

CITY OF HARVARD

BUDGET

FY2013/2014

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**CITY OF HARVARD
OFFICE OF THE MAYOR**

**Jay Nolan
Mayor**

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e-mail: mayor@cityofharvard.org

TO: CITY COUNCIL

RE: BUDGET FY2013/2014

Dear Members of the City Council:

I am pleased to bring you the balanced budget for Fiscal Year 2013/2014. Nationwide economic instability coupled with escalating increases in health insurance, pension obligations and wages continue to wreak havoc with the City's budget. The State of Illinois' financial crisis and irresponsibility further exacerbates our finances with the state behind in payments 3-4 months ranging from \$190K to \$240K. Every day there is a different tale of Springfield reducing our income stream to pad their projects. I strongly recommend the City Council remain diligent in contacting our legislators to stress the urgency in addressing these issues that are strangling local communities. The state must take bipartisan corrective action to reverse fiscal strain on the local economy. Supporting the local HEDC is of prime importance as we search for solutions to increase economic prosperity and opportunity in our community as a means to combat the lack of outside investment in and the increased tax burden on our residents and businesses.

It is imperative that the City Council continue to develop objectives to achieve financial stability and safeguard our spending so we can achieve long term financial reserves. One of my primary goals has been to reduce the line of credit at the bank. Through the focused efforts of the City Council, I am happy to report that we are making headway. The line of credit decreased as of April 1st, 2013 to \$245,000 compared to \$890,000 for the same time frame in 2012.

With the support of the City Council and staff, we will continue to brainstorm new and innovative methods to utilize our resources and revenues to the best of our ability. Upcoming projects this year include:

- Lighting at the Metra Parking Lots will be upgraded to save on utility costs.
- Street lights on Front Street in front of Starline Factory will be updated with retrofitted poles to match the downtown district using funds from the electric aggregation rebate.
- MFT funds will be used to resurface up to 20 blocks of roadway this spring.
- A CDBG grant application has been submitted to construct 900 feet of curb, gutter and storm sewer along West Metzen St. between Blanchard and South Hutchinson St.
- The roadway at Milky Way Park will be extended to create an additional entrance/exit to the park using surplus funds generated from the perpetual lease agreement with Landmark Dividend, Inc.
- The Parks & Rec Dept. is working to expand swimming pool hours and offer swimming lessons during evenings and Saturdays for the convenience of our residents. The Department is further exploring new ideas for adult and youth programs/activities and will utilize the new computer software to organize and streamline tracking for the City and possibly other youth sports organizations in the future.
- The City has renegotiated the waste disposal agreement with MDC Environmental Services, Inc. resulting in increased services to the residents of our community.

I look forward to working with you in the coming year as we establish goals and priorities that will allow us to address the needs of our community and provide services that will enhance the quality of life for our residents.

Sincerely,
CITY OF HARVARD

Jay T. Nolan,
Mayor

Date: April 30, 2013

From: Dave Nelson, City Administrator

Re: Budget Proposal

To: Mayor
Finance Committee
City Council

Mayor, Committee, and City Council:

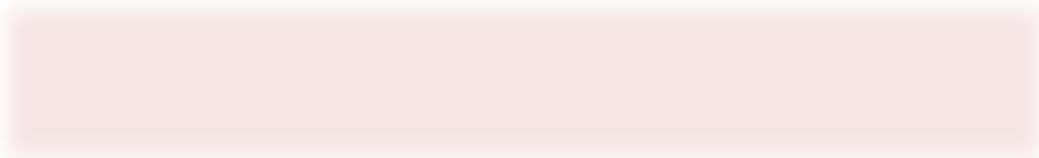
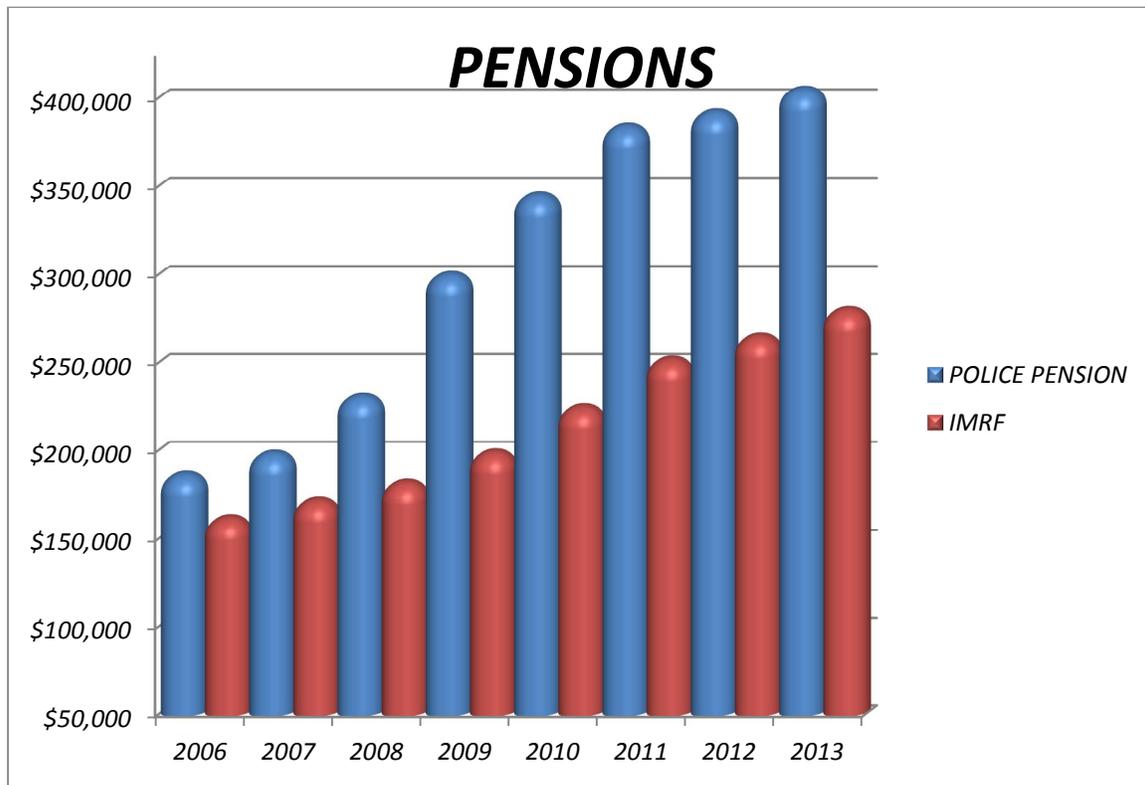
Again, as in the past this budget preserves current service levels at their lowest levels. The process that we took this year was slightly different than the past where there was more involvement from the entire City Council. This document is the culmination of these efforts that we have taken together. At first it appeared that the task in front of us was going to be a long and arduous. However, it took a long time but with hard work and a little teamwork we were able to balance the budget while at the same time craft a plan to replace much needed equipment for our departments.

Our story is not really different than everyone else's:

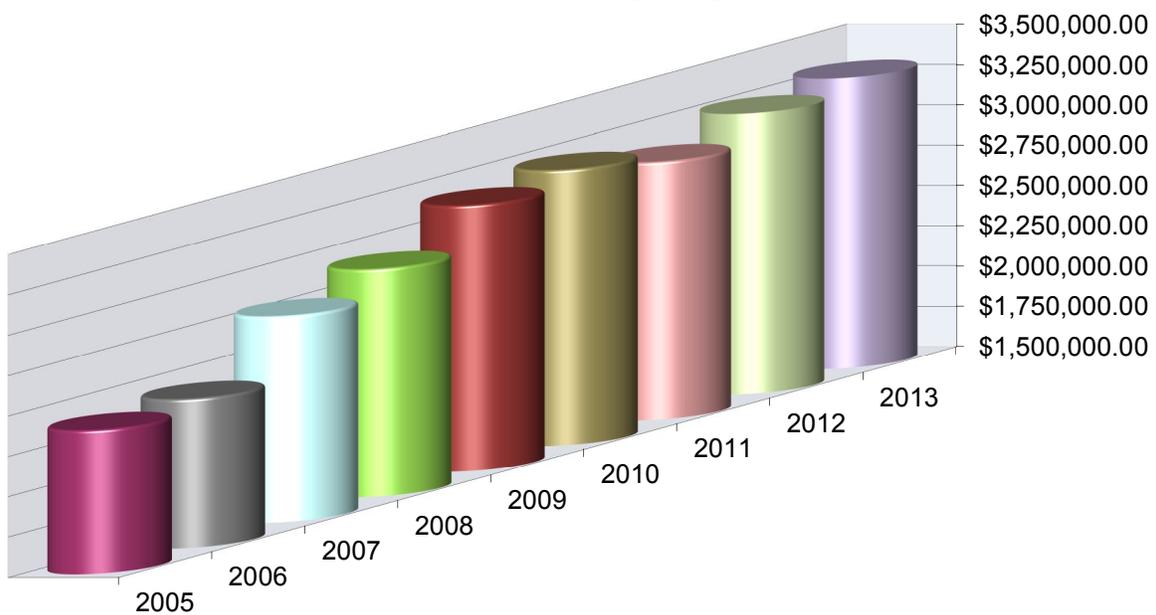
- The state is behind in payments 3-4 month ranging from 190K to 290K
- Every day there is a different tale of Springfield reducing our income stream in order to pad their projects.
- Pension obligations increase every day.
- The tax burden increases on our residents and businesses.
- Outside investments are at abysmal levels.

Many of these items are all out of our control but we still manage to be as resourceful as we can. The City has made appropriate reductions as needed, but it still feel like we are waiting for the other shoe to drop, and that we have no partners in Springfield. The state of Illinois fiscal mess has drawn us into the debate of shared sacrifice, but the only ones that are sacrificing thus far are the local residents of Harvard. What we have done thus far in our reductions really has been responsible and thoughtful, but if the State reduces or caps our revenue stream the next cuts will be extremely severe.

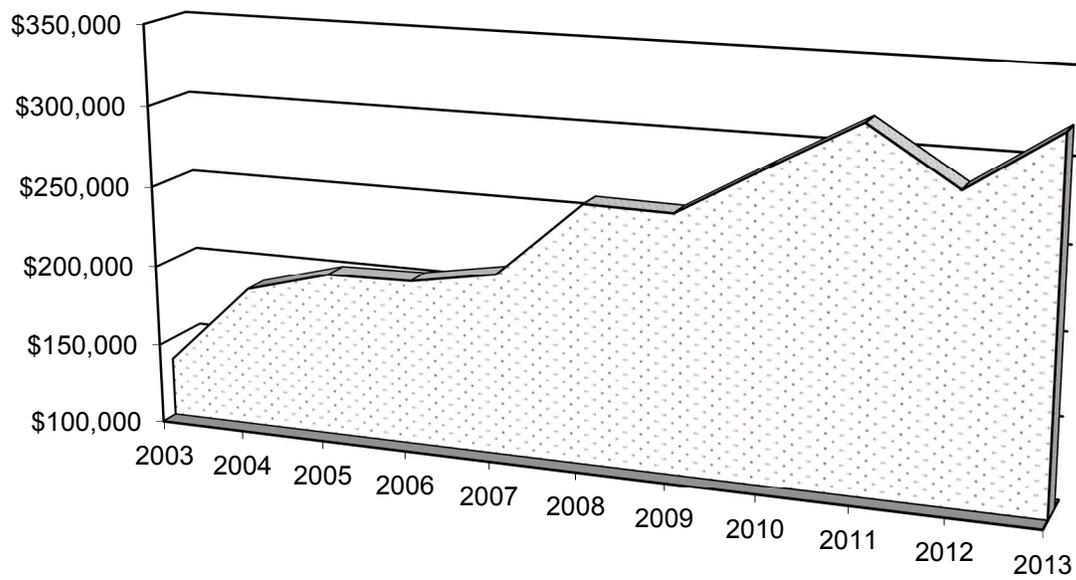
As I have done in years past I include some graphs that highlight some of the expenses and that give an overall sense of our expenses by looking at the largest expenditures. These graphs are included on the following pages, and I think you will come to the same conclusions as I did.



