests and issuing approximately 8,800 vendor checks annually, while ensuring compliance with City travel and purchasing policies.

- Receive and record payments to the City for taxes, fees, licenses, permits, and reimbursements, averaging 5,800 per year.

- Bill outside parties for payments due to the City for fire protection, special service area taxes, loan paybacks, false alarms, nuisance abatements, and miscellaneous items by creating approximately 1,000 invoices per year.

- Manage the City's Capital Equipment Replacement Program to ensure that adequate monies are available to fund the City's equipment needs.

- Perform financial operations for the Firefighters Pension Fund, including paying monthly benefits to approximately 77 pensioners.

- Maintain the financial records of the Firefighters Pension Fund and the City of Champaign Township to create efficiencies in administrative services, strengthen internal controls, and provide consistent financial reporting for the City's residents. Provide financial advice to the Township Supervisor and Fire Pension Board on the property tax levy and other issues.

- Manage current debt and make recommendations concerning issuance of new debt in accordance with the adopted Debt Management Policies to maximize City resources in support of high priority projects.

- Assist other departments with financial aspects of planning for changes in service levels, productivity and efficiency initiatives, growth of the City, and other changes with financial impacts.

- Distribute and process information and forms pertaining to City Council elections.

- Provide various services prescribed in the City Code to provide transparency and accountability to the residents, including the following:
    - take minutes of Council meetings and process Council Bills
    - work with the Legal Department to maintain an updated City Code

- work with other departments in maintaining a list of City-owned property and process tax bills
- assist City boards and staff in complying with the Open Meetings Act
- record City documents with County offices
- conduct approximately 30 bid openings per year

♦ Serve as Freedom of Information Officer to assist in and monitor staff's compliance with the Freedom of Information Act. Provide public access to the City's records in accordance with the Act.

♦ Assist staff and elected and appointed officials to comply with State requirements for filing Economic Interest Statements and perform related administrative tasks to provide transparency and accountability to the residents.

♦ Regulate certain business practices to protect citizens' health, safety, and welfare by processing and issuing approximately 800 business licenses and permits each year. Periodically review effectiveness of license requirements and recommend revisions or repeals.

♦ Plan for, obtain, and disburse financial resources dedicated to center city development, including three tax increment financing district funds and the Food and Beverage Tax Fund. Encourage further quality development of these areas to benefit the public and expand the City's tax base, which provides revenues to fund City services.

Departmental Goals and Initiatives:

♦ Implement work reassignments to provide optimal services in light of reduction in Finance staff as part of budget-balancing measures adopted by the City Council in light of weak revenue growth.

♦ Lead the process to develop a budget recommendation for Fiscal Year (FY) 2012/13 that meets all Financial Policies. Continue to monitor and implement reductions and revenue increases approved by Council.

♦ Complete the Cost of Services Study, recommend policies regarding cost recovery, and propose fees to recover service costs in accordance with Council direction.

♦ Implement a billing system for the new multi-family recycling fee.

♦ Define needs for new financial and human resources management software to more improve accounting and personnel transactions and efficiently provide information and services to customers.

Sewer Collection (04-0000-04017-0000)

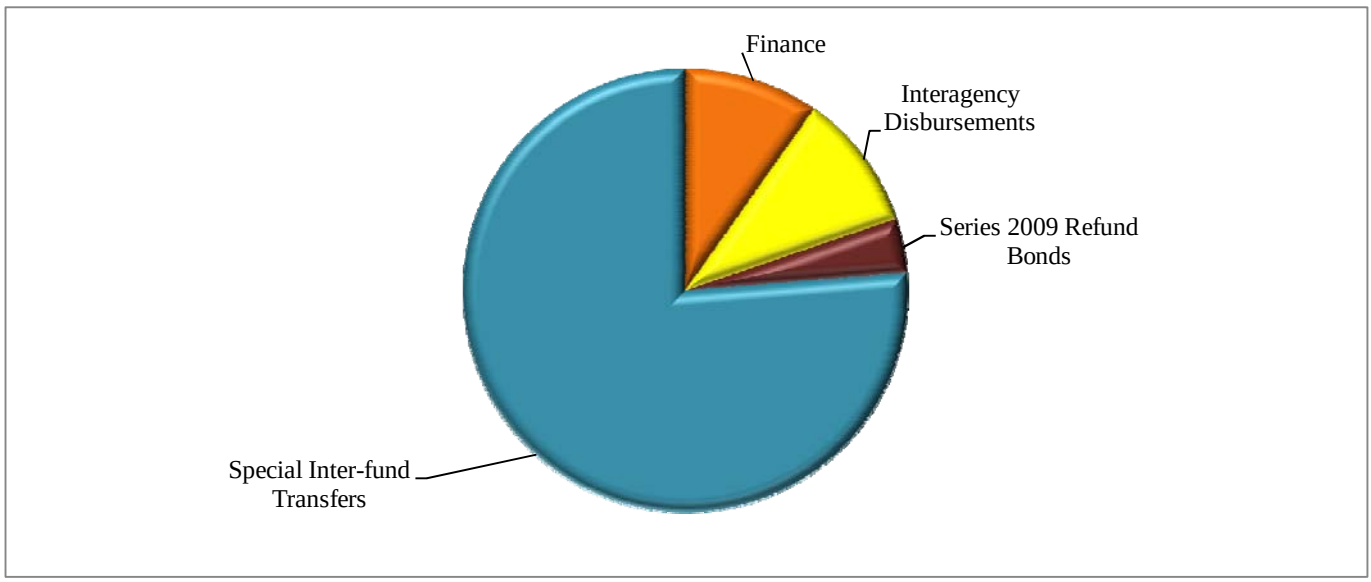
Current Service Levels:

- Manage a contract with the Urbana-Champaign Sanitary District to bill and collect the City's Sanitary Sewer Fee.

- Manage the finances of the Sewer Improvement Fund to provide funding for repair, maintenance and expansion of the City's sanitary sewer system to ensure that the City, in cooperation with the Urbana & Champaign Sanitary District, maintains systems to dispose of sewage generated in the City in a manner that is safe for residents and protects the environment.

Finance Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Finance	1,631,199	1,546,715	(84,484)	-5.18%
Interagency Disbursements & Interdepartment Reserves	202,392	1,585,389	1,382,997	683.33%
Series 2009 Refund Bonds (Police) Debt	609,291	619,622	10,331	1.70%
Special Inter-fund Transfers	9,120,985	12,070,332	2,949,347	32.34%
	11,563,867	**15,822,058**	**4,258,191**	**36.82%**
Total	**11,563,867**	**15,822,058**	**4,258,191**	**36.82%**



Human Resources Department

It is the mission of the Human Resources Department to lead the recruitment, retention and development of talented employees to enable responsive, caring, and cost-effective services in partnership with our community.

Departmental Overview

Organization

The Human Resources Department provides leadership in the management of all human resource areas, including workers' compensation, property and casualty insurance, claims management, benefits, compensation, labor relations, unemployment compensation, regulatory compliance, safety and Illinois Department of Labor (IDOL) compliance, Equal Employment Opportunity compliance, employee recruitment and retention, and employee training.

The Department provides staff support for the three-member Board of Fire and Police Commissioners. The commissioners serve three-year terms and oversee the hiring and promotion process for sworn officers in the Fire and Police Departments.

Contact Information

The Human Resources Department is located on the 4th floor of the City Building at 102 North Neil Street, Champaign, IL 61820. The telephone number is 217.403.8770, the fax number is 217.403.8780, and the email address is: hr@ci.champaign.il.us .

Key Projects in Support of City Council Goals

Our City provides first-rate services

- Provide support to the Police Department in exploring alternatives to maintain police staffing levels and adjust for reductions due to light duty and medical, family, or military leave.

Our City is fiscally responsible

- Review options for outsourcing of City services.
- Implement the Voluntary Separation Incentive Program and assist in other human resource related budget reduction measures that may be implemented.

Our City is a model for environmental sustainability

- Participate in the development of a Sustainability Plan that includes a timetable for implementation.

Our City is committed to honest, transparent government

- Assist with implementation of the Public Communications Plan

Human Resources Department (02-0000-05001-0000)

Current Level Services

- Facilitate information sharing with City employees regarding City programs, initiatives and benefits. This includes leading the Benefits Advisory Committee, hosting an annual Benefits and Wellness Fair for City employees and retirees, and regular communication regarding benefit changes.

- Maintain the employee compensation system. This includes approximately 4,000 annual changes and updates to insurance benefits, retirement and pay programs.

- Provide contract interpretation to supervisors and employees administering the four union contracts. Provide leadership in maintaining non-union employee policies, including periodic updates to the non-bargaining unit employee handbook.

- Provide guidance and assistance to all departments for employee recruitment and selection to hire the best-qualified job candidates consistent with the Hiring Administrative Policy and the Affirmative Action Plan. This includes consulting with each hiring supervisor for any vacant positions that City Council authorizes to be filled and will consist of a discussion recruitment strategy, methods and timelines at the beginning of each hiring process and working with Police and Fire to recruit entry level officers continuously. This also includes organizing and administering entry-level written examinations for Police and Fire as the tests are required. The normal cycle is annually for Police and bi-annually for Fire, but may be adjusted as conditions warrant.

- Build and maintain positive working relationships with each of the unions representing City employees.

- Ensure City compliance with Equal Employment Opportunity laws and employer benefit laws.

- Provide advice and support on employee performance and discipline issues.

- Conduct an annual affirmative action audit of the City's workforce and consult with departments to achieve affirmative action plan goals.

- Maintain the City's compensation and position classification system through job analysis, job evaluation, and the development of job descriptions.

- Provide direction and review performance based compensation techniques to develop Individual Service Plans and to implement the City's Non-Bargaining Unit Annual Performance Appraisal Process applicable to approximately 126 eligible positions.

- Provide staff support to Safe Environment; Can We Talk, and Employee Mediation programs that are designed to reduce and resolve workplace conflict.

- Provide direction toward compliance with the Department of Transportation drug testing program for 40 licensed commercial driver employees.

- Negotiate, manage and administer health, dental, vision, life and long term disability insurance programs for City and Library employees and retirees, Cobra participants and affiliated community agencies that participate in the City's insurance benefit plans (including Champaign Park District, Champaign Township, Urbana-Champaign Sanitary District and others).

- Manage and administer the employee Flexible Spending Benefit program and retirement savings programs, including Illinois Municipal Retirement Fund, 457 defined contribution program and Retirement Health Savings program.

- Provide direction and advice to City departments regarding professional development. Administer professional development training, focusing on diversity initiatives in 2011-2012.

- Provide routine billing audits of benefit programs.

- Monitor health insurance utilization and make recommendations for appropriate changes to encourage cost-effective consumer medical choices.

- Continue to work with the Police Pension Board to reduce disability costs.

- Assist the Fire and Police Departments in the continuation of a wellness/return to work program.

Departmental Goals and New Initiatives

- Coordinate a Diversity Needs Assessment for City staff to guide development of departmental diversity plans.

- Develop and implement strategies for short and long term health insurance cost containment.

- Implement the Fire Explorer Scholarship Program.

- Negotiate a new labor contract for the AFSCME bargaining unit.

Employee Assistance and Performance Incentives (02-0000-05002-0000)

Current Level Services

- Provide training and advice to supervisors and managers regarding referring employees to counseling resources, including using the Employee Assistance Program. Help employees and supervisors to recognize and take advantage of EAP services to promote employees work/life balance and to improve service to citizens.

- Provide direction and support for employee recognition programs such as the Service Pin Ceremony/Recognition Award Lunch and the Pancake Breakfast.

- Provide direction and oversight to employees interested in pursuing job-related education, including information about the tuition reimbursement program when financially feasible.

Board of Fire and Police Commissioners (02-0000-05003-0000)

Current Level Services

- Provide oversight in the areas of recruitment, testing, interviewing, and selecting candidates for both entry level and promotional Police and Fire positions.

- Provide due process hearings for disciplinary and discharge cases when requested.

- Review and recommend recruitment strategies to meet Affirmative Action guidelines for police and fire candidates. The goal is to recruit a diverse pool of applicants that reflects the diversity of our community through police officer and firefighter hiring process.

- Assist the Police Department in reviewing the Police Field Training Officer program to help improve effectiveness of the program to assist new officers in assimilation to the Police Department.

- Assist the Fire Department to develop the Fire Explorer Program to assist with diversity recruitment.

Police Contingency Staffing (02-0000-08006-0000)

Current Level Services

- When financially feasible, ensure compliance with Council Policy and Staffing Ordinance that allows limited over hiring (approximately 6 officers) to compensate for the 9-10 month police-training program that is required before an officer can adequately perform police duties.

Workers' Compensation (16-0000-05004-0000)

Current Level Services

- Record and track incidents for trend analysis and recommend appropriate safety measures.
- Process and resolve Workers' Compensation claims.
- Administer all self-insurance components of workers' compensation as prescribed by State laws and labor agreements.
- Coordinate duty assignments with Workers' Compensation, Americans with Disabilities Act (ADA) and Family and Medical Leave Act (FMLA) requirements.
- Work with safety committees to ensure compliance with workplace safety requirements as promulgated by the Occupational Safety and Health Administration (OSHA) and adopted by Illinois Department of Labor (IDOL).
- Manage loss control activities by developing safety manuals and by providing training in accident reporting and investigation.
- Coordinate duty injury leave and Workers' Compensation leave with other City benefits to obtain appropriate payment reimbursement.
- Develop recommendations to modify equipment and facility layouts to reduce incidence of workplace injuries.
- Analyze claims and provide direction toward reducing risk exposure and subsequent losses, including establishing goals and using incentive programs.
- Provide reports on workers' compensation frequency and severity trends to the Executive Management Team and Safety Committees.
- Provide cost of loss reports to department heads to assist with loss control activities and in making financial decisions.

- Continue to refine usable reports that will assist managers with loss control activities and in making financial decisions.

- Respond to any IDOL investigations or complaints.

- Work with an outside actuarial firm and the Finance Department to ensure reserve adequacy in the Workers' Compensation account every two years.

Departmental Goals and New Initiatives

- Identify and emulate best safety practices from progressive organizations or cities to help reduce employee work injuries and illnesses.

Retained Risk (15-0000-05005-0000)

Current Level Services

- Provide leadership and assistance to the Risk Management Steering Committee in selection of risk management products including insurance, self-insured retentions, and loss control.

- Manage liability and property claims.

- Manage the insurance products purchase process.

- Provide a process for citizens to file claims with the City. Maintain and update as needed the claims brochure provided to citizens making claims.

- Assist Finance in collection of damages to City equipment and property caused by outside parties.

- Work with an outside actuarial firm and the Finance Department to ensure reserve adequacy in the Retained Risk account every two years.

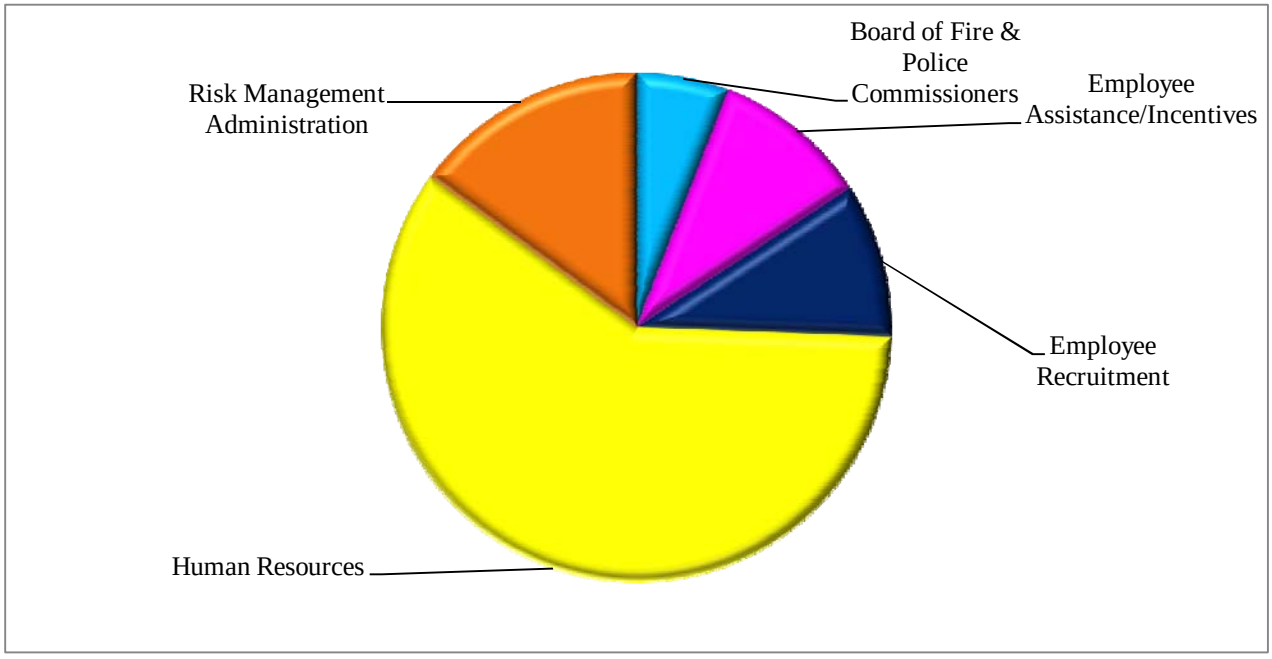
- Maintain and administer a comprehensive risk management program focusing on loss control measures and prevention; including evaluation of program effectiveness. Assist departments in implementing any loss control recommendations from Travelers Insurance or other insurance companies that may provide services to the City.

- Based on loss data, assist departments in developing action plans to reduce future losses.

- Facilitate ongoing specialized driver safety training for fire, police and public works.

Human Resources Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Board of Fire & Police	43,857	54,771	10,914	24.89%
Employee Assistance/Incentives	129,451	92,300	(37,151)	-28.70%
Employee Recruitment	112,010	90,736	(21,274)	-18.99%
Human Resources	513,775	552,026	38,250	7.44%
Risk Management Administration	198,358	138,807	(59,551)	-30.02%
	997,451	**928,640**	**(68,811)**	**-6.90%**
Total	**997,451**	**928,640**	**(68,811)**	**-6.90%**



Planning Department

The Planning Department's purpose is to engage in responsible and responsive planning to enhance the quality of life in the community by promoting the wellness of existing neighborhoods, protecting property values by encouraging compatible development, and providing for the future growth and stability of the City of Champaign.

Departmental Overview

Organization

The Planning Department consists of two divisions:

The Current Planning Division

- Responsible for development management, zoning administration, annexation coordination, administration of inter-jurisdictional agreements, and mapping and graphics.

The Advance Planning Division

- Responsible for administration of the Comprehensive Plan, neighborhood planning, capital improvement planning, promotion of economic development, plan implementation and dissemination of demographic information.

The Planning Department also provides support to the following three Commissions and Boards: The Plan Commission, which advises the City Council on land use, zoning and development cases; the Zoning Board of Appeals, which considers appeals to zoning interpretations and variations from zoning requirements; and the Historic Preservation Commission, which identifies properties, structures, and areas that are historically significant, nominates them for landmark or historic district status and considers the appropriateness of changes to the exterior of designated properties.

The Planning Department is located on the third floor of the City Building, 102 N. Neil Street, Champaign, IL 61820. The Department phone number is (217) 403-8800, the fax number is (217) 403-8810, and the email address is PlanningDepartment@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Collaborate on plans for medical facility development to facilitate Christie Clinic's development in the area of the Curtis Road interchange, and subsequent renovation of their downtown facility.

- Assist in the negotiation of new boundary agreement with Village of Savoy.

Our City provides first-rate services

- Assist in neighborhood organization efforts in the implementation of the John Street and Washington Street East flood abatement projects.

Our City is fiscally responsible

- Assist the Public Works Department in developing a plan to fund storm water drainage improvements by providing data analysis and community education efforts.

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations into the City budget process.

- Review options for outsourcing of City services that would increase the efficiency or decrease the cost of delivering City services. Include partnership recommendations into the City budget process.

Our City promotes economic opportunity

- Support City partners to achieve defined tourism and economic development outcomes

- Work with the University to plan for phases four and five of the Research Park

Our City is a model for environmental sustainability

- Undertake the development of a Sustainability Plan and ensure that goals and objectives are consistent with the City's Comprehensive Plan.

- Propose amendments to the Zoning Ordinance and Land Development Code to implement the Comprehensive Plan, further the goals of sustainability and promote cost-effective, green development.

- Continue to promote the inclusion of bicycle and pedestrian facilities within new capital project consistent with the City's "Complete Streets" policy and the recommendations of the City's Transportation Master Plan.

Department Baseline Service Levels, Goals and Initiatives by Activity

Current Planning

Current Service Levels

- Provide a responsive, service oriented approach to development proposals by:
  - Annually managing and promptly reviewing development proposals to facilitate high quality growth and development.
  - Negotiating new annexation agreements or amendments.
  - Processing petitions for annexations as required.
  - Reviewing preliminary and final subdivision plats and certificates of exemption.
  - Reviewing requests for rezoning.
  - Reviewing and negotiating requests for Planned Developments.
  - Reviewing and negotiating requests for Special Use Permits.
- Administer previously approved annexation agreements, Planned Development certificates, and Special Use Permits to ensure compliance and amending as necessary to meet unanticipated needs.
- In response to requests by Champaign County, review and recommend action on zoning cases occurring in the 1-1/2 mile Extra Territorial Jurisdiction (ETJ) of the City.
- Administer and enforce the Zoning Ordinance to protect the general public interest by:
  - Reviewing building permits for compliance with zoning and annexation agreements within three days of submittal; 24 hours for residential permits.
  - Reviewing and issuing sign permits within 24 hours of submittal.
  - Investigating zoning complaints, issuing warning tickets or citations, and referring non-complying zoning violations to the Legal Department.
  - Reviewing with the Zoning Board of Appeals requests for variations, and interpretations.
  - Monitoring approved mitigation plans to ensure ongoing compliance.
  - Processing Zoning Ordinance text amendments to maintain current regulations.
- Work with Public Works to review requests for right-of-way vacations.
- Administer the Sidewalk Cafe Ordinance, including conducting annual evaluations of the ordinance, processing needed changes, issuing licenses for the operation of cafes,

responding to complaints and enforcing ordinance requirements.

- Prepare maps and graphics to support City activities, including:
  - Preparing maps or graphics for the Planning Department as needed.
  - Preparing maps or graphics for other Departments as requested.
  - Maintaining, updating, and distributing the City's Zoning and Land Use maps.
- Manage fringe agreements with Champaign County, and the rural townships, and boundary agreements with Urbana, Savoy and Mahomet, including providing information on development activity and processing payments required by the agreements.

Departmental Goals and New Initiatives:

- Apply the Zoning regulations for the Curtis Road Interchange and explore options for other major revisions to the Zoning Ordinance that would best implement the Comprehensive Plan and promote sustainability.
- Implement a revised development application process to make it more user-friendly and efficient.
- Develop new plans for Blocks C and D of the Burnham District and recruit a new developer.

Advance Planning

Current Service Levels

- Maintain an up-to-date Comprehensive Plan to guide the City's growth and development, and to protect older urban areas by:
  - Monitoring changes affecting the community, and amending the Plan as needed.
  - Monitoring and updating the Comprehensive Plan as necessary to facilitate the annual Plan review.
  - Explaining and interpreting the Plan to citizens interested in, or impacted by its recommendations.
  - Preparing quarterly and annual reports on Plan implementation activities.
  - Preparing neighborhood and commercial area improvement plans and meeting all implementation obligations for the Planning Department.
- Maintain an up-to-date ten year Capital Improvement Plan which anticipates the community's major infrastructure needs and sets out a funding and activity schedule for meeting these needs, including facilitating meetings, reviewing projects, and presenting the proposed plan for City Council review and approval.

- Promote economic development in the community through infrastructure improvements and by providing incentives for reinvestment in aging commercial areas by:
    - Monitoring revenues and expenditures, business activity, and furtherance of Plan objectives for Champaign's three Tax Increment Financing Districts.
    - Answering inquiries and reviewing applications for Redevelopment Incentive Program grants.
- Manage and make available demographic and other information by providing information to the public and City Departments on population demographics, property and land use characteristics, and planning publications.
- Provide planning support to outside organization and governmental agencies including the Champaign Park District, Unit 4 School District, Champaign-Urbana Urbanized Transportation Study and Regional Planning Commission

Departmental Goals and New Initiatives:

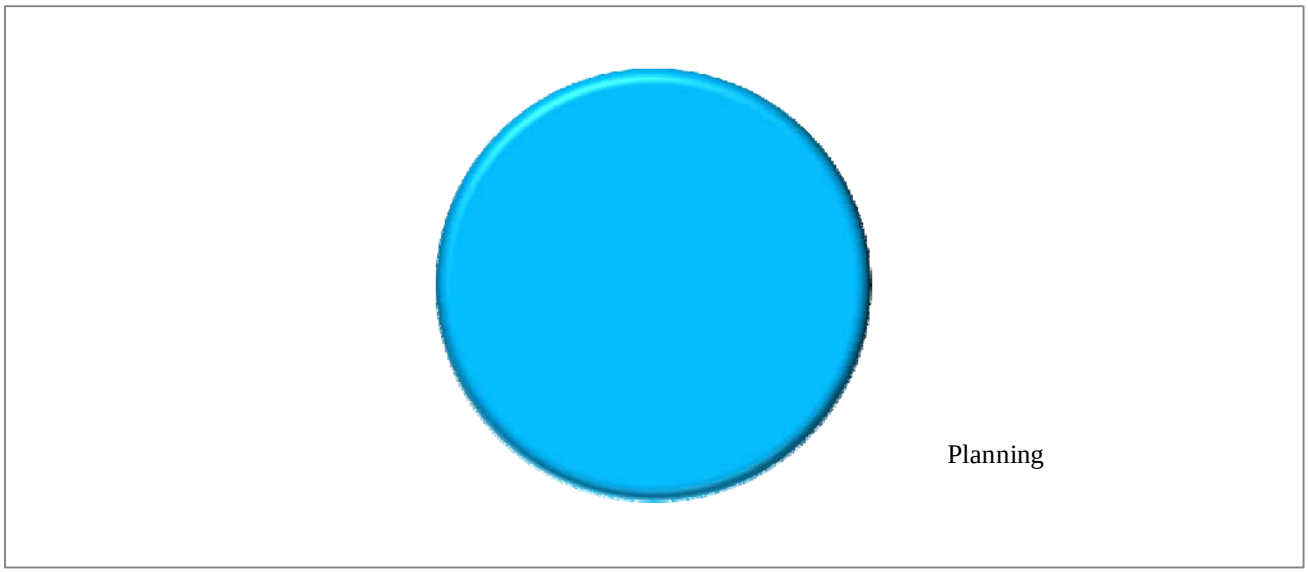
- Develop strategies to implement the amended redevelopment plan for the East University Avenue TIF.

- Provide planning services to Unit 4 under contract including monitoring and updating the approved 10 Year Capital Improvement Plan, and evaluating older District facilities and making recommendations for their future.

- Begin implementation of the Champaign Trails Plan (adopted April 2011) by collaborating with the Champaign Park District to apply for a grant to build trail extensions in the community.

Planning Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Illinois Tomorrow Grant	0	0	0	0.00%
Planning	1,029,986	898,862	(131,123)	-12.73%
	1,029,986	**898,862**	**(131,123)**	**-12.73%**
Total	**1,029,986**	**898,862**	**(131,123)**	**-12.73%**



Public Works Department

The Public Works Department's purpose is to develop and maintain the City's infrastructure, buildings, grounds and vehicular equipment and provide specialized community services, such as tree care, recycling service, and parking management. Public Works operates in partnership with the community to develop and maintain its publicly owned physical assets.

Departmental Overview

Organization

The Department is comprised of a Director who provides direction for three divisions: Administrative Services, Engineering, and Operations.

The Administrative Services Division

- Responsible for centralized administrative functions of the Department; management of City's parking system including enforcement, collection, and meter maintenance; fleet management including vehicle purchasing and maintenance; and the multi-family recycling program.

The Engineering Division

- Implements the City's Capital Improvement Program and constructs capital projects that serve to support Council Goals related to neighborhood wellness and sustainable growth. The Division also provides engineering review of private design and construction activities to make sure they conform to City requirements, and manages contract maintenance services for City street, sidewalk, sanitary sewer, storm sewer, surface drainage, traffic control and environmental quality control systems.

The Operations Division

- Responsible for maintaining all City facilities, overseeing all solid waste activities, the Encephalitis Control program, trees on City rights-of-way, asphalt pavements, alleys, and sanitary and storm sewers within the City. This Division also provides concrete repairs on City streets and sidewalks, snow and ice control, and vegetation maintenance on City right-of-way.

Contact Information

Public Works Administration and the Administrative Services, Engineering and Operations Divisions are located at 702 Edgebrook Drive, Champaign, IL, 61820. Department contact information is as follows: phone – 217.403.4700; fax – 217.403.4755; email – publicworks@ci.champaign.il.us.

Parking Operations and Parking Services, which are part of the Administrative Services Division, are located at 713 Edgebrook Drive, Champaign, IL 61820, and its contact information is as follows: phone – 217.403.7050; fax – 217.403.7061; email – parkingcollections@ci.champaign.il.us.

A storage facility is located at 720 to 736 North Market Street. This facility is not open to the public.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Provide support for the construction of the Booker T. Washington and Garden Hills Schools.

Our City provides first-rate services

- Complete construction of John Street and Washington Street East drainage improvements.

Our City is fiscally responsible

- Follow through on a plan to fund storm water drainage improvements including implementation of a Storm Water Utility Fee.

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services.

- Review options for outsourcing of City services that would increase the efficiency or decrease the cost of delivering City services.

Our City promotes economic opportunity

- Work with the University of Illinois Research Park to design and build an extension of Fourth Street from St. Mary's Road to Windsor Road and provide other support for the Research Park, as needed.

Our City is a model for environmental sustainability

- Support the City Manager's Office in developing a Sustainability Plan, including a specific timetable for implementation of City facility and infrastructure improvements.

- Support and assist with development and adoption of building and zoning codes that encourage cost-effective, green development and incorporate into City Facilities when opportunities develop.

- Inventory City infrastructure and add bicycle and pedestrian features where possible.

Department Base-Line Service Levels, Goals and Initiatives by Activity

Administration (02-0000-07001-0000)

Current Service Levels:

- Support the City's emergency management function and respond to City emergencies, such as snow and ice events. Participate in training, and assist with the development of incident action plans and pre-plans.
- Support neighborhood wellness by participating in task forces, technical committees and wellness teams, and by incorporating neighborhood prescriptions into Public Works work plans.
- Communicate Public Works' services, programs, policies, and procedures to citizens, the general public, and the media.
- Coordinate the activities of Engineering, Operations, and Administrative Services to ensure that resources are maximized Department-wide.
- Provide departmental representation and policy input for internal teams including Economic Development, Development Services, Capital Improvement Review Team, Communications Advisory Team, and Sustainability Committee.
- Perform centralized administrative functions for the Department, including budgeting, payments, purchasing, travel and training.
- Manage disposal of surplus City property (Public Works excess equipment and bicycles).
- Coordinate activities of the Stormwater Utility Fee Advisory and Technical Committees.

Departmental Goals and New Initiatives:

- Complete a reorganization of administrative professional staff that will centralize all customer service functions and reduce staffing by 2 positions.
- Implement a stormwater management fee, consistent with City Council direction on funding stormwater projects.
- Work with the Human Resources Department to incorporate City and Department values into the hiring process, and improve recruitment of minorities and females.
- Identify specific approaches that will increase the number of minorities and women owned businesses participating in City construction projects.
- Ensure that all Public Works employees obtain National Incident Management System (NIMS) / Incident Command training in accordance with the City's Emergency Response Plan and federal requirements.

- Provide support and direction to staff to ensure the public has information and an opportunity for input on infrastructure projects.
- Assist with Illinois Commerce Commission (ICC) interventions concerning Illinois American Water Corporation (IAWC) and AmerenIP (electric & gas) rate increases.
- Manage electricity purchases to minimize cost to the City.
- Help support City and IAWC water conservation programs and assist with the implementation of "A Plan to Improve the Planning and Management of Water Supplies in East-Central Illinois" prepared for the East Central Illinois Regional Water Supply Planning Committee and Mahomet Aquifer Consortium to ensure long-term availability of an adequate water supply for the community.
- Encourage intergovernmental partnerships on the construction and maintenance of Public Works improvements. Examples include Prospect Avenue (Savoy), Olympian Drive (County, Urbana), Boneyard Creek Second Street Reach (Champaign Park District), and Fourth Street Extension (University of Illinois).
- Continue to expand use of the Work and Asset Management System (WAMS) in the Public Works Department to increase efficiency, and provide accurate and timely data for making decisions about Department programs and services.

Traffic & Lighting (02-0000-07002-0000)

Current Service Levels:

- Manage traffic signals to promote safe and efficient traffic flow by:
  - Implementing the methods and schedules outlined in the Traffic Signal Master Plan.
  - Improving traffic signal timings.
  - Coordinating staff and resources to provide 24-hour response to traffic signal problems.
  - Provide maintenance to the 37 IDOT-owned intersections and the two University of Illinois-owned traffic signals as agreed upon in the City-State Maintenance Contract.
  - Replace traffic signal controller at Neil and Kirby intersection.
  - Install traffic signal interconnect system from State to Neil on Kirby.
  - Install improvements to pre-emption system at Neil/Marketview and Prospect/Marketview intersections.
  - Install uninterruptible power supplies at Neil/Kirby, Prospect/ Bloomington, Bradley/Neil, Mattis/Springfield, and Prospect/Springfield.
- Maintain streetlights to extend service life, minimize service interruptions, and promote safe streets and neighborhoods by:

- Arranging regularly scheduled maintenance to City-owned streetlights including re-lamping (632 per year based on a five-year cycle), painting (260 steel poles) and other updates.
- Inspect 3,278 City-owned street lights and make noted repairs when discovered.
- Inspect and report any problems or outages regarding leased street lights to AmerenIP.
- Repairing or replacing damaged streetlights and traffic signals caused by automobile accidents (about 12 per year), and submitting necessary documentation to the appropriate parties to recover costs.

♦ Make and maintain signage to promote safe traffic and pedestrian flow, simplify way-finding, and provide information by:

- Maintaining and repairing all City signs; and immediately replacing missing "stop" signs (about 20 per year) upon notification. Emphasis is given to signage at 10 school locations, particularly at the beginning of each school year, to better insure children's safety.
- Systematically replacing all City signs, except street name signs, on a 15 year cycle (averages about 700 per year) so that all are easily visible.
- Replace street name signs, as needed, when they are no longer readable.
- Improving readability and increase the life of street name signs by using higher quality, more reflective materials. Keep current of best material.
- Completing custom signage requests such as adopt-a-highway (8/yr), neighborhood watch (10/yr), vehicle decals (150/yr), honorary streets (10/yr), etc. to help other City departments and sections with their sign needs.
- Completing service requests for installation of new signs or modification of other signed areas. About 200 traffic service requests (TSR) each year result in approximately 500 sign installation projects.
- Installing illuminated street name signs at three traffic signal intersection locations per year according to the Sign Master Plan.

♦ Provide and maintain pavement markings so that citizens can easily identify parking spaces, turn lanes, no parking zones, etc. by:

- Prioritizing locations for in-house replacement and completing as much as the budget allows.
- Managing maintenance contracts based on the Pavement Marking Master Plan for about ten intersections and sections of arterial streets requiring high quality pavement markings.
- Keeping all the campus parking markings in place for the permit parking spaces.
- Responding to traffic service requests for pavement markings.

♦ Monitor records of power consumption from traffic signals, street lighting and leased lighting to improve accuracy of Ameren/IP and Strategic bills.

- Administer JULIE program for locating all City-owned underground utilities.

Departmental Goals and New Initiatives:

- Identify locations for the Neighborhood Street Light Program and install needed street light improvements.
- Develop a traffic signal replacement plan for LEDs (light emitting diodes).
- Complete the Downtown Street Lighting upgrade project.
- Complete revisions to after-hour and weekend call-out procedures.

Operations Division Building Services Section (02-0000-07003-0000)

Current Service Levels:

- Respond to requests from all City departments for facility repairs and services involving plumbing, electrical, carpentry, and painting activities.
- Manage building systems and contracts (HVAC, elevator, pest control and janitorial services) for all City buildings either with in-house staff or through contractual arrangements in order to provide safe and comfortable environments for the public and City employees.
- Deliver interoffice mail and other packages to the City Building, Main Fire Station, Police Department, Public Works Department, and METCAD on a daily basis. Delivery of outgoing mail to the Post Office is performed near the end of each day.
- Provide support services such as meeting setup, delivery of supplies, picture hanging, moving office furniture, and pick-up/disposal of surplus items.
- Provide snow and ice removal from sidewalks at City properties to provide a safe corridor for citizens utilizing these areas. City properties that receive snow and ice removal services include the City Building, Police Department, Public Works Department, the Boneyard Corridor from First Street east to Sixth Street, and sidewalks adjacent to City parking lots in the Downtown and Campus areas.
- Provide remodeling and installation services at City facilities. These include office painting, small remodeling projects, construction, and installation of storage units. These projects are generally limited to single-office areas and can be completed by Building Services employees in a ten-day period.
- Perform changes to facilities as mandated by law and manage the inspection of life safety systems as required by law.
- Evaluate contracts for necessary services at City facilities, such as janitorial services, HVAC, and elevator maintenance, and renew if warranted.
- Perform various types of landscape maintenance activities (lawn mowing, litter collection, mulching, weeding, flower planting, and watering) at the City Building,

Police Department, Public Works Department, and various planters in the Downtown area and at the Main Street and Washington Street viaducts.

- Evaluate existing building systems within City facilities to ensure efficient maintenance practices are being performed.

Departmental Goals and New Initiatives:

- Begin to implement recommendations included in the City Facilities Master Plan.
- Make building improvements consistent with the Sustainability Plan, once adopted.
- Implement the SEDAC (Smart Energy Design Assistance Center) recommendations and projects funded with the Federal Energy Efficiency grant.

Operations Division Environmental Services Section (02-0000-07004-0000)

Current Service Levels:

- Respond to inquiries concerning the residential curbside recycling program.
- Provide yard waste collection in the spring and fall and Christmas tree collection in winter to approximately 32,000 residences within the City of Champaign. Approximately 7,800 cubic yards of materials are collected each year from the three collections.
- Provide City staff assistance with activities related to the post-closure care plan for the closed Champaign-Urbana Solid Waste Disposal System (CUSWDS) landfill. Assistance includes attending quarterly Champaign-Urbana Solid Waste Disposal System meetings and reviewing post-closure activity reports, the annual budget, and quarterly meeting reports on proposed remediation activities and groundwater analysis.
- Manage contracts to empty approximately 158 on-street litter receptacles in Campus and Downtown areas and at Central High School.
- Sponsor special recycling events, such as electronics recycling, working cooperatively with the City of Urbana, Champaign County, and Village of Savoy.

Operations Division Administration Section (02-0000-07005-0000)

Current Service Levels:

- Respond to approximately 3,000 citizen inquiries and track completion of service requests.
- Maintain accurate work records and provide updates of information and maintenance activities to the City Manager and staff through reports to Council, Weekly Activity Report items, and other less formal means of communication.

- Oversee divisional budgeting and purchasing activities to ensure they are in accordance with City policies and procedures and are done in a manner that provides good stewardship of City funds and assets.
- Serve as the City staff liaison to the Champaign/Urbana/Savoy/C-U Public Health District Encephalitis Control Program. Responsibilities include attending meetings, usually three per year, to review the program budget, review testing results for the mosquito traps and the potential for health risk as developed in this activity, and to prepare information for Council in regard to this program.
- Provide an annual review of all accidents in the Division. The review shall list all accidents with driver identified, accident circumstances, and recommendation for further action, including training needs.
- Develop and coordinate the Operations Division Training Plan to ensure employees have the necessary job skills and knowledge to safely and efficiently provide service to the community
- Support Traffic Control Committee in making annual revisions to the Work Area Protection Guide.

Departmental Goals and New Initiatives:

- Review procedures for weekend duties and responses for on-call supervisors and develop a manual that can be used by the on-call supervisor.
- Review and restructure Division personnel evaluation form with emphasis on aligning employee behavior with City Values.
- Complete construction of salt brine generating facility when the budget allows.
- Initiate a pilot program to install AVL system into at least 2 snowplow trucks.

