CITY OF BLOOMINGTON
CITY COUNCIL SPECIAL MEETING NOTICE
THE DEN AT FOX CREEK – GOLF COURSE
3002 FOX CREEK ROAD
FRIDAY, NOVEMBER 15, 2013, 8:00 A.M.

1. Call to Order

2. Roll Call

3. Discussion Topics

    a. Annual City Council Retreat Work Session

4. Adjourn at 9:30a.m. into Closed Session

    a. The Employment, Compensation, and Performance of Specific Employees of the City – Section 2(c)(1) of 5 ILCS 120/

5. Discussion Topics

    a. Annual City Council Retreat Work Session

6. Adjourn at 5:00p.m.

Bloomington City Council Retreat
November 15-16, 2013, The Den at Fox Creek Golf Course

Agenda for Day 1

Friday, November 15, 8:00am-5:00pm

8:00 Welcome and Context (45-60 minutes)

1. Welcome, Context and Expression of Intentions and Desired Outcomes– Mayor Renner

2. Introductions and Connection Exercise

3. Session Purpose, Agenda Overview and Purpose of Day 2 – Lynn and All

9:00 Segment One – The City Organization (90 minutes)

4. Part I – Open Meeting: Review and Discussion of the City Manager's Revitalizing Our City Organization Initiative

9:30

5. Part II – Closed Meeting: Review and Discussion of the City Manager's Revitalizing Our City Organization Initiative (The Employment, Compensation, and Performance of Specific Employees of the City – Section 2(c)(1) of 5 ILCS 120/)

10:30 Break

10:45 Segment Two – Establish the Foundation For and Set Council Priorities (remainder of day)

6. Principles for Working Together

7. Generate a Database of Current Reality (Our First 6 Months) and Review the Perspectives of Stakeholders

8. Hear Presentation and Dialogue on the City's Financial Condition (City Manager and Finance Director)

12:00 Lunch

12:45 Resume

9. Explore and Define City Council Purpose

10. Map Issues, Trends and Forces that Bear on Fulfillment of Our Purpose

11. Identify the Crossroads At Which the Council Stands

3:00 Break

12. Envision the City We Want to Create by 2016

13. Select and Refine High-level Vision and Goals

14. Debrief and Determine Next Steps and Review/Revise Saturday Agenda

15. Evaluate Day 1

16. Close

COUNCIL RETREAT
November 15 and 16, 2013
Lynn Montei's Notes

NOVEMBER 15, 2013

Listen for:

What's new & surprising
What's different rather than what's common

Listen to:

See the world through the eyes of the other person

and

so the speaker will feel heard

What Stands Out – Council

1. Theme running throughout – cohesive, camaraderie

2. Guiding Principles – how we behave

3. Priorities – struggle with, be clear about, process for, vague as to how determined

4. Trust issue – needs to be revisited periodically

5. Clarity – Council's role & direction to staff

What Stands Out – Stakeholders

Community Leaders:

Essential priorities – economic development has seen some results

1. Economic Development

2. Downtown

3. Priorities – Council/City

4. Positive impression

5. Financial turn around

6. Cooperation – enhance intergovernmental cooperation/collaboration

7. New energy, vibrancy

What Stands Out - Employees

1. Low morale or all time low

2. Front page stories cause unease

3. Absence of team atmosphere, feeling of being unappreciated.

4. Unease – subcontracting, managed competition'

5. Overworked, under compensated

6. Internal consistency/stability/integrity

7. Fear alleged by pension policy adoption

8. Communicating better to address fears

9. Get issue on the table & move forward

10. Ombudsman/whistle blower idea

What Stands Out - Administration/Directors

1. Public criticism of is not sending the right message

2. Concerns about Council involvement individuals

Prompts (See Item 9. Explore & Define City Council Purpose)

Purpose

1. What about our work has meaning?

2. What will be different as a result of our work together?

3. What value do we want to create for our stakeholders?

4. Why do we bother?

5. What is our fundamental reason for being?

Council Purpose

Providing leadership & stewardship to the vision & priorities of the City

Identify the Crossroads at Which the Council Stands (see Item 11)

Downtown Plan – possible anchor

Dealing with failing infrastructure

Prioritization/revenues/level of service

Liquor Code Ordinance

Board & Commission Ordinance change & appointments after that

Development of water resources

Revitalizing City organization (culture change)

Downtown Tavern scene

Regular communication

Decisiveness

Clear purpose

Rebuild reputation

Action oriented

Meeting protocols/review

Economic development

External communication

November 16, 2013

What is Our Vision?

Paint a rich verbal image of what success looks like.

Use these questions as prompts:

1. What do you see happening & what are people saying?

2. What characterizes our City?

3. How are we different?

4. What makes us unique & high performing?

5. What are the conversations I am having with my peers/colleagues?

Checklist

1. Is it the result you want?

2. Is it clear? Can it be quantified?

3. Rather than comparative terms (i.e. better, increased) does it say result?

4. Does it bring something into being or just solve problems?

5. Is it an actual result or a process for achieving a result?

6. Is it specific or vague?

7. Is it suitable for the year 2016 or some future year?

High Level List – Grander Vision

Bond Rating AAA

Tourism

Downtown

Transparency/responsiveness

Economic Development

Authentic Image/Reputation

Collaborative Leadership

Preserve/Renew Neighborhoods

Infrastructure

Transportation

Welcoming Community – diverse, inclusive

High Priority Projects/Initiatives – Action Steps

Develop/Implement Bike Master Plan

Financing Pension Policy

Decide/Adopt Solid Waste Levels/Fees & most close the $1.2 million hole

Adopt Downtown Master Plan – select a couple of actions

Decide on participation/contribution rate for Miller Park Zoo

Aggressively Improve Tone of Downtown (bar scene) – constellation of things

~~Hire Communication Manager~~

Determine Funding Policy Capital Improvement Program (CIP) – streets/sewers/facilities

Launch Visitors' Center in collaboration with Convention Visitors Bureau, McLean County, McLean County History Museum

Diversify Boards/Commissions

Renegotiate Metro Zone Agreements - $1.2 million

Design Template for Decision Making/Feedback

Home Rule Sales Tax

Currently 1.5%

If school referendums to impose 1%, City will lose the opportunity to utilize this source

Pros	Cons
10s of 100s nonresidents	Fluctuating based on economy
One of the few large sources	

Expenditure Cuts

1. List expenditure by programs

2. Variable/discretionary items – work through this

3. Could start with the $1.6 million for pensions & get scenarios from City Manager

4. Offer ideas/categories where there is tolerance

- Request list of service reductions on web site

- Likewise, with the expectations that new revenues are needed, which of these is most palatable.

December 13th, City Manager expenditure reductions up to $5 million over 5 years

By December 20th, Council respond with your own list

Utility Tax

Will generate $4.7 million

Possible to fund a bond issue with these funds

Solid Waste Decision

Drop dead date for Council feedback – Nov. 18th.

Modified recommendation or alternatives from staff by Nov. 22nd

For considerations on Nov. 25th

Amusement Tax

Background, information, experience, parameters, caps memorandum

Expect from City Manager by Nov. 22nd

Local Gas Tax

.04 = $1.4 million

Pros	Cons
paid by outsiders	will it drive up prices
did not notice a higher price in Champaign	will it effect airport, ticket prices
work on jointly with Normal	increase prices in convenience stores
	be higher than Normal
	it is a cost plus item for gas retailers

City Manager will provide comprehensive list of revenue opportunities out there – deadline Dec. 6th

Guiding Principles

1. Get together like this more often (quarterly/2 x year)

2. Be aware of how powerful my nonverbal cues are

3. Be respectful of each other & staff

4. Remain on high road even when others do not

5. Create a civil environment & take ownership

Malcolm Baldrige Performance Excellence Program

Introduction

The U.S. Congress passed the Malcolm Baldridge National Quality Improvement Act and Awards Program to encourage American companies to examine their practices, benchmark against the best companies, and make necessary changes to become leaner, faster, and more customer-oriented, with fact-based decisions and responsiveness to multiple stakeholders, all in pursuit of zero defects and high performance. As the City of Bloomington is gradually recovering from the great recession and the tremendous financial challenges it presented, it is also emerging into a new and demanding economy with fewer resources, higher demands for services, and heightened expectations for rapid responses and results. It is critical that in this time of transition, the City strategically align its core values, goals, priorities, and practices to successfully navigate these storms of change, achieve operational effectiveness and efficiency, continue to improve financial results, institutionalize excellent customer service, and attract and retain long-term viable businesses. Utilizing the Malcolm Baldridge framework will provide City leadership and staff with a roadmap toward the achievement of these goals and expected results.

Relevance

- Continuous improvement is not merely a good thing for a handful of companies but a survival strategy for every organization, as the only way to create organizations capable of rapid adjustment to rising standards and changing conditions.
- The Baldridge Criteria helps organizations assess and improve their performance, becoming more sophisticated about how to align all of their processes to achieve desired results.
- A cultural and organizational realignment is critical and necessary to satisfy the rising expectations and new demands of our citizens.
- Low morale and current dissatisfaction are proof that as an organization, we need to disrupt the status quo and implement change.

Baldridge Framework

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Operations Focus
7. Results

Baldridge Criteria

1. **Leadership**
   a. How do senior leaders set your organization's vision and values?
   b. How do senior leaders deploy your organization's vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate?
2. **Strategic Planning**
   a. How do your strategic objectives address the following?
      i. Address your strategic challenges and advantages
      ii. Address your opportunities for innovation in products, operations, and your business model
      iii. Capitalize on your current core competencies and address the potential need for new core competencies
      iv. Balance short and long-term challenges and opportunities
      v. Consider and balance the needs of all key stakeholders
      vi. Enhance your ability to adapt to sudden shifts in your market conditions
3. **Customer Focus**
   a. How do you listen to customers to obtain actionable information?
   b. How do you market, build, and manage relationships with customers to acquire customers and build market share; retain customers, meet their requirements, and exceed their expectations in each stage of the customer life cycle; and increase their engagement?
4. **Measurement, Analysis, and Knowledge Management**
   a. How do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational performance, including progress relative to strategic objectives and action plans?
   b. What are your key organizational performance measures, including key short-term and longer-term financial measures?
   c. How frequently do you track these measures?
   d. How do you use these data and information to support organizational decision making and innovation?
5. **Workforce Focus**
   a. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?
   b. How does your workforce performance management system support high-performance work and workforce engagement; consider workforce compensation, reward, recognition, and incentive practices; and reinforce a customer and business focus and achievement of your actions?
6. **Operations Focus**
   a. What are your organizations work systems?
   b. How do you manage and improve your work systems to deliver value and achieve organizational success and sustainability?
7. **Results**
   a. What are your current levels and trends in key measures or indicators of product and process performance that are important to and directly serve your customers?
   b. How do these results compare with the performance of your competitors and other organizations with similar offerings?

MEMORANDUM

To: Mayor Tari Renner
Members of the City Council

From: Lynn Montei

Subject: Briefing on Stakeholder Interviews

Date: November 12, 2013

As reported to you earlier, I conducted stakeholder interviews over the last few weeks to provide the Council with outside perspective on the city organization and governance. I interviewed 6 community leaders, 9 employees (both union and nonunion) and a mix of department directors and members of the administrative team (4 in total.) All interviewees were informed that the content of the interviews would be shared but not for attribution. This document was prepared to brief you on the results of those interviews.

In the summary that follows I've clustered comments by theme and, where possible, used the language of interviewees. The themes are listed by frequency of being raised, and the number to the right indicates how many individuals made reference to the subject.

I will begin with Community Leaders, followed by Employees and then Administrators/Directors. I chose not to provide a composite of all three groups as it would require generalization and, in my opinion, not add substantial value.

Community Leaders
I inquired about their views and perspectives on these subjects.