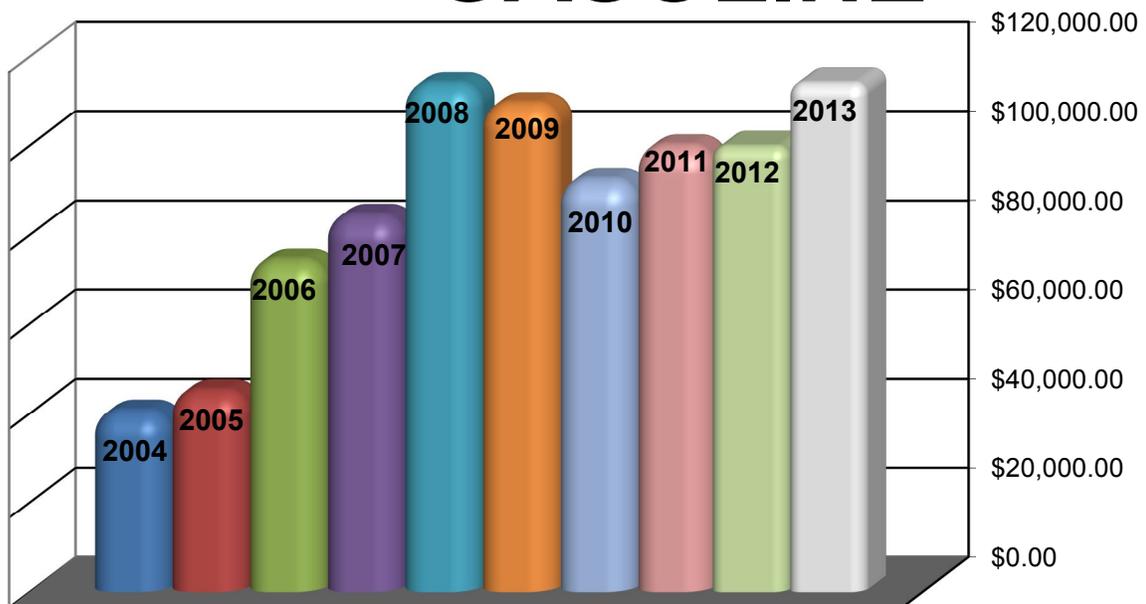
WAGES



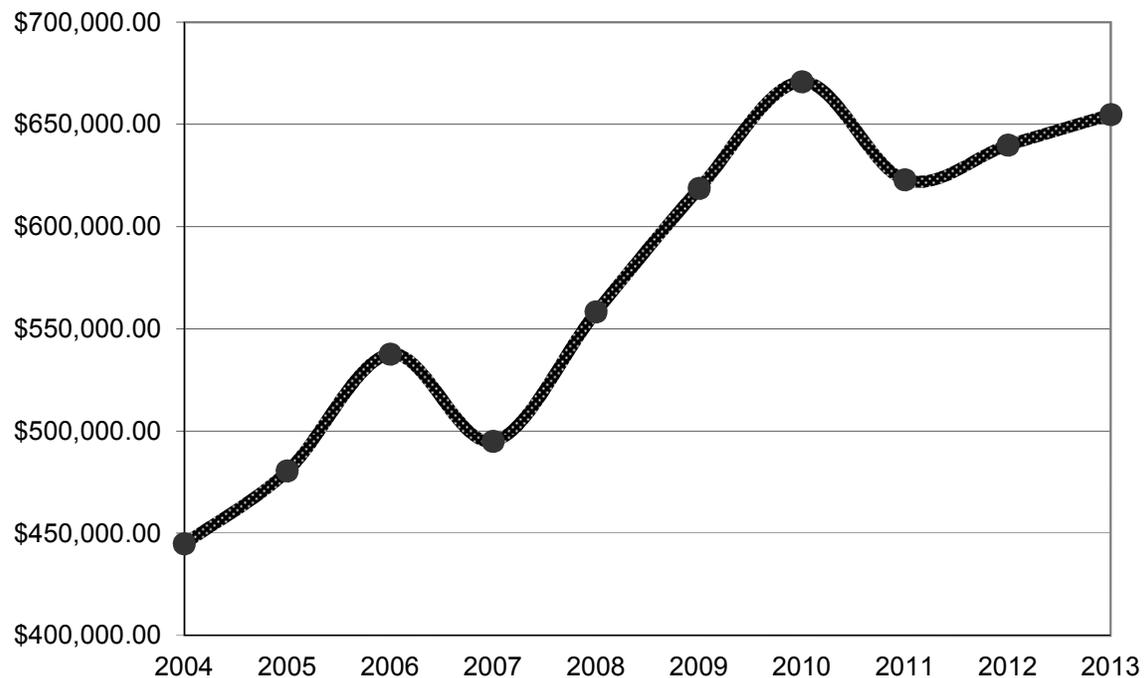
ELECTRICITY COST



GASOLINE

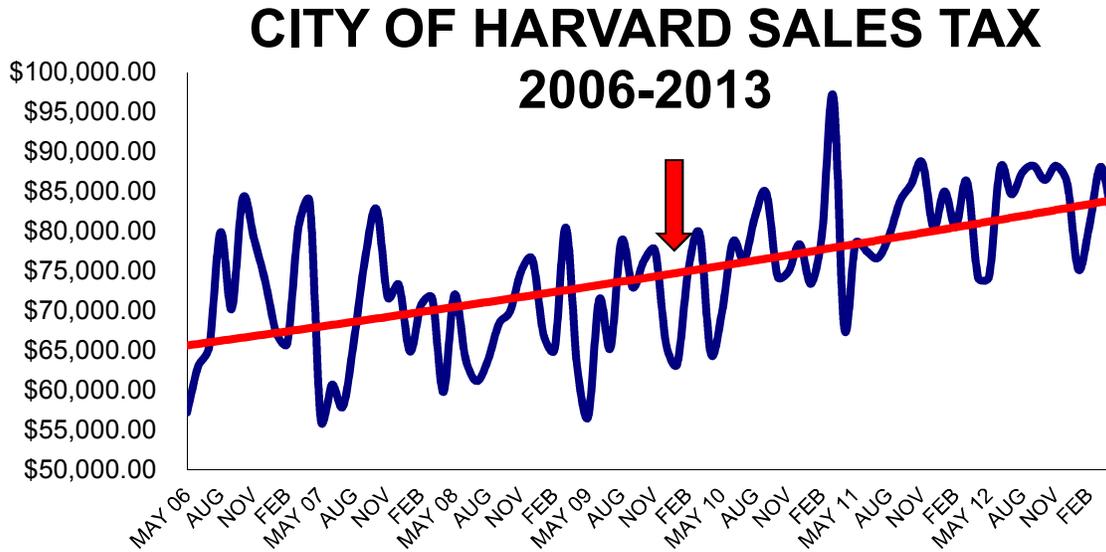


HEALTH INSURANCE

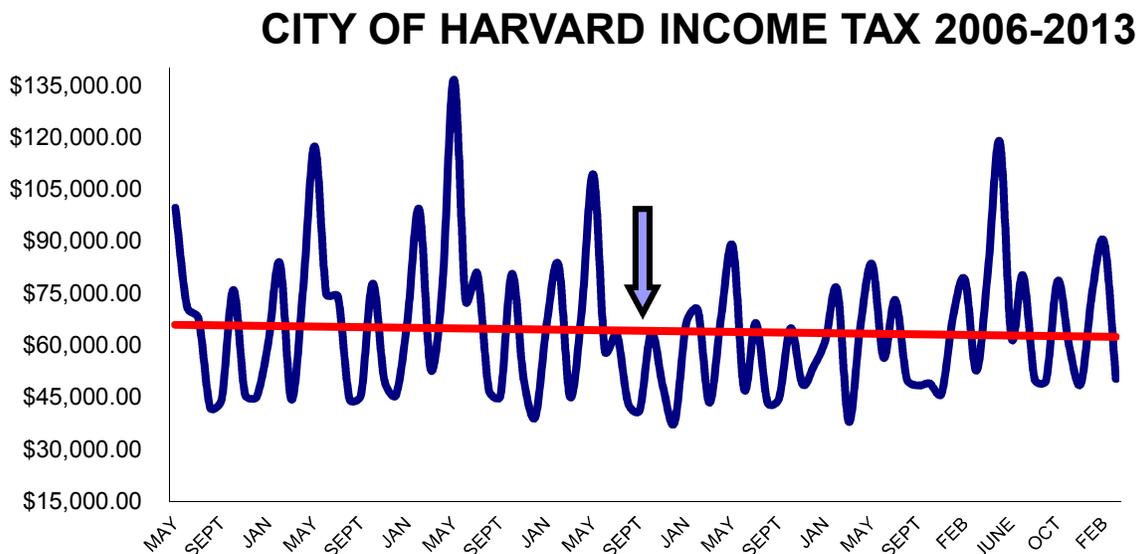


- Pension obligations 150 % increase over the last five years
- Steady wage Growth 2.2% per year
- Gasoline cost steady at its highest levels
- Health insurance cost on the rise once again

Revenue growth is nonexistent. Even property tax revenue which has normally been stable is being affected. Last year we experienced the assessed value decreasing by over 12.3% with 51million dollars of real property value disappearing. This year the assessed value dropped an additional 12 % with another 31million dollars of lost value. This has forced reductions in the parks, library and corporate general funds because these funds are capped in terms of the overall property tax rate. Bottom line is that we have received increases, but they are consumed by the increased pension costs. Without any new investment in the local economy the prospects for increases in current revenue is bleak.



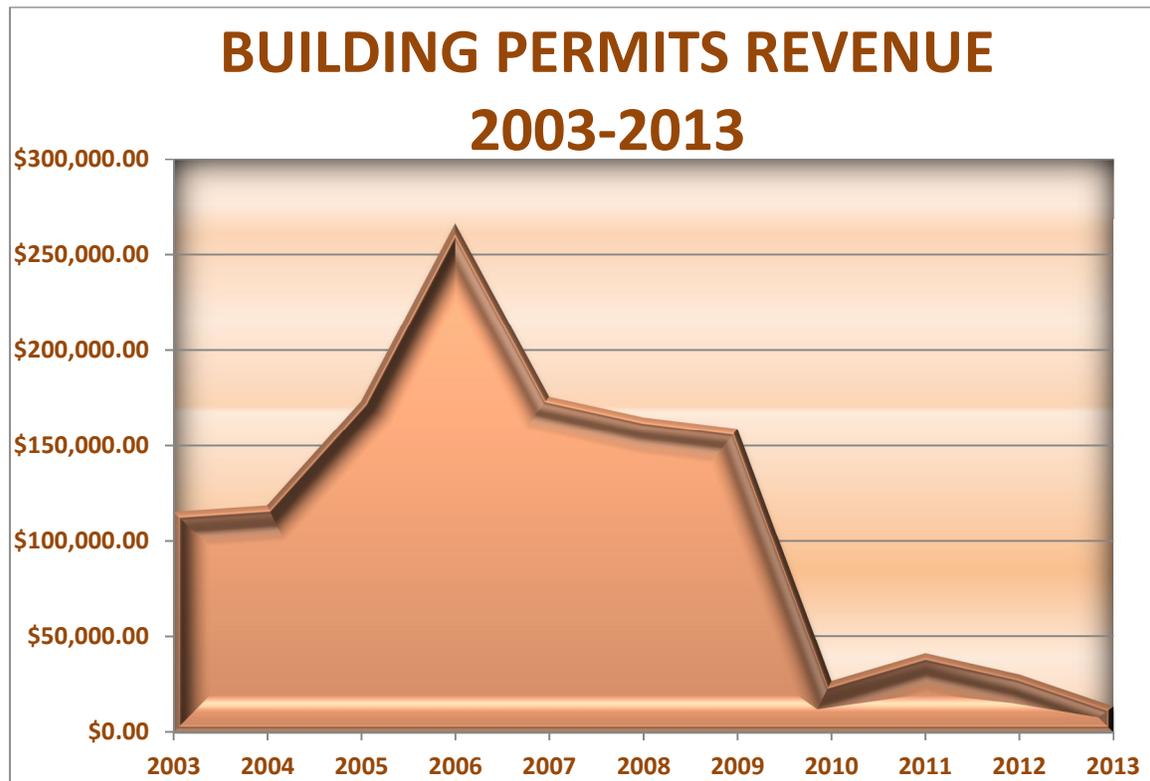
The sales tax is trending in an upward manner and it appears that this is something that we should try to build upon.



Income tax was down \$110,000 fiscal year 2011 and \$180,000 from fiscal year 2010 ago a 16% reduction in those two years respectively. Fiscal year 2012 produced an increase of 10% in income tax which is due to an increase in population, which as you may recall is distributed state wide on a per capita basis. Fiscal 2013 build upon 2012 levels. Even with the increase over the last two years we are currently back to fiscal 2009 levels in this revenue source. This year we are planning on a modest increase, and that is assuming the state meets its current obligations. Currently the State of Illinois is in arrears \$296,000. Realistically, this revenue source is solely dependent upon statewide economic factors, and if things do not pick up it is hard to rely upon the income tax revenue

for too much. Besides, the state is still in discussions about reducing this revenue for local municipalities.

Building permit revenue has been on a steady decline indicative of the bad economy.



I would like to make several recommendations concerning future budgets and future financial considerations.

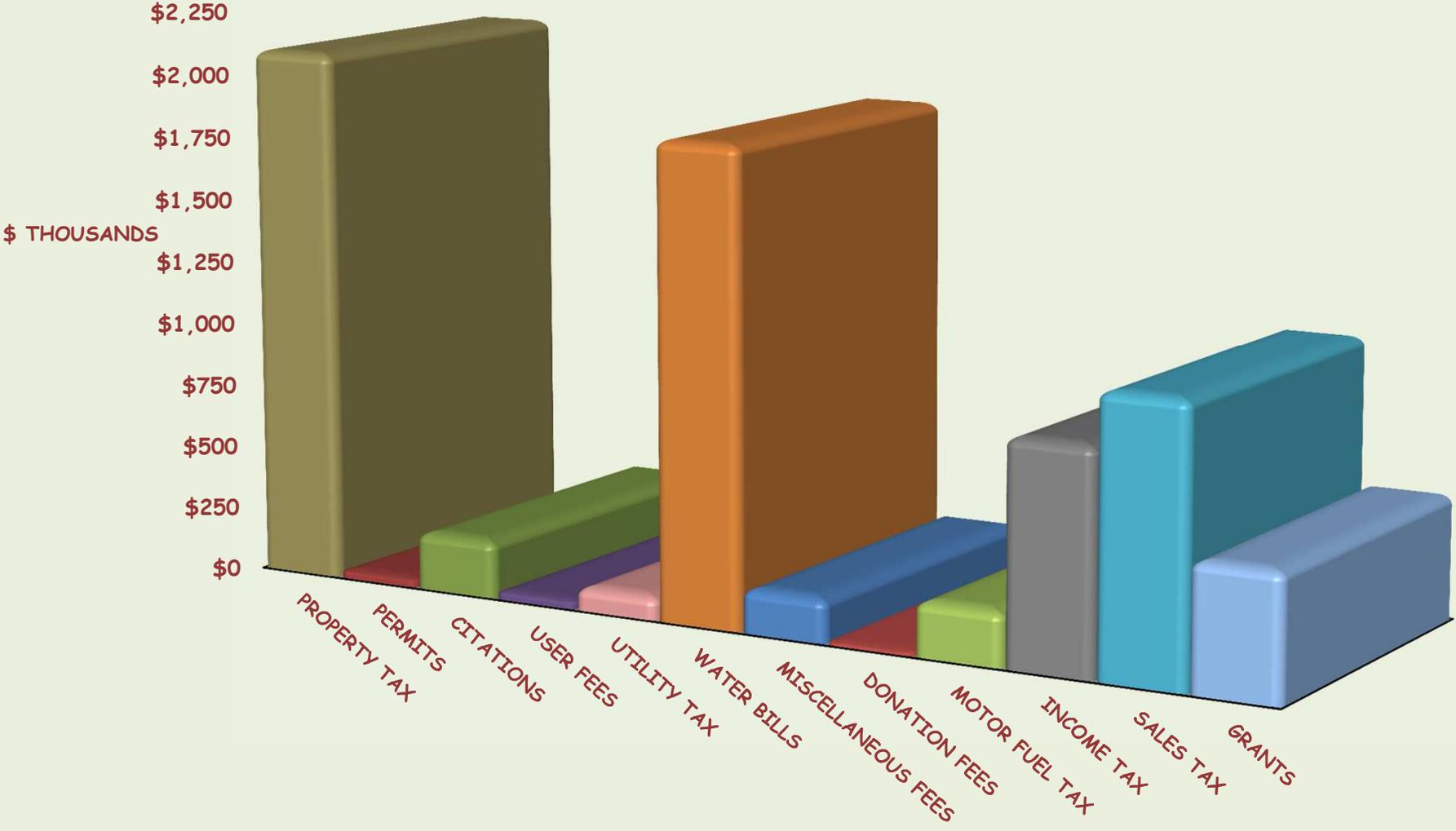
- Re-implement the five year capital improvement plan in the Corporate General fund so that we may establish our financial goals
- Continued review of the five year capital improvement plan in the water and sewer fund. This type of planning, regardless of financing options, will only benefit our community.
- Entertain discussions regarding an increase in sales tax .25% could generate 200k per year for roads perhaps 11 blocks per year above and beyond the current program funding.
- Entertain discussions regarding vehicle sticker.
- To continue with financial and general strategy workshops to set our goals.
- Accumulate \$1,250,000 in cash reserves to offer future financial stability.
- Review of all city services, and consider privatization.
- Set minimum staffing levels in all departments and place in ordinance or resolution form.

The biggest challenges that we still face are the financial stability of our operations in the Corporate General Fund. We are making significant strides on our cash flow but for several months of the years cash flow is non-existent. Overall, our financial situation in the Corporate General fund is tentative at best, and we need to be constant in our diligence.