Operations Division Street Section (02-0000-07006-0000)

Current Service Levels:

- Assist the Neighborhood Services Department with neighborhood cleanups, Campus Move-In and Move-Out, and special alley clearance projects to reduce blight in neighborhoods.
- Respond to service requests to pick up debris caused by illegal dumping on City rights-of-way. Debris is removed within two business days of request.
- Provide street sweeping in neighborhoods once per month during the months of March through October. An average of 4,000 miles is swept each year.
- Provide street sweeping to north commercial and some of the major arterial streets in areas of the Downtown, North Prospect, and around schools between the months of March and October approximately eight hours per week from 5 a.m. to 7 a.m. An

average of 800 miles is swept and 550 cubic yards of loose debris are collected annually.

- Sweep leaves from City curb and gutter roadways during the months of October through December. Annually, an average of 3,500 miles is swept and 18,726 cubic yards of loose leaves are collected, compacted, and hauled to the Urbana Transfer Station for disposal.
- Provide street sweeping for special events. Events include the Parade of Lights, Don Moyer Bags Tournament, Fourth of July, Gus Macker, Combined Charities Campaign Kick-Off, three to four street festivals, and others. An average of 1,624 miles is swept annually for special events.
- Provide night street sweeping on all curb and gutter roadways during the months of March through November for all 3 a.m. to 5 a.m. "No Parking" zones in the Downtown and Campustown. An average of 1,700 miles is swept and 1,746 cubic yards of loose debris are brought in annually.
- Maintain City rock alleys by blading and spreading rock on all rock-surfaced alleys on an as-needed basis and by responding to service requests.
- Mow and trim all unimproved rights-of-way and City-owned lots indicated on the mowing map and inventory to comply with the eight-inch standard in the Vegetation Ordinance. During the growing season when vegetation is growing rapidly, rights-of-way are mowed and trimmed once a month; lots and traffic islands are mowed weekly. At other times, especially during hot/dry weather, the cycle can be extended.
- Haul approximately 1,600 tons of debris to the Urbana Transfer Station each year and hauling 400 tons of rock back to Public Works for use in alley and shoulder maintenance.
- Provide routine maintenance at viaducts according to the Viaduct Maintenance Plan.
- Spread rock along shoulders of non-curb and gutter streets under the direction of the Engineering Division and by service requests to ensure proper drainage of roadways. Approximately 7 repairs are completed annually.
- Responsible for the supply and storage of approximately 3,300 tons of salt annually.
- Support Downtown festivals, such as the Parade of Lights, Taste of Champaign, streetfests, Arts Festival, Illinois Marathon, etc., by providing pre- and post-event cleanup, setting up barricades and arrow boards, and making arrangements for road closure and detour signs.
- Spray two applications of weed control per year, or as needed, on undeveloped rights-of-way and City-owned lots using maps and an inventory list. Spray weed control twice per year at tree grates in Downtown areas bounded by the railroad tracks and State Street and by Washington Street and Clark Street.
- Oversee the contract with Developmental Services Center for Boneyard Linear Park and Downtown litter collections, and Campus poster removal programs

- Continue to implement sustainable practices of recycling street sweeper brooms and disposal of fall leaves that are swept from City streets on farmland or livestock bedding.

Departmental Goals and New Initiatives:

- Update right-of-way mowing criteria and maps and review with City Council.
- Develop for Campustown and Downtown daily street sweeping schedules, maps, and narrative, and post on the City's website.

Operations Division Concrete Section (02-0000-07007-0000)

Current Service Levels:

- Repair concrete streets to provide safe and efficient motor vehicle travel when a faster response is required and timely contractual repairs cannot be made. An average of 1,000 square feet of concrete streets is repaired annually.
- Reconstruct streets, curbs, sidewalks, and ramps in conjunction with sewer repairs. Approximately 30 locations are reconstructed per year.
- Install an average of 20 handicap ramps per year in conjunction with the Sidewalk Repair program and by citizen request.
- Remove graffiti from concrete structures. When graffiti removal requests are made, they are prioritized based on location and the nature of the graffiti.
- Annually replace an average of 6,400 lineal feet of deteriorated City sidewalks.
- Annually reconstruct an average of 15 driveway sections, 10 drive approach sections, 200 to 300 lineal feet of curb, and 500 square feet of street pavement in conjunction with the Sidewalk Repair program.
- Reconstruct an average of 2 pull boxes, light bases, or traffic control box bases for the Traffic and Lighting Section each year.
- Construct an average of 7 retaining walls per year in conjunction with sidewalk repairs.
- Review the Work Area Protection Guide annually and make revisions if needed.
- Work with the Engineering Division to update sidewalk inventory to reflect 2011 construction work.
- Repair or replace mailboxes damaged during the snow and ice season.
- Continue sustainable practice of recycling 100% of concrete sidewalks, curbs/gutters, and pavement that are removed annually by City crews.

Departmental Goals and New Initiatives:

- Update the Sidewalk Master Plan.

Engineering (02-0000-07008-0000)

Current Service Levels:

- Support the Neighborhood Wellness Program by managing projects, administering contracts and reserving staff time to respond to requests for neighborhood infrastructure projects. Work with the property owners to define problems, develop solutions, and provide cost estimates to assist with solving neighborhood problems. Respond to drainage and sewer complaints by defining the problem, developing and analyzing alternatives, and implementing solutions and programs to mitigate the problems.
- Provide infrastructure to meet City standards by planning for construction and maintenance of streets, alleys, sidewalks, sanitary sewers, storm drainage, traffic control, and street lighting.
- Manage projects in a cost-effective manner by using an efficient-cost management approach, while also assuring high quality design and construction using qualified engineers and inspectors.
- Complete annual maintenance contract work - Bituminous Overlay, Portland Cement Concrete Rehabilitation, Alley Maintenance, Brick Surface Rehabilitation, Neighborhood Infrastructure Repair, Slurry Seal, Bridge Maintenance, Storm Sewer Rehab, Sanitary Sewer Rehab, Contractual Storm Sewer Maintenance, and Channel Maintenance.
- Implement the National Pollutant Discharge Elimination System (NPDES) Phase 2 Program and maintain the required City NPDES permits as mandated by the Clean Water Act.
- Work with the Development Services Team to ensure that development in and within 1.5 miles of the City limits complies with the City's subdivision regulations and design and construction standards as compiled in the Manual of Practice (MOP).
- Facilitate development by coordinating with contractors, developers, engineers, and utility companies and holding monthly utility coordination meetings. As information becomes available, alert utility companies to the upcoming utility needs for upcoming economic development projects to allow for planning and coordination of the utility upgrades and changes.
- Improve site designs and prevent future problems by reviewing commercial and multi-family plans for compliance with engineering criteria as set forth in the City's Manual of Practice (MOP). Provide timely review services for the development community as stipulated in Chapter 6 of the MOP.

- Issue driveway, grading and drainage, ROW excavation, ROW occupancy, sanitary sewer connection, sidewalk, and storm sewer connection permits. Perform inspections related to those permits on demand from the development community.
- Perform inspections of all private development of public infrastructure. Ensure that design and construction comply with MOP standards.
- Review and inspect sump pump outlets for new construction. Administer cost-share program for sewer service work in the right-of-way.
- Support efficient delivery of mail and emergency services by assigning addresses to all new lots within the City's development boundary.
- Continue to implement the recommendations of completed infrastructure Master Plans, such as Pavements, Signals, Signs, Bridges, and other Master Plans as they are completed.
- Provide infrastructure information by developing and maintaining infrastructure maps in an electronic format. Continue field location efforts needed to move sanitary and storm maps to GIS format. Field-verify storm and sanitary sewer locations by a combined effort with the Sewer Section during winter.
- Inspect the Phinney Branch and Boneyard drainage channels six times per year for drainage impediments. Convey inspection list to Sewer Section for removals. Contract for removal of items outside Sewer Section's scope.
- Inspect enclosed portion of the Boneyard Creek (Campustown Project) on an annual basis.
- Assist the Finance Department in reporting the value of infrastructure assets as required by GASB 34 by the end of the fiscal year.
- Monitor citizen response to construction projects by mailing out service comment cards and analyzing the results to improve customer service.
- Increase safety, facilitate the movement of traffic, and provide parking by reviewing citizen complaints and recommendations, conducting engineering studies, and implementing solutions.
- Prioritize street repairs using factors such as Council goals and priorities, intergovernmental agreements, pavement condition, Operations input, safety concerns, and citizen or neighborhood requests.
- Analyze sewer system knowledge obtained from residents, staff, and sewer condition evaluations to define and prioritize repairs for the annual sanitary and storm sewer rehabilitation contracts. Condition evaluation may also include review of televising tapes, smoke testing information, and flow monitoring information.

Departmental Goals and New Initiatives:

- Complete construction on the John Street and Washington Street East drainage improvements and begin property acquisition and design for Washington Street West.

Work with the neighborhood and steering committee to finalize the Washington Street West drainage improvements.

- Assist with the development of a plan to fund additional stormwater drainage improvements.
- Complete the Curtis Road Phase II project and support the update of the Olympian Drive location/design study and start the design and preparation of construction plans and specifications to extend Fourth Street from St. Mary's to Windsor Roads.
- Complete Boneyard Creek Second Street Reach drainage improvements and develop a maintenance plan for the new infrastructure.
- Support efforts to add bicycling and pedestrian features to City streets by assisting with the implementation of the Bicycle Plan, by incorporating into the Annual Pavement Marking Project a pavement marking project for bicycle lanes, starting the design and construction plans and specifications for the Fourth Street (John to Armory) improvements and the University Avenue intersection improvements from Neil to Market Streets.
- Work with the University of Illinois Research Park to act as the Highway Authority—utilizing capital bill money to design and build an extension of Fourth Street from St. Mary's Road to Windsor Road. Work with the University of Illinois Office of Sustainability to tap into the University of Illinois Education departments as a resource for the community regarding sustainable drainage technology.
- Complete projects budgeted in the Capital Improvements Plan. This involves planning, budgeting, preparing project sheets, preparing council reports, administering bidding processes, managing engineering consultants and contractors and providing public information and assistance to the City Council and to the general public.
- Incorporate contractor past performance questions into the contract bid process on selected projects where timeliness, method of construction, or quality of product may be important enough to make price a secondary consideration.
- Continue transferring automated map data to GIS.
- Update Boneyard Creek FEMA (Federal Emergency Management Agency) floodplain maps and complete Community Rating System (CRS) certification for the City.
- Complete a sign inventory and management plan to ensure compliance with Federal Highway Administration (FHA) requirements for reflectivity.

Operations Division Asphalt Section (02-0000-07009-0000)

Current Service Levels:

- Repair an average of 13,000 potholes per year to provide safe and efficient motor vehicle travel. Complete pothole service requests within two business days of request unless staff is occupied with a safety sensitive activity like snow and ice removal.
- Complete hot-mix asphalt repairs associated with Sewer and Concrete Section programs within two business days of request when weather and hot-mix availability allows. Complete an average of 2,400 square yards of hot-mix asphalt street repairs to provide safe and efficient motor vehicle travel.
- Make temporary sidewalk repairs within two business days of request when weather and hot-mix availability allows minimizing hazards to pedestrians.
- Profile asphalt pavement faults within ten business days of request during the construction season smoothing the ride and improving drivability.
- Remove leaves from City streets through the combined efforts of the Asphalt and Street Sections during the months of October through December in order to keep sewer inlets open and reduce potential for flooding. Annually, an average of 13,818 cubic yards of loose leaves are collected, compacted, and recycled.
- Inspect alleys with compacted milling surfaces once annually. Provide maintenance by pothole patching or blading additional material as needed. Annually, level all milling surface alleys, as needed.
- Repair or replace delineators by citizen request. Inspect newly annexed areas for required delineator locations and install as needed. Reinstall delineators if reported or found to be missing during the winter season.
- Assist with prioritizing alleys for oil and chip surface treatment by assessing conditions and suitability for surface treatment.

Departmental Goals and New Initiatives:

- Inspect annually, temporary sidewalk repairs to determine if additional work is required to maintain pedestrian safety.

Operations Division Forestry Section (02-0000-07010-0000)

Current Service Levels:

- Prune an average of 2,000 City trees each year based on an 11-year pruning cycle and in response to Citywide service requests in order to improve tree health and allow the safe passage of pedestrians and vehicles.
- Remove 250 to 300 dead, declining, and hazardous trees from City rights-of-way each year. Removals are done through in-house resources and contractual services.

- Plant 200 to 250 trees annually on City rights-of-way, per citizen request, as replacements for trees previously removed, or through the Share-the-Cost program.
- Work in cooperation with developers and private tree contractors to ensure that proper tree protection, including establishing protective zones around established trees in construction areas; tree maintenance; and tree planting standards, including planting distances and tree species, are followed. Contact will be made through mailings and personal contacts to ensure that developers and private tree contractors are aware of City standards. Involvement in development review will be initiated through the right-of-way inspector and the development engineer.
- Responds to service requests concerning maintenance issues for planting areas in Campustown, Duncan Road medians at The Crossing and Town Center Boulevard.

Departmental Goals and New Initiatives:

- Monitor the spread of the Emerald Ash Borer and communicate infestation developments as they occur with Council and the public.
- Investigate sustainable disposal opportunities for wood chips and bulk wood by working with the University of Illinois, the Landscape Recycling Center, rural landowners, and citizens identifying opportunities for disposal to avoid disposal costs. The goal is 100% disposal of all wood chips and bulk wood without the City incurring any cost.

Operations Division Emergency Operations Section (02-0000-07011-0000)

Current Service Levels:

- Provide snow and ice removal on City streets in conjunction with other Public Works sections.
- Apply anti-icing chemicals to bridges and selected streets prior to freezing, icing, or other winter weather conditions.
- Begin snow and ice response on primary routes prior to the start of a forecast storm to prevent ice bonding.
- Complete snow and ice removal on primary routes to a near bare pavement within 12 hours of cessation of the storm.
- Complete secondary streets within 24 hours after primary streets have been completed in events with more than two inches of snow. Secondary streets may not be cleared to a bare pavement status.
- Cul-de-sacs and dead-end streets will be cleared within 36 hours of primary streets.
- Sidewalks on City property will be cleared within 48 hours of the storm's cessation when storm events have more than two inches of snow.
- Utilize resources efficiently and effectively for all snow and ice responses.

- For snowfall events less than two inches, secondary routes will be cleared or treated during regular work shifts when the next shift is scheduled to start within 24 hours.
- Intersections on both primary and secondary streets will be cleared or treated if needed to reduce winter driving hazards.

♦ Identify newly annexed areas and add these streets to the snow and ice control maps and provide snow and ice control for these areas.

♦ Monitor flood-prone areas during heavy rain events and provide barricades to limit access to viaducts and flooded streets when high water would create hazardous conditions.

♦ Respond to obstructed right-of-way conditions after high wind weather events. Crews will clear obstructing debris to allow safe use of the right-of-ways.

♦ Respond to emergency and hazardous spills as directed by the Fire Department.

Departmental Goals and New Initiatives:

♦ Provide support for the Illinois Public Works Mutual aid Network by providing teams to respond to emergencies in other communities as needed.

Parking Programs (03-0000-07013-0000)

Current Service Levels:

♦ Maintain a current database of parking violations and their status. This entails processing 56,000 parking ticket payments annually within three days of payment and entering all handwritten parking violations within 3 days of receipt.

♦ Manage web-based applications for citation payments and permits to provide 24/7 access for customers and manage Parking Services workload. Goal is to process 60% of citation payments and 85% of permits online.

♦ Initiate aggressive collection efforts on tickets 30 days old or older and maintain an average collection rate of at least 85% for monthly receipts compared to tickets issued. This may include booting or towing vehicles that have accumulated five or more outstanding tickets for a period of more than thirty days.

♦ Respond to complaints and inquiries from citizens and visitors. Process and respond to 1,400 citizen complaints about parking tickets within ten days of receipt.

♦ Provide parking meter covers for temporary construction activities within four hours of request deadline, during normal working hours.

♦ Respond as-needed to parking problems in other areas of the City.

♦ Enforce parking regulations including meters, time limits, unauthorized use of permit parking and commercial loading zones.

- Repair and maintain parking meters and other equipment, such as pay stations and electronic gates as needed. Inspect and repair meter failures and service-related problems within 24 hours, providing parts are in stock.
- Collect revenues from all City parking meters on either a twice weekly or bi-weekly schedule, depending upon utilization.
- Manage approximately 5,000 City-owned parking spaces, including: 2,100 metered spaces, 1,675 permit spaces, and 600 spaces in the new Hill Street Parking Deck.
- Issue parking permits and manage permit parking in City-owned parking facilities, and manage the residential permit parking program in the East Park Street Area.
- Enforce parking regulations within the Downtown, East Side, and University Parking Districts from 8 a.m. to 9 p.m. from Monday through Friday.
- Clean and maintain City parking lots and landscaped areas within and adjacent to the lots to provide a clean, safe, and attractive environment. Trash is removed daily, lots are kept weed-free, flowers are watered daily, and lots are mowed up to twice each week so that grass is not higher than 2 ½ inches.
- Remove snow from City parking lots to provide safe passage for vehicles and pedestrians. Overnight snowfall will be removed by 7 a.m. on weekdays, when possible; at all other times, snow will be removed from all City lots within forty-eight hours of the end of snowfall.
- Create and update as needed print, web based, and other public information materials to provide current, accurate parking information to customers.

Departmental Goals and New Initiatives:

- Continue to implement the Downtown Parking Plan by completing the following initiatives –
    - Review use of pay stations or multi-space meters for on-street parking, with a focus on improving customer service. Obtain public input on a limited number of options through a demonstration project and develop an implementation plan.
    - Implement changes in parking fines to benefit customers that are not repeat offenders.
    - Implement self-service kiosks in the Parking Office to reduce wait times, particularly during very busy periods.
    - Review public information materials for parking and develop plan and priorities for new or revised materials.
    - Make adjustments to duration and price of parking, based on occupancy rates.
    - Ensure that funds are being reserved for long-term maintenance of the parking deck, consistent with established plan.
    - Implement other priorities, based on review and discussion with Council.

Rehabilitate the University & Market Lot, west of the Intermodal Transportation Center, incorporating sustainable construction practices. Make limited improvements to Parking Lot J at Sixth and Green.

Operations Division Sewer Section (04-0000-07025-0000)

Current Service Levels:

- Respond to all sanitary back-up service requests in an hour or less during regular work hours. After-hour response can be longer, but most responses occur in less than two hours.
- Respond to miscellaneous service requests regarding such things as dead animals, right-of-way debris, sewer backups, accident clean-ups, etc. These responses are prioritized and the timeliness of the response varies depending on the hazard posed by the situation. High priority response occurs within an hour; other responses may be scheduled.
- Provide televised footage of sanitary and storm sewers to the Engineering Division (75,000 feet of sanitary sewer per year) as scheduled and requested by the Engineering Division.
- Identify sanitary sewer lines and manholes subject to high levels of grease accumulation and treat these on a monthly basis to reduce the grease levels. Currently, 140 manholes have been identified as problem sites and are treated monthly.
- Clean storm sewer inlets to allow street drainage during flooding situations as required. These cleaning activities include clearing debris from inlets and jetting or vactoring the inlet and associated pipes to remove blockages.
- Repair sanitary and storm sewer lines, inlets, and manholes when needed and when the digging depth does not exceed five feet in depth. An average of 60 digging projects, such as sinkholes, inlet repairs, and manhole repairs are completed annually.
- Participate in monthly meetings with Engineering staff to evaluate data and identify and correct backup problems to reduce the need for overtime responses.
- Schedule an annual confined space entry training session for Sewer Section and Engineering Division employees.
- Clean debris (furniture, brush, tires, appliances, etc.) out of the Boneyard Creek at locations directed by Engineering Division inspections, including both upper and lower reaches of the Boneyard Creek and the Phinney Branch Creek in addition to the routine debris cleaning. Approximately once a month, a list of problem sites is developed and the debris is removed. Heavy rains may cause material to migrate into the channel and cleaning this debris may be required after rains of more than an inch and a half.

Departmental Goals and New Initiatives:

- Continue to map GPS points referencing manholes for the sanitary/storm sewers' GIS data layer.
- Track barricades when placed at hazards and complete repairs within 30 days of initial placement when asphalt or concrete is available
- Review duties, responsibilities, tasks, and assignments for service person position to see if this position can be used more effectively.

Recycling Services (06-0000-07014-0000)

Current Service Levels:

- Implement, manage, and monitor recycling programs to increase diversion of waste from landfills.
- Respond to customer inquiries about the City's recycling programs.
- Develop and distribute educational and promotional materials on the City's recycling programs to encourage participation.
- Maintain records related to the City's recycling programs, including materials collected, to allow for evaluation of the programs.
- Utilize the City website, CGTV, and other media outlets to promote City recycling programs.

Maintain up to date recycling information on the City's website and the feedthething.org website. This includes information on City recycling programs as well as other recycling opportunities available to the public.

Departmental Goals and New Initiatives:

- Expand list of recyclable materials for the curbside recycling program to increase diversion from landfills. Make other changes to this program, as directed by the City Council.

Fleet Services (10-0000-07019-0000)

Current Service Levels:

- Perform preventive maintenance on all City vehicles, consistent with established schedules. Service cycles depend upon the vehicle and type of use.
- Perform other vehicle repairs as needed, prioritizing repairs based on the City's ability to provide emergency response and essential services, and the safety of the public and employees.

- Maintain an inventory of parts including frequently used and specialized or difficult-to-obtain parts. Order parts that are not in stock within one day.
- Prepare new vehicles for service, prioritizing vehicles that contribute to public safety and vehicles that are currently experiencing an inordinate amount of down time.
- Purchase 215,000 gallons of fuel annually and keep accurate fuel inventory records.
- Manage recycling programs, such as tire recapping, waste oil, antifreeze, battery, and part cleaning solvent recovery in accordance with State and Federal regulations.
- Manage accident damage repair of City vehicles; obtaining repair quotes within five days of reported accident.
- Maintain a database of all fleet transactions including parts, labor, and fuel use for each vehicle.

Departmental Goals and New Initiatives:

- Implement automated, bar-coded inventory system for parts.
- Implement automated preventive maintenance and work scheduling.
- Implement a vehicle pool in the Public Works Department, eliminating 3 vehicles from the fleet, and utilizing rental vehicles during peak demand periods.

Vehicle Replacement Fund (60-0000-07021-0000)

Current Service Levels:

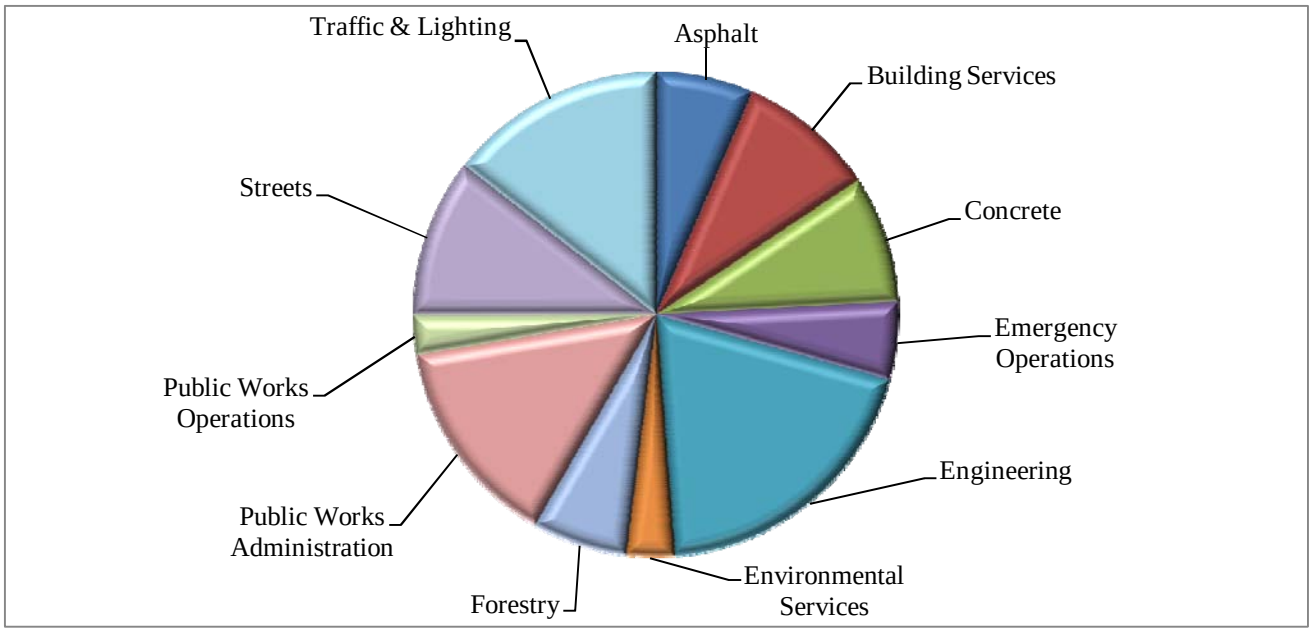
- Purchase vehicles and equipment using State bid or a formal bid process, or other specialized methods approved by the Finance Department, consistent with the replacement schedule.
- Dispose of used vehicles through trade or internet auction.
- Make recommendations regarding appropriate replacement vehicles and equipment, and specifications for new vehicles.

Departmental Goals and New Initiatives:

- Implement a system to automate capture of data for work orders and reduce administrative workload for this task.

Public Works Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Asphalt	625,064	660,291	35,227	5.64%
Building Services	859,262	925,679	66,417	7.73%
Concrete	893,192	860,409	(32,783)	-3.67%
Emergency Operations	699,017	526,291	(172,726)	-24.71%
Engineering	2,017,849	1,970,958	(46,890)	-2.32%
Environmental Services	405,709	321,744	(83,965)	-20.70%
Forestry	660,512	640,216	(20,296)	-3.07%
Public Works Administration	1,115,765	1,422,100	306,334	27.46%
Public Works Operations	236,309	264,454	28,145	11.91%
Streets	1,037,032	1,069,109	32,077	3.09%
Traffic & Lighting	1,587,836	1,466,238	(121,598)	-7.66%
	10,137,548	**10,127,490**	**(10,058)**	**-0.10%**
Total	**10,137,548**	**10,127,490**	**(10,058)**	**-0.10%**



Police Department

It is the mission of the Champaign Police Department to preserve peace and order within the City through a cooperative effort with its citizens. To that end, the Police Department will seek citizen involvement in identifying problems and solutions to those problems within each neighborhood throughout the City. The Police Department and neighborhood citizens will combine resources to address those problems.

Departmental Overview

Organization

The office of the Police Chief provides direction, supervision, coordination, and general support to the Field Operations Division, Operational Support Division, Professional Standards Division, and the Assistant to the Chief of Police for Community Services.

Field Operations Division is the first responder to all calls for service, twenty-four hours a day, seven days a week. This includes preliminary investigations, accident investigations, order maintenance, traffic enforcement, and monitoring of Champaign County Animal Control contractual obligations.

Operational Support Division supplies activities necessary to support Field Operations. This includes Investigations, Juvenile Services, School Resource Officers, Crime Analysis and Fiscal Administration.

Professional Standards Division oversees citizen complaints, processes internal investigations, supervises alcohol/tobacco enforcement, special events, background investigations and maintains equipment inventory. Manages the Illinois Law Enforcement Accreditation Process (ILEAP) accreditation process, Records, Front Desk, Evidence, Traffic Services, Training and Grants, Freedom of Information Act (FOIA) requests and Computer Services.

Community Services oversees the department's media relations, marketing, outreach and recruiting programs.

The department provides support to the Board of Fire and Police Commissioners by submitting names of individuals to be hired as police officers and recommendations of officers for promotion.

Contact Information

The Police Department offices are located at 82 E. University Avenue, Champaign, Illinois 61820. The Department phone number is 217.351.4545 and fax number 217.403.6924. The Department email address is police@ci.champaign.il.us. We also

utilize office space at Fire Station 5, 1810 N. Mattis and Fire Station 6, 3911 W. Windsor, Champaign, Illinois.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Partner with the community and other City departments to implement initiatives to prevent and reduce violence, especially using problem-oriented policing strategies.

Our City provides first-rate services

- Explore alternatives to maintain police staffing levels and adjust for reductions due to light duty and medical, family, or military leave.

Our City is fiscally responsible

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services.

Our City is committed to honest, transparent government

- Assist with implementation of the Public Communications Plan, including implementing measures, which make the Police Department's operations more transparent.

Department Baseline Service Levels, Goals and Initiatives by Activity

Administration (02-0000-08001-0000)

Current Service Levels:

Chief and Deputy Chiefs

- Continue to assess and monitor department resources and personnel consistent with City Manager and Council direction to maintain current efficiency and provide stable level of service to the community during routine periods and unexpected events.
- Serve on the following boards and committees in the furtherance of organizational goals:
    - Children's Advocacy Center Board
    - East Central Illinois Police Training Project Board
    - Police Training Institute Advisory Committee
    - Champaign County and Illinois Crimestoppers
    - Champaign County Apartment Owner's Association (Advisor)
    - Unit 4 Safety Committee

- Juvenile Crime Enforcement Coalition
- Champaign Community and Police Partnership
- Times Center Advisory Committee
- Illinois Association of Chiefs of Police
- Central Illinois Association of Law Enforcement Executives
- International Association of Chiefs of Police

♦ Promote continued understanding of Community Oriented Policing and Problem Oriented Policing philosophies within the department and community through annual district meetings throughout the community.

♦ In an emergency, coordinate all law enforcement activities, including maintain law and order; secure vital facilities; provide law enforcement communications; provide traffic and access control; provide crowd control; coordinate requests for mutual aid law enforcement; provide public information; provide security for public shelters; and provide sufficient animal control.

Professional Standards Division

♦ Coordinate the citizen complaint process to provide citizens with a fair and effective method of redress for legitimate grievances against police employees, while protecting police employees from false allegations.

♦ Manage the process of internal investigations when police department employees are suspected of violating departmental rules, policies, or procedures, or other misconduct of a non-criminal nature.

♦ Coordinate and conduct background investigations for Department employees and liquor license applicants to help ensure quality employees and liquor licensees.

♦ Review and process 264 special event applications in order to regulate community events to facilitate safety

♦ Supervise Liquor Investigations and Special Events activities to maintain consistency and help ensure safe and orderly community events.

♦ Provide 14 mandatory Bar Employee Security Training (BEST) programs and maintain certification records to teach responsible bar employee behavior and activities.

♦ Provide 9 Techniques in Intervention Procedures (TIPS) trainings in conjunction with Champaign-Urbana Public Health, which gives guidance to bar employees on responsible server practices.

♦ Maintain ILEAP Accreditation for departmental professionalism and consistency.

Community Services (Assistant to the Chief)

- Perform Public Information Officer (PIO) services for the department by responding to daily requests for information from the news media and serving as a liaison between the Department and media representatives during major crime scene events.
- Coordinate the outreach efforts of the department by participating in community events and accommodating requests made by citizen groups and local schools for the purposes of educating the community about police work, safety initiatives and the importance of building positive relationships between the police and the citizens of our community.
- Coordinate police personnel support for the following events:
  - Risk Watch program. An injury prevention school curriculum.
  - Shop with a Cop. A Program sponsored by the Champaign Meijer's Store, Champaign county YMCA and Unit 4 Schools to provide youth an opportunity to interact and shop with Police Officers during the holiday season.
  - National Night Out.
  - The Law and You. A program presented by the police department's Community Outreach Unit to over 1,000 middle and high school students providing practical and realistic guidelines for interacting with law enforcement officials.
  - Youth Police Academy. A summer outreach program designed to provide Champaign County youth, between 14-18 years of age, a clearer understanding of law enforcement principles within a mock police academy setting.
- Manage the marketing and recruiting activities for the Department to promote police officer vacancies while serving as a liaison with community service organizations, military units, IL Dept of Employment Security, community colleges and university career centers and criminal justice faculty in order to increase the number of referrals.
- Serve on the following board and committees in the furtherance of organizational goals:
  - Communication Advisory Committee; Serve as Chair of the Citizen Engagement Subcommittee
  - Champaign County Crisis Media Advisory Team
  - National Organization of Black Law Enforcement Executives (NOBLE)
  - Operation Click Board
  - Retired and Senior Volunteer Program (RSVP) Advisory Council
  - University of Illinois Special Populations Faculty Advisory Committee
  - University of Illinois Student and Police Dialogue Committee

Fiscal Administration (Operational Support Division)

- Coordinate department purchases to ensure they meet the City's purchasing and Equal Opportunity in Purchasing Ordinance standards.

Departmental Goals and New Initiatives:

Chief and Deputy Chiefs

- Include community input into new police officer recruitment and hiring by training community members to serve on the Police Chief's interview and selection panel.
- Incorporate community members and agencies into police employee orientation to increase employee understanding of the community, increase citizen's familiarity with police personnel, and strengthen police-community relations.
- Assist the Community Coalition with developing an action plan based on the information collected at the Police-Community Forum held in March 2010 to strengthen police-community relations and address youth issues. Collaborate with other City departments, community agencies, citizens, and youth to follow-up on ideas raised and implement solutions.
- Continue to organize youth forums to provide opportunities for improved relationships and understanding between juveniles and police.
- Continue revising City Emergency Plan to continually improve the City's capabilities to respond to natural or man-made emergencies.
- Train all department employees on the Strategic Plan, especially the Values Statement.
- Manage the FOIA process to facilitate open and transparent government.
- Complete a management succession plan to prepare current employees and recruit highly qualified applicants for upcoming staff vacancies.

Professional Standards Division

- Increase effectiveness of the citizen's complaint process by implementing revisions to improve police accountability to the public and to improve opportunity for fair resolution of concerns.

Community Services

- Expand on "Bullying Prevention" program for students in the Unit 4 School District and other schools throughout Champaign County.
- Enhance Police Department's presence on the City website and provide more crime prevention information for citizens.
- Explore the use of social networking programs to communicate departmental activities and initiatives to the community.

Investigations (02-0000-08002-0000) (Operational Support Division)

Current Service Levels:

Investigations

- Review 9,450 police reports for solvability and coordinate 2,300 investigations of criminal cases involving adults and juveniles.
- Coordinate with the University of Illinois for minor crimes involving students or staff.
- Continue involvement with the Unit 4 Safety Advisory Committee to discuss safety issues in the Unit 4 School District.

School Resource Officers (SRO) / Community Outreach

- Work with Unit 4 Schools and Access Initiative to address juvenile crimes and problems.
- Place and monitor 130 juveniles on station adjustments to comply with the Juvenile Court Act and to divert at risk youth from the Criminal Justice System.
- Teach drug abuse prevention and bullying prevention to students in the Unit 4 School District and private schools.
- Perform 250 post locate runaway reports to assess safety of the at risk youth.
- Provide SRO Annual Report to Unit 4 and the City Council to evaluate the results of the program as well as to collaborate with the community to make improvements.

Crime Analysis

- Provide statistical information on crimes reported for short and long-term planning.
- Manage the Champaign County Crime Stoppers Program including receipt, assignment and resolution of Crime Stopper tips.
- Distribute Weekly Crime Analysis and Intelligence Reports and assist with problem solving projects.

Departmental Goals and New Initiatives:

Investigations

- Use crime analysis/and Intelligence Led Policing to formulate strategies to combat crimes against persons and violent crime.
- Implement the Federal Criminal Intelligence Grant~~,~~ by establishing Crimeview Software and training the new Intelligence Analyst to identify offenders and crime trends effectively and share information with other officers and agencies.
- Work with the community to establish a Juvenile Assessment Center to assist juvenile offenders and their families with improving competencies.

Patrol (02-0000-08003-0000) (Field Operations Division)

Current Service Levels:

Field Operations Division

- Provide the initial response to citizen calls for service and enforce criminal, city ordinance, and traffic statutes.
- Continue to implement and modify the Traffic Safety Program by gathering and analyzing data, seeking citizen input, and enforcing traffic laws throughout the City.
- In cooperation with the University of Illinois Police Department, continue efforts to ensure the safe movement of pedestrians, bicyclists, motorists, and mass transit vehicles throughout campus area.
- Work with citizens and other City departments to solve community problems utilizing both traditional and Intelligence Led Policing methods, such as problem solving and "stop and talk."
- Addressing gang and drug problems through problem solving and targeted enforcement against drug houses and street level narcotics sales to improve the quality of life in neighborhoods.
- Answering 62,300 emergency and non-emergency calls for police service, resulting in the investigation of 9,450 reported crimes, 2,200 traffic accidents, and 6,600 felony, misdemeanor, and ordinance arrests, which responds to the needs of citizens and keeps the community safe by identifying and arresting those who break the law.
- Maintain and review in-car videotapes for compliance with departmental policy and to ensure the delivery of quality customer service.
- Monitor and regulate traffic using Selective Traffic Enforcement Patrol (STEP) and special emphasis on traffic by officers resulting in approximately 8,200 traffic stops with the goal of improving driver behavior to minimize the risk of accidents.
- Manage Field Training Program to ensure methods and skills taught to all new officers are complete and up to date providing the City with skilled successful officers (each recruit officer required to complete a 15-month field-training program).
- Promote crime prevention by assisting Community Services and Neighborhood Services in organizing citizen groups, attending neighborhood meetings, and giving information to individual crime victims.
- Assure animal control services for Champaign citizens by monitoring level of service provided by Champaign County Animal Control for contract compliance.
- Bring the Champaign Police Department in compliance with the National Incident Management System (NIMS) and ensure that the various local emergency plans are coordinated to improve the capability of the City to respond to natural and man-made disasters.

Departmental Goals and New Initiatives:

Field Operations Division

- Partner with local business owners to identify cooperative efforts to reduce crime opportunities.
- Continue Hispanic Outreach program to learn the needs of this community and respond with services appropriately.
- Schedule and deliver Intelligence Led Policing (ILP) training to division to assist officers with identifying recurring problems and working with the community to develop collaborative responses.
- Continue the delivery of initial and refresher Anti-Biased Policing training to ensure police services are delivered in a fair and consistent manner.

Training and Development (02-0000-08004-0000) (Professional Standards Division)

Current Service Levels:

Training and Grants

- Ensure compliance with State and Federal laws governing training and certification of officers and civilian employees by coordinating over 22,600 hours of training to ensure the finest quality officers are ready to respond to the needs of the community.
- Research and acquire grants for the department to fund equipment purchases and training opportunities to improve the department using fiscal resources from other public and private agencies.
- Review use of force incident reports as directed by Professional Standards to address training issues and ensure policy compliance so force is being used appropriately.

Computer Services

- Provide user support for employees using department hardware and software, including maintenance of department-specific database applications. Coordinate with the Information Technologies Department on network management and compatibility, problem solving, upgrades and special projects so employees have access to up-to-date information to appropriately identify and respond to problems, and so citizens can have access to current information provided by the department.

Departmental Goals and New Initiatives:

Training and Grants

- Coordinate “train-the-trainer” for anti-biased policing training for new employees and deliver refresher training to entire department to ensure police services are delivered in a fair and consistent manner.

- Examine the feasibility of creating a county-wide evidence team to maximize the use of resources.

- Implement electronic simulated range and weapons training if funding becomes available to improve the firearm skills of officers.

- Identify alternative training options with the possible pending closure of the Police Training Institute so recruit officers receive the best training available.

Computer Services

- Upgrade/replace wireless Mobile Data Computer updating so officers have access to current information to identify and respond to problems impacting the quality of life of the community.
- Support and manage in-car video wireless transmission to ensure complete video and audio information is recorded on citizen interactions with police when appropriate.

Records (02-0000-08005-0000) (Professional Standards Division)

Current Service Levels:

Records

- Maintain Law Enforcement Agency Data System (LEADS) and National Crime Information Center (NCIC) hot file entries for stolen items to assist officers with recovering citizens' property and arresting those who have said property illegally.
- Process court ordered subpoenas, expungements, and Freedom of Information Act requests to assist with providing open and transparent government.
- Provide redacted media reports for the news media on the web and by print so incidents responded to by officers are open to the public.
- Register 710 convicted sex offenders juvenile crimes offenders and track information on 520 state and federal parolees released to and residing in the community to assist the public and/or police with knowing the location of the sex offenders and parolees living in the City.
- Enter police offense reports; arrest; accident; traffic and warning tickets into the Area wide Records Management System (ARMS) to assist with providing open and transparent government and with identifying and responding to recurring problems.

Evidence

- Intake and process 13,000 recovered, lost, or stolen items submitted by officers as evidence to assist with the prosecution of those who commit crimes in the City and to safeguard citizens' property until it can be returned.
- Coordinate with the State's Attorney's Office to provide evidence items needed for court cases.

