

2009-2010

City of Crystal Lake Budget



City of Crystal Lake, Illinois

For the Fiscal Year beginning May 1, 2009

www.crystallake.org



CITY OF CRYSTAL LAKE, ILLINOIS

2009/2010 BUDGET

CITY OFFICIALS

MAYOR

Aaron T. Shepley

COUNCILMEMBERS

Ellen Brady Mueller
Ralph M. Dawson
David Goss

Brett Hopkins
Cathy A. Ferguson
Jeffrey T. Thorsen

CITY CLERK

Roger T. Dreher

ADMINISTRATION

Gary J. Mayerhofer	City Manager
George J. Koczwara	Deputy City Manager
Ann L. Everhart	Director of Human Resources
Gregory A. Fettes	Director of Information Technology
Eric R. Lecuyer	Director of Public Works
David Linder	Chief of Police
James P. Moore	Chief of Fire Rescue
Mark F. Nannini	Director of Finance/Treasurer
Victor Ramirez	Director of Engineering/Building
Michelle V. Rentzsch	Director of Planning and Econ. Dev.



CITY OF CRYSTAL LAKE

Mission Statement

The City of Crystal Lake is committed to the high quality of life enjoyed by the citizens and businesses of the Crystal Lake community. Our mission is to enhance and preserve the history, natural resources and unique cultural traditions of the community as well as provide fiscally sound and responsive services, programs, and facilities with the highest degree of professionalism, integrity, and efficiency so that Crystal Lake continues to be a great place to live and work.



City of Crystal Lake, Illinois

Annual Budget

Fiscal Year 2009-2010

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Crystal Lake

Illinois

For the Fiscal Year Beginning

May 1, 2008

President

Executive Director

City of Crystal Lake

Mayor
Aaron T. Shepley
City Clerk
Roger T. Dreher
City Manager
Gary J. Mayerhofer

100 W. Municipal Complex
P.O. Box 597
Crystal Lake, IL 60039-0597
(815) 459-2020

City Council
Ellen Brady Mueller
Ralph M. Dawson
Cathy A. Ferguson
David Goss
Brett Hopkins
Jeffrey T. Thorsen

March 10, 2009

Honorable Mayor, City Council and Residents of the City of Crystal Lake:

Last year at this time, we reported that there were several difficult decisions that we faced in developing the financial blueprint for the City. The act of balancing rising fuel, energy, and personnel costs, while maintaining the high expectations and level of service that the residents of Crystal Lake expect, has and continues to be a challenge. For the fiscal year 2009-2010, we face those same factors, plus an uncertain economic climate with additional challenges, including:

- Global and economic conditions that have not been experienced in decades;
- Unprecedented amounts of federal government dollars serving to “bailout” entire industries and sectors of society;
- A stock market where increases and decreases in the trillions of dollars have become commonplace in recent months;
- Oil prices which have fluctuated wildly and included a record high \$147 per barrel in July 2008; and
- A severe downturn in the housing market and construction industry.

Despite the impact of the above, and with the tireless efforts of many, we are pleased to present the City of Crystal Lake’s Proposed Annual Budget for Fiscal Year (FY) 2009-2010. The budget is balanced, meets the needs and demands of our community’s long-term strategic commitments and financial plan, and is within the parameters of the financial limitations discussed below.

In 2007, recognizing the many challenges facing the community, the City engaged in a strategic planning process. The Strategic Plan identified the most important commitments that will help achieve the community vision. The many commitments that form the Strategic Plan are:

- Development – Reinvestment in the Community
- Enhancing Community Life through Service Maintenance and Development
- Managing Infrastructure/Finances

With the enactment of a Strategic Plan and the Five-Year Financial Plan, the City Council, along with City Staff, then undertook the first true examination of the City's long-range fiscal condition and financial challenges. The Five-Year Financial Plan allows the City to take a long-range perspective regarding the City's fiscal conditions in order to achieve balance and stability. By incorporating this perspective into the City's annual budget process along with the Strategic Plan, decisions will be made today that will direct the priorities of the City in the future and minimize the risk of future budget gaps.

BUDGETED FUNDS

Included in this submittal are the budgets for the following funds:

- General Fund
- Home Rule Sales Tax Fund
- Water and Sewer Funds, including Capital Improvement Fund
- Fire Rescue Fund
- Library Funds
- Other Funds (Motor Fuel Tax, Road/Vehicle License, Crossing Guard, IMRF, Police Pension, Firefighters Pension, Foreign Fire Insurance, and Vulcan Lakes Operating Fund)
- Debt Service Funds
- Capital Construction Funds

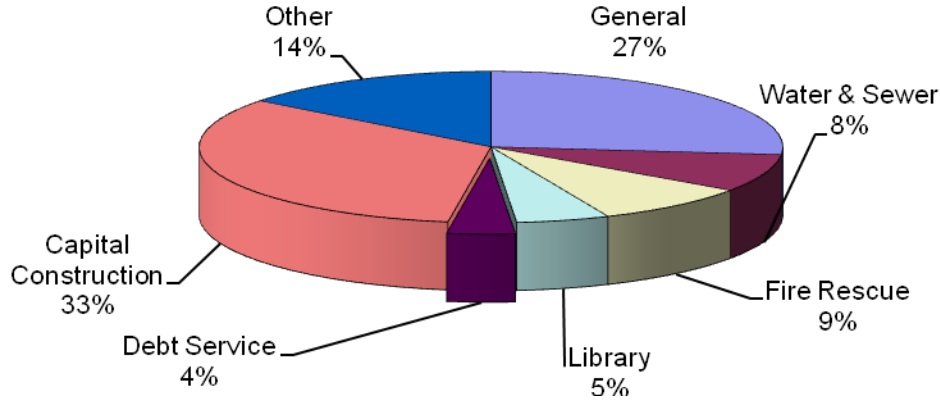
The presentations of the major funds are divided by departments. Each departmental presentation contains a statement of activities, an organizational chart, a personnel summary, FY 2008-2009 accomplishments, FY 2009-2010 objectives with a proposed budget by account, and a brief summary of account information.

Due to the current economic environment, the major challenge for staff was to present the City Council with a balanced budget. Each department submitted a requested operating budget limited to a zero percent overall increase over the FY 2008-2009 budget, exclusive of salaries, insurance, and fuel.

Several revenues, such as retail Sales Tax, Investment Income, Building Permits, Plan Review Fees and the State Income Tax have been impacted by economic conditions. Staff has worked diligently to provide a budget proposal that meets the high standards of the City and reflects a conservative view of the economic environment. The overriding concern in preparing this budget was the future state of the economy and what impact it will have on City revenues. Staff will continue to undertake cost-saving measures in FY 2009-2010 to both reduce expenditures as well as capture additional revenue.

OPERATING BUDGET OVERVIEW – ALL FUNDS

Expenditures by Fund



Budgeted expenditures, including transfers for all operating funds in FY 2009/2010, total approximately \$51.19 million (includes the Library) as compared to the FY 2008/2009 budget of \$50.41 million. The increase is attributable to the following:

- Target Response Unit staffing for all of Fiscal Year 2009/2010 within the Police Department
- Flooding Mitigation
- Enhanced Economic Development Activities
- Contributions to Fire and Police Pension Funds
- New Vulcan Lakes Operations Fund

In addition to operating funds, this proposed budget includes resources for major construction projects. Should City Council seek to move forward, funding for these major construction projects will originate from the issuance of bonds and be repaid utilizing Home Rule Sales Tax. Major construction projects included in this budget are:

- Vulcan Lakes (\$16 million)
- Virginia Street Corridor (\$4 million)
- Railroad Relocation (\$8 million)
- Contribution towards a senior center (\$3 million)

The combined revenue and amount available for all operating funds within the FY 2009/2010 budget is \$51.35 million. Operating revenues in this proposed budget include police and firefighter pension obligations, an increase in user fees for Sewer and Water, and Home Rule Sales Tax to fund Target Response Unit operations, flooding mitigation, and enhanced economic development activities in the General Fund, in addition to start-up costs for Vulcan Lakes operations in the Vulcan Lakes Operations Fund.

Non-operating fund revenues and other sources of revenue are derived primarily from bond proceeds to fund major construction projects. User fees and participation

agreements are used to fund debt service. In addition, a full year of Home Rule Sales tax receipts is dedicated for major construction projects' debt service.

Vehicle Purchases

The purchase of six pieces of rolling stock, the conversion of one former squad car for the Engineering Division, and the conversion of an old ambulance to a Sewer televising van are budgeted for FY 2009/2010. Equipment to be purchased is:

- Replacement CSO van for the Police Department
- New stump grinder for the Street Division
- New chipper for the Street Division
- Replacement utility pickup for the Water Division
- New mini-dump truck for the Storm Sewer Division
- Replacement 4X4 pickup, with plow, for the Storm Sewer Division

Also included in this budget is an upgrade to in-car digital video cameras in squad cars and an upgrade of snowplow spreader controls with an anti-icing unit for snow and ice operations.

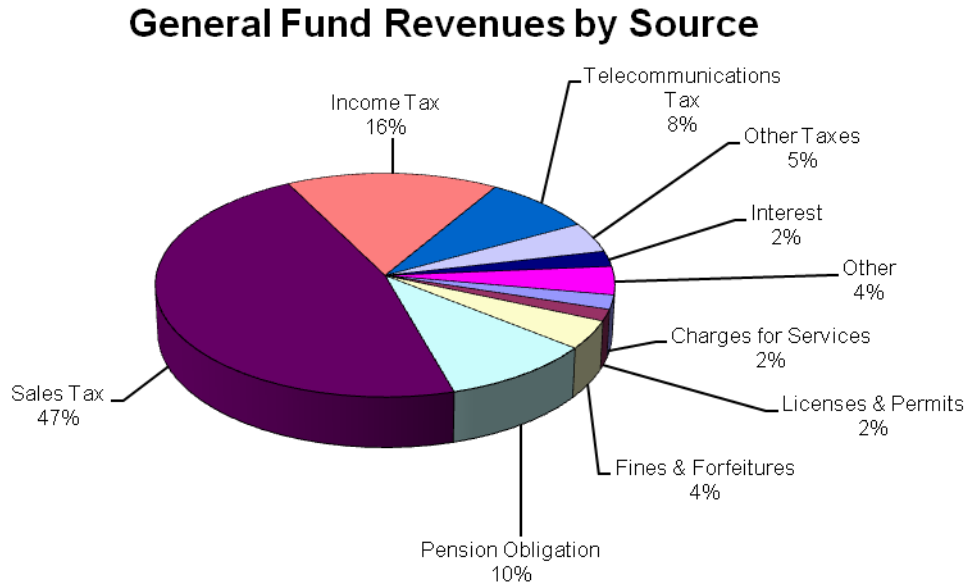
Streets

In continuation of our Street Resurfacing Program, \$1.055 million is budgeted, for a total of over \$6.65 million for combined street resurfacing and improvement projects. The amount of resurfacing dollars is necessary to accommodate a larger number of streets added to the City during the 1980's and early 1990's that will need to be resurfaced over the next several years. Other street improvements budgeted this year include Erick Street, Route 176 and Walkup, Route 176 and Briarwood, East Crystal Lake Avenue, Pingree Road, South Main Street, and the Virginia Street Corridor. Funds for these projects are located in the Road/Vehicle License Fund and the Motor Fuel Tax Fund.

Capital Expenditures

The FY 2009/2010 City Budget reflects total capital expenditures of \$40.19 million. These expenditures are primarily due to major construction projects relating to Vulcan Lakes, railroad relocation, and the Virginia Street Corridor, and a contribution towards a senior center. Capital expenditures also include major infrastructure improvements, the purchase of rolling stock and technology purchases.

GENERAL FUND REVENUES



With the continuation of no corporate property tax, the General Fund's single largest revenue source is the retail sales tax. Home Rule Sales Tax is segregated from the General Fund Operations, with a small portion being used to fund the Police Target Response Unit, Economic Development activities and flood control measures as outlined in the Five-Year Financial Plan. Sales Tax and Income Tax, unlike property tax, are volatile and greatly influenced by the economy. The sales tax (\$10.69 million), income tax (\$3.69 million) and telecommunication tax (\$1.9 million) comprise the majority of the revenue sources for the General Fund or 71.69% of the total revenues.

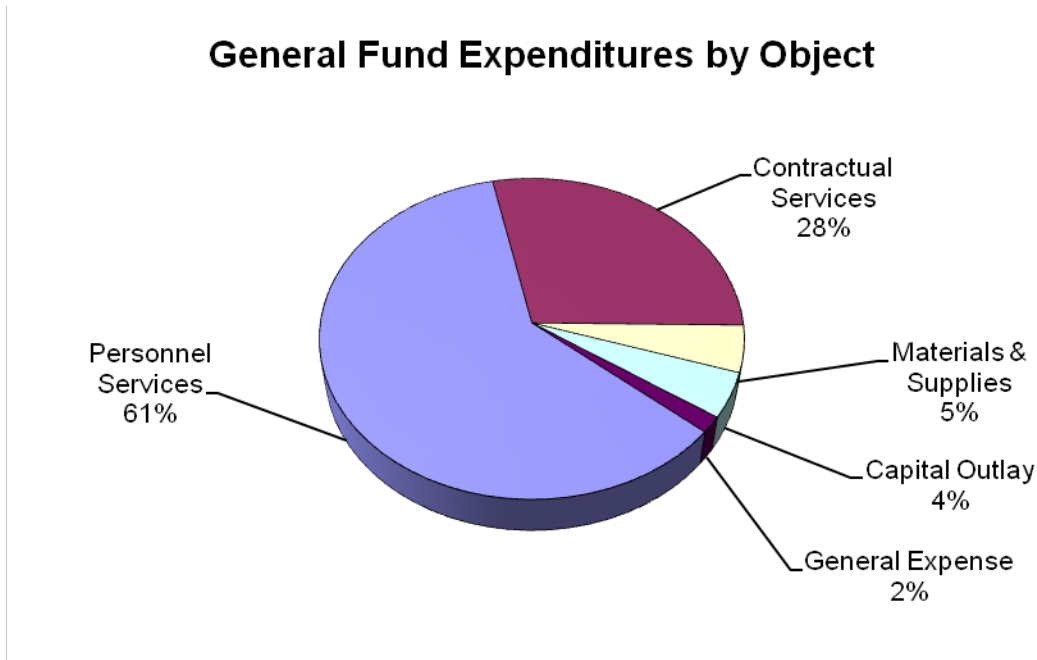
In past years, the City has benefited from healthy increases in sales tax revenue but, due to the current state of the economy and the surrounding area retail growth, sales tax has decreased from prior years. It is not anticipated that the economy will recover within this proposed budget. Projected for FY 2009/2010 is limited growth for income tax revenue and no growth for sales tax revenue. Also, no growth is anticipated in telecommunication tax revenue.

Home Rule Sales Tax is budgeted to fund the projects outlined in the City's Five-Year Financial Plan. The intention of the segregation of Home Rule Sales Tax is to utilize these funds as directed in the Five-Year Financial Plan. Several General Fund items are funded by this tax, such as the Target Response Unit in the Police Department, Economic Development activities, and flood control measures. The remaining funds are dedicated for debt service for major construction projects.

For FY 2009/2010, it is projected that the City will have a 1.09% decrease in General Fund revenue. This change is inclusive of pension obligations over the previous year's budget. This overall decrease takes into account the change in sales tax. With a transfer from Home Rule Sales Tax to fund operating programs as outlined above, funds available to cover expenditures increase 2.11%.

General Fund Expenditures by Object

General Fund expenses are projected to increase by 3.90%, inclusive of pension obligations. The increase in General Fund expenditures is primarily due to increases in personnel costs, fuel costs, utility rates and liability insurance coupled with capital expenditures, including the expansion of the Railroad Street commuter lot.



During the FY 2009/2010 Budget review process, the focus of the departments was aimed at continuing to meet service demands while keeping operating expenses at a zero growth, exclusive of salaries, insurance, fuel, and capital items. Below are highlights of significant items for the General Fund in the FY 2009/2010 Budget.

Executive Department

For FY 2009/2010, Hotel Tax proceeds have been budgeted to support The Raue Center for the Arts, the Historic Downtown Association, the Crystal Lake Chamber of Commerce, the Crystal Lake Rowing Club, the McHenry County Music Center, Crystal Lake Babe Ruth Baseball, the Northwest Area Arts Council and the McHenry County Youth Sports Association. Additional funds were budgeted for 4th of July Fireworks, the Fourth of July Parade and memberships to regional councils of governments.

Legal and Judiciary

It is the responsibility of this area to provide legal advice to elected and administrative officials, litigate cases and conduct real estate transactions for the City.

Administration Department

The Administration Department is subdivided into the City Manager's Office, the Finance Division and the Human Resources Division. Staff intends to continue to implement the recommendations for the downtown parking study, economic development initiatives, the Five-Year Financial Plan, internal training and development programs in order to enhance customer service standards for the City.

Administrative Adjudication

The City's Division of Administrative Adjudication hears a wide range of cases involving violations of municipal ordinances that were once heard in the McHenry County Circuit Court. Having hearings at City Hall expedites compliance, reduces litigation expenses and allows the Circuit Court to focus on more serious offenses. Hearings at City Hall also are more convenient for residents who wish to contest a ticket or other citation. An Administrative Hearing is a civil, not criminal proceeding. Cases filed in adjudication are punishable by fines and a variety of other penalties, excluding jail time. Under the Administrative Hearing System, an Administrative Law Judge, not the City entity that issued the ticket, complaint or notice of violation, hears cases. Administrative Law Judges, all of whom are experienced attorneys, are required to undergo State mandated training to be professional, fair and courteous.

Police Department

The Police Department is responsible for a wide variety of activities on a twenty-four hour, seven-days-a-week basis. A focus for FY 2009/2010 will be the full impact of a special Target Response Unit. This unit is utilized to control local speeding enforcement and citywide traffic controls. Also, the ordinance for the impounding of vehicles used in DUI violations will be in full force. The partnership with Senior Services Associates will continue to be enhanced. As part of this partnership, both the Police Department and Senior Services Associates will continue to produce educational programs to prevent seniors from being victims of crime.

Engineering and Building Department

The Engineering and Building Department will continue to improve the design, construction and signalization of the City's roadways, as well as coordinate the annual Street Resurfacing Program. In addition, in FY 2009/2010, the Department will begin to implement the solutions developed by the flooding study.

The Department will also continue to work to improve programs to streamline the building permit process. Improvements include the continuation of an "instant" permit program, whereby less intense projects, i.e. fences, decks, roofs, etc., can be approved within twenty-four hours, establishment of benchmark turnaround times for commercial, industrial and residential development plan review, and expansion of available information on the City's website for use by the public.

Public Works Department

The Public Works Department will provide essential services to the residents and businesses of the City. The Street Division will provide maintenance to the City roadways and street lights, as well as maintain responsibility for the annual street resurfacing program, pavement maintenance, weed mowing, tree maintenance, the biodegradable leaf bag program, and snow removal.

The Fleet and Facility Division will provide technical training and certification of staff. The Division will also service the City's 358 vehicles and pieces of equipment in a timely fashion.

Planning and Economic Development Department

The Planning and Economic Development Department coordinates the proposals for development throughout the City. Service and efficiency in the Planning and Economic Development Department will be enhanced in FY 2009/2010 through the citywide Geographical Information System (GIS), streamlining the development review system process, the "I Shop" program, continuing Watershed Best Management Practices (BMP) Guidelines, assisting in the Virginia Street Corridor (VSC) TIF project, Vulcan Lakes TIF, and Main Street TIF, and reviewing and updating the Comprehensive Land Use Plan.

Information Technology Department

In FY 2009/2010, the Information Technology Department will continue the maintenance of the City's network infrastructure, exchange server, various software, spam filtering devices, and electronic storage, as well as new equipment for the City's network, to deliver prompt service to both internal and external customers.

WATER AND SEWER FUND HIGHLIGHTS

The Public Works Department has oversight of the Water and Sewer Fund. Water and Sewer Fund revenues in this proposed budget include a blended user rate increase of 6.18%, as recommended in the Sewer and Water Rate Study and Connection Fee Report dated February, 2009. The study, conducted by an independent consulting firm, provides an independent verification of action that is necessary to reduce spikes in fees charged to Crystal Lake customers while providing funds for on-going water and sewer operations, payment of debt service and capital replacement.

In the late 1990's, water and sewer connection fee receipts were pledged for the payment of a low interest loan from the Illinois E.P.A. As the economy slows, so too does new construction and the receipt of connection fees to repay the City's debt. Increasing user rates for water and sewer, as recommended by the study, will provide necessary dollars to assist in meeting the City's obligation.

A decrease in 2009/2010 budgeted expenses from that of the prior year is attributed to the completion of capital projects in the 2008/2009 fiscal year. Capital expenditures proposed in this budget include Well #6 maintenance and rehabilitation, SCADA improvements at Water Treatment Plant (WTP) #2, softener maintenance at WTP #4 and #5, in-line chlorine residual analyzers, water main replacement (1,000 ft), and residuals management.

FIRE/RESCUE FUND HIGHLIGHTS

The City's Budget includes a balanced Fire Rescue Fund with the use of reserves to fund one capital item, the HVAC system at Fire Station #4.

The Crystal Lake Fire Rescue Department operates out of three stations to cover the City as well as the Crystal Lake Rural Fire Protection District through negotiated contract. Expenditures decreased 2.11%. This change is due to a decrease in capital purchases.

OTHER FUNDS HIGHLIGHTS

The remainder of the expenditures for the City is comprised of 17 funds that account for 56.4% of total expenditures. These funds include:

- Motor Fuel Tax Fund (MFT)
- Road/Vehicle License Fund
- Crossing Guard Fund
- IMRF Fund
- Police Pension Fund
- Firefighters Pension Fund
- Foreign Fire Insurance Fund
- Library Funds
- Vulcan Lakes Operations Fund
- Debt Service Funds
- Capital Construction Funds
- Home Rule Sales Tax Fund

During the FY 2009/2010 budget year, City Staff will establish a Capital Replacement Fund and identify resources for the specific purpose of replacing capital such as vehicles, technology and building improvements. Initial funding is expected to originate from General Fund reserves. Establishing a Capital Replacement Fund will ensure that funds will be preserved for purposes of replacing capital. This year, as in previous years, capital purchases are made possible by use of reserves.

Motor Fuel Tax Fund

In FY 2009/2010, funds are budgeted for the construction of several major roads. Many of these projects are on-going from the prior year. Budgeted funds include engineering and building costs for Route 14 Signal Interconnect from Woodstock Street to Route 176, McHenry Avenue and Route 14 Intersection improvements, Erick Street Construction, Virginia Street Corridor Construction, and East Crystal Lake Avenue Segment 2 Construction. Funds are also budgeted for right-of-way acquisitions for Walkup Avenue/Route 176, East Crystal Lake Avenue (Main Street to Erick), and Pingree Road segment two.

Road/Vehicle License Fund

The Road/Vehicle License Fund provides street system and related capital improvement funding for the City. In FY 2009/2010, funding continues for the annual road-resurfacing program throughout the community. Funds have also been budgeted for the City's

Sidewalk Replacement Program, Hahn Storm Water System Construction, Audible Pedestrian Signals for the Route 14 and Keith Avenue intersection, South Main Street railroad crossing repair, paving and signage, and the annual Thermoplastic Striping Program. No increase in vehicle sticker costs is proposed in this budget.

Debt Service Funds

Debt service for bond issues continues into 2010. These issues include the Crystal Heights water and sewer project (funded by participation agreements), the Bryn Mawr water and sewer project (funded by additional property taxes on benefiting properties), the Ryland Homes infrastructure improvements (funded by participation agreements), and the Southeast Emergency Communications (SEECOM) project (funded by the SEECOM participants).

Proposed in this budget are additional bonds to fund major construction projects should City Council desire to move forward with Vulcan Lakes, the Virginia Street Corridor, railroad relocation and a contribution towards a senior center.

FINANCIAL POLICIES

The City of Crystal Lake Financial Policies, listed in Appendix A of this document, provide the basic framework for the fiscal management of the City. These policies provide guidelines for evaluating both current activities and proposals for future programs. Most of the policies represent longstanding principles, traditions and practices that have guided the City in the past and have helped maintain the City's financial stability. The City's financial strength is exemplified by its Moody's Investors Service bond rating of Aa3.

The following financial policies are detailed in the Appendices:

- Revenue Policy
- Expenditure Policy
- Reserve Policy
- Cash Management Policy
- Capital Improvement Policy
- Debt Management Policy
- Budgeting Policy

DEBT ADMINISTRATION

As of April 30, 2009, the City will have a number of debt issues outstanding. These include \$4,460,000 in special service area bonds and \$15,930,000 in general obligation bonds paid from alternative revenue sources. In addition, in the Water and Sewer Fund there is a \$11,753,090 low interest (2.535%) note payable to the Illinois EPA, which is funded through water and sewer connection fees and user fees.

BUDGETARY CONTROL BASIS

The annual City Budget is prepared on a cash basis, whereas the City's basis of accounting for its Comprehensive Annual Financial Report is on an accrual and modified accrual basis. All annual appropriations lapse at fiscal year end to the extent they have

not been expended or lawfully encumbered. Expenditures may not legally exceed appropriations at the fund level.

AWARDS

The City received the Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended April 30, 2008 from the Government Finance Officers Association. This is the eighteenth year in a row the City has received this award.

For the first time, the City of Crystal Lake also received the Distinguished Budget Award from the Government Finance Officers Association for the 2008/2009 Budget Document. This is quite an honor for the City to receive both of these awards and places the City in an elite group of recipients.

PERFORMANCE MEASUREMENTS

The budget document continues to be modified to report more quantitative and qualitative performance measurements. A goal of the City is to establish a reporting system which will give the public, City Council and staff the ability to evaluate the level and value of service provided to the community. Future budget documents will serve as the primary source of such reporting. The primary focus of this budget's reporting has been quantitative in nature. City management utilizes performance measures as a way to quantify if expenditures are being used in the most efficient manner. Once performance measures are established, such measures will be used to identify trends and benchmarks for comparison with other communities.

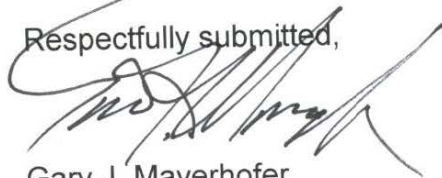
CLOSING

Our organizational culture is one in which each of the strategic commitments is not categorized by department, but rather requires contributions from all levels of the organization, departments, and elected and volunteer commissions. The Crystal Lake team, working as one, collectively impacts each strategic commitment. The City of Crystal Lake is in sound financial condition as evidenced by our continued strong general purpose bond rating, as well as our adherence to external and internal financial policies. We believe the 2009-2010 Annual Budget balances the needs of the City in a fiscally responsible manner and effectively positions our community for the future.

ACKNOWLEDGEMENTS

We would like to thank the Department Directors, Deputy City Manager George Koczwar, Assistant Finance Director Laura Herrig and the Finance and Administrative staff for their help in preparing and assembling this budget. On behalf of the Management team, we are pleased to present the FY 2009/2010 City Budget for your consideration.

Respectfully submitted,

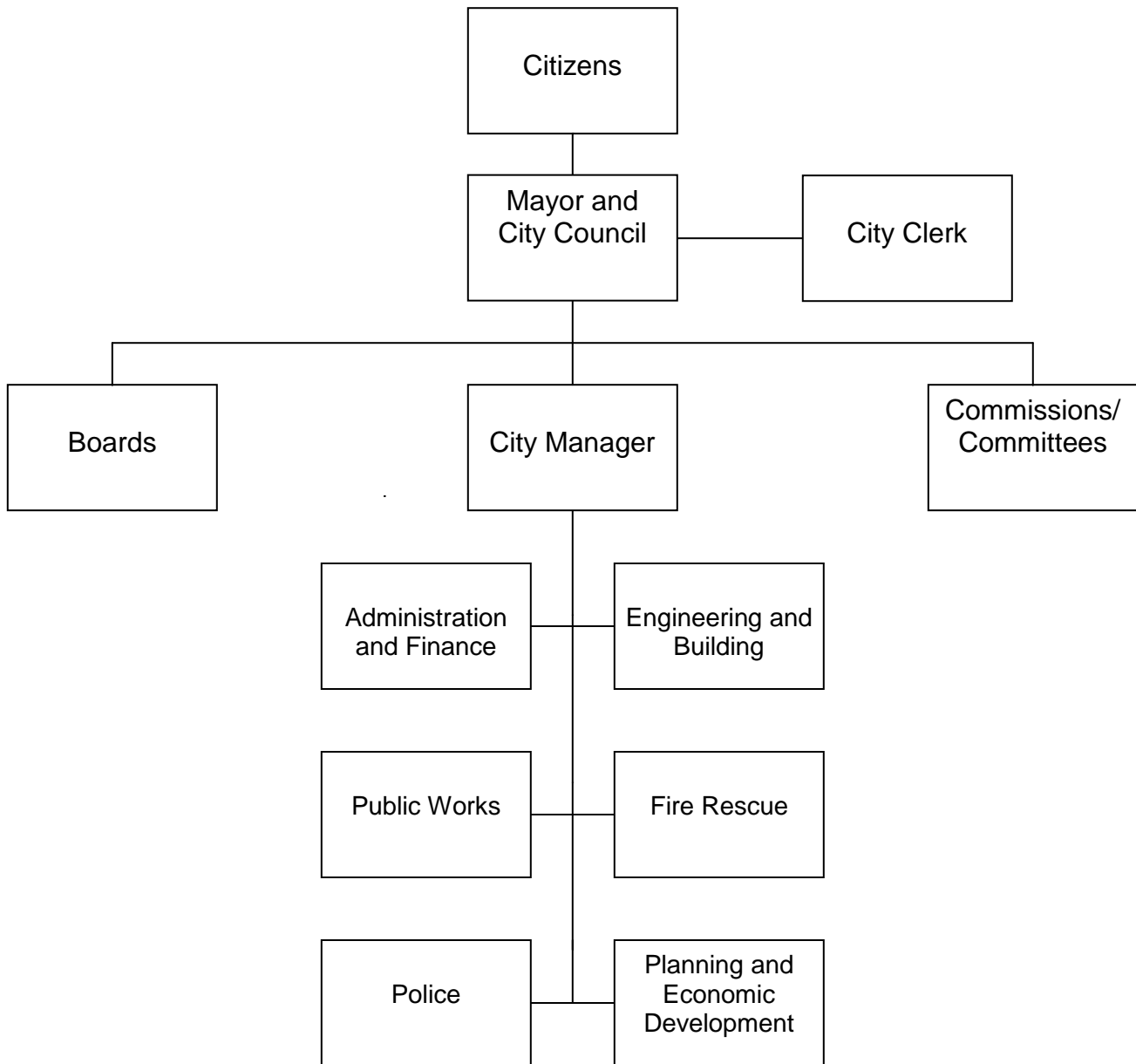


Gary J. Mayerhofer
City Manager



Mark F. Nannini
Director of Finance/City Treasurer

CITY OF CRYSTAL LAKE ORGANIZATIONAL STRUCTURE



City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



Summary of All Funds

CITY OF CRYSTAL LAKE

Summary of All Funds

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Revenues & Transfers In							
General Fund	23,310,257	23,493,420	23,513,115	23,050,264	24,008,818	495,704	2.11%
Insurance Fund	-	179,436	-	282,981	-	-	0.00%
Water & Sewer Fund	6,558,151	6,627,547	7,131,372	6,784,581	7,595,760	464,388	6.51%
Fire/Rescue Fund	7,881,091	7,355,755	7,996,713	7,921,713	8,138,328	141,615	1.77%
Library Funds	5,896,757	4,048,179	4,749,488	4,103,162	4,698,574	(50,914)	-1.07%
Road/Vehicle Fund	790,131	778,328	1,148,734	1,213,769	827,998	(320,736)	-27.92%
IMRF Pension Fund	1,763,557	1,868,643	1,942,385	1,942,385	1,950,126	7,741	0.40%
Police Pension Fund	3,212,422	2,543,201	2,535,638	(1,685,761)	2,177,958	(357,680)	-14.11%
Firefighters Pension Fund	1,680,281	1,928,440	1,814,389	(951,030)	1,680,672	(133,717)	-7.37%
Crossing Guard Fund	60,250	67,422	62,931	62,931	65,120	2,189	3.48%
Foreign Fire Insurance Fund	45,923	57,780	45,923	49,300	50,155	4,232	9.21%
Vulcan Lakes Recreation Fund	-	-	-	-	158,165	158,165	100.00%
Subtotal - Operating Funds	51,198,820	48,948,150	50,940,688	42,774,295	51,351,675	410,987	0.81%
Home Rule Sales Tax Fund	-	-	2,694,054	2,445,000	4,655,313	1,961,259	72.80%
Water & Sewer Capital Imprvmnt	1,309,037	998,018	4,158,687	720,000	1,748,687	(2,410,000)	-57.95%
Motor Fuel Tax Fund	1,667,604	1,572,605	1,391,916	1,149,334	1,377,526	(14,390)	-1.03%
Debt Service Funds	1,146,536	791,670	879,100	880,674	3,526,364	2,647,264	301.13%
Construction Funds	9,418,713	1,046,756	895,708	211,300	31,000,000	30,104,292	3360.95%
Total - All Funds	64,740,710	53,357,198	60,960,153	48,180,602	93,659,565	32,699,412	53.64%

FY2008/2009 estimated revenues reflects market conditions on Police and Firefighter Pension Funds portfolio.

Summary of All Funds (Cont'd)

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Expenditures & Transfers Out							
General Fund	20,736,336	21,423,873	24,256,616	23,871,635	25,015,969	759,353	3.13%
Insurance Fund	-	-	-	-	-	-	0.00%
Water & Sewer Fund	6,061,021	6,604,255	7,641,886	7,570,007	7,595,760	(46,126)	-0.60%
Fire/Rescue Fund	6,852,141	6,175,253	8,403,312	8,047,779	8,158,328	(244,984)	-2.92%
Library Funds	6,408,592	3,928,375	5,068,488	4,324,515	4,830,645	(237,843)	-4.69%
Road/Vehicle Fund	482,445	1,771,280	1,436,320	1,252,220	1,452,820	16,500	1.15%
IMRF Pension Fund	1,436,851	1,546,075	1,942,385	1,942,385	2,013,744	71,359	3.67%
Police Pension Fund	1,033,720	1,322,202	1,151,985	1,151,985	1,312,415	160,430	13.93%
Firefighters Pension Fund	335,176	416,960	407,015	407,015	535,834	128,819	31.65%
Crossing Guard Fund	55,127	55,097	57,069	57,069	56,769	(300)	-0.53%
Foreign Fire Insurance Fund	-	30,906	45,923	57,891	59,993	14,070	30.64%
Vulcan Lakes Recreation Fund	-	-	-	-	158,165	158,165	100.00%
Subtotal - Operating Funds	43,401,409	43,274,276	50,410,999	48,682,501	51,190,441	779,443	1.55%
Home Rule Sales Tax Fund	-	-	1,943,871	893,866	3,540,971	1,597,100	82.16%
Water & Sewer Capital Imprvmt	1,040,836	1,029,003	3,443,700	1,283,700	1,633,525	(1,810,175)	-52.56%
Motor Fuel Tax Fund	990,204	963,791	3,898,213	1,605,000	6,351,800	2,453,587	62.94%
Debt Service Funds	805,833	1,090,202	1,033,750	1,033,750	3,516,778	2,483,028	240.20%
Construction Funds	8,278,804	2,416,616	3,596,628	2,734,320	31,000,000	27,403,372	761.92%
Total - All Funds	54,517,085	48,773,888	64,327,161	56,233,138	97,233,515	32,906,355	51.15%

The summaries above depict total budgeted revenues, expenditures, and transfers between City funds.

Summary of All Funds (Cont'd)

The following summary includes only anticipated/budgeted revenues during the year, and does not include transfers-in:

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Revenues Only							
General Fund	23,310,257	23,493,420	23,044,638	22,612,867	22,792,721	(251,916)	-1.09%
Insurance Fund	-	960	-	-	-	-	0.00%
Water & Sewer Fund	6,558,151	6,627,547	7,131,372	6,784,581	7,595,760	464,388	6.51%
Fire/Rescue Fund	6,756,091	7,205,145	7,996,713	7,921,713	8,138,328	141,615	1.77%
Library Funds	3,797,695	3,984,748	4,746,488	4,075,973	4,696,574	(49,914)	-1.05%
Road/Vehicle Fund	790,131	778,328	692,265	757,300	774,998	82,733	11.95%
IMRF Pension Fund	1,763,557	1,868,643	1,942,385	1,942,385	1,950,126	7,741	0.40%
Police Pension Fund	3,212,422	2,543,201	2,535,638	(1,685,761)	2,177,958	(357,680)	-14.11%
Firefighters Pension Fund	1,680,281	1,928,440	1,814,389	(951,030)	1,680,672	(133,717)	-7.37%
Crossing Guard Fund	60,250	67,422	62,931	62,931	65,120	2,189	3.48%
Foreign Fire Insurance Fund	45,923	57,780	45,923	49,300	50,155	4,232	9.21%
Vulcan Lakes Recreation Fund	-	-	-	-	-	-	0.00%
Subtotal - Operating Funds	47,974,759	48,555,633	50,012,742	41,570,259	49,922,413	(90,329)	-0.18%
Home Rule Sales Tax Fund	-	-	2,694,054	2,445,000	4,655,313	1,961,259	72.80%
Water & Sewer Capital Imprvmt	1,309,037	998,018	1,748,687	720,000	948,687	(800,000)	-45.75%
Motor Fuel Tax Fund	1,667,604	1,572,605	1,391,916	1,149,334	1,377,526	(14,390)	-1.03%
Debt Service Funds	1,141,983	791,670	879,100	880,674	1,146,831	267,731	30.46%
Capital Construction Funds	983,713	1,046,756	133,400	211,300	-	(133,400)	-100.00%
Total - All Funds	53,077,096	52,964,681	56,859,899	46,976,566	58,050,770	1,190,871	2.09%

Summary of Personnel – All Funds

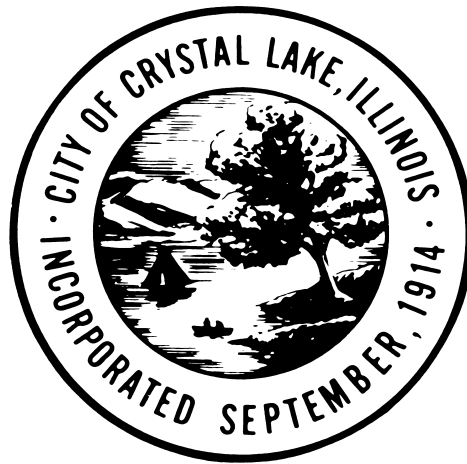
	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Total Full Time Equivalents	253.75	267.25	267.50

Changes in Full Time Equivalents include changing a part-time Administrative Assistant position (30 hours per week) to full-time (40 hours per week) in the Administrative Adjudication division.

The summary above does not include elected officials, Planning and Zoning committee members, paid-on-premise firefighters, crossing guards, or temporary employees.

Personnel summaries throughout the budget document reflect the positions for which salaries and wages are budgeted. Organizational charts reflect the structure of each department.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



General Fund

Summary of Revenues

REVENUES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
40030	Property Tax - Police/Fire Pension	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%
	Total Property Taxes	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%
41030	Sales Tax	11,168,510	10,915,086	11,215,750	10,904,000	10,696,446	(519,304)	-4.63%
41035	Leased Car Tax	26,677	26,807	28,500	26,000	25,000	(3,500)	-12.28%
41040	State Income Tax	3,431,732	3,748,680	3,688,348	3,688,348	3,688,300	(48)	0.00%
41020	Replacement Tax	142,124	171,107	108,360	108,360	133,049	24,689	22.78%
41045	Use Tax	512,083	556,870	527,191	527,191	541,120	13,929	2.64%
40300	Telecommunications Tax	1,911,745	2,022,417	1,911,000	1,911,000	1,911,000	0	0.00%
41700	Grant Proceeds - State of IL	3,582	15,085	7,500	7,500	7,500	0	0.00%
41800	Grant Proceeds - Federal	42,732	81,881	5,000	18,530	5,000	0	0.00%
	Total Intergovernmental	17,239,186	17,537,933	17,491,649	17,190,929	17,007,415	(484,234)	-2.77%
40200	Hotel Tax	157,955	241,208	290,000	245,000	290,000	0	0.00%
	Food and Beverage Tax	-	-	-	-	-	-	0.00%
	Total Other Taxes	157,955	241,208	290,000	245,000	290,000	0	0.00%
42050	Liquor Licenses	91,045	101,192	93,775	93,775	94,000	225	0.24%
42210	Building Permits	544,841	483,050	465,273	275,000	275,000	(190,273)	-40.89%
42225	Occupancy Permits	2,810	4,600	5,250	5,250	5,250	0	0.00%
42090	Miscellaneous Licenses & Permits	42,747	50,665	5,250	5,250	5,250	0	0.00%
	Total Licenses & Permits	681,443	639,507	569,548	379,275	379,500	(190,048)	-33.37%
44300	Police Department Fines	663,780	501,930	707,000	587,000	714,070	7,070	1.00%
	Police Towing (DUIs, etc.)	-	-	90,000	90,000	180,000	90,000	100.00%
44510	Adjudication Fines	-	-	50,000	22,000	50,000	0	0.00%
	Total Fines & Forfeitures	663,780	501,930	847,000	699,000	944,070	97,070	11.46%
45020	Plan Review Fees	320,344	154,840	230,000	85,000	115,000	(115,000)	-50.00%
45030	Engineering Review Fees	-	147,992	-	-	-	0	0.00%
45100	Inspection Services	-	970	-	-	-	0	0.00%
45010	Zoning & Subdivision Fees	8,836	10,994	24,150	7,850	8,000	(16,150)	-66.87%
48200	Annexation Fees	-	40,550	14,000	1,200	1,200	(12,800)	-91.43%
45300	Parking Revenue	226,112	233,183	310,722	300,722	280,000	(30,722)	-9.89%
45400	Special Police Detail	144,562	79,850	64,000	64,000	64,000	0	0.00%
	Total Charges for Services	699,854	668,379	642,872	458,772	468,200	(174,672)	-27.17%
47010	Investment Interest	847,921	937,612	286,750	700,000	513,902	227,152	79.22%
	Total Interest Earnings	847,921	937,612	286,750	700,000	513,902	227,152	79.22%

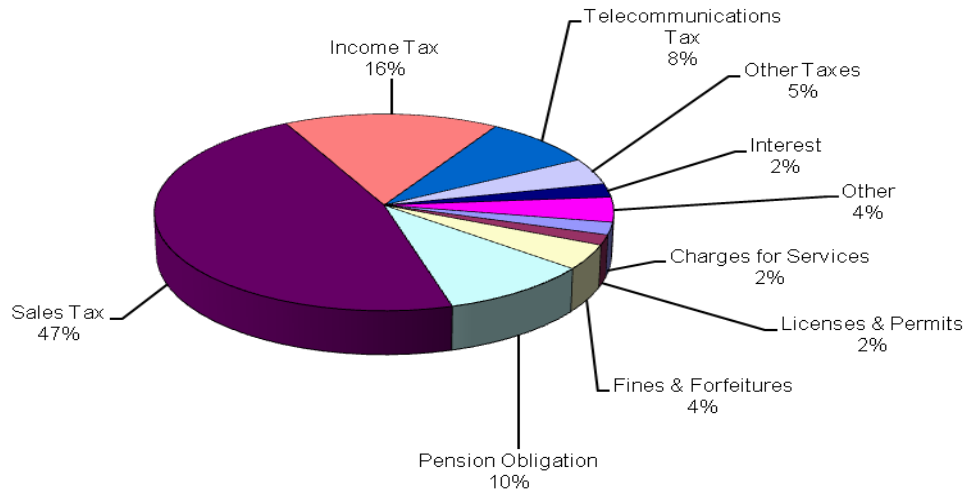
Summary of Revenues (Cont'd)

REVENUES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
48500 Franchise Fees - Cable	403,659	433,134	400,000	400,000	425,000	25,000	6.25%
48700 Rental Income	69,358	73,919	56,667	56,667	59,500	2,833	5.00%
48800 Transfer Station Host Fees	-	-	42,150	-	42,150	0	0.00%
48100 Capital Facilities Fees	23,575	13,740	24,000	14,000	14,000	(10,000)	-41.67%
48950 Reimbursed Expenses	38,668	91,632	-	75,222	91,983	91,983	100.00%
48990 Miscellaneous	703,216	425,289	300,000	300,000	300,000	0	0.00%
Total Miscellaneous	1,238,476	1,037,715	822,817	845,889	932,633	109,816	13.35%
Total Revenues	23,310,257	23,493,420	23,044,638	22,612,867	22,792,721	(251,916)	-1.09%

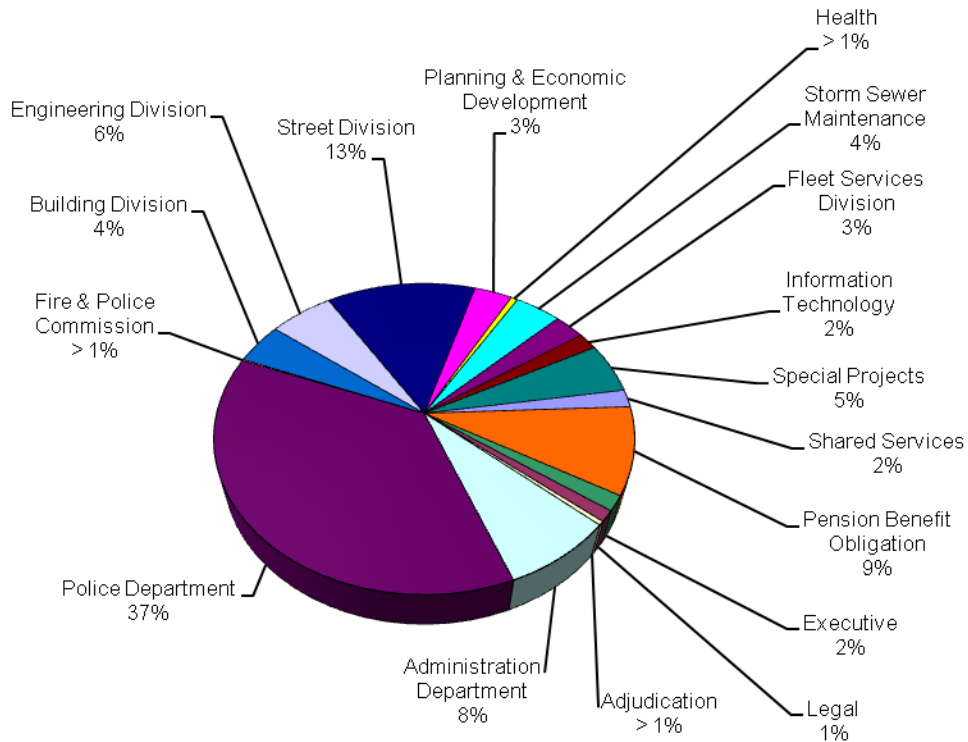
Summary of Expenditures

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
EXPENDITURES							
Executive	212,483	196,768	385,414	381,452	393,935	8,521	2.21%
Legal	269,434	231,846	284,350	242,850	283,350	(1,000)	-0.35%
City Administration	1,666,475	1,723,307	1,958,941	1,889,496	1,912,489	(46,452)	-2.37%
Adjudication	-	-	96,686	96,686	98,887	2,201	2.28%
Police Department	7,557,562	7,903,773	9,115,216	8,977,105	9,235,631	120,415	1.32%
Fire & Police Commission	18,816	37,021	37,538	39,293	37,574	36	0.10%
Building Division	883,518	894,541	1,089,727	1,088,027	1,084,372	(5,355)	-0.49%
Engineering Division	1,031,239	1,202,239	1,378,506	1,350,264	1,426,994	48,488	3.52%
Street Division	2,986,029	3,143,669	3,194,579	3,215,186	3,352,167	157,587	4.93%
Planning & Economic Dvlpmt	494,046	621,577	777,339	773,629	848,739	71,400	9.19%
Health	125,184	86,749	147,452	101,507	147,452	-	0.00%
Storm Sewer Maintenance	569,167	630,358	705,636	693,404	1,036,550	330,914	46.90%
Fleet & Facility Services	499,771	597,862	671,907	662,892	681,839	9,932	1.48%
Information Technology	444,756	428,301	472,766	470,506	454,537	(18,229)	-3.86%
Special Projects	768,186	1,201,164	1,246,149	1,208,825	1,310,217	64,068	5.14%
Shared Services	303,029	344,444	421,349	407,453	454,235	32,886	7.80%
Pension Benefit Obligation	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%
Total Expenditures	19,611,336	21,172,754	24,077,558	23,692,577	25,015,969	938,411	3.90%
<hr/>							
Revenues in Excess of Expenditures	3,698,921	2,320,666	(1,032,920)	(1,079,711)	(2,223,247)		
<hr/>							
OTHER SOURCES (USES)							
Transfer In	-	-	468,477	437,397	950,273	481,796	102.84%
Transfer Out	(1,125,000)	(251,119)	-	-	-	-	0.00%
GASB 45 OPEB funding	-	-	(179,058)	(179,058)	265,824	444,882	-248.46%
Total Other Sources (Uses)	(1,125,000)	(251,119)	289,419	258,339	1,216,097	926,678	320.19%
<hr/>							
Beginning Balance, May 1	15,755,873	18,329,794	20,399,341	20,399,341	19,577,969		
Reserved for Capital Purchases	-	-	-	(8,410,499)	(7,041,549)		
<hr/>							
Ending Balance, April 30	18,329,794	20,399,341	19,655,840	11,167,470	11,529,270		

General Fund Revenues by Source



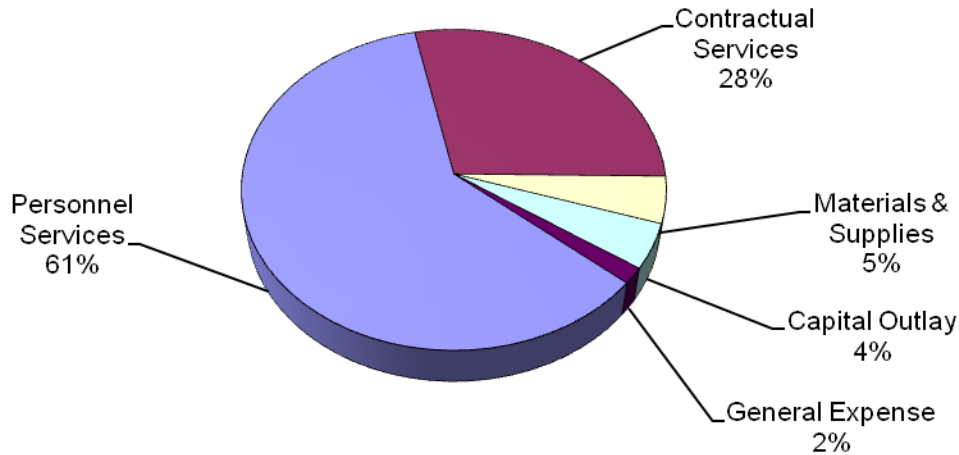
Expenditures by Function



Summary of Expenditures – Major Object

	Personnel Services	Contractual Services	Materials & Supplies	Capital Outlay	General Expense	Grand Total
Executive	22,800	371,135	0	0	0	393,935
Legal	0	283,350	0	0	0	283,350
Administration Department	1,621,539	202,255	88,695	0	0	1,912,489
Adjudication	49,187	45,700	4,000	0	0	98,887
Police Department	7,273,393	1,426,930	398,658	136,650	0	9,235,631
Fire & Police Commission	0	37,114	460	0	0	37,574
Building Division	990,900	68,418	25,054	0	0	1,084,372
Engineering Division	1,161,268	226,196	39,530	0	0	1,426,994
Street Division	2,074,022	835,440	323,705	119,000	0	3,352,167
Planning & Economic Development	476,172	350,332	22,235	0	0	848,739
Health	0	147,452	0	0	0	147,452
Storm Sewer Maintenance	590,509	52,436	49,105	344,500	0	1,036,550
Fleet & Facility Services Division	584,097	62,992	34,750	0	0	681,839
Information Technology	321,704	26,403	106,430	0	0	454,537
Special Projects	0	276,800	85,222	540,000	408,195	1,310,217
Shared Services	0	454,235	0	0	0	454,235
Pension Benefit Obligation	0	2,257,001	0	0	0	2,257,001
Total	15,165,591	7,124,189	1,177,844	1,140,150	408,195	25,015,969

General Fund Expenditures by Object



City of Crystal Lake
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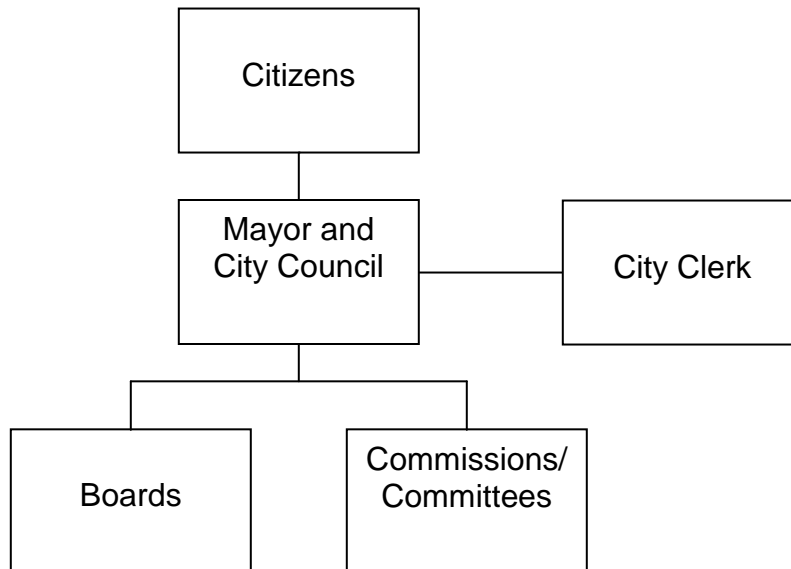


**EXECUTIVE
DEPARTMENT**

EXECUTIVE DEPARTMENT STATEMENT OF ACTIVITIES

It is the responsibility of the Mayor and City Council to develop policies and enact ordinances and resolutions to ensure the health, safety, and welfare of Crystal Lake residents. The City Council adopts an annual budget outlining the services to be offered to City residents during the coming year and establishes the revenue sources to be used to finance the proposed services.

