DISCUSSION FOCUS

1. WHO WE ARE...

2. THE BUDGET & FINANCES

3. 2016 IN REVIEW (CATCHING UP) & WHAT WE ACCOMPLISHED (SUCCESSES)

4. THE GAME PLAN FOR 2017

5. HOW WE WILL MEASURE OUR SUCCESS
1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

Who we are...

25,579
1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry
Who we are...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

Male: 48.8%
Female: 51.2%
Who we are...

1. Total Population
2. Median Age
3. Gender
4. **Average HH Income**
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

$50,015
WHO WE ARE...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry
Who we are...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. **Per Capita Income**
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

$26,482
WHO WE ARE...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

$123,500
WHO WE ARE...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. **Owner Occupied/Rental/Vacant**
9. Educational Attainment
10. Occupational Industry

OWN. OCC: 61.1%
RENTAL: 38.9%
VACANT: 9.8%
WHO WE ARE...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment (Pop. >25)
10. Occupational Industry

92.1% have graduated HS

HS Grad: 29.9%

Some college ND: 25.5%

Associate: 9.1%

Bachelor: 17.8%

Graduate: 9.7%
WHO we are...

1. Total Population
2. Median Age
3. Gender
4. Average HH Income
5. Average HH Size
6. Per Capita Income
7. Median Home Value
8. Owner Occupied/Rental/Vacant
9. Educational Attainment
10. Occupational Industry

Ed., Health, & Soc. Serv: 19.7%
Arts, Ent., & Hospitality: 14.9%
Retail: 14.3%
Professional: 11.2%
Highlights of 2016

1. Reorganization & Realignment
2. Development (commercial)
3. Capital Planning (Equipment & Infrastructure)
4. New Water Plant
5. Fire Chief
6. Streets, Sidewalks, Stormwater...
7. Sewer, Water
8. Southwest Corridors TIF/BD
9. Trash Automation
Reorganization Efforts

Focused on serving the residents by being...

1. Financially responsible (saving $)
2. More effective & efficient to provide a higher level of service

“Professional Business Model”

Key efforts:

- Public Works Reorganization: Eliminated Streets, Sewer, & Water Directors; Create Public Works Director & Create City Engineer position = salary savings of $74,000 (City Engineer has also attained +$1 million in infrastructure funding and performed approximately $30,000 in design services)
- Reorganized Street Department labor pool, add 3 laborers to get back to functional programmed level
- Human Resources Coordinator became an independent position (vs. staff position reporting to Finance Director)
- Merged City Manager & Economic Development Director
- Redefined Uptown Coordinator as Associate Planner to serve multiple functions
THE BUDGET & FINANCES

2016 General Fund ending fund balance: $5,204,255 (26.2% of budget)

• Financial policy target per Ordinance is 15-20% reserve fund

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$1,059,989</td>
<td>6.1%</td>
</tr>
<tr>
<td>2011</td>
<td>$1,425,263</td>
<td>8.1%</td>
</tr>
<tr>
<td>2012</td>
<td>$2,019,137</td>
<td>11.2%</td>
</tr>
<tr>
<td>2013</td>
<td>$2,991,293</td>
<td>16.5%</td>
</tr>
<tr>
<td>2014</td>
<td>$3,299,858</td>
<td>18.7%</td>
</tr>
<tr>
<td>2015</td>
<td>$4,335,703</td>
<td>22.6%</td>
</tr>
<tr>
<td>2016</td>
<td>$5,204,255</td>
<td>26.2%</td>
</tr>
</tbody>
</table>
### The Budget & Finances

**Revenue Sources**

<table>
<thead>
<tr>
<th>General Fund Revenue Sources</th>
<th>2016 Total</th>
<th>Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>$8,322,474</td>
<td>$325.36</td>
</tr>
<tr>
<td>Property Tax</td>
<td>$781,531</td>
<td>$30.55</td>
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<tr>
<td>State Income Tax</td>
<td>$2,510,431</td>
<td>$98.14</td>
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<tr>
<td>Telecom Tax</td>
<td>$779,972</td>
<td>$30.49</td>
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<tr>
<td>Other</td>
<td>$7,492,839</td>
<td>$292.93</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$19,887,247</td>
<td><strong>$777.47</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Other Revenues</th>
<th>2016 Total</th>
<th>Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Fund</td>
<td>$8,954,401</td>
<td>$350.07</td>
</tr>
<tr>
<td>Fiduciary Fund*</td>
<td>$1,700,862</td>
<td>$66.49</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$10,655,263</td>
<td><strong>$416.56</strong></td>
</tr>
</tbody>
</table>