Front Desk

- Provide customer service for citizens, officers and local justice agencies.
- Authorize release to citizens of vehicles held for unpaid parking tickets, evidence processing, impoundment and violations of state statutes.
- Enter and maintain current information in ARMS on city warrants, no trespass list, business callbacks, and towed vehicles to hold certain citizens accountable and to document the location of vehicles towed in the City.

Departmental Goals and New Initiatives:

Records

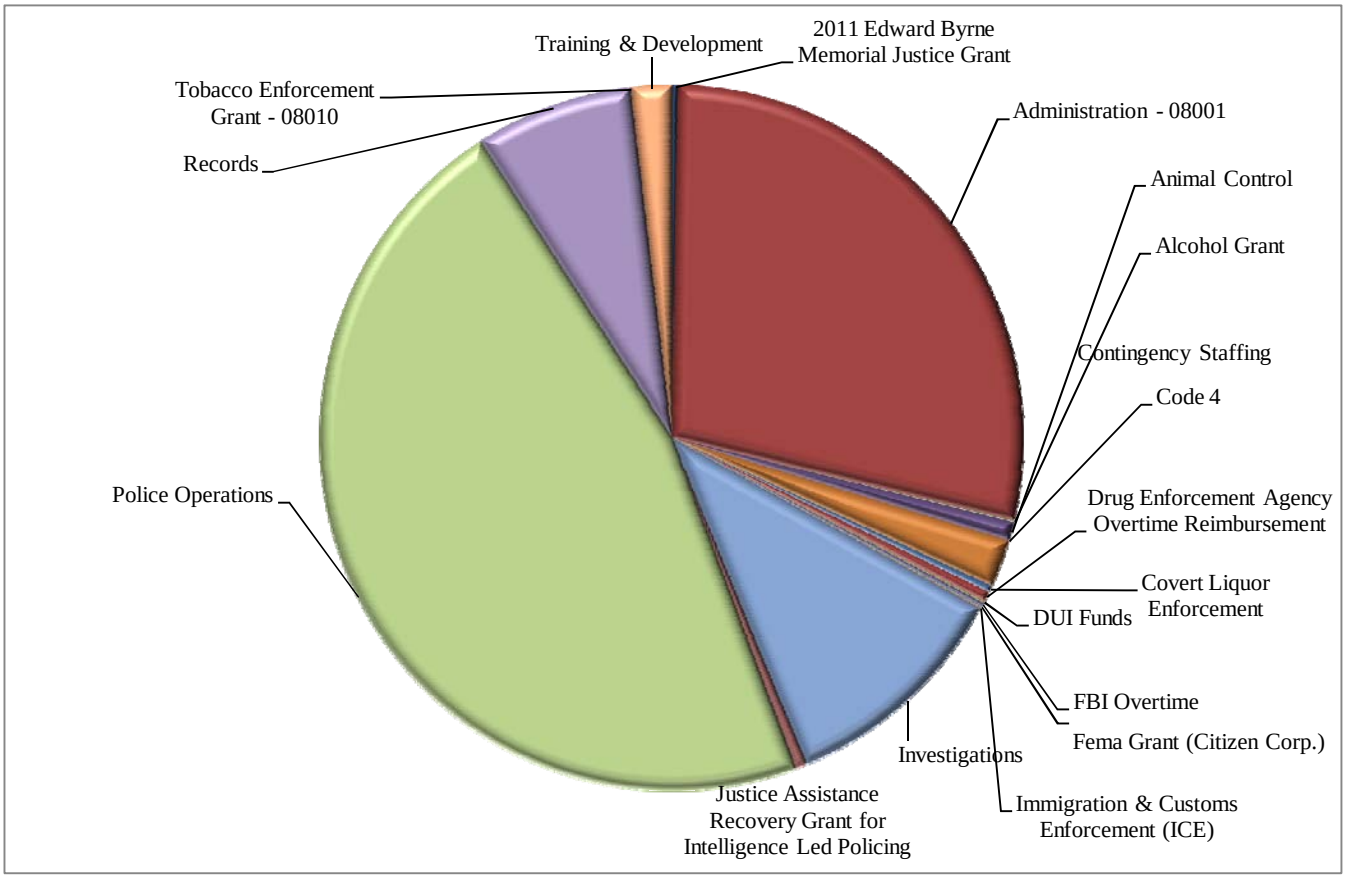
- Implement new legislative mandates including Federal Uniform Crime Reporting and Illinois Freedom of Information Act recording to assist with providing police services in an open and transparent manner.
- Implement state-mandated tracking of violence against youth offenders.
- Prepare for the probable implementation of E-Ticketing which could improve the safety and efficiency of officers.

Front Desk

- Negotiate towing contract to fairly manage delivering City initiated and relocator towing service to citizens.

Police Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
2011 Edward Byrne Memorial Justice Grant	0	50,000	50,000	100.00%
Administration - 08001	5,327,127	5,602,578	275,451	5.17%
Alcohol Grant	11,392	11,392	0	0.00%
Animal Control	166,350	169,814	3,464	2.08%
Code 4 - 08008-9031	3,181	654	(2,527)	-79.44%
Contingency Staffing	385,130	433,714	48,584	12.61%
Covert Liquor Enforcement - 08010	55,665	55,665	0	0.00%
Drug Enforcement Agency Overtime Reimbursement	16,903	92,202	75,299	445.48%
DUI Funds	12,895	17,175	4,280	33.19%
FBI Overtime	10,000	34,000	24,000	240.00%
Fema Grant (Citizen Corp.)	9,740	10,090	350	3.59%
Immigration & Customs Enforcement (ICE)	9,000	15,000	6,000	66.67%
Investigations	2,162,549	2,108,349	(54,201)	-2.51%
Justice Assistance Recovery Grant for Intelligence Led	125,132	108,706	(16,426)	-13.13%
Police Operations	9,188,261	9,156,899	(31,362)	-0.34%
Records	1,693,994	1,423,609	(270,385)	-15.96%
Tobacco Enforcement Grant - 08010	1,200	1,200	0	0.00%
Training & Development	393,457	369,941	(23,516)	-5.98%
	19,739,235	**19,720,515**	**(18,719)**	**-0.09%**
Total	**19,739,235**	**19,720,515**	**(18,719)**	**-0.09%**



Fire Department

The mission of the Fire Department is to protect life and property through professional services delivered with compassion and integrity.

Departmental Overview

Organization

The Fire Department consists of six divisions:

Administration Division

- Provides leadership, management, direction, supervision, coordination and general support to all of the Champaign Fire Department's operations to assure the mission and vision of the Fire Department is defined and shared by all staff.

Building Safety Division

- Enforces the City codes relating to new building construction. Responsibilities include receipt of all building permit applications, review for compliance with codes, and inspection of all new construction. Supports the Fire Prevention Division and the Neighborhood Services Department by supplementing inspections and providing technical advice. Services are provided in accordance with goals established by the Developmental Services Team.
- Facilitates the Code Review Committee in the review of the technical provisions of the international and state codes used to regulate construction in new and existing structures.

Professional Development/Emergency Medical Services Division

- Provides fireground operations, emergency medical, hazardous material response, technical rescue, and leadership training to CFD personnel in accordance with the department and City-wide professional development plans to ensure that personnel are competent in their duties, safe in their actions and productive during emergency operations.
- Manages and directs the emergency medical services of the department through the Emergency Medical Services (EMS) Committee. Collaborates with Urbana Fire Rescue Service, the University of Illinois, METCAD and community emergency medical services providers through the Local Emergency Medical Services Advisory Council to evaluate and improve emergency medical services. This division is responsible for monitoring and evaluating the performance of ambulance companies licensed to operate within the City of Champaign.

Operations Division

- Ensures a safe environment for citizens and employees by minimizing the loss of life and property and trauma impact through effective and innovative emergency response programs. Provides the personnel and equipment to respond to fire, emergency medical, hazardous materials, technical rescue, and other situations requiring prompt action to save lives and property throughout the City and the University of Illinois campus. This division also responds to other communities when requested under the Champaign County or state-wide Mutual Aid Box Alarm System (MABAS) mutual aid agreements. The Operations Division participates in the delivery of a wide range of community fire education programs and manages the department safety program through the Safety Task Force.

Fire Prevention Division

- Enforces fire prevention and life safety codes in existing buildings and informs citizens of fire and life safety hazards through innovative fire and life safety education programs. The Fire Prevention division is responsible for systematically conducting inspections of commercial occupancies and state-owned properties as well as following up on complaints in other occupancy categories. Technical advice is also provided to the Building Safety Division and the Neighborhood Services Department as needed. When fires do occur, this division is responsible for the investigation of the causes. The Division serves as the Public Information Office for the department and City Emergency Management Agency.

Emergency Management Division

- Coordinates the emergency management and disaster preparedness program for the City to include mitigation, preparedness, response and recovery from all forms of disasters. Works through the Executive Management Team to develop, exercise and update the Emergency Operations Plan for the City. Coordinates community-wide emergency preparedness by partnering with public agencies, private businesses and volunteer organizations.

Contact Information

The Champaign Fire Department's Headquarters is located at 307 South Randolph Street. The phone number is 217-403-7200, fax number is 217-403-7213, and e-mail address is firedept@ci.champaign.il.us.

The Building Safety Division is on the second floor. The phone number is 217-403-6100, the fax number is 217-403-6114, and email address is buildingsafety@ci.champaign.il.us.

All divisions of the Fire Department are located in Headquarters. Five substations are located at:

Station #2	1901 South Prospect Street
Station #3	702 West Bradley Avenue
Station #4	2315 West John Street
Station #5	1810 North Mattis Avenue
Station #6	3911 Windsor Road

Key Projects in Support of City Council Goals

- Partner with the community to implement initiatives to prevent and reduce violence including coordination of Risk Watch personnel and resources of the Champaign Fire Department, Champaign Police Department and community partners.
- Pursue and execute fire service contracts for commercial and residential properties on the south and west edges of the City.
- Work with the Mechanical and Plumbing Inspectors on absorbing the work load of the vacated Mechanical Systems Inspector position.

Our City is fiscally responsible

- Review options for intergovernmental partnerships
    - Work with members of the RECG (Regional Emergency Coordinating Group) in the development and implementation of a strategic plan for community emergency management.
    - Examine alternatives for fleet management of large vehicles.

Our City is a model for environmental sustainability

- Implement Sustainability Plan for Fire Department facility updates recommended by the Energy Conservation Evaluation and Recommendations Report.

Our City is committed to honest, transparent government

- Implement the 5-year Public Communications Plan.

Department Baseline Service Levels, Goals and Initiatives by Activity

Administration (02-0000-09001-0000)

Current Service Levels:

- Manage all Fire Department activities and implement administrative policies and programs consistent with City Council and organizational goals and objectives.
- Maintain the department's six fire stations and storage facilities to contain future repair and replacement costs.
- Coordinate the maintenance of the department's fleet of fire apparatus and staff vehicles and coordinate development of specifications and planning for the replacement of department apparatus and vehicles to ensure efficiency, effectiveness, and safety of the apparatus and vehicles.
- Coordinate the site location and development of fire stations as recommended in the Fire Station Location Plan to meet target response times and minimize fire or medical harm.

- Continue the automation of fire records and computer-aided dispatch projects to enhance the ability to continue both long and short-range planning efforts.
- Increase public awareness of services provided by the Fire Department.
- Continue collaboration with Information Technology Department to evaluate quality control, information analysis, performance reporting, and overall management of Fire Department records.
- Providing the opportunity for young men and women in the community to understand and prepare for a career in the fire service through sponsorship and management of the Explorer Learning for Life program.
- Continue the education of personnel and efforts to facilitate the fitness program of the Joint Wellness Committee with Local 1260 to reduce the impact of Workers Compensation expenses.
- Continue the inspection of commercial occupancies, prioritized by risk potential, by conducting at least 1,300 initial and follow-up inspections per year to reduce the risk potential.
- Maintain the Mobile Data Computer system in frontline apparatus to improve data collection and provide occupancy information to responding personnel.
- In cooperation with the City of Urbana and the University of Illinois (U of I), complete the thirteenth annual review of the cities' performance in providing fire, emergency medical services and prevention and education services to the U of I campus.
- Provide representation on the Campus Area Emergency Services Advisory Committee, the Fire Services Planning Team, and the Fire Safety and Emergency Medical Services Administrators Group. Representation in these groups will serve to assist the cities and the University in identifying special needs and meeting the service level goals outlined in the intergovernmental agreement.
- Continue to utilize the department's analytical software to evaluate the recommendations of the Fire Station Location Plan to meet target response times and minimize fire or medical harm.
- Support City Emergency Management Agency (EMA) with Community Emergency Response Team (CERT) training program to maintain a well-trained staff for efficient and effective fire services.
- Work with Human Resources and community groups to increase the recruitment and hiring of female and minority candidates.

Building Safety (02-0000-09002-0000)

Current Service Levels:

- Maintain compliance with City codes by processing and issuing an average of 3,800 building, electrical, plumbing, HVAC and sprinkler permits per year.
- Perform commercial pre-construction plan reviews within ten working days and single family construction plan reviews within five working days to minimize construction delays for customers.
- Enforce building code compliance by conducting field inspections and monitoring construction site activities (average 10,000 per year).
- Educate the public on technical building safety standards (average of 10,000 inquiries per year).
- Prepare monthly reports documenting Division inspection and permit activities within seven working days of the close of the month to enhance transparency.
- Conduct field consultations with contractors, design professionals and building owners to discuss code applications for proposed and ongoing projects.
- Process all permit fees received within two working days.
- Make information on issued building permits available to the public within one workday.
- Provide continuing education and training opportunities for inspection personnel compatible with the currently-adopted code package. Credits earned are necessary for maintaining the required inspector certifications.
- Perform team inspections and reports of rehabilitation projects for the Neighborhood Services Department.
- Promote the distribution of the adopted code materials by responding to requests from the design/development and contractor communities.
- Improve methods of interdepartmental communications and customer service responses through the computer and Trak-It programs by making permit information available online to the public.
- Manage the planning-development-construction permitting process with developers and water company officials to ensure infrastructure is completed before construction of buildings is approved.

Departmental Goals and New Initiatives:

- Cross train Building Safety personnel to accomplish fire and wellness inspections in existing buildings to increase efficiency and effectiveness of the department.

Professional Development and Emergency Medical Services (02-0000-09003-0000)

Current Service Levels:

- Provide leadership and direction facilitating over 10,000 hours of training to build a well-trained workforce that is highly capable in delivering services to routine and complex incidents. This action includes planning, organizing, and innovative course development in promoting progressive education opportunities to the organization.
- Monitor and measure the performance of ambulance companies licensed by the City of Champaign to operate within the City. This performance is measured in accordance with the performance standards included in the City of Champaign ambulance ordinance adopted in 2002.
- Participate and provide direction and leadership for the department's Emergency Medical Services (EMS) committee. Provide emergency medical service continuing education training relative to licensure required by the Illinois Department of Public Health. Training includes advanced life support skills to maintain the skills of Emergency Medical Technician-Intermediate (EMT-I) and Emergency Medical Technician-Paramedics (EMT-P).
- Maintain required training records and reports for inspection by the State Fire Marshal, Illinois Department of Labor, Illinois Secretary of State, and Illinois Department of Public Health.
- Continue cooperative training efforts with Urbana Fire Rescue Service~~s~~ by conducting three or more joint training evolutions to improve interoperability during incidents.
- Provide mandated training to meet certification requirements for Hazardous Materials Response Team members as required by the Illinois Department of Labor to ensure safe operations during hazardous materials incidents.
- Participate in the Emergency Medical Dispatch (EMD) quality assurance program to provide feedback to METCAD regarding the quality of dispatch service the citizens receive when calling 911.
- Require probationary firefighters to attend the Illinois Fire Service Institute Firefighter II Recruit Academy, obtain their Emergency Medical Technician – Basic (EMT–B) License and complete Hazardous Materials Operations, Vehicle-Machinery Extrication Operations, and National Incident Management System (NIMS) training prior to being assigned to shift.
- Continue the Firefighter III (FF III) training program for the department. This program will promote the completion of the Office of the State Fire Marshal FF III certification for members of the department.
- Ensure the availability of medical supplies by maintaining a restocking program with Carle Pharmacy.

Departmental Goals and New Initiatives:

- Update the department's professional development and education plan to provide our employees the knowledge and skills to deliver services.
- Transition to newly-adopted Illinois Fire Service Personnel Standards to improve the levels of education and training for local firefighters.

Fire Operations (02-0000-09004-0000)

Current Service Levels:

- Provide fire and emergency medical service to the citizens of Champaign in accordance with the national standard of reaching 90% of the emergency calls within 5 minutes from the time of dispatch.
- Respond to hazardous materials, confined space, trench rescue and other specialized rescue incidents within the City, University of Illinois, and other locations.
- Provide mutual aid response assistance to Urbana, Champaign County and Mutual Aid Box Alarm System (MABAS) member fire departments consistent with existing mutual and automatic aid agreements.
- Mitigate and/or refer fire prevention code violations, carbon monoxide investigation reports and other safety concerns to the Fire Prevention Division and/or Neighborhood Services Department for follow up.
- Provide tactical medical support for the Police Department Special Weapons and Tactics (SWAT) Team and the Illinois Law Enforcement Alarm System (ILEAS) Regional 7 Containment Team.
- Direct the Fire Department Safety Task Force to research and implement policies, practices and procedures to increase the safety of fire officers and the citizens of Champaign.
- Work with the City's Risk Manager to investigate the cause of injuries and correct equipment and practices contributing to the injuries.
- Prepare and record fire and emergency medical service incident reports for approximately 6,500 incidents.
- Maintain and service all breathing apparatus of the department and perform fit quality test for 102 personnel to fully meet Occupational Safety and Health Agency (OSHA) and National Institute of Occupational Safety and Health (NIOSH) requirements.
- Perform fit quality test to OSHA and NIOSH standards on all personnel identified to wear the respiratory equipment for all City departments as well as the Metro Explosive Ordinance Disposal Team and University of Illinois Police.
- Conduct pre-fire plans and familiarization walk-throughs of commercial occupancies throughout the City of Champaign and facilities of the University of Illinois to enhance fire service response and firefighter safety at those locations.

- Assist the Fire Prevention division with public relations activities, station tours, fire prevention activities, and various other public education programs to improve citizen awareness of life safety behaviors.
- Provide Honor Guard services for special events and funerals.
- Manage the City repository key box ordinance, which ensures access to prescribed occupancies during alarms or other emergency situations. Currently there are approximately 700 units in service.
- Perform on-duty fire company visits to neighborhoods upon request, as service demands allow, to improve community relations.
- Continue participation in MABAS Division 28 by providing leadership for the development and implementation of policies and procedures. This will improve the coordination and interoperability between departments in Division 28.

Fire Prevention (02-0000-09005-0000)

Current Service Levels:

- Manage and deliver specialized fire and life safety education programs within the community. Programs include fire prevention and preparedness programs for youth, campus, businesses, and seniors; juvenile firesetter assessments; fire extinguisher training; smoke alarm distribution; residential Knox Box distribution; and unintentional injury prevention and protection.
- Identify and pursue the correction of fire and life safety concerns and code deficiencies in the City's commercial properties by conducting 1,200 inspections and insuring that all violations are corrected. Division personnel maintain all records related to these activities.
- Conduct 173 University of Illinois property inspections and re-inspections as required by the fire service agreement. Identify safety concerns and code deficiencies recommending corrective measures.
- Manage and coordinate the pre-fire planning program in commercial properties and University facilities to enhance fire service response and firefighter safety at those locations.
- Provide resources, leadership, and training opportunities to local agencies and organizations: Champaign County Chamber of Commerce, Champaign Urbana Public Health District, American Red Cross, Carle Foundation Hospital, the community church network, Unit Four School District, SAFE KIDS Champaign County and Champaign Park District.
- Coordinate Risk Watch personnel and resources of the Champaign Fire Department, Champaign Police Department, Carle Foundation Hospital, Champaign Park District**,** American Red Cross and the Unit 4 School District.
- Manage emergency media and public relations efforts with incident scene interviews, media news advisories as well as public information/education news

releases. Manage and coordinate public information responsibilities for City-wide Emergency Management Agency exercises and incidents. These efforts increase community awareness of critical issues.

- Manage and monitor the Fire Investigation Team, maintaining investigation files and records, evidence and equipment. Conduct approximately 71 fire scene investigations each year in coordination with law enforcement agencies and the State's Attorney's Office.
- Track false fire alarms and enforce the existing false fire alarm ordinance to improve performance of installed systems and increase the safety of our citizens.
- Maintain the "Community Right to Know" information.
- Provide leadership to the Champaign County Crisis Media Advisory Team to build timely, accurate and like-messaging communication links for the community during times of crisis. Advisory team members include lead public information officers from the University of Illinois, Carle Foundation, the Champaign County Emergency Management Agency, and the Urbana and Champaign police and fire departments.
- Continue in a leadership role to offer pertinent fire safety classes at semi-annual mandatory housing workshops and the Fire Factor program with U of I and Urbana to increase student awareness of safety issues on campus. Fire Factor targets student leaders living in dorms and certified housing.
- Organize and participate in community events, provide fire safety trailer presentations for the community, and host fire station tours accommodating approximately 1,500 community visitors.
- Conduct occupancy, fire and life safety inspections prior to a wide variety of special events both in the City and on the University of Illinois campus. These include football games, fireworks, Greek activities, and downtown and campus town street-fests.
- In cooperation with the Mayor, City Manager's Office, and Champaign Police, conducts over 500 occupancy checks in restaurants and bars ensuring a safe environment during peak business hours.
- Work with U of I to shift priority from an inspection-based fire safety program to a more education-based focus including designing a rental housing education program applicable to all rental housing.
- Work with University of Illinois in reviewing plans for renovations and new construction to achieve safe environments.

Departmental Goals and New Initiatives:

- Develop policy for efficiently meeting increased community education requests. Have begun strategy and planning to include officers meetings, a priority list and ongoing conversations in the midst of changing environment.

- Provide leadership to the national education initiative "Start Safe" in conjunction with the Home Safety Council, National Head Start, and Weekly Reader focused towards addressing preschool fire safety with high-risk audiences. Partnering with Safe Kids USA, Home Safety Council and Vision 20/20 towards next steps including the submittal of a FEMA grant application for the next steps on the Start Safe national pilot.

Emergency Management (02-0000-09006-0000)

Current Service Levels:

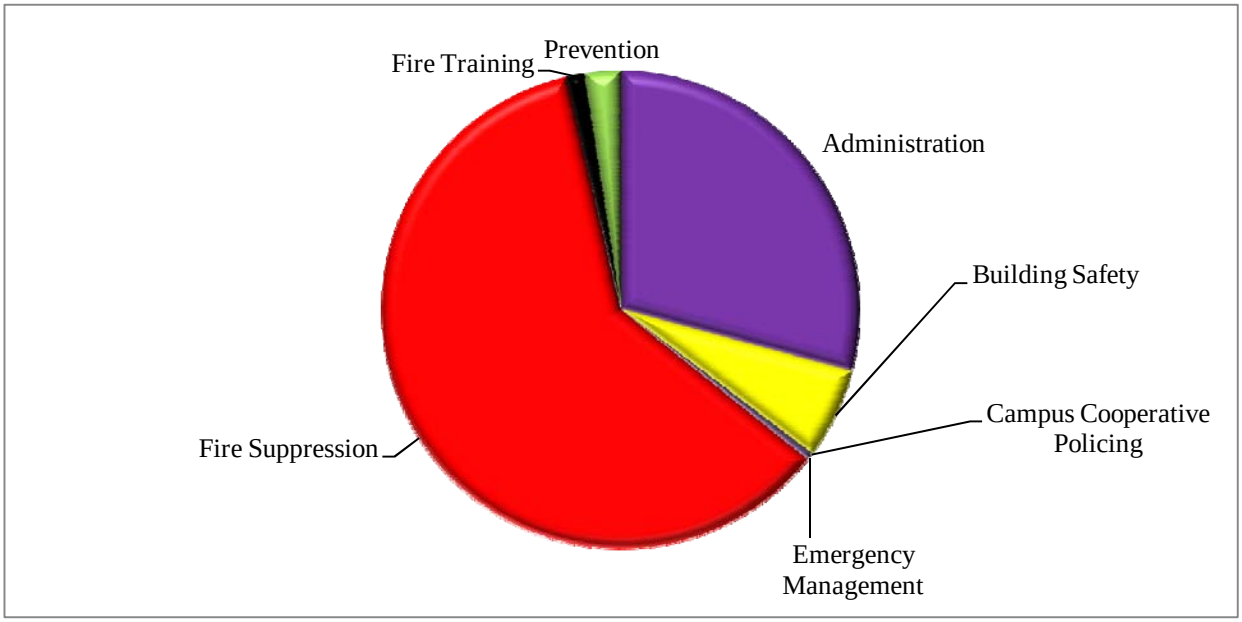
- Works through the Executive Management Team to develop, exercise and update the Emergency Operations Plan for the City.
- Coordinate emergency management activities with other local, county, state, and federal emergency management agencies to strive for consistency between different forms of government.
- Increase the overall preparedness, response and recovery capability of the City through building relations and formalizing agreements with local utility companies, hospitals, schools, government agencies and private businesses.
- Coordinate the training of City staff to be prepared for emergencies and be compliant with the requirements of the National Incident Management System (NIMS) as outlined and directed by the Illinois Emergency Management Agency (IEMA) and the Department of Homeland Security (DHS).
- Maintain the preparedness of the Emergency Operations Center (EOC) through monthly equipment checks and the updating of contact and general information.
- Maintain the outdoor warning siren system through monthly tests as part of the greater Champaign/Urbana community warning system.
- Coordinate Champaign District Unit 4 and all private school emergency plans with the City's plan and participate in the exercising of the schools' emergency plans.
- Plan, execute and critique quarterly exercises of incident command and emergency operation center functions for improved efficiency and effectiveness.
- Manage the upgrade of the outdoor warning sirens and the communications system for the outdoor warning sirens for improved service.

Departmental Goals and New Initiatives:

- Work with members of the RECG (Regional Emergency Coordinating Group) to adopt and implement Community Emergency Management strategic plan.

Fire Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Administration - 09001	4,063,808	4,443,095	379,287	9.33%
Building Safety	1,020,544	932,809	(87,735)	-8.60%
Campus Cooperative Policing	3,615	0	(3,615)	-100.00%
Emergency Management	70,961	72,821	1,860	2.62%
Fire Suppression	10,081,191	9,227,460	(853,731)	-8.47%
Fire Training	169,183	189,476	20,292	11.99%
Prevention	377,591	368,750	(8,841)	-2.34%
	15,786,892	**15,234,411**	**(552,481)**	**-3.50%**
Total	**15,786,892**	**15,234,411**	**(552,481)**	**-3.50%**



Neighborhood Services Department

The mission of the Neighborhood Services Department is to ensure that the City responds effectively to neighborhood needs by implementing the Neighborhood Wellness Plan, coordinating neighborhood-based services, and promoting citizen participation in City activities.

Departmental Overview

Organization

The Neighborhood Services Department consists of three divisions: Neighborhood Coordination, Neighborhood Code Compliance, and Neighborhood Programs.

Neighborhood Coordination Division is responsible for citizen education and outreach; organization and training of neighborhood watch groups, neighborhood organizations, homeowners associations, and lake associations; coordinating interdepartmental efforts to solve neighborhood problems; and promoting neighborhood self-help programs to address community priorities.

Neighborhood Code Compliance Division is responsible for the maintenance and preservation of existing structures in the community and promoting life safety through enforcement of property maintenance and fire prevention codes. The Division coordinates City efforts to promote compliance with the City's nuisance and vegetation ordinances through public education, enforcement, and programs to eliminate blight and nuisance conditions.

Neighborhood Programs Division is responsible for developing and managing programs to address neighborhood needs, including housing rehabilitation, home ownership, public infrastructure and facilities, neighborhood plan implementation, and community service activities. The Division administers a variety of Federal, State, and Local funds to support these programs and activities.

The Neighborhood Services Department also provides staff support to the Neighborhood Services Advisory Board. The purpose of the Neighborhood Services Advisory Board is to assist in the articulation of citizen concerns and direction for Neighborhood Wellness and the activities of the Neighborhood Services Department.

Contact Information

The Neighborhood Services Department is located at 102 North Neil Street, Champaign IL 61820. The department phone number is 217.403.7070, the fax number is 217.403.7090, and the e-mail address is NeighborhoodServices@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Implement expansion of the CommUnity Matters program including youth initiatives to prevent and reduce violence.
- Partner with the Planning Department, Unit 4 Schools and neighborhood associations to keep neighborhood residents informed about the progress of the Booker T. Washington and Garden Hills School development projects.

Our City provides first-rate services

- Partner with the Public Works Department and the Washington Street West Watershed Committee to incorporate neighborhood input into flood abatement plans.

Our City is fiscally responsible

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services.
    - Finalize the Regional Emergency Tenant Relocation Plan and any necessary intergovernmental or interagency agreements.
    - Develop regional affordable housing strategies, in partnership with the Cities of Urbana and Rantoul; the Housing Authority of Champaign County; and the Regional Planning Commission.

Our City is a model for environmental sustainability

- Examine best practices on the use of green construction methods for federally funded housing rehabilitation programs and incorporate them into the City housing rehabilitation programs.

Our City is committed to honest, transparent government

- Assist with implementation of the Public Communications Plan including using web-based information technology to increase two-way communication between the City and neighborhood/citizen groups.

Department Baseline Service Levels, Goals and Initiatives by Activity

Neighborhood Services Administration and Coordination (02-0000-10001-0000)

Current Service Levels:

- Respond to neighborhood needs and problems by coordination and oversight of interdepartmental problem solving activities.

- Build employee expertise and skills through training and communication on neighborhood-based customer service delivery, problem solving techniques, and citizen participation strategies.
- Provide support and information to the City's registered neighborhood groups including 72 neighborhood organizations and watch groups, and 42 homeowners and lake associations.
- Assist new neighborhood groups to organize and become registered with the City, including homeowner and lake owner associations. Help new groups to understand applicable laws, regulations, and covenants, write or amend bylaws, hold elections, and file for incorporation with the State of Illinois.
- Encourage groups to participate in neighborhood-based programs. Help groups to schedule, plan, and advertise neighborhood activities and events. Sponsor a joint celebration of National Night Out with the City of Urbana to increase resident awareness of City services and resources and promote neighborhood safety and crime prevention issues.
- Support resident initiatives to address neighborhood needs and priorities through attendance at neighborhood meetings as needed and by providing citizens with information on City policies, programs and services.
- In partnership with Public Works, coordinate the City's annual neighborhood cleanup program to improve the appearance of blighted neighborhoods. Assist senior citizens and disabled households who are unable to transport their disposable items by offering curbside pickup service through the cleanup program.
- Provide financial assistance for neighborhood initiatives through implementation of the Neighborhood Small Grant Program.
- Provide recognition for successful examples of neighborhood leadership through implementation of the S.T.A.R. (Service Together Achieves Results) for Champaign Neighborhoods Awards program.
- Increase citizen awareness of City services and community resources through public education and training programs. Sponsor the annual Neighborhood Leaders Update workshop to share current information about City programs and activities with registered neighborhood leaders.
- Neighborhood Wellness Implementation – Establish and coordinate an interdepartmental team that will meet regularly to address neighborhood issues as they arise and evaluate neighborhood wellness efforts on a routine basis.
- Assure that senior citizens in the community have adequate access to City services and that their housing needs are addressed by coordinating with community agencies such as the Champaign County Area Agency on Aging, the Regional Planning Commission, Champaign-Urbana Public Health and related senior service providers.
- Work with City departments, Emergency Management Agencies, the American Red Cross, and other local agencies to maintain the Mass Care Annex of the City's Emergency Operations Plan. Train department staff in the skills necessary to provide mass care services in disaster/emergency situations. Implement programs to prepare

neighborhood residents for disaster/emergency situations, including providing support as needed to the Champaign County Citizen Corps.

- Increase cooperation between the City and the Housing Authority of Champaign County (HACC) through routine communication with HACC staff, attendance at board meetings, and oversight of intergovernmental agreements.
- Serve as liaison to community boards, committees and task forces dealing with Neighborhood Wellness issues such as TRIAD S.A.L.T. (Seniors and Law Enforcement Together), the Community Collaboration for Economic Development, the Safe Kids Coalition, Crimestoppers, and the Champaign Park District.
- Provide staff support to the Neighborhood Services Advisory Board.

Departmental Goals and New Initiatives:

- Community Volunteerism – Establish a volunteer program that actively engages the community in valuable public service projects to improve conditions and quality of life in Champaign neighborhoods and the community at-large.
- Neighborhood Listserv Implementation –Establish a Neighborhood Listserv for registered neighborhood groups. This new initiative would be an added service to registered neighborhood groups who partner with the City. The Neighborhood Listserv will enhance the City's capability to share neighborhood specific information with neighborhood residents who subscribe to the system as well as enhance "neighbor-to-neighbor communication.
- Neighborhood Tool "Shed"/Lending Program – Explore, in partnership with Public Works, the feasibility of establishing this "tried and true" service for neighborhood associations and groups. Neighborhood Services will evaluate along with Public Works the feasibility of identifying tools that registered neighborhoods could borrow for use in service to their neighborhoods. Neighborhood clean-ups, yard clean-ups, minor home repairs, and snow shoveling could be facilitated with this service.

Neighborhood Code Compliance Division (02-0000-10002-0000)

Current Service Levels:

- Improve the condition of existing residential properties through enforcement of property maintenance codes.
    - Respond to approximately 1,800 citizen complaints about nuisance conditions in the City per year and initiate another 1,000 nuisance inspections.
    - Generate approximately 80 exterior housing inspections in the City per year.
    - Conduct approximately 200 interior housing inspections throughout the City in response to tenant inspection requests.

- Prepare 30-35 property maintenance cases for prosecution when property owners do not comply with code requirements.

- Take direct action to eliminate neighborhood blight by contracting for abatement of 225-250 nuisances and pursuing 2 to 4 court-ordered demolitions of severely deteriorated structures. Prepare 25 administrative search warrants to abate nuisance violations cited on private property.
- Assure that University of Illinois Certified Housing complies with University standards and Fire Prevention/Property Maintenance codes by inspecting 55 to 60 properties annually.
- In cooperation with the Public Works Department, utilize procedures for promoting a clean campus and neighborhoods during the "move-in and move-out" periods associated with the University of Illinois and Parkland College academic calendar.
- Work with area social service agencies to assist individuals with disabilities and senior citizens who are cited for code violations and may need support to understand the enforcement process and comply with property maintenance codes.
- In cooperation with the Legal Department, identify proactive strategies to increase compliance with property maintenance codes. Prioritize the enforcement caseload to target repeat offenders for prosecution, develop creative strategies to more aggressively target property owners with a history of non-compliance, increase public education activities, and recommend new policies, ordinances, and programs as needed to improve the safety of residential properties and eliminate nuisance conditions in the community.
- Continue the Multifamily Common Area Inspection Program and conduct inspections on 200 to 225 buildings.

Departmental Goals and New Initiatives:

- Seek City Council approval of the proposed Nuisance-Vacant Buildings Ordinance, and begin implementation upon approval.
- Conduct a comprehensive review of Code Compliance administrative policies; update City Council on result of this review; and seek City Council direction on any proposed changes that may arise from the review.
- Identify performance indicators to monitor inspection services and community conditions and work with Information Technologies to incorporate recommendations into an automated tracking and reporting system.

Neighborhood Programs Division (05-0000-10004-0000) & (05-0000-10003-0000) & (42-0000-10005-0000) & (43-0000-10008-0000)

Current Service Levels:

- Improve the quality and appearance of the City's neighborhoods and increase the number of safe, decent, and affordable housing units available to low and moderate-income families.
    - Complete 25-30 emergency repair projects, including emergency roof repairs to address issues that pose an immediate threat to health and safety.
    - Complete 8-10 housing rehab projects to eliminate structural barriers for persons with physical disabilities.
    - Provide financial assistance to elderly and disabled households who are unable to perform the work themselves.
    - Rehabilitate 10-15 owner-occupied properties to meet full City code requirements, and make certain that homes are in full compliance with Housing and Urban Development (HUD) and Illinois Environmental Protection Agency (IEPA) safety regulations for lead-based paint in residential properties.
    - Demolish 1-3 deteriorated secondary structures.
- Provide credit counseling and budget assistance to low/moderate income families participating in the City's rehab programs by conducting periodic workshops (approximately 2 per year). Following the credit workshops, conduct home maintenance training sessions to assist low/moderate income families with maintaining their homes, thereby promoting self-sufficiency and reducing repeat requests for City rehab assistance (approximately 6 per year). Assist approximately 30-50 households annually.
- Finalize the Contractors Handbook, update the Contractors General Specification Manual, and maintain the Housing Rehabilitation Specifications Manual so that it is consistent with current City building codes and federal HUD requirements. Maintain the City's Analysis of Impediments to Fair Housing in accordance with HUD requirements.
- Maximize the amount of Federal, State, and private grant funds available for local housing and community development activities.
    - Annually prepare and submit the HUD Consolidated Plan, which includes grant applications for Community Development Block Grant (CDBG) and HOME Investment Partnership funds.
    - Prepare and process amendments to the Consolidated Plan and Annual Action Plan as needed and required.
    - Seek additional funding to expand delivery of affordable housing services and to support neighborhood improvement efforts.

- Prepare and submit all Federal and State grant reports on a timely basis, including environmental reviews, and performance and monitoring reports.
- Maximize housing loan repayments by regular portfolio monitoring and regular contact with loan clients.
- Increase the amount of private funding for City housing programs by continuing City-lender partnership activities through the Champaign County Community Reinvestment Group.
- Reconcile HOME recordkeeping with Urbana HOME Consortium accounts.

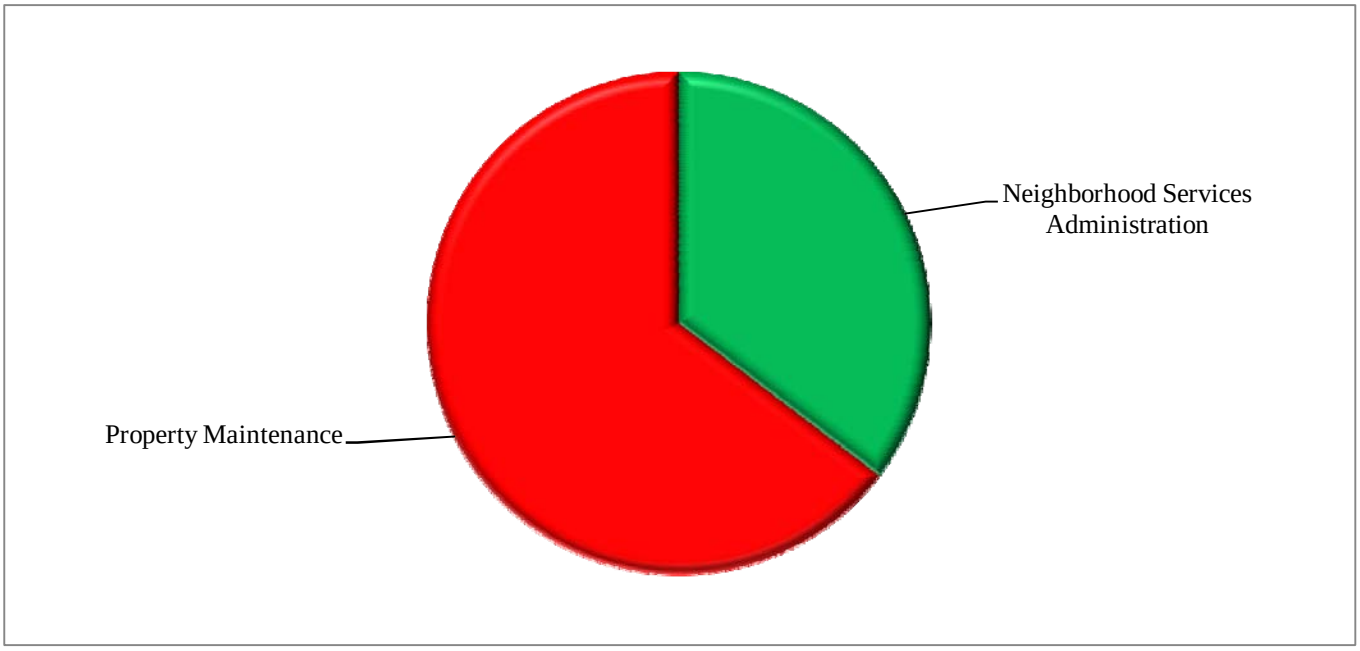
- Take the lead as needed on City demolition projects, including Boneyard acquisitions. This may include the demolition of the "Ice House" building on North State Street during FY 11/12. This includes preparation of, or coordination for environmental assessments, preparation of bid documents, and supervision of the entire demolition process from bid award to final payment.
- Assist 15 elderly households with minor home repairs via contract with the Regional Planning Commission.
- Assist 12 clients with tenant-based rental assistance via contract through a Request for Proposal.
- Assist 3-4 low-income households with the construction of affordable housing by funding land acquisition and clearance costs through a lot acquisition pool. Funding in the pool will be available to Habitat for Humanity, Homestead Corporation, EcoLab, the Housing Authority of Champaign County, and other non-profit housing developers.
- Determine the allocation of the City's private activity bond cap to provide assistance to homebuyers through the Assist Champaign and Illinois Housing Development Authority 2011 programs or consider other eligible uses for the City's allocation, including possible industrial uses.
- Assist with the completion of 1-2 rental rehab housing units to eliminate code deficiencies. Repairs will focus on code requirements, removal of lead paint hazards, and exterior repairs that provide an overall neighborhood improvement benefit.
- Continue implementation of the Acquisition Rehabilitation Program and complete 8-12 projects.
- Manage the City's property tax rebate process for Ashland Park property owners. Eligible applicants must be the original purchaser of the property and at or below 100% of the County's median family income guidelines. The rebate package provides for a 50%, 40%, 30%, 20% and 10% of the City's corporate taxes over a 5-year period.