EXECUTIVE DEPARTMENT ORGANIZATIONAL CHART



EXECUTIVE DEPARTMENT BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	25,752	23,280	22,800	22,800	22,800	-	0.00%
	Total Personnel Services	25,752	23,280	22,800	22,800	22,800	-	0.00%
55010	Professional Services	5,695	-	10,000	9,550	6,000	(4,000)	-40.00%
55200	Training	7,010	4,835	6,680	2,920	6,680	-	0.00%
55220	Dues & Subscriptions	22,060	28,605	35,850	36,098	36,098	248	0.69%
55240	Insurance & Bonding	8,014	9,122	11,234	11,234	11,407	173	1.54%
55760	Contingent	-	-	8,850	8,850	8,850	-	0.00%
55770	Other / Hotel Tax	143,952	130,926	290,000	290,000	302,100	12,100	4.17%
	Total Contractual Services	186,731	173,488	362,614	358,652	371,135	8,521	2.35%
Total Budget		212,483	196,768	385,414	381,452	393,935	8,521	2.21%

EXECUTIVE DEPARTMENT ACCOUNT INFORMATION

- Other/Hotel tax increase is attributable to the 4th of July parade and fireworks.

Other/Hotel Tax	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
Item Description	Actual	Actual	Budget	Estimate	Budget	Change	Change
Crystal Lake Chamber of Commerce	-	4,974	5,000	5,000	9,000	4,000	80.00%
Historic Downtown Assoc	24,750	31,000	35,000	35,000	35,000	-	0.00%
Raue Center for the Arts	51,000	49,000	150,000	150,000	150,000	-	0.00%
GALA Festival	20,000	18,000	15,000	15,000	-	(15,000)	-100.00%
McHenry County Youth Sports Assn	41,000	39,000	55,000	55,000	55,000	-	0.00%
Crystal Lake Babe Ruth Baseball	1,000	1,000	1,000	1,000	2,000	1,000	100.00%
Lakeside Legacy Foundation	-	-	15,000	15,000	-	(15,000)	-100.00%
Northwest Area Arts Council	-	-	6,000	6,000	10,000	4,000	66.67%
McHenry County Music Center	2,000	2,000	3,600	3,600	3,600	-	0.00%
Crystal Lake Rowing Club	-	-	1,650	1,650	2,500	850	51.52%
4th of July Fireworks & Parade	-	-	-	-	35,000	35,000	100.00%
Total	139,750	144,974	287,250	287,250	302,100	14,850	5.17%

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



LEGAL AND JUDICIARY

LEGAL AND JUDICIARY STATEMENT OF ACTIVITIES

It is the responsibility of Legal and Judiciary to provide legal advice to elected and administrative officials, to prepare and review legal documents for the City, to litigate cases involving the City and to conduct real estate transactions for the City.

LEGAL AND JUDICIARY BUDGET

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
55010 Professional	2,306	467	18,350	2,850	17,350	(1,000)	-5.45%
55030 Legal	267,128	231,379	266,000	240,000	266,000	-	0.00%
Total Contractual Services	269,434	231,846	284,350	242,850	283,350	(1,000)	-0.35%
Total Budget	269,434	231,846	284,350	242,850	283,350	(1,000)	-0.35%

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



ADMINISTRATION
DEPARTMENT

ADMINISTRATION DEPARTMENT

STATEMENT OF ACTIVITIES

The Administration Department is subdivided into the City Manager's Office, Finance, and Human Resources. The Statement of Activities for the Administration Department is as follows:

City Manager's Office

The City Manager, who is appointed by the City Council, serves as the chief executive officer and is responsible for the day-to-day operations of the City. The City Manager's Office is the center point of communication between the Mayor and City Council, the various City Departments, and the citizenry. The City Manager's Office provides leadership by translating policy, as established by the City Council, into operating programs. The City Manager's Office ensures that the mission statement is the driving force behind all operational endeavors. In addition, the City Manager's Office coordinates the budget, handles risk management, and is responsible for promoting an overall customer service culture, managing and responding to City Council issues, providing vision, guidance, oversight, and examples to departments concerning performance and general service delivery, administering initiatives and participating in community leadership efforts.

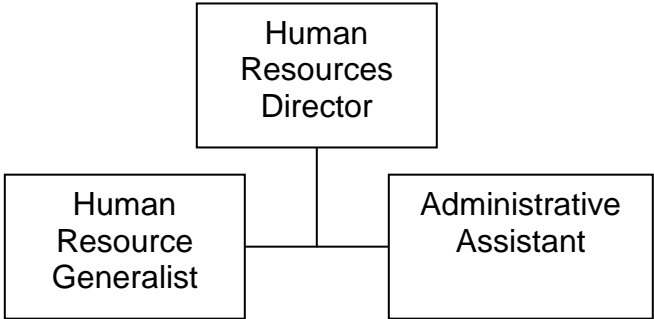
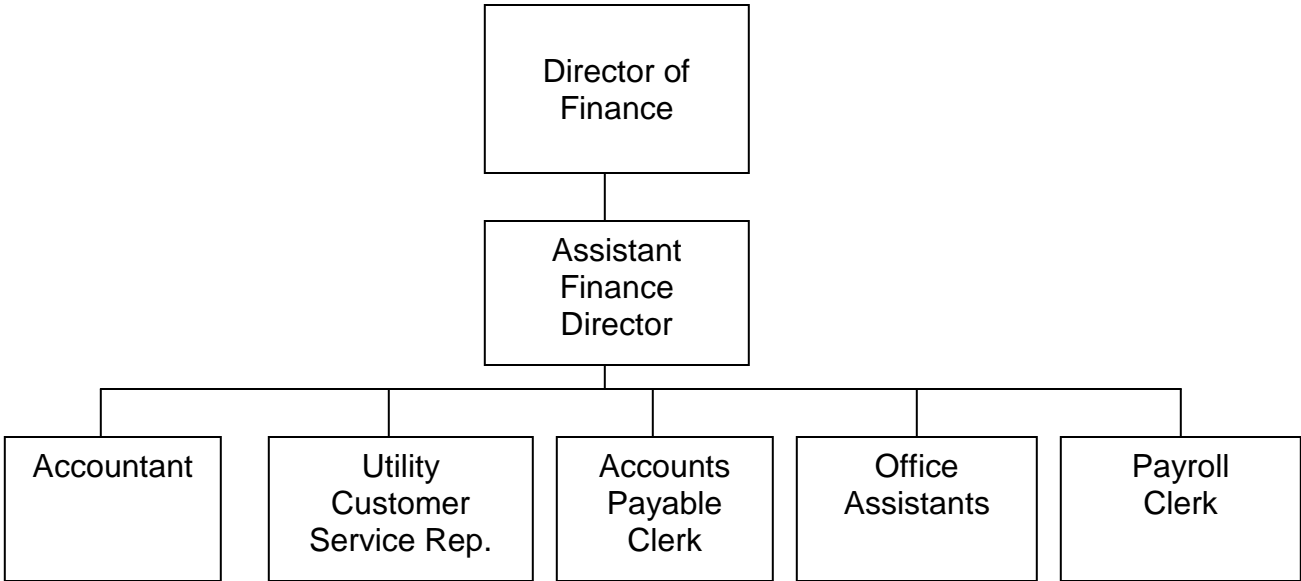
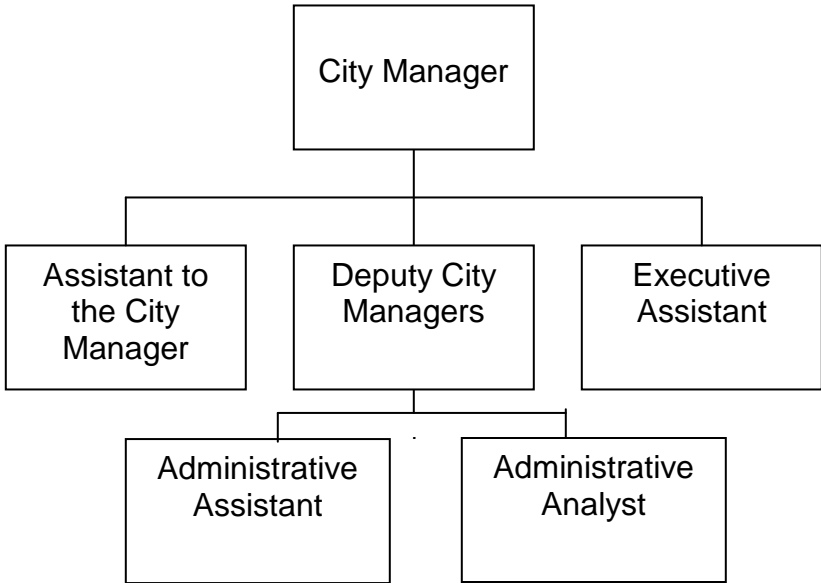
Finance Department

The Finance Department is responsible for maintaining the integrity of all financial systems, records and functions of the City in accordance with applicable laws, ordinances, policies and procedure. These activities include the recording and reporting of all financial transactions, billing and collecting of all monies due the City, making payments to employees and vendors, managing cash and investments, preparing the annual financial report, and developing budget and financial forecasts. Additionally, Finance Department personnel administer the Police and Fire Pension programs as well as the City's new Administrative Adjudication Program.

Human Resources

The Human Resources Division is responsible for all recruitment efforts: the interview, testing, and hiring processes. The operating departments rely on Human Resources for assistance and direction as it applies to employee relations and performance management, as well as for guidance in the administration of organizational policies, and federal and state regulations. In addition, the Human Resources Division is responsible for benefits administration, which includes health, life, disability, and workers compensation insurance issues, as well as providing administrative assistance to the pension funds and two deferred compensation programs. The Division handles classification and compensation administration, personnel records management, labor relations, and training and development for over 260 full-time equivalent employees and over 60 part-time employees of the City of Crystal Lake.

ADMINISTRATION DEPARTMENT ORGANIZATIONAL CHART



ADMINISTRATION DEPARTMENT PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
City Manager	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	2.00
Assistant to the City Manager	2.00	2.00	1.00
Director of Human Resources	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	0.00
Administrative Assistant	2.75	2.75	2.75
Accountant	1.00	1.00	1.00
Payroll Clerk	1.00	1.00	1.00
Accounts Payable Clerk	1.00	1.00	1.00
Office Assistant	2.50	1.75	1.75
Total Staff	18.25	16.50	16.50

ADMINISTRATION DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- Significant progress has been made in implementing the strategic commitments of the first-ever Strategic Plan completed in 2007.
- The framework of the first-ever comprehensive five-year financial/capital plan completed in 2007 have been followed, providing a long-range path for the City to manage its resources.
- The City received IRMA Management Assessment Program (IMAP) accreditation for its risk management program. The City received a 96% compliance classification in order to receive accreditation in the following categories: Risk Management Administration; Employment Practices; and Injury/Liability Prevention.
- The proactive economic development program, that encourages business retention and recruitment, continues to be enhanced.
- An overall high quality customer service culture, through increased training and communication, continued to be promoted.
- Significant progress has been made toward the eventual opening of the Vulcan Lakes recreational area. Once the City completes the improvements in 2010, the Vulcan Lakes area will offer the public an unparalleled recreational experience. The pristine waters of Vulcan Lakes will be a prime venue for swimming, boating, hiking and fishing.
- Completed the successful closeout of the Downtown T.I.F.
- The City continued to improve and promote effective, positive communication with the community, staff, and elected officials.
- The City continued to work with METRA, the Union Pacific Rail Line, and PACE suburban bus service to maintain commuter friendly transportation.

- Continued revisions of Personnel Policies and creation of new policies.
- Modules for employee training and development have been developed and implementation continues.
- The City received the Government Finance Officers' Association Distinguished Budget award.

ADMINISTRATION DEPARTMENT 2009/2010 OBJECTIVES

- Continue to promote the development of strategic areas including the Vulcan Lakes area, the Main Street T.I.F., the Northwest corridor, the Route 31 corridor, the Virginia Street T.I.F., and the commercial areas along Route 14.
- Continue to work with the Union Pacific Railroad to relocate the Metra train yard, relocate the rail line from Main Street and eliminate the railroad grade crossings on Main Street.
- Continue to strengthen and diversify the tax and job base.
- Continue to explore strategic annexation opportunities.
- Continue to work with community organizations and residents to understand and address community problems.
- Continue to support community events that create opportunities for community and neighborhood gatherings.
- Continue to promote effective communication through the City Newsletter, the enhanced use of the City government access channel, the development of a City marketing plan, and the completely retooled City website.
- Create and implement a comprehensive index of community satisfaction with municipal services.
- Continue to evaluate and improve customer service delivery needs and actions.
- Continue to increase utilization of technology.
- Continue to foster intergovernmental collaboration.
- Continue to promote a workplace that encourages excellence.
- Continue to ensure fiscal responsibility.
- Maintain a prioritized capital improvement plan.
- Update the Five-Year Financial Plan.

ADMINISTRATION DEPARTMENT BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	1,146,500	1,155,798	1,299,157	1,299,157	1,351,123	51,966	4.00%
54115 Part-time Salaries	59,456	58,268	57,441	57,441	59,738	2,297	4.00%
54150 Overtime	-	9,480	20,000	10,000	15,000	(5,000)	-25.00%
54200 Group Insurance	132,360	179,086	231,736	210,546	195,678	(36,058)	-15.56%
Total Personnel Services	1,338,316	1,402,632	1,608,334	1,577,144	1,621,539	13,205	0.82%
55010 Professional	26,353	30,374	37,650	34,150	34,150	(3,500)	-9.30%
55040 Annual Audit	46,600	17,913	24,500	20,500	20,500	(4,000)	-16.33%
55140 Publishing	7,552	8,548	8,500	5,500	7,000	(1,500)	-17.65%
55160 Postage & Freight	33,273	28,071	50,575	37,715	31,940	(18,635)	-36.85%
55200 Training	15,527	12,778	23,845	16,245	13,420	(10,425)	-43.72%
55220 Dues & Subscriptions	8,892	11,580	9,325	9,255	9,267	(58)	-0.62%
55240 Insurance & Bonding	44,112	47,350	53,677	53,677	54,503	826	1.54%
55310 Physical Examinations	1,825	1,658	2,200	2,200	2,200	-	0.00%
55320 Operating Equipment	7,473	4,560	2,300	1,500	2,000	(300)	-13.04%
55340 Office Equipment	5,406	5,668	6,965	6,965	7,175	210	3.02%
55550 Employee Programs	21,599	12,529	30,200	25,200	19,000	(11,200)	-37.09%
55680 Rent - Buildings & Equipment	624	105	1,100	1,100	1,100	-	0.00%
55690 Rent - Land	-	-	-	-	-	-	0.00%
Total Contractual Services	219,236	181,134	250,837	214,007	202,255	(48,582)	-19.37%
56000 Office Supplies	19,612	19,586	12,780	11,355	12,355	(425)	-3.33%
56020 Cleaning Supplies	-	-	-	-	-	-	0.00%
56040 Motor Fuel & Lub.	1,172	2,483	1,750	1,750	1,750	-	0.00%
56050 Comp. Hardware & Software	15,927	43,562	12,300	12,300	12,200	(100)	-0.81%
56060 Small Tools & Equipment	6,295	8,237	5,950	5,950	5,500	(450)	-7.56%
56070 Automotive Supplies	1,326	1,189	-	-	-	-	0.00%
56950 Stationery & Printing	64,591	62,901	66,990	66,990	56,890	(10,100)	-15.08%
58900 Miscellaneous	-	1,583	-	-	-	-	0.00%
Total Materials & Supplies	108,923	139,541	99,770	98,345	88,695	(11,075)	-11.10%
57030 Automotive Equipment	-	-	-	-	-	-	0.00%
57160 Departmental Equipment	-	-	-	-	-	-	0.00%
Total Capital Outlay	-	-	-	-	-	-	0.00%
Total Budget	1,666,475	1,723,307	1,958,941	1,889,496	1,912,489	(46,452)	-2.37%

ADMINISTRATION DEPARTMENT ACCOUNT INFORMATION

- Overtime is being reduced.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Professional fees are being reduced as a result of issuing newsletters quarterly rather than 6 times per year.
- Annual audit fees are based on the City's contract with an independent auditing firm.
- Postage and freight decrease is attributable to the reduction in the number of times the newsletter is published.
- Training has been reduced for tuition reimbursement and the removal of out-of-state travel.
- Employee Programs reflects the elimination of the annual holiday luncheon.
- Stationery and Printing decrease is attributable to the reduction in the number of newsletters being produced.

City of Crystal Lake
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**ADMINISTRATIVE
ADJUDICATION**

ADMINISTRATIVE ADJUDICATION STATEMENT OF ACTIVITIES

The City's Division of Administrative Adjudication hears a wide range of cases involving violations of municipal ordinances that were once heard in the McHenry County Circuit Court. Having hearings at City Hall expedites compliance, reduces litigation expenses and allows the Circuit Court to focus on more serious offenses. Hearings at City Hall also are more convenient for residents who wish to contest a ticket or other citation. An administrative hearing is a civil, not a criminal proceeding. Cases filed in adjudication are punishable by fines and a variety of other penalties, excluding jail time. Under the administrative hearing system, an Administrative Law Judge, not the City entity that issued the ticket, complaint or notice of violation, hears cases. Administrative Law Judges, all of whom are experienced attorneys, are required to undergo State mandated training to be professional, fair and courteous.

ADMINISTRATIVE ADJUDICATION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Administrative Assistant	0.00	0.75	1.00
Total Staff	0.00	0.75	1.00

ADMINISTRATIVE ADJUDICATION 2008/2009 ACCOMPLISHMENTS

- Successfully implemented the Administrative Adjudication Program for the City of Crystal Lake.

ADMINISTRATIVE ADJUDICATION 2009/2010 OBJECTIVES

- Continue to enhance the Administrative Adjudication process to allow for the fair adjudication of matters unique to the City.

ADMINISTRATIVE ADJUDICATION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Wages	-	-	-	-	42,736	42,736	100.00%
54115 Part-time Salaries	-	-	29,486	29,486	-	(29,486)	-100.00%
54200 Group Health Insurance	-	-	-	-	6,451	6,451	100.00%
Total Personnel Services	-	-	29,486	29,486	49,187	19,701	66.81%
55010 Professional	-	-	43,200	43,200	43,200	-	0.00%
55160 Postage & Freight	-	-	2,500	2,500	2,500	-	0.00%
Total Contractual Services	-	-	45,700	45,700	45,700	-	0.00%
56050 Comp. Hardware & Software	-	-	20,000	20,000	2,500	(17,500)	-87.50%
56950 Stationery & Printing	-	-	1,500	1,500	1,500	-	0.00%
Total Materials & Supplies	-	-	21,500	21,500	4,000	(17,500)	-81.40%
Total Budget	-	-	96,686	96,686	98,887	2,201	2.28%

ADMINISTRATIVE ADJUDICATION ACCOUNT INFORMATION

- Salaries and wages reflect an increase in the number of hours required of the Administrative Assistant (from 30 hours per week to 40).
- Group insurance is relative to the Administrative Assistant position upgrade to full-time.
- Computer hardware and software decrease is attributable to purchases being completed in the prior fiscal year.

City of Crystal Lake
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**POLICE
DEPARTMENT**

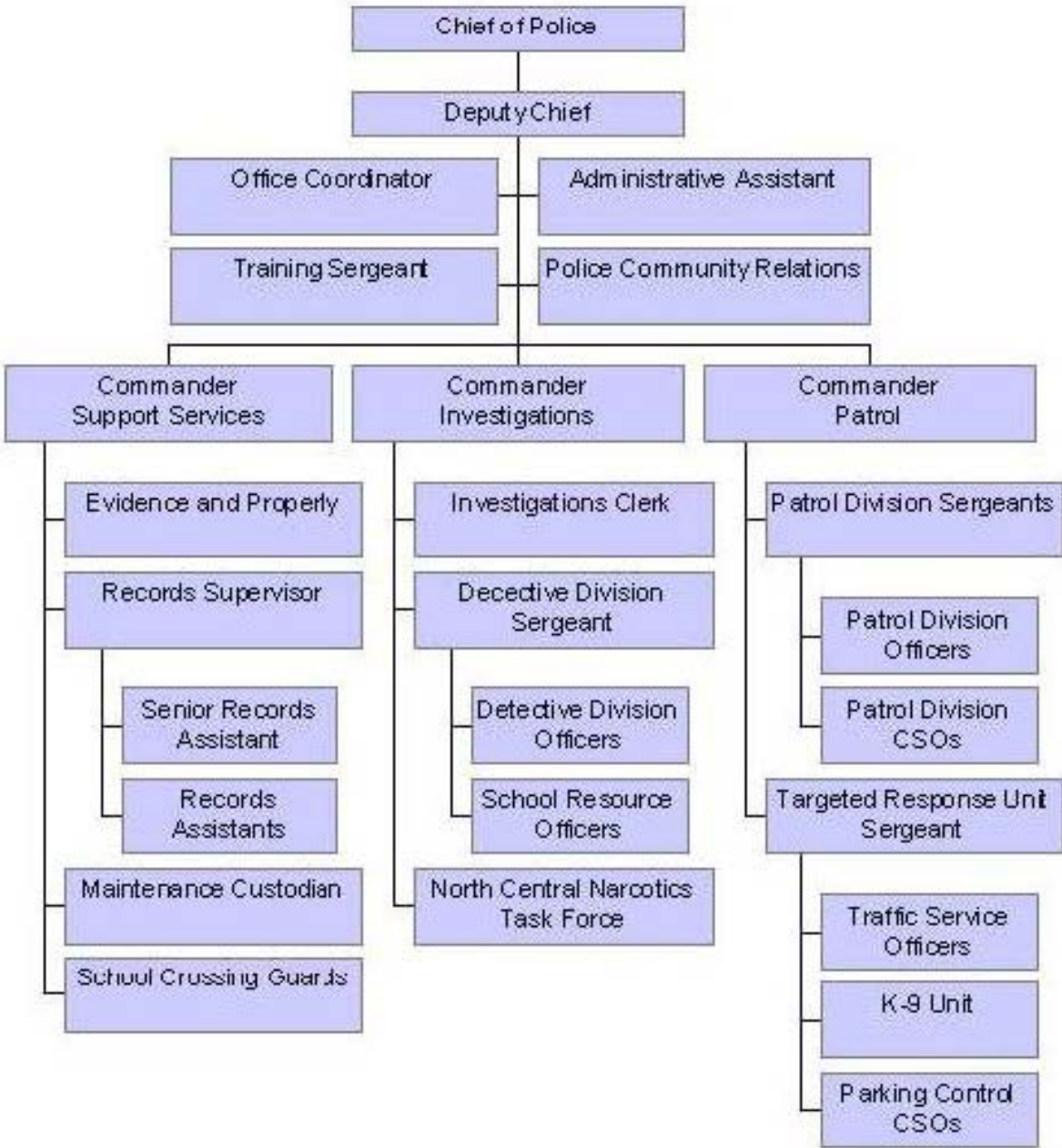
POLICE DEPARTMENT STATEMENT OF ACTIVITIES

The Crystal Lake Police Department is dedicated to providing quality service in partnership with the community, to produce a true problem solving environment. The department continues to prioritize its ability to retain the confidence and respect of the public whom it serves. This is accomplished by the constant and earnest efforts on the part of all the members of the department to perform their duties in an efficient, honest and professional manner.

The Police Department is responsible for an extensive variety of services to the community on a twenty-four hour, seven-day-a-week basis, including but not limited to, traffic services, preventative patrol operations, criminal investigations, youth services, crime prevention, parking enforcement, public education and a strong commitment to protecting the lives and safety of residents.

In addition, the Police Department participates in the Operation Click Seat Belt Program, North Central Narcotics Task Force, McHenry County Major Investigation Assistance Team, McHenry County Chiefs Association, Department Gang Unit, Police Canine Unit, Bicycle Patrol Officer Program, Law Enforcement Advocate Partnership Program, High School Resource Officer Program, Neighborhood Watch, National Night Out, and Citizen Police Academy. The department also has provided highly trained personnel to the Emergency Services Team. These officers respond to any high-risk incident or request for additional manpower during emergency situations. Additionally, the police department has created a specialized unit responsible for addressing problems at their root cause with a priority mission of reducing the number of traffic infractions, traffic crashes and DUIs through the use of proactive enforcement measures.

POLICE DEPARTMENT ORGANIZATIONAL CHART



POLICE DEPARTMENT PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Commander	3.00	3.00	3.00
Sergeant	10.00	11.00	11.00
Police Officer	47.00	50.00	50.00
Community Service Officer	4.00	5.00	5.00
Office Coordinator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00
Senior Police Records Assistant	1.00	1.00	1.00
Police Records Assistant	4.50	4.50	4.50
Investigations Clerk	0.75	0.75	0.75
Maintenance Custodian	1.00	1.00	1.00
Total Staff	76.25	81.25	81.25

POLICE DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- The Department has promoted an additional sergeant position to lead and coordinate the activities of the expanded Target Response Unit (T.R.U). This sergeant is also charged with the supervisory responsibility of the department's community service officers that are assigned to parking enforcement duties, and the school crossing guards. This will be a step in furtherance of our commitment to the utilization of problem-solving methodology to a level consistent with leading edge law enforcement practices.
- Four new patrol officers have been hired in order to meet the staffing requirements identified in the patrol and investigation divisions' asset allocation studies thus enabling the department to provide the high standard of service the citizens of Crystal Lake have come to expect and deserve. With these hires, officers can be utilized for full time assignment to the traffic services/ problem solving unit or TRU (Target Response Unit).
- One new community service officer has been hired allowing for the assignment of one of our CSO staff exclusively to the downtown area for parking enforcement. Additionally, we have been able to utilize another member of staff for the enhancement of our evidence maintenance and storage function.
- Following a lengthy study regarding the selection of appropriate weapons, patrol rifles have been purchased for deployment to officers on the street. This has been identified as an industry best practice in the preparedness for active shooter incidents such as the tragedies this past year at Virginia Tech and in Omaha.

- Twenty-five tasers were purchased in the last year along with necessary equipment and training so that officers are now carrying tasers while on duty. This was being done to reduce risk of injury to the combatant and the officers. Additional tasers were added to the capital budget so that devices could eventually be distributed to each individual member of the department and to ease deterioration through overuse.
- The Department has continued to expand the paperless capabilities of the CRIMES records management system to include investigative follow-up assignments and case management. This has included limited e-mail availability to the squad cars. This allowed for the enhancement of daily briefings to include an electronic version. This reduced the need for expanded briefing times, since the information is available in the officer's squad at their computer terminal. This electronic briefing includes all information pertinent to ongoing crime related activities in the city, including pictures of suspects, stolen vehicle descriptions, high priority traffic enforcement information and all special watches. Additionally, information relative to copies of police reports and other pertinent information is available to be sent to the squad cars which should reduce the necessity for the officers to travel to the police station for follow-up investigations.

POLICE DEPARTMENT 2009/2010 OBJECTIVES

- With the full implementation of the Target Response Unit our goal is to decrease overall traffic crashes by 10%, and the number of injury related crashes by 15% as a result of the identification of causative factors related to crashes, and target enforcement of violations that preempt them.
- Implement a program that would involve businesses within the Crystal Lake corporate limits that have security personnel. To initiate the program, contact will be made in person with each business, with introductions to each business owner/manager, and those involved in the security sector of that business. A database will be compiled and kept for future reference. Once this is completed, then a monthly meeting will be implemented with these security agents. The purpose of the meeting is to allow these security officials to network, but also keep CLPD up to date with issues each business may be dealing with, and to help provide solutions for these businesses. Additionally, this will be a vehicle to provide these businesses appropriate information relative to crime information that may affect their particular business.
- A comprehensive premise check will also be provided to all businesses in Crystal Lake who request it. CLPD will also determine if there are gaps in their current security procedure or security system. This would include but not be limited to; security camera placement, camera operation and quality of video, and a check of the lighting for both the interior and exterior of the building. This will also be utilized in collaboration with the Crystal Lake Chamber of Commerce to reach out to the local businesses, assisting the Police Department in providing several seminars to

businesses throughout next year, on a wide range of topics relative to crime prevention.

- Establish a database of each business that has exterior security cameras and their point of view. This would provide Investigations a reference in the event of a crime that may have occurred in the area.
- Implement the **Citizen Volunteers Employing Radar Team (C.V.E.R.T.)** to follow up on citizen concerns regarding speeding in residential or targeted areas. The CVERT would log all violations and a letter would be provided on behalf of the Department to the registered owner indicating the violation. Especially in the case of younger drivers, this would encourage compliance through parental notification and oversight. In certain cases, citations could be issued if proper criteria are met. This program would allow better use of manpower and in the event a speeding problem is determined, then follow up enforcement can be made by the T.R.U. This collaborative effort will be monitored by efforts to contact random recipients of these letters in an effort to elicit community feedback about the program.
- Begin a process that would allow for the Volunteers In Policing to become active and assist the department with daily activities. This would begin with the CVERT program and then limited involvement with current department services such as parking enforcement, fingerprinting, records, and deliveries that could alleviate some of the workload of the Community Service Officers. This measure will be monitored to determine the time savings associated with this change. Given the enhancement to time allotted to the CSO's, we would expect an increase in parking enforcement of at least 10%.
- Start implementation of a new county wide system (Visionair) CAD, Mobile, Field Reporting and Records Management System. This is anticipated to be a two year project. This project will produce a far more enhanced capability in many areas of our management and production of reports relative to a number of current endeavors. This will include crime analysis, focused statistical analysis capabilities and will serve to enhance productivity and time management.
- Implementation of a new automated citation program (APS). This is a project that is being funded by the court-house and allows for the enhancement of our capabilities to remotely send citations to the courthouse in a paperless fashion. The department has obtained a grant for new citation printers that will be in the car and that we will need to use.
- Implementation of (MCR) mobile capture accident reporting. This is a program funded through IDOT and allows for accident reports to be directly transmitted from the patrol car to the State.
- The Department intends to complete the CALEA accreditation process in as timely a manner as possible with the intent of aggressively pursuing this certification. The purpose of CALEA is to develop a set of law enforcement standards by establishing and administering an accreditation process through which law enforcement agencies could demonstrate voluntarily that they meet professionally recognized criteria for excellence in management and service delivery. This is usually a multi-year process.

POLICE DEPARTMENT BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	5,107,867	4,721,877	5,367,138	5,367,138	5,742,564	375,426	7.0%
	Staff Changes							
54115	Part-time Salaries	44,403	46,150	80,150	80,150	83,233	3,083	3.8%
54150	Overtime	-	427,538	421,000	421,000	435,735	14,735	3.5%
	Special Detail	-	-	64,000	64,000	64,000	-	0.0%
54200	Group Insurance	668,253	759,336	976,608	904,888	947,861	(28,747)	-2.9%
	Total Personnel Services	5,820,523	5,954,902	6,908,896	6,837,176	7,273,393	364,497	5.3%
55010	Professional	841,397	709,443	1,018,275	961,325	974,670	(43,605)	-4.3%
55140	Publishing	-	67	100	100	100	-	0.0%
55160	Postage & Freight	2,267	1,934	5,000	5,000	4,600	(400)	-8.0%
55200	Training	52,021	62,746	75,305	75,305	72,305	(3,000)	-4.0%
55220	Dues & Subscriptions	2,712	3,979	11,040	11,040	8,402	(2,638)	-23.9%
55240	Insurance & Bonding	263,290	311,343	300,474	300,474	305,097	4,623	1.5%
55310	Physical Examinations	-	-	2,050	2,050	9,815	7,765	378.8%
55320	Operating Equipment	18,293	11,762	22,750	22,750	27,700	4,950	21.8%
55340	Office Equipment	4,313	4,219	6,191	6,191	6,091	(100)	-1.6%
55360	Radio Equipment	11,620	25,561	9,700	9,700	9,700	-	0.0%
55680	Rental - Buildings & Equip.	8,795	7,295	8,250	8,250	8,450	200	2.4%
	Total Contractual Services	1,204,708	1,138,348	1,459,135	1,402,185	1,426,930	(32,205)	-2.2%
56000	Office Supplies	10,421	11,068	16,870	16,870	13,520	(3,350)	-19.9%
56020	Cleaning Supplies	1,410	1,388	2,000	2,000	2,000	-	0.0%
56040	Motor Fuel & Lub.	138,073	150,970	160,200	160,200	170,000	9,800	6.1%
56050	Comp. Hardware & Software	44,950	87,128	71,175	85,175	55,675	(15,500)	-21.8%
56060	Small Tools & Equipment	33,407	66,287	62,856	62,856	51,738	(11,118)	-17.7%
56070	Auto. Supplies & Materials	30,326	21,794	25,000	25,000	27,500	2,500	10.0%
56120	Clothing	50,978	57,203	76,674	76,674	66,675	(9,999)	-13.0%
56500	D.A.R.E.	-	-	-	-	-	-	0.0%
56950	Stationery & Printing	6,090	8,618	11,715	11,715	11,550	(165)	-1.4%
	Total Materials & Supplies	315,655	404,456	426,490	440,490	398,658	(27,832)	-6.5%
57000	Buildings	-	-	-	-	-	-	0.0%
57020	Office Equipment	-	9,993	-	-	-	-	0.0%
57030	Automotive Equipment	216,676	215,256	264,373	240,932	31,650	(232,723)	-88.0%
57040	Operating Equipment	-	180,819	56,322	56,322	105,000	48,678	86.4%
57160	Departmental Equipment	-	-	-	-	-	-	0.0%
	Total Capital Outlay	216,676	406,067	320,695	297,254	136,650	(184,045)	-57.4%
Total Budget		7,557,562	7,903,773	9,115,216	8,977,105	9,235,631	120,415	1.3%

POLICE DEPARTMENT ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Physical examinations is increased to allow fitness for duty exams.
- Operating equipment maintenance includes costs for warning siren maintenance.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.
- Automotive equipment reflects the replacement of one CSO vehicle. The department is planning to extend the vehicle rotation by one additional year. As a result, no replacement squads have been budgeted.
- Operating equipment includes the necessary replacement of in-car video systems. The current systems are outdated VHS tape-based models that are nearing the end of their service life. VHS tape-based models will be replaced with digital units.

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**FIRE AND POLICE
COMMISSION**

FIRE & POLICE COMMISSION STATEMENT OF ACTIVITIES

The Board of Fire and Police Commissioners consists of a Chairperson and two Commissioners. The Human Resources Director of the City of Crystal Lake serves as the staff liaison to the Board of Fire and Police Commissioners. The Board has the authority to provide for promotion of certain positions in the Fire Rescue and Police Departments. In addition, certain disciplinary actions and/or terminations of sworn personnel are subject to the exclusive jurisdiction of the Board of Fire and Police Commissioners according to applicable state law.

FIRE & POLICE COMMISSION 2008/2009 ACCOMPLISHMENTS

- Promotional Processes Completed- in early 2008 a Police Sergeant promotional testing process was completed and later in the fall a Fire Lieutenant promotional testing process was completed.

FIRE & POLICE COMMISSION 2009/2010 OBJECTIVES

- Conduct promotional examinations and processes as needed for the establishment of eligibility lists for positions of Police Sergeant, Fire Lieutenant and Fire Battalion/Bureau Chief.
- Fulfill the duties of the Board as outlined in the Board of Fire and Police Commission Rules and Regulations.

FIRE & POLICE COMMISSION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
55140 Publishing	1,561	1,721	4,620	4,620	4,620	-	0.0%
55160 Postage & Freight	900	429	750	750	750	-	0.0%
55200 Training	-	-	1,500	1,500	1,500	-	0.0%
55220 Dues & Subscriptions	375	375	395	395	395	-	0.0%
55240 Insurance & Bonding	-	1,923	2,368	2,368	2,404	36	1.5%
55310 Examinations	15,980	32,573	27,445	29,200	27,445	-	0.0%
Total Contractual Services	18,816	37,021	37,078	38,833	37,114	36	0.1%
56000 Office Supplies	-	-	100	100	100	-	0.0%
56950 Stationery & Printing	-	-	360	360	360	-	0.0%
Total Materials & Supplies	-	-	460	460	460	-	0.0%
Total Budget	18,816	37,021	37,538	39,293	37,574	36	0.1%

City of Crystal Lake
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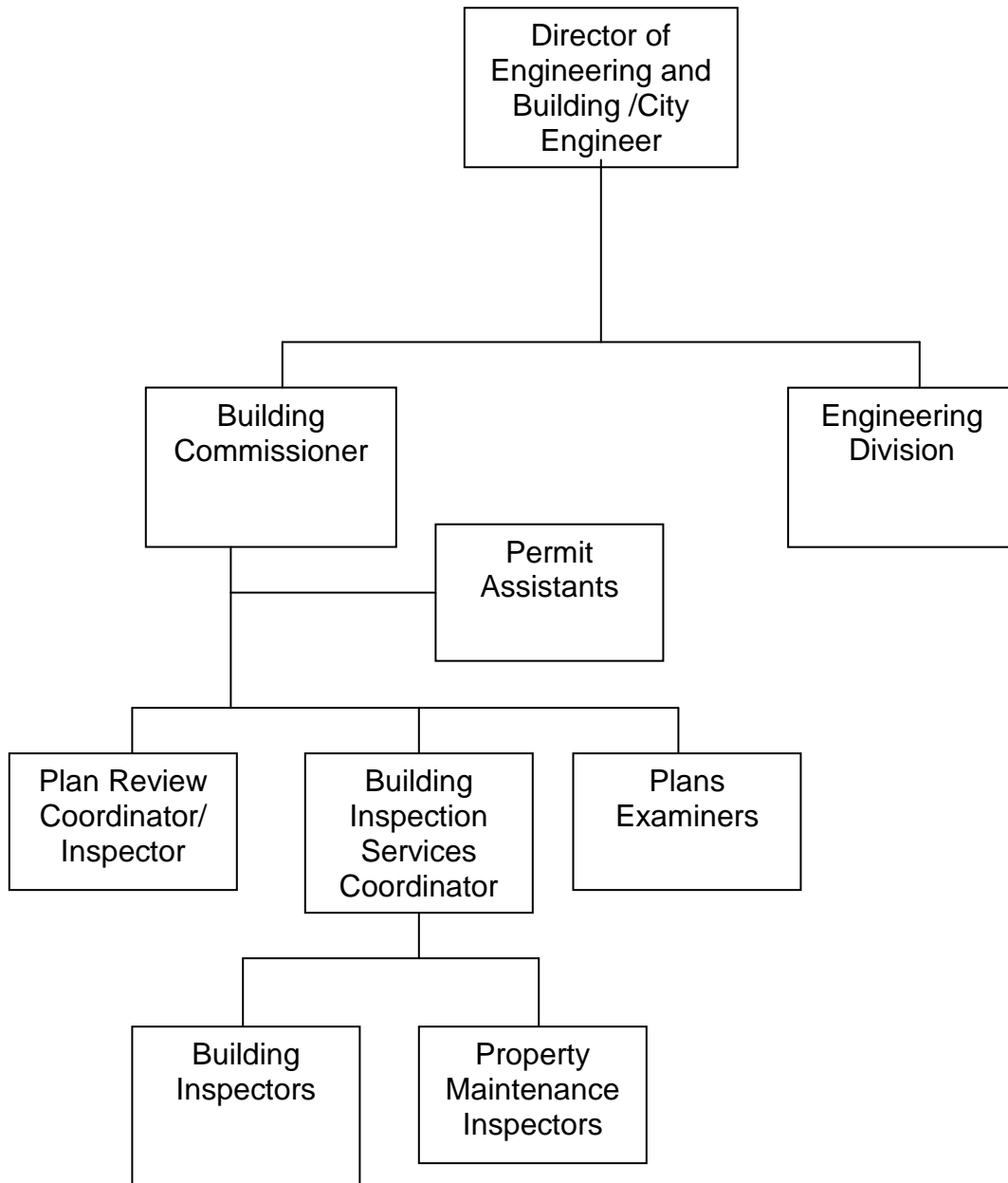


**BUILDING DIVISION-
ENGINEERING AND
BUILDING
DEPARTMENT**

BUILDING DIVISION STATEMENT OF ACTIVITIES

The Building Division works with residents, business owners, and developers to build safe, high-quality improvements to their property. The Division works closely with the property owner throughout the design, permitting, and construction phases to assure that the project meets community standards, City Codes, and addresses life-safety matters. An interactive process helps keep the projects on schedule, provides a helpful business climate, and puts the customer first. The Building Division works with the public to maintain the high quality of life enjoyed by City residents.

ENGINEERING AND BUILDING DEPARTMENT ORGANIZATIONAL CHART



BUILDING DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Building Commissioner	1.00	1.00	1.00
Inspector Services Coordinator	1.00	1.00	1.00
Building Inspector	4.00	3.00	3.00
Plans Examiner	2.00	2.00	2.00
Permit Coordinator/Zoning Inspector	0.00	1.00	1.00
Property Maintenance Inspector	2.00	2.00	2.00
Permit Assistants	2.00	2.00	2.00
Total Staff	12.00	12.00	12.00

BUILDING DIVISION 2008/2009 ACCOMPLISHMENTS

- **Property Maintenance Tracking System:** The Division implemented a property maintenance tracking system. Using the system, the Division has tracked in excess of 1,000 property maintenance complaints. About 9 percent of complaints were issued a ticket and appeared before the Administrative Law Judge, of which, 86 percent were found liable. After a finding of liability, every violator came into compliance to avoid further court appearances and fines.
- **Revised Inspection Form:** The Division revised the inspection report form used during building inspections to ensure consistency and clearly document inspection results.
- **Efficiency Improvements:** The Division has made several improvements in the efficiency of operations. The Division began using color-coded folders to organize inspection requests and complaints. The Division developed comprehensive procedures for plan reviews and inspections that are used by several departments. The Division developed a master daily inspection schedule that shows all inspections for Building, Engineering, and Fire Prevention on one sheet of paper and coordinated final occupancy inspections in a more concise timeframe. Inspections could also be scheduled geographically resulting in less drive time between locations.
- **The following employees achieved certification in the past year:**
 - John Fitch (Commercial Electrical Certification and Certified Building Official)
 - Todd Bowers (Residential Building Inspector and Commercial Building Inspector).
 - Bob Taylor (Commercial Building Inspector)
 - Sue Arendt (Permit Technician)
 - Mary Goebel (Permit Technician)
 - Laurie Fitzgerald (Permit Technician)

The certifications increase the quality of service provided to the City's residents. The certifications also improve the City's ISO Rating. Additionally, four inspectors have attended code related classes at the University of Wisconsin at Madison.

- **Code Adoption Workshops:** The Division held three workshops on the adoption of the 2006 International Code. The workshops prepared contractors, developers, and other interested parties for the changes and gathered feedback on the changes. One of these workshops was held for members of the Crystal Lake Chamber of Commerce.

- Springbrook Permit System: The Division initiated the Springbrook system for tracking permit applications and issuing permits on November 3, 2008. Multiple employees and departments have been trained to use the building permit module of Springbrook.
- Interdepartmental Coordination: The Division improved coordination with the Fire Prevention Bureau, which has led to greater consistency and cooperation on reviews and inspections and improved customer service.
- Pre-Application Meetings: The Division held pre-application meetings with developers and builders prior to the submittal of permit applications and building plans. The Division has met with the developers of the Staybridge Suites, Liberty Plaza, and the reconstructed Taco Bell. The Building Commissioner has approached developers directly after City Council approval to guide developers through the permit process.
- Updated Webpage: The Division worked with IT to redesign the City's webpage. The Building Division previously did not have a specific webpage. The new Building Division section has 12 pages with specific information on building permit review and inspection services, property maintenance issues, and building codes.
- Revised Information Handouts: The Division simplified the permit information handouts so they are less detailed and easier to understand. There are now handouts for:
 - Roofing
 - Decks/Porches
 - Sheds/Accessory Buildings
 - Above Ground Pools
 - In-Ground Pools
 - Fences
 - Patios
 - Basement Finishing/Alteration
 - Residential Addition
 - Driveways
 - Detached Garage
 - Electrical (new for 2008)
 - Kitchens (new for 2008)
 - Windows (new for 2008)

BUILDING DIVISION 2009/2010 OBJECTIVES

- Customer Service: Enhance customer service by being proactive and improving communications with developers, contractors, and residents during the plan review and permitting process. Increase the amount of follow up phone calls, e-mails, pre-submittal meetings, and site visits to address issues as they occur and reduce potential misunderstandings. This creates a conducive business atmosphere with the City and the business community.
- Customer Satisfaction Surveys: Work with the Planning and Economic Development Department to conduct a satisfaction survey of developers, contractors, and residents to identify concerns about the permit and inspection process. Use the information that will be gathered to revise forms and procedures to improve the overall efficiency of the division and to find ways to promote a business advocacy ethic in the department.
- Annual Building Community Meetings: Initiate annual meetings with contractors, developers, and other interested parties to get feedback on City building codes and the permit process.
- Professional Development: Continue the education and cross training of inspectors to help remain consistent and thorough in the areas of inspections and plan review. Encourage all inspectors to continue obtaining additional certifications. Emphasis will be placed on training of inspectors in the field and combined inspections on larger projects.
- Interdepartmental Communication: Improve the communication between departments by implementing standardized procedures for all departments conducting plan reviews and expand the use of the coordinated inspections.
- Springbrook Permit System: Continue to expand the use of the Springbrook software in managing building permits by using underutilized features of the software.
- Instant Permits: Streamline and expand the instant over-the-counter permit process for small residential projects that will ensure that these projects will comply with City Codes without a lengthy permit review.

BUILDING DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimated	Budget	Change	Change
54110 Regular Salaries	667,338	651,134	803,613	803,613	835,758	32,145	4.0%
54115 Part-time Salaries	4,340	6,463	6,120	4,100	-	(6,120)	-100.0%
54150 Overtime	-	29,785	16,000	16,000	16,000	-	0.0%
54200 Group Insurance	117,123	131,028	160,599	147,559	139,142	(21,457)	-13.4%
Total Personnel Services	788,801	818,409	986,332	971,272	990,900	4,568	0.5%
55010 Professional	36,576	729	12,150	26,680	8,150	(4,000)	-32.9%
55140 Publishing	-	-	350	350	350	-	0.0%
55160 Postage & Freight	2,540	2,306	3,400	3,400	4,100	700	20.6%
55200 Training	8,459	9,900	13,300	12,500	12,100	(1,200)	-9.0%
55220 Dues & Subscriptions	1,043	790	1,020	1,020	1,110	90	8.8%
55240 Insurance & Bonding	27,013	37,258	38,417	38,417	39,008	591	1.5%
55320 Operating Equipment	(1,787)	118	3,500	3,500	3,500	-	0.0%
55340 Office Equipment	-	-	-	-	-	-	0.0%
55360 Radio Equipment	-	-	100	-	100	-	0.0%
Total Contractual Services	73,844	51,101	72,237	85,867	68,418	(3,819)	-5.3%
56000 Office Supplies	3,118	3,669	3,410	3,410	3,810	400	11.7%
56040 Motor Fuel & Lub.	4,815	6,573	7,278	7,278	7,824	546	7.5%
56050 Comp. Hardware & Software	6,220	8,287	11,100	11,100	4,250	(6,850)	-61.7%
56060 Small Tools & Equipment	1,623	248	1,600	1,600	1,400	(200)	-12.5%
56070 Auto. Supplies & Materials	1,800	1,220	2,500	2,500	2,500	-	0.0%
56120 Clothing	1,931	1,912	1,970	1,700	1,970	-	0.0%
56950 Stationery & Printing	1,366	3,123	3,300	3,300	3,300	-	0.0%
Total Materials & Supplies	20,873	25,031	31,158	30,888	25,054	(6,104)	-19.6%
57020 Capital - Office Equipment	-	-	-	-	-	-	0.0%
Total Capital Outlay	-	-	-	-	-	-	0.0%
Total Budget	883,518	894,541	1,089,727	1,088,027	1,084,372	(5,355)	-0.5%

BUILDING DIVISION ACCOUNT INFORMATION

- A reduction in part-time salaries reflects the elimination of seasonal positions.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Professional services includes fees for elevator inspections which are passed on to elevator owners and operators.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



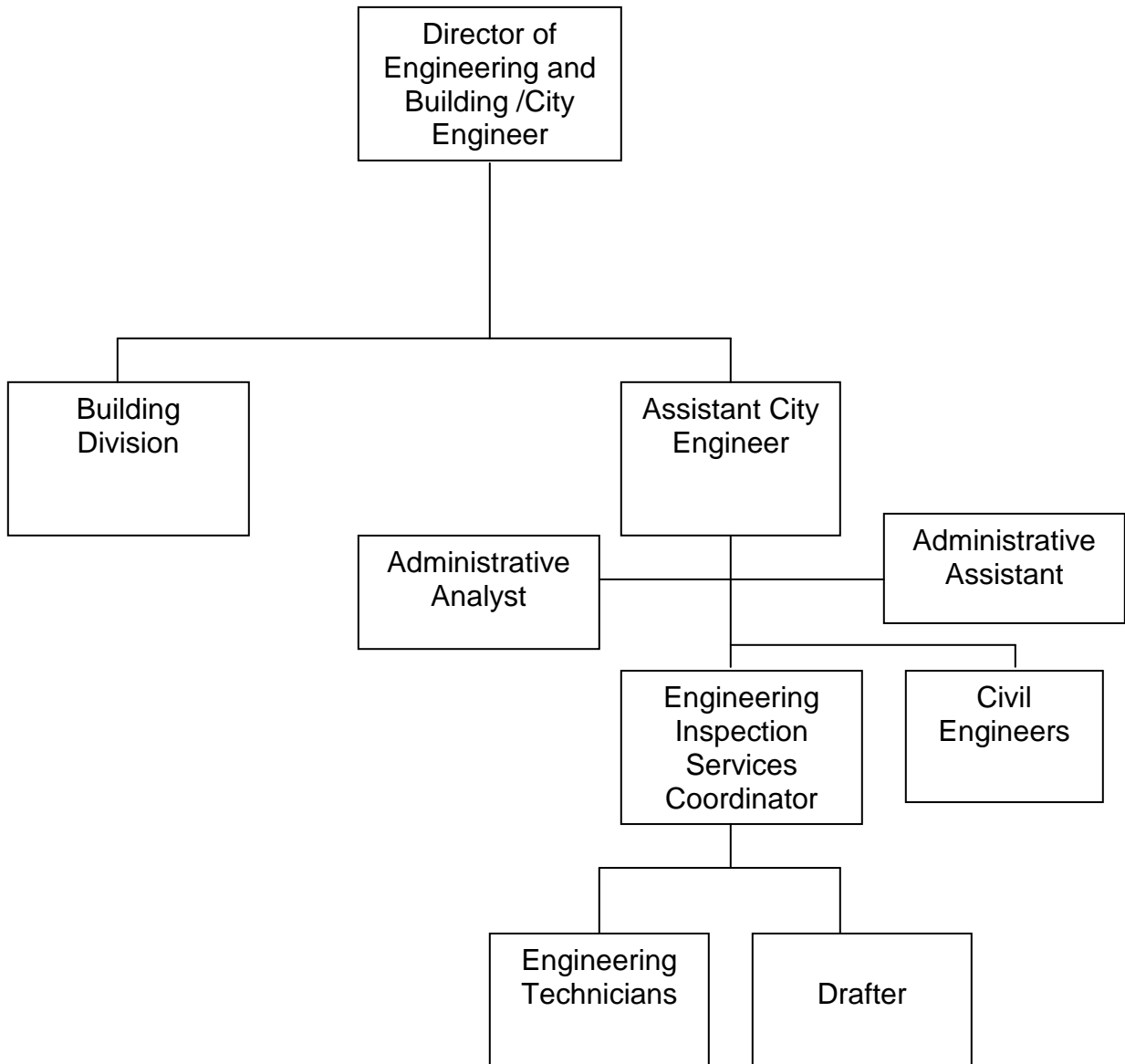
ENGINEERING DIVISION-

**ENGINEERING
AND
BUILDING
DEPARTMENT**

ENGINEERING DIVISION STATEMENT OF ACTIVITIES

The Engineering Division enhances and preserves natural resources and oversees public infrastructure design and construction to ensure safe, high-quality improvement in the City. The Engineering Division also reviews and inspects sidewalks, parking lots, driveways, roads, grading, site drainage improvements, utility extensions and connections, and traffic related issues. The Division works with residents, business owners, and developers throughout the review and construction phases to provide a high level of customer service as an advocate for development within the City. The Division also assists residents with minor engineering issues, such as sump pumps, drainage issues, and traffic control concerns.