*The Fiduciary Fund revenues come from property taxes and are for Police & Fire Pensions*
**Property Tax Allocation**

**Median Home Value:**
$123,500

**Total Property Tax:**
$3,196

This chart shows the property tax allocation for a home in the City of Collinsville with the City’s median home value of $123,500.
**Water Usage Rates (per 1,000 gallons)**

- **Top 25%**: Fairview Heights***, O'Fallon***, Highland, Glen Carbon, Alton*
  - Fairview Heights**: $8.16
  - O'Fallon**: $6.64
  - Highland: $5.29
  - Glen Carbon: $5.20
  - Alton*: $5.13

- **Next 25%**: Belleville*, Granite City*, Maryville, Troy, Collinsville, Edwardsville, Wood River
  - Belleville*: $5.13
  - Granite City*: $5.13
  - Maryville: $5.00
  - Troy: $5.00
  - Collinsville: $4.88
  - Edwardsville: $3.95
  - Wood River: $2.86

*Illinois American Water
**Illinois American Water distributed by City of O'Fallon
THE FINANCE DEPARTMENT

Director of Finance

Account Technician (7)
Finance Department

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$793,907</td>
</tr>
</tbody>
</table>

Goal #7: “Financial Stewardship & Sustainability”

What does the Finance Department do?

- Accounts payable
- Customer service
- Utility billing
- Payroll
- Accounting
- Ambulance billing
- Budgeting
- Pension administration
Highlights from 2016:

- Increased the diversity of City revenue sources
- Ambulance fee study and amendment
- Audit RFP and new auditing firm
- Amended insurance coverage and changed for 2017
- Revised CIP focused on capital maintenance and replacement
- TIF budget
- Trash automation
- Loan for water plant
- Affordable Care Act compliance
FINANCE DEPARTMENT

OPPORTUNITIES FOR 2017

• Utility tax rebates
• LOCiS software upgrade
• Refinancing Collinsville Crossing LIST bonds
• Refined Capital Improvement Plan

• Energy RFP for city facilities
• Trash automation
• Work with auditors to improve internal controls and review best practices
Financial Performance Measures

- Ending Cash Basis Fund Balances
- Property tax revenue as a percentage of general fund revenue
- Sales tax revenue as a percentage of general fund revenue
- Property tax revenue on a per capita basis
- Sales tax revenue on a per capita basis
- City total assets
- City total debt
- Number of delinquent utility accounts
<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$3,455,083</td>
</tr>
<tr>
<td>Enterprise Fund</td>
<td>$8,250,130</td>
</tr>
<tr>
<td>MFT Fund</td>
<td>$652,109</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$12,357,322</strong></td>
</tr>
</tbody>
</table>
WHAT DOES THE PUBLIC WORKS DEPARTMENT DO?

• Street construction and maintenance
• Sidewalk construction and maintenance
• Stormwater management
• ROW maintenance
• Utility system expansion and maintenance
• Public facility maintenance
• Engineering services (design & review)
• Coordinate other funding mechanisms (STP, etc.)
  ✓ Streetscape Program

Goal #3: “Quality Infrastructure”
Public Works Department

Highlights from 2016:

• Water Treatment Plant
• Public Works reorganization
• Uptown infrastructure (water main, sanitary sewer relining)
• Street projects (Beltline/Keebler, Streetscape IV, Clay Street)
• Mill & overlay
• ADA Transition Plan

• Existing conditions inventory of streets and sidewalks
• GIS system utilization (WW collection system, street condition, sidewalk inventory, fire hydrants)
• Capital plan for the Streets Department equipment and infrastructure
OPPORTUNITIES FOR 2017

• Water Treatment Plant
• Uptown Infrastructure (water mains, storm water upgrades, streetscapes completion, pavement resurfacing)
• ADA Transition Plan
• Street and Sidewalk repair and maintenance
• Stormwater management (regulation, policies, procedures, implementation)