Departmental Goals and New Initiatives:

- Support the Housing Authority of Champaign County with the redevelopment of Joann Dorsey and new developments, including the farmland north of Douglass Square.
- HUD Designated Neighborhood Revitalization Strategy Areas - Complete review and analysis of the requirements, value and feasibility of establishing at least one Neighborhood Revitalization Strategy Area to augment existing redevelopment efforts in either planning areas 1, 2, 4 or 8. Work with planning to begin implementation of this concept if deemed valuable and feasible.
- Complete a comprehensive housing strategy and long-term funding plan, including possible further reductions in federal funding and the impact of existing or new strategies.
- Finalize and begin implementation of the Bristol Park Neighborhood Redevelopment Plan based on City Council direction.
- Complete projects relating to the Neighborhood Stabilization Program Stimulus Funding.
- Update the City's Lot Disposition Policy to manage the disposition of City-owned property in support of residential and commercial infill policies based upon City Council direction.

Neighborhood Services Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Neighborhood Services Administration	333,285	347,791	14,506	4.35%
Property Maintenance	570,695	635,560	64,866	11.37%
	903,980	**983,351**	**79,372**	**8.78%**
Total	**903,980**	**983,351**	**79,372**	**8.78%**



Information Technologies Department

The mission of the Information Technologies Department is to develop and use technology resources to provide quality services to our citizens and staff.

Departmental Overview

Organization

The Information Technologies Department advises City Council, staff, and boards on technological matters, develops long-range strategic plans regarding technology, designs and implements systems based on adopted plans, and provides support services for various technologies used by the City. The Department is responsible for computer networking, telephone systems, Geographic Information Systems, multimedia systems including CGTV (Champaign Government TV - Channel 5), and the City's web site at www.ci.champaign.il.us.

The Information Technologies Department supports the Champaign-Urbana Cable Television & Telecommunications Commission. The Cable Commission monitors the local cable television franchise to ensure the cable operators comply with their obligations.

Contact Information

The Information Technologies Department is located on the 3rd floor of the City Building at 102 North Neil Street, Champaign, IL 61820. The telephone number is 217.403.8970 and the fax number is 217.403.8993. You can also reach the department by e-mailing IT@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City promotes economic opportunity

- Develop a unified message and campaign to promote the City of Champaign and integrate it as an integral component of the City's redesigned website and CGTV.

Our City is a model for environmental sustainability

- Improve sustainability by implementing the projects aimed at reducing air-conditioning, power, and equipment costs including: print (fax, copy, and scan) device consolidation, network server virtualization, and moving to virtual desktops.

Our City is committed to honest, transparent government

- Implement the Public Communications Plan including incorporating plan goals into the City's redesigned website and CGTV and implementing actions to improve compliance with the Freedom of Information Act (FOIA) and laws related to e-discovery.

Department Baseline Service Levels, Goals and Initiatives

Information Technologies 02-0000-14001-0000

Current Service Levels:

- Provide support, training, and maintenance to ensure that City systems remain functional, staff are using technology properly and efficiently, and City needs are met. Develop standards, seek contractual services, and provide support & training for audio/video services.

- Develop and implement long and short-range plans for computer equipment, software, telecommunications, use of the Internet and CGTV to guide the use of these technologies to best meet City needs.

- Protect City equipment and its investment in data by securing systems from viruses, spyware, hackers, inappropriate data use, and inadvertent release of personal information. Perform daily backups and create and maintain business continuation plans for emergencies.

- Enable Geographic Information Systems (GIS) technology as a business intelligence tool to help the City in decision-making, service delivery, and providing information to the public.

- Provide GIS support to existing city systems including Trak-iT and City Works.

- Develop and maintain live and pre-recorded programming and bulletin board information on CGTV to provide accurate and interesting information about City services for the public.

- Develop, maintain, and protect the navigation, content, and functions of the City's web site. This includes a secure web portal function making computer use simpler for the end-users and allowing the City to continue to function during emergencies and disasters.

- Administer the Employee Computer Purchase/Loan Program allowing staff to become better at using computer resources from a home setting.

- Respond to 100% of user calls for services within four hours and resolve 99% of user-based problems within 3 working days while maintaining less than 1% down time for

application servers. Support services involve over 570 users, 290 personal computers (PCs), 120 laptops, 41 printers and plotters, 37 servers, and 45 switches and routers.

- Support City Council goals and decisions related to technology and provide consulting services at all levels within the organization to determine how services can be improved while remaining consistent with City values, goals, policies, plans, and standards.

- Provide leadership on newer technologies to improve how the City performs its business and provides services to our community.

Departmental Goals and New Initiatives:

- Continue implementation of the approved GIS Strategic Plan. This includes: 1) acquisition of data; 2) GIS training; 3) Internet GIS applications; 4) GIS Consortium support; 5) integrate existing application data with GIS; and 6) provide support for multiple GIS centric systems utilized by the City. Benefits include data that can link to human and financial resources for project control and budgeting, provide more information to citizens, and provide better analysis for reducing costs.

- Work with the newly formed Urbana-Champaign Big Broadband (UC2B) Consortium to develop the fiber optic network funded through a federal grant. Provide support to: 1) establish an operational business model for the consortium; 2) establish services to be offered; 3) develop and implement a marketing plan; and 4) develop a plan to sustain the system over the long term.

- Implement Council approved automation projects for fiscal year 2011-2012 from the long-range technology plan. Implementation of the projects in the plan provide for more efficient and effective customer services. In addition, some projects are implemented to reduce costs and to ensure existing levels of services can be maintained. Some projects allow for more public interaction by provide direct access to applications and processes.

- Continue to add web site applications that provide visitors more online, interactive services including the ability to apply and pay for a building permit and making GIS data available to the public.

- Continue efforts to improve technology in Emergency Operations Center (EOC). Applications to be addressed this year include: 1) implementing EOC (operational) software; 2) converting the Project RESCUE disaster web portal to meet City requirements; and 3) continue to train city staff as needed in the use of the secure web portal. These efforts will better ensure that City services can be maintained during emergency or disaster situations.
- Complete migration of all servers to the Windows operating system to improve support services and reduce support costs and staff time needed to maintain multiple operating system platforms.

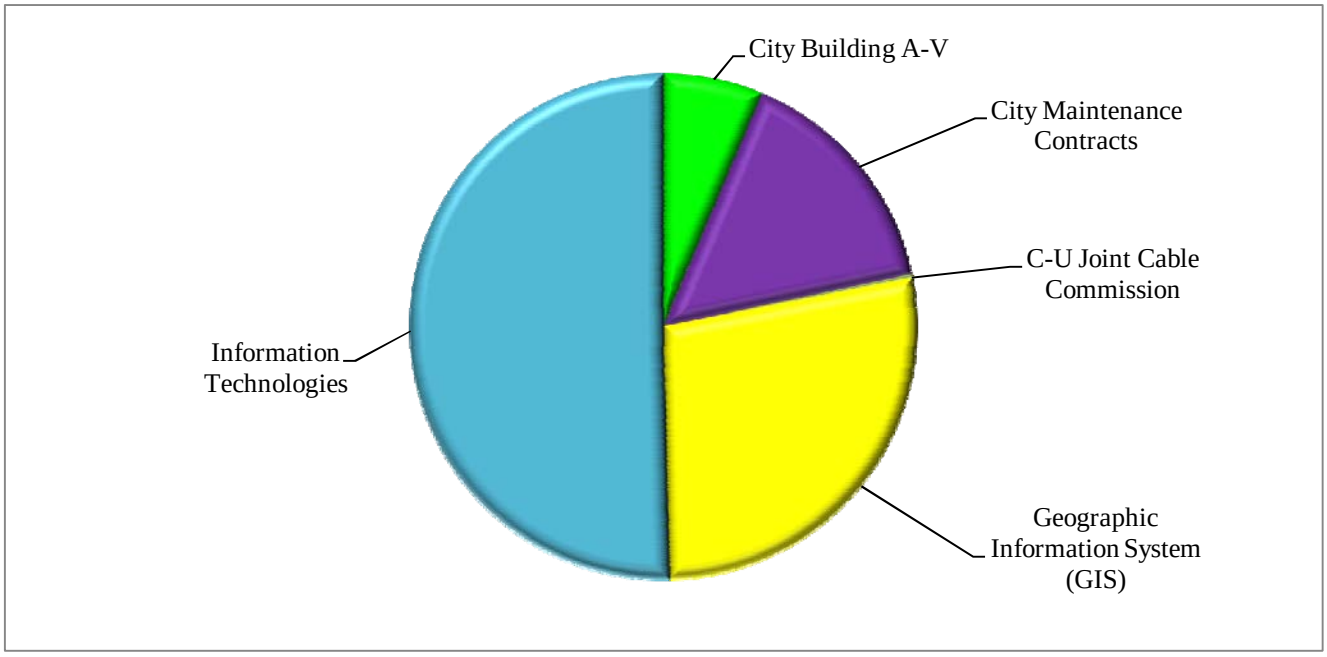
- Complete migration of Novel Groupwise email system to an alternative system saving future staff time in simplifying or eliminating internal staff support requirements.

- Complete implementation of e-Discovery software application providing for central document management and reducing staff time in response to FOIA requests, and records retention policies.

- Continue implementation of thin client/virtual desktop technology as a cost saving measure through reduced equipment replacement costs and reduced staff time in software application distribution.

Information Technologies Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
City Building A-V - 14002	177,969	180,773	2,803	1.58%
City Maintenance Contracts	429,697	436,926	7,229	1.68%
C-U Joint Cable Commission - 14003	6,527	5,327	(1,200)	-18.39%
Geographic Information System (GIS)	693,805	788,017	94,211	13.58%
Information Technologies	1,404,657	1,433,915	29,258	2.08%
	2,712,656	**2,844,957**	**132,302**	**4.88%**
Total	**2,712,656**	**2,844,957**	**132,302**	**4.88%**



City of
CHAMPAIGN

Parking
Fund Statement
03

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**4,849,777**	**5,088,754**	**5,088,754**	**4,840,088**
Revenues				
Revenue Transfers	200,000	200,000	200,000	200,000
Revenues	2,981,406	2,927,805	2,927,805	3,244,818
Total Revenues	**3,181,406**	**3,127,805**	**3,127,805**	**3,444,818**
Expenditures				
Capital Expenses	134,425	1,137,952	220,638	1,084,402
Commodities	59,148	165,026	66,445	190,040
Contractual Services	955,095	1,227,755	1,203,165	1,088,026
Expenditure Transfers	848,783	914,144	915,194	1,045,405
Personnel Services	927,932	971,029	971,029	1,024,275
Total Expenditures	**2,925,384**	**4,415,906**	**3,376,471**	**4,432,148**
Ending Balance				
reserved	2,631,000	2,570,444	2,615,444	2,188,726
unallocated	2,474,800	1,230,209	2,224,644	1,664,032
Total Ending Balance	**5,105,800**	**3,800,653**	**4,840,088**	**3,852,758**

Comments:

The reserved fund balance represents the Campustown and the Parking Deck Maintenance reserves.

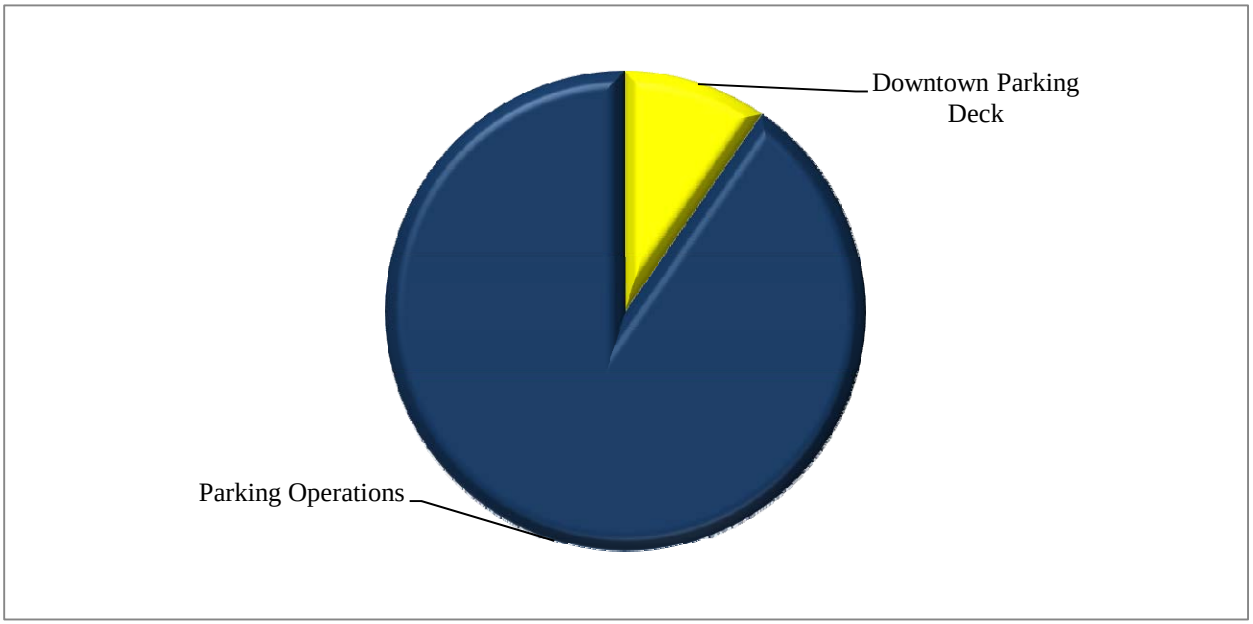
Revenue Detail

Parking Fund
03

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PARKING FINES	663,678	600,000	650,000
PARKING FINES - CAMPUS INCREMENT	(170)	0	0
PARKING FINES - BACK COLLECTIONS	2,345	2,500	5,000
OTHER SERVICE FEES	7,005	7,250	8,850
GATED LOT INCOME	237,000	61,000	90,000
METER INCOME	1,039,886	1,150,000	1,350,000
METER INCOME - CAMPUS INCREMENT	0	0	0
METER INCOME: CASH KEY SALES	112,731	135,000	137,700
SPACE RENTAL	423,691	451,000	481,100
SPACE RENTAL: ON-STREET PERMITS	360,017	420,000	432,600
OTHER PARKING INCOME	25,815	30,000	30,000
CITY RENTAL INCOME	0	0	0
SALE OF CITY PROPERTY	0	0	0
CITY EXPENSE REIMBURSEMENTS	0	0	0
REFUNDS	0	0	0
INTEREST & INVESTMENT INCOME	107,640	71,055	59,568
2004A INTEREST & INVESTMENT INCOME	1,768	0	0
Total External Sources	2,981,406	2,927,805	3,244,818
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	0	0	0
TFR FROM DOWNTOWN TIF FUND	200,000	200,000	200,000
Total Interfund Transfers	200,000	200,000	200,000
Total	3,181,406	3,127,805	3,444,818

Parking Programs Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Downtown Parking Deck	391,540	281,698	(109,842)	-28.05%
Parking Operations	2,437,144	2,621,297	184,153	7.56%
	2,828,684	**2,902,995**	**74,311**	**2.63%**
Total	**2,828,684**	**2,902,995**	**74,311**	**2.63%**



Sewer Improvement Fund Statement 04

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**187,361**	**65,386**	**65,386**	**(172,141)**
Revenues				
Revenue Transfers	582,010	676,956	854,896	623,975
Revenues	2,142,473	3,309,402	2,996,333	2,648,705
Total Revenues	**2,724,483**	**3,986,358**	**3,851,229**	**3,272,680**
Expenditures				
Capital Expenses	1,020,344	2,506,543	2,214,614	1,021,534
Commodities	77,516	183,337	137,487	178,162
Contractual Services	165,151	137,761	137,761	130,092
Expenditure Transfers	862,335	918,109	919,818	1,050,049
Personnel Services	721,112	625,546	679,076	772,920
Total Expenditures	**2,846,459**	**4,371,295**	**4,088,756**	**3,152,757**
Ending Balance				
reserved	85,251	60,809	59,067	46,227
unallocated	(19,865)	(380,361)	(231,208)	(98,446)
Total Ending Balance	**65,386**	**(319,551)**	**(172,141)**	**(52,218)**

Comments:

The reserved fund balance represents receivables that may not be collected.

Revenue Detail

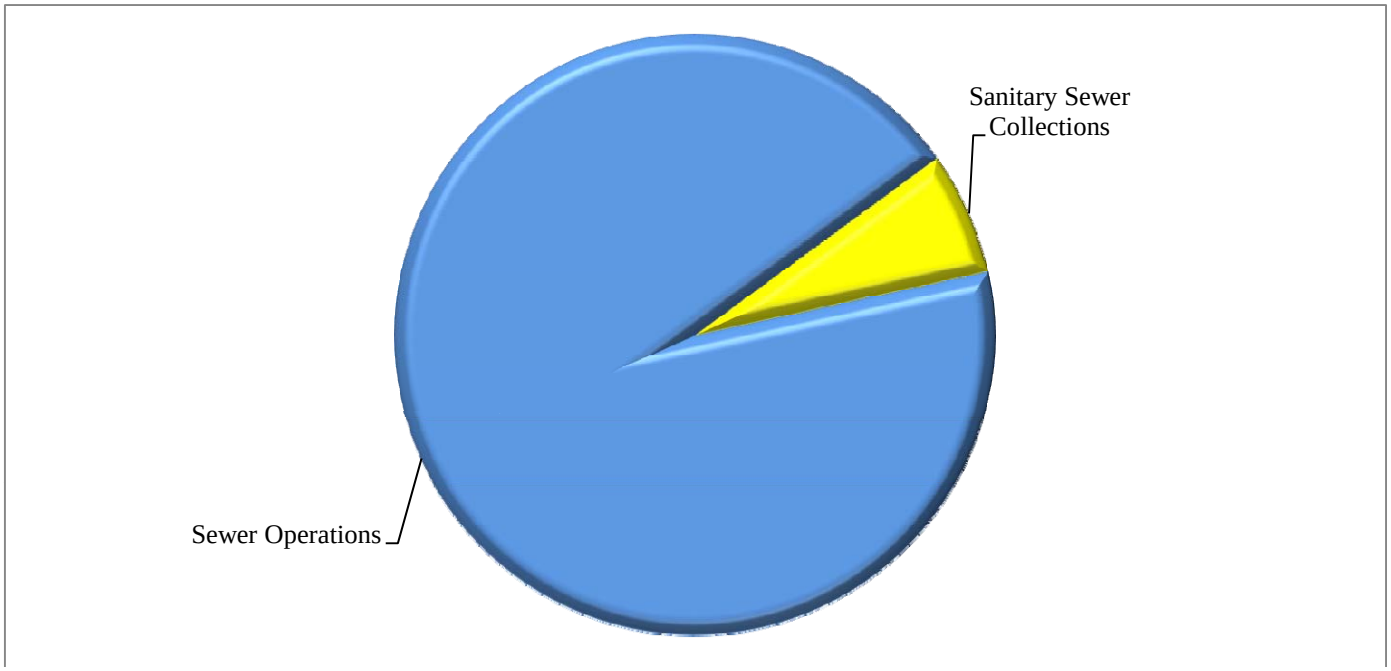
Sewer Improvement

04

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
SEWER USE FEES	**1,946,935**	**1,992,226**	**2,077,618**
REFUNDS	**0**	**0**	**0**
INTEREST & INVESTMENT INCOME	**(3,008)**	**(3,393)**	**(11,755)**
PROJECT SPECIFIC	**198,545**	**1,007,500**	**582,842**
Total External Sources	**2,142,473**	**2,996,333**	**2,648,705**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**49,293**	**117,917**	**59,355**
TFR FROM STORMWATER MANAGEMENT FUND	**532,718**	**612,569**	**564,620**
TFR FROM VEHICLE REPLACEMENT FUND	**0**	**124,410**	**0**
Total Interfund Transfers	**582,010**	**854,896**	**623,975**
Total	**2,724,483**	**3,851,229**	**3,272,680**

Sewer Collections & Sewer Operations Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Sanitary Sewer Collections	80,010	131,010	51,000	63.74%
Sewer Operations	1,639,197	1,851,237	212,041	12.94%
	1,719,207	**1,982,247**	**263,041**	**15.30%**
Total	**1,719,207**	**1,982,247**	**263,041**	**15.30%**



Community Development
Fund Statement
05

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**69,819**	**267,164**	**267,164**	**33,039**
Revenues				
Revenue Transfers	108,319	81,072	82,072	64,802
Revenues	998,308	983,730	983,730	841,370
Total Revenues	**1,106,626**	**1,064,802**	**1,065,802**	**906,172**
Expenditures				
Capital Expenses	0	0	0	0
Commodities	8,347	8,900	8,900	8,400
Contractual Services	417,455	551,474	551,474	400,335
Expenditure Transfers	41,607	92,758	297,559	199,695
Personnel Services	441,873	441,993	441,994	471,510
Total Expenditures	**909,282**	**1,095,125**	**1,299,927**	**1,079,940**
Ending Balance				
reserved				
unallocated	267,164	236,841	33,039	(140,729)
Total Ending Balance	**267,164**	**236,841**	**33,039**	**(140,729)**

Comments:

Revenue Detail

Community Development

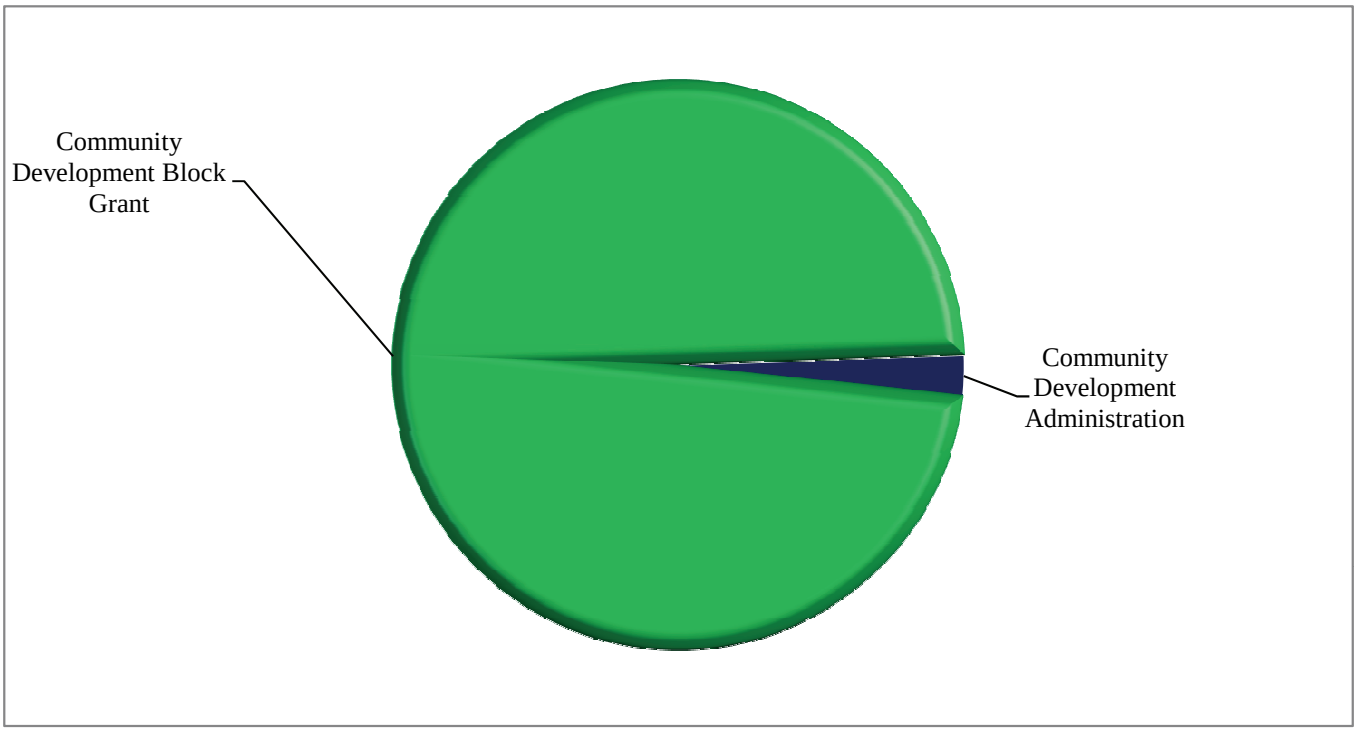
05

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
REFUNDS	**14,549**	**22,600**	**22,600**
INTERGOVERNMENTAL REVENUES-CDBG	**970,375**	**946,830**	**804,470**
TERM PAYMENTS-PRINCIPAL	**12,213**	**13,000**	**13,000**
TERM PAYMENTS-INTEREST	**1,171**	**1,300**	**1,300**
Total External Sources	**998,308**	**983,730**	**841,370**
Interfund Transfers			
TFR FROM STORMWATER MANAGEMENT FUND	**0**	**1,000**	**1,000**
TFR FROM ARRA GRANT FUND 42 (CLOSED)	**24,546**	**5,968**	**0**
TFR FROM UDAG	**63,973**	**75,104**	**63,802**
TFR FROM VEHICLE REPLACEMENT FUND	**19,800**	**0**	**0**
Total Interfund Transfers	**108,319**	**82,072**	**64,802**
Total	**1,106,626**	**1,065,802**	**906,172**

Community Development Block Grant Expenditures by Activity

Budget Year 2012 Budget

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Community Development Administration	24,775	24,077	(698)	-2.82%
Community Development Block Grant	1,070,350	1,055,863	(14,487)	-1.35%
	1,095,125	**1,079,940**	**(15,185)**	**-1.39%**
Total	**1,095,125**	**1,079,940**	**(15,185)**	**-1.39%**



Environmental Services
Fund Statement
06

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	(41,422)	(41,422)	(344,354)
Revenues				
Revenues	(99)	357,802	357,802	540,688
Total Revenues	(99)	357,802	357,802	540,688
Expenditures				
Commodities	4,191	127,540	127,290	11,125
Contractual Services	1,409	376,260	376,260	354,236
Expenditure Transfers	21,955	86,974	86,974	81,622
Personnel Services	13,769	69,960	70,210	77,597
Total Expenditures	41,323	660,734	660,734	524,580
Ending Balance				
reserved	0	0	0	0
unallocated	(41,422)	(344,355)	(344,354)	(328,246)
Total Ending Balance	**(41,422)**	**(344,355)**	**(344,354)**	**(328,246)**

Comments:

Revenue Detail

Environmental Services Fund

06

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
OTHER SERVICE FEES	**0**	**301,802**	**543,688**
INTEREST & INVESTMENT INCOME	**(99)**	**(4,000)**	**(3,000)**
INTERGOVERNMENTAL REVENUES-STATE	**0**	**60,000**	**0**
Total External Sources	**(99)**	**357,802**	**540,688**

METCAD

The mission of METCAD (Metropolitan Computer-Aided Dispatch) is to provide the highest quality, and most efficient, emergency communications service for the citizens and public safety agencies within Champaign County.

Departmental Overview

Organization

METCAD is an intergovernmental entity that provides public safety dispatch services to Champaign County. METCAD is governed by a Policy Board whose membership represents user agencies including the City of Champaign, City of Urbana, University of Illinois, Champaign County, Rural Fire Districts and Village Police Departments. The City of Champaign serves as the lead agency for METCAD, providing administrative support to the agency under the terms of an intergovernmental agreement. The METCAD Director is supervised by the Champaign City Manager and the agency budget is adopted by the Champaign City Council. The METCAD Policy Board reviews and approves the METCAD budget annually, prior to submission to the City Council.

METCAD services are funded by a county-wide telephone surcharge, a state-wide wireless telephone surcharge, and fees paid by user agencies. METCAD also provides staff support to the Emergency Telephone System Board that consists of representatives from the Cities of Champaign and Urbana, University of Illinois, Champaign County and the Village of Rantoul. This board was created as a result of the passage of a referendum in November 1988 and operates under an Intergovernmental Agreement. The Emergency Telephone System Board approves the distribution of revenue from the Emergency Telephone Surcharge Fund to METCAD and the Village of Rantoul, which operate public safety answering points within Champaign County.

The Director's Office

- Is responsible for overall administration of the public safety dispatch center, working closely with the Operations Division and the Technical Services Division.

The Operations Division

- Receives telephone calls from citizens requiring emergency services and provides direct dispatch for fire, police and medical units.

The Technical Services Division

- Operates and maintains all equipment, systems, and facilities utilized by the Operations Division in delivery of services to citizens and public safety agencies.

Contact Information

METCAD is located at 1905 E. Main Street, Urbana, IL 61802. The phone number is 217.333.4348 and fax number is 217.384.7003. The Director, Ralph Caldwell, can be emailed at Ralph.Caldwell@ci.champaign.il.us.

Key Projects in Support of City Council Goals

Our City fosters quality of life for all citizens

- Partner with the community to implement initiatives to prevent and reduce violence.

Our City is fiscally responsible

- Review options for intergovernmental partnerships that would increase the efficiency or decrease the cost of delivering City services.

Department Baseline Service Levels, Goals and Initiatives by Activity

METCAD Operations Fund (09-0000-11001-0000)

Current Service Levels:

- Serve as the 9-1-1 Public Safety Answering Point for all of Champaign County excepting the Village of Rantoul.

- Provide responsive customer service by answering approximately 224,932 emergency and non-emergency calls and dispatching 147,210 of those calls to 34 police and/or fire departments in Champaign County.

- Serve as the Wireless Public Safety Answering Point for all of Champaign County by providing Phase II enhanced Wireless 9-1-1 service.

- Provide 2-way voice radio system infrastructure, operation, and maintenance for the use of public safety and other subscribing agencies county-wide.

- Process requests from the State's Attorney's Office for digital recordings of calls.

- Respond to subpoenas and Freedom of Information Act requests for tapes of radio/telephone communications.

- Answer informal requests for information from member agencies.

- Represent METCAD at community activities by providing speakers for groups, attending public safety fairs, conducting tours of METCAD and by providing other services to citizens.

- Maintain accurate and up-to-date databases for Enhanced 9-1-1 and Computer Aided-Dispatch systems. This includes Geobase and Master Street Address Guide (MSAG.)

- Continue to explore new technologies and procedures to further reduce the dispatch time and enhance the accuracy of the delivery of emergency services to citizens.

Departmental Goals and New Initiatives:

- Complete the 9-1-1 telephone equipment replacement project.

- Complete the Tiburon Computer Aided Dispatch (CAD) upgrade.

- Complete a comprehensive review of frequency sharing alternatives.

- Develop specifications and equipment listing for back-up facility.

- Develop a plan for long-term financial stability, including continuing education of elected leaders in regards to gaps or shortfalls in funding our 9-1-1 center.

- Facilitate the revision and updating of strategic goals for METCAD by the METCAD Policy Board.

- Work with members of the Regional Emergency Coordination Group (RECG) to ensure there is a coordinated regional response to potential threats to public safety having significant impact across jurisdictional boundaries.

METCAD
Fund Statement
09

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**3,380,947**	**3,338,573**	**3,338,573**	**2,692,770**
Revenues				
Revenue Transfers	3,071,920	2,863,777	2,858,953	2,834,108
Revenues	922,225	969,892	969,892	971,834
Total Revenues	**3,994,145**	**3,833,669**	**3,828,845**	**3,805,942**
Expenditures				
Capital Expenses	0	0	0	0
Commodities	63,647	64,500	50,500	59,500
Contractual Services	747,884	1,025,861	986,009	907,193
Expenditure Transfers	758,437	722,172	722,172	1,449,864
Personnel Services	2,466,551	2,729,966	2,715,967	2,885,962
Total Expenditures	**4,036,519**	**4,542,499**	**4,474,648**	**5,302,519**
Ending Balance				
reserved				
unallocated	3,338,573	2,629,743	2,692,770	1,196,193
Total Ending Balance	**3,338,573**	**2,629,743**	**2,692,770**	**1,196,193**

Comments:

Revenue Detail

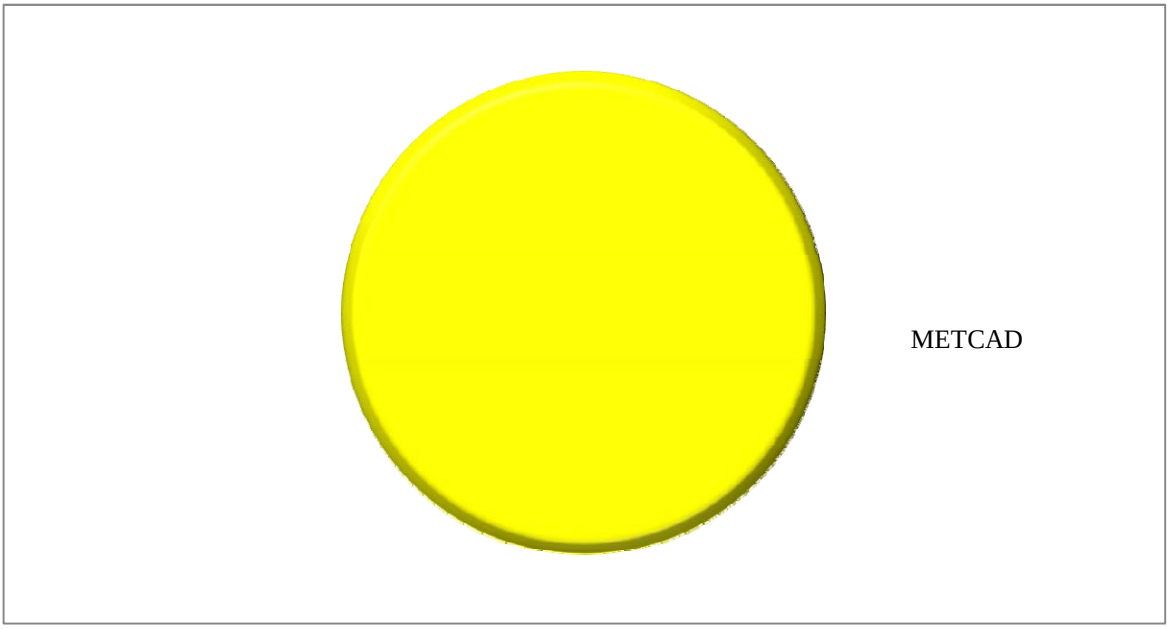
METCAD

09

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
CITY EXPENSE REIMBURSEMENTS	**59,666**	**62,445**	**62,445**
REFUNDS	**2,363**	**0**	**0**
DISPATCHING PAYMENTS	**766,135**	**861,847**	**863,789**
INTEREST & INVESTMENT INCOME	**68,461**	**20,000**	**20,000**
DONATIONS AND CONTRIBUTIONS	**25,601**	**25,600**	**25,600**
Total External Sources	**922,225**	**969,892**	**971,834**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**688,549**	**783,536**	**783,661**
TFR FROM METCAD EMERGENCY TELEPHONE SYS	**2,383,371**	**2,075,417**	**2,050,447**
Total Interfund Transfers	**3,071,920**	**2,858,953**	**2,834,108**
Total	**3,994,145**	**3,828,845**	**3,805,942**

METCAD Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
METCAD	4,542,499	5,302,519	760,020	16.73%
	4,542,499	**5,302,519**	**760,020**	**16.73%**
Total	**4,542,499**	**5,302,519**	**760,020**	**16.73%**



Fleet Services
Fund Statement
10

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	287,441	(49,778)	(49,778)	(75,317)
Revenues				
Revenue Transfers	1,263,916	1,650,241	1,650,241	1,744,853
Revenues	15,892	5,000	5,000	6,000
Total Revenues	1,279,808	1,655,241	1,655,241	1,750,853
Expenditures				
Capital Expenses	0	70,964	0	77,903
Commodities	650,955	693,161	693,161	743,864
Contractual Services	130,256	154,868	154,868	103,407
Expenditure Transfers	292,508	294,489	294,489	328,114
Personnel Services	518,511	538,262	538,262	585,718
Total Expenditures	1,592,231	1,751,744	1,680,780	1,839,006
Ending Balance				
reserved	133,463	146,165	113,077	137,955
unallocated	(158,445)	(292,445)	(188,394)	(301,425)
Total Ending Balance	**(24,982)**	**(146,281)**	**(75,317)**	**(163,470)**

Comments:

The reserved fund balance represents the value of the Fleet inventory.