1. Observations about the City organization and its achievements, direction, focus and performance. Are their expectations being met?
2. Observations or perceptions about Bloomington's political leadership (the Mayor and City Council) relative to strategic leadership, reputation, effectiveness or other areas. Are their expectations being met?
3. 1-3 essential priorities for action required to advance the City's health and success
4. What makes them hopeful about the future of the City of Bloomington
5. Their doubts and reservations
6. Advice for the City Manager and City organization
7. Advice for the Mayor and City Council
8. Anything else they would like to share

Community Leaders

Observations of the City Organization

Experience with the city is very positive, professional and financially responsible; excellent staff; good relationship with Public Works, Police Department, Parks and Recreation; generally moving along better, more efficient; New recruits at the department head level for last few years have been pluses; Department Directors always professional and work well with their counterparts in other units of government; Directors easy to work with 5

Praise for the city's economic turnaround since the recession, providing stability and positive reports-appreciates David Hales' financial expertise, attention to planning 4

In working with development, staff exhibits the proper balance between consistency and compromise ; tries to take the politics out of application of regulations 2

Appreciates City Manager involvement on the EDC; encouraged to see the EDC, the Chamber and City are working together to promote strategic initiatives and have some table ready tax incentives (timed). 2

The Downtown bar scene requires significant careful, thoughtful attention and will take persistence to address what has developed over a long period of time. 1

Could be more open and collaborative in working as intergovernmental partners, and tending to regional responsibilities 1

Observations of Political Leadership

There's less discord and open disdain by and between City Council members and with the City Manager in the last couple of years; the Council is not as divisive and working measurably better together. Over last 10 years City Council has been dysfunctional and Ward-focused, very disappointing. It has gotten better over the last couple of years. The City Council's tone has improved and relationships are better than they used to be. 4

New mayor is very vocal and specific about what he wants to see; a stronger leader; he projects a positive image and works from a more positive environment wherein a lot can be achieved. 3

Would like to see a demonstrated attempt to reach out to other governmental units. With that will come more camaraderie, potential for sharing service delivery, improved reputation and all-around better vibe. 2

Lack of cohesion and appearance of being adversarial; completely dysfunctional; lacking in decorum and professionalism; discussion becomes personal and dislike is obvious 2

Overall good leadership dealing with the demanding issues that have to be prioritized in the face of significant fiscal pressure 1

Like the idea that the City Council will have a retreat-assumes it's for visioning and strategic planning	1
Noteworthy that Council members are not present at major community events and must not grasp the importance of participation in the social and cultural life of the City.	1
Not doing enough to attract younger people and families to the community. School District revenue base beginning to be impacted by the number of senior exemptions.	1
Everyone needs to be better educated on economic conditions.	1
The new mayor has made transparency a big issue and has followed through, attempting to change the perception of a "closed off" culture. We can involve citizens, have open government and agree to disagree.	1
Have not created new revenue which would indicate true stability.	1
Ward competition often gets in the way of what's in the best interest of the City as a whole	1
The City of Bloomington needs the Downtown Plan to provide a rationale, a framework and an ability to move ideas forward.	1
Creating plans like the Bike Plan instills more trust in the City, greater follow-through, and attention being paid to emerging trends.	1

Essential Priorities

Economic Development: Need to continue solid, healthy economic growth; Bloomington has great local, major employers who should never be taken for granted; be prepared for new development opportunities with reasonable economic incentives; retain, expand and attract new business, not necessarily retail jobs-in this economy local government units can play a leading role; what kind of workforce do we have/want and what kind of community do we want? (Younger workforce appears to prefer more density, renting versus owning and not owning a car but using transit.)	5
Downtown Bloomington: Need to focus on that; would love to see some strategic things in the Downtown area -could be thriving, bring families back; need a stronger long-term plan for revitalization; currently being driven by the squeaky wheel. Want vitality downtown, provide housing options in the core. Do we need mechanisms to promote development downtown such as incentives for infill development? Main Street development is critical.	5
Vision/Goals/Priorities: What is your ultimate vision? Without a strategic plan the City is only responsive and reactive rather than proactive; Have to come together and agree on their goals, set priorities shaped by urgency and/or assets, skills, preparedness; narrow the focus; the Mayor and City Council should jointly create a consolidated vision.	4
Quality of Life: A safe and healthy environment includes public safety services, parks, Constitution Trail, schools, streets, infrastructure, care and aesthetics	2

(e.g., if bond debt is necessary to fund street resurfacing, so be it)

Fiscal Responsibility and Integrity: Most people understand the difficult job elected officials face and that there are many judgment calls. They also understand that there may not always be agreement.	1
West Side: Revitalize the west side	1
Communication: Make sure there are open, transparent, convenient channels of clear communication, in addition to a quality web site.	1
Role of Elected Officials: Once priorities are set, establish metrics and step away-look to staff to lay out the implementation.	1
Infrastructure: Streets and sewers	1
Openness: So that people feel they can voice opinions and get information	1
Regional Planning: Be more engaged in proactive in long-term regional planning issues, especially around transportation; helped to pay for, support and stand by it.	1
Pension Issue: find a way to solve that; will require political courage and Council members must be part of the solution. Put the City on a path of solutions.	1

Hopefulness

The Mayor comes in with a lot of energy. There is a new attitude and the environment is more positive; good cheerleader; new excitement.	4
There continues to be great promise and opportunity in Bloomington based on its location, employers, quality of life and willingness to do business when opportunities arise. This is true both in Bloomington and Normal, as most people see it as one community. The economy is recovering.	3
The City is working more closely with other units of government and they are liking each other; appreciates the stability David Hales provides; Partnerships, relationships and communication between the School District and the City are better than ever; good people on City Council and in management working together well and in a coordinated fashion.	3
The City Council has its heart in the right place and overtime optimistic that greater understanding can occur.	1

Doubts and Reservations

Not sure of the mix and whether the group has the capacity to lead; some on the Council are not strategic thinkers, without vision and seem to be there to be watchdogs.	2
A few elected officials enjoy playing the "gotcha" game with each other or with staff, which puts staff and everyone on edge.	1
Relates to history and cynicism-can they put in place a true strategic plan that is measurable? That message has to be out in front of people.	1

Advice for the City Manager and City Organization

Maintain fiscal balance.	3
Appreciate our City's enviable, strategic position- don't take it for granted.	1
Encourage the staff to be more engaged with other governmental unit practitioners. It's not unusual for Bloomington staff to be the only ones not present, and they are missed.	1
Value and become engaged in cultural and community enrichment activities in the wider community. Be consistent in your participation.	1
Do a lot of work with the City Council between meetings to educate so they are grounded in understanding.	1
Don't be oversensitive to media coverage on unpopular past decisions like the Coliseum because current taxpayers continue to have a stake in the facility and related issues.	1
Keep your head up; remember you have a lot of friends who can be helpful-let them, and be straight with them. Be less guarded and think more regionally.	1

Advice for the Mayor and City Council

Continue to build a quality relationship with the town of Normal which will facilitate more getting done in the future; start thinking in more regional terms than City-only terms going forward with the idea of gaining efficiencies, such as fire service and economic development; both cities need to focus on what is happening at the core because as growth moves out, attention to the core evaporates-e.g., The Grove. Will Bloomington look at development boundaries?	2
Remained focused on the community as a whole and minimize divisiveness due to Ward competition	1
Don't improvise and appear manic. Back up with consistency.	1
The City Council needs to demonstrate some enthusiasm and exuberance.	1
Understand the form of government-that the governing board sets policy and employs a city manager to direct staff.	1
Consult staff before starting to make changes to a Plan at the table.	1
No matter how the vote falls, once a decision is made be supportive and let it go.	1
Feature good management in spite of the unpopular decisions of the past. Most understand that such decisions linger. Let people see the positive changes-things like the Friday afternoon sessions help with perception.	1
Include citizens in decision making as much as possible.	1
Don't lose sleep over 4-500 people out of a population of 80,000 who are disgruntled-not that bad.	1

Require the private business that manages the Coliseum to appear before the Council periodically to provide updates, as a professional courtesy and because of the City's stake in its success.	1
Get better about elevating discourse, being more civilized and congenial, exhibiting professional courtesy and etiquette and valuing diverse opinions	1
Jointly create a singular, consolidated vision and rally around it.	1
Don't be afraid to have public forums, explain why things are happening-people don't like surprises. Get out in front of the issue, if something is controversial and must be done, get out in front of it and take your lumps. Properly explain why it has to be done-people respect that. Make the tough call and move on.	1
Discontinue threats and stand behind and support the City Manager; treat each other well and discontinue unbecoming behavior.	1

Other

The Ward system exacerbates lack of cohesion and interferes with accountability to everyone in all parts of the City.	2
Hoped for infrastructure technology, to be a WiFi community. Collaboration would be great but the idea may not be realistic	1
Times have changed and we are no longer in the 50s. The community is changing and evolving, it could be stronger and better. What do we want to be? As a community we need to start thinking in a broader sense.	1

Employees

Nine employees were interviewed and invited to speak to any subjects they wished.

These questions were provided as a guideline. The questions I provided them were similar but not identical in nature to those provided to Community Leaders.

1. Can you offer some observations about the City organization, its achievements, direction, focus and performance? What are you particularly proud of? Where is there room for improvement?
2. What are your observations or perceptions about Bloomington's political leadership (the Mayor and City Council) relative to strategic leadership, reputation, effectiveness or other areas?
3. In your view, what 1-3 essential priorities for action are required to advance the City's health and success?
4. What makes you hopeful about the future of the City of Bloomington?
5. What are your doubts and reservations?
6. What advice do you have for the City Manager and City organization?
7. What advice do you have for the Mayor and City Council?
8. Is there anything else you would like to share?

Employee interviewees were informed that City Manager David Hales asked me to obtain their frank answers to questions pertaining to the City organization and that, like all their responses, the results would be shared without attribution. Detailed content and advice from the interviews has been provided to the City Manager and is not part of this report.

Employees

General Observations of the City Organization

Employee morale is very low; all-time low morale	8
My department is great and I wish other departments maintained a similar attitude	4
Experience administrative roadblocks	4
Overall employee performance is not what it should be	3
Fear of losing job; job insecurity; unclear messages about contracting out	3
Irked about/question the fountain	3
Employees have been overworked for too long and undercompensated; hard to get regular work done on time due to labor-intensive reports	3
Notice improvements in the last year or two; exploring and opening to new ideas, being proactive (e.g., bar scene Downtown); infrastructure studies and need for maintenance	2
Don't feel appreciated, respected, valued, trusted	2
Appreciate being in the black	2
Outside impressions, rating agencies and the media have a positive outlook about the City of Bloomington-that it is stable and things are in order	1
Morale somewhat improved	1
Positive about new director appointments	1
Frustrated with negative attitudes around the City-those individuals feed off each other and it's a runaway train	1
Employees want clear communication on the City's direction	1
Departments seem to be on their own and need to come together as a whole	1

Observations of Political Leadership

There is a new sense of energy, eagerness and enthusiasm; expects the rough patches to get worked out; improving and we'll take a little time	3
The City Council has no common purpose, no cohesion, only nine individuals with their own agendas-no leadership; hopefully the City Council can work together	3
Inconsistent direction, cater to the squeaky wheel; Indecisive; need to get a	3

vision

Does not appreciate and value all City departments; no affirmation from City Council; inconsistent behavior toward employees	3
Observe commitment to see things through; better at seeing to it that City Council weighs in at meetings	1
No recognition of employees in the picture; feel nameless	1
Acknowledge the strain, the backlog of needs and that elected officials must answer to the public	1
Appreciates more rigorous enforcement downtown	1
Staff feels a lack of trust from the City Council	1
Question intentions about outsourcing	1

Essential Priorities

Infrastructure: concentrate on this and an alternative source of water	2
Fiscal Responsibility and Integrity: maintain fiscal stability; take better control of finance, revisit fees in refuse and water departments-penalties and shut off fees are too high	2
Performance and Professionalism: address and improve, change the "public employee" stereotype	2
Morale: address and improve, establish cohesiveness within and between departments	2
Communication: internal and external; do much better job of telling positive stories to the community; show the value for the tax dollar; communication is key to everything up and down the organization	2
Training: mounting evidence of lack of training investment, safety issues	2
Customer service: customer service is poor	2
Reputation and Transparency: be open with citizens and find ways to invite their engagement; advertise the positive so people have a feeling that something positive is happening; eliminate secrecy	1
Downtown Bloomington: revitalize the downtown, make it family-oriented and tourist friendly	1
Vision/Goals/Priorities: Council is indecisive-would like them to get clear, focused, have a vision and know where they're going	1
Pension Issue: do a better job of wants versus needs - fund the pension system	1
Commitment: follow through with commitments	1
Succession planning: many retirements will occur within the next two years	1
Invest in employees: we are a valuable City asset	1