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CITY OF HARVARD REVENUE

2013-2014



PROPERTY TAX BILL



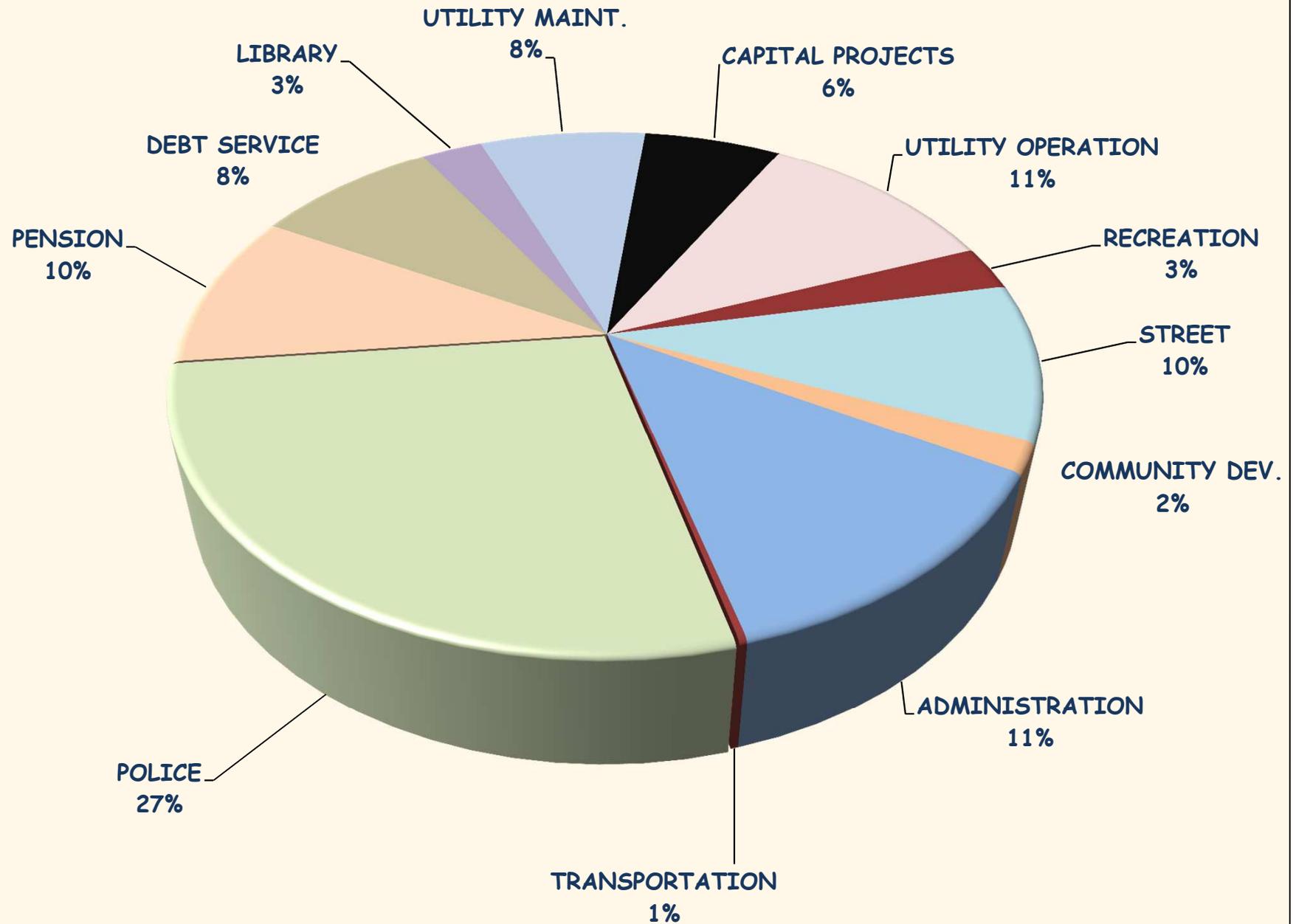
GENERAL FUND REVENUE ESTIMATES

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PROPERTY TAXES GENERAL	\$ 650,000.00	\$ 533,250.00	\$ 554,000.00
TRANSFER FROM AUDIT FUND	\$ 20,000.00	\$ 29,360.00	\$ 30,000.00
TRANSFER FROM POLICE PROTECTION FUND	\$ 574,000.00	\$ 605,035.00	\$ 620,000.00
TRANSFER FROM ROAD AND BRIDGE FUND	\$ 86,000.00	\$ 78,000.00	\$ 80,000.00
INCOME TAXES	\$ 719,000.00	\$ 775,000.00	\$ 875,000.00
USE TAX			\$ 143,595.00
MUNICIPAL SALES TAXES	\$ 1,080,000.00	\$ 1,111,780.00	\$ 1,039,875.00
VIDEO GAMING TAX			\$ 50,000.00
REPLACEMENT TAXES	\$ 75,900.00	\$ 70,000.00	\$ 65,000.00
LIQUOR LICENSE/GENERAL LICENSE	\$ 45,000.00	\$ 45,000.00	\$ 43,100.00
CONTRACTORS LICENSE	\$ 9,000.00	\$ 6,500.00	\$ 9,000.00
BUILDING PERMITS	\$ 40,000.00	\$ 12,000.00	\$ 14,030.00
HEALTH INSURANCE REIMBURSEMENTS	\$ 5,600.00	\$ 2,500.00	\$ 2,500.00
POLICE REIMBURSEMENTS	\$ 56,000.00	\$ 69,500.00	\$ 70,000.00
DUI FINES	\$ 2,200.00	\$ 8,200.00	\$ 8,200.00
POLICE FINES	\$ 230,000.00	\$ 225,000.00	\$ 225,000.00
WATER UTILITY TAX	\$ 80,000.00	\$ 93,000.00	\$ 100,000.00
ELECTRIC TAX	\$ 370,000.00	\$ 355,000.00	\$ 358,000.00
HOTEL MOTEL TAX	\$ 9,500.00	\$ 13,000.00	\$ 15,000.00
NATURAL GAS TAX	\$ 125,000.00	\$ 120,000.00	\$ 70,000.00

GENERAL FUND REVENUE ESTIMATES

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TELEPHONE TAX	\$ 260,000.00	\$ 285,000.00	\$ 280,000.00
ZONING HEARING & PLATTING FEES	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00
CABLE FRANCHISE FEES	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00
MINING FEES	\$ 48,500.00	\$ 48,500.00	\$ 48,500.00
ESCROW FROM DEVELOPERS	\$ 12,500.00	\$ 12,500.00	\$ 5,000.00
CAP IMPROVEMENT DONATIONS	\$ 3,000.00	\$ -	
GARBAGE STICKERS	\$ 500.00	\$ 2,000.00	\$ 2,000.00
DONATIONS/EVENTS	\$ 21,000.00	\$ 35,000.00	\$ 50,000.00
SURPLUS PROPERTY	\$ 9,000.00	\$ 3,500.00	\$ 3,500.00
INTEREST	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00
MISCELLANEOUS/ DISASTER REIMBURSE	\$ 35,000.00	\$ 10,000.00	\$ 8,000.00
GRANTS	\$ -		\$ 5,300.00
RECEIPT OF RENT	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
PARKING FEES	\$ 96,000.00	\$ 98,000.00	\$ 98,000.00
CASH ON HAND	\$ 59,445.00	\$ 59,445.00	\$ 45,000.00
TOTAL	\$ 4,811,145.00	\$ 4,794,070.00	\$ 5,003,600.00

CITY OF HARVARD EXPENSES



ADMINISTRATION DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL SALARIES			
OFFICIALS	\$ 102,000.00	\$ 105,400.00	\$ 109,000.00
CLERICAL	\$ 73,500.00	\$ 75,100.00	\$ 78,000.00
OVERTIME CLERICAL	\$ 2,500.00	\$ 1,000.00	\$ 1,000.00
RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 44,800.00	\$ 45,000.00	\$ 48,000.00
TRAINING/SEMINARS		\$ 1,000.00	\$ 1,000.00
EXPENSE ACCOUNT MAYOR	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00
CLERKS TRAINING			
TRAVEL EXPENSE		\$ 100.00	\$ 100.00
CONTRACTUAL & COMMODITIES			
ATTORNEY FEES	\$ 40,000.00	\$ 80,000.00	\$ 75,000.00
PROFESSIONAL FEES/AUDITORS	\$ 35,000.00	\$ 40,000.00	\$ 45,000.00
ENGINEERING FEES	\$ 35,000.00	\$ 12,500.00	\$ 12,500.00
PRINTING	\$ 3,500.00	\$ 4,000.00	\$ 4,000.00
BUILDING MAINTENANCE	\$ 100,000.00	\$ 48,000.00	\$ 35,000.00
SERVICE AGREEMENT	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
EQUIPMENT MAINTENANCE	\$ 10,000.00	\$ 8,000.00	\$ 10,000.00
OFFICE SUPPLIES	\$ 8,000.00	\$ 8,000.00	\$ 10,000.00
POSTAGE	\$ 2,500.00	\$ 4,500.00	\$ 3,500.00
DUES & SUBSCRIPTIONS	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
PUBLIC NOTICES	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
ZBA PUBLICATIONS	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
TELEPHONE	\$ 15,000.00	\$ 18,000.00	\$ 18,000.00
CITY HALL PAYMENT/PRINCIPAL	\$ 59,445.00	\$ 18,745.00	\$ 22,000.00
GARBAGE STICKERS	\$ 500.00	\$ 2,000.00	\$ 2,000.00

ADMINISTRATION DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
CAPITAL OUTLAY			
MISCELLANEOUS	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00
INTEREST EXPENSE	\$ 25,000.00	\$ 59,500.00	\$ 45,000.00
NEW EQUIPMENT	\$ 5,000.00	\$ 5,000.00	
ECONOMIC DEVELOPMENT	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00
EVENTS COMMITTEE	\$ 21,000.00	\$ 35,000.00	\$ 50,000.00
CAPITAL IMPROVEMENT	\$ 5,000.00	\$ -	
CITY COUNCIL CONTINGENCY	\$ 12,100.00	\$ 2,866.00	
OPERATING TRANSFERS/CORPORATE GENERAL			
TRANSFER OUT POOL	\$ 36,800.00	\$ 34,650.00	\$ 40,000.00
TRANSFER OUT RTA	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
TRANSFER TO PARK FUND		\$ 3,389.00	
TRANSFER TO INSURANCE FUND	\$ 145,000.00	\$ 145,000.00	\$ 163,000.00
TRANSFER TO FICA FUND	\$ 178,000.00	\$ 156,918.00	\$ 175,000.00
TRANSFER TO IMRF FUND	\$ 145,000.00	\$ 129,385.00	\$ 145,000.00
TO DOWNTOWN TIF		\$ 95,000.00	\$ 95,000.00
TOTAL	\$ 1,197,945.00	\$ 1,226,353.00	\$ 1,280,400.00



City of Harvard Public Works Department

Jim Kruckenberg
Superintendent

**TO: Mayor Nolan
Dave Nelson**

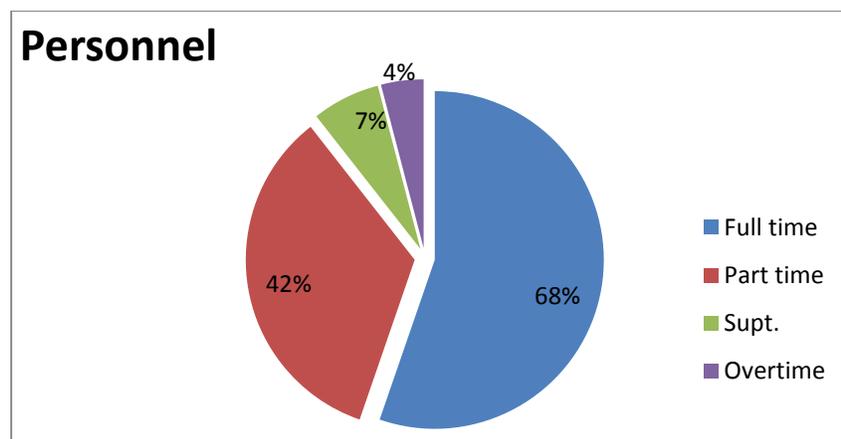
From: Supt. Jim Kruckenberg

Proposed 2013/14 Budget

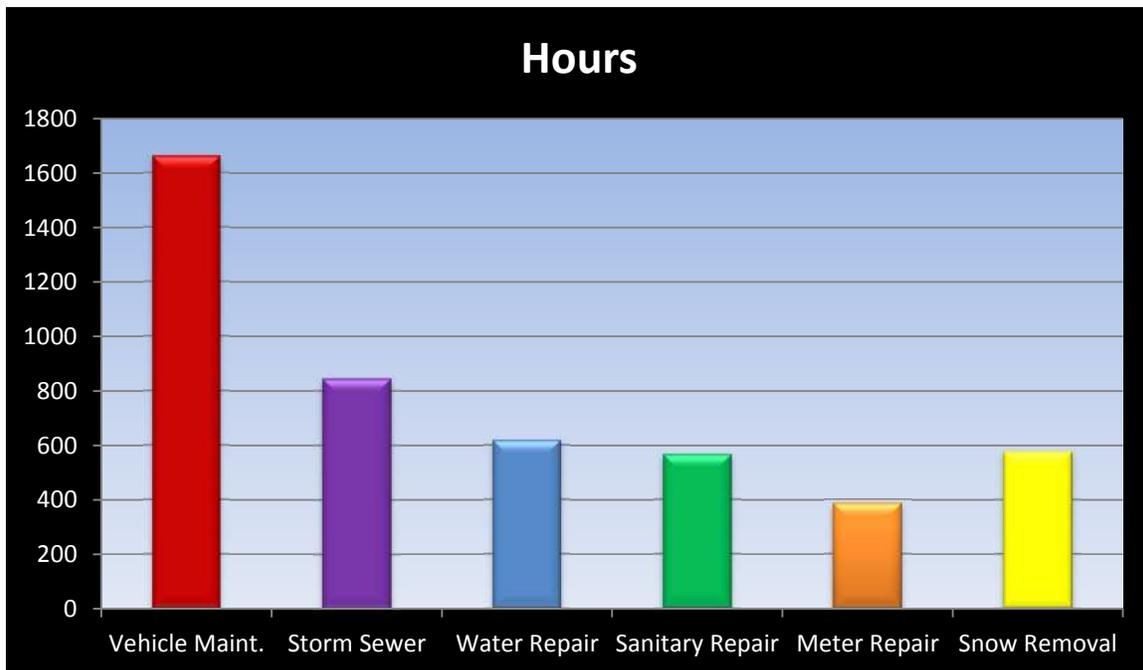
As we are all aware revenue shortages will continue to be a major hurdle for the City to manage in the coming year. That being the case, the Public Works Department has been able to keep up with and make a good dent in the list of repairs needed to the City infrastructure and emergencies as they arise.