Revenue Detail

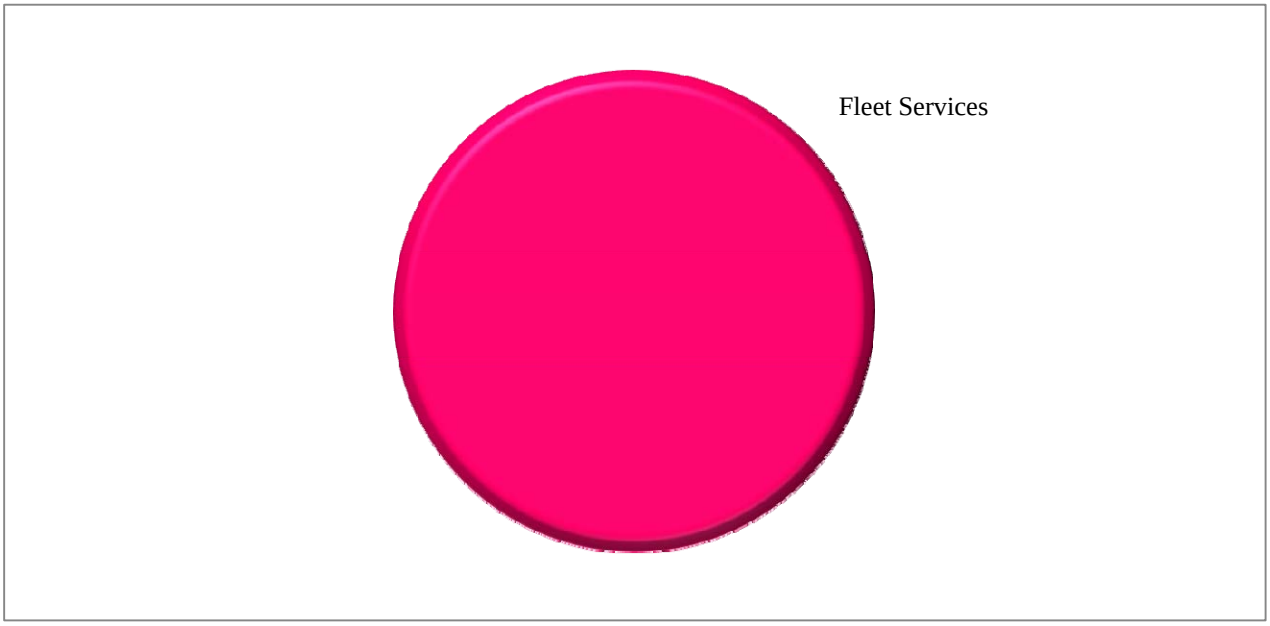
Fleet Services

10

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
CITY EXPENSE REIMBURSEMENTS	2,470	0	0
REFUNDS	323	0	0
MISCELLANEOUS	9,043	0	0
INTEREST & INVESTMENT INCOME	4,056	5,000	6,000
Total External Sources	15,892	5,000	6,000
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	1,088,847	1,454,485	1,537,588
TFR FROM PARKING FUND	31,492	46,170	48,868
TFR FROM SEWER IMPROVEMENT FUND	66,103	81,377	86,200
TFR FROM COMMUNITY DEVELOPMENT FUND	6,129	5,306	5,617
TFR FROM ENVIRONMENTAL SERVICES FUND	245	467	495
TFR FROM RETAINED RISK FUND	1,635	5,280	5,589
TFR FROM VEHICLE REPLACEMENT FUND	44,920	24,980	26,439
TFR FROM NARCOTICS FORFEITURES FUND	24,544	32,176	34,057
Total Interfund Transfers	1,263,916	1,650,241	1,744,853
Total	1,279,808	1,655,241	1,750,853

Fleet Expenditures by Activity

Program	2011 Budget	2012 Budget	Change	% Change
Expenditures				
Fleet Services	1,751,744	1,839,006	87,262	4.98%
	1,751,744	**1,839,006**	**87,262**	**4.98%**
Total	**1,751,744**	**1,839,006**	**87,262**	**4.98%**



Retained Risk
Fund Statement
15

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**2,182,336**	**2,445,998**	**2,445,998**	**2,377,194**
Revenues				
Revenue Transfers	824,229	893,823	893,823	928,297
Revenues	165,606	191,458	191,458	202,624
Total Revenues	**989,835**	**1,085,281**	**1,085,281**	**1,130,921**
Expenditures				
Commodities	0	0	0	0
Contractual Services	660,777	1,039,808	1,039,808	1,088,302
Expenditure Transfers	65,397	114,277	114,277	112,190
Total Expenditures	**726,174**	**1,154,085**	**1,154,085**	**1,200,492**
Ending Balance				
reserved				
unallocated	2,445,998	2,377,194	2,377,194	2,307,623
Total Ending Balance	**2,445,998**	**2,377,194**	**2,377,194**	**2,307,623**

Comments:

Revenue Detail

Retained Risk

15

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
CITY EXPENSE REIMBURSEMENTS	**43,722**	**70,000**	**71,103**
REFUNDS	**71,529**	**75,674**	**81,636**
INTEREST & INVESTMENT INCOME	**50,355**	**45,784**	**49,885**
Total External Sources	**165,606**	**191,458**	**202,624**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**599,690**	**651,841**	**675,950**
TFR FROM PARKING FUND	**54,230**	**58,322**	**60,946**
TFR FROM SEWER IMPROVEMENT FUND	**59,160**	**64,124**	**66,487**
TFR FROM COMMUNITY DEVELOPMENT FUND	**29,580**	**31,812**	**33,243**
TFR FROM METCAD FUND	**37,647**	**40,488**	**42,310**
TFR FROM FLEET SERVICES FUND	**43,922**	**47,236**	**49,361**
Total Interfund Transfers	**824,229**	**893,823**	**928,297**
Total	**989,835**	**1,085,281**	**1,130,921**

Workers' Compensation
Fund Statement
16

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	526,477	886,577	886,577	1,012,778
Revenues				
Revenue Transfers	1,654,868	1,787,258	1,787,258	1,974,920
Revenues	260,475	297,247	297,247	326,998
Total Revenues	1,915,343	2,084,505	2,084,505	2,301,918
Expenditures				
Commodities	250	0	0	0
Contractual Services	1,233,973	1,553,142	1,553,142	1,612,486
Expenditure Transfers	321,021	405,162	405,162	377,484
Personnel Services	0	0	0	0
Total Expenditures	1,555,244	1,958,304	1,958,304	1,989,970
Ending Balance				
reserved				
unallocated	886,577	1,012,778	1,012,778	1,324,726
Total Ending Balance	**886,577**	**1,012,778**	**1,012,778**	**1,324,726**

Comments:

Revenue Detail

Workers' Compensation

16

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
CITY EXPENSE REIMBURSEMENTS	227,739	265,589	292,812
REFUNDS	20,100	21,708	23,987
INTEREST & INVESTMENT INCOME	12,637	9,950	10,199
Total External Sources	260,475	297,247	326,998
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	1,591,219	1,718,517	1,898,962
TFR FROM PARKING FUND	10,050	10,854	11,993
TFR FROM SEWER IMPROVEMENT FUND	36,849	39,797	43,976
TFR FROM COMMUNITY DEVELOPMENT FUND	3,350	3,618	3,998
TFR FROM METCAD FUND	3,350	3,618	3,998
TFR FROM FLEET SERVICES FUND	10,050	10,854	11,993
Total Interfund Transfers	1,654,868	1,787,258	1,974,920
Total	1,915,343	2,084,505	2,301,918

Stormwater Management
Fund Statement
21

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**2,781,109**	**2,207,132**	**2,207,132**	**3,631,452**
Revenues				
Revenue Transfers	11,072,558	16,271,224	18,981,853	5,715,518
Revenues	1,394,382	2,143,427	2,283,764	2,920,495
Total Revenues	**12,466,940**	**18,414,651**	**21,265,617**	**8,636,013**
Expenditures				
Capital Expenses	10,718,609	19,077,699	16,028,454	8,437,100
Commodities	2,682	2,500	2,500	5,000
Contractual Services	151,682	145,462	145,462	144,000
Expenditure Transfers	2,158,252	3,717,930	3,664,881	3,584,058
Total Expenditures	**13,031,226**	**22,943,591**	**19,841,297**	**12,170,158**
Ending Balance				
reserved				
unallocated	2,216,824	(2,321,808)	3,631,452	97,307
Total Ending Balance	**2,216,824**	**(2,321,808)**	**3,631,452**	**97,307**

Comments:

Revenue Detail

Stormwater Management Fund

21

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**1,284,501**	**1,315,132**	**1,328,111**
STORMWATER FEES	**14,250**	**123,600**	**127,308**
CITY EXPENSE REIMBURSEMENTS	**10,501**	**0**	**0**
INTEREST & INVESTMENT INCOME	**10,744**	**53,791**	**1,562**
PROJECT SPECIFIC (CIP)	**7,747,982**	**16,368,633**	**3,618,299**
Total External Sources	**9,067,979**	**17,861,156**	**5,075,280**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**3,398,961**	**3,404,461**	**3,560,733**
Total Interfund Transfers	**3,398,961**	**3,404,461**	**3,560,733**
Total	**12,466,940**	**21,265,617**	**8,636,013**

Motor Fuel Tax
Fund Statement
22

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**972,862**	**3,644,884**	**3,644,884**	**8,030,722**
Revenues				
Revenue Transfers	250,000	250,000	250,000	0
Revenues	4,984,401	3,240,516	7,854,220	8,077,112
Total Revenues	**5,234,401**	**3,490,516**	**8,104,220**	**8,077,112**
Expenditures				
Capital Expenses	2,497,401	4,360,025	3,633,329	11,652,135
Expenditure Transfers	64,978	59,836	85,053	187,581
Total Expenditures	**2,562,379**	**4,419,861**	**3,718,382**	**11,839,716**
Ending Balance				
reserved				
unallocated	3,644,884	2,715,539	8,030,722	4,268,118
Total Ending Balance	**3,644,884**	**2,715,539**	**8,030,722**	**4,268,118**

Comments:

Revenue Detail

Motor Fuel Tax Fund

22

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
MOTOR FUEL TAX	**1,897,163**	**2,050,692**	**1,925,056**
CITY EXPENSE REIMBURSEMENTS	**4,713**	**4,713**	**0**
INTEREST & INVESTMENT INCOME	**66,425**	**118,611**	**63,006**
PROJECT SPECIFIC (CIP)	**3,016,100**	**5,680,204**	**6,089,050**
Total External Sources	**4,984,401**	**7,854,220**	**8,077,112**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**250,000**	**250,000**	**0**
Total Interfund Transfers	**250,000**	**250,000**	**0**
Total	**5,234,401**	**8,104,220**	**8,077,112**

Capital Improvements
Fund Statement
23

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**8,093,190**	**6,450,917**	**6,450,917**	**(1,842,465)**
Revenues				
Revenue Transfers	4,934,003	951,779	951,779	3,790,332
Revenues	3,494,377	3,223,649	13,829,802	2,665,202
Total Revenues	**8,428,379**	**4,175,428**	**14,781,581**	**6,455,534**
Expenditures				
Capital Expenses	9,336,211	17,542,918	22,406,021	4,328,374
Expenditure Transfers	695,442	770,765	668,942	824,135
Total Expenditures	**10,031,653**	**18,313,683**	**23,074,963**	**5,152,509**
Ending Balance				
reserved				
unallocated	6,489,917	(7,687,338)	(1,842,465)	(539,441)
Total Ending Balance	**6,489,917**	**(7,687,338)**	**(1,842,465)**	**(539,441)**

Comments:

Revenue Detail

Capital Improvements

23

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**925,083**	**952,498**	**961,896**
INTEREST & INVESTMENT INCOME	**149,503**	**17,771**	**37,028**
INTERGOVERNMENTAL REVENUES-STATE	**18,675**	**0**	**0**
PROJECT SPECIFIC (CIP)	**3,441,217**	**12,859,533**	**1,666,278**
Total External Sources	**4,534,478**	**13,829,802**	**2,665,202**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**3,893,901**	**951,779**	**3,790,332**
Total Interfund Transfers	**3,893,901**	**951,779**	**3,790,332**
Total	**8,428,379**	**14,781,581**	**6,455,534**

Library Improvement
Fund Statement
24

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**556,155**	**734,190**	**734,190**	**932,512**
Revenues				
Revenue Transfers	0	0	0	0
Revenues	645,563	1,304,249	646,187	637,579
Total Revenues	**645,563**	**1,304,249**	**646,187**	**637,579**
Expenditures				
Capital Expenses	28,316	0	0	250,000
Expenditure Transfers	439,213	447,865	447,865	1,191,279
Total Expenditures	**467,529**	**447,865**	**447,865**	**1,441,279**
Ending Balance				
reserved				
unallocated	734,190	1,590,574	932,512	128,812
Total Ending Balance	**734,190**	**1,590,574**	**932,512**	**128,812**

Comments:

Revenue Detail

Library Improvement

24

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**432,480**	**432,406**	**435,675**
CITY EXPENSE REIMBURSEMENTS	**0**	**0**	**0**
INTEREST & INVESTMENT INCOME	**13,083**	**13,781**	**1,904**
DONATIONS AND CONTRIBUTIONS	**200,000**	**200,000**	**200,000**
Total External Sources	**645,563**	**646,187**	**637,579**

Urban Renewal
Fund Statement
41

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**2,409,373**	**2,216,061**	**2,216,061**	**805,307**
Revenues				
Revenues	883,487	941,587	938,657	963,343
Total Revenues	**883,487**	**941,587**	**938,657**	**963,343**
Expenditures				
Capital Expenses	613,878	2,163,991	1,439,191	190,003
Commodities	13,584	16,425	16,425	91,836
Contractual Services	96,278	336,611	531,921	134,800
Expenditure Transfers	353,059	356,555	361,874	451,925
Total Expenditures	**1,076,799**	**2,873,582**	**2,349,411**	**868,564**
Ending Balance				
reserved	0	0	0	0
unallocated	2,216,061	284,066	805,307	900,086
Total Ending Balance	**2,216,061**	**284,066**	**805,307**	**900,086**

Comments:

Revenue Detail

Urban Renewal

41

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
UTILITY TAXES	**835,388**	**926,756**	**950,041**
REFUNDS	**1,202**	**0**	**0**
INTEREST & INVESTMENT INCOME	**46,897**	**11,901**	**13,302**
Total External Sources	**883,487**	**938,657**	**963,343**

ARRA Grant
Fund Statement
42

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**0**	**(118,206)**	**(118,206)**	**(1,274,984)**
Revenues				
Revenue Transfers	0	0	204,801	115,642
Revenues	4,272	1,463,042	123,233	1,339,809
Total Revenues	**4,272**	**1,463,042**	**328,034**	**1,455,451**
Expenditures				
Capital Expenses	135	194,561	194,561	0
Contractual Services	97,797	1,464,750	1,284,283	180,467
Expenditure Transfers	24,546	5,968	5,968	0
Total Expenditures	**122,478**	**1,665,279**	**1,484,812**	**180,467**
Ending Balance				
reserved				
unallocated	(118,206)	(320,443)	(1,274,984)	0
Total Ending Balance	**(118,206)**	**(320,443)**	**(1,274,984)**	**0**

Comments:

Revenue Detail

ARRA Grant Fund

42

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**0**	**(1,708)**	**0**
ARRA GRANT FUNDS	**4,272**	**124,941**	**1,339,809**
PROJECT SPECIFIC (CIP)	**0**	**204,801**	**115,642**
Total External Sources	**4,272**	**328,034**	**1,455,451**

Urban Development Action Grant
Fund Statement
43

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**1,156,345**	**1,071,092**	**1,071,092**	**910,994**
Revenues				
Revenue Transfers	0	0	0	0
Revenues	816,495	795,567	795,567	488,934
Total Revenues	**816,495**	**795,567**	**795,567**	**488,934**
Expenditures				
Capital Expenses	0	0	0	0
Contractual Services	837,776	1,627,434	880,561	1,339,173
Expenditure Transfers	63,973	75,104	75,104	63,802
Total Expenditures	**901,749**	**1,702,538**	**955,665**	**1,402,975**
Ending Balance				
reserved				
unallocated	1,071,092	164,121	910,994	(3,047)
Total Ending Balance	**1,071,092**	**164,121**	**910,994**	**(3,047)**

Comments:

Revenue Detail

Urban Development Action Grant

43

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
CITY RENTAL INCOME	**2,400**	**2,400**	**2,400**
SALE OF CITY PROPERTY	**0**	**240,000**	**0**
CITY EXPENSE REIMBURSEMENTS	**0**	**23,589**	**0**
REFUNDS	**0**	**15,000**	**15,000**
FEDERAL HOME LOAN BANK (FHLB)	**60,000**	**0**	**0**
INTEREST & INVESTMENT INCOME	**22,361**	**25,651**	**25,651**
I/G REVENUES--HOME CONSORTIUM	**717,023**	**476,802**	**433,758**
HOMEOWNER REHAB LOAN PAYMENTS-PRINCIPAL	**14,672**	**12,000**	**12,000**
HOMEOWNER REHAB LOAN PAYMENTS-INTEREST	**40**	**125**	**125**
Total External Sources	**816,495**	**795,567**	**488,934**

Downtown TIF
Fund Statement
44

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**784,179**	**1,083,325**	**1,083,325**	**377,201**
Revenues				
Revenues	1,341,123	1,612,952	1,612,952	1,847,624
Total Revenues	**1,341,123**	**1,612,952**	**1,612,952**	**1,847,624**
Expenditures				
Capital Expenses	38,538	666,424	573,132	645,490
Commodities	0	0	0	0
Contractual Services	675,337	1,366,041	1,366,041	1,198,531
Expenditure Transfers	328,102	379,903	379,903	375,662
Total Expenditures	**1,041,977**	**2,412,368**	**2,319,076**	**2,219,683**
Ending Balance				
reserved				
unallocated	1,083,325	283,909	377,201	5,142
Total Ending Balance	**1,083,325**	**283,909**	**377,201**	**5,142**

Comments:

Revenue Detail

Downtown TIF

44

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**1,272,931**	**1,607,378**	**1,847,548**
REFUNDS	**45,060**	**0**	**0**
INTEREST & INVESTMENT INCOME	**23,132**	**5,574**	**76**
Total External Sources	**1,341,123**	**1,612,952**	**1,847,624**

E. University Ave. TIF
Fund Statement
45

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**3,073,085**	**1,679,706**	**1,679,706**	**721,751**
Revenues				
Revenue Transfers	0	0	0	0
Revenues	809,967	480,395	480,395	190,403
Total Revenues	**809,967**	**480,395**	**480,395**	**190,403**
Expenditures				
Capital Expenses	2,119,225	1,165,945	1,085,000	54,195
Commodities	0	100	100	0
Contractual Services	29,956	353,250	353,250	624,300
Expenditure Transfers	54,166	0	0	68,600
Total Expenditures	**2,203,346**	**1,519,295**	**1,438,350**	**747,095**
Ending Balance				
reserved	0	0	56,827	0
unallocated	1,679,706	640,806	664,924	165,059
Total Ending Balance	**1,679,706**	**640,806**	**721,751**	**165,059**

Comments:

The reserved fund balance represents Provena property taxes being paid under protest.

Revenue Detail

E. University Ave. TIF

45

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**769,592**	**469,729**	**187,964**
INTEREST & INVESTMENT INCOME	**40,375**	**10,666**	**2,439**
Total External Sources	**809,967**	**480,395**	**190,403**

Food & Beverage Tax
Fund Statement
47

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**2,642,076**	**3,131,146**	**3,131,146**	**3,599,604**
Revenues				
Revenues	674,898	1,018,427	990,353	946,666
Total Revenues	**674,898**	**1,018,427**	**990,353**	**946,666**
Expenditures				
Capital Expenses	33,404	300,113	297,205	60,000
Contractual Services	107,769	114,000	114,000	194,900
Expenditure Transfers	44,655	110,165	110,690	45,750
Total Expenditures	**185,828**	**524,278**	**521,895**	**300,650**
Ending Balance				
reserved				
unallocated	3,131,146	3,625,295	3,599,604	4,245,620
Total Ending Balance	**3,131,146**	**3,625,295**	**3,599,604**	**4,245,620**

Comments:

Revenue Detail

Food & Beverage Tax Fund

47

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
OTHER TAXES	**606,686**	**603,241**	**603,241**
CITY EXPENSE REIMBURSEMENTS	**0**	**30,000**	**0**
INTEREST & INVESTMENT INCOME	**65,827**	**52,374**	**61,921**
PROJECT SPECIFIC (CIP)	**2,385**	**304,738**	**281,504**
Total External Sources	**674,898**	**990,353**	**946,666**

North Campustown Redevelopment TIF
Fund Statement
48

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	(53,025)	(73,043)	(73,043)	(67,468)
Revenues				
Revenue Transfers	0	0	0	0
Revenues	528,519	759,100	759,100	918,308
Total Revenues	528,519	759,100	759,100	918,308
Expenditures				
Capital Expenses	1,233	0	0	0
Commodities	0	0	0	0
Contractual Services	10,985	90,000	90,000	50,000
Expenditure Transfers	536,319	753,525	663,525	748,525
Total Expenditures	548,537	843,525	753,525	798,525
Ending Balance				
reserved				
unallocated	(73,043)	(157,468)	(67,468)	52,315
Total Ending Balance	**(73,043)**	**(157,468)**	**(67,468)**	**52,315**

Comments:

Revenue Detail

North Campustown Redevelopment TIF Fund

48

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**528,069**	**760,097**	**917,535**
INTEREST & INVESTMENT INCOME	**450**	**(997)**	**773**
Total External Sources	**528,519**	**759,100**	**918,308**

Vehicle Replacement
Fund Statement
60

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**3,889,386**	**4,217,509**	**4,217,509**	**2,908,542**
Revenues				
Revenue Transfers	1,132,857	1,220,733	1,291,652	1,333,775
Revenues	174,359	237,000	237,000	171,600
Total Revenues	**1,307,216**	**1,457,733**	**1,528,652**	**1,505,375**
Expenditures				
Capital Expenses	914,373	1,522,143	1,478,062	2,411,423
Expenditure Transfers	64,720	1,085,757	1,359,557	276,439
Total Expenditures	**979,093**	**2,607,900**	**2,837,619**	**2,687,862**
Ending Balance				
reserved				
unallocated	4,217,509	3,067,342	2,908,542	1,726,055
Total Ending Balance	**4,217,509**	**3,067,342**	**2,908,542**	**1,726,055**

Comments:

Revenue Detail

Vehicle Replacement

60

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
SALE OF CITY PROPERTY	**87,810**	**157,000**	**86,600**
INTEREST & INVESTMENT INCOME	**86,549**	**80,000**	**85,000**
Total External Sources	**174,359**	**237,000**	**171,600**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**961,123**	**1,116,928**	**1,140,793**
TFR FROM PARKING FUND	**19,263**	**22,113**	**17,580**
TFR FROM SEWER IMPROVEMENT FUND	**115,544**	**82,114**	**104,497**
TFR FROM COMMUNITY DEVELOPMENT FUND	**879**	**879**	**440**
TFR FROM ENVIRONMENTAL SERVICES FUND	**20,500**	**2,175**	**2,175**
TFR FROM FLEET SERVICES FUND	**8,515**	**8,407**	**8,407**
TFR FROM RETAINED RISK FUND	**0**	**44,153**	**45,000**
TFR FROM NARCOTICS FORFEITURES FUND	**7,033**	**14,883**	**14,883**
Total Interfund Transfers	**1,132,857**	**1,291,652**	**1,333,775**
Total	**1,307,216**	**1,528,652**	**1,505,375**

Capital Equipment Replacement Fund Statement
61

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**3,695,033**	**4,451,469**	**4,451,469**	**2,539,929**
Revenues				
Revenue Transfers	1,081,633	665,422	701,549	773,516
Revenues	86,342	49,000	49,000	73,000
Total Revenues	**1,167,975**	**714,422**	**750,549**	**846,516**
Expenditures				
Capital Expenses	411,539	2,566,648	2,434,952	2,088,024
Commodities	0	0	0	0
Contractual Services	0	27,000	15,000	0
Expenditure Transfers	0	34,276	212,137	787,996
Total Expenditures	**411,539**	**2,627,924**	**2,662,089**	**2,876,020**
Ending Balance				
reserved	0	0	0	467,000
unallocated	4,451,469	2,537,967	2,539,929	43,425
Total Ending Balance	**4,451,469**	**2,537,967**	**2,539,929**	**510,425**

Comments:

The reserved balance is for approved future technology projects.

Revenue Detail

Capital Equipment Replacement

61

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**86,342**	**49,000**	**73,000**
Total External Sources	**86,342**	**49,000**	**73,000**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**962,723**	**636,883**	**745,345**
TFR FROM PARKING FUND	**95,603**	**55,831**	**18,547**
TFR FROM SEWER IMPROVEMENT FUND	**3,484**	**3,019**	**3,019**
TFR FROM COMMUNITY DEVELOPMENT FUND	**1,669**	**755**	**755**
TFR FROM ENVIRONMENTAL SERVICES FUND	**1,210**	**800**	**964**
TFR FROM FLEET SERVICES FUND	**16,944**	**4,261**	**4,886**
Total Interfund Transfers	**1,081,633**	**701,549**	**773,516**
Total	**1,167,975**	**750,549**	**846,516**

Capital Outlay

Department	Item	Budget
	Capital Equipment Replacement Fund	
Fire	Thermal imagining cameras (4)	$32,534
Fire	Compressor	$55,509
IT	Laptops (20)	$59,411
IT	Personal computers (7)	$10,797
IT	Tablet PC	$2,247
IT	Mobil Data Computers project	$377,399
IT	Handheld GPS	$5,295
IT	Workstation	$3,509
IT	Software	$34,095
IT	Switches (9)	$44,416
IT	Wireless Comm Equipment	$17,515
IT	Servers (7)	$58,993
IT	Phone system	$18,128
IT	Printer/copiers (5)	$19,285
Public Works	GPS kit	$6,875
Public Works	Concrete saw	$15,557
	Capital Equipment Replacement Fund Total	**$761,565**
	Vehicle Replacement Fund	
Fire	Pumpers (2)	$1,124,000
NSD	Midsize vehicle	$16,000
Police	Midsize vehicle (5 units)	$102,750
Police	Full size passenger vehicle (9 units)	$209,500
Public Works	Mower/Tractor	$26,000
Public Works	Van	$3,500
Public Works	SUV	$17,000
Public Works	Dump truck (3)	$390,000
Public Works	Full size truck (5)	$179,200
Public Works	Pothole patcher	$130,000
Public Works	Root cutter	$20,000
	Vehicle Replacement Fund Total	**$2,217,950**
	METCAD Replacement Fund	
Metcad	E9-1-1 Telephone system	$850,000
Metcad	LCD projector	$3,000
Metcad	Controlled access doors	$20,000
Metcad	TDD (9 units)	$18,873
Metcad	CAD workstations & monitors (10)	$32,500
Metcad	Servers (2)	$50,000
Metcad	Weather monitor system	$2,681
Metcad	Network clock	$9,050
	METCAD Replacement Fund Total	**$986,104**
	TOTAL of ALL FUNDS	**$3,965,619**

METCAD Emergency Telephone Fund Statement 62

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	0	0	0
Revenues				
Revenue Transfers	2,373,574	2,070,241	2,070,241	2,042,447
Revenues	9,798	14,824	5,176	8,000
Total Revenues	2,383,371	2,085,065	2,075,417	2,050,447
Expenditures				
Capital Expenses	0	0	0	0
Expenditure Transfers	2,383,371	2,080,241	2,075,417	2,050,447
Total Expenditures	2,383,371	2,080,241	2,075,417	2,050,447
Ending Balance				
reserved				
unallocated	0	4,824	0	0
Total Ending Balance	0	4,824	0	0

Comments:

Revenue Detail

METCAD Emergency Telephone

62

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**9,798**	**5,176**	**8,000**
Total External Sources	**9,798**	**5,176**	**8,000**
Interfund Transfers			
TFR FROM EMERGENCY TELEPHONE SYSTEM FUND	**2,373,574**	**2,070,241**	**2,042,447**
Total Interfund Transfers	**2,373,574**	**2,070,241**	**2,042,447**
Total	**2,383,371**	**2,075,417**	**2,050,447**

Foreign Fire Insurance
Fund Statement
63

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**193,921**	**188,216**	**188,216**	**172,735**
Revenues				
Revenues	122,572	111,169	111,169	111,500
Total Revenues	**122,572**	**111,166**	**111,169**	**111,500**
Expenditures				
Capital Expenses	3,077	0	0	0
Commodities	113,022	113,605	113,605	126,257
Contractual Services	12,178	13,045	13,045	21,500
Expenditure Transfers	0	0	0	0
Total Expenditures	**128,277**	**126,650**	**126,650**	**147,757**
Ending Balance				
reserved				
unallocated	188,216	172,735	172,735	136,478
Total Ending Balance	**188,216**	**172,735**	**172,735**	**136,478**

Comments:

Revenue Detail

Foreign Fire Insurance Fund

63

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
OTHER TAXES	**117,517**	**108,169**	**108,000**
INTEREST & INVESTMENT INCOME	**5,055**	**3,000**	**3,500**
Total External Sources	**122,572**	**111,169**	**111,500**

Local Narcotics Forfeitures
Fund Statement
64

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**227,035**	**222,002**	**222,002**	**130,567**
Revenues				
Revenues	148,950	129,300	129,300	156,000
Total Revenues	**148,950**	**129,300**	**129,300**	**156,000**
Expenditures				
Capital Expenses	0	0	0	0
Commodities	48,820	68,036	69,536	37,537
Contractual Services	73,585	105,640	104,140	92,511
Expenditure Transfers	31,577	47,059	47,059	48,940
Total Expenditures	**153,982**	**220,735**	**220,735**	**178,988**
Ending Balance				
reserved				
unallocated	222,002	130,567	130,567	107,579
Total Ending Balance	**222,002**	**130,567**	**130,567**	**107,579**

Comments:

Revenue Detail

Narcotics Forfeitures

64

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
LOCAL NARCOTICS FORFEITURES	**23,522**	**75,000**	**75,000**
FEDERAL EQUITABLE SHARED FUNDS	**119,534**	**52,000**	**75,000**
INTEREST & INVESTMENT INCOME	**5,893**	**2,300**	**6,000**
Total External Sources	**148,950**	**129,300**	**156,000**

METCAD Equipment Replacement Fund Statement
65

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**1,236,847**	**1,373,735**	**1,373,735**	**1,558,162**
Revenues				
Revenue Transfers	539,594	495,000	495,000	1,215,000
Revenues	27,384	12,375	12,375	30,375
Total Revenues	**566,978**	**507,375**	**507,375**	**1,245,375**
Expenditures				
Capital Expenses	413,333	476,500	322,948	1,139,656
Commodities	16,757	0	0	0
Total Expenditures	**430,090**	**476,500**	**322,948**	**1,139,656**
Ending Balance				
reserved				
unallocated	1,373,735	1,404,610	1,558,162	1,663,881
Total Ending Balance	**1,373,735**	**1,404,610**	**1,558,162**	**1,663,881**

Comments:

Revenue Detail

METCAD Equipment Replacement Fund

65

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**27,384**	**12,375**	**30,375**
Total External Sources	**27,384**	**12,375**	**30,375**
Interfund Transfers			
TFR FROM METCAD FUND	**539,594**	**495,000**	**1,215,000**
Total Interfund Transfers	**539,594**	**495,000**	**1,215,000**
Total	**566,978**	**507,375**	**1,245,375**

Bond & Interest
Fund Statement
70

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**3,564,598**	**3,370,771**	**3,370,771**	**3,069,421**
Revenues				
Revenue Transfers	4,105,000	5,650,000	5,570,000	5,665,000
Revenues	71,671	35,350	35,350	33,280
Total Revenues	**4,176,671**	**5,685,350**	**5,605,350**	**5,698,280**
Expenditures				
Contractual Services	4,370,498	5,353,444	5,906,700	5,654,732
Total Expenditures	**4,370,498**	**5,353,444**	**5,906,700**	**5,654,732**
Ending Balance				
reserved				
unallocated	3,370,771	3,702,677	3,069,421	3,112,969
Total Ending Balance	**3,370,771**	**3,702,677**	**3,069,421**	**3,112,969**

Comments:

Revenue Detail

Bond & Interest

70

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**29,878**	**12,310**	**10,570**
2004A INTEREST & INVESTMENT INCOME	**2,122**	**950**	**930**
2004B INTEREST & INVESTMENT INCOME	**1,054**	**410**	**270**
2005 INTEREST & INVESTMENT INCOME	**35,259**	**15,670**	**13,610**
36004 - Missing Account (recreated during data import)	**3,358**	**1,710**	**1,520**
36005 - Missing Account (recreated during data import)	**0**	**4,300**	**6,380**
PROJECT SPECIFIC (CIP)	**2,045,000**	**80,000**	**0**
Total External Sources	**2,116,671**	**115,350**	**33,280**
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**2,060,000**	**2,694,291**	**2,704,622**
TFR FROM STORMWATER MANAGEMENT FUND	**0**	**2,055,709**	**2,055,378**
TFR FROM CAPITAL IMPROVEMENTS FUND	**0**	**156,475**	**156,475**
TFR FROM NORTH CAMPUSTOWN TIF	**0**	**663,525**	**748,525**
Total Interfund Transfers	**2,060,000**	**5,570,000**	**5,665,000**
Total	**4,176,671**	**5,685,350**	**5,698,280**

Series 2009 Refund Bond
Fund Statement
71

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	680	0	0	0
Revenues				
Revenues	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Contractual Services	680	0	0	0
Expenditure Transfers	0	0	0	0
Total Expenditures	680	0	0	0
Ending Balance				
reserved				
unallocated	0	0	0	0
Total Ending Balance	0	0	0	0

Comments:

Series 2010 Drainage Bond
Fund Statement
72

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	17,705,805	17,705,805	2,153,913
Revenues				
Revenues	25,639,501	25,500	25,500	650
Total Revenues	25,639,501	25,500	25,500	650
Expenditures				
Contractual Services	260,100	0	0	0
Expenditure Transfers	7,673,597	15,577,392	15,577,392	2,154,785
Total Expenditures	7,933,697	15,577,392	15,577,392	2,154,785
Ending Balance				
reserved	0	0	0	0
unallocated	17,705,805	2,153,913	2,153,913	(222)
Total Ending Balance	**17,705,805**	**2,153,913**	**2,153,913**	**(222)**

Comments:

Revenue Detail

Series 2010 Drainage Bond

72

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**19,501**	**25,500**	**650**
BOND PROCEEDS	**25,620,000**	**0**	**0**
Total External Sources	**25,639,501**	**25,500**	**650**

Series 2007A Bonds
Fund Statement
76

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	640,554	0	0	0
Revenues				
Revenues	1,788	0	0	0
Total Revenues	1,788	0	0	0
Expenditures				
Contractual Services	0	0	0	0
Expenditure Transfers	642,342	0	0	0
Total Expenditures	642,342	0	0	0
Ending Balance				
reserved				
unallocated	0	0	0	0
Total Ending Balance	0	0	0	0

Comments:

Emergency Telephone System
Fund Statement
80

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	0	0	0
Revenues				
Revenues	2,430,525	2,116,544	2,116,544	2,088,750
Total Revenues	2,430,525	2,116,544	2,116,544	2,088,750
Expenditures				
Contractual Services	56,951	46,303	46,303	46,303
Expenditure Transfers	2,373,574	2,070,241	2,070,241	2,042,447
Total Expenditures	2,430,525	2,116,544	2,116,544	2,088,750
Ending Balance				
reserved				
unallocated	0	0	0	0
Total Ending Balance	0	0	0	0

Comments:

Revenue Detail

Emergency Telephone System

80

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
UTILITY TAXES	**2,430,525**	**2,116,544**	**2,088,750**
Total External Sources	**2,430,525**	**2,116,544**	**2,088,750**

Library Tax Account
Fund Statement
81

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	0	0	0
Revenues				
Revenues	6,113,300	6,185,944	6,146,964	6,162,219
Total Revenues	6,113,300	6,185,944	6,146,964	6,162,219
Expenditures				
Expenditure Transfers	6,112,868	6,185,944	6,146,964	6,162,219
Total Expenditures	6,112,868	6,185,944	6,146,964	6,162,219
Ending Balance				
reserved				
unallocated	432	0	0	0
Total Ending Balance	432	0	0	0

Comments:

Revenue Detail

Library Tax Account

81

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
PROPERTY TAXES	**6,038,919**	**6,041,422**	**6,087,085**
INCOME TAXES	**74,381**	**102,042**	**71,634**
INTEREST & INVESTMENT INCOME	**0**	**3,500**	**3,500**
Total External Sources	**6,113,300**	**6,146,964**	**6,162,219**

Police Pension
Fund Statement
96

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	0	0	0	0
Revenues				
Revenue Transfers	3,363,916	3,704,857	3,704,857	4,131,067
Total Revenues	3,363,916	3,704,857	3,704,857	4,131,067
Expenditures				
Expenditure Transfers	3,363,916	3,704,857	3,704,857	4,131,067
Total Expenditures	3,363,916	3,704,857	3,704,857	4,131,067
Ending Balance				
reserved				
unallocated	0	0	0	0
Total Ending Balance	0	0	0	0

Comments:

Revenue Detail

Police Pension

96

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
Interfund Transfers			
TFR FROM GENERAL OPERATING FUND	**3,363,916**	**3,704,857**	**4,131,067**
Total Interfund Transfers	**3,363,916**	**3,704,857**	**4,131,067**
Total	**3,363,916**	**3,704,857**	**4,131,067**

Fire Pension
Fund Statement
97

	FY09/10 Actual	FY10/11 Budget	FY10/11 Estimate	FY11/12 Budget
Beginning Balance	**49,815,825**	**46,413,797**	**46,413,797**	**49,690,500**
Revenues				
Revenue Transfers	3,869,845	4,144,088	4,144,088	4,544,414
Revenues	5,255,234	2,900,000	2,900,000	2,950,000
Total Revenues	**9,125,079**	**7,044,088**	**7,044,088**	**7,494,414**
Expenditures				
Commodities	420	1,000	1,000	1,000
Contractual Services	3,626,664	3,766,385	3,766,385	3,878,429
Total Expenditures	**3,627,084**	**3,767,385**	**3,767,385**	**3,879,429**
Ending Balance				
reserved				
unallocated	55,313,820	49,690,500	49,690,500	53,305,485
Total Ending Balance	**55,313,820**	**49,690,500**	**49,690,500**	**53,305,485**

Comments:

The difference between FY09/10 ending balance and FY10/11 beginning balance is an adjustment due to a change in market value.

Revenue Detail

Fire Pension

97

Account Description	FY2009/10 Actual	FY2010/11 Revised	FY2011/12 Budget
External Sources			
INTEREST & INVESTMENT INCOME	**666,068**	**400,000**	**450,000**
INVESTMENT APPRECIATION/(DEPRECIATION)	**4,589,166**	**2,500,000**	**2,500,000**
TFR FROM GENERAL OPERATING FUND	**3,202,615**	**3,484,088**	**3,884,414**
RETIREMENT & INSURANCE CONTRIBUTIONS	**667,230**	**660,000**	**660,000**
Total External Sources	**9,125,079**	**7,044,088**	**7,494,414**

City of
CHAMPAIGN

Champaign Public Library

The Champaign Public Library creates a community where popular materials are abundant, reading is valued, and learning never ends.

Departmental Overview

Organization

The Champaign Public Library is a semi-autonomous administrative agency of the City of Champaign established in 1876. The Library is governed by the Board of Trustees of the Champaign Public Library, comprised of nine residents of Champaign, one of whom is a current member of the City Council. The trustees are appointed by the Mayor and approved by the City Council for staggered terms of three years. The Board of Trustees establishes policy for the Library and appoints the Library Director, who serves as the Library's chief executive officer.

The Library consists of two groups:

Administration Services Group, under the supervision of the Director, is responsible for the overall administration of the Library and provides direction for all Library activities. The Director supervises the Assistant Director, the Collection Manager, Promotional Services Manager, Technology Manager, Maintenance Manager and the Development Director.

Development Services manages all fund-raising activities for the library (under an Agreement with the Champaign Public Library Foundation) and coordinates all grants for the Library. It serves as staff liaison to the Friends of the Library.

Collection Manager manages the adult/teen circulating print, periodicals, and audiobook collections.

Technology Services manages Library-wide applications of technology.

Maintenance Services manages maintenance for all Library facilities.

Promotional Services is responsible for promoting and advertising the activities and services of the Library, coordinating a Library-wide publications, signage, and display/exhibit program, assisting with management of the library's webpage and maintaining a continuous program of public relations.

Public Services Group, under the supervision of the Assistant Director, who oversees Personnel Services, and supervises the Accounting Manager, the Security Manager,

the Adult Services, Circulation Services, Children's Services and Technical Services departments as well as the Douglass Branch Library.

The Accounting Manager manages Accounting Services, Purchasing Services, and Administrative Assistant Services.

Adult Services provides reference, information, and reader's advisory services, programming (primarily teens and adults), interlibrary loan and computer assistance to customers of all ages, and coordinates these services library-wide.

Circulation Services issues library cards, checks out materials to customers, checks in and shelves all materials, collects overdue fees, provides general information and coordinates these services library-wide.

Children's Services provides reader's advisory, information services, programming, and computer assistance for children, birth through fifth grade, and the adults who serve them, and coordinates these services library-wide.

Douglass Branch Library provides reader's advisory, information services, and computer assistance to customers of all ages, programming for children and the adults who serve them, issues library cards, checks out materials to customers, and checks in, collects fees, and shelves all materials.

Technical Services orders, receives, catalogs, processes, and repairs all books and other materials in the library's collection.

The Champaign Public Library's administration office is located at 200 W. Green Street. Our phone number is (217) 403-2050 and fax number is (217) 403-2053. The Douglass Branch is located at 504 E. Grove Street. The phone number is (217) 403-2090 and the fax number is (217) 356-9561.

Key Projects in Support of Council Goals

Our City fosters quality of life for all citizens

- Support the Booker T. Washington and Garden Hills School development projects

Our City is fiscally responsible

- Review options for intergovernmental partnerships.

Department Baseline Service Levels, Goals and Initiatives by Activity

Administration Services (Performance Center 11-00)

Current Service Levels:

- Supervise the daily operations of the Library.
- Provide personnel and Equal Employment Opportunity services.
- Manage overall, Library-wide collection development activities.
- Coordinate the Library's planning process.
- Manage the Library's accounting functions, including accounts receivable, accounts payable, and investments.
- Prepare the monitor the Library's revised operating budget of $7,145,580 for fiscal year 2011-2012.
- Measure and report on the activity and growth of the Library by collecting and maintaining accurate records (financial, statistical, etc.), monthly and annually.
- Maintain the fixed-assets inventory, adding new receipts, within seven days of purchase.
- Provide a safe environment in all facilities by using security staff and well-trained Library staff to monitor facilities on an ongoing basis and responding promptly to prevent incidents involving the Library's Rules of Conduct and/or the personal safety of customers and/or employees.
- Provide a clean, safe, and attractive public institution by maintaining the Library's buildings and grounds of 122,000 square feet for the Main Library; 6,000 square feet for the Douglass Branch Library.
- Promote and advertise the activities and services of the Library by maintaining a continuous program of public relations by issuing news releases, posting Library events on local media calendars, updating the Library Web page and lobby video screens.
- Disseminate information by and about the Library (including the Friends and Foundation) and its resources and services by publishing 12 issues of a Library email newsletter annually.
- Facilitate internal communications and access to Library documents and information through a regularly updated staff Intranet.
- Identify Library service points and collections with architectural and graphic consistency and in a thematic, unified, and aesthetically appealing manner by coordinating a Library-wide signage program.
- Manage and maintain library-wide technology, including 12 servers, 21 service desk computers, 99 staff computers, 98 public computers, 33 catalog stations, and six support computers.