Hopefulness

Believes elected officials are trying and want to do better, but get stuck; hopeful that the Mayor and City Council can come together- want people to talk about Bloomington as they do about Normal	2
Committee of the whole may engender more trust	1
Continue to bring in business, make plans for the future and maintain stability	1
Community involvement	1
The economic climate, given the presence of the universities and State Farm	1
Glad that the City has reached out to do these interviews; wants the City to be competitive	1

Doubts and Reservations

Low level of trust; feel job isn't secure, language vague	2
Will elected official stick with the commitments they have made?	1
Concern about stability as regards State Farm and Mitsubishi	1
Don't repeat the mistakes of the past regarding downtown	1
Staff levels still way too low; forced to react every day, cannot be proactive and cannot retain institutional knowledge with reliance on contractors	1
Not sure everyone wants improvement	1

Advice for the Mayor and City Council

Would like Council to be more informed and knowledgeable before consideration of issues on the Council floor	1
Project professionalism and stability; reduce drama and grandstanding on the Council floor	1
Integrate and balance the needs of the public and the needs of the organization	1
Focus on making policy decisions so staff has clear direction and can be consistent through policy, procedure and practice	1
Step into the shoes of an operational department	1
Appreciate employees for their service and the demands placed on them	1
Hold on tight; continue to develop the vision; be open-minded and know that changes needed	1

Other

The City needs to be more efficient-it is far behind in technology, systems, processes and practices	2
Front page stories have been upsetting to staff, caused unease and tenseness	1

Keep an open mind; listen to and depend on staff; appreciate the learning curve needed when new systems are introduced	1

Administrators and Directors

These four interviews were focused on administrators' and directors' observations of the governing body in preparation for the Council Retreat. In addition, I inquired about their observations of the City organization on request of City Manager David Hales. That feedback has been provided to him separately and is not part of this report.

Administrators and Directors

Observations of Political Leadership	
Would like to see them work as a team; seems it's every man for himself; sense of team has deteriorated; the Council is not hanging together; Council complaints continue; Council is fractured	4
There is a culture of criticism and negativity toward staff; some grandstand and belittle staff; the climate erodes morale and discourages creativity and innovative ideas; staff are forced to be on the defensive; feel a sense of hopelessness; we should have earned their trust; people can't survive in the environment	4
Lacks trust and respect of each other, some pettiness	2
Mayor is energetic, an ideas person; has capacity to lead	2
Mayoral and Council involvement in resident complaints has created serious challenges; routine complaints have been escalated, appear to be urgent and require extra time be spent unnecessarily	2
Council is unclear about their role; some enjoy getting into day-to-day management (perhaps because it's fulfilling, officials want to "get credit" or think the work won't get done without them)	2
Would like to see a higher standard of behavior and more consideration in written and oral communication	1
Would like to see better use of the process to bring the Council to consensus on matters of great import to the City's future	1

cc: David Hales, City Manager

MEMORANDUM

To: Mayor Tari Renner
Members of the City Council

From: Lynn Montei

Subject: Summary of City Council Interviews

Date: October 30, 2013

In preparation for the City Council Retreat on November 15-16, I have conducted individual interviews with Mayor Renner and City Council members. Thanks to each of you for giving the experience your focused attention and candid perspective.

I inquired about your views and perspectives on these subjects.

- Council functionality
- Quality of working relationship and adherence to Guiding Principles
- Clarity, vision and alignment around priorities
- Performance on policymaking
- What makes you hopeful
- Impediments to progress and Council effectiveness
- Desired outcomes of the Retreat
- Topics the Retreat should cover

I will utilize this summary and my conclusions about the group's interests and intentions to prepare a draft Retreat agenda. The agenda will be reviewed and refined in consultation with Mayor Renner and City Manager Hales and then circulated to the City Council for your feedback about a week before the Retreat.

I'm also in the process of preparing a briefing paper on the results of stakeholder interviews I conducted over the last few weeks. I interviewed 7 community thought leaders, 7 employees (both union and nonunion) and a mix of department directors and members of the administrative team. The paper will be circulated prior to the Retreat.

In the summary that follows I've clustered comments by theme and, where possible, used the language of interviewees. The themes are listed by frequency of being raised, and the number to the right indicates how many individuals made reference to the subject. As of this writing, 9 of 10 possible interviews have been conducted.

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Council Functionality	
Lost ground relative to Council cohesion	3
Unclear, unrecognized role of City Council	3
Many delays and indecisiveness	2
Decently functioning	1

Quality of Working Relationship and Adherence to Guiding Principles	
Relationships are of poor quality; there is little or spotty adherence to the Guiding Principles	8
Want collegiality so the Council can work together	4

Clarity, Vision and Alignment Around Priorities	
There is no vision and no clear direction for staff	3
The vision process seems to grind	1
Need to collectively enter strategic planning and action planning	1
The Council is easily distracted from its established priorities when a small number of people demand their issue be addressed immediately	1

Performance on Policymaking	
Elected officials are the policymakers, not implementers of policy; some aldermen want to get into the detail of implementation rather than set policy	2
Pleased to find common ground with the Mayor and some Aldermen	1

What Makes You Hopeful?	
New mayor: exuberant leadership, dedication and boldness; positive cheerleader; listening better; quality meeting management, good work with Liquor Commission	4
More meetings to discuss things more deeply	2
30-year Capital Improvement Plan	1
Idea of multi-generational housing	1

Impediments to Progress and Council Effectiveness	
Immature behavior; mean behavior; disrespectful behavior; arrogance; inappropriate and disrespectful treatment of staff; personal conflict rather than constructive conflict; use of comebacks or rejoinders that cast judgment	7
Absence of vision	4
Unclear understanding/definition of the role of City Council	4

Factions and alliances; marshaling outside forces without cultivating Council's collective understanding and direction	3
Dismissive attitude about previous work and priorities; lack of recognition of the continuum of policy; a fear that collective efforts will be disregarded	3
Getting used to OMA; guardedness and concern about media spin	3
Trust issues; perceptions of special-interest influence	2
Habit of moving from crisis to crisis	2
The weight of financial decisions; net costs are astronomical	2
Habit of deferring maintenance and underfunding pensions	2
Delays; indecisiveness; things bogged down	3
Closed-mindedness about any revenue enhancements	1
Territorialism with respect to Wards and departments	1
Absence of City Manager accountability (e.g., cleaning up downtown bar scene)	1
Inability of Council to have a productive dialogue	1
Inadequate quantifiable data in staff responses	1

Desired Outcomes of Retreat

Build a sense of trust and camaraderie; get more clear on the Guiding Principles; find a way to come together; embrace the 8 Guiding Principles; establish better relations and rapport; move beyond mistrust ; improve the ability to be in respectful conversation	8
Frame the budget debate and options/trade-offs; get things out on the table; sort out all the issues	7
Achieve clarity and alignment around priorities; Build consensus around budget choices; determine spending priorities with SMART goals; reprioritize expectations of Council/City	7
Understand City Council's role and not delve into staff responsibilities of implementation and enforcement	4
Understand our sources of money to fund significant financial needs	3
Lay out the budget process and timeline	2
Work at a higher level on visioning; coalesce around mission, purpose and shared vision; become of one mind	2
Focus on the whole	2
Recognize the value of tourism, increasing murals and adding a Visitor's Center	1
Find a way to give staff the resources to do the job	1

Topics the Retreat Should Cover

Budget issues/trade-offs; address tough budget decisions	7
Prioritization	6
Explore revenue options to fund critical needs: taxes (e.g., utility tax), fees, borrowing	6
Pension liability	4
Role of Mayor/ Council/City Manager	4
A clear understanding of where we are financially	3
Downtown revitalization; vision for downtown	3
The calendar for budget deliberations, preparation, public input and adoption	2
Capital improvements: sewers and roads	1
How to obtain and utilize public opinion and input	1
Code enforcement	1
Engage the big issues as a whole rather than in isolation	1
In addition to getting a briefing on community leaders' perspectives of the City Council, share what *we* hear about the City Council	1
Other: modified ward system, East side highway, land development strategy, tourism downtown-murals and visitors center	1

Advice

Allow everyone to speak-utilize "once around the horseshoe"	1
Meet more often and have shorter meetings	1
Utilize a matrix to identify each Alderman's top 4 priorities	1
On the big issues and action plans, have the City Manager and Directors weigh in too	1

cc: David Hales, City Manager

CITY OF BLOOMINGTON, IL
2014 BUDGET
SUMMARY OF REVENUES, EXPENDITURES AND CHANGE IN FUND BALANCES BY FUND
(ALL FIGURES PROVIDED ARE ESTIMATES)

Fund	Budgetary Unrestricted Fund Balance Ending 4/30/2013	(1) Adopted Revenues Fiscal Year FY 2014	(1) Adopted Expenditures Fiscal Year FY 2014	Projected Budgetary Unrestricted Fund Balance Ending 4/30/2014	Ending Fund Balance % of Expenditures
General Fund Total:	**$ 16,023,746**	**$ 86,950,792**	**$ 89,944,497**	**$ 13,030,041**	**14.49%**
Special Revenue:					
Motor Fuel Tax	$ 3,182,741	$ 2,322,998	$ 2,130,000	$ 3,375,739	158.49%
Board of Elections	$ 464,426	$ 496,244	$ 466,713	$ 493,957	105.84%
Drug Enforcement	$ 397,332	$ 53,100	$ 166,071	$ 284,361	171.23%
Community Development	$ 18,017	$ 934,671	$ 935,165	$ 17,523	1.87%
IHDA Single Family Owner Occupied Rehabilit	$ (15,314)	$ 121,000	$ 105,000	$ 686	0.65%
Library	$ 3,499,144	$ 5,396,045	$ 5,400,842	$ 3,494,347	64.70%
Park Dedication	$ 895,713	$ 22,500	$ 175,000	$ 743,213	424.69%
Special Revenue Total:	**$ 8,442,060**	**$ 9,346,558**	**$ 9,378,791**	**$ 8,409,827**	**89.67%**
Debt Service:					
General Bond and Interest	$ 8,193,955	$ 4,243,649	$ 6,365,891	$ 6,071,713	95.38%
Market Square TIF Bond Redemption	$ 877,454	$ -	$ -	$ 877,454	-
2004 Coliseum Bond Redemption	$ 1,872,767	$ 1,665,044	$ 1,665,044	$ 1,872,767	112.48%
2004 Multi-Project Bond Redemption	$ 783,501	$ 619,500	$ 517,300	$ 885,701	171.22%
Debt Service Total:	**$ 11,727,676**	**$ 6,528,193**	**$ 8,548,235**	**$ 9,707,634**	**113.56%**
Capital Projects:					
Capital Improvement	$ 846,112	$ 4,821,000	$ 6,202,000	$ (534,888)	-8.62%
Capital Lease	$ (1,904,700)	$ 1,708,087	$ 1,708,087	$ (1,904,700)	-111.51%
Central Bloomington TIF Development	$ 55,492	$ -	$ 10,000	$ 45,492	454.92%
Pepsi Ice Center Capital Project	$ (11,635)	$ 16,000	$ -	$ 4,365	-
Capital Project Total:	**$ (1,014,731)**	**$ 6,545,087**	**$ 7,920,087**	**$ (2,389,731)**	**-30.17%**
Enterprise:					
Water	$ 20,148,615	$ 18,078,500	$ 20,390,282	$ 17,836,833	87.48%
Sewer	$ 68,042	$ 5,998,113	$ 4,329,230	$ 1,736,925	40.12%
Storm Water	$ (205,566)	$ 3,740,666	$ 4,303,123	$ (768,023)	-17.85%
Solid Waste	$ 429,393	$ 6,374,494	$ 7,625,840	$ (821,953)	-10.78%
Abraham Lincoln Parking Deck	$ (93,692)	$ 570,000	$ 437,011	$ 39,297	8.99%
Golf Courses	$ (168,789)	$ 3,222,100	$ 3,045,386	$ 7,925	0.26%
US Cellular Coliseum	$ 1,343,352	$ 1,911,044	$ 1,919,915	$ 1,334,481	69.51%
Enterprise Total:	**$ 21,521,356**	**$ 39,894,917**	**$ 42,050,787**	**$ 19,365,486**	**46.05%**
Internal Service Fund:					
Casualty Insurance	$ 3,253,745	$ 2,966,312	$ 2,728,361	$ 3,491,696	127.98%
Employee Insurance and Benefits	$ 1,204,981	$ 9,243,475	$ 9,634,466	$ 813,990	8.45%
Employee Retiree Group Healthcare	$ (157,246)	$ 2,494,942	$ 1,682,368	$ 655,328	38.95%
Internal Service Fund Total:	**$ 4,301,480**	**$ 14,704,729**	**$ 14,045,195**	**$ 4,961,014**	**35.32%**
Fiduciary:					
JM Scott Total:	$ 224,416	$ 1,000	$ 461,187	$ (235,771)	-51.12%
Fiduciary Fund Total:	**$ 224,416**	**$ 1,000**	**$ 461,187**	**$ (235,771)**	**-51.12%**
Total:	**$ 61,226,003**	**$ 163,971,276**	**$ 172,348,779**	**$ 52,848,500**	**30.66%**

(1) Balances have been adjusted for budget amendments proposed for the November 25th Council Meeting.