• Expand sewer cleaning inspection program (GIS integration)
• CIP Planning and infrastructure evaluation
• Update and revise CIP for Water & Wastewater Depart.
• Mill and Overlay
• Development of sanitary sewer expansion plan to unserved areas
Public Works Performance Measures

- Miles of paved/concrete roads
- Average Pavement Condition Index (PCI) Rating (Paved Streets)
- Miles of street resurfacing
- Sidewalk replacement and installation
- Miles/hours of street sweeping
- Miles of Bicycle Lanes (on streets)
- Typical monthly water & sewer bill (for low and high water use)
- Typical monthly trash bill services
- Percent of residential waste diverted through recycling
- Water main replacement
- Sewer main relined
- Sewer main cleaned
- Grease trap inspection and compliance
- Fire hydrants repaired/maintained
- Fire hydrants replaced
- Water valves turned
- Water services replaced
- Water main breaks
- Amount of sewer easement maintained
# Police Department Finances

<table>
<thead>
<tr>
<th>Funding Sources</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$6,800,277</td>
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<tr>
<td>Forfeiture</td>
<td>$100,883</td>
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<tr>
<td>Police Vehicle Fund</td>
<td>$19,451</td>
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<tr>
<td>DUI Court Fines Fund</td>
<td>$19,451</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$6,940,062</strong></td>
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</table>

<table>
<thead>
<tr>
<th>General Fund Revenue Sources</th>
<th>Revenue for 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$110,361</td>
</tr>
<tr>
<td>Fines</td>
<td>$73,606</td>
</tr>
<tr>
<td>Impound Fees</td>
<td>$66,432</td>
</tr>
<tr>
<td>Off-duty Reimbursement</td>
<td>$40,612</td>
</tr>
<tr>
<td>Unit 10 SRO’s</td>
<td>$135,068</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$426,079</strong></td>
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</table>
WHAT DOES THE POLICE DEPARTMENT DO?

• Proactive patrol
• Education
• Community engagement
• Regional Task Force support

• Traffic investigation
• Criminal investigation
• Partnerships
• Major Case Squad
Police Department

Highlights from 2016:

- Sworn officer staffing to full-strength
- Stability in command staff
- Administrative Assistant
- Reorganize records and reinvented CPA program
- Continue vehicle replacement program
- Web based scheduling/timesheets
- Facility updates and improvements
- Uptown enforcement
- Liquor Code amendment
- Armed intruder response training for community
- Active community engagement
Police Department

Opportunities for 2017

- Evidence Clerk position
- Youth Academy
- Non traditional police vehicle purchases
- Facility improvements
- Volunteers in policing program
- Chaplain program
- PSAP issues
- Radio/Communications
- Expanded community initiatives
- Professional development
Response times
Violent crime per 1,000 residents
Property crime per 1,000 residents
Violent crime clearance rate
Property crime clearance rate
Police calls per capita
### Fire Department Finances

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$4,289,575</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Fund Revenue Source</th>
<th>2016 Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Protection District</td>
<td>$228,775</td>
</tr>
<tr>
<td>Ambulance Billing</td>
<td>$679,179</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$907,954</strong></td>
</tr>
</tbody>
</table>
Fire Department

Goal #2: “Safest City”

What does the Fire Department do?

- “Caring and compassionate”
- Fire response
- EMS response
- Prevention
- Public education
Highlights from 2016:

- Purchase new ladder truck
- Purchase new ambulance
- Remount ambulance
- Capital equipment program
- New Fire Chief
Fire Department

Opportunities for 2017

• Reorganize and hire administrative staff
• Commence the Master Fire Protection Plan ("soup to nuts")
• Establish future and current risks in comparison to operational capabilities
Fire Department Performance Measures

- Response time
- Fire contained to room of origin
- Calls for service per capita
# Community Development Finances

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$654,274</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Fund</th>
<th>2016 Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permit Fees</td>
<td>$284,005</td>
</tr>
<tr>
<td>Development Fees</td>
<td>$100,921</td>
</tr>
<tr>
<td>Shuttle Bus Grant</td>
<td>$24,275</td>
</tr>
<tr>
<td>City Court Fines</td>
<td>$17,875</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$427,076</strong></td>
</tr>
</tbody>
</table>
COMMUNITY DEVELOPMENT

Goal #1: “Preferred Place to Live”

WHAT DOES THE COMMUNITY DEVELOPMENT DEPARTMENT DO?