Personnel

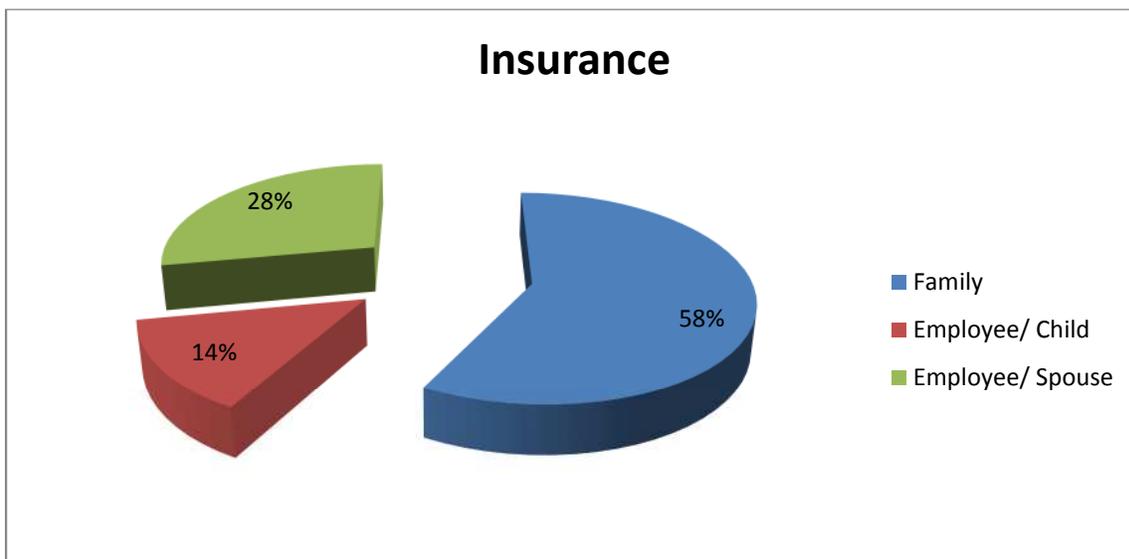
Full time crew members in Public Works has been reduced over 40% in the past six years, from seven full time crew to four. This in effect reduces the crew to three at times when guys are on vacation. I believe part time help is a good avenue to stretch our personnel dollars, both in summer and the winter with snow birds. I have the five summer help at the maximum of 800 hours apiece, and the snow birds at 450 hours total.



The graph below is a breakdown of the hours spent on the main tasks from the past year. The graph represents approximately half the total man-hours available for work in 2012. The vehicle maintenance column is mainly our mechanics' hours; we maintain all City vehicles including the police department squads. Storm sewer repairs were a big part of our work along with water main and water services and sanitary sewer repairs and cleaning. Snow removal in 2012 was at 577 hours. The remaining man hours were spent repairing streets, lights, replacing signs, brush, tree work and miscellaneous work.



Related Expenditures



Uniform costs will be slightly lower than last year because of a new contract with Aramark negotiated last year. The training and travel line items were at zero for the past few years but I would like to see a minimal amount for any seminars or other classes that we could take advantage of. A well trained and educated workforce not only reflects well on our staff but on the City as well.

Contractual Services

- Vehicle maintenance – Remains the same as last year. Our preventative maintenance program is paying off.
- Street Light maintenance – Replace light poles and add LED lighting on E. Brainard between Johnson St. and N. Division. Replace Ayer street bulbs with LED fixtures
- Patch and seal E. Front St. parking lot and seal Eastman St. lot.
- Building Maint. – Seal PW building roof vents, repair exterior lighting, widen entrance gate to yard, concrete spoils bays
- Salt Shed – patchwork in driveway
- Radios – 3 radios for vehicles
- Tree Work – We would like to be proactive in trimming and removals

Commodities

We need to purchase barricades due to wear and tear and I would like to continue replacing faded, bent and unreadable signs throughout the City. I have a list of approximately 150 signs and posts that are in need of replacing. Gas, oil and electricity have remained steady and hopefully that trend will continue.

Storm Sewer Maintenance

Storm sewer work has kept us busy the last few years, most of that work was repairing or replacing old and deteriorated basins, tiles and frames. We will continue to repair these as soon as we can. Collapsed sewers tend to leave holes in the streets and an unsafe condition.

Sanitary Sewer Maintenance

Sanitary maintenance includes cleaning and televising mains and replacing or repairing manholes. Cleaning and televising allows us to determine the pipe condition as well as identifying points of infiltration. I have on my list five manholes to replace and about 20 that need repair.

Water Main Maintenance

This line item involves many items. Water main pipe, all the clamps, fittings, copper service line, main valves and vaults and any concrete or pavement to repair what was dug up or disturbed. We also want to have funds budgeted for emergencies such as main replacement and outside contractors if required. There are about ten main valves that should be replaced and I have a long list of service lines and shut offs that need repair.

New Equipment

Our vehicle fleet is ageing. The newest Dump truck is five years old and the oldest is 23 years old. Pickup trucks range from four years to 25 years. Although I would like to replace the 23 year old dump truck, in my opinion we would utilize a 1 ton dump truck more. A one ton dump does not require a CDL license; this allows our part time summer help to operate. The one ton we have now is used every day in the summer and second one would be used just as much.

In the Utility Department equipment includes a new hand held meter reader. The current reader is old and is giving us problems at times and no longer supported by Sensus for repairs. New water meters, MXU radio readers and the 710 backhoe payments are in this account. Last year we replaced approximately 120 water meters and over 200 MXU's.

Summary

As I submit the proposed Public Works budget, I am fully aware of the budgetary challenges the City faces. Personnel, commodities and all other categories rise every year. I am constantly keeping an eye on costs and look at different avenues to save the City money. Personnel obligations are the most costly and I am asking for two new full time crew members. In the past six years the Public Works full time crew has been reduced to four from seven. Our part time help have been a great asset but they typically work for only three months in the summer. Full time help is a priority. That being the case, I must say I'm proud of what we have accomplished in the past year alone. We've repaired or replaced over 24 storm sewers, 15 sanitary manholes, 12 water services and installed 120 water meters and over 200 water meter radio readers. These are in addition to all the odd jobs, emergency repairs and everyday maintenance we perform.

New equipment in the Street Department is prioritized in order of importance to me. This is sometimes difficult to do because every item is important. The work throughout the year is also done on a priority basis according to importance, available manpower and budget constraints. The Public Works Department will always have an abundance of work to do and we do our best to accomplish that work within budget.

Respectfully,
Jim Kruckenberg
Supt. Public Works

STREET DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL			
SALARIES	\$ 277,000.00	\$ 207,567.00	\$ 300,000.00
OVERTIME	\$ 20,000.00	\$ 16,000.00	\$ 20,000.00
 RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 60,000.00	\$ 34,000.00	\$ 37,000.00
TRAINING/SEMINARS			
TRAVEL EXPENSE			
UNIFORMS	\$ 3,100.00	\$ 3,000.00	\$ 2,200.00
 CONTRACTUAL SERVICES			
STREET LIGHT MAINT	\$ 10,000.00	\$ 4,000.00	\$ 10,000.00
PARKING LOT MAINTENANCE	\$ 96,000.00	\$ 98,000.00	\$ 98,000.00
VEHICLE MAINTENANCE	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
BUILDING & GROUNDS MAINTENANCE	\$ 10,000.00	\$ 13,000.00	\$ 20,000.00
RADIO MAINTENANCE	\$ 5,000.00	\$ 3,000.00	\$ 500.00
TREE PLANTING/REMOVAL	\$ 30,000.00	\$ 40,000.00	\$ 40,000.00
SIDEWALK REPLACEMENT			
 COMMODITIES			
TOOLS	\$ 5,000.00	\$ 4,000.00	\$ 5,000.00
BARRICADES AND SIGN SUPPLIES	\$ 2,000.00	\$ 1,000.00	\$ 2,000.00
MATERIAL PURCHASES	\$ 10,000.00	\$ 5,000.00	\$ 2,000.00
TELEPHONE	\$ 5,000.00	\$ 3,000.00	\$ 3,000.00
ELECTRICITY	\$ 110,000.00	\$ 100,000.00	\$ 110,000.00
FUEL FOR BUILDING	\$ -		
GAS, OIL, GREASE	\$ 45,000.00	\$ 35,000.00	\$ 35,000.00
STREET SIGNS	\$ 3,000.00	\$ 3,500.00	\$ 5,000.00
STREET DECORATIONS	\$ 2,000.00	\$ 2,500.00	\$ 4,000.00
MISCELLANEOUS/STREET SWEEPINGS	\$ 10,000.00	\$ 6,000.00	\$ 10,000.00
 CAPITAL OUTLAY			
NEW EQUIPMENT	\$ 18,000.00	\$ -	\$ 15,000.00
 TOTAL	 \$ 751,100.00	 \$ 608,567.00	 \$ 748,700.00

**HARVARD POLICE DEPARTMENT**

"Winning with Teamwork"



**TO: Mayor Nolan
Dave Nelson**

DA: December 13, 2012

FR: Chief Dan Kazy-Garey

RE: 2013/14 Budget

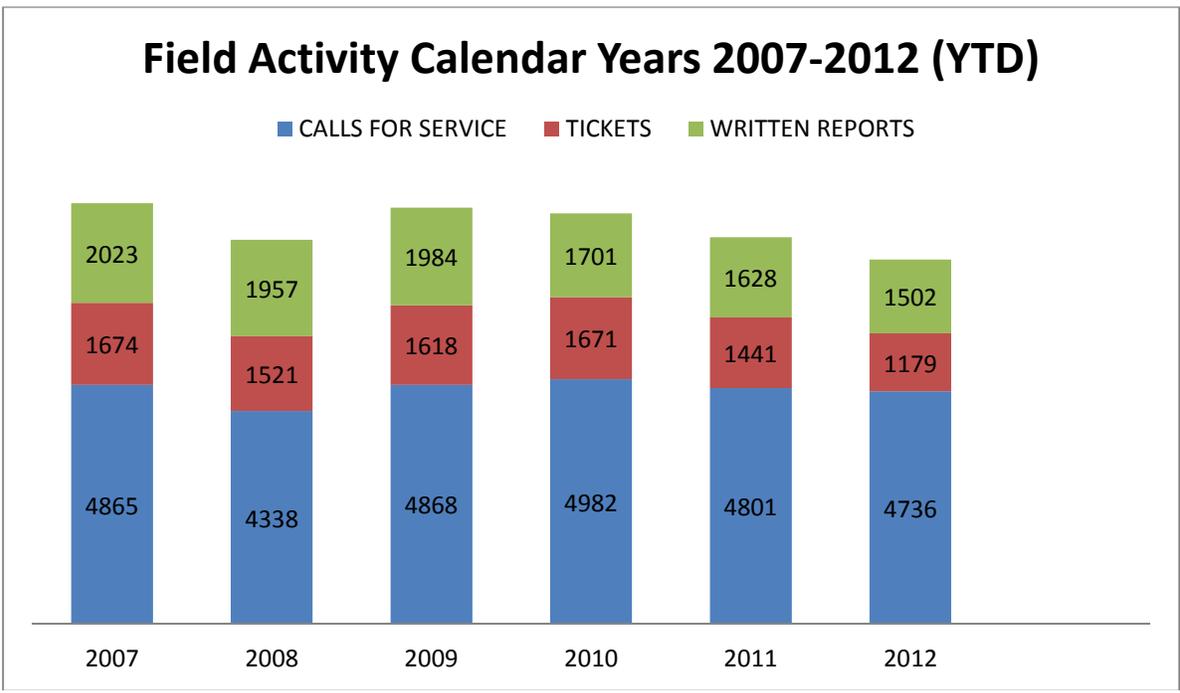
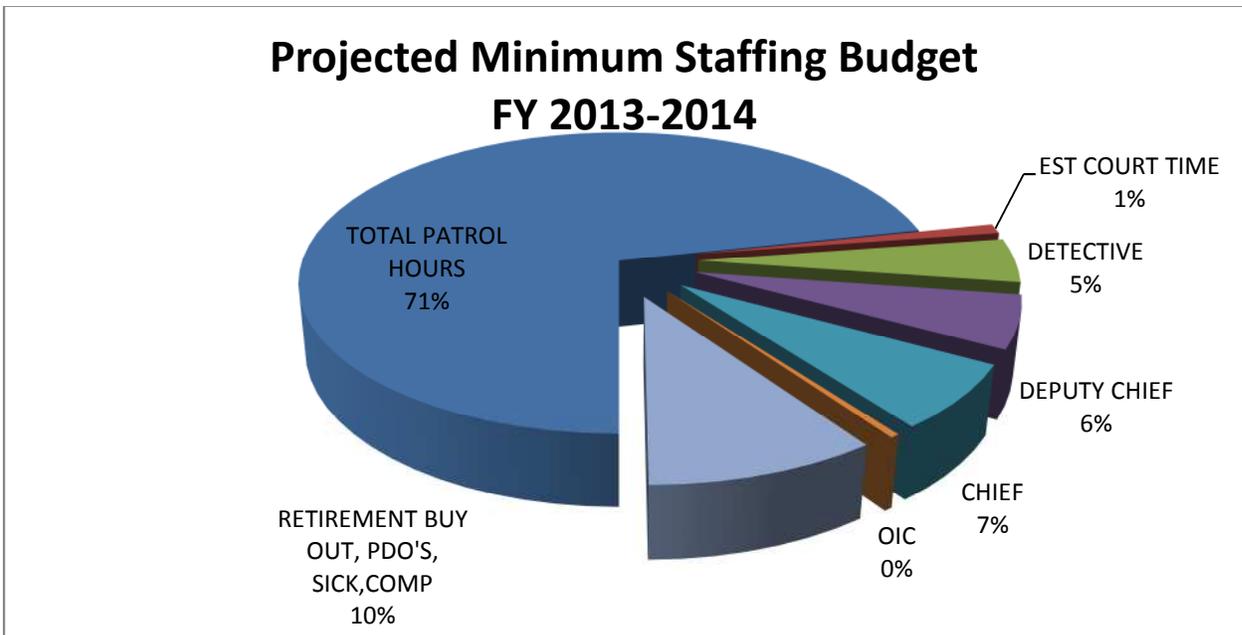
I realize the City of Harvard continues to face financial difficulty in the future because of unpredictable and decreased revenues. This situation is magnified by increasing employee wages and benefits costs. Furthermore; this issue is exacerbated by public awareness and concern over the challenges we face. The result of this situation is reduced staffing, increased overtime costs, inability to maintain and replace necessary equipment, morale issues, mistakes in work product, lacking supervision and ultimately our communities safety.