1

2

[redacted]

As of 11-14-13

FY2014 Budgeted Expenditures	$		**87,033,497**	
Operations:				
Wage & Benefit Increases		1,000,000		
Pension Contribution Increase		1,614,000		
Engine Co. #3 (9 firemen + benefits)		1,500,000		
Bond Debt Service		200,000		
Solid Waste Transfer		1,251,146		
Operations Funding Gap		5,565,146		
FY2015 Potential Increase in Operations	$		**92,598,643**	6.39%
Capital:				
Capital Improvements		9,579,293		
Capital Equipment/Vehicles		4,843,092		
Capital Funding Gap		14,422,385		16.57%
FY2015 Potential Increase in Operations & Capital	$		**107,021,028**	22.97%

Note: This is a broad overview of potential budget exposures for discussion purposes and does not represent the City Manager's Proposed Budget due to published in February 2014.

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City of Bloomington -Major Revenues

Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	Percentage to total revenue
Property Tax Levy	$ 23,609,495	$ 23,696,384	$ 23,185,833	14.20%
Water Utility	$ 15,781,732	$ 16,672,938	$ 16,625,000	10.18%
State Sales Tax	$ 13,055,794	$ 14,716,743	$ 14,383,100	8.81%
Home Rule Sales Tax	$ 14,251,763	$ 15,357,311	$ 15,360,726	9.41%
City Contributions	$ 8,808,867	$ 8,874,235	$ 9,771,075	5.98%
Income Tax	$ 6,225,737	$ 6,904,133	$ 6,915,120	4.23%
Utility Tax	$ 4,867,918	$ 4,867,329	$ 4,752,396	2.91%
Solid Waste Refuse Fee	$ 4,284,476	$ 4,868,757	$ 4,832,784	2.96%
Food & Beverage Tax	$ 3,960,486	$ 4,184,431	$ 4,037,869	2.47%
Ambulance Fee	$ 3,166,639	$ 3,502,146	$ 4,992,127	3.06%
Sewer Fee	$ 4,627,273	$ 5,343,417	$ 5,100,500	3.12%
Golf Operations	$ 2,697,137	$ 2,539,021	$ 3,053,100	1.87%
Storm Water Fee	$ 2,704,075	$ 2,671,055	$ 2,737,100	1.68%
Motor Fuel Tax	$ 2,275,072	$ 2,218,194	$ 2,320,698	1.42%
Hotel & Motel Tax	$ 1,820,739	$ 1,929,584	$ 1,380,000	0.85%
Franchise Fee	$ 1,880,327	$ 1,975,390	$ 1,949,011	1.19%
Replacement Tax	$ 1,740,738	$ 1,725,839	$ 1,597,519	0.98%
Total Major Revenue	**$ 115,758,268**	**$ 122,046,906**	**$ 122,993,958**	**75.31%**
Other Revenue	**$ 54,005,510**	**$ 42,365,795**	**$ 40,318,752**	**24.69%**
Total All Revenues	**$ 169,763,778**	**$ 164,412,701**	**$ 163,312,710**	**100.00%**

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5A

Solid Waste Collection Rate-per month

FY 2007	$5.00 per household
FY 2008	$7.00 per household
FY 2009	$7.00 per household
FY 2010	$14.00 per household
FY 2011	$14.00 per household
FY 2012	$14.00 per household
FY 2013	$16.00 per household
FY 2014	$16.00 per household

An additional charge of $25.00 per bucket over 2 scoops per week applies per residence

Sewer Rate

Calendar Year	Monthly Rate	Minimum Monthly Rate
2007	$.68 per 100 cubic feet	$ 2.72
2008	$.68 per 100 cubic feet	$ 2.72
2009	$.85 per 100 cubic feet	$ 1.50
2010	$1.06 per 100 cubic feet	$ 1.50
2011	$1.33 per 100 cubic feet	$ 1.50
2012	$1.60 per 100 cubic feet	$ 1.50
2013	$1.60 per 100 cubic feet	$ 1.50

Storm Water Rate-per month (has not changed since the inception of the program in October 2004)

Single Family Residential:

Gross area less than or equal to 7,000 square feet	$2.90/month
Gross area greater than 7,000 square feet and less tł	$4.35/month
Gross area over 12,000 square feet	$7.25/month

Parcels other than Single Family Residential:

Charge per Impervious Area Unit (IAU)	$1.45/month

Parcels less than 4,000 square feet will be charged a flat rate equivalent to (4) IAUs=$5.80/month

Meter Size	FY 2007 Inside City	FY 2007 Outside City	FY 2008 Inside City	FY 2008 Outside City	FY 2009 Inside City	FY 2009 Outside City	FY 2010 Inside City	FY 2010 Outside City	FY 2011 Inside City	FY 2011 Outside City	FY 2012 Inside City	FY 2012 Outside City	FY 2013 Inside City	FY 2013 Outside City	FY 2014 Inside City	FY 2014 Outside City
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
⅝inch x ½ inch	$2.50	$4.00	$2.50	$4.00	$2.00	$3.50	$1.75	$3.25	$1.50	$3.00	$1.25	$2.75	$1.25	$2.75	$1.25	$2.75
⅝ inch x ¾ inch	$2.50	$4.00	$2.50	$4.00	$3.50	$5.00	$4.00	$5.50	$4.50	$6.00	$5.00	$6.50	$5.00	$6.50	$5.00	$6.50
¾ inch	$3.50	$5.00	$3.50	$5.00	$4.50	$6.00	$5.00	$6.50	$5.50	$7.00	$6.00	$7.50	$6.00	$7.50	$6.00	$7.50
1 inch	$5.00	$7.50	$5.00	$7.50	$6.50	$8.50	$7.00	$9.00	$7.50	$9.50	$8.00	$10.00	$8.00	$10.00	$8.00	$10.00
1 ½ inch	$8.00	$10.00	$8.00	$10.00	$9.00	$11.50	$9.50	$12.00	$10.00	$12.50	$10.50	$13.00	$10.50	$13.00	$10.50	$13.00
2 inch	$12.00	$15.00	$12.00	$15.00	$13.00	$17.00	$14.00	$18.00	$15.00	$19.00	$16.00	$20.00	$16.00	$20.00	$16.00	$20.00
3 inch	$21.00	$30.00	$21.00	$30.00	$23.00	$32.00	$24.00	$34.00	$26.00	$37.00	$28.00	$39.00	$28.00	$39.00	$28.00	$39.00
4 inch	$35.00	$50.00	$35.00	$50.00	$37.00	$53.00	$40.00	$57.00	$43.00	$61.00	$46.00	$66.00	$46.00	$66.00	$46.00	$66.00
6 inch	$70.00	$100.00	$70.00	$100.00	$75.00	$107.00	$80.00	$115.00	$86.00	$123.00	$92.00	$131.00	$92.00	$131.00	$92.00	$131.00
8 inch	$110.00	$150.00	$110.00	$150.00	$119.00	$160.00	$128.00	$172.00	$137.00	$184.00	$146.00	$196.00	$146.00	$196.00	$146.00	$196.00

	FY 2007 Inside City	FY 2007 Outside City	FY 2008 Inside City	FY 2008 Outside City	FY 2009 Inside City	FY 2009 Outside City	FY 2010 Inside City	FY 2010 Outside City	FY 2011 Inside City	FY 2011 Outside City	FY 2012 Inside City	FY 2012 Outside City	FY 2013 Inside City	FY 2013 Outside City	FY 2014 Inside City	FY 2014 Outside City
Rate Per 100 Cubic Feet	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
First 2,300 cubic feet per month	$3.06	$6.92	$3.06	$6.92	$3.27	$7.40	$3.50	$7.92	$3.75	$8.47	$4.01	$9.06	$4.01	$9.06	$4.01	$9.06
Next 11,700 cubic feet per month	$2.95	$6.76	$2.95	$6.76	$3.16	$7.23	$3.38	$7.74	$3.62	$8.28	$3.87	$8.86	$3.87	$8.86	$3.87	$8.86
Next 486,000 cubic feet per month	$2.61	$5.91	$2.61	$5.91	$2.79	$6.32	$2.99	$6.77	$3.20	$7.24	$3.42	$7.75	$3.42	$7.75	$3.42	$7.75
Over 500,000 cubic feet per month	$2.05	$4.67	$2.05	$4.67	$2.19	$5.00	$2.35	$5.35	$2.51	$5.72	$2.69	$6.12	$2.69	$6.12	$2.69	$6.12
Bloomington Township		$3.06		$3.06		$3.27		$3.50		$3.75		$4.01		$4.01		$4.01
Village of Hudson		$2.20		$2.20		$2.52		$2.74		$2.99		$3.26		$3.26		$3.26
Village of Towanda		$2.20		$2.20		$2.52		$2.74		$2.99		$3.26		$3.26		$3.26

Fire Protection Charges (this has not been increased since enacted in January of 2009)

Effective January 1, 2012 the monthly rate for private fire protection, in the form of a fire booster pump, sprinkler system, private fire hydrants or any other fire suppression equipment connected to the City's water system shall be charged the rate of $6.80 per inch, or fraction thereof rounded to the next highest inch, of fire service connection. Fire suppression systems that utilize a combined domestic and fire service line shall be calculated using the size of the combined line connection at the water main for determining the proper charge.

3B

Utility Tax Projections

As of 10-30-2013

Utility Tax by Component	City of Bloomington	Town of Normal	Statutory Limits 2013
Natural Gas*	2.50%	3.8 cents or 5.00%	5.00%
Cable Television	2.50%	5.00%	5.00%
Electric** (Cents per Kilowatt)	.28 down to .13 cents	.53 cents down to .26	.61 cents down to .08
Telecommunications	3.50%	6.00%	6.00%
Water ^	2.50%	-	5.00%

* Natural Gas is taxed on a different basis than Normal. Normal charges a flat rate for non-Nicor users and 3.8 cents per therm for all other users.
** Electricity Tax for both Bloomington and Normal is based on a sliding scale beginning with a high tax on lower usage and moving downwards as usage increases.
^ Water Tax revenue largely resides in the water fund. The analysis below relates only to the general fund portion.