• Development Review
• Planning & Zoning
• Code Enforcement
• Shuttle Bus
• Building and safety
• Community outreach
Community Development

Highlights from 2016:

- Staffing changes (new Director, CBO, Building Assistant)
- New shuttle bus
- Zoning Regulation updates
- Subdivision Code updates
- Permit application updates
- Code Enforcement violation reporting process improvements
- Development Process review
- DD Collins House & Park
COMMUNITY DEVELOPMENT

OPPORTUNITIES FOR 2017

• Comprehensive Plan amendment
• Vacant structures
• Property Maintenance/Code Enforcement
• Neighborhood improvements

• Building Code amendments
• Zoning Regulation amendments
• Subdivision Code amendments
Community Development Performance Measures

- EAV rate relative to peer communities
- Compliance rate of code enforcement violations
- Code Enforcement fines related to court costs
- Single family homes by tenure
- Residential rental rate
- Zoning applications
- Site plan applications
- Construction values (all types)
- Number of vacant properties
- Citizen satisfaction survey
- Shuttle bus ridership metrics
- Miles of bike lane/paths
### Administration Finances

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>$149,786</td>
</tr>
<tr>
<td>City Clerk/Operations</td>
<td>$227,120</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$359,974</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$290,905</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$59,355</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,087,140</strong></td>
</tr>
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### Economic Development Funding Sources

<table>
<thead>
<tr>
<th>Economic Development Funding Source</th>
<th>2016 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIF District 1</td>
<td>$2,962,795</td>
</tr>
<tr>
<td>NE Business District</td>
<td>$1,809,465</td>
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<tr>
<td>Fournie Ln. Bus. Dist.</td>
<td>$114,378</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,886,638</strong></td>
</tr>
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</table>

### General Fund Revenue Sources

<table>
<thead>
<tr>
<th>Revenue Sources</th>
<th>2016 Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquor Licenses</td>
<td>$73,600</td>
</tr>
<tr>
<td>Business Licenses</td>
<td>$25,673</td>
</tr>
<tr>
<td>Vending Mach. Lic.</td>
<td>$6,875</td>
</tr>
<tr>
<td>Video Gaming Lic.</td>
<td>$55,425</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$161,573</strong></td>
</tr>
</tbody>
</table>
Administration

Goal #4: “Strong & Diverse Economy”
Goal #5: “Community Engagement & Collaboration”
Goal #6: “Customer Focused Superior Services”
Goal #8: “Vibrant Uptown”

What does Administration do?

- City management & administration
- Licensing
- Information technology
- Economic Development
- Human Resources
- Community engagement
- Media relations
- Records management
Highlights from 2016:

- Reorganization
- Economic Development successes
- Uptown TIF program amendments
- Economic Development incentive evaluation
- Employee engagement initiatives
- Safety committee
- City Update

- Personnel Handbook
- Collective Bargaining
- CIP programming
- Liquor Code amendment
- City Hall facility evaluation
- New revenue streams
- City Hall security measures
- Expanded community engagement
OPPORTUNITIES FOR 2017

- Economic Development Plan
- TIF & BD policy development
- Business expansion & retention
- Residential Development
- Records retention and archival program
- Employee health and wellness program
- Organizational Efficiency Study
- Employee evaluation process
- Technology plan
- Resident survey
- Multi-media plan
- Pre-Annexation Agreement tracking program
- CIP plan development
- Fleet maintenance study and plan
Administration Performance Measures

- Employee sick time used
- Employee turnover
- Number of applicants
- Incentives awarded vs. revenues created
- Jobs created
- Social media followers
- Website hits
- Granicus usage
- New business licenses
- Increase in EAV
So who Are We?

We are all Servant Leaders!

11 Themes of Servant Leadership

- Calling
- Listening
- Empathy
- Healing
- Awareness
- Foresight
- Persuasion
- Stewardship
- Growth
- Conceptualization
- Community Building

Servant Leadership