ENGINEERING AND BUILDING DEPARTMENT ORGANIZATIONAL CHART



ENGINEERING DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Director of Engineering and Building	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Civil Engineer	3.00	3.00	3.00
Administrative Analyst	1.00	1.00	1.00
Engineering Technician	3.00	3.00	3.00
Inspection Services Coordinator	1.00	1.00	1.00
Drafter	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total Staff	12.00	12.00	12.00

ENGINEERING DIVISION 2008/2009 ACCOMPLISHMENTS

- UPRR Yard Relocation: The Division continued making progress on the Union Pacific Railroad (UPRR) Yard Relocation project. The environmental studies for the land acquisition were completed. The appraisals for the acquisition were finished and accepted. The City's consultant has completed 30 percent of the plans, and received preliminary design approval from the UPRR. The Division was successful in obtaining a Federal Congestion Mitigation and Air Quality (CMAQ) grant of \$1,010,000 to offset the cost of final design and construction for the project's second stage, which includes the new rail yard construction and track removal.
- Main Street and Crystal Lake Avenue: The Engineering Division bid out and managed the construction of the improvement to the North Leg of Main Street and Crystal Lake Avenue. The Division contracted with Berger Excavating for the construction and HLR, Inc. for the construction engineering. The project was completed in September 2008.
- Walkup and Route 176: The City continued to coordinate with the County on the Walkup and Route 176 intersection improvement. The County's consultant made progress on the final engineering plans and the bike path structural retaining wall.
- Erick Street: The Division managed the completion and approval by IDOT of the Phase II Design Engineering for the Erick Street Improvement. Patrick Engineering was the City's consultant for the Phase II Engineering. The Division coordinated the acquisition of nineteen easements and five parcels for right-of-way necessary to construct the project. The Division also selected a Phase III Engineering consultant. IDOT let the project on March 6, 2009. The Division secured an additional \$500,000 in Federal funds for this project.
- East Crystal Lake Avenue Segment 2: The Division managed the completion and approval by IDOT of the Phase I and Phase II Engineering for the East Crystal Lake Avenue Segment 2 improvement. HLR, Inc. was the City's consultant for the Phase I Engineering, and Bollinger, Lach and Associates was the City's consultant for the Phase II Engineering. The Division has secured the two easements necessary to

construct the project. The project was let on January 16, 2009. The Division secured an additional \$429,243 in Federal funds for this project.

- East Crystal Lake Avenue Segment 1: The Division managed the completion and approval by IDOT of the Phase I Engineering for the East Crystal Lake Avenue Segment 1 improvement. The City used HLR, Inc. as the consultant for Phase I Engineering. The City retained Bollinger, Lach, and Associates as the Phase II Engineering consultant, and final design is currently in progress.
- Pingree Road Segment 2: The Division continued to work with Metra on the Pingree Road Segment 2 project. Metra has given the notice to proceed to its Phase II Engineering consultant, Bollinger, Lach and Associates, and the Division has been providing project information to the consultant. The plans are 85 percent complete.
- South Main Street: The Division completed the Phase I Engineering for the South Main Street Improvements. This improvement will add additional through lanes between Route 14 and Rakow Road. The design avoided any major impact to the McHenry County Conservation District Prairie Trail. CivilTech was the City's consultant for the Phase I Engineering.
- Briarwood and Route 176: The Division has continued to coordinate with IDOT on the Phase I Engineering for the Briarwood and Route 176 improvement, which IDOT is performing in-house. IDOT has pushed the anticipated completion date for the Phase I Engineering to spring of 2009, and the City will not be able to start Phase II Engineering until early summer, 2009 after IDOT completes the Phase I Engineering and has project approval.
- Pingree Road Segment 3: The Division continued to work with its Phase I Engineering consultant, Ciorba Group, Inc., for the Pingree Road Segment 3 improvement. This project will widen the roadway and match the improved section to the north and south.
- Route 31 and Route 176: The City has reviewed the impacts the Route 31 and Route 176 project will have on City water and sanitary sewer utilities. However, the project is not moving forward due to lack of funding for right of way acquisition. IDOT is the lead agency for the project and is funding it.
- Rakow Road: The Division continued coordination with the McHenry County Division of Transportation on the Rakow Road improvement. The Phase I Engineering is complete; Phase II Engineering will begin soon.
- 2007 Flooding Study: The City retained Hey and Associates, Inc. to study the flooding issues that occurred in August 2007. Hey and Associates produced a study that analyzed the causes of the flooding and made recommendations on how to mitigate or prevent future flooding.
- Community Rating System: The Division has completed the application for the FEMA Community Rating System (CRS) program. City residents will become eligible for discounts on flood insurance once FEMA approves the CRS application. FEMA is reviewing the application; then they will conduct a site visit to verify the application.
- Traffic Studies: The Division has given recommendations to the City Council for improving the efficiency, value, and quality of the traffic engineering services provided to the development community while maintaining the City's interests.
- Updated Webpage: The Division worked with IT to redesign the City's webpage. While the content on the old Engineering Division webpage contained about two pages of very general information, the new Engineering Division site has 12 pages with specific information on development and inspection services, traffic safety, the Crystal Lake Watershed, and stormwater management. This additional information enhances customer service by providing information readily and by Internet access, which has become a more popular means of accessing information.

- GIS Data Improvement: The Division assisted with the completion of the GIS Utility Atlas layer. The Division verified and corrected the street centerline layer, and developed a City-owned street light map. The Division continues to produce maps for other divisions that do not have GIS capability.
- Annual Road Resurfacing Program: The Division planned, bid out, and completed the City's 2008 Road Resurfacing program. In addition, the Division obtained \$969,000 in Federal funds to resurface several of the City's collector streets that were identified in the City's five-year road replacement program in 2009.
- Randall Road: The Division attended all of the Randall Road Improvement Community Advisory Committee meetings and presented the City's preferences for the Randall Road improvements for feedback from the County's engineering consultant.
- Downtown TIF Improvements: The Division coordinated the planning, bidding and construction of several of the historic downtown TIF funded improvements, including the sidewalk replacements, decorative planters, the gazebo and the completion of the burial of overhead utility lines.
- Radar Traffic Counter: The Division purchased a radar equipped traffic counter. This device discreetly records traffic volumes and speeds in order to respond to citizen traffic complaints and to analyze traffic patterns in the City. Twenty-nine locations were counted in 2008 since it was purchased in the spring.
- Median Separator System on Route 176: A median separator system was installed at the at-grade railroad crossing on Illinois Route 176 west of Erick Street. This will increase safety at this crossing by preventing motorists from going around the railroad gates when they are down. The median separation system is part of a petition for a future quiet zone.
- Stormwater Review Fee Schedule: The fee schedule for the stormwater management ordinance reviews by the City's consultant was revised to provide developers with consistent, predictable fees for these reviews.

ENGINEERING DIVISION 2009/2010 OBJECTIVES

- UPRR Yard Relocation: Complete the final design for stage 1. Finalize the ICC petition for the UPRR yard relocation. Acquire the property needed for the project. Construction for stage 1 is targeted for spring of 2010.
- Walkup and Route 176: Coordinate with County Highway Department and their consultant to finalize Route 176 and Walkup Avenue Phase II design, acquire right-of-way, and set a letting schedule. Member initiative funds and Motor Fuel Tax funds will fund the City's share of the project.
- Crystal Lake Avenue and Pingree: Coordinate with the County Highway Department and the Nunda and Algonquin Township Road Districts on the construction of the improvements to the Crystal Lake Avenue and Pingree Road/Terra Cotta Road intersection. A combination of federal grants and a developer contribution from Metra will fund this project.
- Erick Street: Oversee the construction of the Erick Street Improvement. Federal grants and City MFT funds will fund this project.
- East Crystal Lake Avenue Segment 2: Oversee the construction of the East Crystal Lake Avenue Improvement from Erick Street to Pingree Road. Federal grants and City MFT funds will fund this project.
- East Crystal Lake Avenue Segment 1: Continue the Phase II Engineering of East Crystal Lake Avenue Segment 1 from Main Street to Erick Street and have it ready for construction as soon as stage 1 of the UPRR Yard Relocation project is complete.
- Pingree Road Segment 2: Coordinate with Metra and its consultant on the Phase II Engineering for the Pingree Road Segment 2 from south of Congress Parkway to the railroad tracks. Acquire the necessary ROW to construct the project.
- South Main Street: Select a Phase II Engineering consultant and initiate the Phase II Engineering for the South Main Street improvement.
- Briarwood and Route 176: Contingent on IDOT completing the Phase I Engineering, the City will initiate Phase II Engineering for the Briarwood and Route 176 intersection improvement.
- Pingree Road Segment 3: Select a Phase II Engineering consultant and initiate the engineering for the Pingree Road Segment 3 improvement.
- Rakow Road: Continue coordination with the McHenry County Division of Transportation on the Rakow Road expansion project.
- Randall Road: Continue participating in the Randall Road Community Advisory Committee by representing the City's positions and suggesting design alternatives to protect the interests of the City and its residents.
- Vulcan Lakes: Continue assisting the development of the Vulcan Lakes recreation area by working with the consultant on infrastructure improvements to the site.
- Customer Satisfaction: Reinforce the culture of business advocacy and customer satisfaction in Division Staff when working with the public.
- Watershed Plan: Complete the necessary steps to implement the Crystal Lake Watershed Plan.
- Professional Development: Improve the quality of reviews and inspection performed by the Engineering Division staff by gaining certifications in stormwater management, professional traffic operation engineering, public infrastructure inspection, and erosion control inspection.
- Bike Routes: Investigate the expansion of pedestrian and bike routes in the City by exploring the possibility of using on-street bike lanes.

- Flooding Mitigation: Implement any cost effective recommendations of the 2007 Flooding Study conducted by Hey and Associates, and develop a long-term plan for implementation of the study.
- Main Street Rail Crossing: Coordinate with UPRR to complete the South Main Street railroad crossing reconstruction near the Camfil-Farr facility. The City will provide traffic control, signage, and some paving.

ENGINEERING DIVISION BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	841,019	857,997	950,541	950,541	988,563	38,022	4.0%
54115	Part-time Salaries	7,567	5,824	9,520	6,688	-	(9,520)	-100.0%
54150	Overtime	-	13,099	8,000	10,000	8,000	-	0.0%
54200	Group Insurance	117,373	155,873	191,052	173,122	164,705	(26,347)	-13.8%
	Total Personnel Services	965,959	1,032,793	1,159,113	1,140,351	1,161,268	2,155	0.2%
55010	Professional	5,051	86,204	115,080	109,200	181,200	66,120	57.5%
55140	Publishing	2,205	1,895	1,800	1,800	1,800	-	0.0%
55160	Postage & Freight	1,158	998	1,000	1,000	4,100	3,100	310.0%
55200	Training	5,044	5,401	6,800	5,000	5,500	(1,300)	-19.1%
55220	Dues & Subscriptions	370	762	945	945	1,460	515	54.5%
55240	Insurance & Bonding	21,838	25,219	31,058	31,058	31,536	478	1.5%
55320	Operating Equipment	1,546	255	760	760	500	(260)	-34.2%
55340	Office Equipment	-	-	-	-	-	-	0.0%
55360	Radio Equipment	-	-	100	-	100	-	0.0%
	Total Contractual Services	37,212	120,735	157,543	149,763	226,196	68,653	43.6%
56000	Office Supplies	3,823	3,375	3,450	3,450	3,450	-	0.0%
56040	Motor Fuel & Lub.	10,254	8,839	10,400	10,400	11,180	780	7.5%
56050	Comp. Hardware & Software	9,000	26,528	40,600	40,600	17,500	(23,100)	-56.9%
56060	Small Tools & Equipment	1,285	5,206	2,000	1,600	2,000	-	0.0%
56070	Auto. Supplies & Materials	1,816	3,048	3,300	2,500	3,300	-	0.0%
56120	Clothing	1,598	1,355	1,700	1,300	1,700	-	0.0%
56950	Stationery & Printing	292	360	400	300	400	-	0.0%
	Total Materials & Supplies	28,068	48,711	61,850	60,150	39,530	(22,320)	-36.1%
	Total Budget	1,031,239	1,202,239	1,378,506	1,350,264	1,426,994	48,488	3.5%

ENGINEERING DIVISION ACCOUNT INFORMATION

- A reduction in part-time salaries reflects the elimination of seasonal positions.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Increased professional services is attributable to engineering costs associated with the North Shore flooding mitigation; a project that is scheduled to be carried-out this fiscal year.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



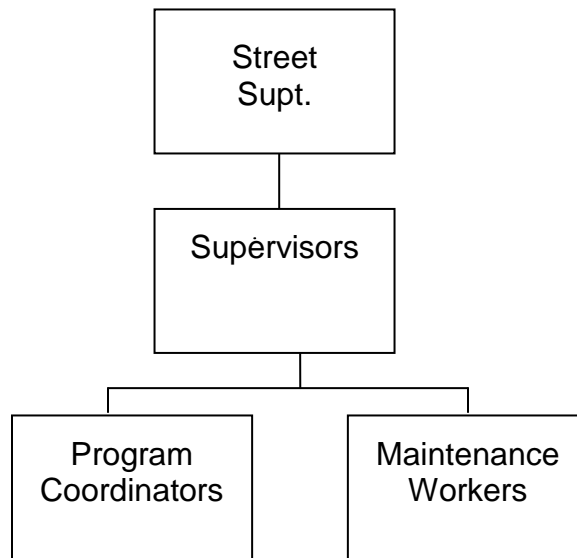
STREET DIVISION-

**PUBLIC WORKS
DEPARTMENT**

STREET DIVISION STATEMENT OF ACTIVITIES

It is the responsibility of the Street Division to manage, maintain, repair, and improve the public streets, traffic control signs, parkways, parkway trees, public grounds, and municipal buildings in a manner consistent with City policy and regulatory agency requirements. The Division is responsible for the maintenance, repair and snowplowing operations of over 175 centerline miles of public streets, 21 commuter and public parking lots containing over 1,400 parking spaces, and thousands of traffic control signs. In addition, the Street Division is responsible for maintaining pavement markings, curb and gutter maintenance, pavement reconstruction, crack sealing, bituminous patching of existing streets, and parkway maintenance. The Street Division is also responsible for the annual Fall and Spring parkway tree planting programs, Spring brush pickup, Fall biodegradable paper leaf bag collection program, the brush drop-off site (operated April – November), tree trimming, tree removals, including storm damaged and those with Dutch Elm disease, and mowing and maintenance of the City owned properties and right-of-ways. Additionally, the Street Division maintains Gypsy Moth mapping and inventory and the Emerald Ash Borer (EAB) inventory and awareness campaign, within the City's borders.

STREET DIVISION ORGANIZATIONAL CHART



STREET DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Superintendent	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00
Program Coordinator	2.00	2.00	2.00
Maintenance Worker	18.00	18.00	18.00
Administrative Assistant	0.50	0.50	0.50
Total Staff	23.50	23.50	23.50

STREET DIVISION 2008/2009 ACCOMPLISHMENTS

- Information regarding the operations, responsibilities, and frequently asked questions from City residents regarding the Public Works Street Division has been forwarded to the Administrative Analyst to the Public Works Department for implementation onto the City's new and updated website.
- Annual contracts have been established for tree removal services, traffic control aluminum sign blanks and signposts, parking lot snowplowing services, brush pick-up, and road salt, calcium chloride and "Super Mix". Mowing of City owned properties was handled by the Street Division in FY08/09 but the possibility of outsourcing this task is being revisited for FY09/10.
- The Street Division implemented and began the five-year sign replacement program. Concentrated efforts have been on the arterial and collector streets (main thoroughfares) during this first phase. Due to the time consuming nature of bringing all street signs up to MUTCD code, Phase I of this program has taken longer than expected. Despite the setbacks, the Street Division is actively and intently creating and placing street name signs.
- Continued to monitor and update Departmental policies.

Snow and Ice Control Policy

The City's snow plan is reviewed and updated annually prior to the Snow and Ice Control season. Minor changes have occurred with reorganizing plow routes on the west side of the City to provide consistent operations. In addition the City has added new de-icing units. These trucks and tractors have been outfitted with tanks to hold liquid Super Mix which is a chemical compound used to pre-treat roadways and sidewalks as well as to melt ice that has accumulated on such surfaces.

Right-of-Way Policy

This policy has not been addressed. The policy will address the issues of items placed in City owned right-of-way. These items include elaborate mailbox structures built of brick, placement of landscape timbers or rocks along the roadway in uncurbed and curbed areas, parking vehicles in the right-of-way, etc. This policy must be drafted and reviewed by the Engineering and Public Works Departments and reviewed by the City Attorney for implementation.

Mailbox Policy

A draft Mailbox Policy has been written based on surrounding communities and the process that they utilize for mailboxes that are inadvertently damaged or knocked down during Snow and Ice Control Operations.

- The administrative team in the Street Division has reviewed and monitored the efficiency of Street Division operations. Monthly reports indicated where the Street Division was spending the majority of their time per month. The Public Works Department will participate in a City-wide performance measurement program.
- Information regarding the Emerald Ash Borer (EAB) action plan, responsibilities, and public awareness for City residents has been presented to the City Council who approved the plan making it a part of the Diseased Tree Ordinance.
- The first five trucks have been scheduled to be outfitted with the computerized spreader controls for the 2008/2009 Snow and Ice Control season. This is the first phase of a three phase process to outfit the entire snow removal fleet with this system.

STREET DIVISION 2009/2010 OBJECTIVES

- Continue to increase avenues of communication between external customers with the use of the City's web site.
- Continue cost-saving measures such as bidding out tree removal services, tree trimming, traffic control aluminum sign blanks and signposts, parking lot snowplowing services, brush pick-up, and road salt, calcium chloride and "Super Mix" for snow and ice operations.
- Implement Phase Two of the five-year sign replacement program to comply with the MUTCD manual. Phase Two will include all secondary roadways.
- Continue to monitor and update all Divisional policies including the Snow and Ice Control policy, Tree trimming policy, Mailbox policy (part of Snow and Ice Control Operations), and the Right-of-way policy
- Continue benchmarking Street Division activities (mowing, crack sealing, bituminous patching, pavement markings, sweeping, etc.) and review data to determine achievement of department goals and monitor the efficiency of operations.

- Implement the action plan, strategy for public awareness, and policy regarding the Emerald Ash Borer (EAB).
- Upgrade computerized spreader systems for Snow and Ice Control Operations and review data to determine achievement of operational goal and monitor the efficiency of the snow and ice control operations.

STREET DIVISION BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	1,471,064	1,368,442	1,495,188	1,495,188	1,554,996	59,807	4.0%
54115	Part-time Salaries	20,375	18,178	27,410	27,410	20,838	(6,572)	-24.0%
54150	Overtime	-	220,583	107,918	180,000	176,000	68,082	63.1%
54200	Group Insurance	233,984	273,065	351,192	320,222	322,188	(29,004)	-8.3%
	Total Personnel Services	1,725,423	1,880,268	1,981,708	2,022,820	2,074,022	92,313	4.7%
55010	Professional	58,187	100,594	70,200	61,200	75,950	5,750	8.2%
55140	Publishing	278	1,253	1,000	700	1,000	-	0.0%
55160	Postage & Freight	198	280	1,000	400	1,000	-	0.0%
55200	Training	8,070	9,729	7,120	7,120	3,220	(3,900)	-54.8%
55220	Dues & Subscriptions	862	1,225	600	600	600	-	0.0%
55240	Insurance & Bonding	103,276	63,249	146,851	146,851	149,110	2,259	1.5%
55270	Animal Control	450	-	500	500	500	-	0.0%
55310	Physical Examinations	935	1,665	1,330	1,330	1,065	(265)	-19.9%
55320	Operating Equipment	34,483	3,762	40,700	13,700	9,700	(31,000)	-76.2%
55340	Office Equipment	-	-	250	250	250	-	0.0%
55360	Radio Equipment	151	-	500	100	500	-	0.0%
55410	Street Lights	502,621	496,284	511,000	511,000	521,000	10,000	2.0%
55640	Tree Removal	58,884	64,188	42,545	52,500	42,545	-	0.0%
55680	Rental - Buildings & Equip.	16,414	11,087	29,000	24,000	29,000	-	0.0%
	Total Contractual Services	784,809	753,317	852,596	820,251	835,440	(17,156)	-2.0%
56000	Office Supplies	1,733	1,256	1,960	1,960	1,960	-	0.0%
56020	Cleaning Supplies	1,228	672	1,460	1,160	1,460	-	0.0%
56030	Landscape Materials	21,389	22,354	29,500	29,500	29,500	-	0.0%
56040	Motor Fuel & Lub.	90,684	122,912	100,900	105,000	108,500	7,600	7.5%
56050	Comp. Hardware & Software	2,238	2,360	2,675	2,675	1,025	(1,650)	-61.7%
56060	Small Tools & Equipment	6,096	9,423	8,000	8,500	8,000	-	0.0%
56070	Automotive Supplies	74,073	96,403	60,000	70,000	85,000	25,000	41.7%
56080	Materials	29,034	29,250	22,460	27,000	22,460	-	0.0%
56120	Clothing	9,996	14,405	17,820	17,820	14,300	(3,520)	-19.8%
56230	Street Signs	39,200	53,726	30,000	38,000	51,000	21,000	70.0%
56950	Stationery & Printing	39	169	500	500	500	-	0.0%
	Total Materials & Supplies	275,710	352,930	275,275	302,115	323,705	48,430	17.6%

STREET DIVISION BUDGET (CONT'D)

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
57000 Buildings	-	9,653	-	-	-	-	0.0%
57030 Automotive Equipment	147,656	143,098	70,000	70,000	119,000	49,000	70.0%
57040 Operating Equipment	52,431	4,403	15,000	-	-	(15,000)	-100.0%
Total Capital Outlay	200,087	157,154	85,000	70,000	119,000	34,000	40.0%
Total Budget	2,986,029	3,143,669	3,194,579	3,215,186	3,352,167	157,587	4.9%

STREET DIVISION ACCOUNT INFORMATION

- A reduction in part-time salaries reflects the elimination of seasonal positions.
- Overtime costs have been increased for the City's snow and ice control program.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Operating equipment costs related to vehicle parts and equipment have been reclassified to the automotive supplies account.
- The street light account is used to track electrical service charged by Commonwealth Edison.
- Motor fuel and lubricants increase relates to increases in fuel consumption for the snow and ice control program.
- Vehicle parts and equipment have been reclassified from the operating equipment account to automotive supplies.
- A reduction in clothing is attributable to purchases completed in the prior fiscal year.
- Street signs account increase reflects increased costs for the City's street sign replacement program.
- Automotive equipment purchases scheduled for this fiscal year include a chipper, stump grinder, and upgrading plow spreader controls.

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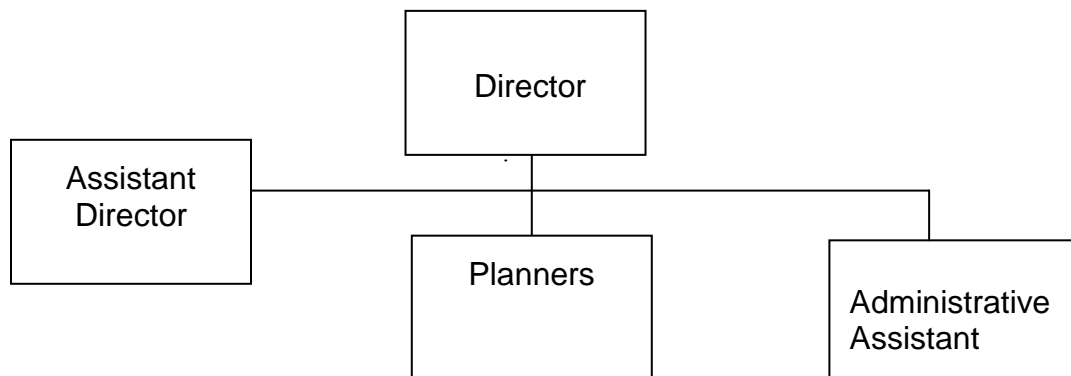
**PLANNING
AND
ECONOMIC DEVELOPMENT
DEPARTMENT**

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT STATEMENT OF ACTIVITIES

The Planning & Economic Development Department oversees the economic development, planning and zoning aspects of the City's operations. Such responsibilities include:

- Advancement of the City's economic development through business recruitment and retention initiatives;
- Coordination of development proposals through the city review process;
- Building permit plan review;
- Research and response to external and internal customer inquiries;
- Coordination of the City's Geographic Information Services (GIS) efforts;
- Implementation of the Comprehensive Land Use Plan and Map;
- Administration of Zoning, Subdivision, Tree Preservation, Watershed, and Sign Ordinances;
- Research and assistance to the Planning & Zoning Commission, Economic Development Committee, City Council and other City departments; and
- Execution of special projects as they arise.

PLANNING AND ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Director	1.00	1.00	1.00
Assistant Director	0.00	1.00	1.00
Senior Planner	1.00	0.00	0.00
Planner	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Total Staff	5.00	5.00	5.00
 Planning & Zoning Committee Members	 9.00	 9.00	 9.00

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- Develop and implement a comprehensive and proactive economic development recruitment and retention program that utilizes marketing professionals assisting city staff to best promote this City.
 - *Assignment of a full-time planner dedicated to economic development.*
 - *Website updates to create an informative resource for the development community, including an available sites directory and updated demographics.*
 - *Enhancement of the City newsletter with economic development news.*
 - *EDC – business interviews and the I Shop Crystal Lake marketing campaign.*
 - *Attendance at ICSC events to network and market Crystal Lake.*
 - *Solicited proposals from commercial brokers to actively market Crystal Lake’s available sites to high quality restaurants and retails via a contractual agreement.*

- Continue the expansion of a citywide interdepartmental Geographical Information system (GIS).
 - *Worked with the GIS consultant to produce GIS products for the Departments, based on the GIS needs assessment created the previous year.*
 - *Conducted training for all relevant staff in all departments on GIS software.*

- Comprehensive Unified Development Ordinance review and update to combine all the City’s development ordinances into a single up-to-date document.
 - *City staff has updated most sections of the Unified Development Ordinance. The Zoning Commission has reviewed and commented on most sections. Final public hearings were conducted in late 2008. City Council’s review and adoption is the final step.*

- Coordinate the development initiatives for the Virginia Street Corridor TIF, the Crystal Lake & Main TIF, and the Vulcan Lakes TIF. Research, solicit and engage

stakeholders to create phased development plans for the aforementioned TIF Districts. Worked with stakeholders to coordinate the final improvements of the Downtown TIF District.

- Improve the Planning & Economic Development Department's customer service and streamline the Development Review System.
 - *Reviewing and continuing to improve the Development Review system with the other Community Development departments.*
 - *Making further changes to expedite the traffic study review component of the process.*
 - *Continuation of a training program for Building Inspectors on common zoning questions and new UDO document.*
 - *Developed a Community Development mission statement and slogan.*
- Prepare a sub-area land use plan for the Northwest Corridor area.
 - *A draft sub-area plan was prepared by staff, public meetings were held and the final document was adopted by the City Council in spring of 2008.*

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT 2009/2010 OBJECTIVES

- Promote development of strategic areas as part of an overall economic development program to market Crystal Lake, attract upscale retailers/restaurateurs and companies, and retain/expand existing Crystal Lake businesses.
- Work with McHenry County and continue to complete GIS projects for the City's departments to provide further expansion of a citywide interdepartmental GIS system. Develop a plan to institute a "24/7" City Hall with answers to the most commonly requested development questions being provided on the City's website.
- Provide educational materials for residents and the development community and training sessions for staff on the UDO document.
- Coordinate the development initiatives for the Virginia Street Corridor TIF, the Crystal Lake & Main TIF, and the Vulcan Lakes TIF. Research, solicit, and engage stakeholders to create phased development plans for the aforementioned TIF Districts.
- Continue to streamline the Development Review system and work with other departments to improve processes, efficiency, and customer service of the Community Development departments.
- Conduct an 8-year update of the City' Comprehensive Land Use Plan.
- Work with the City's other departments to create a Route 14 Crystal Lake Gateway Signature Plan that will highlight the unique character of Crystal Lake.
- Develop and publish educational and informational handouts concerning sustainability -identifying and educating the City's residents and visitors about the City's natural resources and how to preserve and enhance the City's sustainability.
- Continue with Planning and Zoning Commission training opportunities.

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	375,917	370,205	391,097	391,097	406,741	15,644	4.0%
54115	Part-time Salaries	9,450	6,280	13,300	11,300	10,800	(2,500)	-18.8%
54150	Overtime	-	2,300	-	-	-	-	0.0%
54200	Group Insurance	30,306	51,825	63,521	58,631	58,631	(4,890)	-7.7%
	Total Personnel Services	415,673	430,610	467,918	461,028	476,172	8,254	1.8%
55010	Professional	43,936	87,845	256,600	253,430	303,000	46,400	18.1%
55020	Reimbursed Expenses	-	-	-	-	-	-	0.0%
55140	Publishing	295	877	200	700	250	50	25.0%
55160	Postage & Freight	2,607	2,419	2,000	8,700	9,100	7,100	355.0%
55200	Training	1,815	3,130	4,000	4,000	4,000	-	0.0%
55220	Dues & Subscriptions	2,834	1,976	3,585	3,605	3,592	7	0.2%
55240	Insurance & Bonding	20,197	85,078	28,531	28,531	28,970	439	1.5%
55320	Operating Equipment	542	-	500	250	500	-	0.0%
55340	Office Equipment	348	1,164	920	1,000	920	-	0.0%
	Total Contractual Services	72,574	182,490	296,336	300,216	350,332	53,996	18.2%
56000	Office Supplies	1,995	2,322	1,560	1,560	1,560	-	0.0%
56040	Motor Fuel & Lubricants	-	-	700	100	700	-	0.0%
56050	Comp. Hardware & Software	2,781	5,343	6,525	6,525	15,675	9,150	140.2%
56060	Small Tools & Equipment	116	265	200	100	200	-	0.0%
56950	Stationery & Printing	907	547	4,100	4,100	4,100	-	0.0%
	Total Materials & Supplies	5,799	8,477	13,085	12,385	22,235	9,150	69.9%
Total Budget		494,046	621,577	777,339	773,629	848,739	71,400	9.2%

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT ACCOUNT INFORMATION

- A reduction in part-time salaries reflects the elimination of seasonal positions.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Increases in professional services is attributable to economic development initiatives including a Holiday Sales Incentive program.
- Postage and freight was increased for the Holiday Sales Incentive program.
- Computer hardware and software increased for license fees associated with Arc Info, a product used for GIS.

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HEALTH

HEALTH DEPARTMENT STATEMENT OF ACTIVITIES

Health is responsible for the administration of the annual Mosquito Control Program provided by the City through a private contractor and a Gypsy Moth Treatment Program for various sites within the City.

HEALTH DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- The City continued the efforts of the Mosquito Management Program. The Program has been in place since March 2001 following the recommendations of the Ad Hoc Mosquito Abatement Review Committee.
- Worked with the Illinois Department of Agriculture and McHenry County to continue to control gypsy moth infested areas.

HEALTH DEPARTMENT 2009/2010 OBJECTIVES

- Continue to follow the recommendations of the Ad Hoc Mosquito Abatement Review Committee while at the same time keeping costs associated with the program consistent with those in FY 2008/2009.
- Work with the Illinois Department of Agriculture and McHenry County to continue to control gypsy moth infested areas.

HEALTH DEPARTMENT BUDGET

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
55080 Pest Control	125,184	86,749	147,452	101,507	147,452	-	0%
Total Contractual Services	125,184	86,749	147,452	101,507	147,452	-	0%
Total Budget	125,184	86,749	147,452	101,507	147,452	-	0%

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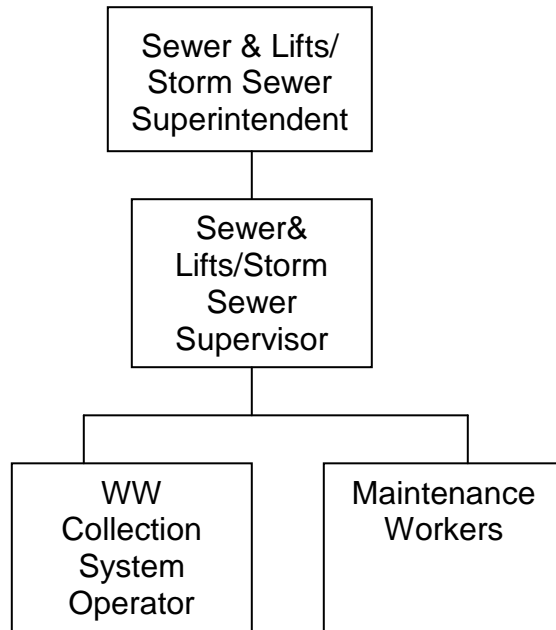
**STORM SEWER
MAINTENANCE DIVISION-**

**PUBLIC WORKS
DEPARTMENT**

STORM SEWER DIVISION STATEMENT OF ACTIVITIES

The Storm Sewer Maintenance Division is responsible for the maintenance, operation and management of the storm sewer collection and conveyance system. There are over 60 miles of storm sewer in conjunction with 3 storm water pumping stations that are routinely inspected to verify proper operation. The Storm Sewer Maintenance Division routinely checks the storm sewer system, cleans and televises dedicated areas and performs repairs and upgrades to defective areas of the system. The Division has the additional responsibility of locating the City's underground water and sewer systems.

STORM SEWER DIVISION ORGANIZATIONAL CHART



STORM SEWER DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Supervisor	1.00	1.00	1.00
WW Collection Systems Operator	4.00	4.00	4.00
Maintenance Worker	2.00	2.00	2.00
Total Staff	7.00	7.00	7.00

STORM SEWER MAINTENANCE DIVISION 2008/2009 ACCOMPLISHMENTS

- **Cleaning and Televising of the Storm System:** Numerous repairs and replacements to inlets, catch basins, manholes, etc. have been completed as a result of the previous harsh winter season. The repairs can be attributed to the consistent freeze/thaw process to the ground, snow plow operations along with a series of other related factors.
- **Lift Station Upgrade:** Due to the relatively newer age of these stations, major improvements and upgrades are not needed at this time. Minor maintenance and repairs are performed as needed.
- **Customer Service:** The high level of customer service to residents and business owners has been maintained by employees responding to service requests in a timely and efficient manner. The maintenance efforts are measured by the minimal flooding of the streets during and after rain events. Street flooding that occurs during rain events is commonly caused by the system being overcome; however once the rain event has subsided street flooding diminishes.
- **Equipment Replacement:** Key equipment replacement items are as follows; rewind reel for televising unit, additional root cutter to be utilized during the sewer cleaning process and trench/excavation safety equipment.
- **Safety Enhancement:** With the ongoing interaction between IRMA and our own Safety Committee, safety practices and procedures have continued to be updated and new ones developed. In addition, monthly inspections of facilities are carried out by all Divisions within the Public Works Department in order to identify any current and/or potential issues.

STORM SEWER MAINTENANCE DIVISION 2009/2010 OBJECTIVES

- **Cleaning of the Storm Sewer System:** The Division will continue to inspect, maintain and repair the storm sewer collection and conveyance system. Upgrades and/or repairs to the system will be evaluated and prioritized accordingly.
- **Lift Station Upgrades:** We will continue to inspect and maintain the 3 pumping stations and perform any maintenance and/or repair items as needed.
- **Customer Service:** Division management along with its frontline employees will continue to strive for and meet the high level of customer service it has already shown to the community. With the continued cleaning and rebuilding programs, we will be able to perform the proper maintenance measures needed in order to maintain the high level of customer service we currently provide.
- **Participate in the elimination of flood prone areas.**
- **Safety Enhancement:** The Division will continue to review its safety practices and procedures on a consistent basis while making recommendations to the Safety committee. Facility inspections will continue to ensure that we provide the safest working environment possible for employees.

STORM SEWER DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	400,593	379,725	420,106	420,106	436,910	16,804	4.0%
54150 Overtime	-	57,460	14,760	14,760	48,000	33,240	225.2%
54200 Group Insurance	77,479	95,464	117,009	105,599	105,599	(11,410)	-9.8%
Total Personnel Services	478,072	532,650	551,875	540,465	590,509	38,634	7.0%
55010 Professional Services	-	-	-	-	-	-	0.0%
55140 Publishing	66	72	100	100	100	-	0.0%
55200 Training	1,542	2,044	2,100	2,100	2,100	-	0.0%
55220 Dues & Subscriptions	2,437	2,493	3,220	3,220	3,119	(101)	-3.1%
55240 Insurance & Bonding	18,556	21,286	26,214	26,214	26,617	403	1.5%
55260 Utilities	2,407	4,747	2,237	4,800	5,000	2,763	123.5%
55310 Physical Examinations	161	246	770	770	770	-	0.0%
55320 Operating Equipment	6,920	4,647	4,350	2,350	1,350	(3,000)	-69.0%
55340 Office Equipment	-	-	200	200	200	-	0.0%
55350 Rent - Clothing	429	765	705	705	705	-	0.0%
55360 Radio Equipment	20	-	200	200	200	-	0.0%
55400 Storm Sewers	1,157	11,709	7,850	7,850	7,850	-	0.0%
55420 Plant Maintenance Services	3,054	1,244	1,925	1,625	3,425	1,500	77.9%
55630 State Filing Fees	1,000	-	1,000	1,000	1,000	-	0.0%
Total Contractual Services	37,749	49,252	50,871	51,134	52,436	1,565	3.1%
56000 Office Supplies	480	207	260	260	260	-	0.0%
56030 Landscape Materials	315	3,340	300	1,700	1,500	1,200	400.0%
56040 Motor Fuel & Lub.	12,599	12,742	12,700	12,700	13,700	1,000	7.9%
56050 Comp. Hardware & Software	334	1,621	3,195	1,945	1,145	(2,050)	-64.2%
56060 Small Tools & Equipment	10,904	7,815	9,740	9,740	7,200	(2,540)	-26.1%
56070 Automotive Supplies	3,262	3,692	2,000	6,500	7,000	5,000	250.0%
56080 Materials	8,537	12,095	5,000	12,700	10,500	5,500	110.0%
56120 Clothing	3,545	4,430	4,195	4,195	4,300	105	2.5%
56320 Operating Supplies	5,227	2,373	5,000	4,900	3,000	(2,000)	-40.0%
56420 Plant Maintenance Materials	643	141	500	165	500	-	0.0%
Total Materials & Supplies	45,846	48,456	42,890	54,805	49,105	6,215	14.5%

STORM SEWER DIVISION BUDGET (CONT'D)

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
57030 Automotive Equipment	-	-	-	-	121,000	121,000	0.0%
57040 Operating Equipment	7,500	-	60,000	47,000	7,500	(52,500)	0.0%
57100 System Improvements	-	-	-	-	216,000	216,000	100.0%
Total Capital Outlay	7,500	-	60,000	47,000	344,500	284,500	100.0%
Total Budget	569,167	630,358	705,636	693,404	1,036,550	330,914	46.9%

STORM SEWER DIVISION ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Operating equipment costs related to vehicle parts and equipment have been reclassified to the automotive supplies account.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.
- A reduction in small tools and equipment is attributable to purchases completed in the prior fiscal year.
- Vehicle parts and equipment have been reclassified from the operating equipment account to automotive supplies.
- Automotive equipment purchases scheduled for this fiscal year include a ¾ ton plow, utility truck, mini-dump, and converting an existing unit to a televising van.
- Operating equipment purchases scheduled for this fiscal year include a manhole view camera. The cost of this piece of equipment is shared with the Sewers and Lifts division in the Water and Sewer Fund.
- Systems improvements reflect construction costs associated with the North Shore flooding mitigation project.

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**FLEET & FACILITY
SERVICES
DIVISION**

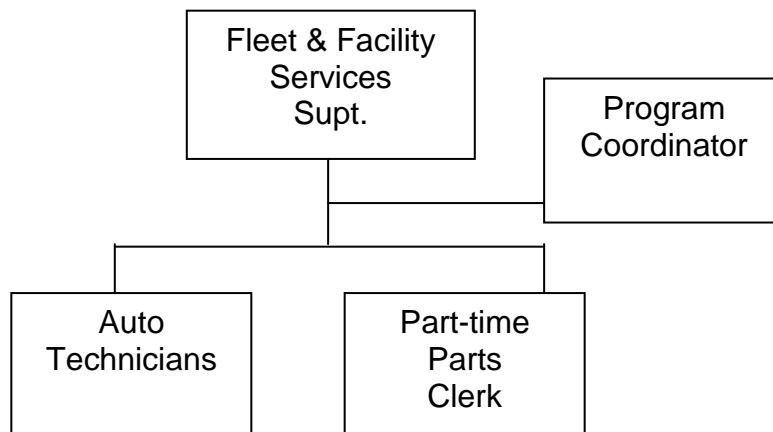
FLEET & FACILITY SERVICES STATEMENT OF ACTIVITIES

The Fleet and Facility Services Division is responsible for an extensive variety of services within the City of Crystal Lake. Fleet services include, but are not limited to the maintenance, service, and repair of approximately 355 vehicles and pieces of equipment, averaging 300 repairs monthly. Additionally, we coordinate outsourced repairs, new vehicle preparation, technical training, accident repairs, equipment replacement and disposal. We work with other departments to write specifications for vehicles and equipment necessary to perform the varied requirements of their specific department. We secure titles and licensing of vehicles, monitor and maintain an inventory of fuel, lubricants, and commonly used repair parts, and maintain the fuel dispensing system. We coordinate the annual testing of fire pumps, aerial ladders, and ground ladders for the Fire Department

The Facility Services side of the division performs maintenance, service, building upgrades, and repairs necessary to the daily operations of the Municipal Complex. These services include, but are not limited to the maintenance, service, and repairs of the mechanical systems, including HVAC systems, steam boilers, fire alarm systems, backup generators, elevators, and overhead garage doors within the Municipal Complex; we are also responsible for the management of service contracts with outside vendors.

Our goal is to support each department by providing effective and efficient service, preventative maintenance, repairs, and technical assistance necessary to the Municipal Complex and all City Departmental vehicles and equipment while optimizing useful life and reducing downtime. We will do this at the lowest possible cost with the least interference to the operating function of individual departments.

FLEET & FACILITY SERVICES ORGANIZATIONAL CHART



FLEET & FACILITY SERVICES DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Superintendent	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
Automotive Technician	4.00	4.00	4.00
Parts Clerk	0.50	0.50	0.50
Total Staff	6.50	6.50	6.50

FLEET & FACILITY SERVICES DIVISION 2008/2009 ACCOMPLISHMENTS

- 90% of common tasks have benchmarked times attached to them, in which technician efficiency is measured. Monthly technician hours are reviewed and analyzed for performance.
- 75% of the technicians have attended factory training for fire apparatus. All technicians have attended classes pertaining to the proper repair procedures and OSHA regulations for tires. In addition, one technician attended heavy duty brakes training through Bendix Brakes.
- A comprehensive spill prevention control and countermeasure plan has been drafted and implemented. All necessary fluid drums now have a secondary containment device.
- The Division continues to pursue a wider scope of Emergency Vehicle Technician (EVT) and Automotive Service Excellence (ASE) certification. The divisional personnel hold 4 ASE Master Automotive Technician and 3 Master Heavy Truck Technician certifications. The division now has 3 staff members that hold EVT certifications that include the areas of Fire Apparatus Electrical Systems, Law Enforcement Vehicle Installation, and Ambulance Electrical Systems.

FLEET & FACILITY SERVICES DIVISION 2009/2010 OBJECTIVES

- Reduction of energy consumption through optimizing lighting and heating ventilation & air conditioning schedules. This will also include the installation of motion detectors for specific rooms.
- Tracking all building repairs and maintenance schedules through the Computerized Fleet Analysis (CFA) asset management software.

- Maximize the use of the Complex generator, by adding additional circuits.
- Pursue a wider scope of Emergency Vehicle Technician (EVT) and Automotive Service Excellence (ASE) certifications through training and work experience. Obtain additional EVT certifications, 2 ASE Master Heavy Truck, and 1 ASE Master Automotive Technician certifications by the end of the fiscal year.

FLEET & FACILITY SERVICES DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	324,172	393,009	447,731	447,731	465,640	17,909	4.0%
54115 Part-time Salaries	-	16,489	19,282	19,282	22,247	2,965	15.4%
54150 Overtime	-	11,626	22,480	22,480	22,480	-	0.0%
54200 Group Insurance	42,824	65,473	80,250	73,730	73,730	(6,520)	-8.1%
Total Personnel Services	366,996	486,596	569,743	563,223	584,097	14,354	2.5%
55010 Professional Services	25,197	138	15,000	15,000	12,500	(2,500)	-16.7%
55140 Publishing	35	46	50	80	275	225	450.0%
55160 Postage & Freight	47	134	250	250	250	-	0.0%
55200 Training	4,613	4,417	8,150	8,075	8,730	580	7.1%
55220 Dues & Subscriptions	-	85	130	130	120	(10)	-7.7%
55240 Insurance & Bonding	22,293	24,160	26,214	26,214	29,617	3,403	13.0%
55310 Physical Examinations	560	680	725	725	750	25	3.4%
55320 Operating Equipment	4,929	10,489	8,905	8,905	6,050	(2,855)	-32.1%
55350 Clothing Rental	3,633	4,144	4,400	4,400	4,600	200	4.5%
55360 Radio Equipment	10	-	100	100	100	-	0.0%
Total Contractual Services	61,317	44,293	63,924	63,879	62,992	(932)	-1.5%
56000 Office Supplies	970	1,026	1,200	1,200	800	(400)	-33.3%
56020 Cleaning Supplies	271	658	1,650	1,650	1,450	(200)	-12.1%
56040 Motor Fuel & Lub.	1,868	3,399	3,300	3,300	3,550	250	7.6%
56050 Comp. Hardware & Software	7,689	6,722	8,375	8,375	5,925	(2,450)	-29.3%
56060 Small Tools & Equipment	7,660	13,885	15,800	13,800	13,300	(2,500)	-15.8%
56070 Automotive Supplies	29,546	30,641	900	1,200	1,450	550	61.1%
56120 Clothing	1,261	1,756	2,365	2,365	3,275	910	38.5%
56320 Operating Supplies	22,042	5,186	4,600	3,850	4,950	350	7.6%
56950 Stationery & Printing	151	18	50	50	50	-	0.0%
Total Materials & Supplies	71,458	63,290	38,240	35,790	34,750	(3,490)	-9.1%
57030 Automotive Equipment	-	-	-	-	-	-	0.0%
57160 Departmental Equipment	-	3,683	-	-	-	-	0.0%
Total Capital Outlay	-	3,683	-	-	-	-	0.0%
Total Budget	499,771	597,862	671,907	662,892	681,839	9,932	1.5%

FLEET & FACILITY SERVICES DIVISION ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.

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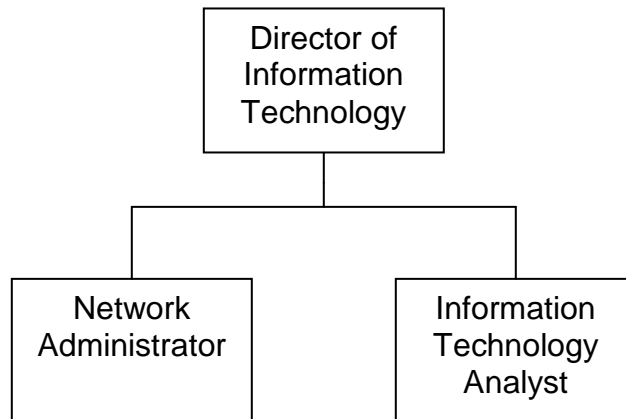
**INFORMATION
TECHNOLOGY
DEPARTMENT**

INFORMATION TECHNOLOGY DEPARTMENT STATEMENT OF ACTIVITIES

The Information Technology Division is responsible for the operation and maintenance of the City's Local and Wide Area Networks and the equipment essential for their operations. This includes over 180 desktop computers, fourteen (14) servers, a multitude of both desktop and networked printers, various switches and routers to provide service throughout the building, to Fire Stations #3 & #4, and to Wastewater Treatment Plant #2, and other miscellaneous network equipment.

The Information Technology Division is also responsible for the implementation and maintenance of a number of software packages contained on the various servers which automate tasks for the various departments. Among these software packages are a number of specialty applications for the Police Department, Microsoft Office applications, building permit software, mapping software, and many other small applications.

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



INFORMATION TECHNOLOGY DEPARTMENT PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Information Technology Director	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Information Technology Analyst	1.00	1.00	1.00
Total Staff	3.00	3.00	3.00

INFORMATION TECHNOLOGY DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- Acquired and implemented a Storage Area Network (SAN) backup system to a remote location.
- Completed the development and implementation of a new website design.
- Continued support and training for existing and new Springbrook users.
- Acquired and installed various new computers throughout the City.
- Maintained the City's network infrastructure with little or no downtime during regular City Hall operating hours.
- Acquired and implemented an additional rack in the Server Room providing for additional mounting of network equipment.
- Continued to practice the PC and printer preventative maintenance program.
- Acquired and implemented a new server for the City's web monitoring software.

INFORMATION TECHNOLOGY DEPARTMENT 2009/2010 OBJECTIVES

- Assist in the identification of need and development of a City-wide GIS system.
- Implement additional user training, as needed.

- Begin development and implementation of Intranet for City employees.
- Implementation of new Exchange Server for City email.
- Continued support for Springbrook Software and users of the software.
- Acquire and install various new computers throughout the City.
- Maintain the City's network infrastructure with little or no downtime during regular City Hall operating hours.
- Acquire and implement an additional rack in the server room providing for additional mounting of network equipment.
- Continue the PC and printer preventative maintenance program.

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	239,671	247,260	265,915	265,915	276,552	10,637	4.0%
54200 Group Insurance	20,618	32,631	39,995	36,735	45,152	5,157	12.9%
Total Personnel Services	260,289	279,891	305,910	302,650	321,704	15,794	5.2%
55010 Professional Services	12,276	5,573	12,500	8,500	12,500	-	0.0%
55160 Postage & Freight	39	64	-	-	-	-	0.0%
55200 Training	3,179	3,269	4,500	3,000	4,500	-	0.0%
55220 Dues & Subscriptions	250	250	350	350	350	-	0.0%
55240 Insurance & Bonding	6,311	7,240	8,916	8,916	9,053	137	1.5%
Total Contractual Services	22,055	16,396	26,266	20,766	26,403	137	0.5%
56000 Office Supplies	1,766	909	2,090	2,090	2,090	-	0.0%
56050 Comp. Hardware & Software	160,646	130,376	138,000	144,500	103,840	(34,160)	-24.8%
56060 Small Tools & Equipment	-	730	500	500	500	-	0.0%
Total Materials & Supplies	162,412	132,015	140,590	147,090	106,430	(34,160)	-24.3%
57040 Operating Equipment	-	-	-	-	-	-	0.0%
Total Capital Outlay	-	-	-	-	-	-	0.0%
Total Budget	444,756	428,301	472,766	470,506	454,537	(18,229)	-3.9%

INFORMATION TECHNOLOGY DEPARTMENT ACCOUNT INFORMATION

- Group health insurance increase is attributable to changes in coverage type by staff, (single to family).
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



SHARED SERVICES

SHARED SERVICES STATEMENT OF ACTIVITIES

The Shared Services division has been established to account for repair and maintenance costs of the Municipal Building. Expenses include but are not limited to, the maintenance, service, and repairs of the mechanical systems, including HVAC systems, steam boilers, fire alarm systems, backup generators, elevators, and overhead garage doors.

SHARED SERVICES BUDGET

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
55260 Utilities	103,694	171,835	207,565	207,299	245,760	38,195	18.40%
55300 Buildings & Offices	199,335	172,609	213,784	200,154	208,475	(5,309)	-2.48%
Total Contractual Services	303,029	344,444	421,349	407,453	454,235	32,886	7.80%
Total Budget	303,029	344,444	421,349	407,453	454,235	32,886	7.80%

SHARED SERVICES ACCOUNT INFORMATION

- Increase in the cost of natural gas is reflected in the utilities account.

City of Crystal Lake
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Fiscal Year 2009/2010



SPECIAL PROJECTS

SPECIAL PROJECTS DEPARTMENT STATEMENT OF ACTIVITIES

The Special Projects Department provides a budgetary set of account categories for the expenditure of funds for certain activities that are encountered by the City that are not specifically or solely categorized under another operating department. These include funds for the City's share of the Dial-A-Ride program, facility improvements, and continuing efforts toward the development of the Vulcan Lakes recreational area.