Statutory Caps Estimate

Utility Tax by Component	2014 Budget	Base before %	Revised Revenue	Raised to	Increased Revenue
Natural Gas*	$ 563,461.00	22,538,440.00	$ 1,126,922.00	5.00%	$ 563,461.00
Cable Television	$ 361,102.00	14,444,080.00	$ 722,204.00	5.00%	$ 361,102.00
Electric*** (Cents per Kilowatt)	$ 1,647,833.00	^^	$ 3,631,655.27	-	$ 1,983,822.27
Telecommunications	$ 1,800,000.00	51,428,571.43	$ 3,085,714.29	6.00%	$ 1,285,714.29
Water (for water sellers)	$ 380,000.00	15,200,000.00	$ 760,000.00	5.00%	$ 380,000.00
	$ 4,752,396.00	66,628,571.43	$ 9,326,495.56	-	$ 4,574,099.56

Increasing to Town of Normal Rates

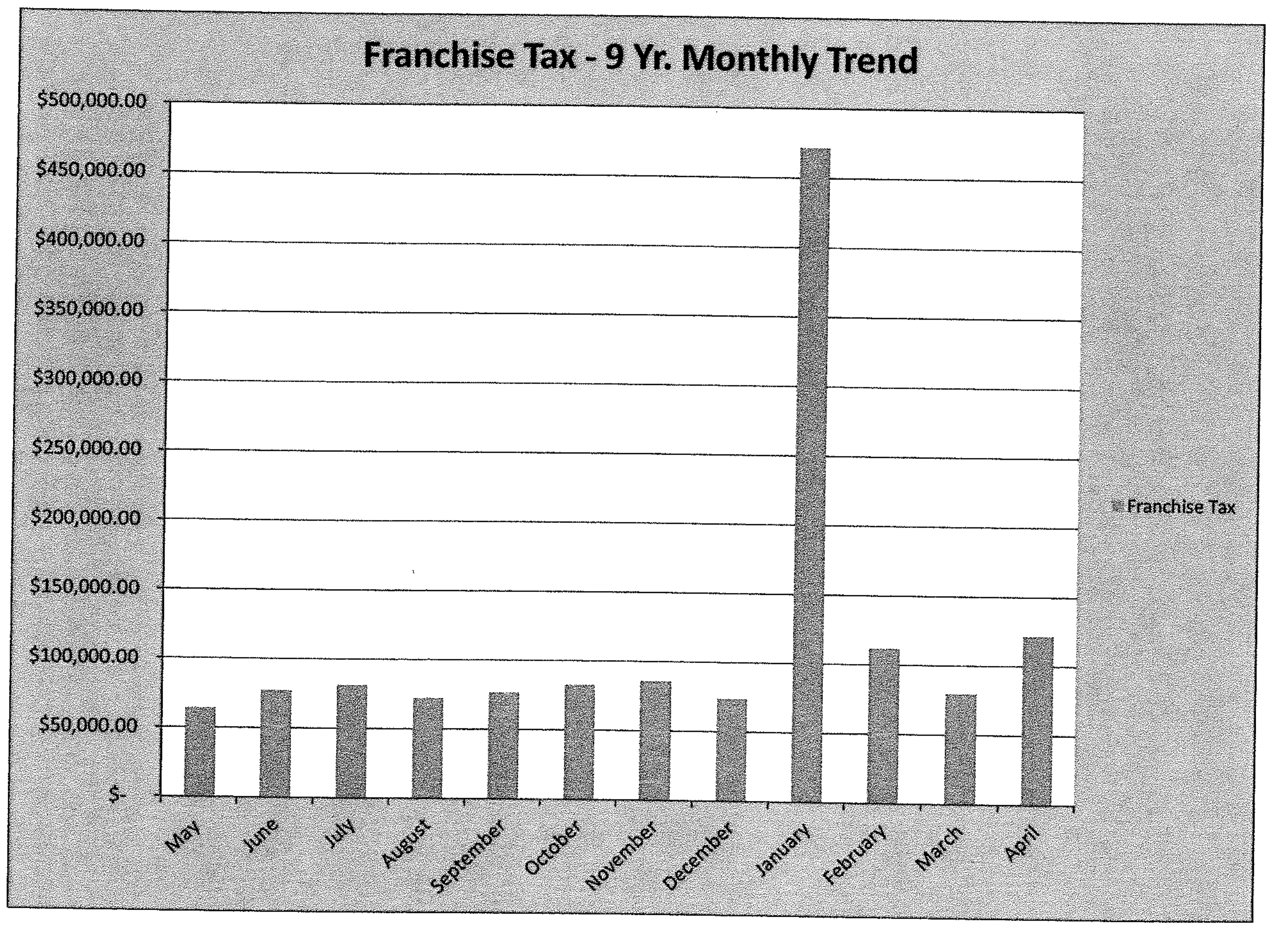
Utility Tax by Component	2014 Budget	Base before %	Revised Revenue	Raised to	Increased Revenue
Natural Gas*	$ 563,461.00	22,538,440.00	$ 1,126,922.00	5.00%	$ 563,461.00
Cable Television	$ 361,102.00	14,444,080.00	$ 722,204.00	5.00%	$ 361,102.00
Electric*** (Cents per Kilowatt)	$ 1,647,833.00	^^	$ 3,140,053.67	-	$ 1,492,220.67
Telecommunications	$ 1,800,000.00	51,428,571.43	$ 3,085,714.29	6.00%	$ 1,285,714.29
Water (for water sellers)	$ 380,000.00	15,200,000.00	$ 760,000.00	5.00%	$ 380,000.00
	$ 4,752,396.00	66,628,571.43	$ 8,834,893.96	-	$ 4,082,497.96

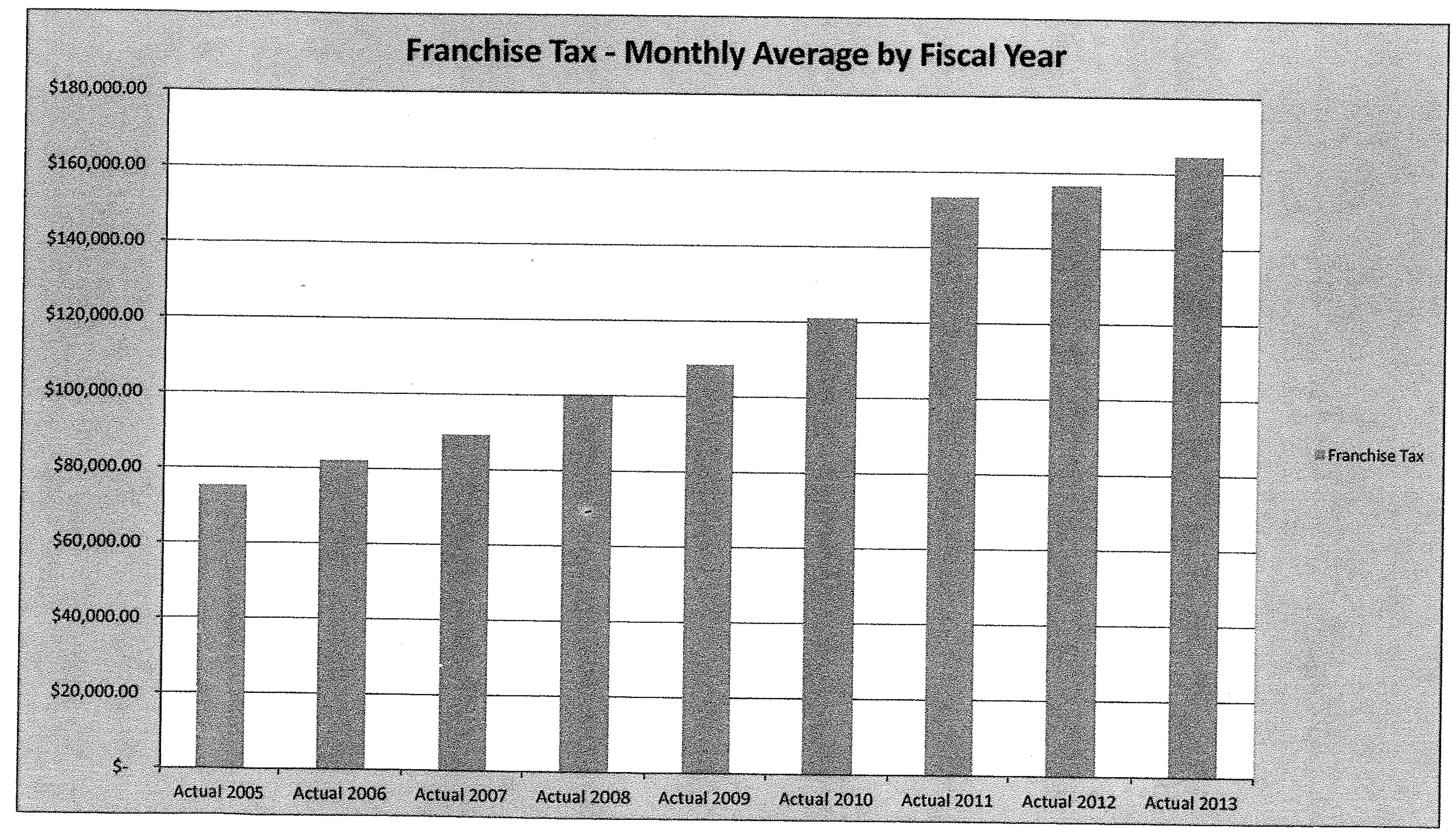
Phase - in 50% to Town of Normal Rates

Utility Tax by Component	2014 Budget	Base before %	Revised Revenue	Raised to	Increased Revenue
Natural Gas*	$ 563,461.00	22,538,440.00	$ 845,191.50	3.75%	$ 281,730.50
Cable Television	$ 361,102.00	14,444,080.00	$ 541,653.00	3.75%	$ 180,551.00
Electric*** (Cents per Kilowatt)	$ 1,647,833.00	^^	$ 2,479,914.53	-	$ 832,081.53
Telecommunications	$ 1,800,000.00	51,428,571.43	$ 2,442,857.14	4.75%	$ 642,857.14
Water (for water sellers)	$ 380,000.00	15,200,000.00	$ 570,000.00	3.75%	$ 190,000.00
	$ 4,752,396.00	66,628,571.43	$ 6,879,616.17	-	$ 2,127,220.17

^^ Based revenue cannot be determined as a sliding scale tax is applied based on consumption catagories.
*** Electricity projections were based on three years of avg consumption by month.

Franchise Tax	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Rolling Monthly Trend 9 Yrs.	Budget 2014
May	$ 56,662.04	$ 55,187.48	$ 59,661.54	$ 64,029.38	$ 76,962.56	$ 76,466.14	$ 116,233.33	$ 36,094.00	$ 37,470.00	$ 64,307.39	
June	$ 27,012.00	$ 54,466.52	$ 60,167.71	$ 64,743.14	$ 74,811.06	$ 73,205.10	$ 102,030.00	$ 117,687.74	$ 120,870.88	$ 77,221.57	
July	$ 55,819.02	$ 55,233.33	$ 62,322.66	$ 63,651.38	$ 76,481.64	$ 71,847.28	$ 112,470.50	$ 115,214.09	$ 120,933.62	$ 81,552.61	
August	$ 54,102.45	$ 54,087.31	$ 62,627.17	$ 63,289.47	$ 75,264.46	$ 73,244.79	$ 113,129.77	$ 36,094.00	$ 120,340.45	$ 72,464.43	
September	$ 54,276.84	$ 55,278.93	$ 61,859.19	$ 63,525.95	$ 76,647.39	$ 71,912.69	$ 112,402.26	$ 114,389.65	$ 82,390.13	$ 76,964.78	
October	$ 55,621.45	$ 54,734.79	$ 65,409.35	$ 70,171.75	$ 76,172.56	$ 72,948.57	$ 114,326.12	$ 114,203.95	$ 121,354.66	$ 82,771.47	
November	$ 55,325.74	$ 54,965.89	$ 62,243.19	$ 71,953.94	$ 75,979.80	$ 72,581.47	$ 111,503.23	$ 113,479.64	$ 157,547.24	$ 86,175.57	
December	$ 54,750.43	$ 55,118.40	$ 62,624.87	$ 71,967.74	$ 77,787.07	$ 74,766.32	$ 111,498.18	$ 36,086.00	$ 120,839.42	$ 73,937.60	
January	$ 324,562.16	$ 366,645.59	$ 379,090.22	$ 436,453.19	$ 463,813.18	$ 527,975.70	$ 596,190.84	$ 521,890.00	$ 630,995.02	$ 471,957.32	
February	$ 54,100.52	$ 56,951.98	$ 63,868.65	$ 135,992.35	$ 78,146.57	$ 110,540.16	$ 115,076.47	$ 269,374.41	$ 123,704.49	$ 111,972.84	
March	$ 55,757.40	$ 58,540.34	$ 63,230.59	$ 70,701.78	$ 76,675.50	$ 114,945.50	$ 117,451.18	$ 37,470.00	$ 124,839.36	$ 79,956.85	
April	$ 55,187.48	$ 63,477.43	$ 67,946.45	$ 24,351.12	$ 72,497.59	$ 112,740.94	$ 118,176.12	$ 368,343.20	$ 214,104.49	$ 121,869.42	
Totals:	**$ 903,177.53**	**$ 984,687.99**	**$ 1,071,051.59**	**$ 1,200,831.19**	**$ 1,301,239.38**	**$ 1,453,174.66**	**$ 1,840,488.00**	**$ 1,880,326.68**	**$ 1,975,389.76**	**$ 1,401,151.86**	
Yearly Average	$ 75,264.79	$ 82,057.33	$ 89,254.30	$ 100,069.27	$ 108,436.62	$ 121,097.89	$ 153,374.00	$ 156,693.89	$ 164,615.81	$ 116,762.66	**$ 1,949,011.00**