PERSONNEL

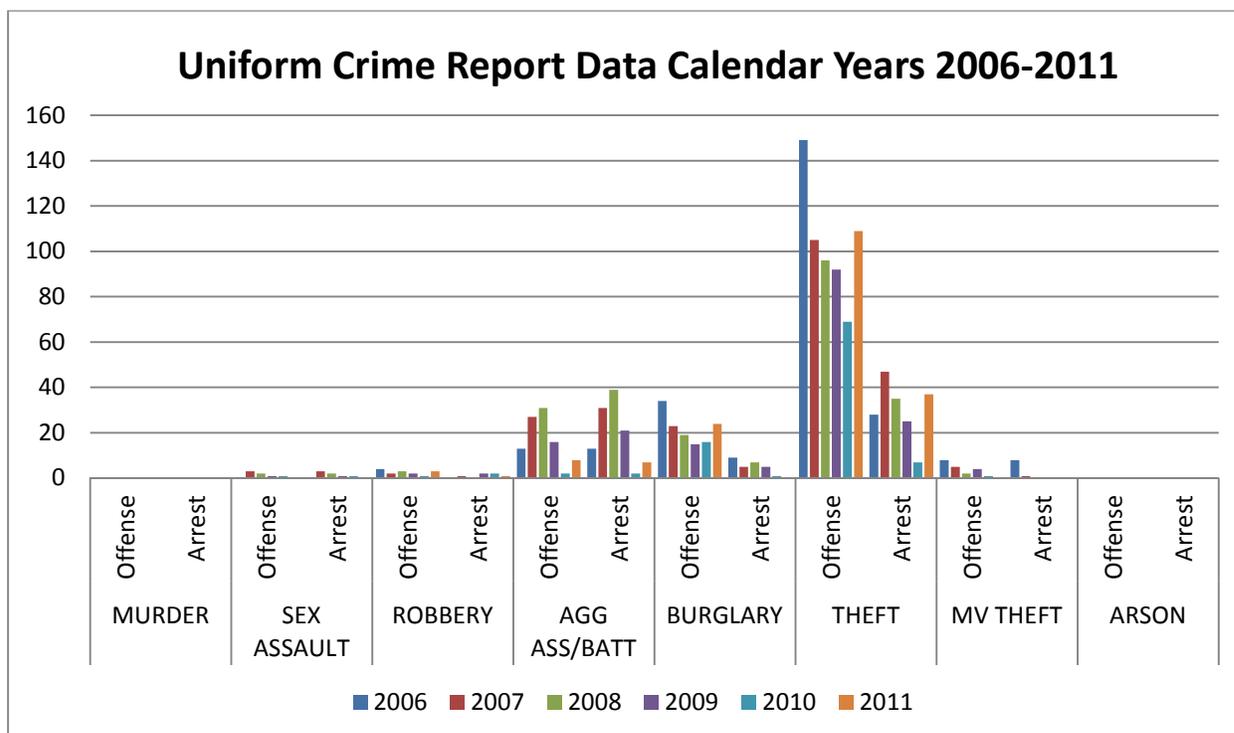
I have taken steps during previous years to reduce the costs associated with salary and overtime. The only way to maintain these costs have been through scheduling, reduced staffing and minimal training, resulting in a reactive rather than a proactive community policing oriented police department. The police department staffing has been reduced over 20% during recent years and we anticipate the retirement in the near future of several more officers. We must return the staffing levels of the police department in the near future to ensure our communities safety, avoid civil claims, and provide for necessary training.

The new fiscal year will present the same challenges as prior years. We face department staffing with only 15 total officers which includes the deputy chief, detective and me. The average staffing I recommend for the patrol function of the department is three officers per shift, (see minimum staffing tab on submitted budget).

The Harvard Police Department's Statistics have remained fairly steady over the years. The department's written reports continue to decrease while our calls for service remain relatively the same as past years. I continue to attribute this to officers utilizing CAD for minor calls instead of making a full written report, thus saving time and being more efficient. Officer's traffic tickets continue to decline which I attribute to several reasons, one and most importantly is the officers have less time to dedicate to traffic enforcement because of reduced staffing. Lastly our UCR rates have increased from last year which I anticipate will continue as staffing decreases.



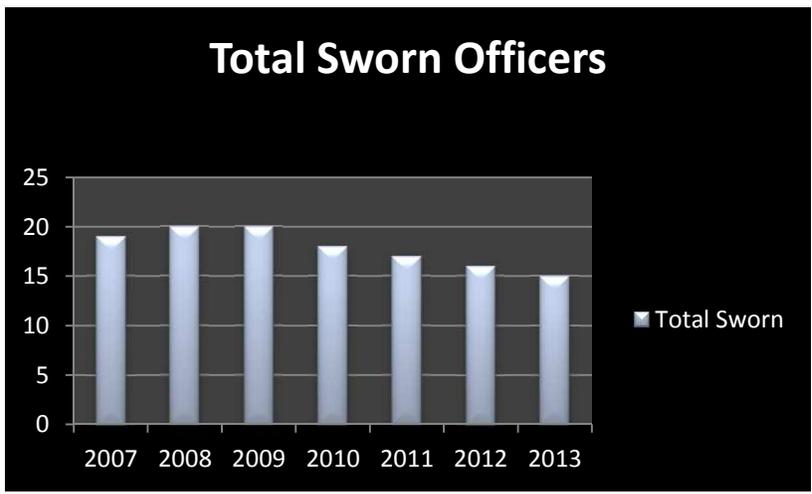
YEAR	CALLS FOR SERVICE	TICKETS	WRITTEN REPORTS
2007	4865	1674	2023
2008	4338	1521	1957
2009	4868	1618	1984
2010	4982	1671	1701
2011	4801	1441	1628
2012	4736	1179	1502



UCR

2006	2007	2008	2009	2010	2011
Offense & Arrest					
MURDER	0/0	0/0	0/0	0/0	0/0
SEX ASSAULT	0/0	3/3	2/2	1/1	1/1
ROBBERY	4/0	2/1	3/0	2/2	1/2
AGG ASS/BATT	13/13	27/31	31/39	16/21	2/2
BURGLARY	34/9	23/5	19/7	15/5	16/1
THEFT	149/28	105/47	96/35	92/25	69/7
MV THEFT	8/8	5/1	2/0	4/0	1/0
ARSON	0/0	0/0	0/0	0/0	0/0

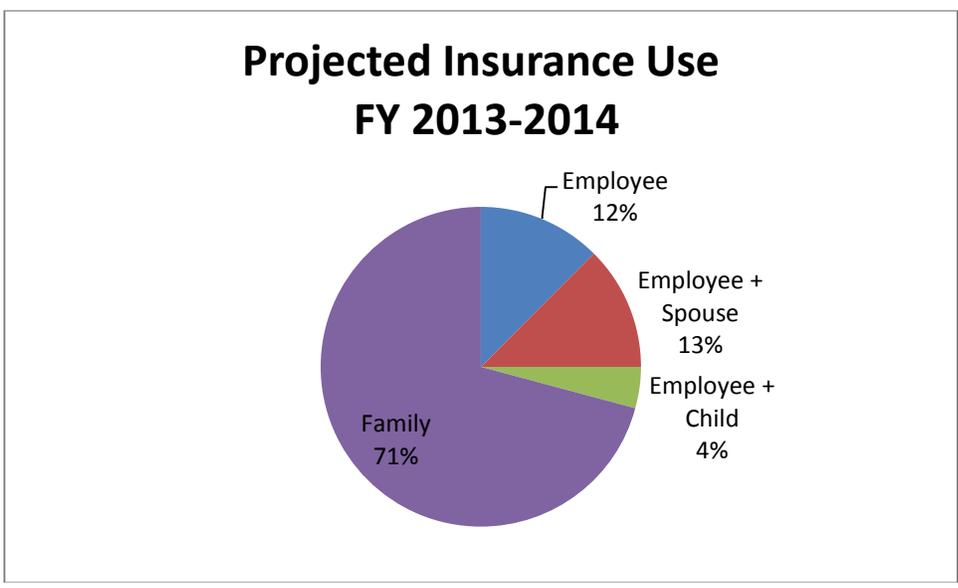
The US Census, 2010 estimates the population of Harvard at 9447 residents. The US Department of Justice Crime in the United States, 2010 reports the current national rate is 2.4 sworn officers and a total of 3.5 combine personnel, sworn and civilian per 1000 residents. By these statistics Harvard should staff our department with approximately 22 officers and a total full time staff of 33. If we do not begin to increase our staffing we will remain a reactive as opposed to the proactive department we once were.



I am confident the overtime line item can be maintained and possibly reduced given these officers and maintaining some of the staffing changes already implemented. I have also observed an improvement in sick leave recently which should also have an impact on overtime.

RELATED EXPENDITURES

Insurance costs for the department have risen approximately 20% due to a 7% increase on 01/01/13 and a projected increase of 10% 01/01/14. These costs have also increased because of anticipated retiree health benefits and the additional new officers.



The health exams have not increased this year because I do not anticipate any unusual circumstances in the coming year as I experienced last year.

The uniforms have not increased this year, I believe I will maintain this line item even with new recruits or go over slightly. The costs of bullet proof vests are expensive, but we do recover some of these costs to the general fund by way of a grant.

The education costs are going to be maintained at zero for the upcoming year. It should be noted that Deputy Chief Krause is still continuing his master's level course work on his own and should be completed in about a year. The training line item has increased in anticipation of sending six new officers to the police academy at a cost of approximately \$3000.00 each. The remainder of the training consists of our annual NEMRT fee and \$2500.00 for training opportunities that arise during the year. I priced the Illinois State Police Academy due to their low cost and proven results. It should also be noted that the City will recover the academy training costs through the Illinois Law Enforcement Training and Standards Board.

CONTRACTUAL SERVICES

The line items contained in this section have remained relatively the same as past years with the exception of equipment maintenance, radio maintenance and advertising. I have decreased equipment maintenance due to historical use and radio maintenance because we will not have the narrow banding project as we did last year. The advertising rose to \$1,500.00 due to new officer testing upon the expiration of our current list in 2013.

COMMODITIES

The commodities section of the budget remains consistent with reductions in supplies, telephone and gas which I reduced because of historical use. The police commission costs have increased this year because our current list of eligible candidates for the position of officer will expire in November 2013. The costs associated with the testing process is dependent on how many applicants qualify to take the written test, normal cost are approximately \$2000.00. During our last test we had 65 applicants qualify to take the written test. There are additional costs of approximately \$750.00 for each applicant considered for employment. These costs are for polygraph, psychological and medical exams. I note, we currently charge a \$25.00 application fee for applicants to help defray the testing costs. During our last testing process we had a total of 139 applicants.

SPECIAL PROGRAMS/MISC

The special programs and miscellaneous line items remained consistent again this year. The data base line item has been deleted. Our data base records from PIMS have been transferred to a spreadsheet at the 911 office as part of the transition to our new CAD system.

CAPITAL OUTLAY/NEW EQUIPMENT

The new equipment line item has increased dramatically this year. The costs associated with this line item are two new squad cars. We did not budget for new squad cars last year because the previous year our squad cars arrived late due to production problems at Chevy. If we do not reinstate our rotation of replacing our squad cars we will face higher maintenance costs. The cost of state bid, Chevy Caprice has risen dramatically this year as a result I obtained pricing for Ford and Dodge. I should note, a grant was obtained this year for one new video camera resulting in a savings of approximately \$5,700.00. The cost of two new squad cars and related equipment this year will be approximately \$59,000.00

The base radio is in the same condition as is has been for the last several years. Our system is no longer supported; if it were to go out we would need to replace the radio immediately at costs ranging from \$40,000 to \$65,000. I have remained vigilant, watching for available grants for these items.

Thank you for your consideration,

Dan Kazy-Garey
Chief of Police

POLICE DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL			
OFFICERS	\$ 1,505,000.00	\$ 1,650,000.00	\$ 1,569,000.00
CLERICAL	\$ 290,000.00	\$ 300,000.00	\$ 315,000.00
CROSSING GUARDS	\$ 22,000.00	\$ 15,000.00	\$ 13,000.00
OVERTIME	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
 RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 300,000.00	\$ 309,000.00	\$ 364,000.00
HEALTH EXAMS	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
TRAINING/SEMINARS	\$ 18,000.00	\$ 12,000.00	\$ 18,000.00
EDUCATION	\$ -		
UNIFORMS	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
 CONTRACTUAL SERVICES			
ATTORNEY FEES	\$ 49,250.00	\$ 54,000.00	\$ 54,000.00
VEHICLE MAINTENANCE	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
EQUIPMENT MAINTENANCE	\$ 10,000.00	\$ 10,000.00	\$ 7,500.00
RADIO MAINTENANCE	\$ 2,500.00	\$ 5,500.00	\$ 2,500.00
ADVERTISING	\$ 2,500.00	\$ 500.00	\$ 1,500.00
 COMMODITIES			
AMMUNITION	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
MATERIAL PURCHASES/SUPPLIES	\$ 5,250.00	\$ 4,000.00	\$ 3,500.00
OFFICE SUPPLIES	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
INVESTIGATION/FILM	\$ 6,000.00	\$ 4,000.00	\$ 4,000.00
DUES/SUBSCRIPTIONS	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
TELEPHONE	\$ 10,000.00	\$ 9,000.00	\$ 8,500.00
GAS, OIL, GREASE	\$ 50,000.00	\$ 60,000.00	\$ 55,000.00
POLICE COMMISSION EXPENSE	\$ 7,300.00	\$ 2,000.00	\$ 7,000.00

POLICE DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
OTHER			
MISCELLANEOUS	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
SPECIAL PROGRAMS	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
CAPITAL OUTLAY			
NEW EQUIPMENT	\$ 97,000.00	\$ 24,000.00	\$ 43,000.00
DATA BASE	\$ 1,000.00	\$ 2,400.00	
TOTAL	\$ 2,702,300.00	\$ 2,785,900.00	\$ 2,790,000.00

COMMUNITY DEVELOPMENT DEPARTMENT

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
SALARIES	\$ 109,250.00	\$ 118,000.00	\$ 121,000.00
HEALTH INSURANCE	\$ 39,200.00	\$ 42,000.00	\$ 49,000.00
TRAINING			
UNIFORM	\$ 600.00	\$ 600.00	\$ 600.00
VEHICLE MAINTENANCE	\$ 750.00	\$ 850.00	\$ 1,200.00
NUISANCE ABATEMENT	\$ 8,500.00	\$ 10,000.00	\$ 10,000.00
GAS, OIL, GREASE	\$ 1,000.00	\$ 1,800.00	\$ 2,700.00
 CAPITAL OUTLAY			
NEW EQUIPMENT	\$ 500.00		
 TOTAL	 \$ 159,800.00	 \$ 173,250.00	 \$ 184,500.00

SUMMARY OF GENERAL FUND

ADMINISTRATION	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 1,197,945.00	\$ 1,226,353.00	\$ 1,280,400.00

DOLLAR CHANGE

\$54,047.00

4.41%

STREET	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 751,100.00	\$ 608,567.00	\$ 748,700.00

DOLLAR CHANGE

\$140,133.00

23.03%

POLICE	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 2,702,300.00	\$ 2,785,900.00	\$ 2,790,000.00

DOLLAR CHANGE

\$4,100.00

0.15%

COMMUNITY DEVELOPMENT	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 159,800.00	\$ 173,250.00	\$ 184,500.00