- Manage Library-wide applications of technology, including maximizing the use of the local-area network and maintaining connectivity with the City in order to continue to use the City payroll, email, and City's financial software for Fund 24.
- Work with the Champaign Public Library Foundation to manage an ongoing fundraising program.
- Strengthen Library programming and collections by seeking grant opportunities annually.

Departmental Goals and New Initiatives:

- With Urbana Free Library investigate purchasing a new integrated library system and catalog.
- Monitor the changes and mergers in the State of Illinois' library systems and prepare to modify our activities and expectations particularly in the areas of interlibrary cooperation and delivery of materials so that the impact on our own budget and on the delivery of services to Champaign Public Library cardholders is minimized.
- Enhance the quality of life in the City by providing its citizens with consistently top quality, forward looking, responsive, and technologically innovative library services targeting all income and educational levels maintaining our position among the top tier of libraries nationally and our designation as a Library Journal "Star" library.
- Implement activities and goals developed during the 2009 Strategic Planning Process; evaluate effectiveness of the Plan by reporting accomplishments annually and updating as needed.
- Monitor staffing levels and implement adjustments based on changing use patterns and developing needs in the new Main Library building, especially in the areas of circulation support, public service, security, and administrative support to ensure that customers enjoy a safe and positive experience in the library.
- Using the capabilities of wireless and fiber optic connections continue integration and coordination with City Information Technologies Department, Finance Department and Human Resources Department to maximize the efficient use of the City's GEMS payroll, personnel, and financial software.
- Work with the Champaign Public Library Foundation to manage an ongoing fundraising program targeting specific service needs and building the endowment fund for collections.
- Continually promote use of the Library's website as the most complete and environmentally efficient method of communication about library services and programs.

Technical Services (Performance Center 12-00)

Current Service Levels:

- Ensure that all materials are easily accessible and made available for customer use in a timely manner by:
  - Managing the ordering, receiving, cataloging, and physical preparation of approximately 6,000 items per month.
  - Generating and maintaining the bibliographic classification and inventory data for all items in our collection of 380,000 on a daily basis.
- Ensure adherence to national standards in the process of generating and maintaining bibliographic and authority records.
- Ensure adherence to local policies by functioning as one of the Lincoln Trail Libraries System's Cataloging Centers.

Departmental Goals and New Initiatives:

- Expedite preparation time for the increasing number of new materials to ensure prompt delivery to customers.
  - Continue the use of automated internet based vendor products in order to increase efficiency in selecting and purchasing books and other materials continuously.
  - Implement and monitor cataloging/processing outsourcing vendors for various formats continually to ensure prompt availability of materials.
  - Implement inventory procedures on a rolling schedule covering the entire collection every three years using capabilities of the RFID system.
  - Continue to work with staff at Lincoln Trail Library System to improve performance of Horizon automated system for circulation, cataloging, serials management, and acquisitions.

Main Library (Performance Center 13-00)

Current Service Levels:

- Respond to questions and requests for service (customer advisory, informational, policy issues, complaints, etc.) and address the concerns of the public before the Library closes each day, or as arranged with each customer.
  - Provide responses to reference requests in two hours or less, Adult Services: approximately 110,000 per year; Children's Services: approximately 27,000 per year.
  - Improve customer service by processing approximately 12 Library Comment forms and email comments per month by responding when necessary within 48 hours or less.

- Facilitate access to collection resources by developing at least 15 bibliographic aids (genre lists, etc) through the website and catalog annually.
- Supplement library collections by providing and processing a total of 204,000 interlibrary loans annually, comprised of about 220,000 items borrowed from and loaned to Lincoln Trail Library System members and about 4,000 items borrowed from and loaned to out-of-system libraries.
- Provide 32 online electronic databases and evaluate their effectiveness by measuring customer use annually.

♦ Maintain a well-balanced diversity of materials by managing and developing designated collections using the Library Collection Development policy with a 2011-2012 budget of $732,426.

♦ Circulate approximately 2.5 million print and non-print items annually.

- Ensure the highest level of available items by checking in all items on the day of return and shelving all items within one day of return.
- Processing 500 periodical and newspaper subscriptions so that they are available for use on the day of arrival.
- Processing about 225,000 reserved materials annually.

♦ Introduce the community to the diversity of collections and services available at the Library by providing programming for approximately 4,500 adults and 7,000 teens, and about 47,000 children throughout the year. Coordinate the Library's volunteer program, which consists of approximately 15,000 volunteer hours annually.

♦ Continue to increase virtual reference services (email, instant messaging, and Live Person chat through the Library Web site) to about 1,800 questions per year.

Douglass Branch Library (Performance Center 15-00)

Current Service Levels:

♦ Respond annually to at least 5,000 questions and requests for service (customer advisory, informational, policy issues, complaints, etc.) and address the concerns of the public before the Library closes each day, or as arranged with each customer, referring questions that cannot be answered at the Douglass Branch Library to the appropriate resource.

♦ Maintain a well-balanced diversity of materials by managing and developing designated collections with the 2011-2012 budget of $32,929.

♦ Circulate approximately 55,000 print and non-print items annually.

♦ Introduce the community to the diversity of collections and services available at the Library by providing programming for at least 6,600 children and adults each year.

- Work with the Douglass Branch Advisory Committee to solicit input and feedback on services, collections, and programs at the Douglass Branch Library.

Departmental Goals and New Initiatives:

- With grant and budgeted funds refurbish interiors and furnishings at Douglass Branch to improve the appearance and condition of the 13-year-old facility.

REPORT TO CITY COUNCIL

From: Marsha Grove, *Library Director*

Subject: **2011-2012 Budget for the Champaign Public Library**

A. **Introduction** The purpose of this report is to provide information on what the Library plans to accomplish by means of its budget for 2011-2012.

B. **Background and Discussion.** The preparation of the 2011-2012 budget was based on the following considerations and objectives:

1. **Budget Process.** Continue to integrate the Library's budget process with the City of Champaign's budget process and prepare a Target Level Budget, in accordance with City of Champaign guidelines.

2. **Supplemental Budget Requests.** No SBRs were submitted for FY12.

3. **Reductions.** Savings included in the FY12 budget on a one-time basis is $322,000 of personnel and benefits. During the course of FY10 and FY11 as resignations were received at the library, 12 positions or 6.525 FTE have remained unfilled and will not be funded FY12 because of less than 1% increases in property taxes that do not meet increasing costs for library services.

3. **Library Capital Fund.** Continue to manage the Library Capital Fund (Library Fund 02), in accordance with the Library Board's agreement with the City Council, of September 1991, and revised in 1993.

The Library's goal – established by the Library Board on 17 February 1994 – is to maintain a reserve of at least $150,000 in its Capital Fund as a contingency against unanticipated capital expenditures.

C. **Impact on Staffing Levels.** The proposed budget includes no additions to staff, maintaining 82.4750 in overall staffing levels (position control).

The 2011/2012 budget constitutes an overall staffing level of 82.475 FTE with 12 positions or 6.525 FTE remaining unfilled after resignations. The FTE includes 50 full-time employees, 48 part-time employees (including 12 that are unfilled), and 26 library pages, for a total of 124 positions. The work week for a full-time employee (.95 FTE) is 38 hours.

D. **Impact on City of Champaign General Fund.** The proposed budget includes zero funding from the City's General Fund.

E. **Conclusion.** The Champaign Public Library appreciates the City of Champaign for its continued support of the Library. The Library looks forward to working with the City to anticipate and effectively respond to the challenges of the future.

Marsha Grove

Marsha Grove
Library Director

cc: Board of Trustees

LIBRARY BUDGET SUMMARY
2011 - 2012

	PROPOSED EXPENDITURES	PROPOSED CONTINGENCY	NOT BUDGETED	FUND TOTALS
LIBRARY OPERATING FUND	6,725,918	334,936	0	7,060,854
LIBRARY CAPITAL FUND	181,550	440,918	0	622,468
GIFT AND ENDOWMENT FUNDS	65,005	0	0	65,005
SPECIAL PROGRAMS FUNDS	31,315	8,220	0	39,535
PER CAPITA GRANT FUND	76,842	0	0	76,842
GRANT FUNDS	122,080	4,136	0	126,216
TOTALS	7,202,710	788,210	0	7,990,920

STATEMENT OF REVENUES, EXPENDITURES AND BALANCES
2011 - 2012

CHAMPAIGN PUBLIC LIBRARY
LIBRARY OPERATING FUND
FUND 01

REVENUES	ACTUAL 2009-10	ADOPTED BUDGET FY 2010/11	ESTIMATE 2010/11	BUDGET FY 2011/12
Beginning Balance	601,181	438,359	464,450	502,385
3000 Internal Fund Transfer	1,087	0	0	0
3005 General Fund Transfer	0	0	0	0
3010 Property Tax	6,037,396	6,168,008	6,041,422	6,087,085
3020 Corporate Replacement Tax	74,381	71,665	102,042	71,634
3050 General Fines and Fees	246,339	295,000	297,000	300,000
3080 Materials Rental Income	40,196	50,000	60,000	60,000
3100 Photocopy Income	20,561	26,144	22,000	25,000
3110 Interest Income	2,992	5,000	3,500	3,500
3920 Miscellaneous Income	1,804	600	600	600
3960 Leased Property	9,573	9,000	10,531	10,650
TOTAL REVENUES	6,434,329	6,625,417	6,537,095	6,558,469
EXPENDITURES				
PERSONAL SERVICES (100)	4,755,423	4,787,348	4,667,243	4,793,464
COMMODITIES (200)	854,949	851,688	807,986	815,193
CONTRACTUAL SERVICES (300)	664,307	719,317	705,542	725,800
FUND TRANSFERS	35,594	71,004	66,254	132,740
DEBT SERVICE PAYMENT	260,787	252,135	252,135	258,721
TOTAL EXPENDITURES	6,571,060	6,681,492	6,499,160	6,725,918
RESERVES	464,450	382,284	502,385	334,936
GRAND TOTAL	7,035,510	7,063,776	7,001,545	7,060,854

STATEMENT OF REVENUES, EXPENDITURES AND BALANCES
2011 - 2012

CHAMPAIGN PUBLIC LIBRARY
LIBRARY CAPITAL FUND
FUND 02

REVENUES	ACTUAL 2009-10	ADOPTED BUDGET FY 2010/11	ESTIMATE 2010-11	BUDGET FY 2011/12
Beginning Balance	713,505	636,020	673,604	484,728
3001 Operating Fund Transfer	30,594	66,254	66,254	132,740
3110 Interest Income	2,236	5,000	2,000	5,000
3920 Miscellaneous Income	7,580	0	0	0
TOTAL REVENUES	40,410	71,254	68,254	137,740
EXPENDITURES				
CONTRACTUAL SERVICES (300)	12,829	32,000	12,688	33,050
CAPITAL (400)	67,482	116,000	131,977	148,500
TRANSFERS (700)	0	112,465	112,465	0
TOTAL EXPENDITURES	80,311	260,465	257,130	181,550
RESERVES	673,604	446,809	484,728	440,918
GRAND TOTAL	753,915	707,274	741,858	622,468

STATEMENT OF REVENUES, EXPENDITURES AND BALANCES
2011 - 2012

CHAMPAIGN PUBLIC LIBRARY
LIBRARY OTHER FUNDS
FUNDS 04 - 16

REVENUES	ACTUAL 2009-10	ADOPTED BUDGET FY 2010/11	ESTIMATE FY 2010/11	BUDGET FY 2011/12
Beginning Balance	(56,098)	20,893	32,921	127,801
3001 Operating Fund Transfer	5,550	4,750	0	0
3002 Capital Fund Transfer	0	112,465	112,465	0
3007 Gift Fund Transfer	85,518	63,500	94,480	91,500
3040 State Per Capita Grant	91,042	94,068	0	76,842
3110 Interest Income	42	30	206	205
3800 LSTA Grant	76,842	1,240	79,332	1,250
3805 Federal Grant	2,400	112,465	112,465	0
3830 Illinois State Library Grant	12,500	10,000	12,500	10,000
3920 Miscellaneous Income	12,235	4,300	3,930	0
TOTAL REVENUES	286,129	402,818	415,378	179,797
EXPENDITURES				
PERSONAL SERVICES (100)	5,314	6,550	6,050	6,050
COMMODITIES (200)	163,643	163,280	165,887	161,797
CONTRACTUAL SERVICES (300)	26,525	34,435	31,157	18,265
CAPTIAL EXPENDITURES (400)	0	216,230	117,404	109,130
FUND TRANSFERS (700)	1,637	0	0	0
TOTAL EXPENDITURES	197,119	420,495	320,498	295,242
RESERVES	32,921	3,216	127,801	12,356
GRAND TOTAL	230,040	423,711	448,299	307,598

City of
CHAMPAIGN

Summary

The existing CIP policies were adopted in 1990 as a means of providing guidance to Staff during the preparation of the Capital Improvements Plan. They were amended in 1999, 2005, 2006, and 2008.

The Ten-Year CIP allocates funds for maintenance, rehabilitation, reconstruction, system upgrade and expansion of the City's infrastructure. The Plan is updated through a process that includes updating existing projects, identifying possible new projects, prioritizing those projects, and adding the highest priority projects as funding allows.

- Funding priority is given to maintenance and rehabilitation projects, reconstruction and system upgrade projects and then expansion projects. This reflects a philosophy of protecting the City's investment in existing infrastructure as its first priority.
- As part of implementing Council direction on drainage improvements for the Washington Street and John Street neighborhoods, elimination or delays in several projects are proposed in this year's Plan to offset the addition of three new drainage projects.

Capital Improvements Fund

Parking Fund (3) - The projects included in this Fund are the annual parking lot and building maintenance projects. The annual maintenance project will include work on the University & Market Lot and Lot J (Campustown). University & Market will include "green" features such as LED lighting and permeable pavement. This is also possible for Lot J, but will be limited by concerns about investing in more significant improvements at this location, given possible development of the site in the future. Funding for the Lot J project will be taken from the Campustown Reserve. This reserve was created to set aside fees and fines revenue generated in Campustown for improvements to parking in that area. This practice ended a few years ago when parking rates were made more consistent between the two areas, but the money previously placed in the reserve has been maintained separately.

The other major project in this Fund is the downtown parking deck debt service which starts at approximately $560,000 and goes up to almost $1.7 million annually by the end of the 10 year plan. This is supported by a contribution to this Fund from the Downtown TIF Fund of $3.14 million over the ten years of the Plan.

Sewer Improvement Fund (4) – The main projects in this Fund include a variety of maintenance related programs, and the repayment of the State low interest loans used to construct the South and North Interceptor Sewers. This Fund receives most of its

revenue from a Sanitary Sewer Fee. Council Policy is to consider fee increases every other year, and these fees were raised last fiscal year.

Storm Water Management (21) – This fund underwent the most significant changes in last year's plan update. The John Street Watershed Drainage Improvement Project and the East and West Washington Street Watershed Drainage Improvement Projects were added at that time. The additional cost of these projects was partially offset by a one-time transfer from the Capital Improvement Fund that was originally planned at $2.1 million in FY 2012/13. In this year's Plan it was determine that the commitment to these neighborhood drainage projects could be met with a $1.6 million transfer instead of the original amount of $2.1 million. This reduction helped eliminate deficits that were occurring over multiple years in the Capital Improvement Fund. This Fund also included the Boneyard Creek Lower Second Street Reach project construction, and a second project to provide for debt service payments, funding to update the Phinney basin master plan and annual channel maintenance, storm sewer maintenance and storm sewer rehabilitation projects.

Motor Fuel Tax (22) – Revenues for this fund come from the City's share of state motor fuel tax proceeds. These revenues are projected to remain flat, and given rising fuel costs may even go down over time. This fund has historically been used to finance many of the City's annual street maintenance projects, although as the cost of these projects has risen, and revenues remained flat, more street maintenance projects have been moved to the Capital Improvement Fund. However this year, the plan includes increased funding for maintenance with increases in the Asphalt Overlay projects of $150,000 in FY 2013-14, and of $50,000 annually thereafter. This fund also includes the Fourth Street pedestrian safety project from John to Armory and the Fourth Street extension project from St. Mary's Road south, both of which are paid for by State grants; and the Market Street and Staley Road improvement projects that are paid for by a payment from the State made at the time the City accepted jurisdiction of these roads.

Capital Improvement Fund (23) – This is one of the few capital funds that is not dedicated to a specific infrastructure system or geographic area as it receives its funding directly from the General Fund. As a result, this fund is one of the most competitive in determining priority for funding projects. This fund includes many annual infrastructure maintenance projects as well as a number of large infrastructure reconstruction or expansion projects. Over the last two years of budget reductions, almost all funding for arterial street improvements was cut as part of the overall budget reduction strategy. This year the plan added back in funding to overlay both Duncan Road from Springfield to Kirby, and Mattis Avenue from Windsor to Curtis, in FY 2017-18. Funds are also included for an overlay of White Street in the University District in FY 2015-16. This street is deteriorating rapidly due to heavy bus traffic, and it is hoped that grant funding can be identified for this street in the next couple of years to allow it to be improved sooner. One project that was dropped previously and is still not included is Prospect Avenue from Windsor to Savoy. The Village of Savoy is ready to proceed with this project and ideally both the portion in Savoy and the portion in Champaign would be

built at the same time. However at this time adequate funding is not available to add it back.

Last year a commitment was made to transfer $2.1 million on a one-time basis to the Stormwater Management Fund to help finance the new drainage projects that were added. This year it was determined that the commitment to those projects could be met with a $1.6 million transfer which helped resolve some deficits occurring over multiple years in this fund.

Library Improvement Fund (24) – This Fund was established for the express purpose of financing the construction, and major maintenance of library buildings. Library Debt Service is currently the only project in this Fund, and is scheduled through FY 2017/18 at a total of just over $29,590,000.

Urban Renewal Fund (41) – The main projects programmed in this Fund are the Beardsley Park Redevelopment and the Neighborhood Infrastructure Repair project. It should be noted that this fund begins to develop some substantial surpluses in the later years of the plan. At this time the CIRT did not program any projects to use that funding because they are being held to finance the implementation of the Bristol Park Neighborhood Plan and the implementation strategies for that plan are still being developed.

ARRA Grant Fund (42) – This fund was established to manage stimulus grants received for infrastructure projects. The Garden Hills Sidewalk that was completed this year is the only project in the fund. It will be eliminated next year.

Downtown TIF District Fund (44) – This fund runs through 2017. The majority of the resources in the fund are dedicated to incentive payments for the M2 on Neil project, and to helping pay for the Downtown Parking Deck debt service. Capital projects in the fund include pedestrian safety improvements scheduled for this summer on University Avenue from the CNRR to Randolph Street, and at Taylor and Walnut in FY 2015-16. In the later years of the plan staff has added a Downtown Civic Plaza project consistent with the recommendations of the Downtown Plan. This will also ensure that a project is programmed to utilize the remaining TIF resources before the District terminates.

East University Avenue TIF District Fund (45)– This District was reduced in size, and extended last year until 2022. At this time, the only capital project that has been added is to convert Marshall Street to a parking lot between First Street and Water Street consistent with the recommendation of the East University Avenue TIF Plan.

Food and Beverage Fund (47) – This fund includes two projects, including a landscape maintenance contract for the area, and the Green Street Streetscape project from Fourth Street to First Street. Funding for design work on the Green Street project has been budgeted starting in FY 2012-13 to allow time to work through design issues with property and business owners along the street, and to provide opportunities to pursue

possible grants that may come available. At this time, the construction project is programmed in 2015-16

North Campustown Redevelopment Area TIF District Fund (48) - The only projects included in the draft plan are three different bond repayment projects which are funded from the increment generated by development of Block A of the Burnham District. With growth in increment, payments towards debt reduction in this Fund have been increased. However, additional growth in the increment is creating some resources in the later years of the plan that will be used to establish additional programs and projects to advance the goals of the TIF Plan.

Capital Improvements Projects

Planned capital improvement expenditures for FY 2011-12 are estimated to cost just over $32 million. Significant projects scheduled for construction include:

Maintenance and Rehabilitation Projects – These projects rotate throughout the City to address the most significant infrastructure maintenance needs at that time. The descriptions below indicate where the money is planned to be used in 2012, but this is subject to change if a higher priority need arises.

- Annual Park Lot Rehabilitation ($942,435) – This will provide for completion of the Parking Lot J Rehabilitation Project.
- Channel Maintenance ($560,377) - This project provides channel maintenance for 6.8 miles of stream within the City limits. These streams are the Lower Boneyard (3.0 miles), Upper Boneyard (0.6 miles), Phinney Branch (1.7 miles), and Embarras (1.5 miles) streams. The project also provides for maintenance of the Healey Street Regional Detention Basin & the Washington Street stormwater pump station. Copper Slough channel maintenance for 6.8 miles of stream is provided by the Fountainhead Drainage District. Reorientation of the Phinney Branch west of Mattis Avenue is planned as the next structural channel repair, which is planned for 2012.
- Storm Sewer Maintenance ($556,404) - This project provides for storm sewer cleaning and televising approximately 150,000 feet of storm sewer per year. The 2012 project is not yet defined.
- Storm Sewer Rehabilitation ($704,303) - This project is an annual, recurring project, which identifies repairs and replaces damaged and deteriorated pipes and manholes in the City's storm sewer system. Projects include point repairs and rehabilitation lining construction. The 2012 rehabilitation contract is currently under development.
- Asphalt Overlay ($1,077,294) - This project provides for the annual contract maintenance through asphalt overlays of city arterial and collector class streets. Current plans for 2012 are to work on University Avenue between Mattis and Prospect.

- Brick Street Rehabilitation ($317,570) – This project provides for the annual contract maintenance of brick paved surfaces citywide. In 2012 the money is planned for repairs on Downtown streetscape, and in particular the area on the north side of the City Building.
- Local Street Rehab – Asphalt ($366,065) - This project allocates funds for neighborhood local asphalt street pavement rehabilitation. Work in the Kenwood School neighborhood is currently planned for 2012.
- Local Street Rehab – Concrete ($782,644) - This project allocates funds for local concrete street pavement rehabilitation. In 2012 this money will be used to finish up Plymouth Drive north of Harrington, and depending on funding availability work on Ross, Ashton and Ayrshire.
- Neighborhood Infrastructure Repair ($209,326) - This project provides funding for neighborhood infrastructure repairs to reduce the response time to neighborhood requests for improvements such as sidewalks, curbs, gutters, and pavement repairs. This project will focus on sidewalk repairs and ADA issues in the University District, starting in the area between Wright Street and Fourth Street and working west.

Reconstruction and System Upgrades

- Kenwood/Jackson Sanitary Sewer Extension ($514,114) - This project will install sanitary sewers on the west side of Kenwood Road, from 440 feet north of John Street south to William Street. It also includes installing new sewers in the 500 block of Jackson Street. The purpose is to eliminate septic tank systems in this area.
- John Street Watershed Drainage Improvements ($5,102,745) - This is phase 2 of this project, and includes $867,086 worth of green improvements (rain gardens, permeable pavements, permeable sidewalk) and sanitary sewer improvements (service line replacement, UCSD manhole rehabilitation, UCSD sewer and manhole lining).
- Market Street Improvements ($1,285,000) - this project utilizes some of the $5,126,400 revenue received from IDOT for the Market Street Jurisdictional Transfer to undertake to complete preliminary studies and cost estimates for budget planning purposes in anticipation of a construction project next year.
- Staley Road – Springfield to Route 150 ($2,486,330) – This project utilizes the $3 million payment made by the State when it transferred jurisdiction to the City of Champaign to rehabilitate Staley Road.
- University and Randolph Intersection Improvements ($658,050) - This project will design and construct improvements to the intersection of University and Randolph as recommended in the Downtown Traffic Signal and Pedestrian Safety Study. The improvements include new traffic signals and bumpouts.
- University Avenue Improvements – Neil to Chestnut ($1,794,223) – This project is being constructed jointly with the University and Randolph project and was actually budgeted in the current fiscal year. It will design and construct improvements to this section of University Avenue as recommended in the Downtown Traffic Signal and Pedestrian Safety Study. The improvements

include new traffic signals and bumpouts at Neil and at Walnut with as well as a median to provide a pedestrian refuge between Market and Chestnut.

Expansion Projects

- South Fourth Street Extension ($6,189,050) - This project will utilized funding from a Federal earmark, and from the State Capital Bill to design and construct South Fourth Street from Saint Mary's Road to Windsor Road. If there is remaining Capital Bill funding after the construction of Fourth Street, the project would also construct Hazelwood and Gerty between First Street and Fourth Street and any other pedestrian or bicycle facilities to support the South Research Park.
- Fiber Optic Connection ($406,871) - This project will provide funding to increase the speed of electronic communications, voice, data, and video. While these projects will support City operations, they will be coordinated with a community-wide effort to improve electronic communications. This project will connect the City to the GIS Consortium and, in doing so the City will gain access to the Consortium GIS information and public safety systems.

Unfunded and Underfunded Projects. A number of important projects remain unfunded or underfunded. Some of the factors contributing to this are: annexation of substandard infrastructure, existing policy to not require development to contribute to the cost of major infrastructure (e.g. arterial streets), faster expansion of the urban boundaries in recent years than in the past, deferred maintenance of infrastructure (especially for systems that the City assumed ownership of, like the Boneyard Creek), and the impact of unfunded mandates from both the state and federal government (e.g. NPDES Phase 2). Some of the most significant needs on the unfunded and underfunded project list include:

- Funding for Arterial street improvements to support fringe development, including Windsor Road from I-57 to Rising Road, Kirby Avenue from Duncan Road to Rising Road, Bradley Avenue from Duncan Road to Staley Road, Mattis Avenue from Windsor Road to Curtis Road and Rising Road from Kirby Avenue to Windsor Road. It is estimated that a $60 million backlog in such improvements currently exists.
- Funding for arterial street intersections to meet the demands of increasing traffic. As the City continues to grow traffic increases occur at existing intersections. Unless these intersections are improved in some fashion, they will typically become high accident locations. Several intersections have been identified as needing improvement but have remained unfunded due to their high cost. Examples include First Street and Windsor Avenue ($3.5 million), Bradley and Staley ($3.5 million), Kirby Avenue and State Street ($2.3 million), Bradley Avenue and McKinley Avenue ($250,000) and Kirby Avenue and Crescent Drive ($250,000).
- Funding for projects to fully implement the recommendations of the Campus Area Transportation Study. Unfunded recommendations on the Champaign side of the University District are estimated to cost $17 million. A share of this cost would be the responsibility of the University of Illinois.

- Funds to maintain stormwater channels and detention basins owned by the City. A "start-up" maintenance program and funding plan is included in the Plan, but additional funding will be needed.
- A number of projects and needs identified in the infrastructure master plans are unfunded or delayed beyond when they should ideally be constructed, including bridge replacement projects, traffic signals, additional funding for pavement maintenance, and increased funding for sidewalk replacement. In addition, the Neighborhood Infrastructure Repair Program is still underfunded as compared to total need. However, the recent increase in funding will go a long way towards addressing the infrastructure improvement needs of the City's neighborhoods.
- Funds for street maintenance, which based on street condition surveys, are estimated to require over $1 million per year in additional funding.
- Funds to fill sidewalk gaps on arterial streets at approximately $2 million.

Including these additional capital needs in the CIP would require one or a combination of the following approaches:

- significant adjustments to the priorities in the existing CIP (which would require delaying maintenance of existing infrastructure);
- increased transfers from the General Fund to capital funds (which does not appear feasible without increasing overall City revenues);
- identification of new or expanded funding sources (e.g. for arterial streets);
- changes to standards for City infrastructure to reduce its cost; and/or
- extensive phasing of recommended projects over a 20-30 year time frame.

With the reduction in funding for the Capital Improvement Plan implemented in the last two years, it is even more likely that the only way to address these shortfalls is by identifying new revenues.

PROJECT EXPENDITURES BY FUND

PROJECT	PROJECT	FY10 ACT	FY11 BUD	FY11 EST	FY12 BUD
03-Parking					
ANNUAL PARKING LOT REHABILITATION	0200	0	1,013,635	167,435	**942,435**
BUILDING MAINTENANCE	0051	636	5,305	6,084	**5,300**
DOWNTOWN PARKING DECK	0512	160,477	12,963	12,963	**0**
PARKING DECK DEBT SERVICE	Debt Service	0	555,319	555,319	**555,319**
PARKING OPERATING BUDGET	Parking Op	0	2,995,814	2,829,464	**2,692,892**
TRADITIONAL LANDSCAPE MAINT SERV	0612	0	0	13,050	**26,099**
TOTAL 03-Parking		161,113	4,583,036	3,584,315	**4,222,045**
04-Sewer Improvement					
CONCRETE SANITARY SEWER LINING	0606	0	538,900	840,083	**39,927**
CONCRETE SAN SEWER LINING-IEPA DEBT	0616	0	0	0	**0**
KENWOOD/JACKSON - IEPA DEBT SERV	0615	0	0	0	**0**
KENWOOD/JACKSON SAN SEWER EXT	0253	12,425	742,352	261,381	**514,114**
NW SEWER DEBT SERVICE	0009	75,275	75,275	0	**75,275**
SAN SEWER SERV R-O-W RESTORATION	0014	17,000	19,682	19,693	**19,693**
SANIATARY SEWER SPEC OPER CONT	0608	0	175,468	0	**0**
SANITARY SEWER BACKUP RELIEF ASST	0286	85,575	44,319	44,319	**40,000**
SANITARY SEWER INVENTORY	0437	39,826	25,307	0	**25,307**
SANITARY SEWER REHABILTATION	0254	726,047	890,317	1,139,406	**261,503**
SEWER OPERATING BUDGET	Sewer Op	0	1,778,815	1,742,067	**1,872,773**
SHARED SEWER SEPTIC SYSTEM	0422	83,897	2,535	327	**56,757**
SOUTH SEWER PHASE 1	0349	90,333	90,333	90,333	**90,333**
SOUTH SEWER PHASE 2 (CURTIS ROAD)	0409	47,599	47,600	47,600	**47,600**
SOUTHWEST LIFT STATION & INTERCEPTOR SEWER PROUECT	0484	31,135	0	0	**0**
TOTAL 04-Sewer Improvement		1,209,112	4,430,904	4,185,209	**3,043,283**
21-Stormwater Management					
BONEYARD - LOWER SECOND STREET	0290	8,647,712	10,076,226	8,581,541	**0**
BONEYARD 2nd STREET REACH DEBT	0554	0	1,185,000	1,195,000	**1,185,000**
BONEYARD GENERAL ISSUES	0019	2,914	50,830	14,484	**80,506**
BONEYARD ROW ACQUISITION	0015	8,498	357,723	355,679	**3,000**
BONEYARD SECOND ST MAINT (ANNUAL)	0613	0	0	64,882	**184,433**
CHANNEL MAINTENANCE	0020	205,719	387,863	288,260	**560,377**
CONTRACTUAL STORM SEWER	0427	618,136	823,489	771,060	**556,404**
COPPER SLOUGH STORMWATER MASTER	0120	0	27,945	0	**0**
DETENTION BASIN COST SHARES	0489	0	27,502	1,545	**27,502**
DUNCAN RD IMPROVE/PARKLAND COST	0586	41,547	187,000	145,453	**0**
JOHN ST STORM SEWER IMPROV - IEPA	0607	0	0	0	**0**
JOHN STREET WATERSHED DRAINAGE	0520	293,059	4,223,514	3,235,344	**5,102,745**
PHINNEY BRANCH MASTER PLAN UPDATE	0144	53,485	123,749	120,935	**24,944**
SERIES 2009 REFUND BONDS (CHANNEL)	0585	798,009	860,709	860,709	**870,378**
STORM SEWER INVENTORY	0429	128,481	15,580	15,637	**10,000**
STORM SEWER REHABILITATION	0182	939,100	821,841	771,779	**704,303**
STORM SEWER-SUMP PUMP CONNECTION	0045	8,988	7,566	7,870	**7,455**
STORMWATER MANAGEMENT OPER	Operating	0	949,272	924,141	**972,913**

STORMWATER QUALITY	0413	140,145	161,995	128,942	**187,688**
STORMWATER UTILITY FEE	0605	0	164,378	166,880	**41,524**
WASHINGTON EAST WATERSHED	0593	112,150	2,066,540	2,141,764	**138,378**
WASHINGTON WEST WATERSHED	0594	0	450,000	11,392	**1,512,608**
TOTAL 21-Stormwater Management		11,997,943	22,968,722	19,803,297	**12,170,158**
22-Motor Fuel Tax					
ASPHALT OVERLAY - 2011	0564	0	22,983	24,031	**1,077,294**
ASPHALT OVERLAY - 2012	0610	0	0	0	**46,200**
ASPHALT OVERLAY - 2013-2021	0589	0	0	0	**0**
CURTIS-DUNCAN TO STALEY	0377	150,178	248,991	248,991	**0**
FOURTH & BRADLEY INTERSECTION IMPR	0450	0	17,340	17,340	**0**
FOURTH STREET (JOHN TO ARMORY)	0539	0	1,938,000	917,226	**38,954**
KIRBY AVENUE OVERLAY - DODDS TO	0583	0	220,665	0	**0**
LOCAL STREET REHAB - CONCRETE (2008)	0534	322,383	44,471	44,471	**0**
MARKET STREET IMPROVEMENTS	0609	0	0	0	**1,285,000**
MFT SPECIAL OPERATING CONTINGENCY	0271	0	350,000	435,951	**0**
PCC PATCHING - 2010	0546	148,334	654,899	639,141	**0**
PCC PATCHING - 2011	0578	0	165,742	307,657	**652,639**
PCC PATCHING - 2012	0591	0	0	0	**164,249**
PCC PATCHING - 2013-2021	0611	0	0	0	**0**
SOUTH FOURTH STREET EXTENSION	0587	0	227,000	227,000	**6,089,050**
STALEY ROAD (SPRINGFIELD TO	0557	0	529,770	856,574	**2,486,330**
TOTAL 22-Motor Fuel Tax		620,895	4,419,861	3,718,382	**11,839,716**
23-Capital Improvements					
ALLEY MAINTENANCE (ANNUAL)	0136	274,583	297,122	288,251	**144,423**
ANTHONY DR (MATTIS-MARKETVIEW)	0603	0	71,370	71,370	**0**
ASH TREE REMOVAL & REPLACEMENT	0566	0	25,000	25,000	**25,000**
ASPHALT OVERLAY - 2010	0545	17,554	200,000	133,258	**0**
BICYCLE PLAN IMPLEMENTATION	0551	26,400	90,045	79,322	**10,020**
BRADLEY - MATTIS TO DUNCAN	0372	0	225,754	225,754	**0**
BRADLEY AVENUE (DSC) CROSSWALK	0547	185,031	6,604	0	**0**
BRICK SURFACE REHABILITATION	0192	511,494	596,354	385,647	**317,570**
BRIDGE MAINTENANCE (ANNUAL)	0247	119,649	250,245	246,026	**168,568**
BUILDING MAINTENANCE	0051	216,582	257,705	259,397	**273,611**
CAPITAL IMPROVEMENTS SPEC OPER	0265	3,500	468,337	441,603	**0**
CLEARVIEW DEBT SERVICE	0529	153,681	156,475	156,475	**156,475**
CURTIS ROAD-WYNSTONE TO WESLEY	0408	4,113,260	4,165,976	1,402,873	**0**
CURTIS-DUNCAN TO STALEY	0377	46,073	88,887	88,887	**0**
DUNCAN (SPRINGFIELD TO KIRBY)	0142	0	0	0	**0**
DUNCAN RD IMPROVE/PARKLAND COST	0586	11,647	97,581	95,752	**0**
DUNCAN ROAD FROM CURTIS TO WINDSOR	0461	0	0	0	**211,766**
EMERGENCY INFRASTRUCTURE REPAIR	0470	116,084	209,241	275,431	**159,288**
FIRE STATION #3 RELOCATION	0314	0	359,799	359,799	**0**
FOURTH STREET (JOHN TO ARMORY)	0539	139,684	119,896	93,173	**8,933**
GUARDRAIL MAINTENANCE (ANNUAL)	0550	0	62,000	62,000	**0**
HVAC EQUIPMENT - CITY FACILITIES	0567	0	457,700	564,448	**0**
INFRASTRUCTURE ENHANCEMENT MAINT	0549	0	107,100	96,850	**45,100**
INTERSTATE BRIDGE DESIGN REPORT	0580	0	16,903	16,903	**179,994**
INTERSTATE DR (WEST FROM MARKET ST)	0482	0	0	0	**0**
KIRBY AVENUE OVERLAY - DODDS TO	0583	55,437	205,241	85,130	**0**

LOCAL STREET REHAB - ASPHALT (2010)	0544	0	383,306	376,024	**0**
LOCAL STREET REHAB - ASPHALT (2011)	0563	0	6,942	7,012	**366,065**
LOCAL STREET REHAB - ASPHALT (2012-	0590	0	0	0	**0**
LOCAL STREET REHAB - CONCRETE	0445	988,261	1,486,001	1,021,882	**782,644**
MATTIS AVE (ANTHONY DR-OLYMPIAN DR)	0224	35,602	697,251	660,809	**0**
MATTIS AVE (CURTIS-WINDSOR) OVERLAY	0561	0	0	0	**0**
MATTIS AVE EXT (SOUTH OF CURTIS RD)	0602	0	0	0	**0**
NEIGHBORHOOD STREET LIGHT PROGRAM	0392	23,635	1,949	0	**12,558**
NEIL ST (INTERSTATE DR-OLYMPIAN DR)	0465	0	0	0	**0**
NORTH NEIL SIDEWALK PROJECT	0514	0	0	0	**92,300**
OLYMPIAN DRIVE (APOLLO - LINCOLN)	0134	0	5,000	9,995	**9,995**
OLYMPIAN DRIVE WEST OF MATTIS	0509	789	19,211	19,211	**0**
PROSPECT AVENUE (WINDSOR TO SAVOY)	0366	9,300	49,813	49,813	**0**
PUBLIC WORKS FACILITY	0047	105,034	1,974,940	1,034,695	**0**
PUBLIC WORKS FACILITY REMODEL	0398	1,000	9,000	0	**0**
RAILROAD CROSSING IMPROVEMENT	0499	63,641	119,875	119,875	**0**
RAPID RESPONSE ENGINEERING	0503	45,723	104,361	99,839	**58,069**
RISING ROAD IMPROVEMENTS - JACOB'S LANDING	0621	0	0	0	**299,200**
ROW/UTILITY DAMAGE VALUATION STUDY	0460	28,079	21,772	21,772	**0**
SALT BRINE PRODUCTION FACILITY	0584	16,954	128,163	0	**200,163**
SIDEWALK GAP	0406	11,973	154,673	154,750	**8,561**
SIGN & STRIPING (ANNUAL)	0124	125,353	214,246	148,446	**121,975**
SLURRY SEAL (ANNUAL)	0129	291,674	339,098	439,411	**363,548**
SOUTH FOURTH STREET EXTENSION	0587	31,289	689,217	686,800	**30,143**
STALEY/US 150 IMPROVMENTS	0513	0	200,753	0	**0**
STREET PAVEMENT SYSTEM PLAN	0049	39,806	158,690	158,690	**131,850**
SUBDIVISION SIDEWALK ASSMENT PRJ	0358	0	94,727	0	**94,727**
SUBDVSION PAVMNT EXP REMEDIATION	0573	0	163,714	0	**0**
TOWN CENTER (PROSPECT TO OLD NAVY) SAFETY IMPROVEMENTS	0133	0	0	0	**66,500**
TRAFFIC SAFETY & MANAGEMENT	0330	23,742	50,106	50,106	**15,000**
TRAFFIC SIGNAL - FIRE STATION # 4	0517	0	0	0	**65,000**
TRAFFIC SIGNAL UPGRADES (ANNUAL)	0087	133,620	135,976	135,976	**111,118**
TRAFFIC SIGNALS-DNTOWN REPL	0452	13,610	50,472	50,472	**0**
TRANSFER TO STORMWATER	TRANSFER	0	0	0	**0**
TREE MAINTENANCE CONTRACT	0052	59,525	80,957	80,957	**68,957**
UC2B-FIBER OPTIC CONNECTION	0328	54,940	744,447	10,627,807	**406,871**
UNIVERSITY AVENUE (NEIL TO CHESTNUT)	0568	15,055	1,492,459	1,533,483	**38,592**
UNIVERSITY(MATTIS-STATE) OVERLAY	0604	0	82,035	82,035	**0**
UTILITY LANDSCAPE RIBE PROGRAM	0574	0	17,500	0	**12,500**
WHITE STREET (SECOND TO FIFTH)	0614	0	0	0	**0**
WINDSOR & FIRST INTERSECTION IMPR	0195	101,446	101,694	20,548	**0**
TOTAL 23-Capital Improvements		8,210,710	18,313,683	23,043,757	**5,152,509**
24-Library Improvement					
LIBRARY DEBT SERVICE	0532	439,213	447,865	447,865	**1,191,279**
LIBRARY OPERATING	LIBRARY OPERATING	0	0	0	**250,000**
TOTAL 24-Library Improvement		439,213	447,865	447,865	**1,441,279**