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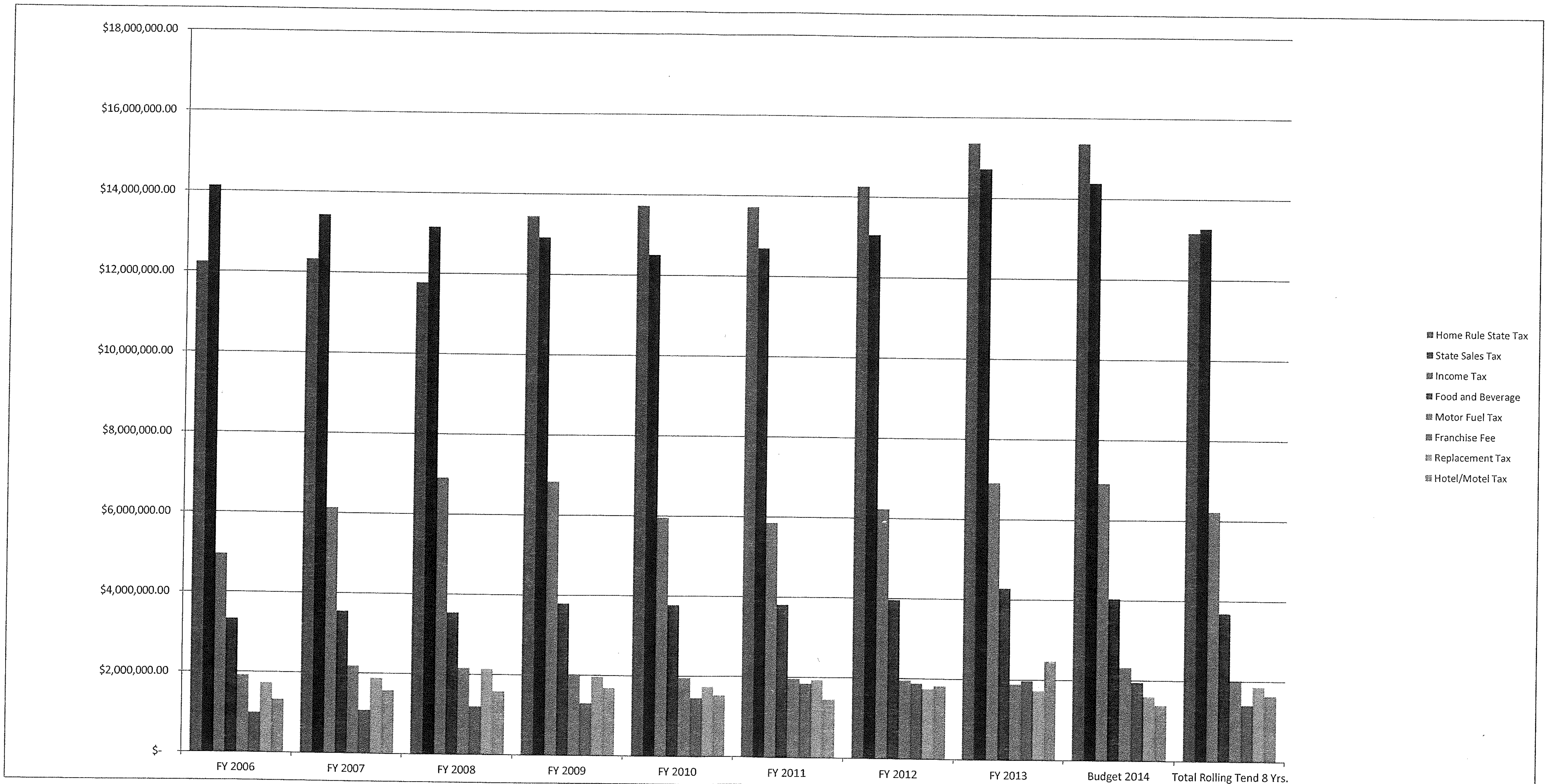
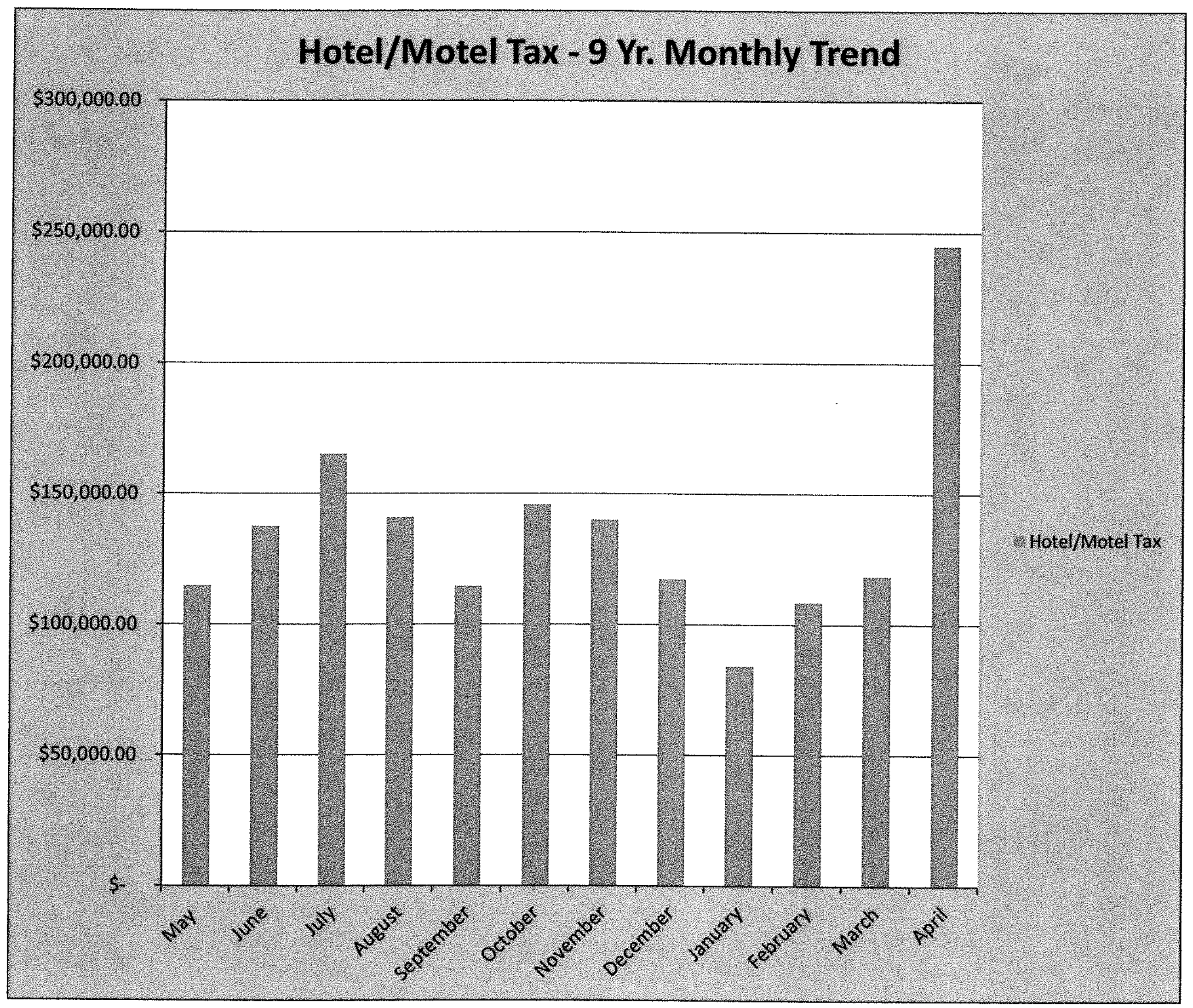
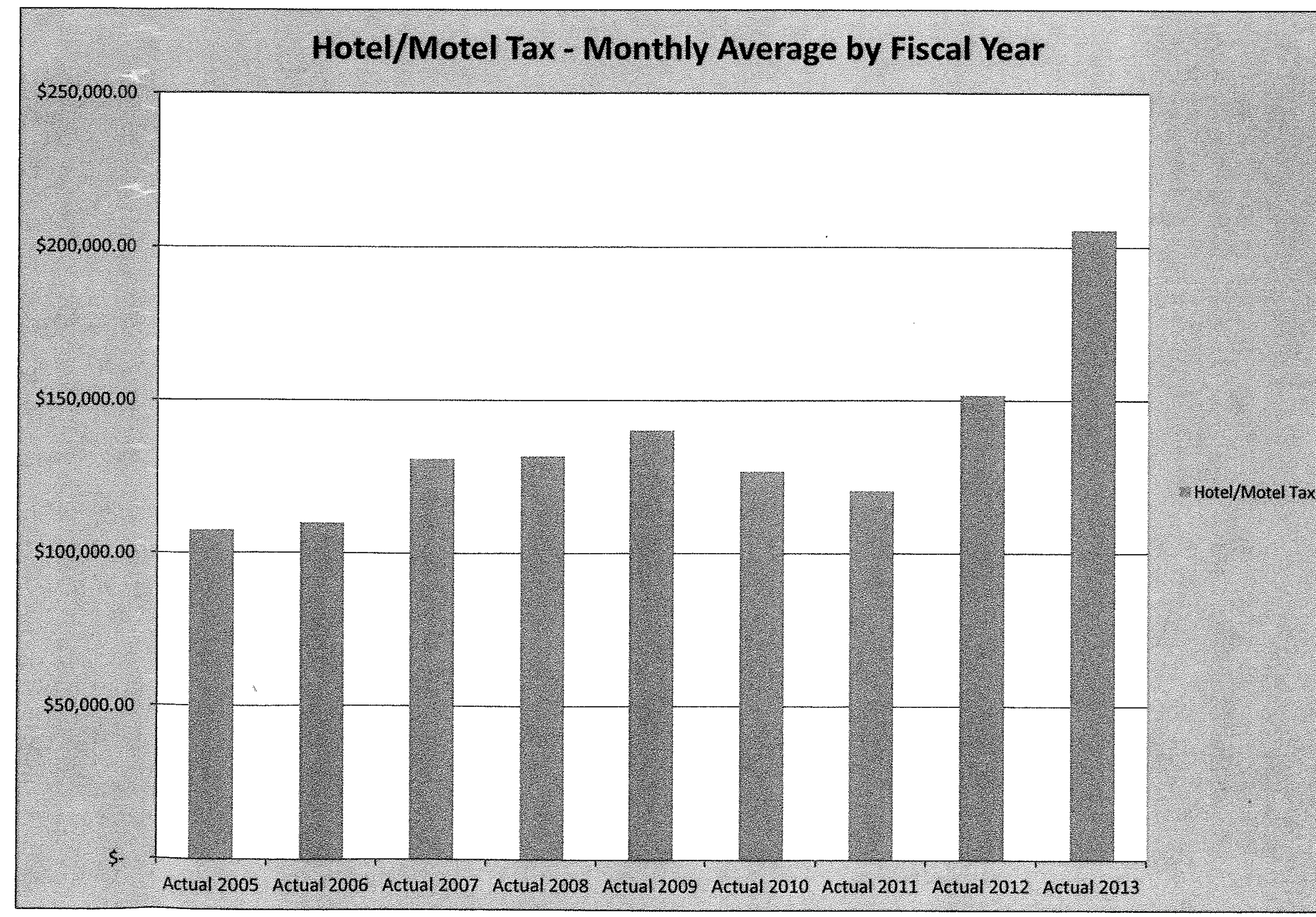
Source	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Budget 2014	Total Rolling Tend 8 Yrs.
Home Rule State Tax	$ 12,231,125.52	$ 12,320,596.25	$ 11,766,330.90	$ 13,438,957.94	$ 13,718,466.46	$ 13,711,320.40	$ 14,251,763.45	$ 15,357,311.06	$ 15,360,726	$ 13,157,778.39
State Sales Tax	$ 14,123,221.97	$ 13,419,818.78	$ 13,149,420.78	$ 12,915,142.38	$ 12,499,419.92	$ 12,687,592.91	$ 13,055,794.42	$ 14,716,743.21	$ 14,383,100	$ 13,269,483.38
Income Tax	$ 4,952,117.25	$ 6,125,325.93	$ 6,903,198.07	$ 6,831,333.37	$ 5,954,798.96	$ 5,845,550.95	$ 6,225,737.49	$ 6,904,132.82	$ 6,915,120	$ 6,217,774.36
Food and Beverage	$ 3,330,563.90	$ 3,547,681.28	$ 3,537,421.29	$ 3,790,636.14	$ 3,771,841.58	$ 3,805,476.53	$ 3,960,485.65	$ 4,275,998.91	$ 4,037,869.00	$ 3,689,357.00
Motor Fuel Tax	$ 1,918,303.92	$ 2,174,621.35	$ 2,158,822.79	$ 2,021,003.72	$ 1,953,250.56	$ 1,957,808.29	$ 1,949,479.00	$ 1,888,788.88	$ 2,320,698	$ 2,002,759.81
Franchise Fee	$ 984,687.99	$ 1,071,051.59	$ 1,200,831.19	$ 1,301,239.38	$ 1,453,174.66	$ 1,840,488.00	$ 1,880,326.68	$ 1,975,389.76	$ 1,949,011.00	$ 1,401,151.86
Replacement Tax	$ 1,728,368.20	$ 1,878,044.18	$ 2,141,956.01	$ 1,961,231.83	$ 1,735,987.01	$ 1,929,633.25	$ 1,740,737.89	$ 1,725,839.47	$ 1,597,519	$ 1,855,224.73
Hotel/Motel Tax	$ 1,318,200.68	$ 1,569,663.60	$ 1,581,570.91	$ 1,683,265.71	$ 1,522,266.22	$ 1,446,350.73	$ 1,820,738.63	$ 2,466,110.72	$ 1,380,000.00	$ 1,633,007.44