DOLLAR CHANGE

\$11,250.00

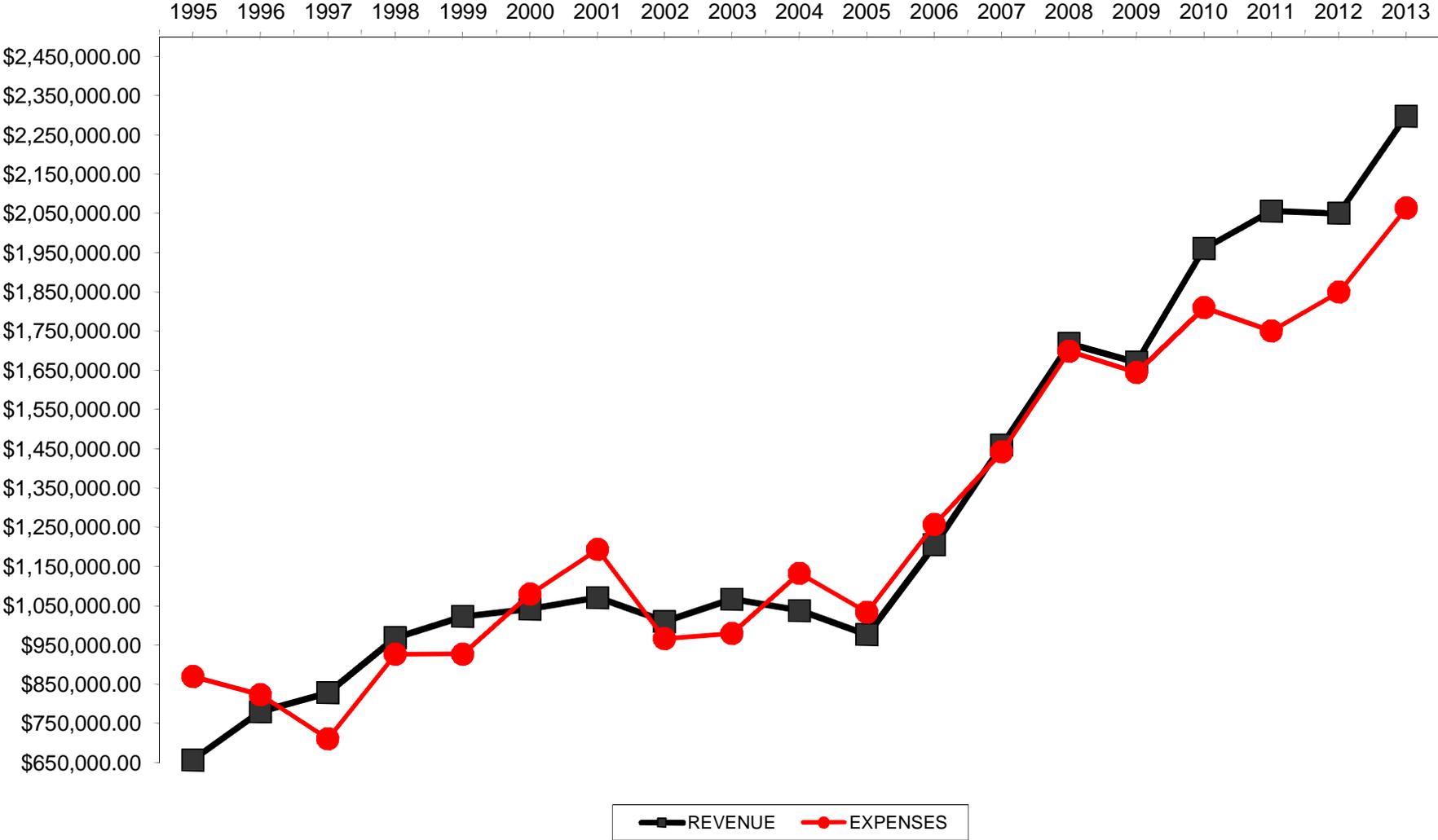
6.49%

SUMMARY OF GENERAL FUND

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 4,811,145.00	\$ 4,794,070.00	\$ 5,003,600.00

DOLLAR CHANGE**\$209,530.00****4.37%**

WATER OPERATIONS



WATER AND SEWER FUND REVENUE ESTIMATES

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
WATER BILLS	\$ 1,600,000.00	\$ 1,658,300.00	\$ 1,766,876.00
TAP ON PERMITS	\$ 20,000.00		\$ 20,000.00
SALE OF MATERIAL	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
PENALTIES	\$ 35,000.00	\$ 35,000.00	\$ 40,300.00
PLUMBING PERMITS	\$ 5,000.00	\$ 2,500.00	\$ 2,500.00
MAINTENANCE CHARGE	\$ 210,000.00	\$ 269,500.00	\$ 280,000.00
MOVING CHARGE	\$ 10,000.00	\$ 5,000.00	\$ 2,500.00
UTILITY TAX	\$ 80,000.00	\$ 95,000.00	\$ 100,000.00
EPA LICENSE FEE			\$ 17,500.00
INTEREST	\$ 2,500.00	\$ 2,000.00	\$ 2,500.00
MISCELLANEOUS	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
WATER TOWER LEASE	\$ 24,845.00	\$ 25,591.00	\$ 26,230.00
WWTP FEE	\$ 11,330.00		\$ 11,330.00
CASH ON HAND/CAPITL IMPROVEMENT		\$ 125,000.00	\$ 145,000.00
GRANT			
BOND PROCEEDS			
TOTAL	\$ 2,001,675.00	\$ 2,220,891.00	\$ 2,417,736.00



City of Harvard Utility Department



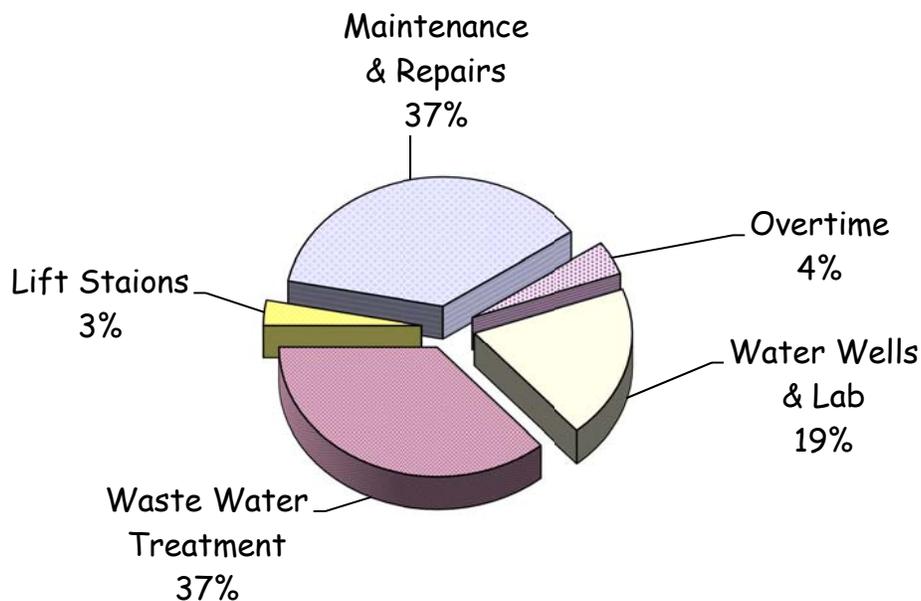
**To: Mayor Nolan
Dave Nelson**

From: Superintendent Grant

Re: 2013/2014 Budget

The utility department has three IEPA certified full time employees that are on duty seven days a week and one superintendent overseeing three active wells, three water towers, twelve lift stations and the waste treatment plant. Along with these duties we perform maintenance and preventative maintenance of all equipment buildings, property associated with the department. Duties also include operation and monitoring all wells, towers and the waste treatment plant within the permit limits set by the IEPA.

The Utility department has not seen a reduction of staff; the department has a large amount of skilled labor and laboratory monitoring associated with potable water treatment and wastewater treatment operations. We have been implementing as much preventive maintenance as possible in an effort to keep overtime to a minimum. The Chart below shows man hours spent in the Department.



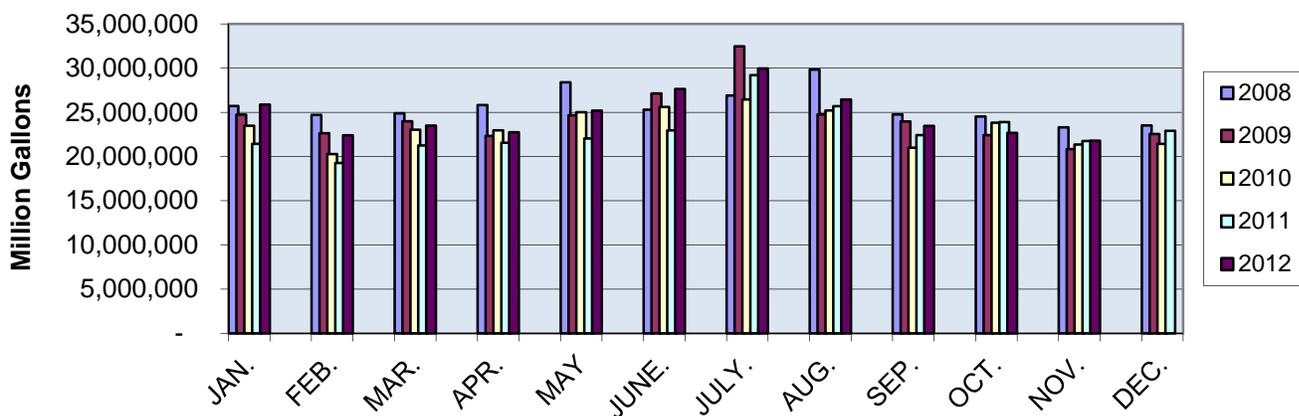
2013/2014 Budget

Tower Maintenance: 70-01-5516

- Included in this budget is the painting of water tower # 3 on Harvard Hills Rd.

This tower was placed in service in 1994 and has not been painted since. The department keeps up with all inspections of the towers as per IEPA regulations and this tower has been inspected inside and out within the past three years. The tower has some rust areas starting to appear on the outside and the recommendation is to have the affected rust areas repaired and the tower repainted.

Drinking Water Pumped



Equipment maintenance: 70-01-5532

- Our potable water distribution system has areas that are difficult in keeping an acceptable chlorine residual limit. These areas are subdivisions that have only a few homes where they are not pulling a large amount of water through out the system. I have included in this budget three automatic hydrant flushing units that can be installed on the water mains in these areas. These Hydrant Flushing units can be set to run by hours and or gallons of water to keep chlorine residuals limits to an acceptable range.

- Well # 6, this well has not been pulled for inspection since 2002, the utility department would recommend that well#6 be pulled and inspected. For this project we looked at a worst case scenario for this well, and that is the amount we budgeted for.
- Rebuild RBC gear box. (**Rotating bacterial collector**), used at the waste treatment plant, the department has a spare gear box that we want to have rebuilt. This can be done for a third of the price of a new gear box. Rebuilding and having an additional gear box on hand allows us a minimum of down time of days compared to weeks. The saving of time will ensure the wastewater treatment to stay within our permit limits.

New Equipment 70-01-5800

- Pre Treatment Auger. The current auger unit that we have in place was part of the last upgrade in 2005. This auger unit has had a number of issues with it and we have sent this back to California twice for repairs and have made several repairs ourselves. The pre treatment design is to keep solids out of the treatment plant that could damage pumps, pipes and take up valuable digestion space in our digesters. Recommendation would be to go with a different type of removal unit.
- We also need to take a good look at Well #7, this well has been off line since June 2009, and the department has not had any problems producing water or maintaining pressure throughout the water distribution system. Included in this budget is a price for abandoning Well # 7

UTILITY OPERATIONS

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL SALARIES			
SALARIES	\$ 304,000.00	\$ 328,000.00	\$ 325,000.00
OVERTIME	\$ 15,000.00	\$ 18,000.00	\$ 18,000.00
RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 64,000.00	\$ 77,263.00	\$ 85,000.00
TRAINING			
TRAVEL EXPENSE			
UNIFORMS	\$ 2,300.00	\$ 2,800.00	\$ 1,900.00
CONTRACTUAL & COMMODITIES			
PROFESSIONAL FEES	\$ 40,000.00	\$ 35,000.00	\$ 40,000.00
ENGINEERING FEES	\$ 20,000.00	\$ 15,000.00	\$ 40,000.00
VEHICLE MAINTENANCE	\$ 2,000.00	\$ 2,500.00	\$ 3,500.00
BUILDING MAINTENANCE	\$ 40,000.00	\$ 60,000.00	\$ 20,000.00
MAINTENANCE OF TOWER	\$ 35,000.00	\$ 35,000.00	\$ 90,000.00
LIFT STATION MAINTENANCE	\$ 30,000.00	\$ 45,000.00	\$ 45,000.00
EQUIPMENT MAINT.	\$ 25,000.00	\$ 15,000.00	\$ 80,000.00
LAB SUPPLIES	\$ 9,500.00	\$ 10,000.00	\$ 10,000.00
MATERIAL PURCHASES	\$ 5,000.00	\$ 4,000.00	\$ 4,000.00
DUES & SUBSCRIPTIONS	\$ 1,000.00	\$ 1,000.00	\$ 750.00
TELEPHONE	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00
ELECTRICITY	\$ 210,000.00	\$ 150,000.00	\$ 180,000.00
FUEL FOR BUILDING	\$ 15,000.00	\$ 12,000.00	\$ 8,000.00
GAS, OIL & GREASE	\$ 7,000.00	\$ 19,000.00	\$ 13,000.00
CHEMICALS	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
MISCELLANEOUS	\$ 3,500.00	\$ 2,000.00	\$ 2,000.00
PERMIT FEES	\$ 17,500.00	\$ 17,500.00	\$ 17,500.00
CAPITAL OUTLAY			
NEW EQUIPMENT		\$ 125,000.00	\$ 165,000.00
INFRASTRUCTURE EXPENDITURE	\$ 67,500.00	\$ 60,000.00	
TOTAL UTILITY OPERATIONS	\$ 1,010,300.00	\$ 1,134,063.00	\$ 1,248,650.00

UTILITY MAINTENANCE & ADMINISTRATION

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL SALARIES			
SALARIES	\$ 135,500.00	\$ 162,433.00	\$ 166,842.00
SALARIES, CLERICAL	\$ 101,000.00	\$ 105,000.00	\$ 112,000.00
OVERTIME	\$ 15,000.00	\$ 6,300.00	\$ 15,000.00
RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 66,000.00	\$ 76,000.00	\$ 80,440.00
UNIFORMS	\$ 2,500.00	\$ 2,500.00	\$ 2,200.00
CONTRACTUAL & COMMODITIES			
UTILITY TAX	\$ 80,000.00	\$ 95,000.00	\$ 100,000.00
RENT	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
VEHICLE MAINTENANCE	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
STORM SEWER MAINTENANCE/CURBS	\$ 10,000.00	\$ 10,000.00	\$ 15,000.00
SANITARY SEWER MAINTENANCE	\$ 25,000.00	\$ 30,000.00	\$ 40,000.00
WATER MAIN MAINTENANCE	\$ 55,000.00	\$ 60,000.00	\$ 60,000.00
MATERIAL PURCHASES	\$ 2,500.00	\$ 1,000.00	\$ 2,000.00
OFFICE SUPPLIES	\$ 1,000.00	\$ 2,500.00	\$ 2,500.00
POSTAGE	\$ 5,000.00	\$ 7,000.00	\$ 8,000.00
TELEPHONE	\$ 4,375.00	\$ 2,500.00	\$ 2,500.00
GAS, OIL & GREASE	\$ 3,000.00	\$ 3,000.00	\$ 15,000.00
CAPITAL OUTLAY			
INFRASTRUCTURE EXPENDITURES			
NEW EQUIPMENT/METERS/BACKHOE	\$ 80,500.00	\$ 96,600.00	\$ 102,940.00
MISCELLANEOUS	\$ 1,000.00	\$ 3,500.00	\$ 1,000.00
OPERATING TRANSFERS			
TRANSFER OUT			
TRANSFER TO CAP IMP	\$ 5,000.00		\$ 11,300.00
CITY COUNCIL CONTINGENCY		\$ 18,745.00	\$ 614.00
TOTAL UTILITY MAINTENANCE	\$ 637,375.00	\$ 727,078.00	\$ 782,336.00