41-Urban Renewal					
BEARDSLEY PARK REDEVELOPMENT	0324	451,292	1,250,908	526,108	**0**
NEIGHBORHOOD INFRASTRUCTURE	0213	161,189	236,809	242,128	**209,326**
NORTH FOURTH STREET EXTENSION	0455	0	689,545	689,545	**0**
URBAN RENEWAL OPERATING BUDGET	UR Operating	0	763,118	891,630	**659,238**
TOTAL 41-Urban Renewal		612,480	2,940,380	2,349,411	**868,564**
42-ARRA Grant Fund					
GARDEN HILLS SIDEWALKS	0588	4,407	200,529	200,529	**0**
TOTAL 42-ARRA Grant Fund		4,407	200,529	200,529	**0**
44-Downtown TIF District					
BONEYARD - LOWER SECOND STREET	0290	0	80,000	80,000	**0**
DOWNTOWN FOUNTAIN	0556	0	51,000	0	**0**
Downtown Civic Plaza	0619	0	0	0	**0**
DOWNTOWN STREET LIGHTING UPGRADES	0506	17,708	42,292	0	**0**
TAYLOR & WALNUT PED IMPR	0601	0	0	0	**0**
TIF 1 OPERATING BUDGET	TIF1 Operating	0	2,238,931	1,734,641	**1,561,633**
UNI & RANDOLPH INTERSECTION IMPR	0569	0	185,298	185,298	**658,050**
UNIVERSITY AVENUE (NEIL TO CHESTNUT)	0568	20,830	319,137	319,137	**0**
TOTAL 44-Downtown TIF District		38,538	2,916,658	2,319,076	**2,219,683**
45-E. University Avenue TIF District					
BONEYARD - LOWER SECOND STREET	0290	0	1,085,000	1,085,000	**0**
E UNIVERSITY AVE/FIRST STR	0407	1,771,758	80,945	0	**0**
MARSHALL ST. IMPRV. (LOCUST TO FIRST)	0618	0	0	0	**54,195**
TIF 2 OPERATING BUDGET	TIF2 Operating	0	393,848	353,350	**692,900**
TOTAL 45-E. University Avenue TIF Distri		1,771,758	1,559,793	1,438,350	**747,095**
47-Food & Beverage					
FOOD AND BEVERAGE OPERATING	FB Operating	0	381,129	224,165	**239,600**
GREEN STREETSCAPE FIRST TO FOURTH	0507	0	0	0	**0**
TRADITIONAL LANDSCAPE MAINT SERV	0612	0	0	30,525	**61,050**
WRIGHT STRSCAPE & UNIVERSITY	0595	33,404	300,113	267,205	**0**
TOTAL 47-Food & Beverage		33,404	681,242	521,895	**300,650**
48-North Campus Redevelopment Area TIF					
2004A BOND REPAYMENTS	0527	140,000	145,000	145,000	**165,000**
2004B BOND REPAYMENTS	0528	275,000	485,000	395,000	**460,000**
BURNHAM REFUNDING-2007A BONDS	0548	121,319	123,525	123,525	**123,525**
TIF 3 OPERATING BUDGET	TIF3 Operating	0	90,000	90,000	**50,000**
TOTAL 48-North Campus Redevelopment		536,319	843,525	753,525	**798,525**

City of
CHAMPAIGN

Debt Management

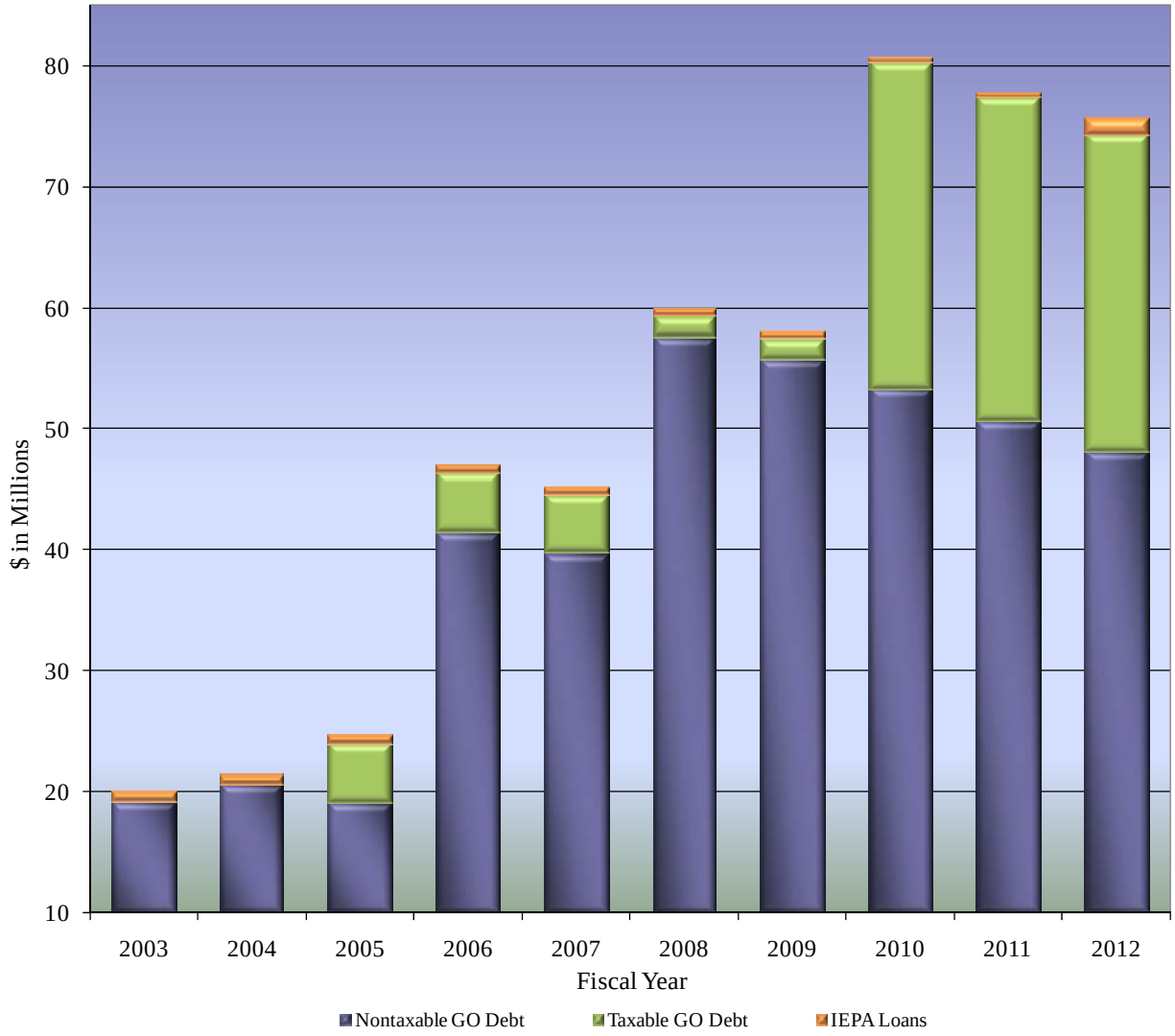
Introduction

The City occasionally issues debt pursuant to its Debt Management Policy, which was adopted by the City Council and revised most recently in 2001. The City also makes internal loans from one fund to another for relatively short periods of time pursuant to that policy. The following paragraphs describe the City's outstanding debt and plans for future debt issuance.

Debt Rating

In conjunction with the issuance of bonds in March 2010, Fitch Ratings issued a rating of AAA to the City's general obligation debt, which is Fitch's highest rating. Moody's Investors Services confirmed the City's excellent Aa1 debt rating, its second highest rating, but then subsequently changed the rating to Aaa as part of a global "recalibration" of all ratings into a singe rating scale.

Long-Term Debt Outstanding at End of Fiscal Year



Outstanding Debt

Bonded General Obligation Debt

The following is a list of all bonded general obligation debt outstanding:

- $25.62 million of taxable Build America Bonds in March 2010 to finance a portion of constructing stormwater drainage improvements for the Lower Second Street Reach of the Boneyard Creek, Johns Street Watershed, and Washington Street East Watershed. The original principal amount of the debt will remain outstanding at June 30, 2012.

- $9.28 million in May 2009 to refund the debt issued in 1998 to finance the Police Facility and in 1999 to finance the Lower Boneyard Creek Channel. The principal amount outstanding as of June 30, 2012, will be $5.245 million.

- $12.7 million in December 2007 and January 2008 to finance a 600-space public parking deck. The original principal amount of the debt will remain outstanding at June 30, 2012.

- $7.025 million in 2007 to finance the extension of Olympian Drive and to refund $3.15 million of the $4.9 million bonds issued in 2004 (series 2004B bonds). The original principal amount of the debt will remain outstanding at June 30, 2012.

- $24.015 million in 2005 to finance a majority of the costs of the new Main Library building. The principal amount outstanding as of June 30, 2012, will be $20.26 million.

- $2.915 million in 2004 to finance acquisition of the site of the former Burnham Hospital (series 2004A bonds). The site lies in the North Campus Area Tax Increment Financing (TIF) District, established by the City in 2002 to finance redevelopment in the area. The original principal amount of the debt will remain outstanding at June 30, 2012.

- $4.9 million in 2004 to fund environmental remediation, building demolition, and other costs related to redevelopment of the former Burnham Hospital site (series 2004B bonds). The principal amount outstanding as of June 30, 2012, will be $0.625 million.

All except the series 2004B and 2010 bonds are fixed-term, nontaxable debt. The 2004B bonds are taxable because they were used to purchase property sold to a developer. The bonds were issued with a variable term to provide flexibility in repaying principal. The development is in the North Campus Area Tax Increment Financing (TIF) District, and revenues generated by the development will be used to pay debt service. The 2010 Build America Bonds are taxable bonds in which the City receives a tax credit for 35% of the total interest payable.

The City issued all of the above debt as general obligation bonds to achieve the lowest possible interest rates, but is repaying the debt with dedicated revenues rather than property tax revenue as follows:

- The debt service on the 2010 drainage bonds is paid from a portion of the City's home-rule sales tax, property taxes, fees from the Stormwater Management Fund, and the 35% BAB tax credits.

- The portion of the 2009 bonds that is for the refunding of the Lower Boneyard Creek Channel bonds is repaid from the Stormwater Management Fund. This fund derives most of its revenues from sales taxes transferred from the City's General Fund.

- The portion of the 2009 bonds that is for the refunding of the bonds for the Police Facility is repaid from the General Fund. Debt service payments for that project are funded by telecommunications tax revenues that were in place prior to the bond issue, and from additional telecommunications tax revenues that resulted from a change in tax law.

- The debt service for the Hill Street Parking Deck is paid primarily from Parking Fund revenues. This includes parking revenues generated by a fee increase and longer hours of enforcement, as well as revenues from operation of the deck. Some of the funds for debt service also come from the Downtown TIF District revenues.

- The portion of the 2007A bonds used to construct Olympian Drive was first paid from capitalized interest included in the debt (through FY 2009/10), and then from general revenues. Eventually, revenues generated by the Clearview development will be used for debt service. The portion of the 2007A bonds used to refund the 2004B bonds is repaid from incremental property tax revenues generated by the North Campus Area TIF District.

- The library debt is repaid from the General Fund, Library Improvement Fund, and Library Operating Fund.

- Capitalized interest included in the debt and proceeds from the sale of land to developers was used to pay debt service costs for the Burnham Hospital site bonds through FY 2008/09. Beginning in FY 2009/10, the City is paying debt service from incremental property tax revenues generated in the redevelopment area.

Revenue Debt (not bonded)

The City issued sewer revenue debt in 1996 and 1997 in the amounts of $384,071 and $741,188, respectively. This debt was issued to the State of Illinois under a low-interest loan program and was used to finance construction of the Northwest Interceptor Sewer. The debt issues will be fully repaid in 2015 and 2016, respectively. The City is paying debt service from several sources. First, the City assesses properties that are served by the sewer as development proceeds. Due to the lag between the time that the City pays debt service expenses and the time that it receives revenues from developing properties, the City also pays some of the cost with revenues from the City's sanitary sewer fee. Also, the Urbana-Champaign Sanitary District, a separate government entity, is reimbursing the City for the amount of debt service used to finance the cost of over-sizing the sewer to accommodate later development. The District paid off their share of the 1996 debt in 2010 and is still reimbursing the City for the 1997 debt.

In spring of 2011, the City entered into two loan agreements with the Illinois Environmental Protection Agency (IEPA). These low-interest loans have a provision where 25% of the loan is forgiven by the State of Illinois. The loans will be used for the following projects:

- The City has about 70,000 lineal feet of pipe made of concrete in its sanitary sewer system. Because acid build-up can cause the concrete pipes to deteriorate, the City has been lining approximately 5,000 lineal feet of pipe per year. The lining stops the pipe from deteriorating and is structurally equivalent to a new pipe. Currently there is approximately 40,000 lineal feet of pipe that needs to be lined. A loan for $817,700 ($613,280 after the loan forgiveness) will be used to line all remaining concrete sanitary sewer pipes with a diameter larger than eight inches in the City's sanitary sewer collection system. Construction is scheduled to begin in May 2011 and be complete in November 2011.

- Some properties in the City do not have access to sanitary sewers maintained and operated by the City because the properties were developed prior to annexation. A loan for $705,502 ($529,126 after the loan forgiveness) will be used to construct sanitary sewers in two of these areas. One is located north and south of John Street, west of Kenwood Road, and the other is Jackson Street, north of John Street. Construction is scheduled to begin in May 2011 and be complete in November 2011.

City staff also anticipates receiving a third IEPA loan at the end of fiscal year 2010/11 for drainage improvements on John Street and Willis Avenue. The loan proceeds are estimated to be about $1.2 million. This project will replace existing storm sewer, doubling the stormwater sewer capacity in the areas where the old pipes are replaced, and will install a rain garden (a "green" stormwater management solution). Work is anticipated to begin in the spring of 2011, and be complete before the winter of 2011.

Debt service for all three loans will be paid by revenues from the City's sanitary sewer fee.

Debt Financing Plans

The City anticipates the possibility of one additional debt issue in the next several years to provide for an addition to the City's public works facilities. The estimated amount of debt needed to finance the addition was estimated at $16.8 million in 2008. A specific revenue source for the payment of debt service will be identified prior to the issuance of such debt.

Debt Limitations

As a home-rule municipality, the City has no legal debt limit. However, the City's Debt Management Policy contains the following guidelines concerning the amount of general obligation debt that the City might issue:

- The outstanding principal amount of general obligation debt should not exceed 2.5% of the market value of taxable property.

- The outstanding principal amount of general obligation debt should not exceed $1,000 per capita, adjusted for the rate of inflation of the Consumer Price Index for the Midwest Size B/C classification since the end of the 2000 calendar year.

- Expenditures for general obligation debt service should not exceed 15% of General Fund expenditures (including net transfers).

The following chart shows that outstanding general obligation debt will remain within policy limits at the end of FY 2011/12:

Analysis of General Obligation Outstanding Debt per the City of Champaign's Debt Management Policy (all figures in millions)	Market Value Guideline	Per Capita Guideline
Maximum outstanding debt per policy*	$115.64	$100.71
Projected general obligation debt outstanding at the end of FY 2011/12 with current debt only	$74.39	

* The per capita guideline reflects inflation since the policy was initially adopted. The market value guideline reflects the 2010 equalized assessed value from the County, which is the most recent available. The assessment reflects values as of January 1, 2010, and actual market values at the end of FY 2011/12 will vary from that.

Property Tax Summary - City of Champaign

	2008			2009			2010		
	PROPERTY TAX LEVY			PROPERTY TAX LEVY			PROPERTY TAX LEVY		
	ORIGINAL PROJECTION	FINAL ACTUAL	REVENUE	ORIGINAL PROJECTION	FINAL ACTUAL	REVENUE	ORIGINAL PROJECTION	FINAL ACTUAL	REVENUE
CITY PROPERTY TAX USE									
Corporate Purposes	0.2223	0.2071	3,174,851	0.2049	0.1678	2,584,467	0.2512	0.1062	1,637,514
Pension Funds									
IL Municipal Retirement Fund	0.1390	0.1422	2,179,931	0.1464	0.1545	2,379,619	0.1558	0.1610	2,482,484
Police Pension Fund	0.1889	0.1933	2,963,296	0.1988	0.2099	3,232,894	0.1536	0.2326	3,586,496
Fire Pension Fund	0.1847	0.1890	2,897,377	0.1839	0.1941	2,989,541	0.1662	0.2221	3,424,595
subtotal	0.5125	0.5245	8,040,604	0.5291	0.5585	8,602,054	0.4756	0.6157	9,493,575
Champaign Public Library									
Library Improvement Fund	0.0282	0.0282	432,307	0.0282	0.0282	434,338	0.0282	0.0282	434,820
Operations	0.3940	0.3940	6,040,035	0.3940	0.3940	6,068,414	0.3940	0.3940	6,075,148
subtotal	0.4222	0.4222	6,472,342	0.4222	0.4222	6,502,752	0.4222	0.4222	6,509,968
Capital Improvements	0.1372	0.1404	2,152,337	0.1380	0.1457	2,244,081	0.1451	0.1501	2,314,415
Totals	1.2942	1.2942	19,840,134	1.2942	1.2942	19,933,353	1.2942	1.2942	19,955,472
Equalized 1 Assessed Valuation	1,568,600,000	1,533,003,765		1,626,100,000	1,540,206,553		1,594,200,000	1,541,915,649	
Township Multiplier		1.029			1.000			0.978	

NOTES:
1. Equalized Assessed Valuation = 1/3 of Fair Market Value
2. The Corporate Purpose Levy for 1994 included a $1.0 million property tax reduction approved by Council during the FY1994/95 budget process. This reduction is incorporated into the targeted tax rate in 1997.

Property Tax Summary - Overlapping Tax Districts

	2008			2009			2010		
Taxing Agency or District	RATE	PERCENT	AMOUNT	RATE	PERCENT	AMOUNT	RATE	PERCENT	AMOUNT
Unit 4 School District	3.6554	50.11%	$70,836,250	3.6546	49.93%	$71,639,297	3.7238	50.02%	$73,019,715
Champaign County	0.7426	10.18%	$25,881,187	0.7487	10.23%	$26,607,976	0.7688	10.33%	$27,506,700
Champaign Park District	0.6157	8.44%	$9,530,392	0.6300	8.61%	$9,738,505	0.6529	8.77%	$10,120,471
Parkland College	0.5115	7.01%	$23,726,416	0.5082	6.94%	$24,143,501	0.5064	6.80%	$24,297,239
C-U Mass Transit District	0.2575	3.53%	$6,023,409	0.2619	3.58%	$6,167,505	0.2725	3.66%	$6,393,316
City of Champaign Township	0.0350	0.48%	$518,461	0.0357	0.49%	$531,192	0.0371	0.50%	$552,731
C-U Public Health District	0.1052	1.44%	$2,175,616	0.1071	1.46%	$2,236,678	0.1075	1.44%	$2,252,928
Champaign County Forest Preserve	0.0783	1.07%	$2,767,316	0.0790	1.08%	$2,833,873	0.0817	1.10%	$2,950,695
Subtotal	6.0012	82.26%	$141,459,047	6.0252	82.32%	$143,898,527	6.1507	82.62%	$147,093,794
City of Champaign	1.2942	17.74%	$19,840,135	1.2942	17.68%	$19,933,353	1.2942	17.38%	$19,955,472
	7.2954	100.00%	$161,299,182	7.3194	100.00%	$163,831,880	7.4449	100.00%	$167,049,267

Some properties on the City's fringe are in Hensley or Champaign township. The Hensley township tax rate is 0.1831 for a total of 7.4834.
The Champaign township tax rate is .0417 for a total of 7.3420.

SALARY SCHEDULE C
FOP
FISCAL YEAR 2011-2012
1% & 1.5%*

***Salaries for FOP employees are increased 1% effective July 1, 2010, 0.5% effective June 30, 2011, and 1% July 1, 2011. Salaries on this schedule reflect the cummulative compounded increases.**

POSITION CLASSIFICATION	PAY GRADE		HOURLY	ANNUAL
Probationary Police Officer	C-05	0-15 months	$ 24.6934	$ 51,362.35
Police Officer	C-15	16-36 months	$ 26.8845	$ 55,919.84
	C-20	37-59 months	$ 29.0725	$ 60,470.87
Assigned Police Officer	C-22		$ 29.9791	$ 62,356.54
Senior Police Officer	C-30	5-9 years	$ 30.9874	$ 64,453.78
		10-14 years	$ 31.7431	$ 66,025.57
		15-19 years	$ 32.8013	$ 68,226.68
		20+ years	$ 34.0287	$ 70,779.78
Assigned Senior Police Officer	C-35	5-9 years	$ 31.9179	$ 66,389.14
		10-14 years	$ 32.6963	$ 68,008.40
		15-19 years	$ 33.7862	$ 70,275.34
		20+ years	$ 35.0505	$ 72,905.02
Police Sergeant	C-40	16-59 months	$ 35.8724	$ 74,614.56
		5-9 years	$ 36.7692	$ 76,479.92
		10-14 years	$ 37.6660	$ 78,345.29
		15-18 years	$ 38.5628	$ 80,210.65
		18-19 years	$ 39.0921	$ 81,311.52
		20+ years	$ 40.2012	$ 83,618.41

SALARY SCHEDULE C
FOP
FISCAL YEAR 2011-2012
1% & 1.5%*

***Salaries for FOP employees are increased 1% effective July 1, 2010, 0.5% effective June 30, 2011, and 1% July 1, 2011. Salaries on this schedule reflect the cummulative compounded increases.**

POSITION CLASSIFICATION	PAY GRADE		HOURLY	ANNUAL
Assigned Police Sergeant	C-45	16-59 months	$ 36.7692	$ 76,479.92
		5-9 years	$ 37.6884	$ 78,391.92
		10-14 years	$ 38.6077	$ 80,303.92
		15-18 years	$ 39.5269	$ 82,215.92
		18-19 years	$ 40.0693	$ 83,344.31
		20+ years	$ 41.2063	$ 85,709.02

SALARY SCHEDULE C
FOP
FISCAL YEAR 2012 Jan 2
1.00%
***1.00% increase effective January 1, 2012**

POSITION CLASSIFICATION	PAY GRADE		HOURLY	ANNUAL
Probationary Police Officer	C-05	0-15 months	$ 24.9404	$ 51,875.98
Police Officer	C-15	16-36 months	$ 27.1534	$ 56,479.04
	C-20	37-59 months	$ 29.3633	$ 61,075.58
Assigned Police Officer	C-22		$ 30.2789	$ 62,980.11
Senior Police Officer	C-30	5-9 years	$ 31.2973	$ 65,098.31
		10-14 years	$ 32.0605	$ 66,685.83
		15-19 years	$ 33.1293	$ 68,908.94
		20+ years	$ 34.3690	$ 71,487.58
Assigned Senior Police Officer	C-35	5-9 years	$ 32.2370	$ 67,053.03
		10-14 years	$ 33.0233	$ 68,688.48
		15-19 years	$ 34.1241	$ 70,978.09
		20+ years	$ 35.4010	$ 73,634.07
Police Sergeant	C-40	16-59 months	$ 36.2311	$ 75,360.71
		5-9 years	$ 37.1369	$ 77,244.72
		10-14 years	$ 38.0427	$ 79,128.74
		15-18 years	$ 38.9484	$ 81,012.76
		18-19 years	$ 39.4830	$ 82,124.64
		20+ years	$ 40.6032	$ 84,454.59

SALARY SCHEDULE C
FOP
FISCAL YEAR 2012 Jan 2
1.00%
***1.00% increase effective January 1, 2012**

POSITION CLASSIFICATION	PAY GRADE		HOURLY	ANNUAL
Assigned Police Sergeant	C-45	16-59 months	$ 37.1369	$ 77,244.72
		5-9 years	$ 38.0653	$ 79,175.84
		10-14 years	$ 38.9937	$ 81,106.96
		15-18 years	$ 39.9222	$ 83,038.08
		18-19 years	$ 40.4700	$ 84,177.75
		20+ years	$ 41.6183	$ 86,566.11

SALARY SCHEDULE D
IAFF
FISCAL YEAR 2011-2012
Pending Contract Negotiations

POSITION CLASSIFICATION	PAY GRADE	STEP	24 HOURS HOURLY	24 HOURS ANNUAL	PAY GRADE	STEP	40 HOURS HOURLY	40 HOURS ANNUAL
Probationary Fire Fighter	D-05		$18.4175	$49,801	D-16		$22.9356	$47,706
Fire Fighter	D-21	1	$19.3591	$52,347	D-25	1	$24.0823	$50,091
		2	$20.3008	$54,893		2	$25.2291	$52,477
		3	$21.2424	$57,439		3	$26.3759	$54,862
		4	$22.1841	$59,986		4	$27.5657	$57,337
Fire Fighter (10 years)			$22.2950	$60,286			$27.7035	$57,623
Fire Engineer	D-30		$23.6964	$64,075	D-35		$29.4422	$61,240
Fire Lieutenant	D-40		$26.5167	$71,701	D-45		$32.9552	$68,547
Fire Captain	D-50		$31.2884	$84,604	D-55		$38.8698	$80,849
Deputy Fire Marshall					D-37	A	$28.0519	$58,348
						B	$29.3425	$61,032
						C	$30.7028	$63,862
						D	$32.1222	$66,814

SALARY SCHEDULE E
AFSCME
FISCAL YEAR 2011-2012
Pending Contract Negotiations

TRAINING PAY- Telecommunicator I

In addition to the below salary schedule, Telecommunicator I's will be compensated an additional $1.50 per hour when assigned to training Probationary Telecommunicators.

			EMPLOYMENT SENIORITY				
POSITION CLASSIFICATION	**PAY GRADE**	**MERIT STEP**	**(0) 0-5**	**(.025) 6-10**	**(.050) 11-15**	**(.075) 16-20**	**(.10) Over 20**
Special Services Worker	20	A	15.1807	15.5602	15.9397	16.3192	16.6988
		B	15.9391	16.3376	16.7361	17.1345	17.5330
		C	16.7500	17.1687	17.5875	18.0062	18.4250
		D	17.5812	18.0207	18.4602	18.8998	19.3393
		E	18.4694	18.9311	19.3929	19.8546	20.3163
	21	A	15.7714	16.1657	16.5600	16.9542	17.3485
		B	16.5575	16.9714	17.3854	17.7993	18.2132
		C	17.3800	17.8145	18.2490	18.6835	19.1180
		D	18.2565	18.7129	19.1693	19.6257	20.0821
		E	19.1767	19.6561	20.1355	20.6149	21.0944
Office Worker I	22	A	16.3780	16.7874	17.1969	17.6063	18.0158
Account Clerk I		B	17.1962	17.6261	18.0560	18.4859	18.9158
Parking Enforcement Officer I		C	18.0552	18.5066	18.9579	19.4093	19.8607
Data Entry Clerk		D	18.9580	19.4319	19.9059	20.3798	20.8538
		E	19.9249	20.4230	20.9211	21.4192	21.9174
	23	A	17.0109	17.4362	17.8615	18.2867	18.7120
		B	17.8598	18.3063	18.7528	19.1993	19.6458
		C	18.7655	19.2346	19.7038	20.1729	20.6420
		D	19.7062	20.1988	20.6915	21.1841	21.6768
		E	20.7081	21.2258	21.7435	22.2612	22.7789
Police Information Resource Specialist	24	A	17.6804	18.1224	18.5644	19.0065	19.4485
Office Worker II		B	18.5656	19.0298	19.4939	19.9581	20.4222
Account Clerk II		C	19.5034	19.9910	20.4786	20.9662	21.4538
Police Service Representative I		D	20.4835	20.9955	21.5076	22.0197	22.5318
Customer Services Representative		E	21.5292	22.0674	22.6056	23.1439	23.6821
Parking Enforcement Officer II							
Police Account Clerk	25	A	18.3892	18.8489	19.3086	19.7683	20.2281
Telecommunicator I		B	19.3079	19.7906	20.2733	20.7560	21.2387
		C	20.2676	20.7743	21.2810	21.7877	22.2944
		D	21.3090	21.8417	22.3745	22.9072	23.4399
		E	22.3939	22.9538	23.5136	24.0735	24.6333

SALARY SCHEDULE E
AFSCME
FISCAL YEAR 2011-2012
Pending Contract Negotiations

POSITION CLASSIFICATION	PAY GRADE	MERIT STEP	(0) 0-5	(.025) 6-10	(.05) 11-15	(.75) 16-20	(.10) Over 20
Account Clerk III	26	A	19.2847	19.7668	20.2490	20.7311	21.2132
Asphalt Maintenance Worker I		B	20.2486	20.7548	21.2611	21.7673	22.2735
Concrete Maintenance Worker I		C	21.2651	21.7967	22.3284	22.8600	23.3916
Police Services Representative II --		D	22.3371	22.8956	23.4540	24.0124	24.5709
Lead Worker		E	23.4820	24.0690	24.6561	25.2431	25.8302
Special Services Maintenance Worker I							
Meter Collector/Meter Repair Worker I							
Sewer Maintenance Worker I							
Sign Maintenance Worker I							
Street Maintenance Worker I							
Telecommunicator II Lead Worker	27	A	20.0488	20.5500	21.0512	21.5525	22.0537
		B	21.0523	21.5786	22.1049	22.6312	23.1575
		C	22.1285	22.6818	23.2350	23.7882	24.3414
		D	23.2413	23.8223	24.4033	24.9844	25.5654
		E	24.4256	25.0362	25.6468	26.2575	26.8681
Asphalt Maintenance Worker II	28	A	20.8641	21.3857	21.9073	22.4289	22.9505
Meter Collector/Meter Repair Worker II		B	21.9084	22.4561	23.0038	23.5515	24.0992
Concrete Maintenance Worker II		C	23.0181	23.5936	24.1690	24.7445	25.3199
Sewer Maintenance Worker II		D	24.1849	24.7896	25.3942	25.9988	26.6034
Street Maintenance Worker II		E	25.4144	26.0497	26.6851	27.3204	27.9558
Sign Maintenance Worker II							
Facility Specialist							
Arborist	29	A	21.8689	22.4156	22.9624	23.5091	24.0558
Traffic Services Officer		B	22.9628	23.5368	24.1109	24.6850	25.2590
		C	24.1397	24.7432	25.3467	25.9502	26.5537
		D	25.3677	26.0019	26.6361	27.2703	27.9045
		E	26.6628	27.3294	27.9959	28.6625	29.3291
Mechanic	30	A	22.7746	23.3440	23.9133	24.4827	25.0521
Electrical Technician		B	23.9122	24.5100	25.1078	25.7056	26.3034
		C	25.1300	25.7582	26.3865	27.0147	27.6430
		D	26.4119	27.0722	27.7325	28.3928	29.0531
		E	27.7638	28.4579	29.1520	29.8461	30.5402
Lead Mechanic	32	A	24.6312	25.2469	25.8627	26.4785	27.0943
Traffic & Lighting Technician		B	25.8636	26.5102	27.1568	27.8034	28.4499
Facility Specialist		C	27.1558	27.8347	28.5136	29.1925	29.8714
		D	28.5237	29.2368	29.9499	30.6630	31.3761
		E	30.0303	30.7811	31.5318	32.2826	33.0333

SALARY SCHEDULE F
PLUMBERS AND PIPEFITTERS
FISCAL YEAR 2011-2012
0.5% & 1%

***Salaries for Plumbers and Pipefitters employees are increased 0.5% effective June 30, 2011, and 1% July 1, 2011. Salaries on this schedule reflect the cummulative compounded increases.**

POSITION CLASSIFICATION	PAY GRADE	MERIT STEP	HOURLY	ANNUAL SALARY
Clerk Typist	F-21	A	$ 17.4522	$36,301
		B	$ 18.2443	$37,948
		C	$ 19.0898	$39,707
		D	$ 19.6835	$40,942
Environmental Inspector	F-24	A	$ 19.5262	$40,615
		B	$ 20.4049	$42,442
		C	$ 21.3231	$44,352
		D	$ 22.2826	$46,348
Engineering Technician	F-27	A	$ 21.6018	$44,932
		B	$ 22.5711	$46,948
		C	$ 23.5996	$49,087
		D	$ 24.6650	$51,303
Engineering Technician I	F-29	A	$ 23.5996	$49,087
		B	$ 24.6650	$51,303
		C	$ 25.7883	$53,640
		D	$ 26.9726	$56,103
Engineering Technician II	F-31	A	$ 25.7883	$53,640
		B	$ 26.9726	$56,103
		C	$ 28.1997	$58,655
		D	$ 29.4970	$61,354
Building Safety Inspector	F-33	A	$ 28.1997	$58,655
Property Maintenance Inspector		B	$ 29.4970	$61,354
Engineering Technician III		C	$ 30.8645	$64,198
Electrical Inspector		D	$ 32.2914	$67,166
Plumbing and Mechanical Systems Inspector				
Plan Reviewer	F-34	A	$ 29.4970	$61,354
		B	$ 30.8645	$64,198
		C	$ 32.2914	$67,166
		D	$ 33.7918	$70,287

SALARY SCHEDULE F
PLUMBERS AND PIPEFITTERS
FISCAL YEAR Jan 2, 2012
1.00%
***1.00% increase effective January 1, 2012**

POSITION CLASSIFICATION	PAY GRADE	MERIT STEP	HOURLY	ANNUAL SALARY
Clerk Typist	F-21	A	$ 17.6267	$36,664
		B	$ 18.4268	$38,328
		C	$ 19.2807	$40,104
		D	$ 19.8803	$41,351
Environmental Inspector	F-24	A	$ 19.7215	$41,021
		B	$ 20.6090	$42,867
		C	$ 21.5364	$44,796
		D	$ 22.5055	$46,811
Engineering Technician	F-27	A	$ 21.8179	$45,381
		B	$ 22.7968	$47,417
		C	$ 23.8356	$49,578
		D	$ 24.9116	$51,816
Engineering Technician I	F-29	A	$ 23.8356	$49,578
		B	$ 24.9116	$51,816
		C	$ 26.0462	$54,176
		D	$ 27.2423	$56,664
Engineering Technician II	F-31	A	$ 26.0462	$54,176
		B	$ 27.2423	$56,664
		C	$ 28.4817	$59,242
		D	$ 29.7920	$61,967
Building Safety Inspector	F-33	A	$ 28.4817	$59,242
Property Maintenance Inspector		B	$ 29.7920	$61,967
Engineering Technician III		C	$ 31.1732	$64,840
Electrical Inspector		D	$ 32.6143	$67,838
Plumbing and Mechanical Systems Inspector				
Plan Reviewer	F-34	A	$ 29.7920	$61,967
		B	$ 31.1732	$64,840
		C	$ 32.6143	$67,838
		D	$ 34.1297	$70,990

NON-EXEMPT
SALARY SCHEDULE G
NON-BARGAINING UNIT EMPLOYEES
FISCAL YEAR 2011-2012
1% & 2%*

***The salary ranges for NBU employees are adjusted upward by 1% effective July 1, 2010. No across the board salary increase will be given to NBU employees for FY 2010-11. The FY 2011-12 salary ranges are adjusted upwards by 2% of the adjusted 2010-11 ranges. Each NBU employee, except Department Heads shall receive a 2% increase effective July 1, 2011.**

POSITION CLASSIFICATION	GRADE	SALARY RANGE
	G-8	$22,538 --- $28,776
	G-9	$23,660 --- $30,212
	G-10	$24,844 --- $31,719
	G-11	$26,080 --- $33,304
Clerk	G-12	$27,411 --- $34,995
Coop Engineering Technician	G-13	$28,745 --- $36,695
	G-14	$30,219 --- $38,572
Clerk Typist I	G-15	$31,694 --- $40,466
Clerk Typist II	G-17	$34,974 --- $44,657
Secretary I	G-18	$36,696 --- $46,856
Human Resource Technician GIS Technician	G-19	$38,588 --- $49,268
Legal Secretary Secretary II Property Evidence Technician Purchasing Technician	G-20	$40,480 --- $51,686

NON-EXEMPT
SALARY SCHEDULE G
NON-BARGAINING UNIT EMPLOYEES
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	GRADE	SALARY RANGE
Secretary to the City Manager Planner I Compliance Coordinator Paralegal Office Manager Recycling Coordinator Intelligence Analyst	G-22	$44,605 --- $56,942
Finance Technician	G-23	$46,649 --- $59,978
Rehabilitation Technician	G-24	$49,178 --- $62,790
Network Technician Telecommunications/A-V Technician Webmaster	G-25	$51,675 --- $65,980

EXEMPT
SALARY SCHEDULE G
NON-BARGAINING UNIT EMPLOYEES
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	GRADE	SALARY RANGE
	G-17	$ 33,629 --- $ 42,940
	G-22	$ 44,605 --- $ 56,942
	G-23	$ 46,649 --- $ 59,979
Police Records Supervisor Community Relations Specialist Crime Analyst Telecommunicator Supervisor Planner II	G-24	$ 49,178 --- $ 62,790
Community Development Specialist Human Resource Specialist Records Manager Zoning Administrator Police Network Administrator METCAD Computer Services Specialist METCAD Communicaton Systems Specialist Management Analyst	G-25	$ 51,675 --- $ 65,980
Accountant Administrative Services Supervisor Building and Grounds Supervisor Fire Education/Information Specialist Financial Analyst	G-26	$ 54,227 --- $ 69,241
Planner III METCAD Operations Deputy Director METCAD Technical Services Deputy Director IS Network Administrator Civil Engineer	G-27	$ 56,932 --- $ 72,691

EXEMPT
SALARY SCHEDULE G
NON-BARGAINING UNIT EMPLOYEES
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	GRADE	SALARY RANGE
Engineer I	G-28	$ 59,781 --- $ 76,329
Concrete Supervisor Fleet Services Supervisor Forestry Supervisor Sewer Supervisor Operations Supervisor Parking Operations Supervisor Police Records Manager Network Engineer Assistant to the Police Chief for Community Services Land Development Manager Asst to the City Manager/City Liquor Commissioner Neighborhood Coordinator	G-29	$ 62,781 --- $ 80,156
Assistant Human Resource Director Economic Development Manager Code Compliance Manager Neighborhood Programs Manager Building Safety Supervisor Hazardous Materials & Environmental Officer Engineer II	G-30	$ 65,928 --- $ 84,179
Assistant Planning Director Traffic & Lighting Supervisor Risk Manager Engineer III	G-31	$ 69,217 --- $ 88,383

EXEMPT
SALARY SCHEDULE G
NON-BARGAINING UNIT EMPLOYEES
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	GRADE	SALARY RANGE
Assistant City Attorney Assistant City Engineer Financial Services Manager/Budget Officer Operations Manager (PW) Financial Services Manager/City Accountant Administrative Services Manager	G-32	$ 72,781 -- $ 92,830
Police Lieutenant Assistant IT Director for GIS	G-33	$ 76,343 -- $ 97,472
	G-34	$ 80,161 -- $ 102,345
Deputy City Attorney	G-35	$ 84,148 -- $ 107,444
City Engineer Deputy Chief of Police Deputy Fire Chief	G-36	$ 88,375 -- $ 112,837
Information Technologies Director Human Resource Director Planning Director Neighborhood Services Director METCAD Director Deputy City Manager for Development Deputy City Manager for Community Relations	G-39	$ 97,993 -- $ 132,291
City Attorney Police Chief Fire Chief Public Works Director Finance Director Assistant City Manager	G-40	$ 109,300 -- $ 147,556

SALARY SCHEDULE G
TEMPORARY POSITION CLASSIFICATIONS
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	HOURLY
Laborer	$ 8.50
Data Entry Clerk I	$ 11.38
Field Survey Worker A-V Technician	$ 10.74
Adult Crossing Guard Police Service Aide	$ 12.34
For Interns and Law Clerks hired before May 5, 2010	
Engineering Intern (first year) Law Clerk (first year) PLP Intern (first year) Research Intern (first year) Engineering Drafter Intern (first year) Grounds Maintenance Intern (first year)	$ 13.21
Engineering Intern (second year) Law Clerk (second year) PLP Intern (second year) Research Intern (second year) Engineering Drafter Intern (second year) Grounds Maintenance Intern (second year)	$ 13.82
For Interns and Law Clerks hired on or after May 5, 2010	
Intern (Level 1)	$ 8.25
Intern (Level 2)	$ 10.00
Law Clerk	$ 12.00

SALARY SCHEDULE G
TEMPORARY POSITION CLASSIFICATIONS
FISCAL YEAR 2011-2012
1% & 2%*

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POSITION CLASSIFICATION	HOURLY
Project Administrator Development Inspector	$ 16.46
Data Entry Clerk II Laborer II Research Assistant	$ 13.40
Temporary Account Clerk	$ 16.02
Temporary Clerical	$ 12.43
Temporary Secretary	$ 16.02
Substitute Telecommunicator	$ 17.65
Project Specialist	$ 18.76
Programmer I Project Specialist II	$ 22.19
Programmer II	$ 26.79

Champaign Public Library
Salary Schedule L for 2011/2012
Effective June 19, 2011

Note: Full Time by current Library definition is 38 hours per week, or 1,976 hours per year.
Note: Minimum from Range to Range = 5.0%
Note: Due to budget constraints, the 2011/12 salary scale is unchanged from FY11 and FY10 with the exception of page salaries which were increased FY11 to comply with minimum wage laws.