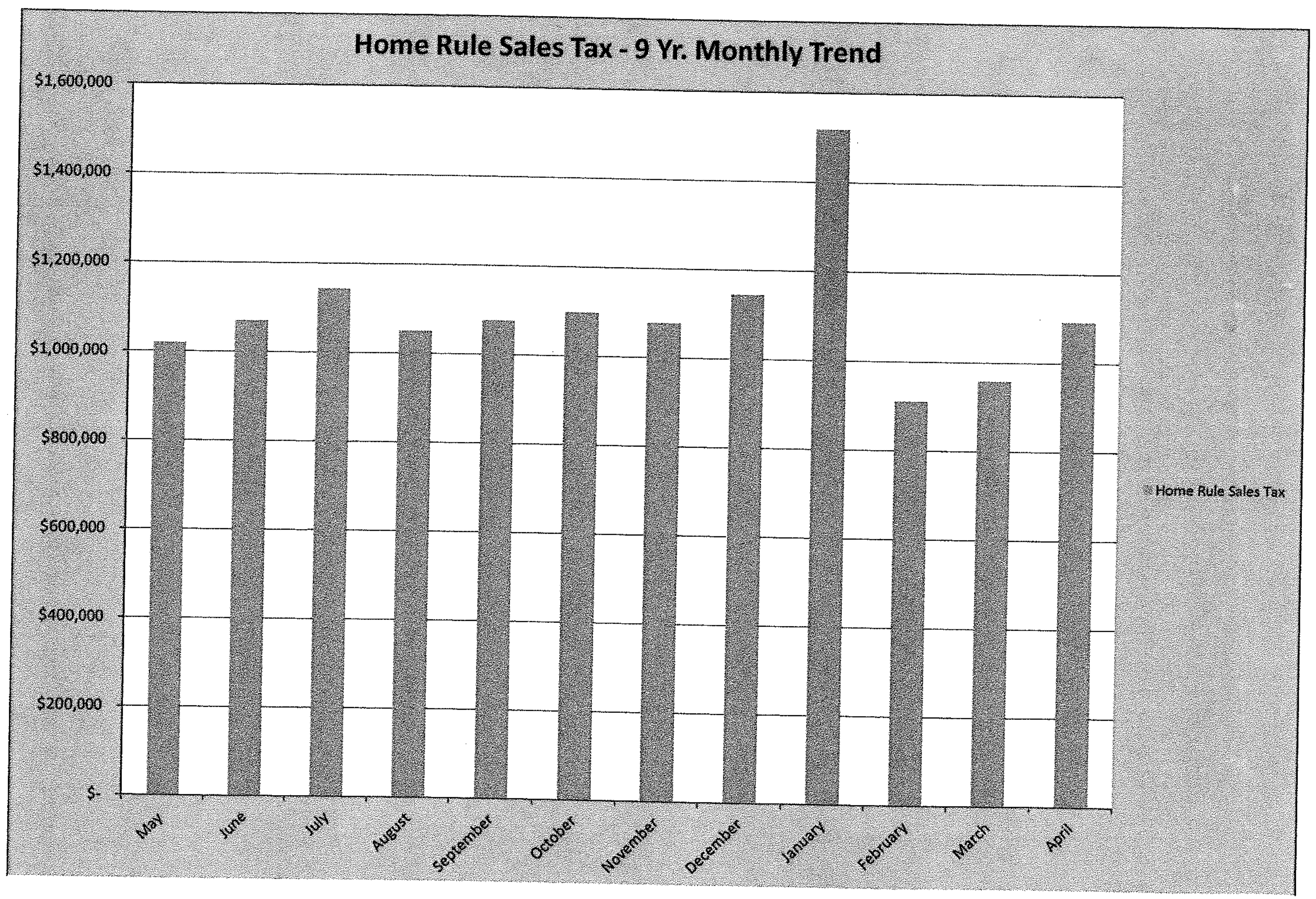


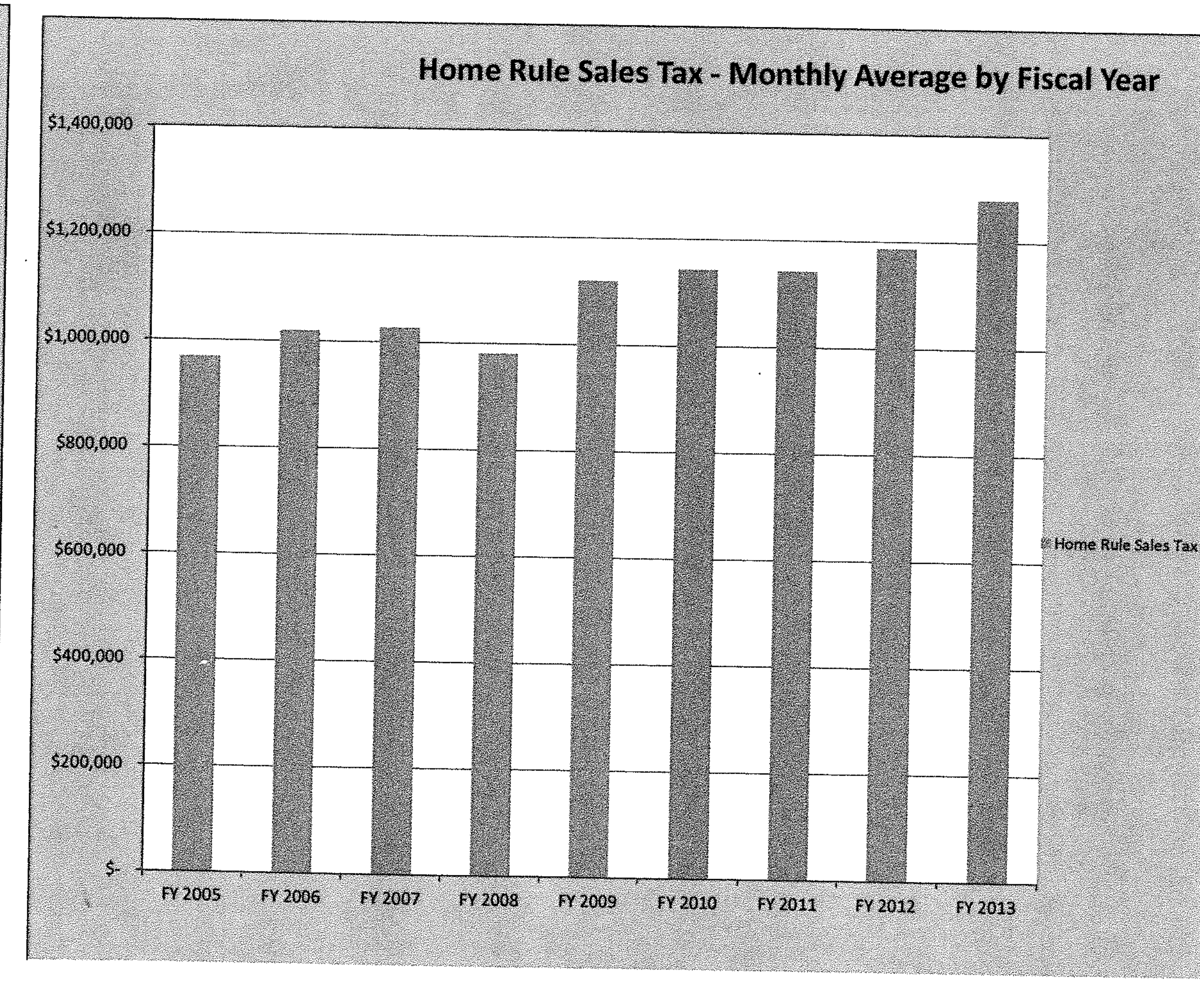
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Rolling Monthly Trend 9 Yrs.	Budget 2014
Hotel/Motel Tax											
May	$ 102,591.22	$ 76,893.58	$ 122,454.71	$ 113,472.46	$ 124,183.92	$ 2,726.97	$ 102,836.81	$ 120,416.39	$ 268,263.31	$ 114,871.04	
June	$ 129,554.79	$ 134,254.10	$ 136,900.04	$ 115,846.93	$ 157,762.02	$ 152,255.78	$ 123,337.76	$ 119,882.54	$ 168,705.15	$ 137,611.01	
July	$ 107,794.15	$ 104,877.40	$ 182,379.45	$ 172,655.49	$ 205,547.93	$ 208,214.41	$ 166,299.98	$ 142,523.87	$ 196,912.64	$ 165,245.04	
August	$ 128,286.15	$ 122,329.51	$ 133,692.18	$ 173,942.54	$ 147,829.04	$ 159,707.20	$ 167,651.50	$ 87,684.61	$ 147,161.69	$ 140,920.49	
September	$ 83,430.05	$ 97,925.22	$ 92,058.78	$ 130,014.94	$ 140,846.47	$ 114,366.17	$ 103,847.68	$ 145,451.57	$ 123,942.36	$ 114,653.69	
October	$ 100,253.69	$ 95,412.86	$ 147,234.19	$ 145,009.32	$ 173,721.56	$ 168,837.05	$ 148,786.55	$ 123,034.37	$ 210,680.03	$ 145,885.51	
November	$ 132,204.20	$ 130,404.45	$ 155,520.26	$ 155,317.70	$ 73,926.36	$ 146,028.10	$ 136,210.40	$ 134,579.25	$ 197,611.65	$ 140,200.26	
December	$ 102,825.63	$ 82,272.95	$ 91,095.47	$ 97,683.09	$ 184,312.47	$ 98,969.80	$ 117,241.14	$ 149,031.55	$ 133,486.79	$ 117,435.43	
January	$ 66,694.53	$ 76,052.91	$ 136,242.57	$ 101,098.08	$ 72,252.11	$ 97,046.74	$ 67,351.69	$ 12,943.45	$ 127,933.25	$ 84,179.48	
February	$ 107,387.86	$ 86,150.19	$ 94,886.24	$ 114,448.60	$ 106,852.44	$ 74,788.28	$ 67,314.52	$ 206,191.67	$ 119,505.20	$ 108,613.89	
March	$ 115,188.51	$ 146,912.12	$ 111,404.04	$ 112,968.63	$ 132,173.86	$ 111,243.38	$ 122,779.69	$ 130,555.83	$ 83,279.96	$ 118,500.67	
April	$ 112,688.95	$ 164,715.39	$ 165,795.67	$ 149,113.13	$ 163,857.53	$ 188,082.34	$ 122,693.01	$ 448,443.53	$ 688,628.69	$ 244,890.92	
Totals:	**$ 1,288,899.73**	**$ 1,318,200.68**	**$ 1,569,663.60**	**$ 1,581,570.91**	**$ 1,683,265.71**	**$ 1,522,266.22**	**$ 1,446,350.73**	**$ 1,820,738.63**	**$ 2,466,110.72**	**$ 1,633,007.44**	
Yearly Average	$ 107,408.31	$ 109,850.06	$ 130,805.30	$ 131,797.58	$ 140,272.14	$ 126,855.52	$ 120,529.23	$ 151,728.22	$ 205,509.23	$ 136,083.95	**$ 1,380,000.00**