WATER BOND FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PAYMENT			
PRINCIPAL AND INTEREST	\$ 354,000.00	\$ 359,750.00	\$ 386,750.00
TOTAL	\$ 354,000.00	\$ 359,750.00	\$ 386,750.00

SUMMARY WATER AND SEWER FUND

UTILITY OPERATIONS	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 1,010,300.00	\$ 1,134,063.00	\$ 1,248,650.00

DOLLAR CHANGE
\$114,587.00
10%

UTILITY MAINTENANCE	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 637,375.00	\$ 727,078.00	\$ 782,336.00

DOLLAR CHANGE
\$55,258.00
7.60%

BOND PAYMENT	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 354,000.00	\$ 359,750.00	\$ 386,750.00

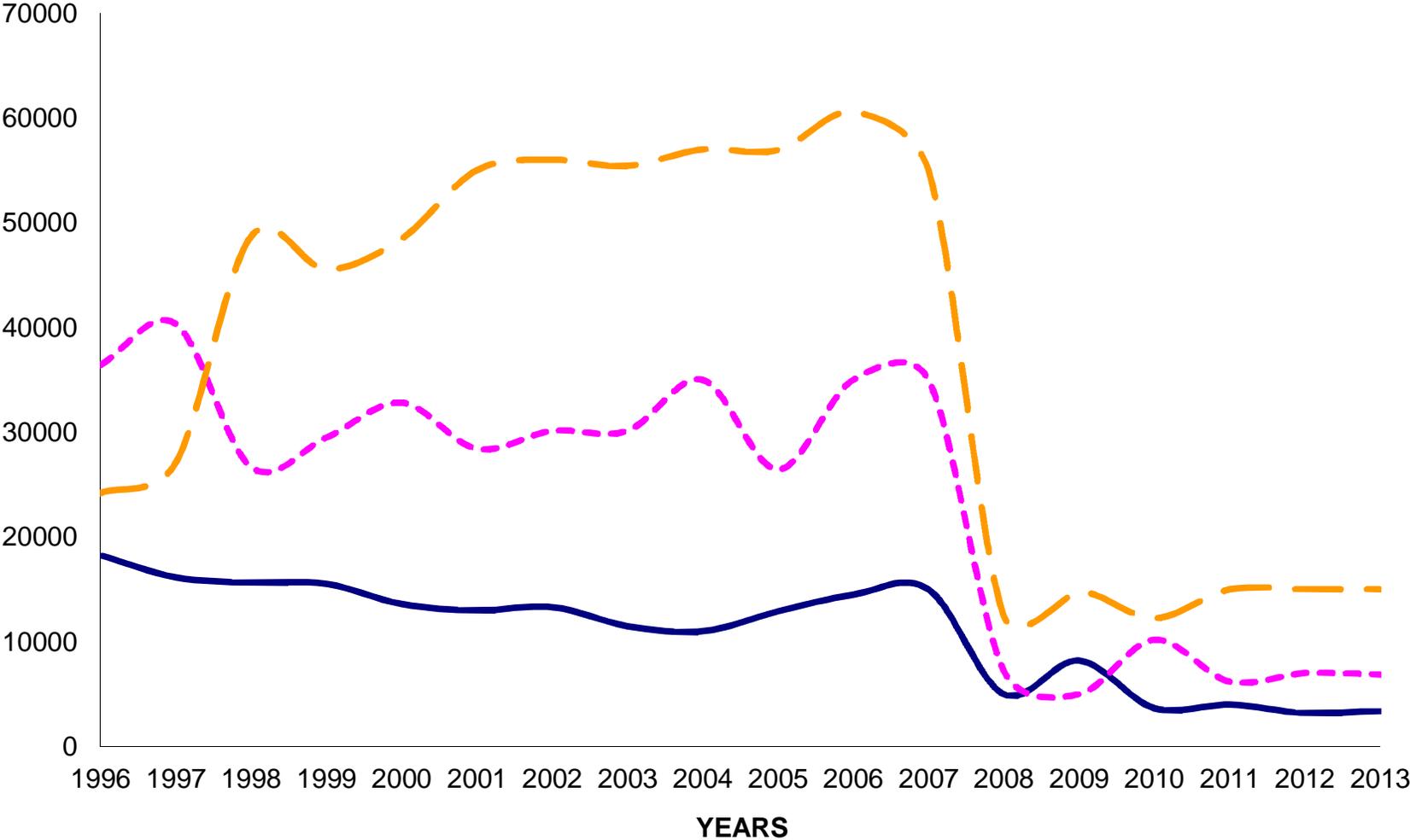
DOLLAR CHANGE
\$27,000.00
7.51%

SUMMARY WATER AND SEWER FUND

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 2,001,675.00	\$ 2,220,891.00	\$ 2,417,736.00

DOLLAR CHANGE
\$196,845.00
8.86%

DIAL A RIDE



— RIDER SALES - - - PACE REIMBURSEMENT - - - DEFICIT

DIAL A RIDE FUND REVENUE ESTIMATES

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
RIDERSHIP SALES	\$ 4,000.00	\$ 7,000.00	\$ 7,200.00
PACE SUBSIDY	\$ 6,200.00	\$ 3,200.00	\$ 3,400.00
LOCAL SHARE	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
GRANT			
TOTAL	\$ 25,200.00	\$ 25,200.00	\$ 25,600.00

DIAL A RIDE

PERSONNEL			
SALARIES	\$ 18,200.00	\$ 18,600.00	\$ 19,000.00
RELATED EXPENDITURES			
HEALTH INSURANCE			
FICA			
CONTRACTUAL SERVICES			
VEHICLE MAINTENANCE	\$ 2,500.00	\$ 2,000.00	\$ 2,000.00
RADIO MAINTENANCE			
COMMODITIES			
OFFICE SUPPLIES			
MATERIALS AND SUPPLIES			
TELEPHONE	\$ 1,500.00	\$ 750.00	\$ 750.00
GAS,OIL,GREASE	\$ 3,000.00	\$ 3,850.00	\$ 3,850.00
MISCELLANEOUS			
TOTAL	\$ 25,200.00	\$ 25,200.00	\$ 25,600.00

SUMMARY DIAL A RIDE

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 25,200.00	\$ 25,200.00	\$ 25,600.00

DOLLAR CHANGE

\$400.00

2%

REVENUE ESTIMATES FOR PARK FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REAL ESTATE TAXES	\$ 116,000.00	\$ 91,411.00	\$ 92,000.00
BUILDING PERMITS	\$ 3,954.00		
DONATIONS	\$ 1,500.00		\$ 1,000.00
PARK RENTALS	\$ 1,600.00	\$ 1,600.00	\$ 2,000.00
TRANSFER IN		\$ 13,389.00	\$ 15,000.00
GRANTS/BEST CIVIC PARK PROGRAMS	\$ 6,000.00	\$ 6,800.00	\$ 7,500.00
CONCESSIONS			\$ 500.00
INTEREST		\$ 250.00	\$ 250.00
RENT SPRINT	\$ 25,461.00	\$ 26,225.00	
MISCELLANEOUS/REIMBURSEMENT	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
TOTAL	\$ 157,515.00	\$ 142,675.00	\$ 121,250.00

REVENUE ESTIMATES FOR POOL

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
DAILY TICKETS	\$ 18,500.00	\$ 18,500.00	\$ 20,000.00
POOL PASSES	\$ 21,500.00	\$ 21,500.00	\$ 27,000.00
LESSONS	\$ 9,650.00	\$ 9,650.00	\$ 10,000.00
POOL PARTIES	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
CONCESSION STAND	\$ 9,500.00	\$ 9,500.00	\$ 10,000.00
DONATIONS			\$ 1,000.00
MISCELLANEOUS	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00
TRANSFER IN	\$ 36,800.00	\$ 34,650.00	\$ 40,000.00
CASH ON HAND IMPACT FEES	\$ 22,350.00		
TOTAL	\$ 125,300.00	\$ 101,800.00	\$ 117,000.00

PARK FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
SALARIES			
PART-TIME PERSONNEL	\$ 76,000.00	\$ 71,800.00	\$ 73,000.00
RELATED EXPENDITURES			
HEALTH INSURANCE	\$ 6,700.00	\$ 7,300.00	\$ 8,000.00
CONTRACTUAL SERVICES			
MAINTENANCE OF GROUNDS	\$ 37,000.00	\$ 21,300.00	\$ 16,000.00
BUILDING MAINTENANCE	\$ 3,399.00	\$ 4,000.00	\$ 4,200.00
COMMODITIES			
MATERIAL PURCHASES	\$ 2,000.00	\$ 350.00	\$ 2,500.00
ELECTRICITY		\$ 7,500.00	\$ 8,500.00
FUEL FOR BUIDLINGS		\$ 1,200.00	\$ 1,800.00
OTHER			
MISCELLANEOUS			\$ 300.00
CONCESSIONS			\$ 300.00
PARK PROGRAMS	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
WALK IN CENTER			
NEW EQUIPMENT/MOWERS			
LAND ACQUISITION	\$ 3,955.00		
CONTIGENCY			\$ 3,650.00
TO CAP IMP	\$ 25,461.00	\$ 26,225.00	
TOTAL	\$ 157,515.00	\$ 142,675.00	\$ 121,250.00

SUMMARY PARK FUND

	Fiscal year 2012-2013	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 157,515.00	\$ 142,675.00	\$ 121,250.00

DOLLAR CHANGE

(\$21,425.00)

-15.02%

SWIMMING POOL FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
PERSONNEL			
SALARIES	\$ 34,000.00	\$ 42,200.00	\$ 50,000.00
RELATED EXPENDITURES			
TRAINING			\$ 2,000.00
CONTRACTUAL SERVICES			
POOL PAINTING	\$ 20,000.00	\$ -	\$ 4,000.00
MAINTENANCE	\$ 6,000.00	\$ 7,500.00	\$ 8,000.00
ADVERTISING			\$ 500.00
COMMODITIES			
POOL SUPPLIES	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00
UTILITIES	\$ 33,000.00		
TELEPHONE		\$ 1,800.00	\$ 2,000.00
ELECTRICITY		\$ 18,000.00	\$ 16,000.00
FUEL FOR BUIDLING		\$ 6,000.00	\$ 6,000.00
WATER	\$ 5,800.00	\$ 5,800.00	\$ 8,000.00
CHEMICALS	\$ 15,000.00	\$ 13,000.00	\$ 14,000.00
CONCESSION STAND	\$ 7,500.00	\$ 3,500.00	\$ 3,500.00
OTHER			
MISCELLANEOUS	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00
NEW EQUIPMENT	\$ -		
CONTINGENCY		\$ -	
TOTAL	\$ 125,300.00	\$ 101,800.00	\$ 117,000.00

SUMMARY SWIMMING POOL

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 125,300.00	\$ 101,800.00	\$ 117,000.00

DOLLAR CHANGE

\$15,200.00

14.93%

NISRA FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAX	\$ 25,000.00	\$ 37,000.00	\$ 45,000.00
EXPENDITURES			
PAYMENT TO NISRA	\$ 25,000.00	\$ 27,000.00	\$ 30,000.00
TRANSFER OUT TO PARKS		\$ 10,000.00	\$ 15,000.00
NISRA TOTALS	\$ 25,000.00	\$ 37,000.00	\$ 45,000.00

SUMMARY NISRA FUND

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 25,000.00	\$ 37,000.00	\$ 45,000.00

DOLLAR CHANGE**\$8,000.00****21.62%**

REVENUE ESTIMATES FOR ROAD AND BRIDGE FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOWNSHIP PROPERTY TAX LEVY	\$ 68,500.00	\$ 70,000.00	\$ 70,000.00
REPLACEMENT TAX	\$ -	\$ 8,000.00	\$ 10,000.00
SIDEWALK REIMBURSEMENTS	\$ -	\$ -	
TRANSFER IN GRANT	\$ -	\$ -	
TOTAL	\$ 68,500.00	\$ 78,000.00	\$ 80,000.00

ROAD AND BRIDGE BUDGET

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
OTHER			
TRANSFER TO GENERAL FUND	\$ 68,500.00	\$ 78,000.00	\$ 80,000.00
MISCELLANEOUS/CURBS			
TOTAL	\$ 68,500.00	\$ 78,000.00	\$ 80,000.00

SUMMARY ROAD AND BRIDGE

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 68,500.00	\$ 78,000.00	\$ 80,000.00

DOLLAR CHANGE

\$2,000.00

2.56%

REVENUE ESTIMATES MOTOR FUEL TAX FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
ENTITLEMENT	\$ 250,000.00	\$ 240,000.00	\$ 240,000.00
GRANTS		\$ 20,000.00	\$ 20,000.00
INTEREST	\$ 1,500.00	\$ 1,000.00	\$ 1,200.00
CASH ON HAND			\$ 200,000.00
TOTAL	\$ 251,500.00	\$ 261,000.00	\$ 461,200.00

MOTOR FUEL TAX FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
ENGINEERING		\$ 45,000.00	\$ 51,200.00
SIDEWALK PROGRAM	\$ 20,000.00		
CURB REPLACEMENT			
SALT	\$ 90,000.00	\$ 80,000.00	\$ 80,000.00
ROAD PROGRAM/MAINTENANCE/BRIDGES	\$ 141,500.00	\$ 136,000.00	\$ 330,000.00
INTEREST EXPENSE			
TOTAL	\$ 251,500.00	\$ 261,000.00	\$ 461,200.00

SUMMARY MOTOR FUEL TAX FUND

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 251,500.00	\$ 261,000.00	\$ 461,200.00

DOLLAR CHANGE

\$200,200.00

76.70%

**CITY OF HARVARD ROAD PROGRAM
2013-2014**

POLICE PROTECTION REVENUE ESTIMATES

	Fiscal Year 2011-2012	Fiscal Year 2012-2013	Fiscal year 2013-2014
PROPERTY TAXES	\$ 550,000.00	\$ 605,035.00	\$ 620,000.00
REIMBURSEMENT	\$ -	\$ -	
DUI FINES			
TOTAL	\$ 550,000.00	\$ 605,035.00	\$ 620,000.00

POLICE PROTECTION FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	
OTHER			
TRANSFER TO GENERAL FUND	\$ 550,000.00	\$ 605,035.00	\$ 620,000.00
TOTAL	\$ -	\$ -	

SUMMARY POLICE PROTECTION

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 550,000.00	\$ 605,035.00	\$ 620,000.00

DOLLAR CHANGE
\$14,965.00
2.47%

POLICE PENSION FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 390,000.00	\$ 364,000.00	\$ 364,000.00
REPLACEMENT TAX	\$ 25,000.00	\$ 30,000.00	\$ 30,000.00
TOTAL	\$ 415,000.00	\$ 394,000.00	\$ 394,000.00