SPECIAL PROJECTS 2008/2009 ACCOMPLISHMENTS

- Successfully completed the 22nd year of providing Dial-A-Ride services to the residents of Crystal Lake.
- Continued efforts to maintain the aesthetics of the rehabilitated Downtown Train Station and the Downtown area.

SPECIAL PROJECTS 2009/2010 OBJECTIVES

- Continue funding the City's share of the Dial-A-Ride Program.
- Continue efforts to maintain the aesthetics of the rehabilitated Downtown train station and Downtown area.
- Continue maintenance and improvement of City facilities.

SPECIAL PROJECTS DEPARTMENT BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
55010 Professional Services	20,304	14,533	20,300	5,300	10,300	(10,000)	-49.26%
55020 Reimbursed Expenses	27,728	2,326	117,000	117,000	4,200	(112,800)	-96.41%
55300 Buildings & Offices	8,622	16,043	12,300	13,976	12,300	-	0.00%
55360 Radio Equipment	48,501	234,935	50,000	25,000	-	(50,000)	-100.00%
55750 Para Transit Services	166,489	198,120	250,000	230,000	250,000	-	0.00%
Total Contractual Services	271,644	465,958	449,600	391,276	276,800	(172,800)	-38.43%
56000 Office Supplies	-	-	10,000	6,000	10,000	-	0.00%
56040 Motor Fuel & Lub.	(9,241)	6,241	75,222	75,222	75,222	-	0.00%
56060 Small Tools & Equipment	2,652	222	7,500	-	-	(7,500)	-100.00%
Total Materials & Supplies	(6,589)	6,463	92,722	81,222	85,222	(7,500)	-8.09%
57000 Buildings	69,513	189,119	285,200	317,700	540,000	254,800	89.34%
57120 Land	-	85,729	-	-	-	-	0.00%
57160 Departmental Equipment	-	30,094	-	-	-	-	0.00%
Total Capital Outlay	69,513	304,942	285,200	317,700	540,000	254,800	89.34%
58100 Debt Service Principal	250,000	255,000	265,000	265,000	265,000	-	0.00%
58110 Debt Service Interest	183,618	168,801	153,627	153,627	143,195	(10,432)	-6.79%
Total General Expenses	433,618	423,801	418,627	418,627	408,195	(10,432)	-2.49%
Total Budget	768,186	1,201,164	1,246,149	1,208,825	1,310,217	64,068	5.14%

SPECIAL PROJECTS DEPARTMENT ACCOUNT INFORMATION

- Professional services has been reduced for Vulcan Lakes engineering services that are charged in the Vulcan Lakes TIF Project Fund.
- Reimbursed expenses are those that are first paid by the City then collected from outside parties. Since there is no affect on City finances, these items have been removed.
- A reduction in radio equipment is attributable to purchases being completed in the prior year.
- Costs attributable to recycling bins have been removed from small tools and equipment as these costs are passed on to those that purchase small, blue bins.
- Buildings reflect costs to upgrade the telephone system at City Hall, a bonding window in the Police department, Railroad Street parking lot expansion, reverse 9-1-1 system, and Downtown infrastructure improvements.

City of Crystal Lake
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**POLICE PENSION
AND FIREFIGHTERS
PENSION OBLIGATION**

POLICE PENSION AND FIREFIGHTER PENSION OBLIGATION STATEMENT OF ACTIVITIES

The Police Pension and Firefighter Pension Obligation provides a budget for obligations to the Police Pension Fund and Firefighter Pension Fund based upon the actuarial information provided by an independent actuarial firm.

POLICE PENSION AND FIREFIGHTER PENSION OBLIGATION BUDGET

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Contractual Services							
58310 Pension Obligation	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%
Total Contractual Services	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%
Total Budget	1,781,641	1,929,135	2,094,002	2,094,002	2,257,001	162,999	7.78%

City of Crystal Lake
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Fiscal Year 2009/2010



HOME RULE SALES TAX
FUND

HOME RULE SALES TAX FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Home Rule Sales Tax	-	-	2,694,054	2,445,000	4,655,313	1,961,259	72.80%
Investment Interest	-	-	-	-	-	-	0.00%
Reimbursed Expenses	-	-	-	-	-	-	0.00%
Total Revenues	-	-	2,694,054	2,445,000	4,655,313	1,961,259	72.80%
<hr/>							
Revenues in Excess of Expenditures	-	-	2,694,054	2,445,000	4,655,313	1,961,259	
<hr/>							
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Transfer Out							
Target Response Unit			(173,397)	(173,397)	(323,153)		
Economic Development			(200,000)	(200,000)	(275,000)		
Flooding Control			(95,080)	(64,000)	(352,120)		
GIS/Document Management			-	-	-		
Road Resurfacing			(456,469)	(456,469)	(53,000)		
Railroad Relocation			(256,617)	-	(626,944)		
Vulcan Lakes Construction			(762,308)	-	(1,242,888)		
Vulcan Lakes Operations			-	-	(158,165)		
Senior Center Contribution			-	-	(240,729)		
Virginia Street Corridor			-	-	(268,972)		
Total Other Sources (Uses)	-	-	(1,943,871)	(893,866)	(3,540,971)		
<hr/>							
Beginning Balance, May 1	-	-	-	-	1,551,134		
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Ending Balance, April 30	-	-	750,183	1,551,134	2,665,476		

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



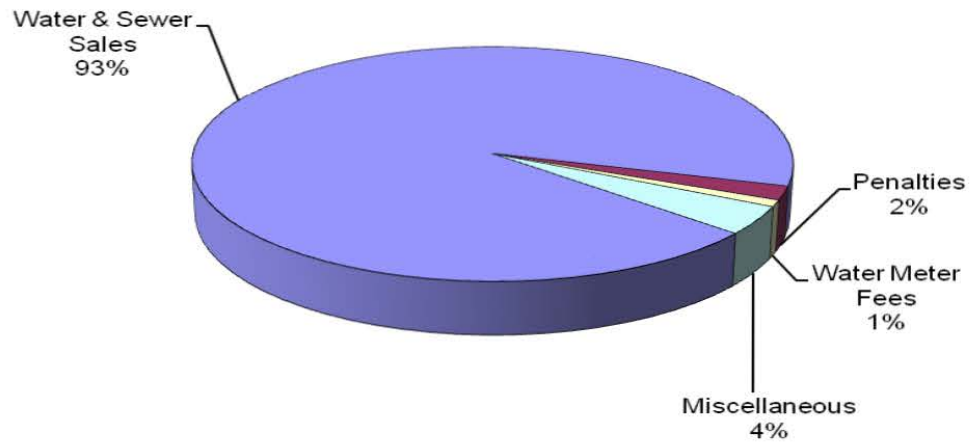
**WATER AND SEWER
FUND SUMMARY**

WATER AND SEWER FUND SUMMARY

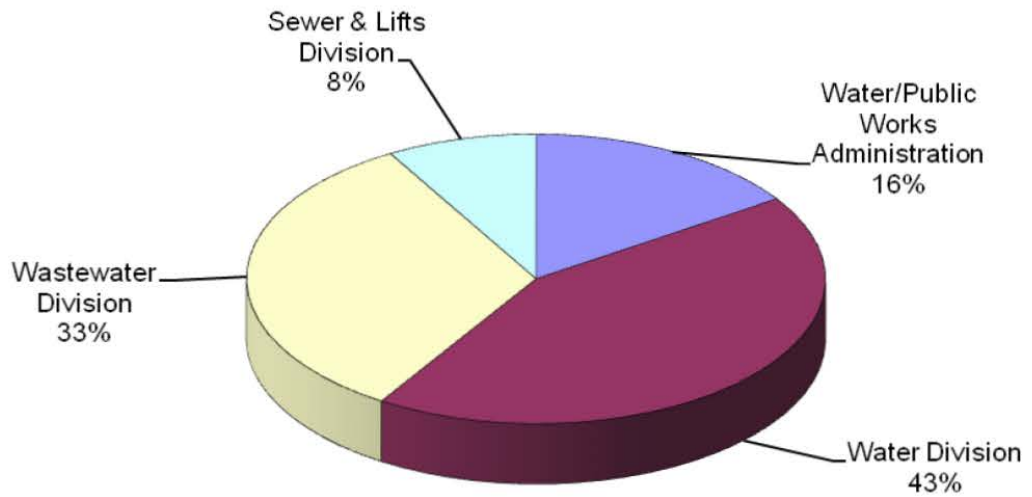
	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Water Sales	3,043,130	2,908,765	3,299,475	3,052,914	3,499,932	200,457	6.08%
Sewer Sales	3,077,684	2,964,593	3,366,144	3,080,914	3,579,991	213,847	6.35%
Penalties	104,715	338,262	145,000	330,000	145,000	-	0.00%
Water Meter Fees	47,272	63,551	70,000	70,000	70,000	-	0.00%
Tap On Fees	850	9,542	1,500	1,500	1,500	-	0.00%
Investment Income	52,582	86,190	24,253	24,253	88,066	63,813	263.11%
Reimbursed Expenses	7,473	2,498	-	-	-	-	0.00%
Rental Income	155,062	164,481	195,000	195,000	181,272	(13,728)	-7.04%
Miscellaneous	69,384	89,665	30,000	30,000	30,000	-	0.00%
Total Revenues	6,558,151	6,627,547	7,131,372	6,784,581	7,595,760	464,388	6.51%
EXPENDITURES							
Public Works Administration	1,027,302	989,907	1,183,390	1,142,736	1,185,948	2,558	0.22%
Water Department	2,386,454	2,929,457	3,516,046	3,496,359	3,291,006	(225,040)	-6.40%
Wastewater Department	2,114,804	2,147,297	2,300,053	2,294,535	2,480,029	179,976	7.82%
Sewer & Lifts Department	532,461	537,595	607,570	601,550	638,778	31,208	5.14%
Total Expenditures	6,061,021	6,604,255	7,607,059	7,535,180	7,595,760	(11,299)	-0.15%
<hr/>							
Revenues in Excess of Expenditures	497,130	23,293	(475,687)	(750,599)	0		
<hr/>							
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Transfer Out	-	-	-	-	-		
GASB 45 OPEB funding	-	-	(34,827)	(34,827)	-		
Total Other Sources (Uses)	-	-	(34,827)	(34,827)	-		
<hr/>							
Beginning Cash Balance, May 1	829,931	1,327,061	1,350,354	1,350,354	564,928		
<hr/>							
Ending Cash Balance, April 30	1,327,061	1,350,354	839,840	564,928	564,928		
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WATER AND SEWER FUND

Revenues by Source

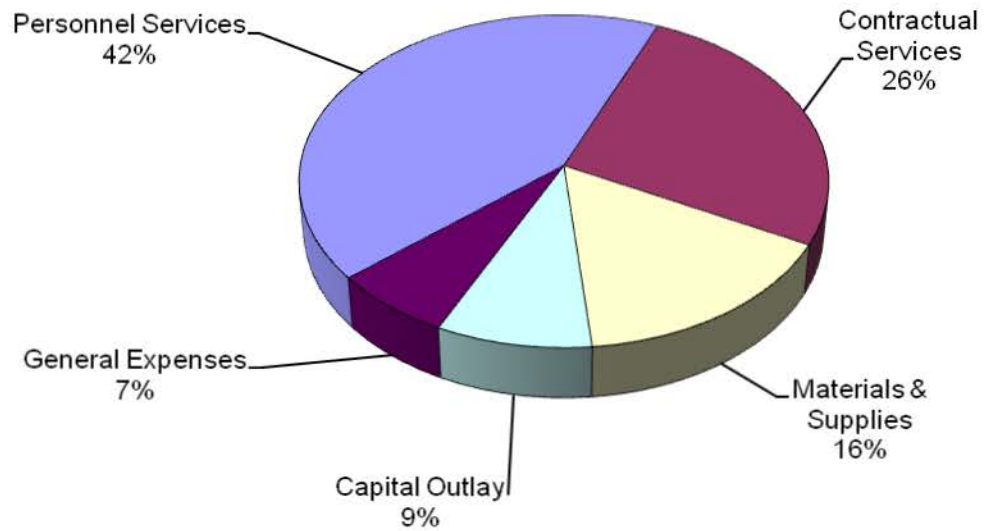


Expenditures by Function



WATER AND SEWER FUND

Expenditures by Type



City of Crystal Lake
Annual Budget
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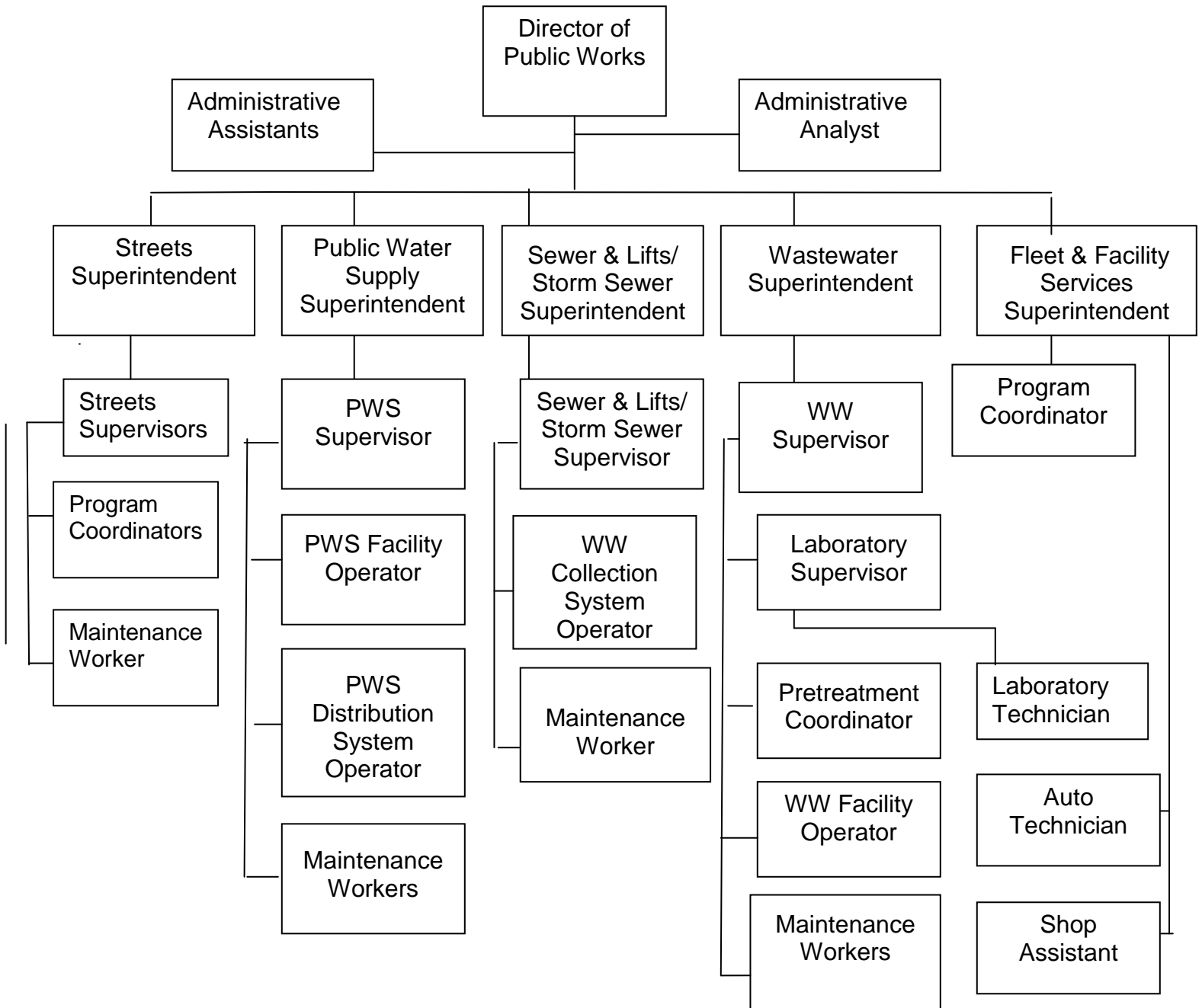
**PUBLIC WORKS
ADMINISTRATION
DIVISION –**

**PUBLIC WORKS
DEPARTMENT**

PUBLIC WORKS ADMINISTRATION DIVISION STATEMENT OF ACTIVITIES

The purpose of the Public Works Administration is to provide supervision and planning to the Water, Wastewater, Sewer & Lift and Storm Sewer Maintenance and Street Divisions to ensure that the Public Works Department meets the needs of the community and that the Fleet & Facility Services Division meets the needs of our internal customers.

ORGANIZATIONAL CHART



PUBLIC WORKS ADMINISTRATION DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Director of Public Works	1.00	1.00	1.00
Deputy Public Works Director	0.00	1.00	1.00
Assistant to the Director	1.00	0.00	0.00
Administrative Assistant	1.50	1.50	1.50
Utility Customer Service Representative	1.00	1.00	1.00
Office Assistant	0.75	0.75	0.75
Total Staff	5.25	5.25	5.25

PUBLIC WORKS ADMINISTRATION DIVISION 2008/2009 ACCOMPLISHMENTS

- With final effluent standards now in place, staff has been examining the best option to achieve compliance with the new Chlorides discharge standard for WWTP #3.
- Completed the water and sewer rate and connection fee study to gain acceptance of long-term funding strategies needed to meet operational, maintenance, replacement and capital improvement funding.
- Conducted a Leak Survey in which no notable leaks were found.
- The Public Works Department has incorporated the use of Supermix as part of their snow removal system. Supermix acts as an anti-icing agent to prevent hazardous conditions developing on roads. This addition to the City's snow fighting arsenal will also decrease the amount of salt that will be needed to de-ice the roadways. In addition, five plow trucks have been outfitted with computerized salt spreaders that regulate the distribution of salt on roadways.
- 1000 feet of sanitary sewer has been relined along North Shore Drive. This resulted in a significant reduction in inflow and infiltration to the sanitary sewer.
- Made more efficient use of existing water production facilities through the scheduled rehabilitation of wells. The well rehabilitation phase has been successfully completed.
- Began the first steps in a multi-year Public Works Accreditation process.
- A seven minute safety training session has been implemented by each division at the beginning of every work day. The department as a whole continues to make safety and risk management a top priority.

PUBLIC WORKS ADMINISTRATION DIVISION 2009/2010 OBJECTIVES

- Reduce lost time injuries through educational programs, the promotion of safe work practices and rewarding employees for maintaining a safe work environment.
- Continue to make progress in the multi-year Public Works Accreditation process.
- Initiate a long-term, multi-year buried infrastructure replacement program as outlined in the Five Year Financial Plan.
- Continue to incorporate anti-icing, low salt alternatives for snow and ice control in the snow plan and update additional plow trucks with modern salt distribution controls.
- Complete the water and sewer rate and connection fee study to gain acceptance of long-term funding strategies needed to meet operational, maintenance, replacement and capital improvement funding.
- With final effluent standards now in place, identify the best option to achieve compliance with the new Chlorides discharge standard for WWTP #3 and develop needed strategies to achieve compliance.
- Continue to locate and reduce instances of inflow and infiltration to the wastewater plants.
- Successfully outsource the City's lawn mowing operations for cost savings benefits and workforce reassignment.
- Upgrade the MS4 Program to meet standards.

PUBLIC WORKS ADMINISTRATION DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	207,456	219,856	326,792	326,792	339,864	13,072	4.0%
54115 Part-time Salaries	11,775	41,510	45,110	45,110	46,914	1,804	4.0%
54150 Overtime	-	296	-	-	-	-	0.0%
54200 Group Insurance	20,633	29,413	36,598	34,968	34,968	(1,630)	-4.5%
54301 City Portion FICA / Retirement	11,871	17,524	22,488	22,488	23,980	1,492	6.6%
54302 City Portion IMRF	19,757	24,906	35,328	35,328	34,496	(832)	-2.4%
54303 City Portion MEDI	660	-	5,259	5,259	5,608	349	6.6%
Total Personnel Services	272,152	333,503	471,575	469,945	485,831	14,256	3.0%
55010 Professional Services	16,181	11,820	35,000	22,000	22,000	(13,000)	-37.1%
55020 Reimbursed Expenses	-	1,346	-	-	-	-	0.0%
55040 Annual Audit	-	5,610	4,200	4,200	5,200	1,000	23.8%
55140 Publishing	6,825	47	200	200	200	-	0.0%
55160 Postage & Freight	56,368	57,450	67,320	51,000	55,000	(12,320)	-18.3%
55200 Training	-	1,796	1,825	625	4,175	2,350	128.8%
55210 Automotive Repair	-	-	200	200	200	-	0.0%
55220 Dues & Subscriptions	282	479	605	605	635	30	5.0%
55240 Insurance & Bonding	99,072	41,182	18,546	18,546	18,831	285	1.5%
55260 Utilities	4,945	3,931	8,225	12,056	9,746	1,521	18.5%
55300 Buildings & Offices	5,396	2,429	12,669	12,352	12,495	(174)	-1.4%
55310 Examinations	-	-	100	100	100	-	0.0%
55340 Office Equipment	-	-	100	100	100	-	0.0%
55980 Debt Collection	-	-	-	-	-	-	0.0%
Total Contractual Services	189,069	126,089	148,990	121,984	128,682	(20,308)	-13.6%
56000 Office Supplies	1,549	1,178	1,400	1,200	1,300	(100)	-7.1%
56040 Motor Fuel & Lub.	468	10	250	250	250	-	0.0%
56050 Computer Hardware & Software	363	3,163	4,175	3,357	31,385	27,210	651.7%
56060 Small Tools and Equipment	77	51	350	350	350	-	0.0%
56070 Automotive Supplies	35	297	-	-	-	-	0.0%
56950 Printing & Stationery	8,647	14,522	37,250	26,250	26,250	(11,000)	-29.5%
Total Materials & Supplies	11,139	19,221	43,425	31,407	59,535	16,110	37.1%
58100 Debt Service Principal	347,018	315,000	335,000	335,000	340,000	5,000	1.5%
58110 Debt Service Interest	207,924	196,093	184,400	184,400	171,900	(12,500)	-6.8%
Total General Expenses	554,942	511,093	519,400	519,400	511,900	(7,500)	-1.4%
Total Budget	1,027,302	989,907	1,183,390	1,142,736	1,185,948	2,558	0.2%

PUBLIC WORKS ADMINISTRATION DIVISION ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Professional services have been reduced for interest earnings that offset lockbox fees.
- Postage and freight has been reduced to better reflect costs of mailing utility bills to residents.
- Computer hardware and software has increased to include an online payment option for utility bills (Web payments) and to purchase software that will track infrastructure condition.
- Printing and stationery has been reduced to better reflect costs associated with printing and distribution of utility bills.
- Debt service payments are based on debt schedules that are associated with 1998 and 2004 bonds.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



WATER DIVISION –

**PUBLIC WORKS
DEPARTMENT**

WATER OPERATIONS DIVISION

STATEMENT OF ACTIVITIES

The Water Division and its staff of 14 full-time employees provide an adequate supply of quality potable water to the residents and businesses of Crystal Lake. This is accomplished by producing, treating, and distributing an average of 4.9 million gallons per day. Peak water demands can increase to over 9 million gallons per day in the summer months.

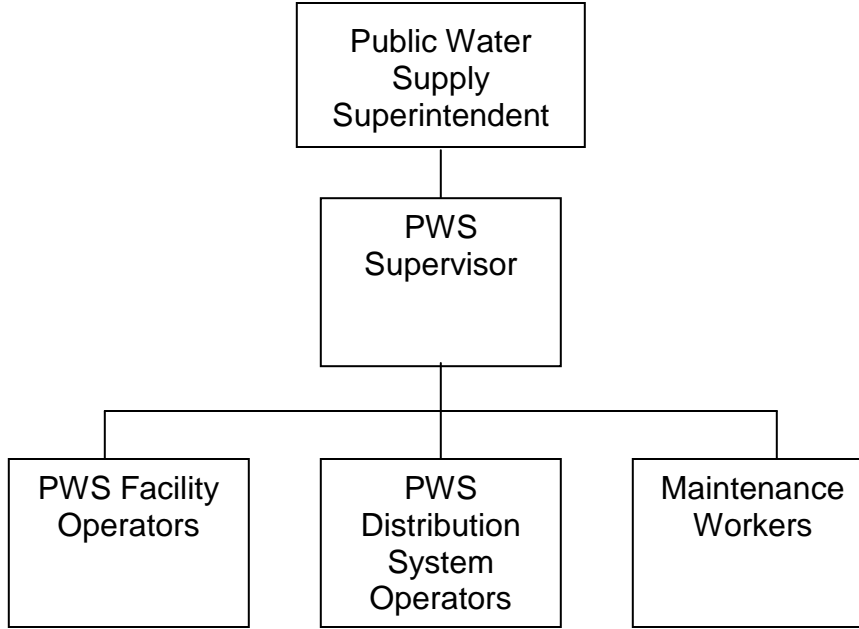
The Water Division is responsible for the operation and maintenance of five water treatment facilities, four elevated and four ground water storage reservoirs, and the distribution system which consists of 175 miles of water mains, 2,250 system valves, and 3,017 fire hydrants.

Daily activities include:

- Monthly reading of 18,600 water meters via drive by readers, connect and seal of every new meter, performing final meter reads for every property closing, hand delivery of late payment red tags, and shut off of water for non-payment.
- Responding to residents and businesses with water quality and water pressure concerns.
- Assuring EPA compliance by performing all bacteriological, fluoride, chlorine, phosphate, and other water samples required by the EPA. Compiles information and creates a monthly report which is a compliance requirement by the EPA.
- Reviews plans for water system additions and improvements, performs walkthroughs on every new addition to the water system to assure proper installation and operation of valves, curb stops, and fire hydrants.
- Assists with fire flow testing for contractors, and chlorination and pressure testing of water mains.
- Completes regular maintenance and repair work at the water treatment facilities and to the water distribution system.
- Winter months: Responsible for snow and ice removal of over 1.25 miles of public sidewalks and all associated train depot property. The Water Division provides primary and secondary drivers responsible for snow removal on main routes and cul-de-sac routes.

In 2008 the Water Division excavated and repaired 10 broken curb stops, 27 water main breaks, and 3 service leaks.

WATER OPERATIONS DIVISION ORGANIZATIONAL CHART



WATER OPERATIONS DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Superintendent	1.00	1.00	1.00
Supervisor	2.00	1.00	1.00
PWS Facility Operators	4.00	5.00	5.00
PWS Distribution System Operators	2.00	3.00	3.00
Maintenance Workers	5.00	4.00	4.00
Total Staff	14.00	14.00	14.00

WATER OPERATIONS DIVISION 2008/2009 ACCOMPLISHMENTS

- The Water Division has met all EPA standards and has received no EPA violations.
- As of this time, the Water Division has met all the conditions to receive the Fluoridation Award for the fourteenth year in a row.
- The Water Division has implemented a rotational program so every hydrant will be sand blasted if necessary and repainted at scheduled intervals.

WATER OPERATIONS DIVISION 2009/2010 OBJECTIVES

- Meet all EPA water standards and receive zero EPA violations.
- Receive the Fluoridation Award for the fifteenth consecutive year.
- Purchase and install chlorine residual analyzers to continually monitor and record the chlorine residuals (EPA Regulation) at each of the five water treatment plants.
- Install a variable frequency drive at one water plant to reduce electrical consumption.
- Install SCADA controls at Water Treatment Plant #2 to monitor plant operations remotely.
- Perform maintenance and rehabilitation work on well #6 at Water Treatment Plant #2.
- Start a large meter testing program. Test 25+ of the highest use meters to assure accuracy.
- Have an engineering study performed to identify and prioritize system improvements and repairs.
- Continue to sandblast and recoat one-third of City fire hydrants each year.

WATER OPERATIONS DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	919,878	903,730	881,835	885,757	925,361	43,526	4.9%
54115 Part-time Wages	6,442	-	-	-	-	-	0.0%
54150 Overtime	-	120,327	64,915	80,230	91,591	26,676	41.1%
54200 Group Insurance	151,177	175,220	220,454	186,026	202,860	(17,594)	-8.0%
54301 City Portion FICA / Retirement	64,724	76,417	59,036	59,036	63,051	4,015	6.8%
54302 City Portion IMRF	85,215	99,258	92,744	92,744	103,221	10,477	11.3%
54303 City Portion MEDI	3,181	-	13,807	13,807	14,746	939	6.8%
Total Personnel Services	1,230,617	1,374,952	1,332,791	1,317,600	1,400,830	68,039	5.1%
55010 Professional Services	5,253	36,414	28,200	28,200	65,950	37,750	133.9%
55140 Publishing	304	398	150	300	150	-	0.0%
55160 Postage & Freight	3,035	2,710	2,250	4,600	5,600	3,350	148.9%
55200 Training	6,704	8,532	7,400	7,900	8,400	1,000	13.5%
55220 Dues & Subscriptions	2,415	2,248	3,075	3,075	3,075	-	0.0%
55240 Insurance & Bonding	41,029	46,491	55,280	55,280	57,131	1,851	3.3%
55260 Utilities	326,656	488,536	631,405	621,405	645,232	13,827	2.2%
55310 Examinations	1,118	1,110	2,050	1,550	1,300	(750)	-36.6%
55320 Operating Equipment	2,697	1,062	1,800	1,800	1,800	-	0.0%
55350 Clothing Rental	437	551	-	-	-	-	0.0%
55360 Radio Equipment	866	-	650	2,174	650	-	0.0%
55390 Sidewalks	6,125	9,450	5,500	5,500	6,000	500	9.1%
55420 Plant Maintenance Services	28,090	64,421	31,200	31,200	31,200	-	0.0%
55440 Lines & Sewers	2,605	30,285	1,500	2,400	10,000	8,500	566.7%
55680 Rental - Buildings & Equipment	3,488	1,316	1,750	1,750	1,750	-	0.0%
Total Contractual Services	430,822	693,524	772,210	767,134	838,238	66,028	8.6%

WATER OPERATIONS DIVISION BUDGET (CONT'D)

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
56000 Office Supplies	1,064	1,558	1,950	1,750	1,950	-	0.0%
56020 Cleaning Supplies	24	20	-	-	-	-	0.0%
56030 Landscape Materials	364	1,387	550	550	550	-	0.0%
56040 Motor Fuel & Lub.	28,395	30,019	31,450	31,450	31,950	500	1.6%
56050 Computer Hardware & Software	5,682	7,809	20,825	17,825	16,975	(3,850)	-18.5%
56060 Small Tools & Equipment	7,339	10,332	8,400	8,400	8,400	-	0.0%
56070 Automotive Supplies	7,920	9,027	5,500	8,500	8,500	3,000	54.5%
56080 Materials	13,657	15,108	12,500	16,000	12,500	-	0.0%
56120 Clothing	6,400	7,336	8,050	8,050	8,875	825	10.2%
56140 Water Meters and Parts	5,853	4,120	5,000	4,500	5,000	-	0.0%
56150 Fire Hydrants and Parts	9,421	12,628	13,700	8,700	10,000	(3,700)	-27.0%
56160 Salt	242,503	294,964	253,000	280,000	300,000	47,000	18.6%
56170 Chemicals & Sealants	100,516	92,413	62,100	88,600	95,068	32,968	53.1%
56180 Laboratory Supplies	4,192	5,888	4,500	5,000	7,500	3,000	66.7%
56220 Water Tap Materials	23,018	5,706	14,000	8,000	12,000	(2,000)	-14.3%
56320 Operating Supplies	10,758	11,087	14,900	9,900	10,400	(4,500)	-30.2%
56420 Plant Maintenance Materials	27,140	71,206	38,600	49,400	50,600	12,000	31.1%
56950 Stationery & Printing	508	1,907	2,020	1,170	1,670	(350)	-17.3%
Total Materials & Supplies	494,754	582,514	497,045	547,795	581,938	84,893	17.1%
57030 Automotive Equipment	79,467	-	-	-	-	-	0.0%
57040 Operating Equipment	-	-	-	-	-	-	0.0%
57100 System Improvement	150,794	278,467	914,000	863,830	470,000	(444,000)	-48.6%
Total Capital Outlay	230,261	278,467	914,000	863,830	470,000	(444,000)	-48.6%
Total Budget	2,386,454	2,929,457	3,516,046	3,496,359	3,291,006	(225,040)	-6.4%

WATER OPERATIONS DIVISION ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Professional services is increased to include costs to update the City's water system master plan.
- Postage and freight has been increased to allow for mailing of red tags.
- Natural gas and electricity costs are accounted for in utilities. The increase in this account is attributed to increased consumption coupled with increases in rates.
- Lines and Systems account increase reflects the large meter testing program.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.
- Automotive supplies has been increased to better reflect costs associated with maintaining division equipment.
- Fire hydrants and parts account decrease is attributable to fire hydrants already replaced or are on hand.
- Increases in mineral costs has caused budgeted amounts in salt and chemicals and sealants to rise.
- Laboratory supplies increase is attributed to additional supplies needed to analyze chlorine residuals.
- Plant maintenance materials has been increased to better reflect costs associated with maintaining the City's utility plants.
- System improvements reflect SCADA improvements at WTP #2, Well #6 maintenance and rehabilitation, softener maintenance at WTP #4 and #5, in-line chlorine residual analyzers, variable frequency drive at WTP #4, a proportionate share of costs associated with an Arc Flash study at all plants and replacement of 1,000 feet of water main.

City of Crystal Lake
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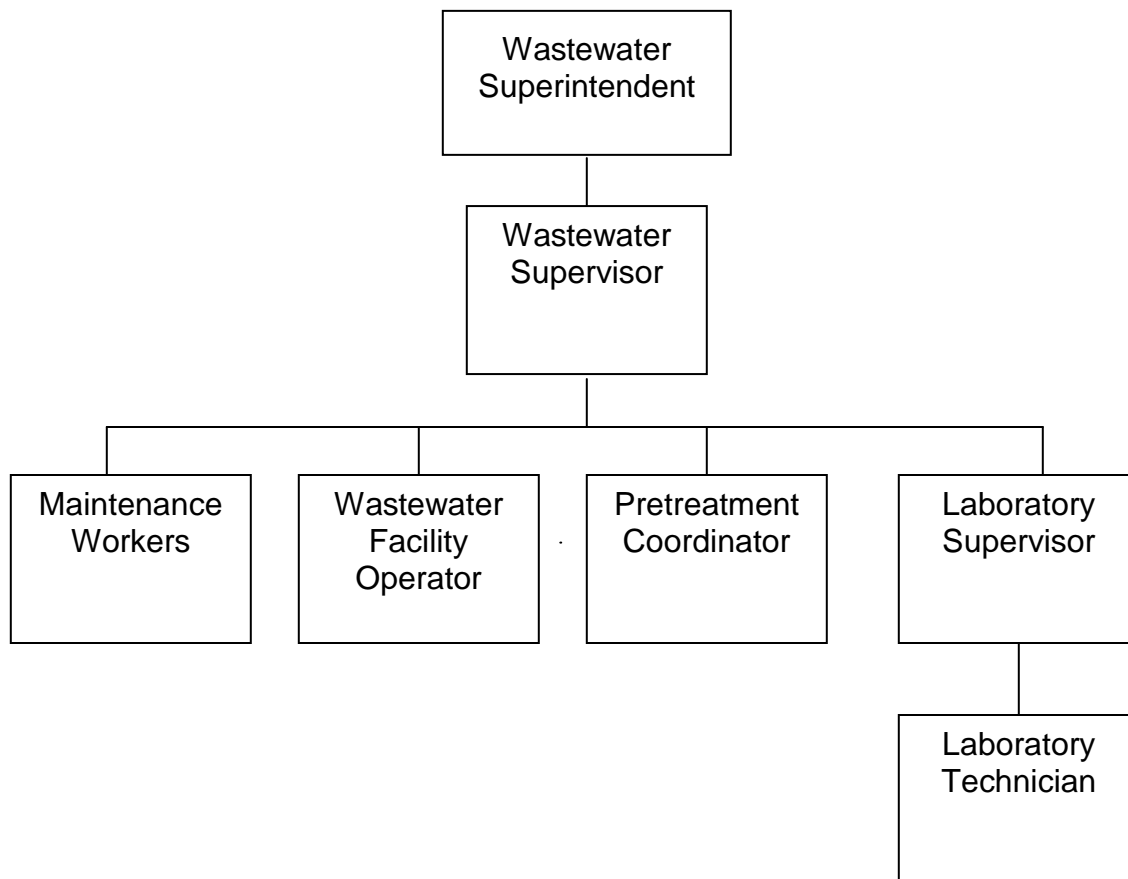
**WASTEWATER
TREATMENT DIVISION –**

**PUBLIC WORKS
DEPARTMENT**

WASTEWATER TREATMENT DIVISION STATEMENT OF ACTIVITIES

The Wastewater Treatment Division is responsible for the operation and maintenance of two wastewater treatment facilities. During the calendar year 2008, the facilities processed an average of 5.9 Million Gallons per Day (MGD) or 2.2 billion gallons annually; producing an effluent that not only met but often exceeded the facilities NPDES permit requirements. Other activities include laboratory analysis of samples required for NPDES reporting, plant process control, industrial monitoring and potable water analysis. In addition, the department is also responsible for the enforcement of the City of Crystal Lake's Sewer Use Ordinance and the United States Environmental Protection Agency approved Pretreatment Program. This includes monitoring and inspecting restaurant grease traps and assisting the Sewer and Lift Division with investigating sewer back-ups related to restaurant and industrial activities.

WASTEWATER TREATMENT DIVISION ORGANIZATIONAL CHART



WASTEWATER TREATMENT DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Superintendent	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00
Laboratory Technician	1.00	1.00	1.00
Pretreatment Coordinator	1.00	1.00	1.00
WWW Facility Operator	3.00	3.00	3.00
Maintenance Workers	2.00	2.00	2.00
Total Staff	10.00	10.00	10.00

WASTEWATER TREATMENT DIVISION 2008/2009 ACCOMPLISHMENTS

- Upgraded SCADA computer software and relocated computer to administrative building at WWTP 2.
- Purchased and installed equipment required to connect and program gravity belt thickener operation and control to the SCADA computer.
- Continued to increase monitoring, inspections and enforcement activities as required by the City's approved Pretreatment Program. Monitoring and enforcement is ongoing.
- Completed and submitted technical re-evaluation study of the City's local limits to the USEPA for review.

WASTEWATER TREATMENT DIVISION 2009/2010 OBJECTIVES

- Replace two waste activated sludge (W.A.S.) piston pumps at Wastewater Plant #3.
- Perform an electrical arc flash study which will review of electrical breaker safety settings, available fault current and safety labels for employee and contractor safety for each electrical cabinet.
- Utilize the energy audit and current funding to increase energy efficiency at both wastewater facilities.
- Replace the aerated grit tank air lift pump and bridge structure at wastewater plant #3.
- Purchase and install a computer maintenance software program to assist in keeping equipment running at peak performance and an asset management program to aid in predicting equipment breakdown and replacement for the CIP.

WASTEWATER TREATMENT DIVISION BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	613,729	649,669	683,411	683,411	716,557	33,146	4.9%
54115 Part-time Salaries	5,646	6,064	7,000	7,000	-	(7,000)	-100.0%
54150 Overtime	-	66,005	31,000	31,000	41,800	10,800	34.8%
54200 Group Insurance	96,583	111,792	140,711	140,711	119,254	(21,457)	-15.2%
54301 City Portion FICA / Retirement	42,681	53,641	44,843	44,843	47,018	2,175	4.9%
54302 City Portion IMRF	56,274	68,553	70,446	70,446	76,973	6,527	9.3%
54303 City Portion MEDI	2,286	-	10,487	10,487	10,996	509	4.9%
Total Personnel Services	817,199	955,723	987,898	987,898	1,012,599	24,701	2.5%
55010 Professional Services	30,501	33,701	34,240	34,240	53,100	18,860	55.1%
55140 Publishing	196	239	350	350	400	50	14.3%
55160 Postage & Freight	921	726	1,200	1,200	1,850	650	54.2%
55200 Training	6,019	7,463	4,110	4,110	4,110	-	0.0%
55210 Automotive Repair	-	-	-	-	-	-	0.0%
55220 Dues & Subscriptions	1,111	1,065	697	697	674	(23)	-3.3%
55240 Insurance & Bonding	30,473	33,147	41,728	41,728	43,370	1,642	3.9%
55260 Utilities	484,601	564,812	515,130	591,404	624,206	109,076	21.2%
55310 Examinations	167	588	425	425	300	(125)	-29.4%
55320 Operating Equipment	10,472	9,810	28,450	25,450	28,450	-	0.0%
55360 Radio Equipment	-	-	-	-	-	-	0.0%
55420 Plant Maintenance Services	62,071	98,233	94,100	93,900	94,100	-	0.0%
55630 State Filing Fees	47,500	47,500	47,500	47,500	47,500	-	0.0%
55680 Rental - Buildings & Equipment	168	443	1,295	1,295	1,295	-	0.0%
Total Contractual Services	674,200	797,726	769,225	842,299	899,355	130,130	16.9%
56000 Office Supplies	282	263	1,000	1,000	1,000	-	0.0%
56020 Cleaning Supplies	-	-	-	-	-	-	0.0%
56030 Landscape Materials	2,155	699	1,000	1,000	1,000	-	0.0%
56040 Motor Fuel & Lub.	7,306	9,938	8,300	8,300	8,500	200	2.4%
56050 Computer Hardware & Software	11,528	10,591	13,995	9,845	8,745	(5,250)	-37.5%
56060 Small Tools & Equipment	83,922	76,560	39,000	42,600	39,000	-	0.0%
56070 Automotive Supplies & Materials	3,048	2,581	6,000	6,000	6,000	-	0.0%
56080 Materials	506	-	-	-	-	-	0.0%
56120 Clothing	7,881	5,545	7,150	7,700	8,200	1,050	14.7%
56160 Salt	264	-	-	-	-	-	0.0%
56170 Chemicals & Sealants	134,853	169,474	190,567	216,131	279,122	88,555	46.5%
56180 Laboratory Supplies	12,596	24,413	33,150	30,063	28,241	(4,909)	-14.8%
56320 Operating Supplies	48,778	-	-	-	-	-	0.0%
56420 Plant Maintenance Materials	95,218	93,784	111,268	110,200	107,268	(4,000)	-3.6%
Total Materials & Supplies	408,337	393,847	411,430	432,839	487,076	75,646	18.4%

WASTEWATER TREATMENT DIVISION BUDGET (CONT'D)

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
57000 Buildings	-	-	-	-	-	-	0.0%
57030 Automotive Equipment	-	-	7,500	7,500	-	(7,500)	-100.0%
57040 Operating Equipment	215,068	-	124,000	24,000	81,000	(43,000)	-34.7%
57100 System Improvement	-	-	-	-	-	-	0.0%
Total Capital Outlay	215,068	-	131,500	31,500	81,000	(50,500)	0.0%
Total Budget	2,114,804	2,147,297	2,300,053	2,294,535	2,480,029	179,976	7.8%

WASTEWATER TREATMENT DIVISION ACCOUNT INFORMATION

- A decrease in part-time salaries is attributed to the elimination of seasonal positions.
- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- Professional services have increased to include a proportionate share of costs associated with an Arc Flash study at all plants, and a contractor to perform lawn mowing services.
- Postage and freight has been increased to better reflect costs associated with shipping laboratory samples.
- Natural gas and electricity costs are accounted for in utilities. The increase in this account is attributed to increased consumption coupled with increases in rates.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.
- Increases in mineral costs have caused budgeted amounts in chemicals and sealants to rise.
- A reduction in laboratory supplies is attributable to purchases being completed in the prior year.
- A reduction in plant maintenance is attributable to purchases being completed in the prior year.
- Operating equipment reflects the purchase of a grit pump and bridge for STP #3, WAS pumps for STP #3, and sludge blanket indicators for primary tanks at STP #2.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



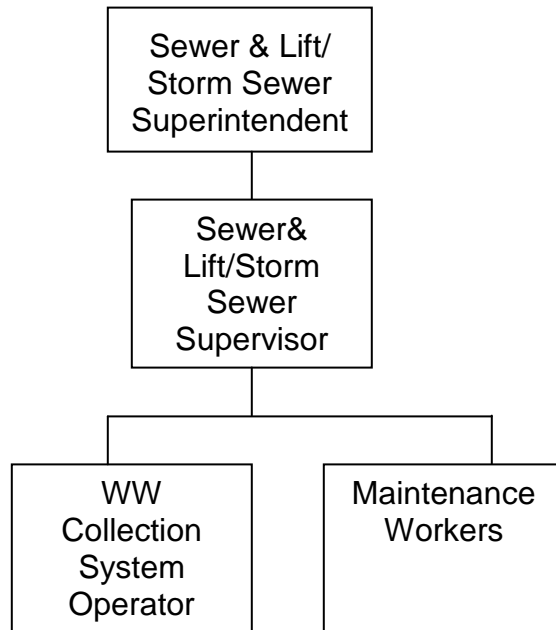
SEWER AND LIFT DIVISION

**PUBLIC WORKS
DEPARTMENT**

SEWER & LIFT DIVISION STATEMENT OF ACTIVITIES

The Sewer and Lift Division is responsible for the maintenance, operation and management of the sanitary sewer collection and conveyance system. There are over 126 miles of sanitary sewer in conjunction with 25 sanitary pumping stations that are inspected weekly to verify proper operation. The Sewer and Lift Division routinely checks the sanitary system, cleans and televises dedicated areas and performs repairs and upgrades to defective areas of the system. The Division has the additional responsibility of locating the City's underground water and sewer systems.

SEWER & LIFT DIVISION ORGANIZATIONAL CHART



SEWER & LIFT DIVISION PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Superintendent	1.00	1.00	1.00
WWW Collection System Operators	2.00	2.00	2.00
Total Staff	3.00	3.00	3.00

SEWER AND LIFT DIVISION 2008/2009 ACCOMPLISHMENTS

- **Cleaning and Televising of the Sanitary System:** The Division has cleaned approximately 8 miles of sanitary sewer to date.
- **Lift Station Upgrade:** Improvements to 4 lift stations in the areas of pump controllers, electrical wiring and other related areas have been completed. Four pumps from varying lift stations have been repaired and/or rebuilt in order to produce proper operation and efficiency. Other minor improvements and repairs were consistently indentified and prioritized throughout the lift stations and completed as necessary. The installation of safety hatches has continued.
- **Customer Service:** The high level of customer service to residents and business owners has been maintained by employees responding to service requests in a timely and efficient manner. Our system performance measures are dictated by the percent of service requests in relation to main line obstructions identified to be the City's responsibility. Over the past 10 years the Division has had approximately 13% of its service requests fall under its responsibility; while 87% remains the owner's issue to address. Main line obstructions are commonly related to debris that has originated from the customers service lines; i.e. roots, grease, excessive paper products.
- **Equipment Replacement:** Key equipment replacement items are as follows; rewind reel for televising unit, additional root cutter to be utilized during the sewer cleaning process, 4 flow meters that are designed to assist in the inflow and infiltration program and trench/excavation safety equipment.
- **Safety Enhancement:** With the ongoing interaction between IRMA and our own Safety Committee, safety practices and procedures have continued to be updated and new ones developed. In addition, monthly inspections of facilities are carried out by all Divisions within the Department in order to identify any current and/or potential issues.

SEWER AND LIFT DIVISION 2009/2010 OBJECTIVES

- **Cleaning and Televising of the Sanitary System:** With 2 root cutters now within our equipment inventory, both sewer cleaning vehicles will be scheduled for cleaning as daily functions allow. The sewer cleaning program will be followed up by televising in order to verify the current condition and future integrity of the system. Any areas identified needing repairs will be immediately evaluated and prioritized.
- **Lift Station Upgrades:** The continued goal for lift stations is to upgrade pump controllers, electrical wiring and other technology related items. In addition to the technological upgrades is the replacement of mechanical elements such as pumps, valves and piping. Lift stations still in need of safety hatches will be identified and installation will be completed as funds allow. A list of general interior and exterior maintenance items has been compiled and will be addressed accordingly. General maintenance items can be listed as, but not limited to, doors, windows, painting, roofing, etc.
- **Customer Service:** Division management along with its frontline employees will continue to strive and meet the high level of customer service it has already shown to the community. A way to support this is to improve our already successful sewer cleaning notification process. In the past, general notifications were hand delivered, being placed on entry doors to homes and businesses. While this process proved to be effective, it left room for improvement. The new approach is to utilize the US Postal Service in mailing the notifications to homeowners and businesses. The result is a more personal approach that reduces the possibility of the door notification “blowing” away and reduces overhead costs.
- **Safety Enhancement:** The Division will continue to review its safety practices and procedures on a consistent basis while making recommendations to the Safety Committee. Facility inspections will continue to ensure that we provide the safest working environment possible for employees.

SEWER & LIFT DIVISION BUDGET

EXPENDITURES		2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
		Actual	Actual	Budget	Estimate	Budget	Change	Change
54110	Regular Salaries	203,992	197,216	208,581	208,581	218,579	9,999	4.8%
54115	Part-time Salaries	16,409	11,915	10,000	10,000	-	(10,000)	100.0%
54150	Overtime	-	23,528	9,000	9,000	18,000	9,000	100.0%
54200	Group Insurance	27,548	31,885	40,140	36,880	45,297	5,157	12.8%
54301	City Portion FICA / Retirement	15,334	17,495	14,209	14,209	14,668	459	3.2%
54302	City Portion IMRF	18,877	21,387	22,322	22,322	24,013	1,691	7.6%
54303	City Portion MEDI	892	-	3,323	3,323	3,430	107	3.2%
	Total Personnel Services	283,052	303,426	307,575	304,315	323,988	16,413	5.3%
55010	Professional Services	-	-	-	-	-	-	0.0%
55080	Pest Control	128	-	-	-	-	-	0.0%
55160	Postage & Freight	-	191	300	500	1,400	1,100	366.7%
55200	Training	974	1,604	2,635	2,635	1,760	(875)	-33.2%
55220	Dues & Subscriptions	2,114	1,896	2,460	2,460	2,549	89	3.6%
55240	Insurance & Bonding	21,232	24,099	26,035	26,035	29,436	3,401	13.1%
55260	Utilities	56,742	77,304	54,360	60,150	61,500	7,140	13.1%
55310	Examinations	468	248	830	830	830	-	0.0%
55320	Operating Equipment	3,416	2,233	2,100	1,250	1,300	(800)	-38.1%
55340	Office Equipment	-	-	250	250	250	-	0.0%
55350	Clothing Rental	467	712	705	630	630	(75)	-10.6%
55360	Radio Equipment	361	336	500	300	300	(200)	-40.0%
55420	Plant Maintenance Services	18,533	17,634	17,375	25,100	18,500	1,125	6.5%
55440	Lines & Sewers	7,968	6,591	6,500	5,900	8,300	1,800	27.7%
	Total Contractual Services	112,403	132,848	114,050	126,040	126,755	12,705	11.1%
56000	Office Supplies	973	505	660	660	600	(60)	-9.1%
56020	Cleaning Supplies	111	-	-	-	-	-	0.0%
56040	Motor Fuel & Lub.	12,838	12,766	12,700	12,700	13,700	1,000	7.9%
56050	Computer Hardware & Software	75	1,126	3,195	1,945	1,145	(2,050)	-64.2%
56060	Small Tools & Equipment	9,929	5,553	18,500	18,500	13,100	(5,400)	-29.2%
56070	Automotive Supplies	7,417	6,360	4,500	8,000	9,500	5,000	111.1%
56080	Materials	795	4,778	3,000	3,600	3,100	100	3.3%
56120	Clothing	1,931	1,952	1,990	1,990	1,990	-	0.0%
56170	Chemicals & Sealants	3,234	2,942	5,100	2,500	5,100	-	0.0%
56420	Plant Maintenance Materials	39,174	34,233	30,300	30,300	28,300	(2,000)	-6.6%
	Total Materials & Supplies	76,477	70,214	79,945	80,195	76,535	(3,410)	-4.3%

SEWER & LIFT DIVISION BUDGET (CONT'D)

EXPENDITURES	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
57030 Automotive Equipment	-	-	-	-	-	-	0.0%
57040 Operating Equipment	495	-	36,000	36,000	-	(36,000)	100.0%
57100 System Improvement	60,034	31,107	70,000	55,000	111,500	41,500	59.3%
Total Capital Outlay	60,529	31,107	106,000	91,000	111,500	5,500	5.2%
Total Budget	532,461	537,595	607,570	601,550	638,778	31,208	5.1%

SEWER & LIFT DIVISION ACCOUNT INFORMATION

- A reduction in part-time salaries reflects the elimination of seasonal positions.
- Overtime increases are attributable to flood control operations.
- Group health insurance increase is attributable to changes in coverage type by staff, (single to family).
- Postage and freight was increased to include costs to mail sewer cleaning notices to residences.
- Natural gas and electricity costs are accounted for in utilities. The increase in this account is attributed to increased consumption coupled with increases in rates.
- Lines and sewers maintenance increase is attributed to costs associated with pest control for manholes.
- A reduction in small tools and equipment is attributable to purchases being completed in the prior year.
- Automotive supplies has been increased to better reflect costs associated with maintaining division equipment.
- System improvements include relining of sanitary sewer and the purchase of submersible pumps for LS #2, a centrifugal pump at LS #6, and a manhole view camera. The manhole view camera is shared with the Storm Sewer division in the General Fund.