		Annual Salary (Full Time)			Hourly Salary		
Classification	GRADE	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Library Director	L-40	100,791.9838	118,430.2359	136,068.4881	51.0081	59.9343	68.8606
	L-39	90,364.0713	106,178.4244	121,992.7775	45.7308	53.7340	61.7372
	L-38	87,299.9286	101,008.8670	114,717.8055	44.1801	51.1178	58.0556
	L-37	84,347.7571	96,801.4050	109,255.0528	42.6861	48.9886	55.2910
	L-36	81,495.4175	92,773.9244	104,052.4313	41.2426	46.9504	52.6581
	L-35	77,597.2706	88,338.1191	99,078.9675	39.2699	44.7055	50.1412
Assistant Library Director	L-34	73,920.2487	84,149.2621	94,378.2755	37.4090	42.5857	47.7623
	L-33	70,400.2369	80,142.1544	89,884.0719	35.6277	40.5578	45.4879
	L-32	67,115.1488	76,359.3256	85,603.5025	33.9652	38.6434	43.3216
	L-31	63,828.0894	72,665.2031	81,502.3169	32.3017	36.7739	41.2461
Librarian III	L-30	60,795.3213	69,210.5875	77,625.8538	30.7669	35.0256	39.2843
	L-29	57,893.6413	65,904.8013	73,915.9613	29.2984	33.3526	37.4069
Library Service Manager Library Technology Manager	L-28	55,126.9919	62,757.2078	70,387.4238	27.8983	31.7597	35.6212
Librarian II	L-27	52,500.3013	59,765.8359	67,031.3706	26.5690	30.2459	33.9228
Library Accounting Manager	L-26	50,005.6844	56,928.2216	63,850.7588	25.3065	28.8098	32.3131
Librarian I Lib'y Promotional Serv. Manager	L-25	47,652.0119	54,247.3216	60,842.6313	24.1154	27.4531	30.7908
	L-24	45,349.5919	51,626.0519	57,902.5119	22.9502	26.1265	29.3029
Library Page Supervisor	L-23	43,017.6031	49,163.4678	55,309.3325	21.7700	24.8803	27.9906
Library Administrative Secretary	L-22	41,132.1025	46,820.6372	52,509.1719	20.8158	23.6947	26.5735
Library Associate Maintenance Manager Security Supervisor	L-21	39,043.5631	44,450.2091	49,856.8550	19.7589	22.4950	25.2312
Library Technical Assistant	L-20	37,328.5756	42,495.2219	47,661.8681	18.8910	21.5057	24.1204
Library Assistant III	L-19	35,584.0194	40,508.2019	45,432.3844	18.0081	20.5001	22.9921
	L-18	33,839.4631	38,524.1388	43,208.8144	17.1252	19.4960	21.8668
Library Assistant II Library Maintenance	L-17	32,250.6356	36,715.5169	41,180.3981	16.3212	18.5807	20.8403
	L-16	30,714.8911	34,967.1589	39,219.4268	15.5440	17.6959	19.8479
Library Asst. I	L-15	29,226.7381	33,271.2503	37,315.7625	14.7909	16.8377	18.8845
Security Officer, Janitor	L-14	27,866.5756	31,717.9053	35,569.2350	14.1025	16.0516	18.0006
	L-13	26,507.3988	30,172.9381	33,838.4775	13.4147	15.2697	17.1247
	L-12	25,276.3531	28,773.8434	32,271.3338	12.7917	14.5617	16.3316
	L-11	24,050.2356	27,380.6625	30,711.0894	12.1712	13.8566	15.5420
	L-10	22,909.8675	26,080.1303	29,250.3931	11.5941	13.1984	14.8028
	L-09	21,817.7950	24,838.7356	27,859.6763	11.0414	12.5702	14.0990
	L-08	20,782.8888	23,659.4353	26,535.9819	10.5177	11.9734	13.4291
Library Page	------				8.2500		10.5188

SALARY AND STAFFING ORDINANCE
POSITION CONTROL
FISCAL YEAR 2011-2012

DEPARTMENT AND ACTIVITY: MAYOR AND COUNCIL
ACTIVITY NUMBER: 02-01001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Secretary II	1.000	
	1.000	TOTAL

DEPARTMENT AND ACTIVITY: CITY MANAGER'S OFFICE: CITY MANAGER'S OFFICE
ACTIVITY NUMBER: 02-02001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
City Manager	1.000	
Assistant City Manager	1.000	
Secretary to the City Manager	1.000	
Secretary I	1.000	
	4.000	TOTAL

DEPARTMENT AND ACTIVITY: CITY MANAGER'S OFFICE: COMMUNITY RELATIONS
ACTIVITY NUMBER: 02-02002
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Deputy City Manager for Community Relations	1.000	
Community Relations Specialist	1.000	
Secretary I	1.000	
	3.000	TOTAL

DEPARTMENT AND ACTIVITY:	CITY MANAGER'S OFFICE: ECONOMIC DEVELOPMENT
ACTIVITY NUMBER:	02-02007
FUND:	ECONOMIC DEVELOPMENT

POSITION CLASSIFICATION	FTE	
REGULAR:		
Deputy City Manager for Development	1.000	
Economic Development Manager	1.000	
	2.000	TOTAL

DEPARTMENT AND ACTIVITY:	LEGAL DEPARTMENT
ACTIVITY NUMBER:	02-03001
FUND:	GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
City Attorney	1.000	
Deputy City Attorney	1.000*	
Assistant City Attorney	2.000*	
Legal Secretary	2.000	
Secretary I	1.231	
Paralegal	0.875	
	8.106	
TEMPORARY:		
Law Clerk	0.120	
	8.226	TOTAL

*1.000 FTE Deputy City Attorney reduced to 1.0 FTE Assistant City Attorney through attrition in a future year.

DEPARTMENT AND ACTIVITY: FINANCE DEPARTMENT: FINANCIAL SERVICES
ACTIVITY NUMBER: 02-04001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Finance Director	1.000	
Financial Services Manager/Budget Officer	1.000	
Financial Services Manager/City Accountant	1.000	
Accountant	1.000	
Financial Analyst	1.000	
Records Manager/City Clerk	1.000	
Customer Service Representative	1.000*	
Office Manager	1.000	
Finance Technician	1.000	funded at .900 FTE
Account Clerk II	1.625	
Account Clerk III	4.000**	1.000 FTE funded at .900 FTE
Secretary I	1.000	
	15.625	
TEMPORARY:		
Research Intern	0.400	
	16.025	TOTAL

*1.000 FTE Customer Service Representative to be reduced through attrition in FY 2011-12.
**Classification of 1.000 FTE Account Clerk III will be reevaluated following future attrition.

DEPARTMENT AND ACTIVITY: HUMAN RESOURCES DEPARTMENT
ACTIVITY NUMBER: 02-05001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Human Resources Director	1.000	
Assistant Human Resources Director	1.000	
Human Resources Specialist	1.000	
Human Resources Technician	1.000	
Clerk Typist II	1.000	
	5.000	
TEMPORARY:		
Project Administrator	0.500	
	5.500	TOTAL

DEPARTMENT AND ACTIVITY: HUMAN RESOURCES DEPARTMENT
ACTIVITY NUMBER: 02-05006
FUND: RISK MANAGEMENT ADMINISTRATION

POSITION CLASSIFICATION	FTE	
REGULAR:		
Secretary II	1.000	
Risk Manager	1.000	
	2.000	TOTAL

DEPARTMENT AND ACTIVITY: PLANNING
ACTIVITY NUMBER: 02-06001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Planning Director	1.000	
Assistant Planning Director	1.000	
Land Development Manager	1.000	
Zoning Administrator	1.000	
Planner II	4.000	
Secretary II	1.000	
	9.000	
TEMPORARY:		
Research Intern	1.050	
	10.050	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: ADMINISTRATION
ACTIVITY NUMBER: 02-07001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Public Works Director	1.000	
Administrative Services Manager	1.000	
Secretary II	1.000	
Account Clerk II	1.000	
Purchasing Technician	1.000*	
Office Worker II	1.000	
Clerk Typist II	1.000	
Management Analyst	0.500	
Administrative Services Supervisor	0.300	
GIS Technician	1.000	
	8.800	TOTAL

*0.250 FTE Purchasing Technician funded through June 30, 2013 only.

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: TRAFFIC & LIGHTING
ACTIVITY NUMBER: 02-07002
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Traffic & Lighting Supervisor	1.000	
Electrical Technician	3.000	
Traffic and Lighting Technician	1.000	
Sign Maintenance Worker II	2.000	
	7.000	
TEMPORARY		
Research Intern	0.500	
	7.500	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: SPECIAL SERVICES
ACTIVITY NUMBER: 02-07003
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Building and Grounds Supervisor	1.000	
Special Services Maintenance Worker I	1.000	
Special Services Maintenance Worker II	1.000	
	3.000	
TEMPORARY:		
Grounds Maintenance Intern	0.250	
	3.250	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: OPERATIONS
ACTIVITY NUMBER: 02-07005
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Operations Manager	1.000	
Secretary I	1.000	
	2.000	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: STREETS
ACTIVITY NUMBER: 02-07006
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Operations Supervisor	0.500	
Street Maintenance Worker II	6.000	
	6.500	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: CONCRETE
ACTIVITY NUMBER: 02-07007
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Concrete Maintenance Worker II	6.000	
Concrete Maintenance Worker I	1.000	
	7.000	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: ENGINEERING
ACTIVITY NUMBER: 02-07008
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
City Engineer	1.000	
Assistant City Engineer	3.000	
Engineer I	1.000	
Engineer II	2.000	
Engineer III	1.000	
Engineering Technician III	5.000	
Engineering Technician II	4.000	
	17.000	
TEMPORARY:		
Engineering Intern	1.000	
Engineering Technician	1.000*	
Project Specialist	0.250**	
	19.250	TOTAL

*1.000 FTE Engineering Technician funded through June 30, 2013 only.
**0.250 FTE Project Specialist funded through June 30, 2012 only.

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: ASPHALT
ACTIVITY NUMBER: 02-07009
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Operations Supervisor	0.500	
Asphalt Maintenance Worker II	3.000	
Asphalt Maintenance Worker I	1.000	
	4.500	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: FORESTRY
ACTIVITY NUMBER: 02-07010
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Forestry Supervisor	1.000	
Arborist	5.000	
	6.000	TOTAL

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: ADMINISTRATION
ACTIVITY NUMBER: 02-08001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Chief of Police	1.000	
Deputy Police Chief	3.000	
Police Account Clerk II	2.000	
Assistant to the Police Chief for Community Services	1.000	
Secretary II	1.000	
Police Investigations Sergeant	1.000*	
	9.000	TOTAL

*1.000 FTE Police Investigations Sergeant to be reduced through attrition in FY 2011-12.

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: OPERATIONAL SUPPORT INVESTIGATIONS
ACTIVITY NUMBER: 02-08002
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Police Lieutenant	1.000	
Police Investigations Sergeant	2.000	
Assigned Police Officer	16.000	
Office Worker II	2.000	
	21.000	
TEMPORARY:		
Project Specialist	0.500*	
	21.500	TOTAL

*0.500 FTE Project Specialist approved through June 30, 2012 only.

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: POLICE OPERATIONS
ACTIVITY NUMBER: 02-08003
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Police Lieutenant	4.000	
Police Sergeant	15.000	
Police Officer	71.000*	
Assigned Police Officer	3.000	
K-9 Officer	2.000	
	95.000	TOTAL

*Six contingency officers are paid out of 02-08007; 3.0 FTE Police Officer not funded, contingent upon grant funding.
*2.000 FTE Police Officer are temporarily authorized, will be reduced through attrition in a future year.
*1.000 FTE Police Officer to be reduced through attrition in FY 2011-12.

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: TRAINING AND DEVELOPMENT
ACTIVITY NUMBER: 02-08004
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Police Sergeant	1.000	
Network Administrator	1.000	
	2.000	TOTAL

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: OPERATIONAL SUPPORT - RECORDS
ACTIVITY NUMBER: 02-08005
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Police Records Manager	1.000	
Police Records Supervisor	2.000*	
Property Evidence Technician	1.500	
Police Information Resource Specialist	7.000**	
Police Services Representative I	7.000	
Police Services Representative II (Lead Worker)	2.000	
	20.500	
TEMPORARY		
Adult Crossing Guard	4.130	
	24.630	TOTAL

*1.000 FTE Police Records Supervisor to be reduced through attrition in FY 2011-12.
**1.000 FTE Police Information Resources Specialist reduced through attrition in a future year.

DEPARTMENT AND ACTIVITY: POLICE DEPARTMENT: JUSTICE ASSISTANCE RECOVERY GRANT-INTELLIGENCE LED POLICING
ACTIVITY NUMBER: 02-08009
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Intelligence Analyst	1.000	
	1.000	TOTAL

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: ADMINISTRATION
ACTIVITY NUMBER: 02-09001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Fire Chief	1.000	
Secretary II	1.000	
Secretary I	1.000	
	3.000	TOTAL

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: BUILDING SAFETY
ACTIVITY NUMBER: 02-09002
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Building Safety Supervisor	1.000	
Plan Reviewer	2.000*	
Plumbing and Mechanical Systems Inspector	2.000	
Electrical Inspector	1.000	
Building Safety Inspector	2.000	
Secretary I	1.000	
Clerk Typist	1.000	
	10.000	TOTAL

*1.000 FTE Plan Reviewer to be reduced through attrition in FY 2011-12.

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: TRAINING & SAFETY
ACTIVITY NUMBER: 02-09003
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Deputy Fire Chief	1.000	
	1.000	TOTAL

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: FIRE SUPPRESSION
ACTIVITY NUMBER: 02-09004
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Deputy Fire Chief	1.000	
Fire Captain	6.000	
Fire Lieutenant	24.000	
Fire Engineer	27.000	
Fire Fighter	45.000*	
	103.000	
TEMPORARY:		
Laborer	0.250	
	103.250	TOTAL

*Approval of 3.000 FTE Fire Fighter not funded in FY 11-12 contingent upon grant funding.

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: FIRE PREVENTION
ACTIVITY NUMBER: 02-09005
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Deputy Fire Marshal	2.000	
Education/Information Specialist	1.000	
	3.000	TOTAL

DEPARTMENT AND ACTIVITY: FIRE DEPARTMENT: EMERGENCY MANAGEMENT
ACTIVITY NUMBER: 02-09006
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
TEMPORARY:		
Research Intern	0.100	
	0.100	TOTAL

DEPARTMENT AND ACTIVITY: NEIGHBORHOOD SERVICES: ADMINISTRATION
ACTIVITY NUMBER: 02-10001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
Neighborhood Services Director	1.000	
Neighborhood Coordinator	1.000	
Secretary II	1.000	funded at Secretary I salary
	3.000	
TEMPORARY:		
Research Intern	0.400	
	3.400	TOTAL

DEPARTMENT AND ACTIVITY: NEIGHBORHOOD SERVICES: CODE COMPLIANCE
ACTIVITY NUMBER: 02-10002
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
Code Compliance Manager	1.000	
Property Maintenance Inspector	4.000	
Environmental Inspector	1.000	
Secretary I	1.000	
	7.000	TOTAL

DEPARTMENT AND ACTIVITY: INFORMATION TECHNOLOGIES DEPARTMENT
ACTIVITY NUMBER: 02-14001
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Director of Information Technologies	1.000	
Network Engineer	2.000*	
Network Administrator	1.000	
Secretary II	1.000	
Network Technician	1.000	
Webmaster	1.000	
	7.000	
TEMPORARY:		
Research Intern	0.450	
	7.450	TOTAL

*1.000 FTE Network Engineer to be reduced through attrition in FY 2011-12.

DEPARTMENT AND ACTIVITY: INFORMATION TECHNOLOGIES DEPARTMENT: CITY BUILDING A/V
ACTIVITY NUMBER: 02-14002
FUND: GENERAL OPERATING

REGULAR:		
Telecommunication A/V Technician	1.000	
	1.000	
TEMPORARY:		
Research Intern	0.500*	
	1.500	TOTAL

*0.500 FTE A/V Research Intern continued for FY 2011-12 only.

DEPARTMENT AND ACTIVITY: INFORMATION TECHNOLOGIES DEPARTMENT: GIS
ACTIVITY NUMBER: 02-14004
FUND: GENERAL OPERATING

POSITION CLASSIFICATION	FTE	
REGULAR:		
Assistant IT Director for GIS	1.000	
Research Intern/GIS	0.500	
	1.500	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: PARKING PROGRAMS
ACTIVITY NUMBER: 03-07013
FUND: MOTOR VEHICLE PARKING SYSTEM

POSITION CLASSIFICATION	FTE	
REGULAR:		
Parking Operations Supervisor	1.000	
Administrative Services Supervisor	0.700	
Management Analyst	0.500	
Meter Collector/Meter Repair Worker I	2.550	
Meter Collector/Meter Repair Worker II	1.000	
Parking Enforcement Officer I	5.000	
Parking Enforcement Officer II	1.000	
Customer Services Representative	1.000	
Account Clerk I	1.000	
Account Clerk II	1.000	
	14.750	
TEMPORARY:		
Grounds Maintenance Intern	0.250	
	15.000	TOTAL

DEPARTMENT AND ACTIVITY: SANITARY SEWER OPERATIONS
ACTIVITY NUMBER: 04-07025
FUND: SEWER IMPROVEMENT

POSITION CLASSIFICATION	FTE	
REGULAR:		
Operations Supervisor	1.000	
Sewer Maintenance Worker II	4.000	
Sewer Maintenance Worker I	3.000	
	8.000	TOTAL

DEPARTMENT AND ACTIVITY: NEIGHBORHOOD SERVICES: COMMUNITY DEVELOPMENT BLOCK GRANT REHAB
ACTIVITY NUMBER: 05-10003
FUND: COMMUNITY DEVELOPMENT

POSITION CLASSIFICATION	FTE	
REGULAR:		
Compliance Coordinator	1.000	
Community Development Specialist	1.000	
Rehabilitation Technician	1.500	
Neighborhood Programs Manager	1.000	
Clerk Typist II	1.000	
	5.500	TOTAL

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: ENVIRONMENTAL SERVICES
ACTIVITY NUMBER: 06-07014
FUND: ENVIRONMENTAL SERVICES

POSITION CLASSIFICATION	FTE	
TEMPORARY		
Recycling Coordinator	1.000*	
Research Intern	0.250*	
	1.250	TOTAL

*1.000 FTE Recycling Coordinator and 0.250 FTE Research Intern funded through March 31, 2013 only.

DEPARTMENT AND ACTIVITY: PUBLIC WORKS DEPARTMENT: FLEET SERVICES
ACTIVITY NUMBER: 10-07019
FUND: FLEET SERVICES

POSITION CLASSIFICATION	FTE	
REGULAR:		
Fleet Services Supervisor	1.000	
Lead Mechanic	1.000	
Mechanic	4.000	
Account Clerk II	1.000	
	7.000	TOTAL

DEPARTMENT AND ACTIVITY: METROPOLITAN COMPUTER-AIDED DISPATCH
ACTIVITY NUMBER: 09-11001
*FUND: METCAD

POSITION CLASSIFICATION	FTE	
REGULAR:		
METCAD Director	1.000	
METCAD Operations Deputy Director	1.000	
METCAD Computer Services Specialist	2.000	
METCAD Technical Services Deputy Director	1.000	
Telecommunicator I	23.000*	
Telecommunicator Supervisors	3.000	
Telecommunicator II (Lead Worker)	6.000	
Secretary II	1.000	
METCAD Communications Systems Specialist	1.000	
	39.000	TOTAL

*Positions approved by METCAD Policy Board. 2.000 FTE Telecommunicator I approved through June 30, 2012 only. Additionally, 1.000 FTE Telecommunicator I not funded for 2011-12 only.

CHAMPAIGN PUBLIC LIBRARY

2010-2011 Personnel-Classifications, Grades, Full-Time Equivalents

Effective 19 June 2011

Notes: Full-Time equivalents (FTEs) are based on 2,080 hours per year or 40 hours per week. Numbers in parentheses following classification name (20, 25, etc.) refer to hours worked per week.

Administration Services 11-00			
Classification	Grade	FTE	Total
Full-Time Personnel			
Library Director	L-39	0.9500	
Assistant Library Director	L-34	0.9500	
Librarian III	L-30	0.9500	
Sub-Total Full-Time Personnel			2.8500
Part-Time Personnel			
Librarian III (22)	L-30	0.5500	
Subtotal Part-Time Personnel			0.5500
Subtotal			3.4000

Administration Services (Management Services) 11-01			
Classification	Grade	FTE	Total
Full-Time Personnel			
Library Administrative Secretary	L-22	0.9500	
Library Administrative Secretary	L-22	0.9500	
Sub-Total Full-Time Personnel			1.9000
Part-Time Personnel			
Library Accounting Manager (30)	L-26	0.7500	
Library Technical Assistant (25)*	L-20	0.6250	
Subtotal Part-Time Personnel			1.3750
Subtotal			3.2750

Administration Services (Technology Services) 11-02			
Classification	Grade	FTE	Total
Full-Time Personnel			
Library Automation Manager	L-28	0.9500	
Library Technical Assistant	L-20	0.9500	
Sub-Total Full-Time Personnel			1.9000
Part-Time Personnel			
Library Technical Assistant (20)	L-20	0.5000	
Library Technical Assistant (15)	L-20	0.3750	
Subtotal Part-Time Personnel			0.8750
Subtotal			2.7750

* See note on page 5

CHAMPAIGN PUBLIC LIBRARY

2010-2011 Personnel-Classifications, Grades, Full-Time Equivalents

Administration Services (Promotion Services) 11-03			
Classification	Grade	FTE	Total
Part-Time Personnel			
Promotional Services Coordinator	L-25	0.7500	
Library Associate (20)	L-21	0.5000	
Subtotal Part-Time Personnel			1.2500
Subtotal			1.2500

Administration Services (Maintenance Services) 11-04			
Classification	Grade	FTE	Total
Full-Time Personnel			
Maintenance Supervisor	L-21	0.9500	
Library Maintenance Worker	L-17	0.9500	
Library Janitor	L-14	0.9500	
Library Janitor	L-14	0.9500	
Library Janitor	L-14	0.9500	
Library Janitor	L-14	0.9500	
Library Janitor	L-14	0.9500	
Sub-Total Full-Time Personnel			6.6500
Part-Time Personnel			
Library Janitor (20)	L-14	0.5000	
Library Janitor (20)	L-14	0.5000	
Library Janitor (20)	L-14	0.5000	
Subtotal Part-Time Personnel			1.5000
Subtotal			8.1500

Administration Services (Security Services) 11-05			
Classification	Grade	FTE	Total
Full-Time Personnel			
Security Supervisor	L-21	0.9500	
Sub-Total Full-Time Personnel			0.9500
Part-Time Personnel			
Security Officer (20)	L-14	0.5000	
Security Officer (20)	L-14	0.5000	
Security Officer (20)	L-14	0.5000	
Security Officer (20)	L-14	0.5000	
Security Officer (20) *	L-14	0.5000	
Subtotal Part-Time Personnel			2.5000
Subtotal			3.4500
Subtotal Administration Services			22.3000

* See note on page 5

CHAMPAIGN PUBLIC LIBRARY

2010-2011 Personnel-Classifications, Grades, Full-Time Equivalents

Technical Services 12-00			
Classification	Grade	FTE	Total
Full-Time Personnel			
Librarian III	L-30	0.9500	
Library Technical Assistant	L-20	0.9500	
Library Technical Assistant	L-20	0.9500	
Library Assistant II	L-17	0.9500	
Subtotal Full-Time Personnel			3.8000
Part-Time Personnel			
Library Technical Assistant (25) *	L-20	0.6250	
Library Technical Assistant (25)	L-20	0.6250	
Library Assistant II (25)	L-17	0.6250	
Library Assistant I (30)	L-15	0.7500	
Library Assistant I (25)	L-15	0.6250	
Subtotal Part-Time Personnel			3.2500
Subtotal			7.0500

Adult Services 13-01			
Classification	Grade	FTE	Total
Full-Time Personnel			
Librarian III	L-30	0.9500	
Librarian III	L-30	0.9500	
Librarian II	L-27	0.9500	
Librarian II	L-27	0.9500	
Librarian II	L-27	0.9500	
Librarian II	L-27	0.9500	
Librarian I	L-25	0.9500	
Library Associate	L-21	0.9500	
Library Associate	L-21	0.9500	
Library Associate	L-21	0.9500	
Library Associate	L-21	0.9500	
Library Assistant II	L-17	0.9500	
Library Assistant II	L-17	0.9500	
Subtotal Full-Time Personnel			12.3500
Part-Time Personnel			
Librarian II (20)	L-27	0.5000	
Librarian I (20)	L-25	0.5000	
Librarian I (20) *	L-25	0.5000	
Library Associate (30)	L-21	0.7500	
Library Associate (20)	L-21	0.5000	
Library Technical Assistant (20)	L-20	0.5000	
Library Assistant II (20)	L-17	0.5000	
Subtotal Part-Time Personnel			3.7500
Subtotal			16.1000

* See note on page 5

CHAMPAIGN PUBLIC LIBRARY

2010-2011 Personnel-Classifications, Grades, Full-Time Equivalents

Circulation Services 13-02			
Classification	Grade	FTE	Total
Full-Time Personnel			
Library Service Manager	L-28	0.9500	
Library Page Supervisor *	L-23	0.9500	
Library Technical Assistant	L-20	0.9500	
Library Assistant II	L-17	0.9500	
Library Assistant II	L-17	0.9500	
Library Assistant II	L-17	0.9500	
Library Assistant I	L-15	0.9500	
Library Assistant I	L-15	0.9500	
Subtotal Full-Time Personnel			7.6000
Part-Time Personnel			
Library Assistant II (20)	L-17	0.5000	
Library Assistant II (20)	L-17	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Library Assistant I (20) *	L-15	0.5000	
Library Assistant I (20) *	L-15	0.5000	
Library Assistant I (3) *	L-15	0.0750	
Library Pages (384)	-----	9.6000	
Subtotal Part-Time Personnel			16.1750
Subtotal			23.7750

Childrens Services 13-03			
Classification	Grade	FTE	Total
Full-Time Personnel			
Librarian III	L-30	0.9500	
Librarian II	L-27	0.9500	
Librarian II	L-27	0.9500	
Librarian II	L-27	0.9500	
Library Associate	L-21	0.9500	
Library Associate	L-21	0.9500	
Library Assistant II	L-17	0.9500	
Subtotal Full-Time Personnel			6.6500

* See note on page 5

CHAMPAIGN PUBLIC LIBRARY

2010-2011 Personnel-Classifications, Grades, Full-Time Equivalents

Childrens Services 13-03 (continued)			
Part-Time Personnel			
Library Associate (20)	L-21	0.5000	
Library Associate (20)	L-21	0.5000	
Library Associate (20)*	L-21	0.5000	
Subtotal Part-Time Personnel			1.5000
Subtotal			8.1500

Douglass Branch Library 15-00			
Classification	Grade	FTE	Total
Full-Time Personnel			
Library Service Manager	L-30	0.9500	
Librarian I	L-25	0.9500	
Library Associate	L-21	0.9500	
Subtotal Full-Time Personnel		2.8500	
Part-Time Personnel			
Library Assistant I (25) *	L-15	0.6250	
Library Assistant I (25) *	L-15	0.6250	
Library Assistant I (20)*	L-15	0.5000	
Library Assistant I (20)	L-15	0.5000	
Subtotal Part-Time Personnel		2.2500	
Subtotal			5.1000

FTE by Agency	
Main Library	**77.3750**
Douglass Branch Library	**5.1000**

Champaign Public Library Grand Total FTEs	82.4750

*** Indicates positions being held open and not funded for FY12. Number of vacant positions is 12 for a total FTE of 6.525. Revised FTE is 75.9500.**

Glossary

ACCRUAL – The recognition of revenue when earned or expenses when incurred regardless of when cash is received or disbursed.

ACTUAL - The actual figures in the budget document are year-end actual totals for the fiscal year preceding the current year.

ADOPTED BUDGET - The budget, which consolidates all beginning of the year appropriations. It builds upon prior budgets, Council goals, staff objectives, citizen feedback and experience over the past year.

AFSCME - American Federation of State, County and Municipal Employees. The union which represents the bargaining unit consisting of certain non-managerial Public Works employees and most clerical and dispatch positions in several city departments.

ANNEX - To incorporate (territory) into an existing political unit such as a country, state, county, or city.

APPROPRIATION - This is an authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources. Appropriations are made for fixed amounts and are usually granted for a one-year period.

APPROPRIATION ORDINANCE - The ordinance adopted by the City Council establishing the legal authority to obligate and expend resources.

A.R.M.S - Area-wide Records Management Systems.

ASSESSED VALUATION - Basis for determining property tax. Assessed valuation determines the value of real (land & buildings) property. Real property is appraised at 100% of the fair market value and the assessed value may not exceed 1/3 of the appraised value.

BALANCED BUDGET – The proposed budget expenditures do not exceed available resources and in compliance with all Council policy guidelines.

BOND - A written promise to pay a specified sum of money, called principal, at a specified maturity date along with periodic interest paid at a specified percentage of the outstanding principal. They are usually used for long-term debt.

> GENERAL OBLIGATION BONDS - Pledged government bond issues backed by a municipality's full faith and credit.
>
> REVENUE BONDS - Bonds whose principal and interest are payable exclusively from the earnings of a public enterprise or project.

BUDGET - The financial plan for a specified period of time for the operation of a program or organization, or for the completion of a given project.

BUDGET ACTIVITY - A group of expenditures which provide for the accomplishment of a specific program or purpose, e.g. Police Investigations. In the General Operating Fund, Budget Activities are also grouped together under the departments that administer them.

BUDGET ADOPTION ORDINANCE - Ordinance appropriating funds for a specific fiscal year. Also referred to as Appropriation Ordinance.

BUDGET AMENDMENT - After adoption, the annual budget may be revised through a budget amendment. Any change in the budget that would decrease contingencies or increase total expenditures for any fund must be made through a budget amendment, which requires the affirmative vote of six of the nine City Council Members.

BUDGET MEMOS - Staff reports provided to City Council to facilitate budget review. Budget memos discuss significant budget and policy issues.

BUDGET MESSAGE - Included in the opening section of the budget, the City Manager's Letter of Transmittal provides the Mayor and Council with a general summary of important budget issues.

BUDGET YEAR – A term used in the budget formulation process to refer to the fiscal year or which the budget is being considered.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.

CAFR - Comprehensive Annual Financial Report.

CAPITAL - Purchase price (per item) is $5,000 or more, and the expected useful life of the items is five years or more. (For periods prior to FY2002/03, capital included items with a purchase price of $1000 or more).

CAPITAL IMPROVEMENTS - A nonrecurring project including, but not limited to, construction of, and major alterations, remodeling or repair of physical facilities, buildings, structures, streets and highways, storm and sanitary sewers, fixed equipment, and landscaping.

CAPITAL IMPROVEMENT PLAN - The plan for the development of capital improvements within the City's jurisdiction. The plan includes a capital improvement budget for the current fiscal year and proposal for a capital improvement budget for nine (9) fiscal years subsequent to the current fiscal year.

CATV - Community Access Television.

COMMODITIES - Items which, after use, are consumed or show a material change in, or an appreciable impairment, of their physical condition, and which are generally of limited value and characterized by rapid depreciation.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - An entitlement grant from the U. S. Department of Housing and Urban Development (HUD) to assist the low and moderate income persons of the City in targeted neighborhoods.

CONTRACTUAL SERVICES - Services provided by another individual, (not on City payroll) agency, or private firm.

C-U - Champaign-Urbana.

CURRENT LEVEL (TARGET) REQUESTS - Requests to provide funds to maintain current operations. Target level requests are limited to an anticipated and/or contractually obligated salary increase and a predetermined percentage of prior year funding for recurring, non-personnel expenses.

CURRENT YEAR – A term used in the budget formulation process to refer to the fiscal year immediately preceding the budget year under consideration

DEBT SERVICE - Includes principal and interest payments and handling charges on general obligation bonds, revenue bonds, special assessment bonds and notes.

DEFEASANCE - Cash is invested in U.S. Treasury securities (treasuries) which are timed to meet debt service obligations. The cash outlay to purchase securities eliminates the need to make future debt service payments. Defeasances are typically done in combination with a refunding to eliminate obligations associated with the previous bond issue. However, defeasances can occur without refunding if sufficient cash is available; this is known as a cash defeasance.

DEPARTMENT - A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DISCRETIONARY - Not mandatory, it is up to the individual or company.

DIVISION - An organizational level within a department. For example, Accounting, Financial Services and the City Clerk's Office together comprise the Finance Department.

ENCUMBRANCES - These are obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved. The use of encumbrances is designed to prevent overspending and permits officials to be certain of how much money is available for new commitments.

EMS - Emergency Medical Services.

ESDA -The City's Emergency Services and Disaster Agency created to alleviate the effects of emergencies and disasters, in accordance with the Illinois Emergency Services and Disaster Agency Act of 1975.

ESTIMATE - Revenue and expenditure estimates for the current fiscal year which are developed as part of the budget preparation process.

EXPENDITURE - The payments made by the City represent an expenditure of City resources. All payments to vendors, personnel and any other government agencies are considered expenditures.

EXPENSE CODE - A set of numbers which, in accordance with an overall system for classifying accounts, indicates the fund, activity and category to which a good or service is expended.

FINANCIAL POLICIES - General and specific guidelines adopted by the Council on an annual basis that govern budget preparation and administration.

FISCAL YEAR - The time period designated by the City identifying the beginning and ending period for recording financial transactions. The City of Champaign's fiscal year is July 1 to June 30.

FOP- Fraternal Order of Police. The union that represents the bargaining unit which consists of commissioned police officers.

FULL-TIME EQUIVALENT (FTE) POSITIONS - One person's work year (1.0 FTE) totals 2080 hours. FTE's are therefore the number of positions based on total number of hours worked, rather than number of individuals working those hours. In the Library an FTE is equivalent to 1,976 hours per year.

FUND - A fund is the basic accounting unit: it is a self-balancing accounting entity with revenues and expenditures which are segregated for the purpose of carrying out specific programs in accordance with City policies and certain applicable State and Federal laws. For fund types, see the Budgetary Basis and Accounting information section of this document.

FUND BALANCE - The excess of current assets over current liabilities, it represents the cumulative effect of revenues and other financing sources over expenditures and other financing uses.

GEMS - Government e-Management Solutions-The City's supplier for financial management and human resources applications.

GIS - An organized collection of computer hardware, software and geographic data designed to capture , store, update, manipulate, analyze and display all forms of geographically referenced information.

GFOA - Government Finance Officers Association.

GOAL - A long-range desirable development attained by time-phased objectives designed to implement a strategy.

GRANT – A giving of funds for a specific purpose.

HOME-RULE MUNICIPALITY - A home rule unit may exercise any power and perform any function pertaining to its government and affairs including but not limited to the power to regulate for the protection of the public health, safety, morals and welfare; to license; to tax; and to incur debt, unless preempted by the State of Illinois. The City of Champaign is a home-rule municipality.

IAFF - International Association of Firefighters. The union representing the bargaining unit consisting of commissioned firefighters.

ICMA- International City/County Management Association.

IMRF - Illinois Municipal Retirement Fund. Retirement system established for municipal employees in the State of Illinois.

INITIATIVES -Any new programs or services to be undertaken by a department or fund for the fiscal year and any project or activity which may be unusual or otherwise significant.

INTER-FUND TRANSFER - Transfers made from one fund to another to reimburse or pay for specific services rendered or to more generally support the activities of another fund.

INTERGOVERNMENTAL REVENUE - Revenue received from another government for general or specific purposes.

KELLY DAYS – As used in the IAFF labor agreement, within the forty-eight (48) hour off and twenty-four (24) hour on duty shift schedule, a regularly scheduled day off which day would otherwise have been a twenty-four (24) hour on-duty day. The effect of a Kelly Day is to reduce the number of hours regularly worked on an annual basis without reducing the total annual pay.

LINE-ITEM BUDGET - A budget that lists detailed expenditure categories separately along with the budgeted amounts for each expenditure category. The City maintains line-item detail for financial reporting and control purposes but does not include this detail in the Annual Budget Document.

LOCAL NARCOTICS FORFEITURES - Revenue seized and forfeited in police narcotics raids.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

METCAD - Metropolitan Computer Aided Dispatch. An intergovernmental agency established to provide dispatching services for several area governments.

MISSION - A broad statement of the overall goal or purpose assigned to a particular department or fund.

NPDES – National Pollutant Discharge Elimination System.

OBJECTIVES - A statement describing the current services and functions a department or fund performs on an ongoing basis.

OPERATING BUDGET - The budget for funds that include recurring revenue sources used to finance on-going operating expenditures which permit basic government services, e.g., the General Operating, Community Development and Motor Vehicle Parking System Funds.

PLUMBERS AND STEAMFITTERS - The union which represents the bargaining unit consisting of certain non-managerial Public Works and Building Safety employees.

PERFORMANCE INDICATORS - Statistical measures that are collected to show impact of dollars spent on City services.

PERSONNEL SERVICES - Salaries and wages paid for services performed by employees of the City, and fringe benefit costs associated with these services.

PROPERTY TAX LEVY - A tax based on the assessed value of a property. Tax liability falls on the owner of record as of the beginning of the levy year.

REVENUE - Funds that the City receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

RIP – Redevelopment Incentive Program. A grant program that provides incentives for redevelopment in specific areas of the City.

SAVING INITIATIVES – Department proposals for expenditure reductions.

SERVICE PLANS - Documents drafted by each department that describe the services provided by that department as well as changes in service levels planned for the upcoming Fiscal Year.

SALARY AND STAFFING ORDINANCE - This ordinance contains the salary schedules and the position control report. The salary schedules set salary ranges for full and part-time employees. The position control report contains a list of position classifications in each department according to the budget activity and fund by which the position classifications are funded, the position classification to which each position is assigned and the number of full-time

equivalent (FTE's) assigned to each position classification within each department and budget activity.

SPECIAL REVENUE FUNDS - Funds used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditure for specific purposes.

SRO- School Resource Officer.

SUPPLEMENTAL BUDGET REQUEST - Requests that exceed the current level (target) budget.

TAX INCREMENT FINANCING (TIF) - A tax incentive designed to attract business investment by the dedication of property and sales tax revenue from the redevelopment of an area (Tax Increment Financing District, or TIFD) to finance development-related costs in that district.

TAX INCREMENT FINANCING DISTRICT (TIFD) - A redevelopment area in which tax increment financing is used. The City has three TIF districts.

U-C - Urbana-Champaign.