EXPENDITURES			
PENSION PAYMENTS	\$ 415,000.00	\$ 394,000.00	\$ 394,000.00
TOTAL	\$ 415,000.00	\$ 394,000.00	\$ 394,000.00

SUMMARY POLICE PENSION			
	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 415,000.00	\$ 394,000.00	\$ 394,000.00

DOLLAR CHANGE
\$0.00
0.00%

INSURANCE FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 95,000.00	\$ 65,000.00	\$ 62,000.00
TRANSFER IN	\$ 145,000.00	\$ 145,000.00	\$ 163,000.00
TOTAL	\$ 240,000.00	\$ 210,000.00	\$ 225,000.00

EXPENDITURES			
INSURANCE, WORKMAN'S COMP UNEMPLOYMENT, AND PROPERTY TRANSFER TO CORP. GEN FUND	\$ 105,000.00	\$ 100,000.00	\$ 144,000.00
	\$ 135,000.00	\$ 110,000.00	\$ 81,000.00
TOTAL	\$ 240,000.00	\$ 210,000.00	\$ 225,000.00

SUMMARY INSURANCE			
	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 240,000.00	\$ 210,000.00	\$ 225,000.00

DOLLAR CHANGE
\$15,000.00
7.14%

FICA FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 72,000.00	\$ 80,000.00	\$ 80,000.00
TRANSFER IN	\$ 178,000.00	\$ 156,918.00	\$ 175,000.00

EXPENDITURES

PAYMENT FOR FICA	\$ 250,000.00	\$ 236,918.00	\$ 255,000.00
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IMRF FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 50,000.00	\$ 70,141.00	\$ 70,000.00
REPLACEMENT TAXES	\$ 25,000.00	\$ 32,000.00	\$ 35,000.00
TRANSFER IN	\$ 145,000.00	\$ 129,385.00	\$ 145,000.00
EXPENDITURES			
PAYMENT FOR PENSION	\$ 220,000.00	\$ 231,526.00	\$ 250,000.00

IMRF TOTALS

SUMMARY PENSIONS

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 470,000.00	\$ 468,444.00	\$ 505,000.00

DOLLAR CHANGE**\$36,556.00****7.80%**

DEBT SERVICE FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 304,653.00	\$ 295,000.00	\$ 300,000.00

EXPENDITURES			
LIBRARY/ POOL PRINCIPAL	\$ 225,000.00	\$ 235,000.00	\$ 245,000.00
LIBRARY/ POOL INTEREST	\$ 79,653.00	\$ 60,000.00	\$ 55,000.00
TOTAL	\$ 304,653.00	\$ 295,000.00	\$ 300,000.00

SUMMARY DEBT SERVICE FUND			
	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL	\$ 304,653.00	\$ 295,000.00	\$ 300,000.00

DOLLAR CHANGE
\$5,000.00
1.69%

LIBRARY FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES	\$ 208,000.00	\$ 208,000.00	\$ 212,000.00
REPLACEMENT TAX	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00
OTHER	\$ 1,000.00		
FICA/IMRF LEVY	\$ 34,300.00	\$ 34,300.00	\$ 34,900.00
CASH	\$ 20,000.00	\$ 20,000.00	\$ 69,000.00
TOTAL	\$ 276,300.00	\$ 275,300.00	\$ 328,900.00

EXPENDITURES

PERSONNEL

SALARY	\$ 168,500.00	\$ 162,000.00	\$ 167,000.00
FICA/MEDICARE	\$ 13,500.00	\$ 31,000.00	\$ 12,900.00
IMRF/EXPENSE	\$ 20,800.00	\$ 12,400.00	\$ 22,000.00
HEALTH INSURANCE	\$ 29,500.00	\$ 21,200.00	\$ 35,000.00
UNEMPLOYMENT	\$ 700.00	\$ 700.00	\$ 700.00

MATERIALS

BOOKS/PERIODICALS	\$ -		
REFERENCE PRINT			
AUDIO BOOKS			
ELECTRONIC RESOURCES			

OPERATING EXPENSE

EQUIPMENT			
FURNITURE			
BUILDING MAINT.	\$ 19,800.00	\$ 19,800.00	\$ 30,500.00
EQUIPMENT MAINTENANCE			
MISCELLANEOUS			
SUPPLIES/MAINTENANCE	\$ -		
SUPPLIES/OFFICE			
TELEPHONE	\$ 8,500.00	\$ 7,400.00	\$ 10,200.00
UTILITIES	\$ 1,560.00	\$ 750.00	\$ 500.00

LIBRARY FUND

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
ADMINISTRATION			
PROFESIONAL FEES			
MILEAGE		\$ -	
CONTRACT SERVICES			
BOARD EXPENSE			
DUES		\$ -	
ADULT PROGRAMMING			
YOUTH PROGRAMMING			
PUBLIC INFORMATION			
STAFF DEVELOPMENT			
TECHNOLOGY CHARGES		\$ -	
CASH RESERVE	\$ 20,000.00	\$ 20,000.00	\$ 30,000.00
TOTAL	\$ 282,860.00	\$ 275,250.00	\$ 308,800.00

SUMMARY LIBRARY

TOTAL	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
	\$ 282,860.00	\$ 275,250.00	\$ 308,800.00

DOLLAR CHANGE**\$33,550.00****12.19%**

**REVENUE SUMMARY FISCAL YEAR
2013-2014**

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
GENERAL FUND	\$ 4,751,700.00	\$ 4,734,625.00	\$ 4,953,300.00
WATER AND SEWER FUND	\$ 2,001,675.00	\$ 2,095,891.00	\$ 2,272,736.00
SPECIAL REVENUE FUNDS	\$ 2,564,168.00	\$ 1,935,119.00	\$ 2,174,050.00
LIBRARY FUND	\$ 282,860.00	\$ 275,250.00	\$ 308,800.00
BOND PROCEEDS	\$ -		
CASH ON HAND	\$ 59,445.00	\$ 184,445.00	\$ 190,000.00
GRANTS			\$ 25,300.00
TOTAL REVENUE	\$ 9,659,848.00	\$ 9,225,330.00	\$ 9,924,186.00

**BUDGET SUMMARY FISCAL YEAR
2013-2014**

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
TOTAL BUDGET	\$ 8,826,988.00	\$ 8,950,080.00	\$ 9,615,386.00
TOTAL LIBRARY BUDGET	\$ 282,860.00	\$ 275,250.00	\$ 308,800.00
GRAND TOTAL BUDGET	\$ 9,109,848.00	\$ 9,225,330.00	\$ 9,924,186.00

TOTAL	SUMMARY TOTAL BUDGET		
	Fiscal Year 2010-2011	Fiscal Year 2011-2012	Fiscal year 2013-2014
	\$ 9,109,848.00	\$ 9,225,330.00	\$ 9,924,186.00

DOLLAR CHANGE
\$698,856.00
7.58%

TIF BUDGETS

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAXES DOWNTOWN	\$ 142,000.00	\$ 150,000.00	\$ 120,000.00
TRANSFER FROM CORP GEN TO DOWNTOWN		\$ 95,000.00	\$ 95,000.00
PROPERTY TAXES INDUSTRIAL	\$ 177,000.00	\$ 180,000.00	\$ 190,000.00
PROPERTY TAXES SOUTH	\$ 179,000.00	\$ 175,000.00	\$ 200,000.00
 BOND PROCEEDS DOWNTOWN BOND PROCEEDS INDUSTRIAL BOND PROCEEDS SOUTH	 \$ 185,000.00		
TOTAL	\$ 683,000.00	\$ 600,000.00	\$ 605,000.00
EXPENDITURES			
DEBT SERVICE			
DOWNTOWN	\$ 254,060.00	\$ 245,000.00	\$ 182,170.00
INDUSTRIAL	\$ 222,181.00	\$ 225,000.00	\$ 234,000.00
SOUTH	\$ 89,291.00	\$ 90,000.00	\$ 80,000.00
PLANNING STUDIES			
DOWNTOWN			
INDUSTRIAL			
SOUTH			
CONSTRUCTION PROJECTS			
DOWNTOWN			
INDUSTRIAL	\$ -		
SOUTH / RT 14 IN FRONT OF WALGREENS	\$ 185,000.00		
TOTAL EXPENSE	\$ 750,532.00	\$ 560,000.00	\$ 496,170.00

SSA BUDGETS

	Fiscal Year 2011-2012	Fiscal year 2012-2013	Fiscal year 2013-2014
REVENUE			
PROPERTY TAX			
SSA #1	\$ 40,565.40	\$ 40,565.40	\$ 40,565.40
SSA #2	\$ 36,852.90	\$ 36,852.90	\$ 36,852.90
SSA #3	\$ 73,288.76	\$ 71,288.76	\$ 74,289.00
SSA #4	\$ 38,575.00	\$ 37,475.00	\$ 41,375.00
SSA #5	\$ 128,475.00	\$ 125,250.00	\$ 126,875.00
TOTAL	\$ 317,757.06	\$ 311,432.06	\$ 319,957.30

EXPENDITURES

DEBT SERVICE			
SSA #1	\$ 40,565.40	\$ 40,565.40	\$ 40,565.40
SSA #2	\$ 36,852.90	\$ 36,852.90	\$ 36,852.90
SSA #3	\$ 73,288.76	\$ 71,288.76	\$ 74,289.00
SSA #4	\$ 38,575.00	\$ 37,475.00	\$ 41,375.00
SSA #5	\$ 128,475.00	\$ 125,250.00	\$ 126,875.00
TOTAL	\$ 317,757.06	\$ 311,432.06	\$ 319,957.30

CONTINGENCY

Fiscal Year	Fiscal year	Fiscal year
2011-2012	2012-2013	2013-2014

REVENUE

MISCELLANEOUS	\$ 1,100,000.00	\$ 1,200,000.00	\$ 1,200,000.00
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EXPENDITURES

CITY COUNCIL APPROVED	\$ 1,100,000.00	\$ 1,200,000.00	\$ 1,200,000.00
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NEW EQUIPMENT, BUILDING MAINTENANCE AND PROJECT LIST

REPAIR STREET LIGHTS W. BRAINARD STREET	\$	5,000.00
WIDEN OUTSIDE STORAGE BAYS P.W.	\$	7,500.00
REPLACE 5 SAINTARY MANHOLES	\$	12,000.00
REPLACE 10 WATER MAIN VALVES	\$	30,000.00
ONE TON DUMP TRUCK WITH PLOW	\$	45,000.00
200 WATER METERS WITH RADIO READ	\$	51,000.00
2 SQUAD CARS & EQUIPMENT FOR CARS	\$	60,000.00
NEW RADIO BASE STATION POLICE	\$	60,000.00
PAINT WATER TOWER HARVARD HILLS RD	\$	60,000.00
PRE-TREATMENT SCREEN WWTP	\$	100,000.00
REPLACE MARENGO ROAD BRIDGE	\$	500,000.00
TOTAL IMPROVEMENTS	\$	930,500.00

<u>C.O.H - NOTES PAYABLE</u>						2013-2014	2013-2014	2013-2014
	<u>BANK</u>	<u>ACCT. #</u>	<u>LOAN #</u>	<u>DUE DATES</u>	<u>Bond Amount</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Line of Credit	The HSB		122-459	Matures 2/22/12	\$ 1,050,000.00			
Capital Improvement - City Hall	Castle Bank	9005773	905773	March, June, Sept, Dec (30th)	\$ 650,000.00	\$ 571,092.31	\$ 28,214.09	\$ 599,306.40
T.I.F. - Downtown	Amalgamated	4878	2012A	January, July (15th)	\$ 3,105,000.00	\$ 95,000.00	\$ 87,170.00	\$ 182,170.00
T.I.F. #2 - Industrial Park	Amalgamated	4879	2012B	January, July (15th)	\$ 2,290,000.00	\$ 165,000.00	\$ 68,160.00	\$ 233,160.00
	The HSB	9006192	120197	January, July (15th)	\$ 300,425.00	\$ 11,185.84	\$ 11,814.16	\$ 23,000.00
T.I.F. #3 - South	The HSB	9006192	117307	January, July (15th)	\$ 600,000.00	\$ 21,962.96	\$ 25,840.52	\$ 47,803.48
SS#1 - Park Pointe	Castle Bank	9007245	2030041	January, July (1st)	\$ 510,000.00	\$ 30,625.28	\$ 9,939.94	\$ 40,565.22
SS#2 - Park Pointe	Castle Bank	9007261	2030061	January, July (1st)	\$ 438,900.00	\$ 25,582.58	\$ 11,118.72	\$ 36,701.30
SS#3 - Shadow Creek	Amalgamated	9007288	3839	January, July (1st)	\$ 940,000.00	\$ 55,000.00	\$ 19,288.76	\$ 74,288.76
SS#4 - Park Pointe	US Bank	9007296	2442-1	February, August (1st)	\$ 315,000.00	\$ 25,000.00	\$ 16,375.00	\$ 41,375.00
SS#5 - Shadow Creek	Amalgamated	1853915005	3915	February, August (1st)	\$ 1,450,000.00	\$ 80,000.00	\$ 46,875.00	\$ 126,875.00
Harvard Library/Rec 2011	Amalgamated	1854537001	2011B	June, December (1st)	\$ 2,075,000.00	\$ 245,000.00	\$ 54,625.00	\$ 299,625.00
Water/Sewer Bonds	Amalgamated	2004	3790	May, November (1st)	\$ 1,475,000.00	\$ 120,000.00	\$ 38,540.00	\$ 158,540.00
Water/Sewer Bonds		2006	3890	May, November (1st)	\$ 1,700,000.00	\$ 75,000.00	\$ 57,950.00	\$ 132,950.00
Water/Sewer Bonds		2011A	2011A	June, December (1st)	\$ 645,000.00	\$ 75,000.00	\$ 16,095.00	\$ 91,095.00
Equipment Lease (Backhoe)	The HSB			Feb, May, Aug, Nov (1st)	\$ 130,000.00	\$ 44,474.78	\$ 1,369.10	\$ 45,843.88

**CITY OF HARVARD
FULL TIME PERSONNEL SUMMARY**

<u>DEPARTMENT</u>	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Administration:					
City Administrator	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
Clerk	1	1	1	1	1
Department Total:	4	4	4	4	4
Public Works:					
Superintendent	1	1	1	1	1
Foreman	1	1	1	1	1
Mechanic	1	1	1	1	1
Maintenance Worker	4	4	4	3	2
Department Total:	7	7	7	6	5
Utility Department:					
Superintendent	1	1	1	1	1
Utility Operators	3	3	3	3	3
Utility Clerk	1	1	1	1	1
Department Total:	5	5	5	5	5
Building Department:					
Community Development Director	1	1	1	1	1
Building & Zoning Inspector	1	0	0	0	0
Code Enforcement Officer	1	1	1	1	1
Department Total:	3	2	2	2	2
Police Department:					
Chief	1	1	1	1	1
Lieutenant – Deputy Chief	1	1	1	1	1
Sergeant	2	2	2	3	2
Officers	15	15	14	13	12
Dispatchers	5	5	5	5	5
Records Clerk	1	1	1	1	1
Department Total:	25	25	24	24	22

PROPERTY TAX 2013-2014