City of Crystal Lake
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**WATER AND SEWER
CAPITAL IMPROVEMENT
FUND**

WATER & SEWER CAPITAL IMPROVEMENT STATEMENT OF ACTIVITIES

The Water and Sewer Capital Improvement Fund provides for the expenditure of water and sewer connection fees accumulated from properties that are newly developed and connected to City water and sewer facilities. The proceeds of water and sewer connection fees are intended to provide for water production, treatment, storage and pumping capacity to the distribution system and wastewater treatment and disposal facilities needed to meet the capacity requirements of new developments. Funds are also used to provide for required treatment upgrades to meet new drinking water standards or wastewater discharge standards to sustain the use of existing capacity, but not for the operation, maintenance or replacement of existing facilities. Additional fund proceeds from the 2004 Water & Sewer general obligation bond sale are also accounted for within the Water & Sewer Bond Construction fund and are used for infrastructure improvement projects intended to improve customer service and replace or repair existing facilities.

WATER & SEWER CAPITAL IMPROVEMENT BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Sewer Connection Fees	815,218	522,680	997,500	425,000	597,500	(400,000)	-40.10%
Acreage Fees	3,050	-	5,000	-	5,000	-	0.00%
Water Connection Fees	341,034	360,943	665,000	265,000	265,000	(400,000)	-60.15%
Investment Interest	149,735	114,396	81,187	30,000	81,187	-	0.00%
Total Revenues	1,309,037	998,018	1,748,687	720,000	948,687	(800,000)	-45.75%
EXPENDITURES							
Professional	15,001	3,500	100,000	100,000	100,000	-	0.00%
Total Contractual Services	15,001	3,500	100,000	100,000	100,000	-	0.00%
System Improvement	2,400	-	2,310,000	150,000	500,000	(1,810,000)	-78.35%
Total Capital Outlay	2,400	-	2,310,000	150,000	500,000	(1,810,000)	-78.35%
Bond Indebtedness - Principal	682,077	703,854	722,000	722,000	740,225	18,225	2.52%
Bond Indebtedness - Interest	341,358	321,649	311,700	311,700	293,300	(18,400)	-5.90%
Total General Expenses	1,023,435	1,025,503	1,033,700	1,033,700	1,033,525	(175)	-0.02%
Total Expenditures	1,040,836	1,029,003	3,443,700	1,283,700	1,633,525	(1,810,175)	-52.56%
Revenues in Excess of Expenditures	268,201	(30,985)	(1,695,013)	(563,700)	(684,838)		
OTHER SOURCES (USES)							
Bond Proceeds	-	-	2,410,000	-	800,000	(1,610,000)	100.00%
Total Other Sources (Uses)	-	-	2,410,000	-	800,000	(1,610,000)	100.00%
Beginning Cash Balance, May 1	3,869,949	4,138,149	4,107,165	4,107,165	3,543,465		
Ending Cash Balance, April 30	4,138,149	4,107,165	4,822,152	3,543,465	3,658,627		

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010

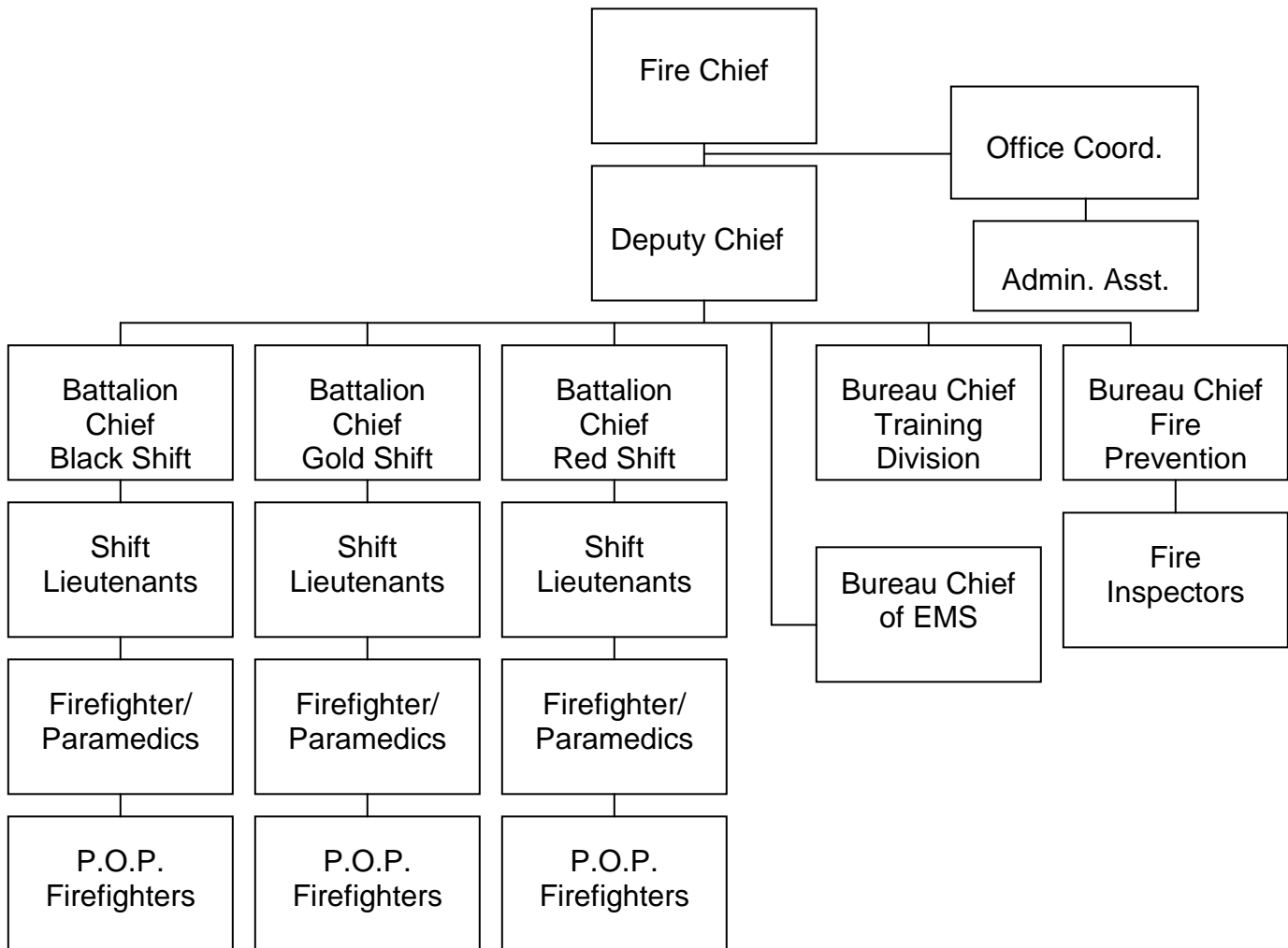


**FIRE RESCUE
FUND**

FIRE RESCUE DEPARTMENT STATEMENT OF ACTIVITIES

The Crystal Lake Fire Rescue Department operates out of three stations covering an area of approximately 46 square miles, and provides emergency services for the City of Crystal Lake and the Crystal Lake Rural Fire Protection District. These services include, but are not limited to fire suppression, emergency medical care, airport firefighting operations, hazardous material incidents, confined space rescue, trench rescue, high/low angle rescue, water rescue, dive rescue, fire investigations, juvenile fire-setter evaluations and education, CPR training, and other public education activities. The Department also reviews plans and conducts fire inspections for occupancies within its service areas.

FIRE RESCUE DEPARTMENT ORGANIZATIONAL CHART



FIRE RESCUE DEPARTMENT PERSONNEL

Position	Actual FY2007-2008	Budget FY2008-2009	Budget FY2009-2010
Fire Chief	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00
Battalion Chief/Shift Commander	3.00	3.00	3.00
Bureau Chief of Fire Prevention	1.00	1.00	1.00
Bureau Chief of EMS	0.00	1.00	1.00
Bureau Chief of Training	1.00	1.00	1.00
Fire Lieutenant	9.00	9.00	9.00
Firefighter/Paramedic	39.00	47.00	47.00
Fire Inspector	1.00	1.50	1.50
Office Coordinator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total Staff	58.00	67.50	67.50

FIRE RESCUE DEPARTMENT 2008/2009 ACCOMPLISHMENTS

- The Department is in the process of hiring the final personnel necessary to increase our staffing in order to implement the 4th ambulance. Eight firefighter/paramedics are currently involved in orientation training, which is intended to create a foundation for success. Upon successful completion of the orientation training personnel will be assigned to shift. Our goal is to implement this increased service to our community by the end of the 4th quarter of FY08/09.
- Developed and Implemented an SCBA Replacement Program
- Continued to provide training to personnel to meet the requirements established in Presidential Directives 5 & 8 for NIMS compliance.
- Developed an Emergency Operations Plan.
- Reduced turnout time by an average of 30 seconds per call.

An essential part of emergency service is an expeditious response. There are several elements that factor into the overall response time calculation such as:

- Call handling time – the time the 911 dispatcher takes to gather the necessary information and dispatch the call.
- Turn-out time – the time it takes Fire Rescue personnel to plan their route of travel, don their protective clothing and respond out of the station.
- Travel time – the time it takes for Fire Rescue personnel to drive to the location of the emergency incident.

FIRE RESCUE DEPARTMENT 2009/2010 OBJECTIVES

- Continue to work towards gaining National Incident Management System (NIMS) compliance.

Continue to provide training to our personnel in order to meet the requirements established by Homeland Security Presidential Directives (HSPD) 5 & 8 for emergency preparedness.

Provide federally required NIMS training to our elected officials.

Continued compliance efforts as required by the National Incident Management System Compliance Assessment Tool (NIMSCAST).

- Enhance emergency preparedness

Design a strategic distribution plan for citywide disbursement of medications in cooperation with McHenry County Department of Health and the Department of Homeland Security in the event of a disaster or major disease outbreak. Conduct a full-scale drill to evaluate all elements of our strategic distribution plan.

- Continued focus on organizational and personnel development.

Fire Rescue personnel face new challenges every day as the world around us develops new construction materials, automobiles, chemicals, etc. In order to provide the benchmark in emergency services our focus must be on continuous development of personnel and practices.

- *Achieve an improved Insurance Service Organization (ISO) evaluation of our ability to provide fire protection service to our community.*

ISO evaluates municipal fire-protection efforts in communities throughout the United States. A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Thus insurance companies use the ISO rating to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. Our current ISO rating is 4 within the City limits and 9 in the fire protection district.

- *Develop and implement a Wireless Fire Alarm System*

A project timeline has been created to bring this service enhancement to our business community. A vendor must be selected to begin construction of a wireless fire alarm system throughout the City.

Educating our customers on the benefits of this system, purchasing equipment and installation at both the Municipal Complex and the individual occupancies will be the

major tasks to accomplish in this fiscal year. Reduced false alarms, cost savings to our customers and a new revenue source for our Department are some of the benefits we anticipate from this project.

- Develop an action plan for fire service accreditation.

A key component of our organizational vision is to be a benchmark organization in emergency service. Fire service accreditation is a way to assess and guide achievement of organizational and professional benchmarking.

- Fire Prevention Bureau Customer Service

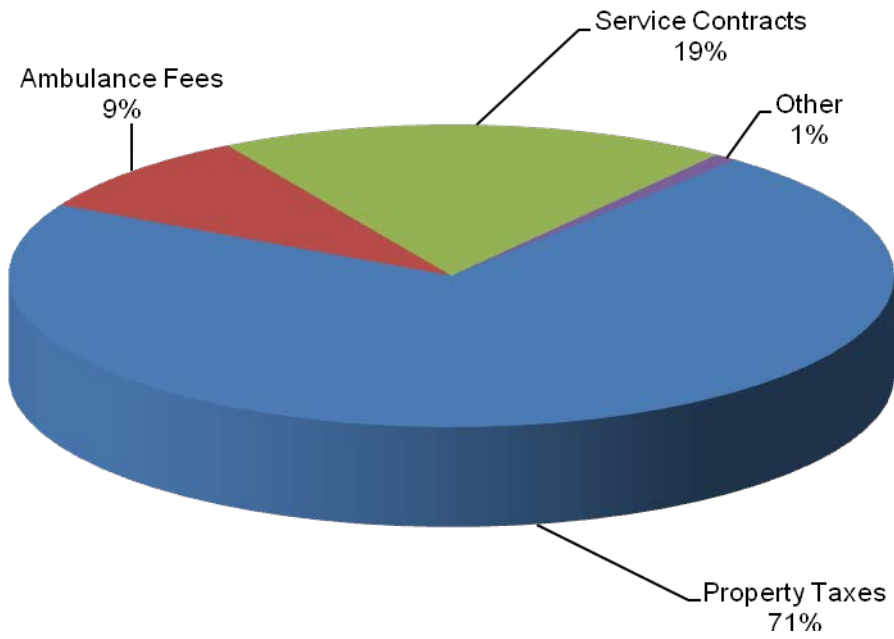
Enhance customer service by being proactive and improving communications with developers, contractors, and residents during the plan review and permitting process. This will further improve the City's relationship with the business community.

- Enhance loss control efforts to reduce preventable accidents and injuries to Fire Rescue personnel.

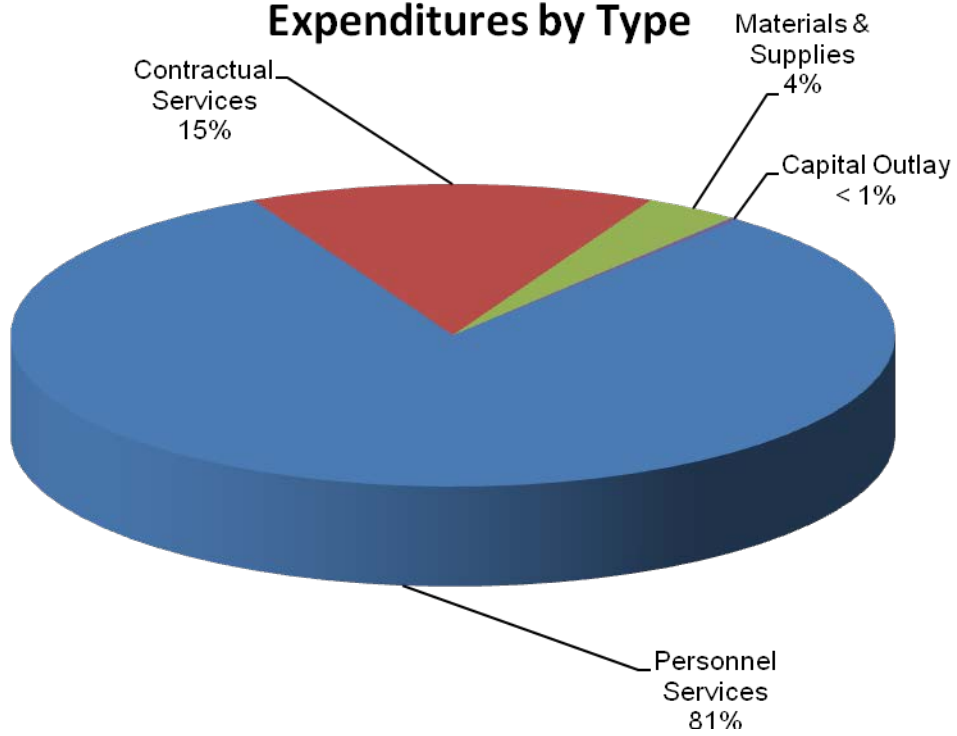
FIRE RESCUE FUND SUMMARY

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Property Taxes	4,213,513	5,087,046	5,573,438	5,573,438	5,830,389	256,951	4.61%
Ambulance Service Fees	738,092	538,346	825,000	825,000	715,645	(109,355)	-13.26%
Service Contracts	1,420,232	1,447,899	1,447,899	1,447,899	1,520,294	72,395	5.00%
Investment Interest	117,320	69,594	58,376	58,376	55,000	(3,376)	-5.78%
Grants	159,645	16,320	-	-	-	-	0.00%
Miscellaneous	27,857	45,939	17,000	17,000	17,000	-	0.00%
Subtotal	6,676,660	7,205,145	7,921,713	7,921,713	8,138,328	216,615	2.73%
Capital Reserve Account							
Capital Facilities Fees	79,431	-	75,000	-	-	(75,000)	-100.00%
Total Revenues	6,756,091	7,205,145	7,996,713	7,921,713	8,138,328	141,615	1.77%
EXPENDITURES							
Personnel Services	4,604,903	4,887,568	6,336,135	6,155,697	6,643,261	307,126	4.85%
Contractual Services	871,605	815,789	1,208,481	1,204,156	1,211,412	2,931	0.24%
Materials & Supplies	211,423	248,553	289,600	287,830	283,655	(5,945)	-2.05%
Capital Outlay	1,164,210	145,376	500,000	331,000	20,000	(480,000)	0.00%
General Expenses	-	-	-	-	-	-	0.00%
Total Expenditures	6,852,141	6,097,286	8,334,216	7,978,683	8,158,328	(175,888)	-2.11%
Revenues in Excess of Expenditures							
	(96,050)	1,107,859	(337,503)	(56,970)	(20,000)	534,118	
OTHER SOURCES (USES)							
Transfer In	1,125,000	150,610	-	-	-		
Transfer Out	-	(77,967)	-	-	-		
GASB 45 OPEB funding	-	-	(69,096)	(69,096)	-		
Total Other Sources (Uses)	1,125,000	72,643	(69,096)	(69,096)	-		
Beginning Balance, May 1							
	1,578,497	2,607,447	3,787,949	3,787,949	3,661,883		
Ending Balance, April 30							
	2,607,447	3,787,949	3,381,350	3,661,883	3,641,883		

Revenues by Source



Expenditures by Type



FIRE RESCUE DEPARTMENT BUDGET

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
54110 Regular Salaries	3,826,646	3,816,710	4,657,237	4,654,465	5,012,084	354,847	7.62%
Staff Changes	-	-	-	-	-	-	0.00%
54115 Part-Time Wages	237,113	155,404	362,346	276,458	344,750	(17,596)	-4.86%
54150 Overtime	-	220,319	327,518	317,240	347,128	19,610	5.99%
54200 Group Insurance	541,144	695,135	989,034	907,534	939,299	(49,735)	-5.03%
Total Personnel Services	4,604,903	4,887,568	6,336,135	6,155,697	6,643,261	307,126	4.85%
55010 Professional Services	319,697	220,253	387,480	387,480	387,480	-	0.00%
55040 Annual Audit	-	-	3,200	3,200	3,940	740	23.13%
55140 Publishing	(1,403)	395	575	1,003	575	-	0.00%
55160 Postage & Freight	1,005	1,119	3,200	3,065	3,200	-	0.00%
55200 Training	26,981	34,425	48,235	45,141	48,235	-	0.00%
55220 Dues & Subscriptions	3,144	3,772	3,985	3,970	3,652	(333)	-8.36%
55240 Insurance & Bonding	346,523	420,624	480,938	480,938	488,337	7,399	1.54%
55260 Utilities	46,161	43,142	70,481	70,481	70,481	-	0.00%
55300 Buildings & Offices	32,854	25,658	53,426	55,926	53,426	-	0.00%
55310 Examinations	23,039	24,942	81,086	76,328	81,086	-	0.00%
55320 Operating Equipment	60,867	29,240	62,325	62,536	56,500	(5,825)	-9.35%
55340 Office Equipment	1,404	870	600	1,200	1,800	1,200	200.00%
55360 Radio Equipment	11,333	11,549	11,700	11,638	11,450	(250)	-2.14%
55680 Rent - Buildings & Equip	-	(200)	1,250	1,250	1,250	-	0.00%
Total Contractual Services	871,605	815,789	1,208,481	1,204,156	1,211,412	2,931	0.24%
56000 Office Supplies	5,704	6,519	6,900	6,508	9,350	2,450	35.51%
56020 Cleaning Supplies	1,797	5,011	10,925	10,338	10,595	(330)	-3.02%
56040 Motor Fuel & Lubricant	54,971	66,880	68,430	68,430	86,300	17,870	26.11%
56050 Computer Equipment	13,808	14,738	13,200	13,200	10,100	(3,100)	-23.48%
56060 Small Tools & Equip	59,489	61,505	72,375	70,393	59,725	(12,650)	-17.48%
56070 Auto Supplies	21,870	46,278	36,000	36,000	37,800	1,800	5.00%
56120 Clothing	53,784	47,622	81,770	82,961	69,785	(11,985)	-14.66%
Total Materials & Supplies	211,423	248,553	289,600	287,830	283,655	(5,945)	-2.05%

FIRE RESCUE DEPARTMENT BUDGET (CONT'D)

EXPENDITURES	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
57000 Buildings	280,422	20,483	-	-	-	-	-
57030 Automotive Equipment	883,788	25,767	35,000	23,000	-	(35,000)	-100.00%
57040 Operating Equipment	-	-	-	-	20,000	20,000	100.00%
57160 Departmental Equipment	-	99,126	465,000	308,000	-	(465,000)	-100.00%
Total Capital Outlay	1,164,210	145,376	500,000	331,000	20,000	(480,000)	-96.00%
58100 Debt Service - Principal						-	-
58110 Debt Services - Interest						-	-
Total General Expenses	-	-	-	-	-	-	-
Total Budget	6,852,141	6,097,286	8,334,216	7,978,683	8,158,328	(175,888)	-2.11%

FIRE RESCUE DEPARTMENT ACCOUNT INFORMATION

- Group health insurance is based on contractual costs of administering the City's self-insurance program coupled with claims projections, less employee contributions.
- A reduction in operating equipment maintenance is attributable to purchases being completed in the prior year.
- Office equipment maintenance account has been increased to better reflect the cost of maintaining Fire department equipment.
- Office supplies have increased to allow for the lease of a small copier at Station #1.
- Motor fuel and lubricants has increased to adjust for increases in consumption coupled with increases in costs for gasoline.
- A reduction in computer hardware and software is attributable to purchases being completed in the prior year.
- A reduction in small tools and equipment is attributable to purchases being completed in the prior year.
- A reduction in clothing is attributable to purchases being completed in the prior year for nine new firefighters.
- Operating equipment includes HVAC improvements at Station #4.

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010

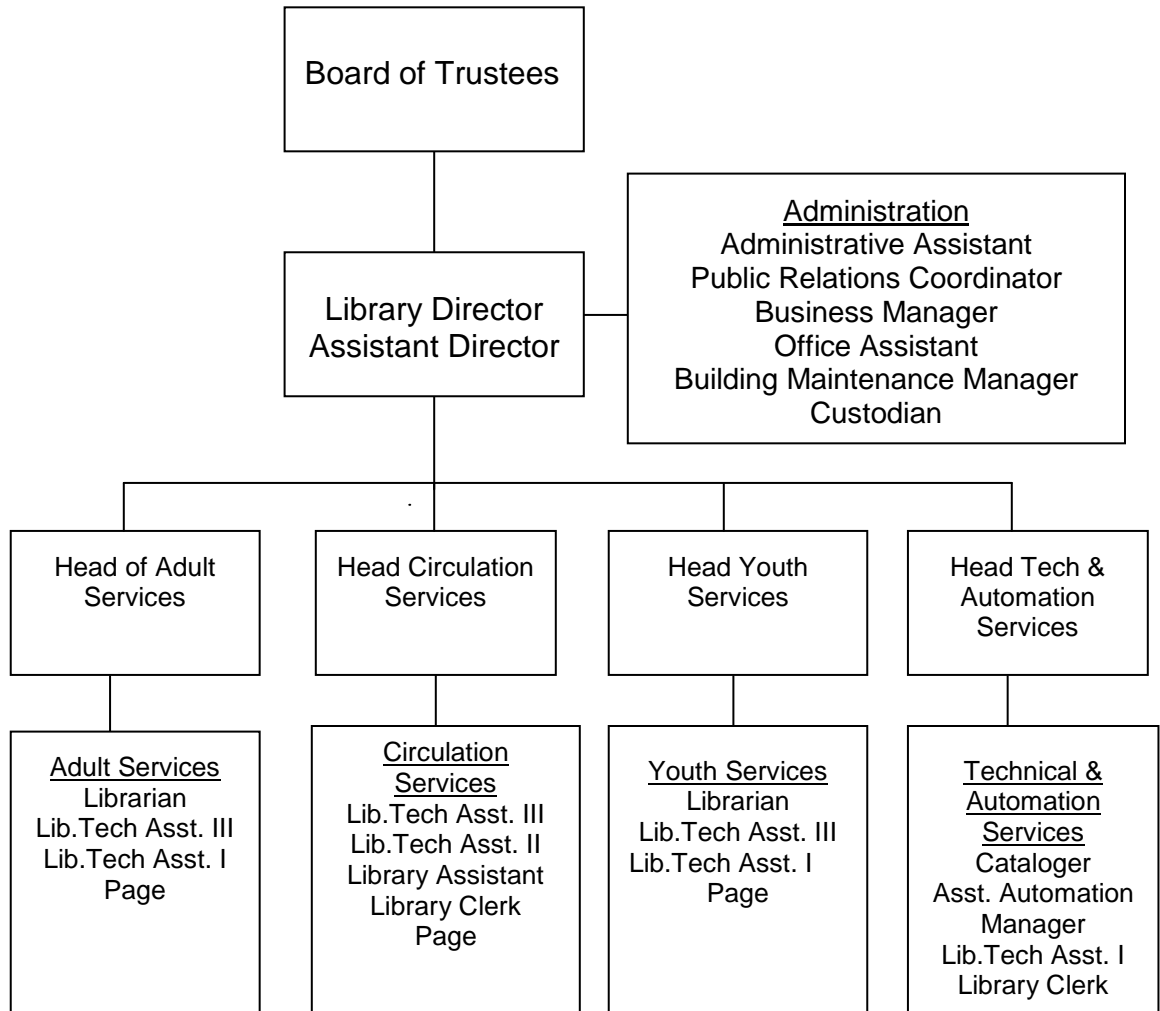


LIBRARY FUNDS

CRYSTAL LAKE PUBLIC LIBRARY STATEMENT OF ACTIVITIES

The annual operating budget for the Library is provided through the Library Fund and is provided for informational purposes only.

CRYSTAL LAKE PUBLIC LIBRARY ORGANIZATIONAL CHART



CRYSTAL LAKE PUBLIC LIBRARY FUNDS SUMMARY

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Revenues & Transfers In							
Library Operations Fund	5,793,262	3,867,698	4,508,548	3,993,960	4,592,974	84,426	1.87%
Library Construction & Repair Fund	37,975	17,022	37,940	18,670	26,600	(11,340)	-29.89%
Ames Trust Fund	14,416	13,314	0	8,900	0	0	0.00%
Gift & Memorial Fund	48,330	38,349	150,000	6,461	27,000	(123,000)	-82.00%
Working Cash Fund	2,774	2,189	0	2,000	2,000	2,000	100.00%
Special Reserve Fund	1,183,115	61,435	0	25,000	0	0	0.00%
Per Capita Fund	48,681	48,171	53,000	48,171	50,000	(3,000)	-5.66%
	<u>5,896,757</u>	<u>4,048,179</u>	<u>4,749,488</u>	<u>4,103,162</u>	<u>4,698,574</u>	<u>(50,914)</u>	<u>-1.07%</u>
Expenditures & Transfers Out							
Library Operations Fund	6,106,083	3,773,412	4,583,548	4,173,960	4,717,974	134,426	2.93%
Library Construction & Repair Fund	9,819	26,168	137,940	18,670	26,600	(111,340)	-80.72%
Ames Trust Fund	0	1,566	40,000	15,887	8,900	(31,100)	-77.75%
Gift & Memorial Fund	290,739	79,218	201,000	65,638	27,000	(174,000)	-86.57%
Working Cash Fund	1,951	2,774	3,000	2,189	2,000	(1,000)	-33.33%
Special Reserve Fund	1,164,854	0	0	0	0	0	0.00%
Per Capita Fund	40,339	45,237	103,000	48,171	48,171	(54,829)	-53.23%
	<u>6,408,592</u>	<u>3,928,375</u>	<u>5,068,488</u>	<u>4,324,515</u>	<u>4,830,645</u>	<u>(237,843)</u>	<u>-4.69%</u>

CRYSTAL LAKE PUBLIC LIBRARY OPERATING BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Tax	3,318,994	3,552,304	4,223,498	3,798,518	4,348,924	125,426	2.97%
Grants	2,725	2,000	64,000	34,978	53,000	(11,000)	-17.19%
Library Fees	59,987	59,067	65,050	55,275	63,050	(2,000)	-3.07%
Copy Fees	9,103	9,513	12,000	10,500	15,000	3,000	25.00%
Meeting Room Fees	305	505	0	0	0	0	0.00%
Library Fines	72,615	77,230	90,000	81,000	90,000	0	0.00%
Investment Income	159,531	124,305	50,000	11,000	20,000	(30,000)	-60.00%
Used Book Sale	2,763	1,828	0	0	0	0	0.00%
Miscellaneous	435	38,174	1,000	500	1,000	0	0.00%
Total Revenues	3,626,457	3,864,924	4,505,548	3,991,771	4,590,974	85,426	1.90%
EXPENDITURES							
Regular Salaries	1,681,682	1,849,436	2,150,000	2,110,500	2,250,000	100,000	4.65%
Group Insurance	239,668	250,196	350,000	318,362	375,000	25,000	7.14%
Total Personnel Services	1,921,351	2,099,632	2,500,000	2,428,862	2,625,000	125,000	5.00%
Legal/Professional Services	299,466	19,333	25,050	49,125	25,050	0	0.00%
Community Relations	1,056	2,201	7,500	3,025	7,500	0	0.00%
Advertising	3,421	6,949	15,000	11,025	15,000	0	0.00%
Postage & Freight	33,752	30,766	40,000	37,200	40,000	0	0.00%
Continuing Education	15,773	17,498	35,000	30,000	43,000	8,000	22.86%
Dues & Subscriptions	4,080	4,889	8,000	6,500	8,000	0	0.00%
Insurance & Bonding	23,414	27,403	41,000	29,640	41,000	0	0.00%
Utilities	54,121	45,804	77,000	60,840	70,000	(7,000)	-9.09%
Buildings & Offices Maintenance	85,292	167,568	160,000	153,931	173,719	13,719	8.57%
Operating Equipment Maintenance	102,935	69,296	110,000	96,905	110,000	0	0.00%
Rental - Buildings & Equipment	28,995	30,599	40,000	31,260	35,000	(5,000)	-12.50%
Stationary & Printing	15,801	17,576	30,000	24,750	40,000	10,000	33.33%
Contingency	37,673	0	259,998	182,155	295,799	35,801	13.77%
Total Contractual Services	705,779	439,882	848,548	716,356	904,068	55,520	6.54%
Office & Library Supplies	28,804	36,519	50,000	40,000	50,000	0	0.00%
Cleaning & Building Supplies	9,659	6,095	15,000	7,000	10,000	(5,000)	-33.33%
Landscape Materials	569	0	5,000	525	3,500	(1,500)	-30.00%
Small Tools & Equipment	5,751	2,248	22,500	5,652	9,000	(13,500)	-60.00%
Library Materials						0	
Books	181,596	183,329	305,500	232,900	275,000	(30,500)	-9.98%
AV Materials	105,848	112,483	175,500	156,000	175,000	(500)	-0.28%
Electronic Resources	73,772	71,037	125,000	115,680	150,000	25,000	20.00%
Periodicals	16,443	15,226	22,000	19,200	22,000	0	0.00%
Standing Orders	61,540	76,055	75,000	74,000	77,000	2,000	2.67%
Programs	11,529	12,713	34,500	35,485	53,000	18,500	53.62%
Total Materials & Supplies	495,512	515,704	830,000	686,442	824,500	(5,500)	-0.66%

CRYSTAL LAKE PUBLIC LIBRARY OPERATING BUDGET (CONT'D)

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Buildings	2,010,500	239,865	50,000	10,000	17,406	(32,594)	-65.19%
Operating Equipment	75,526	532	60,000	32,300	72,000	12,000	20.00%
Departmental Equipment	0	0	0	0	0	0	0.00%
Total Capital Outlay	2,086,026	240,397	110,000	42,300	89,406	(20,594)	-18.72%
Debt Service - Principal	0	375,000	250,000	250,000	250,000	0	0.00%
Debt Service - Interest	3,461	42,139	45,000	25,000	25,000	(20,000)	-44.44%
Total Debt Service	3,461	417,139	295,000	275,000	275,000	(20,000)	-6.78%
Total Expenditures	5,212,128	3,712,755	4,583,548	4,148,960	4,717,974	134,426	2.93%
Revenues in Excess of Expenditures	(1,585,671)	152,170	(78,000)	(157,189)	(127,000)		
Other Sources/Uses							
Transfer In	1,166,805	2,774	3,000	2,189	2,000		
Loan Proceeds	1,000,000	0	0	0			
Transfer Out	(893,954)	(60,657)	0	(25,000)			
Total Other Sources & Uses	1,272,851	(57,884)	3,000	(22,811)	2,000		
Beginning Balance, May 1	2,004,890	1,692,070	1,786,356	1,786,356	1,606,356		
Ending Balance, April 30	1,692,070	1,786,356	1,711,356	1,606,356	1,481,356		

CRYSTAL LAKE PUBLIC LIBRARY CONSTRUCTION & REPAIR BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Rental Income	7,683	0	17,940	14,920	18,600	660	3.68%
Investment Income	(1,913)	4,860	0	0	0	0	0.00%
Capital Facility Fees	24,092	12,162	20,000	3,750	8,000	(12,000)	-60.00%
Miscellaneous	8,113	0	0	0	0	0	0.00%
Total Revenues	37,975	17,022	37,940	18,670	26,600	(11,340)	-29.89%
EXPENDITURES							
Property Taxes	5,564	5,769	7,000	6,000	7,000	0	0.00%
Professional Services	(500)	0	0	0	0	0	0.00%
Buildings & Offices Maintenance	4,755	20,399	3,000	3,000	3,000	0	0.00%
Contingency	0	0	127,940	9,670	16,600	(111,340)	-87.03%
Total Contractual Services	9,819	26,168	137,940	18,670	26,600	(111,340)	-80.72%
Total Expenditures	9,819	26,168	137,940	18,670	26,600	(111,340)	-80.72%
Revenues in Excess of Expenditures	28,156	(9,146)	(100,000)	0	0		
Other Sources/Uses							
Transfer In	0	0	0	0	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	0	0	0	0	0		
Total Other Sources & Uses	0	0	0	0	0		
Beginning Balance, May 1	91,481	119,637	110,491	110,491	110,491		
Ending Balance, April 30	119,637	110,491	10,491	110,491	110,491		

CRYSTAL LAKE PUBLIC LIBRARY AMES TRUST BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Donations	0	0	0	0	0	0	0.00%
Investment Income	14,416	13,314	0	8,900	0	0	0.00%
Miscellaneous	0	0	0	0	0	0	0.00%
Total Revenues	14,416	13,314	0	8,900	0	0	0.00%
EXPENDITURES							
Postage & Freight	0	0	1,000	52	100	(900)	-90.00%
Contingency	0	0	0	0	0	0	0.00%
Total Contractual Services	0	0	1,000	52	100	(900)	-90.00%
Office & Library Supplies	0	0	0	0	0	0	0.00%
Cleaning Supplies	0	0	0	0	0	0	0.00%
Landscape Materials	0	0	0	0	0	0	0.00%
Small Tools & Equipment	0	0	0	0	0	0	0.00%
Library Materials	0	0	39,000	0	0	(39,000)	-100.00%
AV Materials	0	1,566	0	15,835	8,800	8,800	
Stationery & Printing	0	0	0	0	0	0	0.00%
Total Materials & Supplies	0	1,566	39,000	15,835	8,800	(30,200)	-77.44%
Total Expenditures	0	1,566	40,000	15,887	8,900	(31,100)	-77.75%
Revenues in Excess of Expenditures	14,416	11,748	(40,000)	(6,987)	(8,900)		
Other Sources/Uses							
Transfer In	0	0	0	0	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	0	0	0	0	0		
Total Other Sources & Uses	0	0	0	0	0		
Beginning Balance, May 1	345,209	359,625	371,372	371,372	364,385		
Ending Balance, April 30	359,625	371,372	331,372	364,385	355,485		

CRYSTAL LAKE PUBLIC LIBRARY GIFT & MEMORIAL BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Donations	39,826	35,878	150,000	6,461	27,000	(123,000)	-82.00%
Investment Income	8,504	2,471	0	0	0	0	0.00%
Miscellaneous	0	0	0	0	0	0	0.00%
Total Revenues	48,330	38,349	150,000	6,461	27,000	(123,000)	-82.00%
EXPENDITURES							
Legal/Professional Services	2,495	0	0	0	0	0	0.00%
Community Relations	1,039	0	0	49,838	1,000	1,000	100.00%
Postage & Freight	13	165	1,000	100	100	(900)	-90.00%
Advertising	80	0	0	0	0	0	0.00%
Buildings & Offices Maint	0	0	0	0	10,000	10,000	100.00%
Contingency	0	0	176,500	0	3,300	(173,200)	-98.13%
Total Contractual Services	93	165	177,500	49,938	14,400	(163,100)	-91.89%
Office & Library Supplies	0	0	0	0	0	0	0.00%
Landscape Materials	0	0	400	385	0	(400)	-100.00%
Small Tools & Equipment	0	169	2,500	0	0	(2,500)	-100.00%
Library Materials	0	0	4,000	0	0	(4,000)	-100.00%
Books	2,708	1,530	0	4,578	2,500	2,500	100.00%
AV Materials	104	1,134	0	4,650	2,500	2,500	100.00%
Electronic Resources	0	0	0	0	0	0	0.00%
Periodicals	50	0	0	0	0	0	0.00%
Standing Orders	0	0	0	0	0	0	0.00%
Programs	3,997	12,173	15,500	0	4,000	(11,500)	-74.19%
Crystal Lake Foundation Events	4,611	2,515	0	2,567	3,000	3,000	100.00%
Assisted Family Card	248	330	1,000	325	500	(500)	-50.00%
Stationery & Printing	0	14	100	50	100	0	0.00%
Total Materials & Supplies	11,717	17,867	23,500	12,555	12,600	(10,900)	-46.38%
Buildings	1,107	61,186	0	0	0	0	0.00%
Operating Equipment	7,724	0	0	3,145	0	0	0.00%
Departmental Equipment	0	0	0	0	0	0	0.00%
Total Capital Outlay	8,831	61,186	0	3,145	0	0	0.00%
Total Expenditures	20,642	79,218	201,000	65,638	27,000	(174,000)	-86.57%
Revenues in Excess of Expenditures	27,688	(40,869)	(51,000)	(59,177)	0		

CRYSTAL LAKE PUBLIC LIBRARY GIFT & MEMORIAL BUDGET (CONT'D)

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Other Sources/Uses							
Transfer In	0	0	0	0	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	(270,097)	0	0	0	0		
Total Other Sources & Uses	(270,097)	0	0	0	0		
 Beginning Balance, May 1	 344,125	 101,716	 60,847	 60,847	 1,670		
 Ending Balance, April 30	 101,716	 60,847	 9,847	 1,670	 1,670		

CRYSTAL LAKE PUBLIC LIBRARY WORKING CASH BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Investment Income	2,774	2,189	0	2,000	2,000	2,000	100.00%
Miscellaneous Income	0	0	0	0	0	0	0.00%
Total Revenues	2,774	2,189	0	2,000	2,000	2,000	100.00%
EXPENDITURES							
Legal/Professional Services	0	0	0	0	0	0	0.00%
Total Contractual Services	0	0	0	0	0	0	0.00%
Total Expenditures	0	0	0	0	0	0	0.00%
Revenues in Excess of Expenditures	2,774	2,189	0	2,000	2,000		
Other Sources/Uses							
Transfer In	0	0	0	0	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	(1,951)	(2,774)	(3,000)	(2,189)	(2,000)		
Total Other Sources & Uses	(1,951)	(2,774)	(3,000)	(2,189)	(2,000)		
Beginning Balance, May 1	51,951	52,774	52,189	52,189	52,000		
Ending Balance, April 30	52,774	52,189	49,189	52,000	52,000		

CRYSTAL LAKE PUBLIC LIBRARY PER CAPITA FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Grants	48,681	48,171	53,000	48,171	50,000	(3,000)	-5.66%
Investment Income	0	0	0	0	0	0	0.00%
Miscellaneous	0	0	0	0	0	0	0.00%
Total Revenues	48,681	48,171	53,000	48,171	50,000	(3,000)	-5.66%
EXPENDITURES							
Legal/Professional Services	0	0	30,000	14,906	15,000	(15,000)	-50.00%
Community Relations	0	0	0	0	0	0	0.00%
Advertising	0	0	5,400	0	0	(5,400)	-100.00%
Postage & Freight	359	0	0	1,907	0	0	0.00%
Continuing Education	378	0	12,400	6,200	6,200	(6,200)	-50.00%
Contingency	0	0	0	0	0	0	0.00%
Total Contractual Services	737	0	47,800	23,013	21,200	(26,600)	-55.65%
Library Materials	0	13,223	0	0	0	0	0.00%
Books	0	0	0	0	0	0	0.00%
AV Materials	0	0	0	0	0	0	0.00%
Electronic Resources	206	0	0	0	0	0	0.00%
Periodicals	0	0	0	0	0	0	0.00%
Standing Orders	0	0	0	0	0	0	0.00%
Programs	275	1,923	6,200	0	0	(6,200)	-100.00%
Crystal Lake Foundation Events	0	0	0	0	0	0	0.00%
Assisted Family Card	0	0	0	0	0	0	0.00%
Stationery & Printing	6,000	0	6,000	4,790	3,000	(3,000)	-50.00%
Total Materials & Supplies	6,481	15,146	12,200	4,790	3,000	(9,200)	-75.41%
Buildings	0	0	0	0	0	0	0.00%
Operating Equipment	33,121	30,091	43,000	20,368	23,971	(19,029)	-44.25%
Departmental Equipment	0	0	0	0	0	0	0.00%
Total Capital Outlay	33,121	30,091	43,000	20,368	23,971	(19,029)	-44.25%
Total Expenditures	40,339	45,237	103,000	48,171	48,171	(54,829)	-53.23%
Revenues in Excess of Expenditures	8,341	2,934	(50,000)	0	1,829		

CRYSTAL LAKE PUBLIC LIBRARY PER CAPITA FUND BUDGET (CONT'D)

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
Other Sources/Uses							
Transfer In	0	0	0	0	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	0	0	0	0	0		
Total Other Sources & Uses	0	0	0	0	0		
Beginning Balance, May 1	36,962	45,303	48,237	48,237	48,237		
Ending Balance, April 30	45,303	48,237	(1,763)	48,237	50,066		

CRYSTAL LAKE PUBLIC LIBRARY SPECIAL RESERVE BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Rental Income	0	0	0	0	0	0	0.00%
Investment Income	19,063	778	0	0	0	0	0.00%
Capital Facility Fees	0	0	0	0	0	0	0.00%
Total Revenues	19,063	778	0	0	0	0	0.00%
EXPENDITURES							
Property Taxes	0	0	0	0	0	0	0.00%
Building & Offices Maintenance	0	0	0	0	0	0	0.00%
Contingency	0	0	0	0	0	0	0.00%
Total Contractual Services	0	0	0	0	0	0	0.00%
Total Expenditures	0	0	0	0	0	0	0.00%
Revenues in Excess of Expenditures	19,063	778	0	0	0		
Other Sources/Uses							
Transfer In	1,164,051	60,657	0	25,000	0		
Loan Proceeds	0	0	0	0	0		
Transfer Out	(1,164,854)	0	0	0	0		
Total Other Sources & Uses	(803)	60,657	0	25,000	0		
Beginning Balance, May 1	0	18,261	79,696	79,696	104,696		
Ending Balance, April 30	18,261	79,696	79,696	104,696	104,696		

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**MOTOR FUEL TAX
FUND**

MFT FUND STATEMENT OF ACTIVITIES

The Motor Fuel Tax (MFT) Fund accounts for funds apportioned to the City by the State of Illinois for its highway maintenance responsibilities. The State of Illinois collects a flat tax on every gallon of fuel purchased. The state distributes these funds to municipalities, road districts, and counties. The state allocates MFT funds to municipalities based on population. Municipalities can use the MFT funds for road maintenance and improvement projects within specific guidelines established by the state.

MFT FUND 2008/2009 ACCOMPLISHMENTS

- Erick Street: The City completed the Phase II Engineering for the Erick Street Improvement and it was approved by IDOT. The City has secured all the necessary right-of-way and easements to complete the construction. IDOT let the project on March 6, 2009.
- East Crystal Lake Avenue Segment 1 and Segment 2: The Phase I Engineering for both segments of East Crystal Lake Avenue improvement were completed and approved by IDOT August 11, 2008. The Phase II Engineering on Segment 2 was also completed and approved by IDOT. The City has secured all the necessary easements to complete the construction for Segment 2. IDOT let segment 2 on January 16, 2009.
- Crystal Lake Avenue and Pingree: The Phase II Engineering for the Crystal Lake Avenue and Pingree Road/Terra Cotta Road improvement was completed and approved by IDOT. The engineering was completed without any contribution of City funds as had been established in an intergovernmental agreement. Algonquin Township and Nunda Township are the lead agencies for the project, with McHenry County providing overall coordination.
- Walkup and Route 176: The City continued to coordinate with the County on the Walkup and Route 176 intersection improvement. The County's consultant made progress on the final engineering plans and the bike path structural retaining wall.
- Briarwood and Route 176: The City has continued to coordinate with IDOT on the Phase I Engineering for the Briarwood and Route 176 improvement. IDOT is performing the Phase I Engineering in-house. IDOT has pushed back the anticipated completion date for the Phase I Engineering to spring of 2009, and the City will not be able to start Phase II Engineering until IDOT approves the Phase I Engineering.
- Pingree Road Segment 3: The Phase I Engineering for the Pingree Road Segment 3 was completed.
- New Snowfighting Materials: The City purchased Super Mix for the first time to aid in snowfighting. Super Mix is a salt pretreatment that combines road salt with a solution of calcium chloride and beet juice extract before the salt is spread onto the roads. The result is that the City uses less salt, and there is less environmental impact, but achieves the same results. This is especially beneficial in environmentally sensitive areas, such as the Crystal Lake Watershed.
- Median Separator System on Route 176: A median separator system was installed at the at-grade railroad crossing on Illinois Route 176. This increases safety at this crossing by preventing motorists from going around the railroad gates when they are down.

MFT FUND 2009/2010 OBJECTIVES

- Erick Street: The City will oversee the construction of the Erick Street improvement, including coordinating consultants, contractors, and City services.
- East Crystal Lake Avenue Segment 2: The City will oversee the construction of the East Crystal Lake Avenue Segment 2 improvement, including coordinating consultants, contractors, and City services.
- Walkup and Route 176: The City will coordinate with County Highway Department and their consultant to finalize Route 176 and Walkup Avenue Phase II design, acquire right-of-way, and set a letting schedule. Member initiative funds and Motor Fuel Tax funds will fund the City's share of the project.
- East Crystal Lake Avenue Segment 1: The City will continue the East Crystal Lake Avenue Segment 1 Phase II Engineering.
- South Main Street: The City will select a qualified engineering consultant and begin the Phase II Engineering for the South Main Street improvement.
- Briarwood and Route 176: Contingent on IDOT completing the Phase I, the City will select an engineering consultant and initiate Phase II Engineering for the Briarwood and Route 176 intersection improvement.
- Pingree Road Segment 3: The City will select a qualified engineering consultant and begin the Phase II Engineering for the Pingree Road Segment 3 improvement.
- Virginia Street Corridor: The City will begin construction on the Virginia Street Corridor Improvements.
- Main Street and Crystal Lake Avenue: The City will select a qualified consultant to finish the design of the other three legs of the intersection.
- Pingree Road Segment 2: The City will coordinate with Metra and its consultant on the Phase II Engineering for the Pingree Road Segment 2 from south of Congress Parkway to the railroad tracks. The City will acquire the necessary ROW to construct the project.

MFT FUND BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimated	Budget	Change	Change
REVENUES							
Allotments	1,196,436	1,150,479	1,141,916	1,026,576	1,046,424	(95,492)	-8.4%
Grants	17,043	-	-	25,758	144,805	144,805	100.0%
Interest	453,548	422,126	225,000	92,000	186,297	(38,703)	-17.2%
Miscellaneous	577	-	25,000	5,000	-	(25,000)	-100.0%
Total Revenues	1,667,604	1,572,605	1,391,916	1,149,334	1,377,526	(14,390)	-1.0%
EXPENDITURES							
Professional	311,070	254,659	1,459,053	624,000	1,493,482	34,429	2.4%
Reimbursed Expenses	-	-	-	-	-	-	0.0%
Traffic Signals	53,154	64,067	100,000	90,000	238,000	138,000	138.0%
Total Contractual Services	364,224	318,726	1,559,053	714,000	1,731,482	172,429	11.1%
Salt	233,434	307,547	250,000	700,000	602,706	352,706	141.1%
Total Materials & Supplies	233,434	307,547	250,000	700,000	602,706	352,706	141.1%
Land	-	-	490,000	91,000	711,500	221,500	45.2%
Streets	392,546	337,518	1,599,160	100,000	3,306,112	1,706,952	106.7%
Total Capital Outlay	392,546	337,518	2,089,160	191,000	4,017,612	1,928,452	92.3%
Total Expenditures	990,204	963,791	3,898,213	1,605,000	6,351,800	2,453,587	62.9%
Revenues in Excess of Expenditures	677,400	608,814	(2,506,297)	(455,667)	(4,974,274)		
Beginning Balance, May 1	8,484,283	9,161,683	9,770,497	9,770,497	9,314,830		
Ending Balance, April 30	9,161,683	9,770,497	7,264,200	9,314,830	4,340,556		

MFT FUND ACCOUNT INFORMATION

- Professional services budgeted for fiscal 2009-2010 encompass engineering for Route 176 and Walkup, Erick Street, East Crystal Lake Avenue, South Main Street, Route 176 and Briarwood, Pingree Road, and Crystal Lake and Main intersection improvements.
- Traffic signals account has increased to allow for UPS & LED upgrades.
- Increases in salt are attributable to price increases in the market.
- Land costs reflect acquisition of property for the improvement of Erick Street, East Crystal Lake Avenue, and Pingree Road.
- Street improvements scheduled for this fiscal year include East Crystal Lake Avenue, Erick Street, and Virginia Street corridor.

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**ROAD/VEHICLE LICENSE
FUND**

ROAD/VEHICLE LICENSE FUND STATEMENT OF ACTIVITIES

The Road/Vehicle License Fund provides street system and related capital improvement funding for the City. This fund contains revenue generated and expenditures related to the annual City vehicle sticker sales. Road tax levy funds rebated to the City by each of the four townships that encompass a portion of the City's corporate limits are also included in the Road/Vehicle License Fund.

ROAD/VEHICLE LICENSE FUND 2008/2009 ACCOMPLISHMENTS

- Annual Resurfacing Program: The City bid out and conducted the annual street resurfacing program. The City resurfaced 15 streets at a cost of \$1,006,123.49
- Annual Pavement Marking Program: The City participated in the Northwest Municipal Conference thermoplastic joint purchase, and conducted the annual thermoplastic program.
- Annual Sidewalk Repair Program: The City surveyed and conducted a replacement program for areas three and four in the sidewalk replacement program.
- North Shore Drive Relocation: The City studied the relocation of North Shore Drive, and determined that there were flooding implications. The City will continue to study the relocation as part of the 2007 Flooding Analysis.
- Federal LAPP Funds: The City was successful in obtaining Federal Local Agency Pavement Preservation (LAPP) funds to help resurface some of the City's collector roads next year. The federal funds will pay 80 percent of the resurfacing cost.

ROAD/VEHICLE LICENSE FUND 2009/2010 OBJECTIVES

- Annual Resurfacing Program: Conduct the annual street resurfacing program. This year, the City will be using Federal Local Agency Pavement Preservation (LAPP) funds to partially fund the resurfacing of the following roads:
 - McHenry Avenue (Route 14 to Crystal Lake Avenue)
 - Elmhurst Avenue (all)
 - Dole Avenue (all)
 - Woodstock Street (Walkup Avenue to Route 14)
 - Golf Course Road (Windsor Road to Barlina Road)
 - Barlina Road (Golf Course Road to Huntley Road)
 - Huntley Road (Bard Road to North City Limit)LAPP funds will pay for 80 percent of the resurfacing costs for these roads.
- Annual Pavement Marking Program: Conduct the annual thermoplastic restriping program.
- Annual Sidewalk Repair Program: Continue the Citywide sidewalk inspection and repair program.

- South Main Street Railroad Crossing Repair: Coordinate with UPRR to complete the railroad crossing reconstruction on South Main Street. The City will provide traffic control, signage, and some paving.

ROAD/VEHICLE LICENSE FUND BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimated	Budget	Change	Change
REVENUES							
Property Tax	388,711	404,028	398,950	408,000	421,586	22,636	5.67%
Replacement Tax-Township	8,459	-	9,300	9,300	9,300	-	0.00%
Motor Vehicle License	220,926	220,544	212,000	245,000	212,000	-	0.00%
Annual increase \$2.50/year	-	-	-	-	-	-	0.00%
Interest	185,152	127,273	72,015	95,000	82,112	10,097	14.02%
Reimbursed Expenses	(13,117)	26,483	-	-	50,000	50,000	100.00%
Total Revenues	790,131	778,328	692,265	757,300	774,998	82,733	11.95%
EXPENDITURES							
Professional	36,343	81,409	115,000	56,200	126,200	11,200	9.74%
Reimbursed Expenses	76,836	-	-	-	-	-	0.00%
Postage & Freight	14,000	6,539	17,550	17,550	17,550	-	0.00%
Sidewalks	82,579	63,339	120,000	120,000	150,000	30,000	25.00%
Total Contractual Services	209,758	151,286	252,550	193,750	293,750	41,200	16.31%
Stationery & Printing	6,499	2,225	8,470	8,470	8,470	-	0.00%
Total Materials & Supplies	6,499	2,225	8,470	8,470	8,470	-	0.00%
Public Works Improvements	200,245	1,552,207	1,175,300	1,050,000	1,150,600	(24,700)	-2.10%
Land	-	-	-	-	-	-	0.00%
Streets	-	-	-	-	-	-	0.00%
Total Capital Outlay	200,245	1,552,207	1,175,300	1,050,000	1,150,600	(24,700)	-2.10%
Bond Indebtedness - Principal	60,000	62,500	-	-	-	-	0.00%
Bond Indebtedness - Interest	5,943	3,063	-	-	-	-	0.00%
Total General Expenses	65,943	65,563	-	-	-	-	0.00%
Total Expenditures	482,445	1,771,280	1,436,320	1,252,220	1,452,820	16,500	1.15%
Revenues in Excess of Expenditures	307,686	(992,952)	(744,055)	(494,920)	(677,822)		
OTHER SOURCES (USES)							
Transfer In	-	-	456,469	456,469	53,000	(403,469)	-88.39%
Transfer Out	-	-	-	-	-	-	0.00%
Total Other Sources (Uses)	-	-	456,469	456,469	53,000	(403,469)	100.00%
Beginning Balance, May 1	3,115,175	3,422,861	2,429,908	2,429,908	2,391,458		
Ending Balance, April 30	3,422,861	2,429,908	2,142,322	2,391,458	1,766,636		

ROAD/VEHICLE LICENSE FUND ACCOUNT INFORMATION

- Professional services budgeted for fiscal 2009-2010 include vehicle sticker outsourcing, Hahn storm water system design, and preliminary North Shore design.
- Sidewalk has increased to allow for power washing of downtown sidewalks and hanging baskets.
- Public works improvements include annual road resurfacing and thermoplastic programs, Hahn storm water system construction, audible pedestrian signals for Route 14 and Keith, and traffic calming projects.

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IMRF FUND

IMRF FUND STATEMENT OF ACTIVITIES

Employee Social Security pension requirements are accommodated through the Illinois Municipal Retirement Fund (IMRF). The IMRF is regulated by the Illinois Municipal Retirement Fund Agency established under State law.

IMRF FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Property Tax	1,713,990	1,821,144	1,912,823	1,912,823	1,912,823	-	0.0%
Replacement Tax	12,000	-	19,000	19,000	19,000	-	0.0%
Investment Interest	37,567	47,498	10,562	10,562	18,303	7,741	73.3%
Total Revenues	1,763,557	1,868,643	1,942,385	1,942,385	1,950,126	7,741	0.4%
EXPENDITURES							
City Portion Social Security	643,414	743,806	565,281	565,281	688,434	123,153	21.8%
City Portion IMRF	736,765	802,269	710,002	710,002	1,048,782	338,780	47.7%
City Portion Medicare	56,672	-	667,102	667,102	276,528	(390,574)	-58.5%
Total Personnel Services	1,436,851	1,546,075	1,942,385	1,942,385	2,013,744	71,359	3.7%
Total Expenditures	1,436,851	1,546,075	1,942,385	1,942,385	2,013,744	71,359	3.7%
Revenues in Excess of Expenditures	326,706	322,567	-	-	(63,618)		
Beginning Balance, May 1	95,781	422,487	745,054	745,054	745,054		
Ending Balance, April 30	422,487	745,054	745,054	745,054	681,436		

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**POLICE PENSION
FUND**

POLICE PENSION FUND STATEMENT OF ACTIVITIES

The Police Pension Fund was created, as required by State Statute, to provide retirement and disability benefits for sworn City of Crystal Lake police officers and their dependents. The tax levy passed in December 2008 and is intended to fund the 2009/2010 budget.

POLICE PENSION FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Employee Contributions	404,502	404,840	436,800	436,800	438,000	1,200	0.3%
Employer Contributions	1,073,638	1,111,640	1,188,842	1,188,842	1,252,867	64,025	5.4%
Investment Income	1,734,282	1,026,721	909,996	(3,311,403)	487,091	(422,905)	-46.5%
Total Revenues	3,212,422	2,543,201	2,535,638	(1,685,761)	2,177,958	(357,680)	-14.1%
EXPENDITURES							
Pension Payments	942,325	1,230,880	1,051,185	1,051,185	1,206,160	154,975	14.7%
Total Personnel Services	942,325	1,230,880	1,051,185	1,051,185	1,206,160	154,975	14.7%
Professional	80,676	83,498	86,100	86,100	92,905	6,805	7.9%
Legal	7,553	2,838	3,000	3,000	3,000	-	0.0%
Training	-	98	2,000	2,000	250	(1,750)	-87.5%
Dues & Subscriptions	-	1,250	1,200	1,200	1,200	-	0.0%
Insurance & Bonding	-	-	5,000	5,000	5,400	400	8.0%
State Filing Fees	3,166	3,638	3,500	3,500	3,500	-	0.0%
Miscellaneous	998	793	-	-	-	-	0.0%
Total Contractual Services	91,395	91,322	100,800	100,800	106,255	5,455	5.4%
Total Expenditures	1,033,720	1,322,202	1,151,985	1,151,985	1,312,415	160,430	13.9%
Excess Revenues over Expenditures	2,178,702	1,221,000	1,383,653	(2,837,746)	865,543		
Beginning Balance, May 1	18,188,044	20,366,746	21,587,746	21,587,746	18,750,000		
Ending Balance, April 30	20,366,746	21,587,746	22,971,399	18,750,000	19,615,543		

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**FIREFIGHTERS PENSION
FUND**

FIREFIGHTERS PENSION FUND STATEMENT OF ACTIVITIES

The Firefighters Pension Fund was created, as required by State Statute, to provide retirement and disability benefits for City of Crystal Lake firefighters/paramedics and their dependents. The tax levy passed in December 2008 and is intended to fund the 2009/2010 budget.

FIREFIGHTERS PENSION FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Employee Contributions	316,696	337,702	348,075	348,075	365,479	17,404	5.0%
Employer Contributions	708,004	817,496	905,160	905,160	1,004,134	98,974	10.9%
Investment Income	655,580	773,242	561,154	(2,204,265)	311,059	(250,095)	-44.6%
Total Revenues	1,680,281	1,928,440	1,814,389	(951,030)	1,680,672	(133,717)	-7.4%
EXPENDITURES							
Pension Payments	299,813	367,870	365,835	365,835	491,460	125,625	34.3%
Total Personnel Services	299,813	367,870	365,835	365,835	491,460	125,625	34.3%
Professional	30,413	42,692	34,680	34,680	37,874	3,194	9.2%
Legal	3,247	4,333	3,000	3,000	3,000	-	0.0%
Training	66	98	2,000	2,000	2,000	-	0.0%
State Filing Fees	1,637	1,968	1,500	1,500	1,500	-	0.0%
Total Contractual Services	35,363	49,090	41,180	41,180	44,374	3,194	7.8%
Total Expenditures	335,176	416,960	407,015	407,015	535,834	128,819	31.6%
Excess Revenues over Expenditures	1,345,105	1,511,480	1,407,374	(1,358,045)	1,144,838		
Beginning Balance, May 1	9,841,460	11,186,566	12,698,045	12,698,045	11,340,000		
Ending Balance, April 30	11,186,566	12,698,045	14,105,419	11,340,000	12,484,838		

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**CROSSING GUARD
FUND**

CROSSING GUARD FUND STATEMENT OF ACTIVITIES

The Crossing Guard Fund provides the budgetary accounts necessary for the operation of the Crossing Guard Program. This program is administered by the Police Department for certain high-priority locations where crossing guards are warranted.

CROSSING GUARD FUND BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Tax	40,695	44,825	46,053	46,053	47,665	1,612	3.5%
Investment Interest	948	942	378	378	955	577	152.6%
Reimbursed Expenses	18,607	21,655	16,500	16,500	16,500	-	0.0%
Total Revenues	60,250	67,422	62,931	62,931	65,120	2,189	3.5%
EXPENDITURES							
Part-time Salaries	55,127	55,097	56,769	56,769	56,769	-	0.0%
Total Personnel Services	55,127	55,097	56,769	56,769	56,769	-	0.0%
Small Tools & Equipment	-	-	100	100	-	(100)	-100.0%
Clothing	-	-	200	200	-	(200)	-100.0%
Total Materials & Supplies	-	-	300	300	-	(300)	-100.0%
Total Expenditures	55,127	55,097	57,069	57,069	56,769	(300)	-0.5%
Revenues in Excess of Expenditures	5,123	12,324	5,862	5,862	8,351		
Beginning Balance, May 1	7,556	12,679	25,003	25,003	30,865		
Ending Balance, April 30	12,679	25,003	30,865	30,865	39,216		

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FOREIGN FIRE INSURANCE FUND

FOREIGN FIRE INSURANCE FUND STATEMENT OF ACTIVITIES

The Foreign Fire Insurance Fund provides the budgetary accounts necessary to account for the proceeds of foreign fire insurance tax and for expenses authorized by the Board of Foreign Fire Insurance. These funds are received once a year from the State of Illinois. The funds are spent at the direction of the Foreign Fire Insurance Board per State Statute.

FOREIGN FIRE INSURANCE FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Foreign Fire Insurance Tax	45,923	56,491	45,923	49,000	48,755	2,832	6.17%
Interest Earnings	-	1,289	-	300	1,400	1,400	100.00%
Total Revenues	45,923	57,780	45,923	49,300	50,155	4,232	9.21%
EXPENDITURES							
Stipends	-	-	1,500	1,500	1,500	-	0.00%
Total Personnel Services	-	-	1,500	1,500	1,500	-	0.00%
Legal	-	-	500	500	500	-	0.00%
Training	-	-	1,200	500	1,200	-	0.00%
Insurance & Bonding	-	-	100	100	100	-	0.00%
Radio Equipment Services	-	-	5,000	5,000	5,000	-	0.00%
Total Contractual Services	-	-	6,800	6,100	6,800	-	0.00%
Computer Hardware & Software	-	30,906	250	250	250	-	0.00%
Small Tools & Equipment	-	-	35,573	48,241	49,643	14,070	39.55%
Operating Supplies	-	-	1,800	1,800	1,800	-	0.00%
Total Materials & Supplies	-	30,906	37,623	50,291	51,693	14,070	37.40%
Total Expenditures	-	30,906	45,923	57,891	59,993	14,070	30.64%
Revenues in Excess of Expenditures	45,923	26,874	-	(8,591)	(9,838)		
Beginning Balance, May 1	-	45,923	72,797	72,797	64,206		
Ending Balance, April 30	45,923	72,797	72,797	64,206	54,367		

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VULCAN LAKES OPERATIONS FUND

VULCAN LAKES OPERATIONS FUND BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Parking Fees	-	-	-	-	-	-	0.00%
Admission Fees	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Rental Income	-	-	-	-	-	-	0.00%
Miscellaneous Income	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	-	-	0.00%
EXPENDITURES							
Regular Salaries	-	-	-	-	-	-	0.00%
Part-time Salaries	-	-	-	-	2,660	2,660	100.00%
Overtime	-	-	-	-	-	-	0.00%
Group Insurance	-	-	-	-	-	-	0.00%
Total Personnel Services	-	-	-	-	2,660	2,660	100.00%
Professional Services	-	-	-	-	6,075	6,075	100.00%
Publishing	-	-	-	-	21,975	21,975	100.00%
Postage & Freight	-	-	-	-	200	200	100.00%
Training	-	-	-	-	2,000	2,000	100.00%
Insurance & Bonding	-	-	-	-	3,318	3,318	100.00%
Utilities	-	-	-	-	9,737	9,737	100.00%
Physicals	-	-	-	-	-	-	0.00%
Operating Equip Maintenance	-	-	-	-	-	-	0.00%
Plant Maintenance Services	-	-	-	-	-	-	0.00%
Total Contractual Services	-	-	-	-	43,305	43,305	100.00%
Cleaning Supplies	-	-	-	-	-	-	0.00%
Small Tools & Equipment	-	-	-	-	111,200	111,200	100.00%
Clothing	-	-	-	-	1,000	1,000	100.00%
Operating Supplies	-	-	-	-	-	-	0.00%
Total Materials & Supplies	-	-	-	-	112,200	112,200	100.00%
Buildings and Facilities	-	-	-	-	-	-	0.00%
Public Works Improvements	-	-	-	-	-	-	0.00%
Total Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	-	-	-	-	158,165	158,165	100.00%
Revenues in Excess of Expenditures	-	-	-	-	(158,165)		

VULCAN LAKES OPERATIONS FUND BUDGET (CONT'D)

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	158,165		
Bond Proceeds	-	-	-	-	-		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	158,165		
Beginning Balance, May 1	-	-	-	-	-		
Ending Balance, April 30	-	-	-	-	0		

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DEBT SERVICE FUNDS

DEBT SERVICE FUNDS STATEMENT OF ACTIVITIES

Debt Service Funds consists of separate programs to fund the bond and interest obligations for various capital projects. During the fiscal year, payment of principal and interest amounts is due and payable on outstanding bond issues that provided funds for the construction of the various capital improvement projects. The budgetary accounts do not represent a general obligation for funding by the City as a whole. Rather, these projects represent certain specific improvements financed through, and with, payment obligations deriving from the parties that benefit from the improvements. These budgetary accounts include projects as follows:

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
Revenues & Transfers In							
North Shore SA 149	119,413	98,207	7,100	-	-	(7,100)	0.00%
SEECOM	295,261	239,471	290,000	290,000	283,608	(6,392)	-2.20%
Crystal Heights SSA 43	118,673	165,772	120,000	122,105	133,110	13,110	10.93%
Tracy Trail SSA 44	0	120,573	79,000	81,100	78,975	(25)	-0.03%
Bryn Mawr SSA 45	341,990	157,247	383,000	383,565	385,388	2,388	0.62%
Ryland SSA 46	271,200	10,399	0	3,904	157,750	157,750	100.00%
Vulcan Lakes TIF	0	0	0	0	1,283,888	1,283,888	100.00%
Main Street TIF	0	0	0	0	641,944	641,944	100.00%
Virginia St TIF	0	0	0	0	320,972	320,972	100.00%
Senior Center	0	0	0	0	240,729	240,729	100.00%
Parking Garage	0	0	0	0	0	0	100.00%
Total Revenues & Transfers In	1,146,536	791,670	879,100	880,674	3,526,364	2,647,264	301.13%
Expenditures & Transfers Out							
North Shore SA 149	197,827	196,688	-	-	-	-	0.00%
SEECOM	290,708	240,079	290,000	290,000	283,608	(6,392)	-2.20%
Crystal Heights SSA 43	138,078	136,664	138,000	138,000	130,524	(7,476)	-5.42%
Tracy Trail SSA 44	0	69,110	79,000	79,000	78,975	(25)	-0.03%
Bryn Mawr SSA 45	179,220	305,908	383,000	383,000	385,388	2,388	0.62%
Ryland SSA 46	0	141,753	143,750	143,750	150,750	7,000	4.87%
Vulcan Lakes TIF	0	0	0	0	1,283,888	1,283,888	100.00%
Main Street TIF	0	0	0	0	641,944	641,944	100.00%
Virginia St TIF	0	0	0	0	320,972	320,972	100.00%
Senior Center	0	0	0	0	240,729	240,729	100.00%
Parking Garage	0	0	0	0	0	0	100.00%
Total Expenditures & Transfers Out	805,833	1,090,202	1,033,750	1,033,750	3,516,778	2,483,028	240.20%

SEECOM PROJECT DEBT SERVICE BUDGET

This project provided for the establishment of the Southeast Emergency Communications Center, which serves the Crystal Lake, Algonquin, and Cary areas. The member communities will share the related debt service proportionally. This bond is amortized over a 15-year period.

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Reimbursements	290,708	239,471	290,000	290,000	283,608	(6,392)	-2.20%
Total Revenues	290,708	239,471	290,000	290,000	283,608	(6,392)	-2.20%
EXPENDITURES							
Bond Indebtedness - Principal	185,000	190,000	195,000	195,000	195,000	-	0.00%
Bond Indebtedness - Interest	105,708	50,079	95,000	95,000	88,608	(6,392)	-6.73%
Total General Expenses	290,708	240,079	290,000	290,000	283,608	(6,392)	-2.20%
Total Expenditures	290,708	240,079	290,000	290,000	283,608	(6,392)	-2.20%
Revenues in Excess of Expenditures	-	(608)	-	-	-		
OTHER SOURCES (USES)							
Transfer In	4,553	-	-	-	-		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	4,553	-	-	-	-		
Beginning Balance, May 1	-	4,553	3,945	3,945	3,945		
Ending Balance, April 30	4,553	3,945	3,945	3,945	3,945		

CRYSTAL HEIGHTS WATER & SEWER PROJECT DEBT SERVICE BUDGET

The Crystal Heights Water and Sewer Project will provide the installation of water main and sanitary sewer lines for approximately 40 Crystal Heights residents. This project was constructed during the 2005 construction season and the related debt service is supported by payments required under the participation agreements and backed by a special service area. This bond is amortized over a 15-year period.

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	% Change	% Change
REVENUES							
Investment Income	3,225	24,905	-	2,105	2,110	2,110	100.00%
Reimbursements	115,448	140,868	120,000	120,000	131,000	11,000	9.17%
Total Revenues	118,673	165,772	120,000	122,105	133,110	13,110	10.93%
EXPENDITURES							
Bond Indebtedness - Principal	85,000	85,000	90,000	90,000	90,000	-	0.00%
Bond Indebtedness - Interest	53,078	51,664	48,000	48,000	40,524	(7,476)	-15.58%
Total General Expenses	138,078	136,664	138,000	138,000	130,524	(7,476)	-5.42%
Total Expenditures	138,078	136,664	138,000	138,000	130,524	(7,476)	-5.42%
Revenues in Excess of Expenditures	(19,405)	29,109	(18,000)	(15,895)	2,586		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	-		
Beginning Balance, May 1	60,939	41,534	70,642	70,642	54,747		
Ending Balance, April 30	41,534	70,642	52,642	54,747	57,333		

TRACY TRAIL PROJECT DEBT SERVICE BUDGET

This project provided for roadway improvements along Tracy Trail and is being paid for by Special Service Area #44. This bond is amortized over a 15-year period.

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Taxes	-	-	79,000	79,000	78,975	(25)	-0.03%
Investment Income	-	(1,622)	-	2,100	-	-	0.00%
Miscellaneous	-	122,195	-	-	-	-	0.00%
Total Revenues	-	120,573	79,000	81,100	78,975	(25)	-0.03%
EXPENDITURES							
Bond Indebtedness - Principal	-	50,000	50,000	50,000	50,000	-	0.00%
Bond Indebtedness - Interest	-	19,110	29,000	29,000	28,975	(25)	-0.09%
Total General Expenses	-	69,110	79,000	79,000	78,975	(25)	-0.03%
Total Expenditures	-	69,110	79,000	79,000	78,975		
Excess Revenues over Expenditures	-	51,463	-	2,100	-		
Beginning Balance, May 1	-	-	51,463	51,463	53,563		
Ending Balance, April 30	-	51,463	51,463	53,563	53,563		

BRYN MAWR WATER & SEWER PROJECT DEBT SERVICE BUDGET

This project provided for the installation of water main and sanitary sewer lines near Route 14 and Route 176, and is being paid for by Special Service Area #45. This bond is amortized over a 20-year period.

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Taxes	-	151,454	383,000	383,000	385,388	2,388	0.62%
Investment Income	11,315	5,792	-	565	-	-	0.00%
Miscellaneous	330,675	-	-	-	-	-	0.00%
Total Revenues	341,990	157,247	383,000	383,565	385,388	2,388	0.62%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	80,000	80,000	85,000	5,000	6.25%
Bond Indebtedness - Interest	179,220	305,908	303,000	303,000	300,388	(2,612)	-0.86%
Total General Expenses	179,220	305,908	383,000	383,000	385,388	2,388	0.62%
Total Expenditures	179,220	305,908	383,000	383,000	385,388		
Excess Revenues over Expenditures	162,770	(148,661)	-	565	-		
Beginning Balance, May 1	-	162,770	14,108	14,108	14,673		
Ending Balance, April 30	162,770	14,108	14,108	14,673	14,673		

RYLAND WATER & SEWER PROJECT DEBT SERVICE BUDGET

This project provided for the installation of water main and sanitary sewer lines within the Ryland Subdivision near Route 14 and Route 176, and is being paid for by Special Service Area #46. This bond is amortized over a 30-year period.

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Taxes	-	-	-	-	157,750	157,750	100.00%
Investment Income	957	10,399	-	3,904	-	-	0.00%
Miscellaneous	270,243	-	-	-	-	-	0.00%
Total Revenues	271,200	10,399	-	3,904	157,750	157,750	100.00%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	-	-	7,000	7,000	100.00%
Bond Indebtedness - Interest	-	141,753	143,750	143,750	143,750	-	0.00%
Total General Expenses	-	141,753	143,750	143,750	150,750	7,000	4.87%
Total Expenditures	-	141,753	143,750	143,750	150,750		
Excess Revenues over Expenditures	271,200	(131,354)	(143,750)	(139,846)	7,000		
Beginning Balance, May 1	-	271,200	139,846	139,846	(0)		
Ending Balance, April 30	271,200	139,846	(3,904)	(0)	7,000		

VULCAN LAKES TIF DEBT SERVICE FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	% Change	% Change
REVENUES							
Incremental Property Tax	-	-	-	-	41,000	41,000	100.00%
Investment Income	-	-	-	-	-	-	0.00%
Reimbursements	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	41,000	41,000	0.00%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	-	-	-	-	0.00%
Bond Indebtedness - Interest	-	-	-	-	1,283,888	1,283,888	100.00%
Total General Expenses	-	-	-	-	1,283,888	1,283,888	100.00%
Total Expenditures	-	-	-	-	1,283,888	1,283,888	100.00%
<hr/>							
Revenues in Excess of Expenditures	-	-	-	-	(1,242,888)		
<hr/>							
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	1,242,888		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	1,242,888		
<hr/>							
Beginning Balance, May 1	-	-	-	-	-		
<hr/>							
Ending Balance, April 30	-	-	-	-	-		
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MAIN STREET TIF DEBT SERVICE FUND BUDGET

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Incremental Property Tax	-	-	-	-	15,000	15,000	100.00%
Investment Income	-	-	-	-	-	-	0.00%
Reimbursements	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	15,000	15,000	0.00%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	-	-	-	-	0.00%
Bond Indebtedness - Interest	-	-	-	-	641,944	641,944	100.00%
Total General Expenses	-	-	-	-	641,944	641,944	100.00%
Total Expenditures	-	-	-	-	641,944	641,944	100.00%
Revenues in Excess of Expenditures	-	-	-	-	(626,944)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	626,944		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	626,944		
Beginning Balance, May 1	-	-	-	-	-		
Ending Balance, April 30	-	-	-	-	-		

VIRGINIA STREET TIF DEBT SERVICE FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	% Change	% Change
REVENUES							
Property Taxes (Incremental)	-	-	-	-	52,000	-	100.00%
Investment Income	-	-	-	-	-	-	0.00%
Reimbursements	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	52,000	-	100.00%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	-	-	-	-	0.00%
Bond Indebtedness - Interest	-	-	-	-	320,972	320,972	100.00%
Total General Expenses	-	-	-	-	320,972	320,972	100.00%
Total Expenditures	-	-	-	-	320,972	320,972	100.00%
<hr/>							
Revenues in Excess of Expenditures	-	-	-	-	(268,972)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	268,972		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	268,972		
<hr/>							
Beginning Balance, May 1	-	-	-	-	-		
<hr/>							
Ending Balance, April 30	-	-	-	-	-		
<hr/>							

SENIOR CENTER DEBT SERVICE FUND BUDGET

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	% Change	% Change
REVENUES							
Investment Income	-	-	-	-	-	-	0.00%
Reimbursements	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	-	-	0.00%
EXPENDITURES							
Bond Indebtedness - Principal	-	-	-	-	-	-	0.00%
Bond Indebtedness - Interest	-	-	-	-	240,729	240,729	100.00%
Total General Expenses	-	-	-	-	240,729	240,729	100.00%
Total Expenditures	-	-	-	-	240,729	240,729	100.00%
Revenues in Excess of Expenditures	-	-	-	-	(240,729)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	240,729		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	240,729		
Beginning Balance, May 1	-	-	-	-	-		
Ending Balance, April 30	-	-	-	-	-		

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



**CAPITAL CONSTRUCTION
FUNDS**

CAPITAL CONSTRUCTION FUNDS STATEMENT OF ACTIVITIES

In order to provide the proper accounting procedures, and also to comply with State Statutes, various Capital Construction Funds were established. Budgetary and accounting mechanisms are provided for the Capital Construction Funds in order to account for revenues primarily available from bond sales that provide funding for respective projects. The debt retirement of the bond issues is provided from separate revenue sources, which may include special assessments, special service areas, or participation agreements. Only those areas benefiting from the improvement projects provide the special additional property taxes within a special service area and, thus, these arrangements do not represent a cost to the City residents in general.

CAPITAL CONSTRUCTION FUNDS BUDGET SUMMARY

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
Revenues & Transfers In							
Downtown Redevelopment TIF	772,127	814,020	-	-	-	-	0.00%
Water & Sewer Bond Construction	12,942	-	-	-	-	-	0.00%
Crystal Heights SSA 43	31,291	-	-	-	-	-	0.00%
Tracy Trail SSA 44	-	-	-	-	-	-	0.00%
Bryn Mawr SSA 45	6,033,588	-	-	-	-	-	0.00%
Ryland SSA 46	2,500,384	-	-	-	-	-	0.00%
Main Street TIF	17,651	48,296	23,000	41,800	8,000,000	7,977,000	34682.61%
Virginia Street TIF	50,730	167,042	93,000	128,300	4,000,000	3,907,000	4201.08%
Vulcan Lakes TIF	0	17,398	779,708	41,200	16,000,000	15,220,292	1952.05%
Parking Garage Project	0	0	0	0	0	0	100.00%
Senior Center Project	0	0	0	0	3,000,000	3,000,000	100.00%
Total Revenues & Transfers In	9,418,713	1,046,756	895,708	211,300	31,000,000	30,104,292	3360.95%
Expenditures & Transfers Out							
Downtown Redevelopment TIF	254,215	391,235	2,688,020	2,688,020	-	(2,688,020)	-100.00%
Water & Sewer Bond Construction	495,554	-	-	-	-	0	0.00%
Crystal Heights SSA 43	900	-	-	-	-	0	0.00%
Tracy Trail SSA 44	-	-	-	-	-	0	0.00%
Bryn Mawr SSA 45	5,054,265	-	-	-	-	0	0.00%
Ryland SSA 46	2,473,870	-	-	-	-	0	0.00%
Main Street TIF	0	10,874	100,000	0	8,000,000	7,900,000	7900.00%
Virginia Street TIF	0	183,084	46,300	46,300	4,000,000	3,953,700	8539.31%
Vulcan Lakes TIF	0	1,831,423	762,308	0	16,000,000	15,237,692	100.00%
Parking Garage Project	0	0	0	0	0	0	100.00%
Senior Center Project	0	0	0	0	3,000,000	3,000,000	100.00%
Total Expenditures & Transfers Out	8,278,804	2,416,616	3,596,628	2,734,320	31,000,000	27,403,372	761.92%

MAIN STREET TIF PROJECT BUDGET SUMMARY

Funds are budgeted for the initial planning and engineering design services for the Main Street TIF. The TIF program includes improvements to the Main Street and Crystal Lake Avenue intersection.

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Property Taxes (Incremental)	17,651	29,767	23,000	41,200	-	(23,000)	-100.00%
Investment Income	-	18,529	-	600	-	-	0.00%
Total Revenues	17,651	48,296	23,000	41,800	-	(23,000)	-100.00%
EXPENDITURES							
Professional	-	10,874	-	-	-	-	100.00%
Total Contractual Services	-	10,874	-	-	-	-	100.00%
Public Works Improvements	-	-	100,000	-	8,000,000	7,900,000	7900.00%
Total Capital Outlay	-	-	100,000	-	8,000,000	7,900,000	7900.00%
Total Expenditures	-	10,874	100,000	-	8,000,000	7,900,000	7900.00%
Revenues in Excess of Expenditures	17,651	37,421	(77,000)	41,800	(8,000,000)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Bond Proceeds	-	-	-	-	8,000,000		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	8,000,000		
Beginning Balance, May 1	-	17,651	55,072	55,072	96,872		
Ending Balance, April 30	17,651	55,072	(21,928)	96,872	96,872		

MAIN STREET TIF PROJECT BUDGET DETAIL

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget
55010 Professional Services					
Engineering Svc - Railroad Crossing					
Total Professional Services	-	10,874	-	-	-
57050 Public Works Improvements					
Watermain casing			100,000	-	-
Railroad Relocation					8,000,000
Total Public Works Improvements	-	-	100,000	-	8,000,000

VIRGINIA STREET TIF PROJECT BUDGET SUMMARY

Funds are budgeted for the initial planning and engineering design services. The Virginia Street Corridor TIF program is intended to spur a comprehensive revitalization of this area and will include streetscape improvements/beautification and redevelopment of key identified sites within the corridor.

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Property Taxes (Incremental)	50,730	98,782	93,000	127,900	-	(93,000)	-100.00%
Investment Income	-	68,260	-	400	-	-	0.00%
Total Revenues	50,730	167,042	93,000	128,300	-	(93,000)	-100.00%
EXPENDITURES							
Professional	-	183,084	46,300	46,300	-	(46,300)	-100.00%
Total Contractual Services	-	183,084	46,300	46,300	-	(46,300)	-100.00%
Public Works Improvements	-	-	-	-	4,000,000	4,000,000	100.00%
Total Capital Outlay	-	-	-	-	4,000,000	4,000,000	100.00%
Total Expenditures	-	183,084	46,300	46,300	4,000,000	3,953,700	8539.31%
Revenues in Excess of Expenditures	50,730	(16,042)	46,700	82,000	(4,000,000)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Bond Proceeds	-	-	-	-	4,000,000		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	4,000,000		
Beginning Balance, May 1	-	50,730	34,688	34,688	116,688		
Beginning Balance, April 30	50,730	34,688	81,388	116,688	116,688		

VIRGINIA STREET TIF PROJECT BUDGET DETAIL

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget
<hr/>					
55010 Professional Services					
Engineering Design (Phase I and II)			46,300	46,300	
<hr/>					
Total Professional Services	-	183,084	46,300	46,300	-
<hr/>					
57050 Public Works Improvements					
Virginia St Corridor Construction					4,000,000
<hr/>					
Total Public Works Improvements	-	-	-	-	4,000,000
<hr/>					

VULCAN LAKES TIF PROJECT BUDGET SUMMARY

Funds are budgeted for the initial planning and engineering design services. The Vulcan Lakes TIF program is intended to spur a comprehensive development of this area and will include residential, retail, and recreational facilities.

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget	\$ Change	% Change
REVENUES							
Property Taxes (Incremental)	-	17,393	17,400	41,000	-	(17,400)	-100.00%
Investment Income	-	5	-	200	-	-	0.00%
Total Revenues	-	17,398	17,400	41,200	-	(17,400)	-100.00%
EXPENDITURES							
Professional	-	31,423	-	-	-	-	0.00%
Total Contractual Services	-	31,423	-	-	-	-	0.00%
Public Works Improvements	-	-	762,308	-	16,000,000	15,237,692	100.00%
Land	-	1,800,000	-	-	-	-	0.00%
Total Capital Outlay	-	1,800,000	762,308	-	16,000,000	15,237,692	100.00%
Total Expenditures	-	1,831,423	762,308	-	16,000,000	15,237,692	100.00%
Revenues in Excess of Expenditures	-	(1,814,025)	(744,908)	41,200	(16,000,000)		
OTHER SOURCES (USES)							
Transfer In	-	-	762,308	-	-		
Bond Proceeds	-	-	-	-	16,000,000		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	762,308	-	16,000,000		
Beginning Balance, May 1	-	-	(1,814,025)	(1,814,025)	(1,772,825)		
Ending Balance, April 30	-	(1,814,025)	(1,796,625)	(1,772,825)	(1,772,825)		

VULCAN LAKES TIF PROJECT BUDGET DETAIL

	2006/2007 Actual	2007/2008 Actual	2008/2009 Budget	2008/2009 Estimate	2009/2010 Budget
55010 Professional Services					
TIF Consultants					
Design Services					
Total Professional Services	-	31,423	-	-	
57050 Public Works Improvements			762,308		16,000,000
Total Public Works Improvements	-	-	762,308	-	16,000,000
57120 Land					
Total Land	-	1,800,000	-	-	

SENIOR CENTER PROJECT BUDGET SUMMARY

	2006/2007	2007/2008	2008/2009	2008/2009	2009/2010	\$	%
	Actual	Actual	Budget	Estimate	Budget	Change	Change
REVENUES							
Property Taxes (Incremental)	-	-	-	-	-	-	0.00%
Investment Income	-	-	-	-	-	-	0.00%
Total Revenues	-	-	-	-	-	-	0.00%
EXPENDITURES							
Professional	-	-	-	-	-	-	0.00%
Total Contractual Services	-	-	-	-	-	-	0.00%
Public Works Improvements	-	-	-	-	3,000,000	3,000,000	100.00%
Land	-	-	-	-	-	-	0.00%
Total Capital Outlay	-	-	-	-	3,000,000	3,000,000	100.00%
Total Expenditures	-	-	-	-	3,000,000	3,000,000	100.00%
Revenues in Excess of Expenditures	-	-	-	-	(3,000,000)		
OTHER SOURCES (USES)							
Transfer In	-	-	-	-	-		
Bond Proceeds	-	-	-	-	3,000,000		
Transfer Out	-	-	-	-	-		
Total Other Sources (Uses)	-	-	-	-	3,000,000		
Beginning Balance, May 1	-	-	-	-	-		
Ending Balance, April 30	-	-	-	-	-		

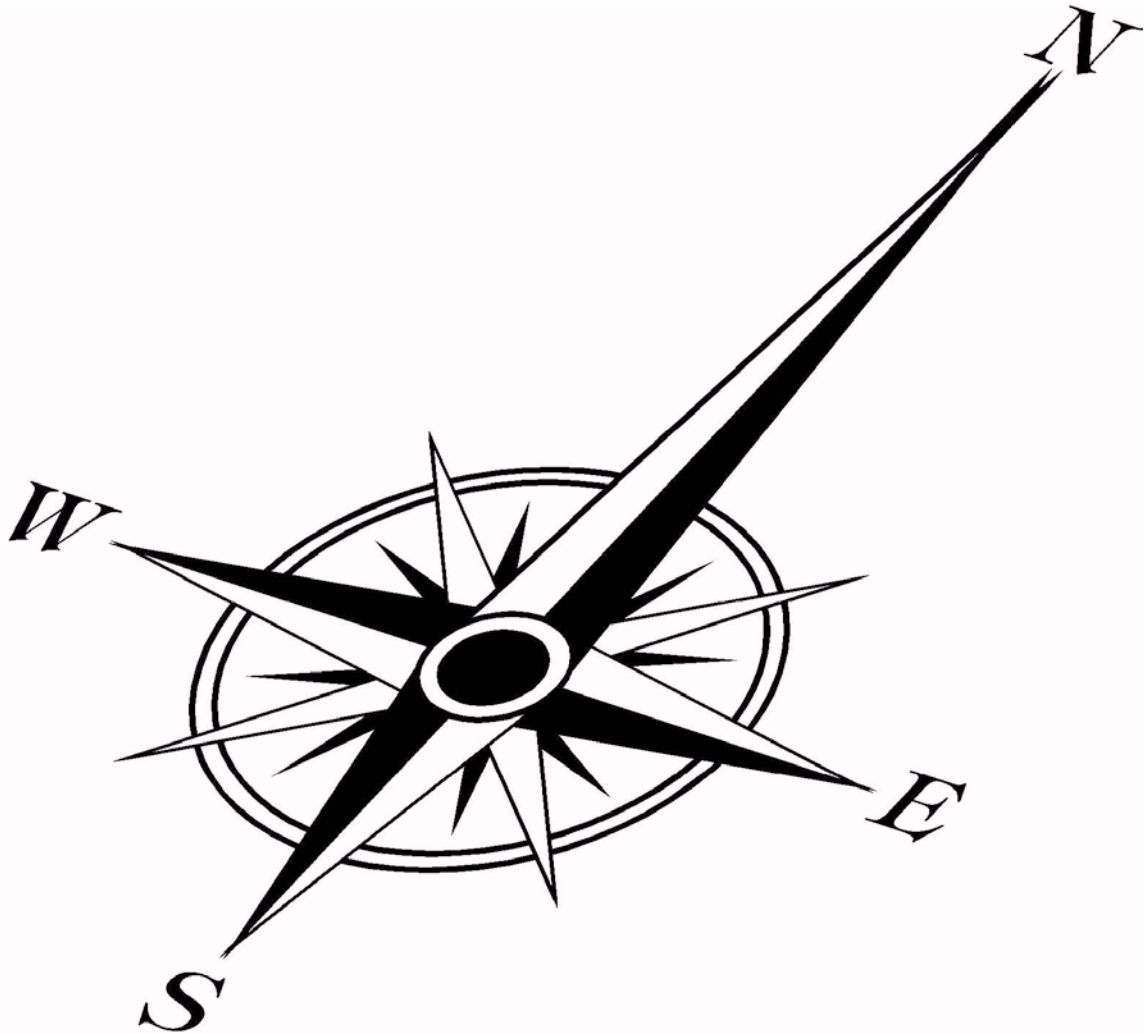
STRATEGIC PLAN

CITY OF CRYSTAL LAKE



ILLINOIS
2007-2012

2009 UPDATE



City of Crystal Lake, Illinois

Adopted March 9, 2007

Updated April 2009

Crystal Lake City Council

Aaron T. Shepley, Mayor
Ellen Brady Mueller
Ralph M. Dawson
Cathy A. Ferguson
David Goss
Brett Hopkins
Jeffrey T. Thorsen
Roger T. Dreher, City Clerk

Gary J. Mayerhofer, City Manager

I. Introduction - The Importance of Strategic Planning

II. The Foundation

- Community Vision
- Core Values
- Organizational Mission
- Organizational Vision
- Organizational Operating Principles

III. Strategic Commitments

IV. The Next Steps

I. Introduction – The Importance of Strategic Planning

Where should City government focus its priorities? What role does the City have in addressing the community's most pressing challenges? How well is Crystal Lake, as a city government, doing in its role to meet those challenges?

The City of Crystal Lake is using strategic planning to try to answer these and other questions. This process and how these questions are answered become our roadmap to the future.

Our community, as well as City government, has changed a great deal over the past few years. That change has focused our attention on several community challenges. It has also given us recognition that the quality of life in our community is high and that we have reliable and responsive public services. The challenge in the future is to ensure that the quality of life in our community remains high while addressing upcoming challenges. These challenges include:

- Dealing with the recent and expected growth in our community.
- Related to growth, traffic congestion, the quality of our road systems, and utility infrastructure were all identified as important challenges.
- A "small town feel", convenient location to a large urban area, recreation opportunities and a clean environment all make Crystal Lake an attractive place to live.
- Residents have a high level of satisfaction with the livability of the City, their neighborhoods and with City government in general.

Recognizing the many challenges facing the community, the City engaged in a strategic planning process. This process began with a multi-day planning session that included the City Council, Department Heads and the Strategic Plan Facilitator, Lewis G. Bender, Ph.D. The Strategic Plan is developed for a five-year period and identifies the most important commitments that will help achieve the community vision. Key elements of the City's planning framework include:

- Establishing a process for review of and improvement in services managed by the City of Crystal Lake.
- Establishing the foundation for budgeting appropriate resources for specific outcomes.

The Strategic Plan is not a static document or process. It must change to reflect the changing community. This document is the first of its kind for the City. As a dynamic document, the City will continuously revisit the Strategic Plan to ensure we are headed on the right path.

The following sections outline the planning framework, the foundation upon which the plan is based, and the strategic commitments that are the guideposts in helping to realize the community's vision and to accomplish the City's mission.

II. The Foundation

The foundation of the Strategic Plan rests on the Community Vision, the Organizational Mission and Vision, and the Core Values.

City of Crystal Lake Vision Statement

Crystal Lake envisions itself as a robust, cohesive community where all share in the responsibility of participating in civic life. A strong sense of identity is enhanced by the City's location on its namesake Lake and the surrounding natural beauty. Crystal Lake is proud of its rich history. Crystal Lake has a vibrant downtown where people throughout the community gather to live, work, shop and enjoy many entertainment options. The City has a strong commitment to providing lifelong educational, recreational, cultural and other opportunities for its population. Safe neighborhoods with distinct qualities and proud identities are linked by parks and green spaces. A vital economic base creates jobs and assists with maintaining low property tax rates. Crystal Lake citizens are proud of the community they continue to share in building.

City of Crystal Lake Mission Statement

The City of Crystal Lake is committed to the high quality of life enjoyed by the citizens and businesses of the Crystal Lake community. Our mission is to enhance and preserve the history, natural resources and unique cultural traditions of the community as well as provide fiscally sound and responsive services, programs, and facilities with the highest degree of professionalism, integrity, and efficiency so that Crystal Lake continues to be a great place to live and work.

City of Crystal Lake Core Values

Both our mission and our vision are founded on the following core values that guide all of our actions and reflect what we expect from our employees and our elected officials:

Transparent, Open, and Honest Government. This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, honesty, and integrity.

Customer Service. Our primary duty is to the customers we serve. We are accessible, responsive, consistent, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

Fiscal Responsibility. Proper use of public resources is a trust, which we continually guard. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency.

Personal Honesty and Integrity. Each of us demonstrates the highest standards of personal integrity, truthfulness, honesty, and fortitude in our public activities. In this way, we inspire public confidence and trust in our government.

Teamwork. We are a team that emphasizes high levels of trust and cooperation and a commitment to excellent communications within the organization. We encourage employees to exercise independent judgment in meeting customer needs through professional behavior that is consistent with our values.

Excellence. We continually pursue excellence by being creative, professional, showing initiative, and being committed to our community.

A Humane and Diverse Organization. We are a humane organization that honors diversity and protects individual rights. Open communication, respect for others, compassion, and a sense of humor contribute to our positive work environment. We make it possible for every employee to achieve his or her full potential. We value the cultural and social diversity that is reflected in our community, and we welcome the changes and new perspectives that this diversity brings to us.

III. Strategic Commitments

The strategic commitments that form the Strategic Plan are:

**Development – Reinvestment in the Community
Enhancing Community Life through Service Maintenance and Development
Managing Infrastructure/Finances**

THE PURPOSE of the City's strategic commitments is to emphasize those areas that the community and the organization have identified as needing increased recognition and effort to realize the community vision and accomplish the City's mission. To be successful, we must focus on the specific challenges and expectations that the strategic commitments are intended to address. Each City service area and every employee need to understand the underlying issues inherent in these strategic commitments and to think about what we currently do – or could do – to support these commitments in achieving the community's vision.

BY DESIGN, the strategic commitments do not address all of the City's core functions and activities, nor will we use the commitments to allocate all of our resources. Individual employees, programs and some entire service areas may find that their services do not directly relate to any one of the commitments. This does not diminish the value of our efforts or our commitment to quality service in these core functions. Police, Fire Rescue, Water, Sewer, Streets and other core functions are ongoing commitments to provide essential municipal services to the citizens of our community. The strategic commitments are intended to provide focus to needs above and beyond basic services to achieve the community vision. To that end, all City services and employees need to ask what they can do to support the strategic commitments in their day-to-day activities. Additionally, we will all continue to use the community vision, organizational vision and the City's values and mission statement, strategic commitments and operating principles to guide our actions.

These strategic commitments are described in more detail in the following pages. Each Strategy is assigned a timeline based on the following: short-term is 1-3 years, mid-term is 3-5 years, long-term is more than five years and ongoing means the Strategy has begun and will continue during the course of the Strategic Plan.

Development – Reinvestment in the Community

Challenges Identified

Previously, the City served as the regional retail center of McHenry County. Increasingly, neighboring communities are experiencing growth that is in turn making them retail centers in their own right. Prior retail growth in the City contributed to minimizing the City's property tax rate. Additionally, some retail areas in the City are in need of redevelopment in order to ensure their long-term viability. Other issues include: diversification of economic base, jobs/housing balance, and continued quality and relevance of education.

Pledge

We will actively participate in community revitalization and create employment opportunities through business retention, attraction, and diversification, both downtown and throughout the City, so people can live and work in Crystal Lake.

Strategies

1. Promote the development of strategic areas.

- **Promote commercial and recreational development in the Vulcan Lakes TIF (ongoing)**

- *2009 Update:* Plans to turn the 500-acre Vulcan Lakes property into a recreational and commercial asset for the entire community are moving closer to reality. The abandoned quarry, formerly owned by Vulcan Mining Company and acquired by the City, includes two pristine spring-fed lakes, as well as undeveloped land ideally situated between Highway 14, Rakow Road, Main Street and Pingree Road. A contract has been approved by the City Council with Hitchcock Design Group for final design/engineering and construction management services. It is anticipated that Phase 1 of the project will be publicly bid in early spring 2009, construction would begin Spring 2009 and the recreational facility would open Summer 2010. Proactive marketing of the available commercial sites along Route 14 and Main Street continues at regional developers' conferences, as well as targeted direct marketing to desirable end users.

- **Promote commercial and residential development in the Main Street TIF (ongoing)**

- *2009 Update:* The City has been working with the Union Pacific Railroad (UPRR) to relocate the rail yard on the west side of Main Street to City owned property south of Crystal Lake Avenue and east of Main Street. This improvement will have several benefits, including eliminating four at-grade railroad crossings and improving the aesthetics to the Downtown Crystal Lake entrance corridor. The City's consultant completed preliminary design and received an initial design approval from the UPRR. The City received a Federal Congestion Mitigation and Air Quality (CMAQ) grant of \$1,010,000 to offset some of the cost of the final design and construction. Stage 1 of the project adds a new "wye track" that allows the railroad to access their existing rail yard at a new location away from Main Street and eliminates 2 grade crossings near the intersection of Main Street and Crystal Lake Avenue. Stage 2 includes a new rail yard construction and the removal of the remaining existing tracks along Main Street. The anticipated completion of the final design for stages 1 and 2 would occur in 2009 and construction would be completed in spring 2010.

Additionally, improvements to the intersection of Crystal Lake Avenue and Main Street were completed in 2008. This project added dedicated left-turn lanes, reconfigured Brink Street into a right-in/right-out only near this intersection, and made other improvements. Also, the overhead utility burial on the western leg of Crystal Lake Avenue was completed in 2008. The remaining intersection improvements will be funded through a combination of TIF funds and MFT funds, and will be constructed when the “wye” track is built and the railroad crossings removal is allowed.

Proactive marketing of the available sites within the Main Street TIF continues at regional developers’ conferences, as well as targeted direct marketing to desirable end users.

- **Promote mixed use development in the Congress Parkway corridor (long-term)**
 - *2009 Update:* In early 2009, the City will approve a Unified Development Ordinance (UDO). The UDO is more than a collection of chapters from the zoning, subdivision, sign and tree preservation ordinances. Rather, the goal of consolidating the various ordinances into a UDO is to provide a single document rather than multiple, conflicting ordinances that includes a uniform set of consistent definitions, procedures that follow the normal sequences of development, and a coordinated system for development review and enforcement. The land use section of the UDO allows for additional mixed-uses for manufacturing areas such as the Congress Parkway corridor.
- **Promote mixed use development in the Northwest Corridor (mid-term)**
 - *2009 Update:* The northwest area of Crystal Lake is comprised of approximately 12 square miles. It is north of Route 176, then follows the boundaries of the City along the west and the Watershed Boundary along the east, and is bisected by Route 14 and the Union Pacific Railroad. The northwest area is the last large area yet to be developed in Crystal Lake. With the potential extension of public utilities to the vicinity of the area, the City Council approved a sub-area plan. As this area has many unique elements that merit protection, this sub-area plan is intended to guide responsible development. This plan identifies the characteristics of the area including natural features, watershed development and current land uses. This plan, along with the recently adopted Crystal Lake Watershed Best Management Practices, also establishes development standards to ensure thoughtful future growth with a mix of uses and protection of natural areas and green space.
- **Promote the development of the Route 31 corridor (long-term)**
 - *2009 Update:* A number of new businesses on Route 31 are leading the path toward the development of the Route 31 corridor. The new Wal-Mart Supercenter at Route 31 and Rakow Road measures over 200,000 square feet and is located on 24 acres in the Lutter center development. The new Wal-Mart Supercenter was relocated from their previous location in the Crystal Court shopping center along Route 14. Near Wal-Mart, the recently relocated and expanded Pauly Toyota dealership opened. The new location on Route 31 is 8.7 acres in size and holds a 49,000 square-foot sales, office, and service building. Additionally, the recent annexation of six new parcels near Route 31 and Rakow Road was another step in the development and control of this corridor. Other existing car dealerships in this corridor have expansion plans that will take place in the near future. Staff continues to proactively market other parcels along this corridor.

- **Promote commercial redevelopment in the Virginia Street TIF (ongoing)**
 - *2009 Update:* Hitchcock Design Group (HDG) was awarded the design contract for the Virginia Street Corridor streetscape improvements and held the kickoff meeting on February 12, 2007. After intensive surveying and study of the corridor, HDG began creating a new vision for the streetscape. The plan ideas were created through input from stakeholders, property owners and staff. The final design elements were approved by the City Council on September 16, 2008. The revised streetscape incorporates tan clay pavers similar to a boardwalk appearance at major pedestrian crossings and across the roadway. Along the new sidewalks will be street trees and planting beds surrounded by a wrought iron railing. All of this will be finished off with new area-specific street signage, way-finding signage and pedestrian and roadway decorative lighting. The improvements will provide a fresh look to the corridor and help create a safe and friendly place to shop, walk or dine.

Staff is now working with HDG and outside entities to finalize the construction documents and generate hard cost estimates. Once concrete cost estimates are received, the project will be brought back before City Council for a final decision on the cost and how to pay for the proposed improvements. Staff is also working with Commonwealth Edison on relocation of the overhead utility lines along Virginia Street. An estimated time on when construction will begin is contingent upon ComEd's timeline, as well as funding possibilities.

Proactive marketing of the handful of sites available within the Virginia Street TIF continues at regional developers' conferences, as well as targeted direct marketing to desirable end users.

- **Promote commercial redevelopment along Route 14 (long-term)**
 - *2009 Update:* With the relocation of Wal-Mart and Pauly Toyota to their new locations on Route 31, opportunities for commercial redevelopment have become available. To encourage new investment in and around the Vulcan Lakes area, the City has established a TIF District that encompasses Vulcan Lakes and a number of adjacent properties, including the former Pauly Toyota and Extreme Ford sites. The City continues to actively recruit high quality retail and restaurant uses that will capitalize upon the view of Vulcan Lakes and bring unique shopping and dining opportunities to Crystal Lake. Additionally, to emphasize the City's commitment to this redevelopment, as well as redevelopment citywide, a full-time planner was reassigned to focus exclusively on economic development. As part of this initiative, the City has also partnered with commercial brokers to promote existing grey field sites.
- **Promote the redevelopment of the Crystal Valley R.V. property (short-term)**
 - *2009 Update:* City staff continues to proactively market the site to potential development teams and end users.
- **Promote continued redevelopment of the Downtown TIF (ongoing)**
 - *2009 Update:* The revitalization of Crystal Lake's historic downtown district is a source of pride for the entire community. The downtown district is home to over 180 businesses – retail, restaurant and service providers. In 2008, the Downtown TIF, one of the first TIFs in the State of Illinois, expired. The Downtown TIF District was created in 1985 to redevelop the downtown Crystal Lake area. At that time, the downtown area was blighted and contained a high number of vacant stores. Today, Downtown Crystal Lake is a vibrant area that has become a destination point, voted Best Downtown Shopping District in McHenry County

by the Readers Choice Awards year after year! The Downtown TIF District has funded many public improvements over the past 23 years. At the close of the District, \$10 million will be added to the property tax base that will provide a direct benefit to local governments, including the School and the Park Districts. Following is a summary of the 2008 enhancement projects:

- Main Street and Crystal Lake Avenue Improvements
Improvements include the addition of a dedicated left-turn lane for motorists turning east onto Crystal Lake Avenue and many streetscape improvements, including decorative lighting, tree planting, planters, benches and landscaping elements. All overhead utilities were removed and placed underground.
- Raue Clock Plaza, Depot Park and Streetscape Enhancements
The Raue Clock Plaza was updated with the installation of decorative planters, landscaping and new brick pavers to create an attractive outdoor seating area and meeting place at the clock. A new octagonal Gazebo, landscaping and a drinking fountain in the Depot Park were also completed. The gazebo will serve as a focal point for many future events in the Depot Park. Streetscape enhancements include the replacement of 10 existing planters located along Williams Street to match the planters recently installed along Main Street. The planters include ornamental fencing and beautiful plantings in the Spring. Enhanced signage, lighting, replacement brick pavers, new trash receptacles and benches have given Downtown Crystal Lake a fresh, updated look.
- In addition to the TIF assistance for the past 23 years, the success of Downtown Crystal Lake is the result of a strong public and private partnership. The Main Street organization has worked hand-in-hand with the City to professionally manage and promote the downtown. The organization serves as a liaison to address issues that arise, e.g. parking. In 2009, a parking study update will be completed providing a framework for relieving those pressures.

2. Promote revitalization and redevelopment

- **Assist businesses and developers to effectively work with environmental and brownfield regulatory and incentive programs (ongoing)**
 - *2009 Update:* To assist businesses and developers in this regard, the City has reassigned a full-time planner to focus exclusively on economic development programs.
- **Develop land-use plans and implement regulations (e.g. zoning, transportation management, storm water management, etc.) that make more efficient use of land and transportation systems (ongoing)**
 - *2009 Update:* The City has approved a Crystal Lake watershed best management practice and a northwest area sub-area plan, and is completing a Unified Development Ordinance (UDO) in early 2009. All these documents provide up-to-date, comprehensive and consistent regulations.
- **Work in partnership with other local and state organizations to aid local economic development, including business retention and attraction efforts (ongoing)**
 - *2009 Update:* The City continues to partner with the Crystal Lake Chamber of Commerce and the McHenry County Economic Development Corporation for economic development initiatives. In 2008, the City, along with the Chamber of Commerce, instituted an I Shop Crystal Lake holiday incentive program. In addition, Industrial Revenue Bonds and other economic development incentives are used as resources to prospective new businesses.
- **Create a Route 14 Crystal Lake Gateway Signature Plan that will highlight the**

unique character of Crystal Lake (mid-term)

- *2009 Update:* A Crystal Lake gateway signature plan is being developed as part of the Virginia Street TIF streetscape improvement plan. In addition, other areas are being studied in an effort to enhance the City's gateway aesthetics.

3. Promote Neighborhood Revitalization/Preservation

- **Develop infrastructure and make other investments to address neighborhood development needs (green spaces, median islands, streets, sidewalks, drainage structures, signage, curbs and gutters, parking) (ongoing)**
 - *2009 Update:* Long-term plans are being developed.
- **Enact neighborhood identity initiatives (long-term)**
 - *2009 Update:* Long-term plans are being developed. In addition, as part of the UDO, the Neighborhood Pattern Book is a newly adopted tool that provides interested neighborhood groups with a guidebook to help preserve their neighborhood's unique identity and charm.
- **Encourage more quality neighborhood associations (long-term)**
 - *2009 Update:* Long-term plans are being developed.
- **Establish Adopt-A-Street programs (mid-term)**
 - *2009 Update:* Long-term plans are being developed.
- **Promote historic preservation and neighborhood appreciation (ongoing)**
 - *2009 Update:* The City's Historic Preservation Commission, acting on behalf of the community, works to ensure the integrity of the City's architectural and historical resources and encourage historic landmark designations.

4. Continue to work with the Union Pacific Railroad

- **Relocate the Metra train yard (mid-term)**
 - *2009 Update:* A capital improvement plan for Metra is the relocation of the Metra train yard to a new modern facility in Johnsburg. The City has expressed support for this project.
- **Relocate the rail line from Main Street (short-term)**
 - *2009 Update:* The City has been working with the Union Pacific Railroad (UPRR) to relocate the rail yard on the west side of Main Street to City-owned property south of Crystal Lake Avenue and east of Main Street. This improvement will have several benefits, including eliminating four at-grade railroad crossings and improving the aesthetics to the Downtown Crystal Lake entrance corridor.
- **Initiate a plan for the elimination of railroad grade crossings (long-term)**
 - *2009 Update:* See above.

5. Continue to strengthen and diversify the tax and job base

- **Pursue the development of a class "A" business park for recruitment of technology companies (mid-term)**
 - *2009 Update:* The City places a priority on economic development. This is evident with the reassignment of a full-time planner to focus exclusively on economic development. As part of this initiative, the City has partnered with commercial brokers to promote existing sites. In addition, the Economic Development Committee has this as a primary objective in their strategic plan.
- **Provide an attractive business climate for specific industries to locate in Crystal Lake: international trade, healthcare, knowledge-based technology, and other high-paying growth sectors (mid-term)**
 - *2009 Update:* See above.

- **Enhance marketing mechanisms utilizing target site locations, consultants, real estate professionals, and business executives (mid-term)**
 - *2009 Update:* See above.
- **Invest in infrastructure that will serve employment centers (mid-term)**
 - *2009 Update:* The City will continue to study areas where such infrastructure can be implemented.
- **Assist with the expansion of McHenry County College in order to increase education, training, and recreational opportunities. (short-term)**
 - *2009 Update:* McHenry County College has presented plans for the increase in education, training and recreational opportunities.
- **Implement policies and train staff to recognize the value of “business friendly” customer service practices (ongoing)**
 - *2009 Update:* A high-priority has been placed on effective customer service practices. Emphasis will continue to be placed on these business-friendly practices.
- **Implement improvements to offer a clearer predictability of the development review process and rules (short-term)**
 - *2009 Update:* The City is currently in the process of finalizing a Unified Development Ordinance (UDO). The UDO is more than a collection of chapters from the zoning, subdivision, sign and tree preservation ordinances. Rather, the goal of consolidating the various ordinances into a UDO is to provide a single document rather than multiple, conflicting ordinances, that includes a uniform set of consistent definitions, procedures that follow the normal sequences of development, and a coordinated system for development review and enforcement.

6. Promote tourism

- **Explore efforts to develop a convention center (long-term)**
 - *2009 Update:* The City will explore opportunities as they become available.
- **Build upon the City's heritage, natural resources and livability to support tourism (ongoing)**
 - *2009 Update:* In 2007, the City Council formed an Ad Hoc Clean Air Counts Advisory Committee to assist the City in meeting the goals of the Clean Air Counts Campaign (CAC). The Clean Air Counts Campaign, an initiative of the Metropolitan Mayors' Caucus, the EPA and the ILEPA, provides the City with tools and grant funding to reduce the City's ozone-causing and global warming emissions. CAC will also assist the City as it educates residents with the message of conservation and emissions reduction. Based on the efforts of the CAC, the City has been designated as a bronze level organization through the Clean Air Counts Campaign. Additionally, the City's Historic Preservation Commission, acting on behalf of the community, works to ensure the integrity of the City's architectural and historical resources.
- **Enhance the usage of the City's Hotel/Motel tax to stimulate tourism (short-term)**
 - *2009 Update:* In 2007, the City Council increased the hotel/motel tax to 5% in order to increase funding for programs that stimulate tourism in the City. For FY 2009/2010, Hotel/Motel Tax proceeds have been budgeted to support The Raue Center for the Arts, the Historic Downtown Association, the Crystal Lake Chamber of Commerce, the Crystal Lake Rowing Club, the McHenry County Music Center, Crystal Lake Babe Ruth Baseball, the Northwest Area Arts

Council and the McHenry County Youth Sports Association. Additional funds were budgeted for 4th of July Fireworks and the Fourth of July Parade.

7. Explore annexation opportunities

- **Pursue annexations of strategic properties in order to provide better realignment of corporate boundaries (mid-term)**
 - *2009 Update:* A number of strategic annexations occurred including the annexation of six parcels at the intersection of Route 31 and Rakow Road and two parcels on the east side of Route 31 near Route 176.
- **Explore governmental consolidation (mid-term)**
 - *2009 Update:* Long-term goal.

Enhancing Community Life through Service Maintenance and Development

Challenges Identified

Our City, community and City Government have changed a great deal over recent years with new residents, new businesses and changing expectations of City government. City officials need to make City government accessible to all and work with other organizations to provide opportunities for residents to meet and work together to resolve community problems. We believe that the future of our City depends on it continuing to be a desirable place to live. Connecting the City to this new and evolving community requires strong and visionary leadership – leadership that fosters an open and understandable decision-making process and two-way communication with the community about its vision and expectations.

Pledge

We will strengthen the connection and understanding among all people in our community and between our community and City government by enhancing opportunities for public involvement and dialogue. We will effectively deliver the services and programs that Crystal Lake's citizens need, want, and are willing to support.

Strategies

1. Work with community organizations and residents to understand and address community problems (short-term)

- *2009 Update:* On an ongoing basis, City representatives work with community organizations and residents to understand and address community problems.

2. Support community events that create opportunities for community and neighborhood gatherings (ongoing)

- *2009 Update:* The City provides continuous support to community events, including block parties, festivals, carnivals, etc.

3. Promote effective communication

- **Enhance the use of the City Newsletter (short-term)**

- *2009 Update:* In 2007, the City approved a new printing contract for the City Newsletter in order to increase the content of information as well as to enhance the format.

- **Enhance the use of the City's government access channel (short-term)**

- *2009 Update:* Continuous efforts are made to enhance the content of the City's government access channel.

- **Develop City Marketing plan (short-term)**

- *2009 Update:* In cooperation with the City's Economic Development Committee, the City Council awarded a contract for a strategic marketing campaign to create awareness and promote the benefits of shopping locally, as well as to showcase the City's retailers and service providers.

- **E-government implementation (Virtual City Hall) (mid-term)**

- *2009 Update:* The complete retooling of the City's website was completed. The goal of this project is to increase the effectiveness of the website as an e-government platform.

4. Continue to revise and guide the development process through the use of progressive building and development codes/standards

- **Become a best practice development review process City in order to set standards for future development (long-term)**
 - *2009 Update:* The City has approved a Crystal Lake watershed best management practice and a northwest area sub-area plan, and is completing a Unified Development Ordinance (UDO).

5. Promote sustainable development

- **Identify specific sustainability goals and indicators for the City in order to preserve the City's environmental resources (mid-term)**
 - *2009 Update:* In 2007, the City Council formed an Ad Hoc Clean Air Counts Advisory Committee to assist the City in meeting the goals of the Clean Air Counts Campaign (CAC). The Clean Air Counts Campaign, an initiative of the Metropolitan Mayors' Caucus, the EPA and the ILEPA, provides the City with tools and grant funding to reduce the City's ozone-causing and global warming emissions. CAC will also assist the City as it educates residents with the message of conservation and emissions reduction. Based on the efforts of the CAC, the City has been designated as a bronze level organization through the Clean Air Counts Campaign.
- **Promote the City's distinct urban and rural lifestyles and settings to residents, businesses and visitors (mid-term)**
 - *2009 Update:* Ongoing promotions include the "I Shop Crystal Lake" marketing campaign budget, use of the City Calendar and Newsletter, distribution of hotel/motel tax funding, and continued cooperation with the Crystal Lake Chamber of Commerce and McHenry County Economic Development Corporation.

6. Create and implement a comprehensive communications plan to encourage informed citizen participation in local government

- **Review alternative modes for communication (short-term)**
 - *2009 Update:* Ongoing efforts include increased use of the City Calendar and Newsletter, increased use of the City's cable access channel and completed enhancement to the City's website.
- **Incorporate annual report as part of the City's calendar (short-term)**
 - *2009 Update:* The City Calendar for the past three years included an enhanced format that highlighted the distinct qualities of the community. This new format also included annual financial report information.

7. Create and implement a comprehensive index of community satisfaction with municipal services

- **Periodic random sample surveys (mid-term)**
 - *2009 Update:* Long-term plans are under development.
- **Annual update and report on the City's Strategic Plan (short-term)**
 - *2009 Update:* The annual update is incorporated into the City's budget document.
- **Initiate comprehensive performance measurement program (long-term)**
 - *2009 Update:* Long-term plans are under development.

8. Submit organizational achievement for professional association recognition

- **Continue to achieve recognition of organizational excellence by the Government Finance Officers Association and others (ongoing)**
 - *2009 Update:* Ongoing.
- **Achieve accreditation for police, fire rescue, public works, and building (long-term)**
 - *2009 Update:* In 2009, the respective departments will develop an action plan for organizational benchmarking utilizing the International City Managers Association (ICMA) Center for Performance Measurement.

9. Evaluate customer service delivery needs and actions

- **Develop customer service standards for employees (ongoing)**
 - *2009 Update:* A high-priority continues to be placed on effective customer service practices.
- **Ensure every employee is provided with appropriate customer service training (ongoing)**
 - *2009 Update:* Employee training is an ongoing priority.
- **Identify customer service improvements (ongoing)**
 - *2009 Update:* Customer service improvements are made utilizing various feedback measures.

10. Increase utilization of technology

- **Increase access to City government via e-government initiatives (mid-term)**
 - *2009 Update:* The complete retooling of the City's website was completed in January 2009. This project will increase the effectiveness of the website as an e-government platform. Useful GIS maps have been posted on the City's website to provide continual access to some of the most commonly requested land use information. In addition, a searchable, available site directory provides property details and contact information for the sites within the City.
- **Implement a wireless fire/security alarm central station owned and operated by the City in order to lower the incidents of false alarms and reduce public safety costs (mid-term)**
 - *2009 Update:* In 2009, an ordinance will be developed to create the wireless system, create a Request for Proposals for the system design and installation, and conduct multiple community workshops to share the information while meeting the community's needs.
- **Become a Wi-Fi community (mid-term)**
 - *2009 Update:* The City will continue to review options for wireless internet service in the community.

11. Foster Intergovernmental Collaboration

- **City officials meet regularly, constructively and productively on important issues with other regional governmental leaders in an atmosphere of mutual respect (short-term)**
 - *2009 Update:* The City has become a member and active participant of the McHenry County Council of Governments (MCCG). The MCCG is a non-profit organization created to foster intergovernmental cooperation among municipalities and other local governments in McHenry County and to address issues of mutual concern. The MCCG is recognized as one of several regional councils of governments and is a member of the Metropolitan Mayors Caucus.

12. Maintain Emergency Preparedness

- **Develop a business continuity plan so the City is able to continue all basic**

administrative and public safety services in the event of a natural or man-made catastrophe (short-term)

- *2009 Update:* A plan is being finalized to design, construct and develop a dedicated Emergency Operations Center in order to bring communication and coordination in one room that is ready to go when an emergency/disaster strikes.
- **Comply with Homeland Security mandates (ongoing)**
 - *2009 Update:* The City continues to comply with Homeland Security mandates.
- **Become National Incident Management System (NIMS) compliant (short-term)**
 - *2009 Update:* The City is meeting all current NIMS requirements.
- **Increase emergency preparedness training (ongoing)**
 - *2009 Update:* Emergency preparedness training is an ongoing priority.
- **Develop a warning and communication system plan (short-term)**
 - *2009 Update:* Plan developments are ongoing.

13. Provide a workplace that encourages excellence

- **Training and development programs (ongoing)**
 - *2009 Update:* Training and development is an ongoing priority.
- **Recognition systems (short-term)**
 - *2009 Update:* Plans are in development.
- **Creativity and innovation in service delivery (short-term)**
 - *2009 Update:* Creativity and innovation are encouraged and rewarded in the workplace.
- **Leadership Development (short-term)**
 - *2009 Update:* Leadership Development is an ongoing priority.
- **Succession Planning (short-term)**
 - *2009 Update:* Plans are in development.

Managing Infrastructure/Finances

Challenges Identified

Growth, increased community expectations for City services, unfunded mandates, and other economic pressures have placed increasing demands on City government. City government must continue to demonstrate fiscal responsibility by prioritizing, increasing efficiencies, and other measures to most effectively use existing resources. Growth has especially brought increased traffic congestion. Fueling the traffic problem is the dependence on automobiles. The rising cost of maintaining an expanding system and the need for immediate road improvements all create needs that are becoming increasingly challenging with current funding sources.

Pledge

We will responsibly manage public funds and develop financial plans to balance resources with the community's priorities and vision. We will develop and support a comprehensive infrastructure system through cooperative planning and the funding of important capital projects.

Strategies

1. Ensure Fiscal Responsibility

- **Communicate to the community how the City utilizes public funds and the challenges it faces to provide services (short-term)**
 - *2009 Update:* Ongoing efforts include increased use of the City Calendar and Newsletter, increased use of the City's cable access channel and enhancements to the City's website.
- **Increase use of public and private partnerships (mid-term)**
 - *2009 Update:* Public-private partnerships refer to contractual agreements formed between the City and a private sector entity that allow for greater private sector participation in service delivery. Expanding the private sector role allows the City to tap private sector technical, management and financial resources in new ways to achieve certain public agency objectives such as greater cost and schedule certainty, supplementing in-house staff, innovative technology applications, specialized expertise or access to private capital.
- **Work with the community to prioritize services and consider eliminating some services or transferring services to other public or private providers (mid-term)**
 - *2009 Update:* Long-term plans are under development.
- **Streamline work processes and increase service capacity without increasing public cost (long-term)**
 - *2009 Update:* Budgeting for outcomes is a priority placed during the development of the City's budget.
- **Develop a five-year financial forecast that includes operating costs, capital costs and a plan to finance both (short-term)**
 - *2009 Update:* The City's first ever five-year financial plan was completed in 2007 and will continue to be updated each year.
- **Seek new and innovative funding sources (ongoing)**
 - *2009 Update:* Long-term plans continue to be reviewed.

2. Maintain a prioritized capital improvement plan

- **Develop a five-year capital improvement plan and update annually thereafter (short-term)**
 - *2009 Update:* The City's first ever five-year financial plan was completed in 2007 and will continue to be updated each year.
- **Develop ongoing funding sources to address capital improvement projects (short-term)**
 - *2009 Update:* The City's first ever five-year financial plan was completed in 2007 and will continue to be updated each year.
- **Develop innovative ways to increase funding for local and regional transportation infrastructure (mid-term)**
 - *2009 Update:* Funding for transportation infrastructure remains a priority for the City. Sources of funding for the many infrastructure projects contemplated over the course of the next five years include Federal, State and local funds.
- **Enhance the use of technology to help solve transportation issues (mid-term)**
 - *2009 Update:* The City has increased the usage of G.I.S and traffic planning software to help solve transportation issues.

3. Maintain City streets in good condition

- **Develop pavement management system (short-term)**
 - *2009 Update:* In 2006, a contract for a citywide pavement management system was approved. A pavement management system allows the City to analyze road conditions and determine which roads are in greatest need of resurfacing or other repairs, and also estimates the cost of future road repairs. The City's contractor has completed the citywide analysis and has determined that the current state of road surfaces in the City has an overall score of 82 out of 100. This score of 82 bodes very well for the current state of the City's road surfaces. However, a large increase in road resurfacing is anticipated in the next five years because of the disproportional amount of roads that were constructed in the late 1980s and early 1990s. In order to maintain a similar overall pavement condition, an increase in road resurfacing is anticipated over the next five years.

4. Strengthen regional partnerships to help solve local and regional transportation problems (ongoing)

- *2009 Update:* As a member of the McHenry County Council of Mayors, the City actively participates in helping solve local and regional transportation problems.

5. Implement a comprehensive program to "underground" utility lines (long-term)

- *2009 Update:* Long-term plans to be developed.

IV. The Next Steps

Simply identifying the City's new Strategic Commitments, strategies and key indicators will not lead to tangible improvement in City services and in our community. For the City to actually meet the new strategic commitments, it will require a higher degree of focus and public accountability for City services. Operational Plans for our service areas, translating those plans into resource allocation and annual monitoring of the Strategic Plan's key indicators will help provide this focus and accountability.

Operational Plans

As identified in the City's planning framework, implementing the strategies included in the new Strategic Commitments will require a fresh cycle of operational planning by City services. Many City services already have "operational plans" in place, while others use similar planning and management tools to guide their activities. While their format can range from simple to very complex, effective operational plans establish expectations for staff activities and results. Key elements of operational plans include specific action-oriented goals, discrete and focused work activities, and a balanced set of performance measures.

Resource Allocation

Ideally, the updated Operational Plans will be directly tied to the City's annual budget. The linkage serves to strengthen the relationship between resource allocation and specific results. While this is our goal, we have work to do to more effectively link the Strategic Plan to the City's budget process. In the 2009 - 2010 budget process, we continue taking some initial steps, including making targeted investments that directly relate to the strategies included in the Strategic Commitments. As we complete and update our Operational Plans, our challenge will be to better align them to the City budget.

Development and Monitoring of Key Indicators

The development of key indicators will be an important element to the Strategic Plan. The Key Indicators will outline our expectations for results. To meet these expectations will require us to place greater emphasis on collecting and reporting data that shows the progress we've made. We plan to use a variety of data sources to hold ourselves accountable internally and to the community including:

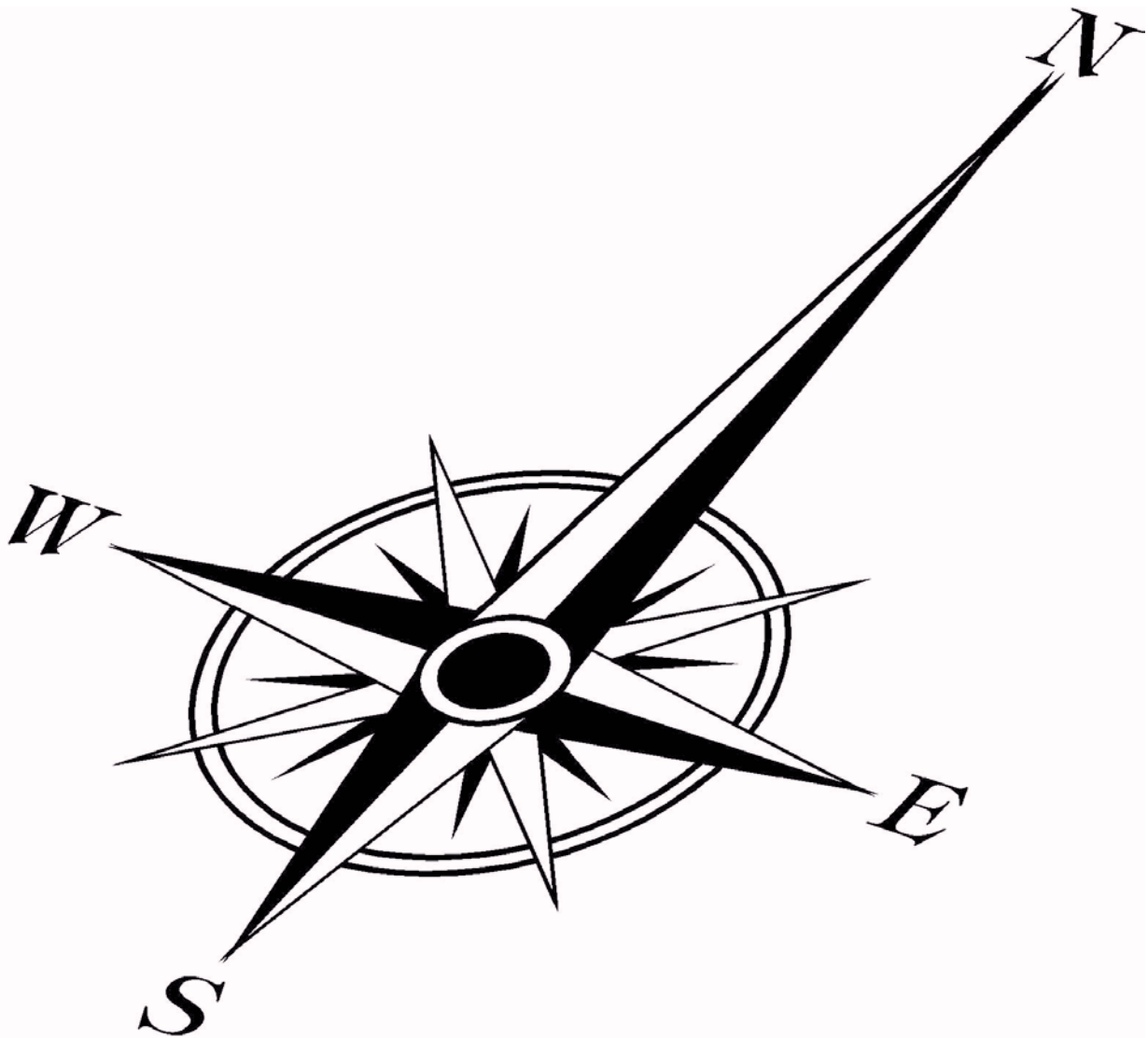
- Periodic community and employee surveys
- Performance comparisons to other cities
- Annual review and update of budget and financial policies
- Annual reporting on the Plan's key indicators

Periodic Reviews

Finally, the Plan itself will need to be revisited to make sure it continues to focus City government on the community's most important issues. This will involve periodically reviewing the trends in key indicators and gathering additional information on the challenges facing the community.

FINANCIAL PLAN

CITY OF CRYSTAL LAKE
ILLINOIS
2009/10 - 2013/14



Five-Year Financial Plan

City of Crystal Lake, Illinois
April 2009

Initial Version November 2007

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I. Introduction

This document and the accompanying attachments represent the City of Crystal Lake's examination of its long-range fiscal condition and financial challenges. The Financial Plan will stimulate discussion and allows the City to take a long-range perspective regarding the City's fiscal conditions in order to achieve balance and stability. By incorporating this perspective into the City's annual budget process along with the Strategic Plan, it allows decisions to be made today that will direct the priorities of the City into the future and minimize the risk of future budget gaps.

The Financial Plan includes revenue and expenditure forecasts, which are based on various assumptions such as economic conditions or previous policy decisions. The Financial Plan serves as a tool, which identifies the City's priorities, long-term trends, risks and opportunities and will be a valuable guide for the City in the development of future budgets. This is intended to allow the City Council to make decisions about the annual budget and City Council goals in the context of the City's anticipated ability to fund those goals. The Five-Year Financial Forecast indicates trends. Staff developed the assumptions based on research, experience, existing contracts, and other information.

II. Fiscal Environment

The future fiscal environment is currently in a critical stage. Last year at this time, we reported the fact that there were several difficult decisions that we faced in developing the financial blueprint for the City in 2008-2009. The balancing act of rising fuel, energy, and personnel costs, while at the same time maintaining the high expectations and level of service the residents of Crystal Lake expect, have and continue to be a challenge. For the fiscal year 2009-2010, we face those same factors, plus an uncertain economic climate with additional challenges, including:

- Global and economic conditions that have not been experienced in decades;
- Unprecedented amounts of federal government dollars serving to "bailout" entire industries and sectors of society;
- A stock market where increases and decreases in the trillions of dollars have become commonplace in recent months;
- Oil prices which have fluctuated wildly, which included a record high \$147 per barrel in July 2008; and
- A severe downturn in the housing market.

In his recent semiannual appearance in front of the House Financial Service Committee to discuss monetary policy, Federal Reserve Chairman Ben Bernanke re-emphasized that the nation's economy is in a "severe contraction" and may not begin recovering until 2010. Bernanke said he expects the U.S. economy will contract for all of 2009, and that 2010 may be a "year of recovery."

However, Bernanke said in his testimony that "the outlook for economic activity is subject to considerable uncertainty, and I believe that, overall, the downside risks probably outside those on the upside." In regards to his outlook for inflation, Bernanke said he believes inflation pressures will "remain low" for the next couple of years as the economy continues to struggle and slowly recovers.

Bernanke said he believed that because the bulk of the Fed's recently-created programs rely on short-term financing, the central bank could reabsorb all the money it had created in a "timely way" in order to avoid any inflation that may occur down the road. The Fed chairman said that the actions the central

bank and the Treasury Department had taken in recent months helped stem what could have been a “collapse of the global financial system” that could have led to a “much deeper, much longer and more protracted U.S. recession.”

In regards to the ongoing market speculation that the U.S. government may have to nationalize a major financial institution, Bernanke said that he did not believe full nationalization is something on the agenda. “I think of nationalization as being a takeover of the banking system or a bank ... and putting the government in charge of running an institution,” Bernanke said. “I think we have the tools short of those draconian measures to make sure banks return to viability.” However, Bernanke did say that the government will have ownership stakes in some banks.

Payroll employment in Illinois decreased 36,000 in December 2008, representing the seventh consecutive month of job loss, according to data released today by the U.S. Department of Labor, Bureau of Labor Statistics (BLS) and the Illinois Department of Employment Security (IDES). The December seasonally adjusted unemployment rate was 7.6 percent. That is a 0.3 percent increase over November and the highest monthly rate since June 1993. In November and December, Illinois lost a combined 73,600 jobs. That is the largest two-month decline since 1990, the year the data classification system began. Also in December, the total number of unemployed persons in Illinois was 505,300, exceeding 500,000 for the first time since February, 1992.

The Institute of Government and Public Affairs at the University of Illinois publishes a “flash-index” that aims to measure expected economic growth in Illinois. The indicators used are corporate earnings, consumer spending and personal income. These indicators are measured through tax receipts, adjusted for inflation. 100 is the base, so a number above 100 represents growth in the Illinois economy, and a number below 100 represents a shrinking economy.

Recession’s grip on the Illinois economy tightened in January as the University of Illinois Flash Index fell to a reading of 97, the lowest recorded since October 2003. The index fell from its December level of 98.7 and is down from a reading of 103.6 just one year ago. “If there were ever any doubts, the January index shows that the State’s economy is clearly in recession like the rest of the country,” said economist J. Fred Giertz, who compiles the index for the Institute of Government and Public Affairs. “The decline has been steep in recent months. There are no signs that the decline is at an end.”

The reading marks the second consecutive month the index has been below 100, which is the dividing line between economic contraction and economic growth. “The decline in the Illinois economy is part of the worldwide economic slowdown and has little to do with particular features of the State’s economy or State government,” Giertz said. “However, the implications of the recession for the State budget are extremely severe.”

“There are no bright spots in the State’s revenue picture,” Giertz said. Receipts from personal income tax, corporate taxes and sales taxes all were down in real terms from the same month a year ago. The Flash Index was below 100 in December for the first time since March 2004 as the State’s economy emerged from the recession of 2001. During that downturn, the index spent 35 consecutive months in sub-100 territory.

III. Underlying Assumptions

Staff developed the assumptions based on research, experience, existing contracts, and other information. The following table summarizes the indicators used to develop the financial forecasts:

	FY2009/10	FY2010/11	FY2011/12	FY2012/13	FY2013/14
Operating Growth	0.0%	2.0%	2.0%	2.0%	2.0%
EAV Growth	3.3%	5.0%	5.0%	5.0%	5.0%
Federal Funds Rate	.025%	2.75%	3.25%	3.75%	4.0%
Sales Tax Growth	(1.5%)	2.0%	2.0%	3.0%	3.0%
Income Tax Growth	6.1%	2.0%	2.0%	3.0%	3.0%
Salaries Growth (merit)	3.0%	3.0%	3.0%	3.0%	3.0%
Salaries Range Adjustment	2.0%	2.0%	2.0%	2.0%	2.0%
Police and Fire Pension	8.55%	10.0%	10.0%	10.0%	10.0%
IMRF	4.06%	10.0%	10.0%	10.0%	10.0%
Health Insurance Cost	0.0%	8.0%	8.0%	8.0%	8.0%

As of December 16, 2008, the most recent change the Federal Open Market Committee (FOMC) has made to the funds target rate is a 75-100 basis point cut from 1.0% to a range of zero to 0.25%. (According to Jack A. Ablin, Chief Investment Officer at Harris Private Bank, one reason for this unprecedented move of having a range, rather than a specific rate, was because a rate of 0% could have had problematic implications for money market funds, whose fees could then outpace yields.) This followed the .5% cut on October 29, 2008. This followed the unusually large 75 basis point cut made during a special January 22, 2008 meeting in response to the stock market turmoil that January, as well as a 50 basis point cut on January 30, 2008, a 75 basis point cut on March 18, 2008, and a 50 basis point cut on October 8, 2008. A lower Federal Fund Rate negatively impacts the City's interest income returns and positively impacts borrowing costs.

Health insurance cost increases are based on past experience and current indications from the industry and providers. Based on information provided by the McHenry County Assessor's office, projected EAV growth results from an increase in the assessed value of existing property, which is expected to eventually grow steadily at 5% each year over the five years. Sales tax revenue is assumed to eventually increase at 2.0% once the current recession has passed and income tax revenue is assumed to increase at 2.0% per year over the course of the Financial Plan. The Crystal Lake Library Board has requested that the Library's tax levy remain at the current rate of .2733. This plan makes the assumption that this rate will stay consistent for the library during the five years.

IV. Forecast Summary

The Five-Year Financial Plan focuses on balancing funds with current revenue projections and use of reserves to fund operations for the next five years. In the first year of the Five-Year Financial Plan, a need was demonstrated for enhanced revenues to balance the budgets for the next five years as well as to implement new programs to meet increased demands. The focus is not only the current year's budget but also the impact revenues and expenditures will have over the five-year period.

2008/2009

The new revenues previously introduced were as follows:

New Revenue	Impact
Establishment of a 0.75% Home Rule sales tax	<ul style="list-style-type: none"> -Continuation of existing City services. -Initial funding for the Main Street Railroad Relocation Project. -Initial funding for the Vulcan Lakes recreational area. -Initial funding for the Virginia Street Corridor streetscape. -Increase in road resurfacing projects. -Comprehensive G.I.S. and document management system. -Study of flooding solutions. -Contribution toward a senior center. -Enhancement of economic development initiatives including business recruitment and retention. -Hiring of 4 new police officers in 2009 for a Target Response Unit, one new police officer in 2011, one new police officer in 2013.
Maintain growth in Fire Tax Levy	<ul style="list-style-type: none"> -Continuation of existing fire rescue services. -Hiring of 9 new firefighter/paramedics in 2009.
Change Ambulance Fee Schedule	-An annual ambulance fee increase based upon the Medicare "Ambulance Fee Schedule Amounts" to better capture available Medicare and mileage charges.

2009/2010

In the upcoming fiscal year, the only significant change to revenues is the proposed adoption of a five-year water and sewer rate schedule in order to be used for the maintenance of existing water and sewer services. This revenue program will be discussed in its respective section of the document. Also, the final section of this Plan includes information for a potential downtown parking structure and an option for funding the structure.

V. General Fund Expenditure and Revenue Analysis

REVENUES	2008/2009 Budget	2009/2010 Request	2010/2011 Projection	2011/2012 Projection	2012/2013 Projection	2013/2014 Projection
Property Tax - Police/Fire Pension	2,094,002	2,257,001	2,482,701	2,730,971	3,004,068	3,304,475
Total Property Taxes	2,094,002	2,257,001	2,482,701	2,730,971	3,004,068	3,304,475
Sales Tax	11,215,750	10,696,446	10,910,375	11,128,582	11,462,440	11,806,313
Leased Car Tax	28,500	25,000	25,000	25,000	25,000	25,000
State Income Tax	3,688,348	3,688,300	3,762,066	3,837,307	3,952,427	4,070,999
Replacement Tax	108,360	133,049	133,049	133,049	133,049	133,049
Use Tax	527,191	541,120	541,120	541,120	541,120	541,120
Telecommunications Tax	1,911,000	1,911,000	1,949,220	1,988,204	2,047,851	2,109,286
Grant Proceeds - State of IL	7,500	7,500	7,500	7,500	7,500	7,500
Grant Proceeds - Federal	5,000	5,000	5,000	5,000	5,000	5,000
Total Intergovernmental	17,491,649	17,007,415	17,333,330	17,665,763	18,174,386	18,698,267
Hotel Tax	290,000	290,000	290,000	290,000	290,000	290,000
Food and Beverage Tax	-	-	819,000	843,570	877,313	912,405
Total Other Taxes	290,000	290,000	1,109,000	1,133,570	1,167,313	1,202,405
Liquor Licenses	93,775	94,000	101,050	108,629	116,776	125,534
Building Permits	465,273	275,000	343,750	429,688	451,172	473,730
Occupancy Permits	5,250	5,250	5,250	5,250	5,250	5,250
Miscellaneous Licenses & Permits	5,250	5,250	5,250	5,250	5,250	5,250
Total Licenses & Permits	569,548	379,500	455,300	548,816	578,448	609,765
Police Department Fines	707,000	714,070	721,211	728,423	735,707	743,064
Police Towing (DUIs, etc.)	90,000	180,000	180,000	180,000	180,000	180,000
Adjudication Fines	50,000	50,000	55,000	60,000	65,000	70,000
Total Fines & Forfeitures	847,000	944,070	956,211	968,423	980,707	993,064
Plan Review Fees	230,000	115,000	143,750	215,625	323,438	485,156
Engineering Review Fees	-	-	-	-	-	-
Inspection Services	-	-	-	-	-	-
Zoning & Subdivision Fees	24,150	8,000	8,250	8,500	8,750	9,000
Annexation Fees	14,000	1,200	1,200	1,200	1	1
Parking Revenue	310,722	280,000	280,000	280,000	280,000	280,000
Special Police Detail	64,000	64,000	64,000	64,000	64,000	64,000
Total Charges for Services	642,872	468,200	497,200	569,325	676,189	838,157
Investment Interest	286,750	513,902	696,406	721,729	684,817	660,176
Total Interest Earnings	286,750	513,902	696,406	721,729	684,817	660,176
Franchise Fees - Cable	400,000	425,000	400,000	404,000	408,040	412,120
Rental Income	56,667	59,500	62,475	65,599	68,879	72,323
Transfer Station Host Fees	42,150	42,150	42,150	172,748	176,997	181,351
Capital Facilities Fees	24,000	14,000	14,000	14,000	14,000	14,000
Reimbursed Expenses	-	91,983	80,563	82,174	83,817	81,423
Miscellaneous	300,000	300,000	300,000	300,000	300,000	300,000
Total Miscellaneous	822,817	932,633	899,188	1,038,521	1,051,733	1,061,217
Total Revenues	23,044,638	22,792,721	24,429,335	25,377,119	26,317,661	27,367,527

	2008/2009 Budget	2009/2010 Projection	2010/2011 Projection	2011/2012 Projection	2012/2013 Projection	2013/2014 Projection
EXPENDITURES						
Executive	385,414	393,935	395,886	397,916	400,029	402,231
Legal	284,350	283,350	289,017	294,797	300,693	306,707
City Administration	1,958,941	1,912,489	2,045,171	2,147,354	2,255,015	2,365,687
Adjudication	96,686	98,887	102,534	104,105	105,741	107,446
Police Department	9,115,216	9,235,631	9,235,631	10,680,275	10,378,831	10,488,006
Fire & Police Commission	37,538	37,574	37,897	38,234	38,588	38,958
Building Division	1,089,727	1,084,372	1,141,111	1,185,043	1,248,357	1,315,255
Engineering Division	1,378,506	1,426,994	1,368,971	1,439,690	1,514,353	1,593,192
Street Division	3,194,579	3,352,167	3,553,372	3,660,713	3,775,612	4,298,516
Planning & Economic Dvlpmt	777,339	848,739	883,206	919,372	957,331	997,185
Health	147,452	147,452	150,401	150,460	153,469	156,539
Storm Sewer Maintenance	705,636	1,036,550	725,685	791,248	908,858	913,640
Fleet & Facility Services	671,907	681,839	715,568	751,160	847,226	828,382
Information Technology	472,766	454,537	835,086	902,259	776,919	803,430
Special Projects	1,246,149	1,310,217	1,558,082	1,668,993	1,675,058	1,680,938
Shared Services	421,349	454,235	463,319	472,586	482,037	491,678
Pension Benefit Obligation	2,094,002	2,257,001	2,482,701	2,730,971	3,004,068	3,304,475
Total Expenditures	24,077,558	25,015,969	25,983,637	28,335,177	28,822,186	30,092,263
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Revenues in Excess of Expenditures	(1,032,920)	(2,223,247)	(1,554,302)	(2,958,059)	(2,504,525)	(2,724,736)
<hr/>						
OTHER SOURCES (USES)						
Transfer In	468,477	950,273	1,026,711	1,028,177	1,061,752	1,939,675
Transfer Out	-	-	-	-	-	-
GASB 45 OPEB funding	(179,058)	265,824	-	-	-	-
Total Other Sources (Uses)	289,419	1,216,097	1,026,711	1,028,177	1,061,752	1,939,675
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Beginning Balance, May 1	20,399,341	19,577,969	18,570,819	18,043,228	16,113,346	14,670,573
Reserved for Capital Purchases	-	(7,041,549)	(5,919,354)	(3,128,741)	(1,289,278)	-
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Ending Balance, April 30	19,655,840	11,529,270	12,123,874	12,984,605	13,381,295	13,885,512

General Fund

The City of Crystal Lake provides a full range of services to the citizens of Crystal Lake, including the traditional services of police and fire rescue protection, street maintenance, water and sewer treatment, code enforcement, and planning and zoning administration. The General Fund accounts for the majority of expenditures of all of the City's funds. With the continuation of no corporate property tax, the sales tax, income tax and telecommunication tax comprise the majority of the revenue sources for the General Fund. Unlike property tax, the State sales and income tax revenues are volatile and greatly influenced by the economy.

VI. Fire Rescue Fund Expenditure and Revenue Analysis

Five Year Financial Forecast - Fire Rescue Fund

	2008/2009 Budget	2009/2010 Projection	2010/2011 Projection	2011/2012 Projection	2012/2013 Projection	2013/2014 Projection
REVENUES						
Property Taxes	5,573,438	5,830,389	6,381,361	6,984,399	7,644,425	8,366,823
Ambulance Service Fees	825,000	715,645	737,114	759,228	782,005	805,465
Service Contracts	1,447,899	1,520,294	1,596,309	1,676,124	1,759,930	1,847,927
Investment Interest	58,376	55,000	54,628	55,877	34,643	34,137
Grants	-	-	-	-	-	-
Miscellaneous	17,000	17,000	17,000	17,000	17,000	17,000
Subtotal	7,921,713	8,138,328	8,786,412	9,492,629	10,238,003	11,071,352
Capital Reserve Account						
Capital Facilities Fees	75,000	-	-	-	-	-
Total Revenues	7,996,713	8,138,328	8,786,412	9,492,629	10,238,003	11,071,352
EXPENDITURES						
Personnel Services	6,336,135	6,643,261	6,986,247	7,348,636	7,731,579	8,263,299
Contractual Services	1,208,481	1,211,412	1,260,057	1,311,384	1,365,567	1,422,790
Materials & Supplies	289,600	283,655	289,328	295,115	301,017	307,037
Capital Outlay	500,000	20,000	167,500	1,752,500	673,000	353,000
General Expenses	-	-	-	200,608	200,608	200,608
Total Expenditures	8,334,216	8,158,328	8,703,132	10,908,243	10,271,771	10,546,734
Revenues in Excess of Expenditures	(337,503)	(20,000)	83,280	(1,415,614)	(33,768)	524,617
OTHER SOURCES (USES)						
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
GASB 45 OPEB funding	(69,096)	-	-	-	-	-
Total Other Sources (Uses)	(69,096)	-	-	-	-	-
Beginning Balance, May 1	3,787,949	3,661,883	3,641,883	3,725,163	2,309,549	2,275,782
Ending Balance, April 30	3,381,350	3,641,883	3,725,163	2,309,549	2,275,782	2,800,399

Fire Rescue Fund

The Crystal Lake Fire Rescue Department operates out of three stations covering a 46 square mile area with an approximate population service area of 60,000. The Department provides emergency services for the City of Crystal Lake and the Crystal Lake Rural Fire Protection District. These services include fire suppression, emergency medical care, hazardous material incidents, confined space rescue, trench rescue, high/low angle rescue, water rescue, dive rescue, fire investigations, juvenile fire setter evaluations and education, CPR training, and other public education activities. The Department also reviews plans and conducts fire inspections for occupancies within its service areas.

VII. Water and Sewer Fund Expenditure and Revenue Analysis

	2008/2009 Budget	2009/2010 Request	2010/2011 Projection	2011/2012 Projection	2012/2013 Projection	2013/2014 Projection
REVENUES						
Water Sales	3,299,475	3,508,518	3,755,758	4,047,396	4,286,324	4,524,300
Sewer Sales	3,366,144	3,580,070	3,831,614	4,129,604	4,378,185	4,640,364
Penalties	145,000	145,000	145,000	145,000	145,000	145,000
Water Meter Fees	70,000	70,000	70,000	70,000	70,000	70,000
Tap On Fees	1,500	1,500	1,500	1,500	1,500	1,500
Investment Income	24,253	88,066	-	17,926	31,465	
Reimbursed Expenses	-	-	-	-	-	
Rental Income	195,000	181,272	190,336	199,852	209,845	220,337
Miscellaneous	30,000	30,000	30,000	30,000	30,000	30,000
Total Revenues	7,131,372	7,604,426	8,024,208	8,641,278	9,152,320	9,631,501
EXPENDITURES						
Public Works Administration	1,183,390	1,185,948	980,859	1,025,626	1,084,370	1,112,674
Water Department	3,516,046	3,291,006	4,777,714	4,534,835	4,935,318	5,342,007
Wastewater Department	2,300,053	2,480,029	2,656,263	2,738,010	2,906,020	3,196,650
Sewer & Lifts Department	607,570	638,778	762,628	738,002	767,951	743,006
Total Expenditures	7,607,059	7,595,760	9,177,465	9,036,473	9,693,658	10,394,337
Revenues in Excess of Expenditures	(475,687)	8,666	(1,153,256)	(395,196)	(541,339)	(762,836)
OTHER SOURCES (USES)						
Transfer In	-	800,000	1,400,000	1,000,000	1,500,000	1,400,000
Transfer Out	-	64,195	176,535	256,778	377,143	489,483
GASB 45 OPEB funding	(34,827)	-	-	-	-	-
Total Other Sources (Uses)	(34,827)	864,195	1,576,535	1,256,778	1,877,143	1,889,483
Beginning Cash Balance, May 1	1,350,354	564,928	1,437,789	1,861,068	2,722,650	4,058,455
Ending Cash Balance, April 30	839,840	1,437,789	1,861,068	2,722,650	4,058,455	5,185,102

Water and Sewer Fund

The City of Crystal Lake has historically experienced relatively low sewer and water rates compared to neighboring communities. The City has encouraged lower rates as a mechanism to encourage economic growth and provide current residents with high quality services at low costs. However, for both the sewer and water utilities, rates at the current levels will not provide sufficient revenues to provide for the future infrastructure needs and financial health of the utilities.

In part, the City was able to keep rates low due to high amounts of new development within the City that has expanded both utilities' customer bases. The City also collects sewer and water connection fees from new development, and has used this source of revenue to pay for debt obligations. In recent years, however, new growth in Crystal Lake and the rest of the region has declined.

In addition to the decline in new development, both utilities have seen increases in operating and maintenance costs. Both utilities also anticipate increasing capital expenditures within the next five years. This is partially due to the fact that the City has had to defer maintenance or perform short-term type fixes on projects to keep the rates at fairly low levels.

The City of Crystal Lake recognizes the necessity of having financially viable water and sewer utilities in order to safeguard and protect the health, property, safety and welfare of the City and its inhabitants. Consequently, in February 2008, the City hired Municipal Economics and Planning, a division of Ruckert/Mielke to perform comprehensive rate studies for both sewer and water utilities, as well as perform connection fee studies for the recovery of capital for both utilities. The purpose of the study was as follows:

1. Develop rate structures for both utilities that ensure revenues are adequate to meet operating, maintenance, and capital expenditures for the next five fiscal years;
2. Develop rate structures that have a fair allocation of costs for all user groups, and are defensible against challenge;
3. Develop connection fees to recover the proportionate share of capital costs necessitated by new development with the intention of shielding existing customers from the burden of paying for capital costs related to new development.

SANITARY SEWER USER RATE STUDY

A full cost of service rate study was performed for the 2009/2010 fiscal year and the 2013/2014 fiscal year. From these studies, rates were developed for the next five fiscal years. The results of the cost of service rate studies recommended an approximate 5.81 percent rate increase to the average single-family home for the 2009/2010 fiscal year and a 5.00 to 5.75 percent rate increase annually thereafter. The increase in rates is necessary to accommodate increasing operating and maintenance costs, finance the costs for capital outlay projects, retire current debt obligations and to cover debt service for approximately \$1.6 million in new major capital projects. A detailed financing plan was developed for capital improvement items, including the City's current debt obligation.

The rate study recommended the establishment of a minor capital outlay fund to pay for projects in the utility's 5-year capital improvement plan. The sewer utility has historically used "pay as you go" financing for these projects with revenues from the sewer rates; however, since rates have been so low, the utility has not been able to finance the amount of capital projects necessary for the maintenance and upkeep of the collection system and wastewater treatment plant. The utility has also historically cash financed these projects without building a reserve fund from which to draw cash. The utility has experienced rate spikes in recent years because of the extended period of time between rate increases.

When rates were increased, a large increase was necessary because rates had not been increased for several years while the expenditures had increased annually. The minor capital project outlay fund would be created to stabilize the rates from year to year and avoid future rate spikes, while providing a steady source of revenue for necessary capital improvements. The fund will receive money annually from the sewer rate revenues to fund capital projects and to begin accruing a balance for future years' projects.

The increase in sewer rates is also necessary to begin funding a portion of the annual debt service payment for the Wastewater Treatment Plant expansion that occurred in 2003. The annual debt service payment is approximately \$1.0 million and this has historically been financed entirely through the sewer utility connection fees. As stated earlier, however, the utility is seeing declining revenues from connection fees due to an economic slowdown in housing and new development. The connection fee study also showed that while the majority of the plant upgrades were necessary to accommodate new development in the City, existing development also benefits from the project and should participate through the sanitary sewer user rates. Of the approximately \$1.0 million debt service payment, approximately 26 percent or \$258,000 will be paid through the sewer utility rates. The sewer rates will also fund 100 percent of the debt service payment for a planned future lift station abandonment project.

SANITARY SEWER CONNECTION FEE STUDY

A sanitary sewer connection fee study was performed to determine the share of the existing treatment plant expansion cost and other new major capital costs related to serving new growth in the City. The study also revised future growth projections based upon connection fee history and recent data on the slowdown in housing starts and businesses within the City. A new sewer connection fee per Residential Equivalent Connection (REC) was formulated.

The sewer utility has been collecting a connection fee for several years based upon the number of plumbing fixtures at a new home or business. This has been difficult for property owners to understand and for the City to calculate and administer. A simpler method is to have a fixed fee per single-family residence or what is referred to as a Residential Equivalent Connection (REC) fee based upon estimated water consumption. Under this method, all single-family homes with ¾" water meters would pay the same fee and single-family homes with larger water meters would pay a higher connection fee based upon the size of the service. Businesses and other industries would be charged multiple RECs depending on estimated water consumption compared to the typical single-family home.

The study calculated the growth share of project costs for the 2003 wastewater treatment plant expansion, the lift station abandonment project and the planned second phase of the wastewater treatment plant expansion, which is not anticipated for several years. The anticipated growth share of the debt service payments for current and future projects was then calculated. The number of future RECs per year was estimated based upon the City's connection fee history and recent new housing start data for the City. Based upon the data provided by the City, it was determined that 175 RECs per year would be used for the calculation of the connection fee. A revised sewer connection fee of \$4,733 per REC was calculated. It is estimated that this fee is slightly higher than the current fee. Assuming the average single-family home has 30 plumbing fixtures, the current fee is approximately \$86 lower than the recommended fee.

WATER RATE STUDY

As with the sewer rate study, a full cost of service rate model was performed for the water utility. The cost of service rate study was performed for the 2009/2010, 2011/2012 and the 2013/2014 fiscal years. A full rate study was performed in these years to ensure that the recommended rates would be adequate to cover operating, maintenance, minor capital outlay and existing debt service payments in those years. In addition to covering these expenditures, the utility will need to finance approximately \$11.6 million in new capital projects during the next five years. Therefore, the proposed rates will also need to be adequate to cover debt service related to the new major capital projects.

It is recommended that water rates for an average single-family home increase approximately 6.33 percent for the 2009/2010 fiscal year. The rate increases for the following four fiscal years average approximately 6.7 percent per year. In analyzing the fiscal situation of the water utility, it was discovered that current water

utility rates are not adequate to cover increasing operating and maintenance costs, as well as anticipated future capital expenditures. It was also determined that the water utility's future capital improvement needs are quite extensive compared to the capital needs of the sewer utility and, therefore, it was necessary to conduct more detailed planning to develop adequate rates while minimizing the rate impacts to utility customers.

The water utility has historically financed capital expenditures on an annual basis through "pay as you go", as was the practice with the sewer utility. In order to keep rates at fairly low levels, capital expenditures have either been delayed or revised to smaller short-term fixes to avoid rate spikes. This practice, however, has led to a backlog of projects that now must be completed. To combat this problem, it was recommended as part of the study that the utility begin issuing debt for major capital improvements. Issuing debt for projects that will be in place for a long period of time, such as water main improvements, will accomplish two goals. It first will allow the rates to remain lower than cash financing for the entire project cost and, second, it will ensure that current and future utility customers benefiting from new assets with long lives are paying for them instead of placing the entire cost on today's utility customers.

The methodology for calculating the water connection fee was the same as was used for the sewer connection fee. The water connection fee was calculated for the share of major capital improvement projects related to serving new growth in the City of Crystal Lake. The same REC projections developed for the sewer connection fee study were applied to the water connection fee study, as the service areas for both utilities are very similar. The current and anticipated debt service payments were calculated for major water improvements and a revised connection fee was calculated based upon a fee per REC necessary to meet the growth share of current and future debt service payments.

As is shown in Section 8 of this report, the recommended water connection fee is \$3,428 per REC. The current water connection fee is based upon a fee per plumbing fixture; however, when taking into account the average amount of fixtures per single-family home, the recommended fee is approximately \$548 higher than the current fee. As with the recommended sewer connection fee, all single-family homes would pay the same fee per REC based upon the size of the service, unless the property has a larger meter size. In that case, the property would pay a higher connection fee. Businesses and other industries would potentially pay a fee for multiple RECs based upon their anticipated water consumption compared to the average single-family home.

CONCLUSION & RECOMMENDATIONS

The City of Crystal Lake has historically kept its sewer and water rates at relatively low levels compared to other utilities in the surrounding area. Both utilities, however, are facing increasing operating and maintenance costs, as well as a series of necessary major and minor capital improvements over the next five years. The City and the surrounding area have also seen a major slowdown in housing and new business startups affecting the revenues generated by connection fees. Implementing the recommended rate increases and connection fees will allow the City to collect adequate revenues to meet all financial obligations of the sewer and water utilities. Failing to adopt the recommended rate increases and connection fees could result in either or both utilities not generating adequate revenues to meet all financial obligations required to maintain a sound operating utility system.

It is also recommended that City staff continue to monitor the new housing and business market and the amount of cash flow generated by both utilities through connection fees throughout the next fiscal year. If the slowdown continues over the next few years, it may be necessary to review and revise the connection fees and rates to ensure that all current debt service payments have adequate sources of revenues.

Comparison of Crystal Lake Proposed Rates with Selected Surrounding Communities

City	Water Rate/1,000 gallons	Sewer Rate/1,000 gallons	Combined Minimum Monthly Charge	Average monthly bill @ 5,000 gallons/month
Lakewood	\$3.30	\$2.50	\$59.40	\$88.40
Sleepy Hollow ⁽¹⁾	\$5.71	\$6.49	\$23.40	\$71.42
Johnsburg	\$3.14	\$3.61	\$18.14	\$51.89
East Dundee ⁽²⁾	\$8.69		\$5.00	\$48.45
Fox River Grove	\$2.29	\$3.31	\$19.63	\$47.63
Burlington	\$4.00		\$27.50	\$47.50
Barrington ⁽²⁾	\$6.83		\$12.69	\$46.84
Round Lake Beach	\$4.97	\$3.31	\$5.00	\$46.40
Wauconda ⁽³⁾	\$3.88	\$5.28	\$16.65	\$44.13
Harvard	\$3.32	\$2.83	\$12.50	\$43.25
Lake in the Hills ⁽⁴⁾	\$3.38	\$0.00	\$29.57	\$39.72
Marengo	\$3.11	\$2.85	\$8.34	\$38.14
West Dundee	\$3.25	\$3.25	\$2.50	\$35.00
Carpentersville	\$2.66	\$2.95	\$6.86	\$34.91
South Elgin ⁽⁵⁾	\$1.32	\$1.32	\$26.79	\$34.71
Cary	\$3.53	\$2.46	\$2.00	\$31.95
Woodstock ⁽⁶⁾	\$2.78	\$3.21	\$6.57	\$30.55
McHenry	\$2.40	\$3.05	\$3.00	\$30.25
Crystal Lake proposed	\$2.29	\$2.36	\$7.00	\$30.25
Algonquin	-	-	\$5.96	\$29.80
Huntley	\$2.42	\$3.21	\$0.37	\$28.52
Crystal Lake current	\$2.29	\$2.22	\$5.81	\$28.36

Notes:

- (1) The first 2,000 gallons of sewer used per month are included in the minimum charge.
- (2) Rate reported is a combined water/sewer rate per 1,000 gallons.
- (3) The first 6,000 gallons of water and sewer used per quarter are included in the minimum charge.
- (4) The first 6,000 gallons of water used per quarter are included in the minimum charge.
The sanitary district charges a flat rate per quarter.
- (5) The first 2,000 gallons of water and sewer used per month are included in the minimum charge.
- (6) The first 6,000 gallons of water and sewer used per quarter are charged at a lower user rate.

Comparison of Crystal Lake Proposed Connection Fees with Selected Surrounding Communities ⁽¹⁾

City	Water Connection Fee (²)	Sewer Connection Fee (²)	Combined Sewer and Water Fees
Lakewood	\$10,766	\$9,904	\$20,670
Lake in the Hills ⁽³⁾	\$11,890	\$4,090	\$15,980
Algonquin	\$6,300	\$6,000	\$12,300
Johnsburg	\$5,228	\$6,616	\$11,844
West Dundee	\$5,248	\$6,325	\$11,573
Burlington	\$4,157	\$6,996	\$11,153
Wauconda	\$4,357	\$5,020	\$9,377
Crystal Lake proposed	\$3,531	\$4,875	\$8,406
Marengo	\$4,488	\$3,668	\$8,156
Woodstock	\$3,162	\$4,865	\$8,027
Sleepy Hollow	\$4,000	\$4,000	\$8,000
Crystal Lake current	\$2,880	\$4,647	\$7,527
Carpentersville	\$3,500	\$3,500	\$7,000
Huntley	\$3,412	\$3,514	\$6,926
McHenry	\$3,033	\$2,977	\$6,010
Fox River Grove ⁽⁴⁾			\$6,000
Harvard	\$893	\$3,206	\$4,098
South Elgin ⁽⁴⁾			\$3,080

Notes:

- (1) Includes fees classified as connection fees, tap-on fees, and impact fees.
- (2) Fee for a 3-bedroom detached single-family house with a population equivalent of 3 and a 3/4" inch connection.
- (3) Includes connection fees from the Village and the Sanitary District.
- (4) Combined water and sewer connection fee.

**City of Crystal Lake
Sanitary Sewer and Water Rate Studies
Comparison Existing vs. Proposed Rates**

5 Year Plan	Existing Rates	2009/2010 Proposed Rates	2010/2011 Proposed Rates	2011/2012 Proposed Rates	2012/2013 Proposed Rates	2013/2014 Proposed Rates
Water						
Monthly Fixed Charge (City Resident Rate)	\$1.94	\$2.93	\$3.14	\$3.80	\$4.03	\$4.25
Volumetric Rate per 1,000 gallons (City Resident Rate)	\$2.29	\$2.29	\$2.45	\$2.57	\$2.72	\$2.89
Annual Water Cost for Average City Residential Customer ⁽¹⁾	\$188.16	\$200.04	\$214.08	\$230.64	\$244.20	\$259.08
Annual \$ Increase in Average Cost from Previous Year		\$11.88	\$14.04	\$16.56	\$13.56	\$14.88
Annual % Increase in Average Cost from Previous Year		6.31%	7.02%	7.74%	5.88%	6.09%
Annual Water Debt to be Incurred for Minor Capital Outlay		\$800,000	\$1,400,000	\$1,000,000	\$1,500,000	\$1,400,000
Sewer						
Monthly Fixed Charge (City Resident Rate)	\$3.87	\$4.07	\$4.30	\$4.55	\$4.78	\$5.07
Volumetric Rate per 1,000 gallons (City Resident Rate)	\$2.22	\$2.36	\$2.50	\$2.64	\$2.77	\$2.90
Annual Sewer Cost for Average City Residential Customer ⁽¹⁾	\$206.28	\$218.76	\$231.60	\$244.68	\$256.80	\$269.64
Annual \$ Increase in Average Cost from Previous Year		\$12.48	\$12.84	\$13.08	\$12.12	\$12.84
Annual % Increase in Average Cost from Previous Year		6.05%	5.87%	5.65%	4.95%	5.00%
Annual Combined Cost for Average City Residential Customer ⁽¹⁾						
	\$394.44	\$418.80	\$445.68	\$475.32	\$501.00	\$528.72
Annual \$ Increase in Average Cost from Previous Year		\$24.36	\$26.88	\$29.64	\$25.68	\$27.72
Annual % Increase in Average Cost from Previous Year		6.18%	6.42%	6.65%	5.40%	5.53%

Notes:

- (1) Based on 72,000 gallons of usage per year. Calculated by taking the city resident monthly fixed charge multiplied by 12 months and adding the city resident volumetric rate multiplied by 72,000 gallons and divided by 1,000.

VIII. Downtown Parking Structure

In the initial version of the Five-Year Financial Study, the implementation of a prepared food and beverage tax was discussed as a mechanism for the construction of a downtown parking structure. As a home rule municipality, the City has the ability to implement a food and beverage tax that is based on the gross sales of food and alcoholic beverages prepared for immediate consumption and sold by a business that provides for on-premise consumption of said food or alcoholic beverages (i.e.: restaurant, restaurant with drive thru, or bar). Soft drinks are not included in the tax. The revenues generated from this source would be earmarked for the construction and maintenance of a downtown parking structure.

At the October 21, 2003 City Council meeting, the City Council approved a contract for a comprehensive Downtown Parking Study following a Request for Proposals process. With extensive input from the Downtown Parking Committee, which is represented by City Staff, Downtown Crystal Lake/Main Street, and the Raue Center for the Arts, a comprehensive downtown parking study was completed in late 2004.

The parking study: 1) provided an examination of the City's parking system within the Downtown, 2) assessed the current supply of municipal parking spaces, and management thereof, in relationship to current and future demand, 3) considered parking demand by user group and evaluated parking demand based on current and future development scenarios, and 4) provided and evaluated options for additional parking. Since the approval of the parking study, almost all of the recommendations have been implemented. One of the remaining recommendations was the construction of a parking structure for downtown business use.

The parking structure was recommended because of a deficit of available downtown business parking. During the course of the past three years, this deficit of available business parking has been exacerbated by the changing dynamics of parking in the Downtown area. Specifically, the introduction of a number of high traffic establishments have opened, or are planned to be open in the downtown area. With the ongoing growth in the Downtown area, a new contract was recently approved with a parking consultant to update the 2004 parking demand model, review the site for a proposed parking structure, and study the design and economic feasibility of one or more options on the site. The parking consultant, Rich and Associates, has associated with a local architectural firm, Legat Architects, in studying façade options for the proposed structure.

Parking Study Update Summary

The scope of the Downtown Parking Study was to update the parking demand study completed by Rich and Associates in 2004, ascertain the need for a parking structure based on the changes to the downtown, and then, if applicable, prepare an analysis of potential parking structure sites.

Phase One of the project involved quantifying and qualifying the parking needs in the study area to determine the parking demand. This was done through field work, parking utilization studies, surveys and a projection of parking demand.

Phase Two of the project involved reviewing the proposed parking structure site, preparing conceptual drawings, including a façade and cost estimate. As a part of this analysis, a preliminary traffic analysis for the proposed site was prepared.

The study area is in downtown Crystal Lake and is bounded on the west by Walkup Avenue, on the north by Sherman, on the east by the railroad tracks and, finally, on the south by Crystal Lake Avenue.

In the 2004 study, there were 2,683 spaces accounted for, which included about 160 spaces that were under development. In the 2008 update, there were a total of 2,907 parking spaces within the study area and of these, 454 are on-street, 348 are public off-street, 1,118 are commuter off-street and 987 are private off-street parking. The on-street parking consists of five different types of spaces designated by maximum length of stay. These include unrestricted parking, fifteen minute, half-hour, two-hour, three-hour, four-hour and barrier free parking.

The average turnover rate for short-term on-street parking was 2.5 times per day. This indicates that on average 2.5 vehicles parked in one parking stall over the course of an eight hour day. This turnover rate is artificially low due to the longer survey day. This could be seen by the violation rate. Of the 340 vehicles that parked at two-hour spaces, only 11 stayed between two and four hours, five stayed between four and six hours and four stayed six to eight hours. This represents a six percent violation rate, which is at Rich and Associates' Best Practice rate.

These turnover and occupancy results show that the on-street parking is used by customers as their primary choice for parking both during the day and at night. The turnover study revealed that about six percent of the parkers at two-hour spaces on-street were staying longer than two hours, which is within the benchmark for overtime parking.

In the overall study area, there is a surplus of parking in the daytime and evening. In the current condition, there is an overall surplus of 568 spaces in the daytime and a surplus of 1,114 spaces in the evening. Projecting demand for the next five years resulted in a reduction to the surplus in the daytime to 487 spaces and a reduction in the evening to 1,081 spaces.

In the core study area, defined mainly along Williams Street, during the daytime there is a current deficit of 191 parking spaces. In the evening, this was estimated to be a deficit of 511 spaces. Looking forward to the next five years, Rich and Associates projected a daytime deficit for during the daytime in the core area of 234 spaces and in the evening a deficit of 529 spaces. The parking demand for the core area does not include any demand from commuters. While commuters may be parking in spaces in the core area, it was assumed for purposes of this analysis that they are not.

Based upon the analysis of current and future parking demand in the core area, Rich and Associates recommends that an additional 220 to 260 spaces be provided within the next five years to accommodate the re-occupancy of vacant space that has been identified, especially the restaurants that recently opened. Their parking demands are not just in the night time but also impact the daytime parking.

The recommendation is based on the fact that there is parking supply outside of this core area that could be utilized by employee parking for example. Also, Rich and Associates took into account that there would be parking outside the core area used by visitors and customers, especially at night.

Rich and Associates has determined from the results of the turnover and occupancy study and the analysis of current and future land use that there is an estimated deficit in the next five years in the downtown area in the range of 220 to 260 additional parking spaces.

Based on this, Rich and Associates reviewed the options for addressing this projected need for additional parking. Rich and Associates recommends that the City proceed with a parking structure in the Grant Street Municipal Parking Lot. The “do nothing” option is not feasible, as it will not provide parking for the new businesses that have moved into the downtown, nor will it provide enough parking in the future. While Rich and Associates investigated surface parking options, there were no sites that the City owned and the added land costs to the project costs would have in some cases doubled the costs per parking space. Rich and Associates reviewed several parking structure sites, many from the 2004 study. This included one private site. Again, land costs would have increased the overall costs by at least 10 percent.

The proposed City parking structure site is located on the northwest corner of the block bounded by Brink Street on the north and Grant Street on the west. This site is half a block from Williams Street and one block from Woodstock Street. The current site is a surface parking lot of approximately 130 spaces owned by the City of Crystal Lake. The site is located behind two one story buildings that front Williams Street and the Raue Center for the Arts, which generate significant demand for parking. There is a walkway between the two buildings (Market Street walkway).

The proposed parking structure will serve long-term (employees) parking, visitors and customers who need more time to park beyond the two-hour time limit for on-street parking. The program for the parking structure also was to provide more than just a parking structure on this site. As a result, Legat Architects worked with Rich and Associates to come up with options for including occupied space on the ground floor of the parking structure and to also have a façade that is complimentary with the site and the downtown.

The goals of the parking structure project would be:

- Target capacity + 400 parking spaces. The existing lot would eliminate 130 spaces for a net add of +/- 270 spaces.
- Develop a parking façade that is compatible with the surrounding building and to create a sense that the parking structure is an occupied building.
- Respect the potential concerns of residents to the west of the site such as massing, and light and noise coming from the parking structure.
- Provide a streetscape along Grant and Brink Streets and to create a people space in Gas Lamp Alley between the one level buildings and the parking structure.
- Provide a well landscaped project using native plant material and incorporate wherever possible green building principles.

An important task that was completed by Rich and Associates was to develop parking structure concepts for the site. The following exhibits shows the preferred scheme. This scheme consists of an entry off of Brink Street from the existing Gas Lamp Alley. The width of Gas Lamp Alley has been increased to approximately 26 feet, which will allow for delivery trucks to temporarily park and other vehicles to enter the parking structure. The alley would remain one way.

Exiting delivery trucks would proceed in the parking structure (on the ground floor) and exit the parking structure onto Grant Street as they currently do today. Vehicles entering the parking structure would proceed up a semi-express ramp that would have a slope of approximately 11 percent. This would put vehicles on the second floor (first supported floor), which would be at an elevation of 15 feet and provide approximately 12.5 feet of clear headroom. The Grant Street and Gas Lamp Alley façade would have a sloped façade and the ends (Brink Street and the south face) would be flat.

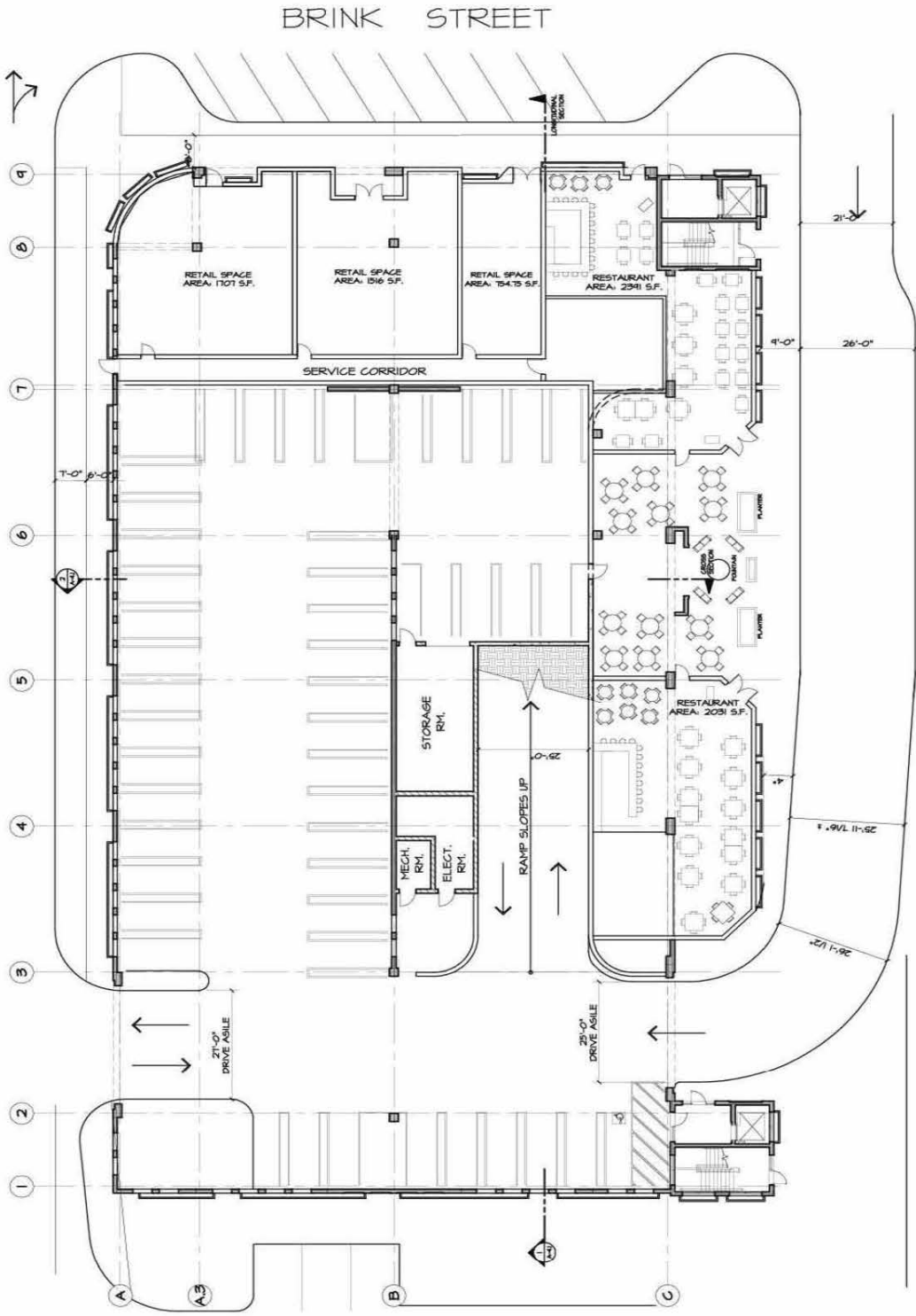
There are two stair/elevator towers planned, one in the northeast corner on Brink Street and the other in the southeast corner. These stair/elevator towers are pulled out from the parking structure to increase their visibility and for cost reasons. Both stair/elevator towers will be glass with a glass-backed elevator cab for security.

This scheme develops approximately 416 parking spaces on grade and three and a half supported floors with ground floor occupied space. The highest point of the parking structure would be the top of the stair and elevator towers, which would be approximately 68 feet above grade.

As part of the site plan and preliminary design, ground floor occupied space was developed on the ground floor. This space runs along Gas Lamp Alley and wraps around the Brink Street face of the parking structure. The occupied space extends outside of the parking structure footprint on the Gas Lamp Alley side.

The use for this space was identified as restaurant and retail space. An outdoor seating area was developed to bring a sense of activity to Gas Lamp Alley so that it became something other than an alley. About 3,950 square feet of retail space is shown and about 4,442 square feet of restaurant space is shown. This land use would need approximately 45 parking spaces. Based on the recommendation for between 220 and 260 net add spaces plus the potential need for 45 additional spaces for this occupied space, there is a net need for between 260 and 305 parking spaces. With a capacity of 416 spaces, the net add is 286 spaces, which falls between the recommended range. If the retail space is not included as part of the project, then the total parking capacity of the parking structure goes from 416 to approximately 436 spaces for a net add of 306 spaces.

Exhibit: Site Plan



GROUND LEVEL FLOOR PLAN
SCALE: 1/16" = 1'-0"

Exhibit: View Looking Southeast at Intersection of Brink and Grant



Exhibit: View Looking South at Brink and Gas Lamp Alley



Rich and Associates prepared project and finance costs for the proposed parking structure. First, the construction costs were estimated. Rich and Associates worked with the construction company of Weis Builders from Chicago to estimate the costs of the pre-cast and cast-in-place options. The construction cost in 2008 dollars for the pre-cast option for just the parking structure was \$8,946,330 or \$21,505 per space. The occupied space was estimated to cost \$943,952 and included the shell space with the mechanical, electrical and HVAC set up and stubbed up. Green design elements can be included in the design and construction of a concrete parking structure.

Potential Project Schedule

- A. Complete Schematic Design Weeks 1 to 4
- B. Complete Design Development Weeks 5 to 11
- C. Complete Construction Documents Weeks 12 to 18
- D. Bidding Weeks 19 to 24
 - a. Pre-bid Conference Week 22
 - b. Bids Due Week 22
- E. Award of Bid Weeks 23 to 24
- F. Construction Weeks 25 to 65

Rich and Associates prepared a projection of expenses for the parking structure. They have assumed that the parking will be free, so there is no cashier or parking attendant. Expenses were projected assuming that the first year of operation would be in 2010. For the first year, they assumed about \$195.00 per space or between \$81,120 and \$85,020 per year.

In order to encourage use of the parking structure and to discourage use of the on-street parking by employees, the City has considered charging for parking on Williams, Brink and Woodstock. The pay and display machines would also promote turnover of these crucial spaces and would generate funds to at a minimum maintain the parking structure and other parking areas.

During the course of the 2009/2010 budget year, discussions would be held to review the potential structure. The revenues generated by the proposed 1% Food and Beverage Tax could be earmarked for the construction and maintenance of a downtown parking structure. **On a \$25.00 restaurant or bar tab, the tax would translate to \$0.25.**

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



BUDGET APPROVAL



The City of Crystal Lake

RESOLUTION

BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF CRYSTAL LAKE as follows:

SECTION 1: WHEREAS, the City of Crystal Lake has adopted the statutory procedure of utilizing a budget officer, which procedure requires that an annual budget be adopted by the corporate authorities before the beginning of the fiscal year to which it pertains, and further authorizes the budget officer to obtain such additional information from boards of the municipality as the officer determines may be useful for purposes of compiling a municipal budget, and which further provides that the budget shall contain actual or estimated revenues and expenditures for the fiscal year for which the budget is prepared, all to be itemized in a manner which is in conformity with a chart of accounts, and further, which budget shall show specific funds from which each anticipated expenditure shall be made; and


SECTION 2: WHEREAS, That the annual budget for the City of Crystal Lake for the fiscal year May 1, 2009 through April 30, 2010 is hereby approved and adopted.

SECTION 3: That the City Clerk is directed to file a copy of the annual budget with the McHenry County Clerk

DATED this 21st day of April, 2009.

CITY OF CRYSTAL LAKE, an Illinois Municipal Corporation

BY: 
Aaron T. Shepley, Mayor

ATTEST:

Roger T. Dreher, City Clerk

City of Crystal Lake
Annual Budget
Fiscal Year 2009/2010



GLOSSARY OF TERMS

GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures that are used to record, classify, and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which transactions and events are recognized when they occur, regardless of when cash is received or paid.

ACTIVITY: A cost center for recording charges for services delivered or functions performed. Each activity has an assigned manager who is responsible for planning and conducting the various approved objectives or workload.

ADJUDICATION: Administrative Court conducted by the City for compliance issue and no criminal violations of local ordinances violations.

AMORTIZATION: (1) The portion of the cost of a limited-life or tangible asset charged as an expense during a particular period. (2) The reduction of a debt by regular payments of principal and interest sufficient to retire the debt by maturity.

APPROPRIATION: An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for one-year period.

ASSESSED VALUATION: A valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSESSMENT: (1) The process of making the official valuation of property for taxation. (2) The valuation placed upon property as a result of this process.

ASSETS: Property owned by a government, which has a monetary value.

BALANCED BUDGET: A plan (Budget) setting forth the current proposed expenditures for given period and the proposed revenues being equal.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET: A plan setting forth the financial operations, embodying an estimate of proposed expenditures for given period and the proposed means of financing them with available resources.

BUDGET DOCUMENT: The official written statement prepared by the finance department staff, which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as part of or

supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and present recommendations made by the chief executive and designated budget officer.

CAPITAL ASSETS: Assets of significant value and having a useful life of several years.

CAPITAL IMPROVEMENTS BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes capital outlays. The capital budget normally is based on a capital improvement plan (CIP).

CRYSTAL LAKE FIRE PROTECTION DISTRICT: The City of Crystal Lake Fire Rescue Department services the unincorporated area of Crystal Lake with EMS and Fire Protection Services.

DELINQUENT TAXES: Taxes, which remain unpaid on and after the date on which a penalty for non-payment is attached.

DIVISION: An organizational unit within a department for purposes of administration and cost accounting.

EMS: Emergency Medical Services

ENTERPRISE FUND: A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EXPENDITURES: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, intergovernmental grants, entitlement and shared revenues.

FINES & FORFEITS: A sum of money imposed or surrendered as a penalty.

FISCAL YEAR: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities, generally called a reserve. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund used to account for all financial resources, except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit for the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds, which are to be repaid from taxes and other general revenues.

GENERAL OBLIGATION REVENUE BONDS: Intended to be paid first from the revenues of the enterprise fund. They are backed by the full faith, credit and taxing power of the City.

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (see below).

G.I.S.: Geographic Information System

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

GOVERNMENTAL FUNDS: Funds used to account for the acquisition, use and balance of expendable financial resources and the related current liabilities-except those accounted for in proprietary funds and fiduciary funds. Under current GAAP, there are four governmental fund types: general, special revenue, debt service and capital projects.

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

INFRASTRUCTURE: The basic facilities, equipment, services and installations needed for the growth and functioning of a community. Includes roads, bridges, curbs and gutters, streets, sidewalks, drainage systems and lighting systems.

INTERGOVERNMENTAL REVENUES: Revenues from other governments in the form of grants, entities, shared revenues or payments in lieu of taxes.

INTERNAL SERVICE FUND: A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

LEGAL DEBT LIMIT: The maximum amount of outstanding gross or net debt legally permitted.

LEGAL DEBT MARGIN: The legal debt limit less outstanding debt subject to limitation.

LEGISLATIVE: Having the power to create laws.

LEVY: (1) (Verb) to impose taxes, special assessments or service charges for the support of government activities. (2) (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

MARKET VALUE: An assessor's estimate of what property would be worth on the open market if sold. The market value is set each year before taxes are payable.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

MOTOR FUEL TAX: Intergovernmental revenue from the State to be used for maintenance and construction of the municipal street system. The money comes from the state gasoline tax and fees from motor vehicle registration.

MATURITIES: The dates on which the principal or stated value of investments or debt obligations mature and may be reclaimed.

OBJECTIVE: Serving as a goal; being the object of a course of action.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the fiscal year and the proposed means of financing them (revenue estimates).

OPERATING EXPENSES: Proprietary fund expenses related directly to the fund's primary activities.

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

ORDINANCE: A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OTHER CHARGES: A level of budgetary appropriations which include expenses for outside professional services, advertising, insurance, utility costs, repairs maintenance and miscellaneous costs.

PERFORMANCE INDICATORS: A quantitative or qualitative measurement of activity.

PERSONAL SERVICES: A level of budgetary appropriations, which include expenses for salaries, wages, and related employee benefits such as the City's share of retirement and insurance.

POLICY: A set of guidelines used for making decisions.

PROGRAM: Group activities, operations or organizational units directed to attaining specific purposes

or objectives.

PROPRIETARY FUNDS: Account for government's ongoing organizations and activities that are similar to those often found in the private sector. All assets, liabilities, equities, revenues expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable similar businesses in the private sector and the measurement focus is on determination of income, financial position and changes in financial position. Includes enterprise and internal service funds.

RESERVES: Assets kept back or saved for future use or special purpose.

RESIDUAL EQUITY TRANSFER: Non-recurring or non-routine transfers of assets between funds.

RETAINED EARNINGS: An equity account reflecting the accumulated earnings of the government's proprietary funds (those funds where service charges will recover costs of providing those services).

REVENUE: The term designates an increase to a fund's assets which:

- . does not increase a liability (e.g., proceeds from a loan)
- . does not represent a repayment of an expenditure already made
- . does not represent a cancellation of certain liabilities; and
- . does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.

SUPPLIES: A level of budgetary appropriations, which include expenses for commodities that are used such as office supplies, operating supplies, repair and maintenance supplies.

TAX CAPACITY: A valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes. The assessor determines the estimated market (resale) value of the property. This value is converted by a formula per the County Assessor.

TAX RATE: The property tax rate that is based on the taxes levied as a proportion of the property value.

TAX LEVY: The total amount to be raised by general property taxes for the purposes stated in a resolution certified to the County Assessor.

TAXES: Compulsory charges levied by a government to finance services performed for the common benefit.

TRUTH IN TAXATION: The “taxation and notification law” which requires local governments to set estimated levies, inform taxpayers about the impacts, and hold a separate hearing to take taxpayer input.

VARIANCE: A relaxation of the terms of the zoning ordinance where such variance will not be contrary to the public interest and where, owing to conditions peculiar to the property and not the result of the actions of the applicant, a literal enforcement of the ordinance would result in unnecessary and undue hardship.

WORKLOADS: A measure of the services provided.

City of Crystal Lake
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ACCOUNT DESCRIPTIONS

ACCOUNT DESCRIPTIONS

Personal Services

54110 – Regular Salary

Includes salaries, wages or fees of all full-time employees, officials and officers of the City of Crystal Lake

54115 – Part-time Wages

Includes salaries, wages or fees of all part-time employees of the City of Crystal Lake

54150 – Overtime

Wages paid above regular salary for hours worked beyond standard required work schedule.

54195 – Pension Payments

Includes monthly payments to retired or disabled police and firefighters or their survivors eligible to receive payments from their retirement funds

54200 – Group Insurance

Includes City's share of employee and dependent group insurance coverage

54301 – City Portion FICA Payments / Retirement Contribution

Includes City's share of FICA (Social Security) expense

54302 – City Portion IMRF Payments

Includes City's share of Intergovernmental Municipal Retirement Fund expense

54303 – City Portion Medicare Payments

Includes City's share of Medicare expense

Contractual Services

55010 – Professional

Includes payment to outside technical or professional advisors or consultants

55020 - Reimbursed Expenses

Include all amounts that are paid by the City of Crystal Lake and reimbursed by an outside agency. Exclude grants and insurance reimbursements.

55030 – Legal

All costs related to legal services provided to the City

55040 – Annual Audit

Includes payment to outside Certified Public Accountants for annual or special audit of City

funds as required by law or direction of the City Council

55080 – Pest Control

Includes all payments to outside consultants, vendors or other governmental agencies for control or abatement of vermin, mosquitoes, moths etc.

55140 – Publishing

Includes all legal advertising, statutory publication expense and cost of miscellaneous publication

55160 – Postage and Freight

Includes mailing machine postage, out-going shipment charges, stamps, postcards, insurance and registration fees, pre-printed envelopes and postage dues. Incoming transportation charges are to be charged to the same classification as the cost of the materials or supplies received

55200 – Training

Includes transportation, mileage expense, meals, lodging and all necessary expenses incurred in performance of official duties. Also includes fees and expenses incurred for training courses, seminars, conferences, etc., relating to official duties

55210 – Automotive Repair

Includes costs of miscellaneous parts to maintain City automobiles

55220 – Dues and Subscriptions

Includes membership in technical and professional organizations and cost of subscribing to technical or professional publications, periodicals, bulletins or services from which the City will derive direct benefit

55240 – Insurance and Bonding

Includes cost of all types of insurance, insurance riders and fidelity bonds except employee group life and health insurance

55260 – Utilities

Includes costs of telephone, cellular phone, pagers, electricity, gas, heat fuel oil or propane for City buildings or installations

55270 – Animal Control

Includes cost of outside vendors or other governmental units for housing, feeding or humanely disposing of animals

55300 – Buildings and Offices

Includes costs of services including labor and materials performed by outside vendors for maintenance and repair of buildings, offices, garages and installations

55310 – Examinations

Includes all professional, laboratory or diagnostic fees paid to outside vendors for required examinations

55320 – Operating Equipment

Includes costs of services including labor and materials performed by outside vendors for maintenance and repair of all operating equipment; tractors, mowers, sweepers, automobiles, trucks, shop and plant equipment, traffic signals, instruments of all types, air conditioning equipment and minor apparatus and tools

55340 – Office Equipment

Includes the costs of maintaining and repairing office equipment including computers, office machines, and furniture including labor and materials performed by outside vendors. Also includes service contracts

55350 – Clothing Rental

Includes expense of rental clothing

55360 – Radio Equipment

Includes costs of services including labor and materials performed by outside vendors for maintenance and repair of car radio receivers, paging equipment, control consoles and antenna tower, portable radios either by call or service contract

55390 – Sidewalks

Includes costs of services, including labor and materials, performed by outside vendors for maintenance and repair of sidewalks. New or major replacement should be charged to account 57080 – Streets.

55400 – Storm Sewers

Includes costs of services, including labor and materials performed by outside vendors for maintenance and repair of storm sewers

55410 – Street Lights

Includes costs of services, including labor and materials, performed by outside vendors for maintenance and repair of streetlights. Also includes monthly service charge fee paid to outside vendors for street lights

55420 – Plant Maintenance

Includes costs of services, including labor and materials, performed by outside vendors for maintenance and repair of utility plants and equipment

55440 – Lines and Systems

Includes costs of services, including labor and materials, performed by outside vendors for maintenance and repair of water and sewer lines, interceptors, force mains, valves and valve vaults and lift stations

55460 – Fire Hydrants

Includes costs of services, including labor and materials, performed by outside vendors for maintenance and repair of fire hydrants

55550 – Employee Programs

Includes costs of employee recognition supplies and activities

55630 – State Filing Fees

Includes annual compliance fees for police and fire pension funds

55640 Tree Removal

Includes costs of services, including labor and materials, performed by outside vendors for tree and stump removal. Does not include costs included in Account 57080.

55660 – Tree Planting

Includes costs of services, including labor and materials, performed by outside vendors for tree planting, watering and fertilizing. Does not include costs in 56030 or 57080.

55680 – Rental Building or Equipment

Includes all rental costs of buildings and equipment. Does not include costs in Accounts 55240, 55260 and 55300 unless it is a part of the rental

55690 – Land Rental

Includes all rental costs of vacant land, parking lots, driveways, streets, roadways and easements

55750 – Para Transit Services

Includes the City's portion of costs for the Dial-A-Ride program through the Regional Transportation Agency

55890 – Contingent

Provides for unforeseen emergencies

55980 – Debt Collection

Includes costs of services, including labor and materials, performed by outside vendors in collecting debts due.

Supplies and Materials**56000 – Office Supplies**

Includes all supplies necessary for the operation of an office: copy paper, writing utensils, staples, etc. Does not include postage or pre-stamped envelopes, charges for stationary, printing and miscellaneous.

56020 – Cleaning Supplies

Includes all cleaning supplies such as brooms, mops, brushes, solvents, soap, disinfectants, deodorizers, etc.

56030 – Landscape Materials

Includes materials such as grass seed, sod and plant materials including trees.

56040 – Motor Fuel and Lubricants

Includes gasoline, motor oil, diesel fuel and other fuels and lubricants for cars, trucks, heavy equipment, etc.

56050 – Computer Hardware & Software

Includes all costs of computer hardware and software including printers, yearly maintenance and software updates/upgrades.

56060 – Small Supplies and Equipment

Includes all supplies and equipment of small unit value below the capitalization threshold of \$5,000 (per item) and subject to either loss or rapid deterioration. Includes all hand tools, supplies and equipment used by mechanics, laborers, maintenance men, etc.

56070 – Automotive Supplies and Materials

Includes cost of materials and supplies used for maintenance and repair of automobiles, trucks and other heavy equipment.

56080 – Public Works Materials

Includes all bituminous patching material, cement, sand, gravel, street paint, etc.

56120 – Clothing

Includes clothing allowance City personnel

56140 – Water Meters and Parts

Includes costs of water meters and parts for maintenance and repair of water meters

56150 – Fire Hydrants and Parts

Includes costs of fire hydrants all parts for maintenance and repair of fire hydrants

56160 – Salt

Includes cost of water softener and ice control salt

56170 – Chemicals and Sealants

Includes all chemicals for treatment of water and sewer lines, system and installation maintenance

56180 – Laboratory Supplies

Includes all laboratory supplies below the capitalization threshold of \$5,000 (per item), such as petrie dishes, flasks, slides, automatic sampling parts, analytical reagents, etc. Excludes Account 57160

56220 – Water Tap Materials

Includes costs of materials such as copper tubing, corporation codes, buffalo boxes and pressure fittings, etc., used in water taps

56230 – Street Signs

Includes costs to purchase new and replacement street signs.

56320 – Operating Supplies

Includes cost of materials and supplies used for in-house maintenance and repair of operating equipment.

56420 – Plant Maintenance

Includes cost of materials and supplies, performed in-house, for maintenance and repair of utility plants and equipment.

56950 – Stationery and Printing

Includes all costs for printing, binding, photography, blue printing and microfilming services by outside vendors including City letterhead and return-address labels and envelopes

Capital Outlay, account series 57000:

Capital Outlay includes the purchase of all real property such as land, buildings, machinery and equipment which benefit the current and future fiscal periods. Capital Outlay would include the purchase of all items which meet the following criteria:

Must have an estimated useful life of more than one year;

Must be capable of being permanently identified as an individual unit of property

Must belong to one of the general classes of property, which are considered as fixed assets in accordance with generally accepted accounting practices. Fixed assets are defined as items of more or less permanent property necessary to the operation of an enterprise. As a general rule, an item, which meets the first two requirements and has a unit cost of \$10,000 (per item) or more, should be classified as Capital Outlay.

57000 – Buildings

Includes the construction or acquisition of permanent structures

57020 – Office Equipment

Includes computers and or/machines and furniture

57030 – Automotive Equipment

Includes automobiles and trucks and necessary equipment/alterations if purchased with a new vehicle.

57040 – Operating Equipment

Includes all machinery and equipment not included in Accounts 57020, 57030 and 57160.

57050 – Public Works Improvement

Includes costs for the extension of utilities to approved sites

57080 – Streets

Includes construction costs of streets, parking lots, sidewalks, bridges, curbs, gutters, culverts, storm sanitary sewers, dry wells, airport runways and aprons, water lines, lighting systems, permanent signs, etc.

57100 – System Improvement

Includes construction and acquisition costs of water, sewer and storm sewer lines, manholes, lift stations, valve vaults, etc.

57120 – Land

Includes the cost of land, construction easements, permanent easements, legal and survey fees

57160 – Departmental Equipment

Includes only those items, which are unique to a particular department such as automotive testing equipment, microscopes, automatic sampling devices, etc.

City of Crystal Lake
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APPENDICES

FINANCIAL POLICIES

The Mayor and City Council have established policies to give overall direction to the staff in managing the City's finances. The following lists and explains both the City's long term policies and recent resolutions governing revenues, expenditures, fund balances investments, capital improvements, debt management and budgeting. An item listed under a long-term policy identifies an action, which shows further progress toward meeting the long-term policy objective.

Revenue policies define which revenues are to be used and on what basis they should be recognized in the Budget:

- 1) The City will attempt to maintain a diversified and stable revenue system.
 - Utilize to the greatest extent possible revenues that are stable or grow in tandem with costs of operations.
 - The City will establish user charges and fees directly related to the cost of providing the service.
 - The City will review fees and charges annually.
- 2) Charge fees that reflect the full cost of providing services for general operations and Enterprise Funds (Water, Sewer, & Wastewater).
 - Utility fees for water, sewer, and wastewater are matched to the cost of providing these services.
 - Water and Sewer rates approximately equal operating expenses.
 - Water and Sewer revenues are first used to defray effective and efficient operation of the utility systems; monies accumulated in excess of operations costs are to be used for replacement and repair of those systems as needed.
- 3) Use cash basis of accounting for budgetary purposes.
- 4) Use trend analysis to support projected revenue increases or decreases.

The City used the following trend analyses in projecting revenues:

- State of Illinois employment rates
- City Hotel Tax receipts
- City Real Estate development patterns
- Sales Tax collections
- Investment rate of return performance
- Consumer Price Index
- Hotel Operators Tax - All hotels/motels pay a 5.0% tax on their gross rental receipts. There are seven payers of this tax in the City. The City collects this tax

as a home rule authority. Revenues from this tax are allocated by City Council for support of activities that draw visitors to the City of Crystal Lake.

Expenditure policies define how expenditures are budgeted:

- 1) Expenditures are generally equal to revenues unless specific Council action is being taken to increase or reduce cash balances (i.e. a planned capital purchases, or projects benefiting the City over several years).
- 2) Review staff levels throughout the year and submit formal requests for changes in staffing levels during the budget process.
- 3) Fulfill Goals as outlined in the annual budget documents.
 - To provide high quality services at a reasonable cost by comparing the City with similar communities throughout the budget process. The City regularly compares its expenditures with those of other communities by responding to and distributing specific issue surveys. The information collected is used in preparing the Budget Plan and establishing department goals.
- 4) Competitively compensate employees, recognizing that a well-trained and experienced work force is a vital component of providing high quality services at a reasonable cost.
- 5) Utilize the City Managers recommendations regarding appropriate staffing for the City departments in the budget process. The City Manager will establish an understanding of departmental needs, quality of service and the financial implications of staffing options.
 - Departments discussed staffing needs and recommendations with the City Manager, Director of Human Resources and the Director of Finance throughout the developmental stage of the budget process, September through March each year.
- 6) Apply cost accounting practices to provide better accountability of City expenditures and their association with funding sources.

Reserve Policies impact budgeted expenditures by defining targeted fund balances for the end of the Fiscal Year.

- 1) Target and maintain an appropriate balance for each fund.
 - The Fiscal Year Projected Changes in Fund Balance in the presented Operating Budget indicates that City funds are in a targeted range.
- 2) Annually prepare a budget forecast in an attempt to identify strengths and weaknesses in the use of undesignated balances in future years.
 - A Five-Year Financial Plan was presented to City Council in November 2007.
 - Modification of the plan presented during the March 2009 Budget Workshop.

Cash Management determines the budgeted revenue stream and investment earnings by defining the parameters within which the City will invest cash. The City's Investment Policy Resolution # 07-R-32, which is the authoritative guide for City investment activities, (excluding the Fire Pension Funds, Library Funds and Police Pension Funds, whose investments are governed by the Board of Trustees of each respective fund).

- 1) The City will assess its fund balance in all the funds on an annual basis based on current and anticipated needs.
- 2) The primary objective is to preserve safety of the investment principal.
- 3) Diversification of investments is foremost in guaranteeing asset safety.
- 4) The City investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements, which may be reasonably anticipated in any City fund.
- 5) Return on Investments is secondary importance to safety and liquidity of assets.
- 6) Limit risk

Capital Improvements Policies explain how capital requests are made and incorporated into the Budget.

- 1) Annually update budget for Capital items.
 - The annual budget process will include the discussion and review of proposed capital acquisitions at several levels. The Mayor, Council members, and the City Manager discuss the City infrastructure and developmental needs. During the formal budget process, the Department Directors submit request forms to the Finance Department. The City Manager and Director of Finance review these forms with department heads. The entire Capital Plan is reviewed in the context of the budget to ensure that adequate funding will be available before presenting it to the Council for consideration.
- 2) Revenue streams are matched to Capital outlays.
- 3) Incorporate planned capital improvement projects for the current year into the Budget.
 - Those capital improvements that met the Council's direction are included in the Fiscal Year Budget.
- 4) Establish a Capital Fund during Fiscal Year 2009/2010 and utilize General Fund Balance as restricted for future capital replacements. Funding will be from surplus generated in the General Fund operating accounts.

Debt Management policies indicate when it is appropriate or desirable to issue debt.

- 1) The City will not issue notes or bonds to finance operating deficits.

- 2) The City will levy as tax sufficient to retire general obligation debt. Taxes will be abated for general obligation debt where an alternate revenue source is pledged and realized.
- 3) The City will maintain a General Fund Balance, which approximates six months of operating expenditures.
- 4) The City will limit General Obligation Debt supported by property taxes to 3% of the City's E.A.V. per capita. The 2007 E.A.V. is \$1,369,869,996. The City population is estimated at 41,618. Therefore, the maximum limit is \$32,915.33 per capita.
- 5) The City will limit the amount of self-supporting debt to 2% of the City's E.A.V.

Budgeting policies explain the framework from which the Budget is prepared and communicated.

- 1) An open, well communicated budget process.
 - The budget process and documents are available for public use and all meeting/workshops are open to the public.
 - A Public Hearing is scheduled for April specifically to review the proposed Budget.
 - A Truth in Taxation Hearing is scheduled for December each year.
 - Public notice is given in the newspapers, as required by State Statute.
- 2) Use prevailing governmental accounting standards.
 - An outside accounting firm audits the City's financial statements annually. Also, other outside agencies audit the City's record keeping of grants and Motor Fuel Tax Allotments.
 - Since 1989 the City's audits have met the GFOA's standards for excellence in financial reporting, which evaluates acceptable accounting practices.

CITY OF CRYSTAL LAKE, ILLINOIS
DEMOGRAPHIC STATISTICS

Fiscal Year	Population
1997	34,000 (1)
1998	34,401 (2)
1999	35,000 (1)
2000	36,500 (1)
2001	38,000 (3)
2002	39,300 (1)
2003	40,000 (1)
2004	41,000 (1)
2005	39,788 (2)
2006	40,328 (1)
2007	41,618 (1)
2008	41,618 (1)

- (1) Estimate
- (2) Special Census
- (3) 2000 Census

CITY OF CRYSTAL LAKE, ILLINOIS

Miscellaneous Statistics

Date of incorporation	1914
Form of government	Council/Manager
Fiscal year	May 1 to April 30
Area (square miles)	18.8
Miles of Streets	163
Fire Protection	
Number of Stations	3
Number of fire department personnel and officers	70
Police Protection	
Number of Stations	1
Number of police personnel and officers	92
Municipal water:	
Miles of water mains	190
Daily average consumption (gallons)	4,822,000
Sewer System:	
Number of Treatment Plants	2
Daily average treatment (gallons)	4,700,000
Street Lights	1996
Traffic Signals	29

CITY OF CRYSTAL LAKE
FISCAL YEAR 2009-10 BUDGET CYCLE

Wednesday, August 20, 2008	Departmental Strategic Action Plan discussion
Thursday, August 21, 2008	Fire Rescue Department to begin budget preparations/Citywide 5 Year Financial Plan Preparation begins for new submittal
Wednesday, September 17, 2008	Draft Action Plan, Five Year Financial Plan and Five Year Capital Plan distributed for internal review
Friday, September 19, 2008	Fire Rescue Department Budget due
Wednesday, October 1, 2008	Mid-year financial review instructions distributed to all Departments
Week of October 20, 2008	Departmental mid-year financial review
Thursday, October 30, 2008	City Council mid-year financial packet sent 1) discussing mid-year financial review, and 2) outlining potential 2008 Tax Levy 3) Five Year Financial Plan.
Monday, November 3, 2008	Distribute Hotel/Motel Tax application instructions
Monday, November 3, 2008	Budget instructions and worksheets distributed to all Departments
Tuesday, November 4, 2008	City Council Mid-Year Financial Review/5 year Financial Plan Review
Tuesday, November 4, 2008	City Council approval of tax levy determination, per Truth in Taxation requirements, which is required to be approved 20 days prior to tax levy ordinance approval
Saturday, November 22, 2008	Publish Truth in Taxation notice (notice to be published 7-14 days prior to public hearing)
Tuesday, December 2, 2008	Public Hearing and Adopt 2008 Tax Levy
Monday, December 15, 2008	Hotel/Motel Tax Applications Due

Thursday, December 18, 2008	Tax Levy must be filed with County Clerk by last Tuesday in December
Monday, January 5, 2009	All Budget requests due
Tuesday, January 13, 2009	Hotel/Motel Tax Application Workshop
Wednesday, January 14, 2009	Publish Notice of Budget Workshop and Public Hearing
Friday, February 20, 2009	Distribute proposed Budget to City Council
Week of February 23, 2009	Finalize presentations for Budget Workshop
Tuesday, March 10, 2009	Conduct Budget Workshop
Tuesday, March 17, 2009	Council approval of public display of tentative budget and publication of notice of public display of tentative budget
Tuesday, April 7, 2009	Budget Public Hearing
Tuesday, April 21, 2009	Adoption of 2009-10 City Budget and salary ordinance revision
Tuesday, May 5, 2009	Send Copy of Budget to County Clerk

Revenue Descriptions

REVENUES - BY TYPE

Property Tax - The City levies a property tax, without referendum approval. The City currently has no Corporate Property tax. Property taxes are levied as permissible under McHenry County in the respective areas.

Ad valorem (based on value) taxes are a mainstay of financing for local governments. Ad valorem taxes may be levied against real property. Other kinds of taxes are interest and penalties on delinquent taxes.

Sales Tax - A 1.0% tax on merchandise purchased, this tax is collected by the State of Illinois and remitted to the City of Crystal Lake on a monthly basis. An additional Home Rule Sales Tax of 0.75% was implemented under Illinois Home Rule Authority as of July 1, 2008.

State Income Tax - A tax on wages by the State of Illinois. This tax is collected by the State of Illinois and remitted to the City of Crystal Lake on a monthly basis.

Cable Franchise Fees - Fees collected for operating cable services within the City must pay a franchise fee in return for the right to do business within the City.

Telecommunication Tax - The City, by ordinance, imposes on telecommunication services within the City of Crystal Lake. The State of Illinois collects this tax and remits it monthly.

Building Permits - The City Code based on various activities generates revenues based on the issuance of permits. Current activity largely comprises of new construction, home remodeling and expansions. Local indicators, such as new construction, are an important factor that relates directly to the budgeted estimated revenues for building permits fees and recording and conveyance fees (primarily property transfer documents).

Zoning Fees - Based on the City Code of Ordinances and requests for changes to the ordinance classifications.

Miscellaneous Grants - These grants mostly pertain to public safety issues. Funds are derived from Federal, State and County Programs.

User Charges - Charges made for such services as extra police protection for a special event, fire inspection fees, to name a few.

Fines - Fine revenue resulting from library late fees and citations issued by law enforcement and code enforcement officers.

Miscellaneous - This classification comprises income from sources that are not otherwise classified, and includes such items as the sale of surplus equipment, and contributions.

Sewer Fees – City charges for these services for the collection of all sewer use charges used to partially defray the operating expenditures related to sewer use.

Undesignated Fund Balance - The Undesignated Balance of the General Fund represents net liquid assets available for appropriation. In laymen's terms, Undesignated Fund Balance represents available surplus cash.