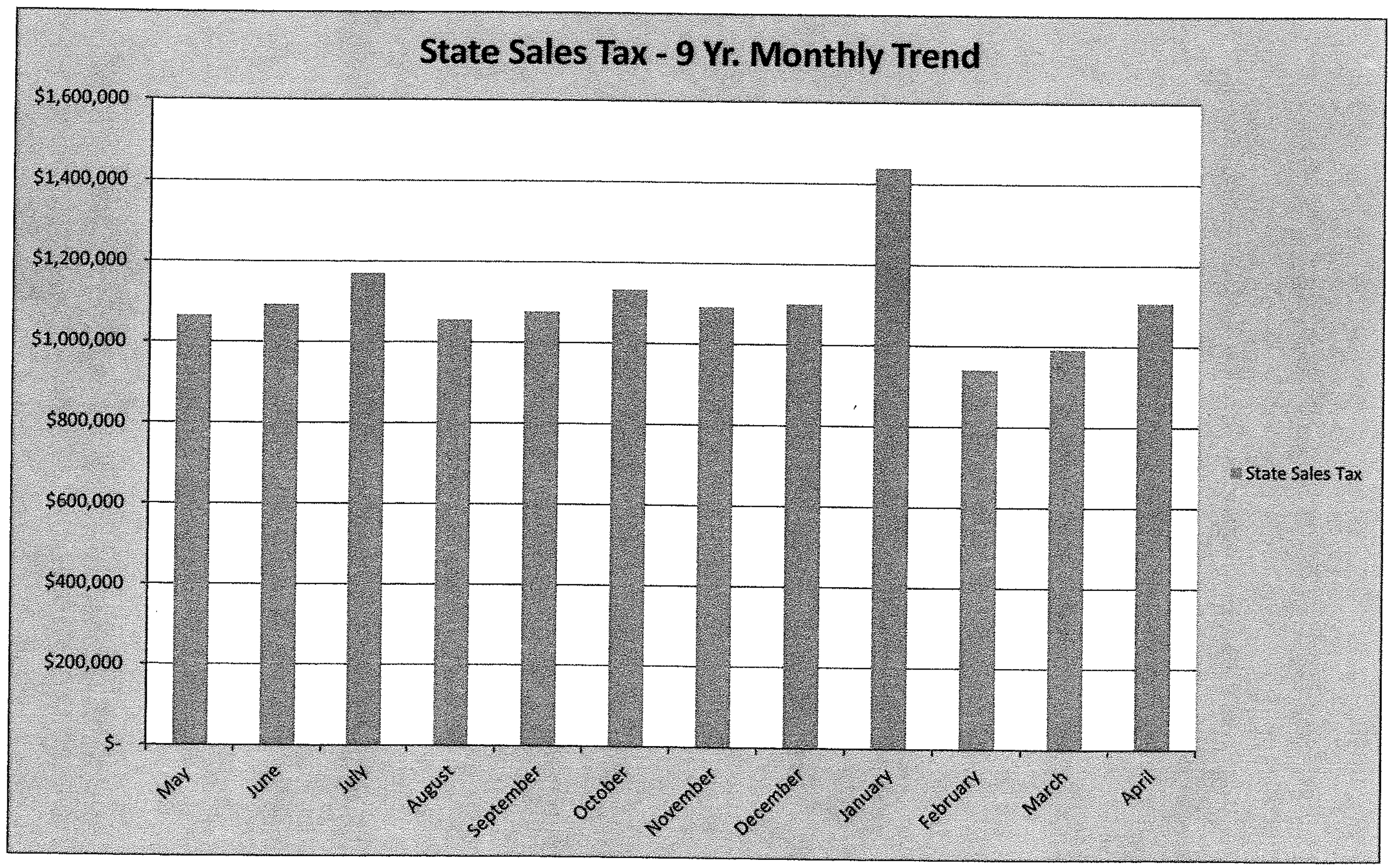


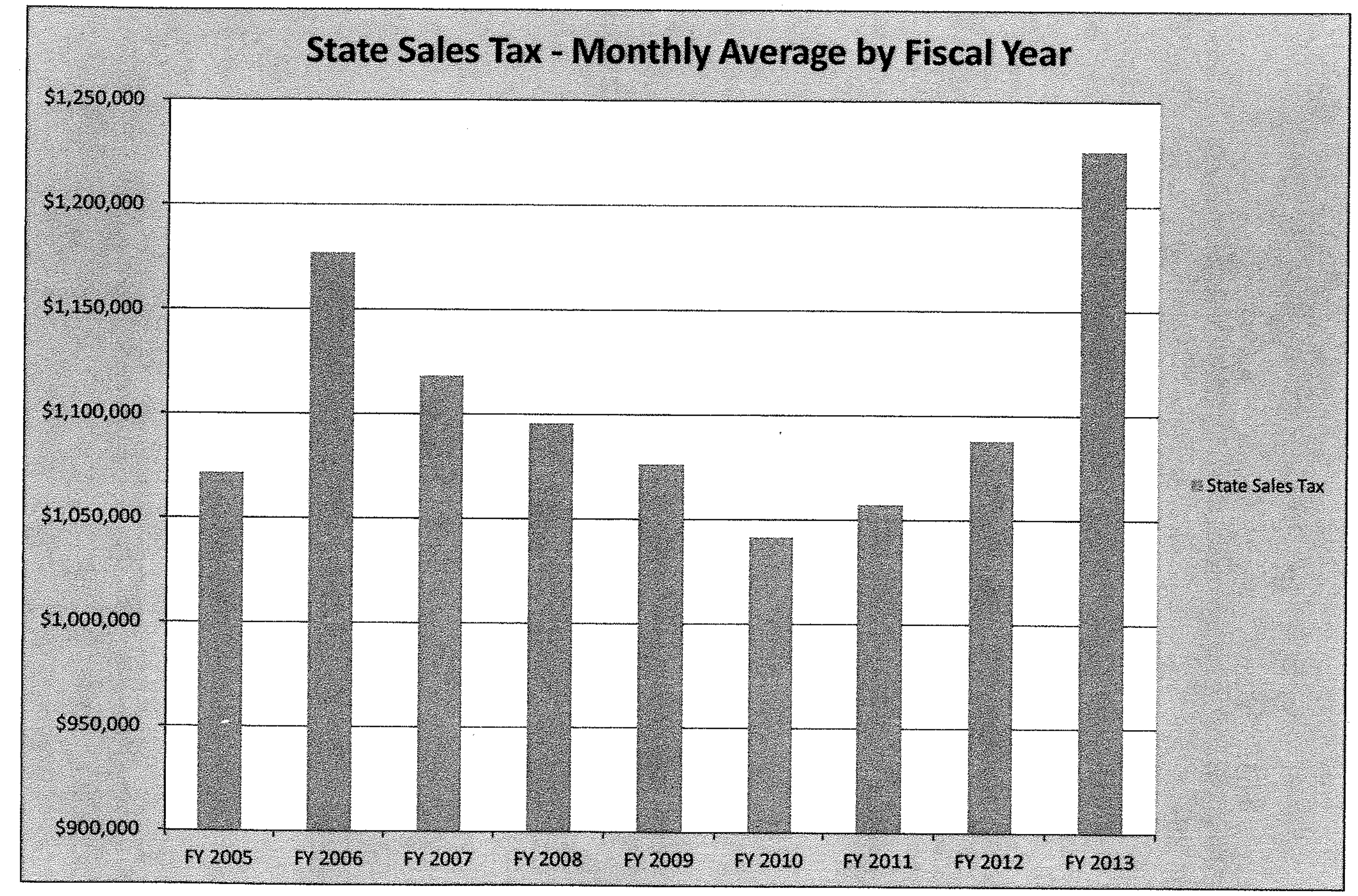
Home Rule Sales Tax	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Rolling Monthly Trend 9 Yrs	Budget FY 2014
May	$ 874,526	$ 932,739	$ 1,114,588	$ 930,540	$ 946,643	$ 1,009,775	$ 1,114,867	$ 1,106,168	$ 1,139,328	$ 1,018,797	
June	$ 912,177	$ 938,039	$ 1,046,360	$ 1,001,436	$ 1,029,998	$ 1,228,694	$ 1,104,972	$ 1,097,776	$ 1,269,660	$ 1,069,901	
July	$ 941,569	$ 1,235,863	$ 1,136,611	$ 1,014,330	$ 1,027,144	$ 1,263,657	$ 1,178,693	$ 1,235,504	$ 1,259,081	$ 1,143,606	
August	$ 892,872	$ 952,411	$ 930,209	$ 922,853	$ 1,219,088	$ 1,060,486	$ 1,081,733	$ 1,103,826	$ 1,288,653	$ 1,050,237	
September	$ 949,862	$ 959,228	$ 973,711	$ 945,255	$ 1,242,220	$ 1,153,426	$ 1,154,599	$ 1,126,229	$ 1,179,360	$ 1,075,988	
October	$ 971,244	$ 998,500	$ 965,414	$ 953,403	$ 1,240,466	$ 1,156,834	$ 1,162,634	$ 1,235,566	$ 1,198,083	$ 1,098,016	
November	$ 902,392	$ 1,071,489	$ 972,992	$ 1,049,982	$ 1,096,019	$ 1,069,785	$ 1,100,756	$ 1,132,552	$ 1,303,063	$ 1,077,670	
December	$ 1,028,120	$ 1,037,997	$ 1,137,932	$ 1,100,768	$ 1,124,414	$ 1,140,762	$ 1,181,021	$ 1,185,475	$ 1,362,097	$ 1,144,287	
January	$ 1,455,253	$ 1,398,307	$ 1,337,854	$ 1,248,587	$ 1,399,375	$ 1,546,630	$ 1,537,855	$ 1,653,942	$ 2,084,466	$ 1,518,030	
February	$ 845,993	$ 867,444	$ 831,690	$ 827,310	$ 948,119	$ 913,794	$ 935,434	$ 967,515	$ 1,057,785	$ 910,565	
March	$ 838,782	$ 873,039	$ 831,422	$ 821,823	$ 1,119,781	$ 1,022,036	$ 1,022,228	$ 1,057,319	$ 1,040,053	$ 958,498	
April	$ 1,011,342	$ 966,070	$ 1,041,814	$ 950,046	$ 1,045,690	$ 1,152,588	$ 1,136,527	$ 1,349,891	$ 1,175,682	$ 1,092,183	
Totals:	**$ 11,624,134**	**$ 12,231,126**	**$ 12,320,596**	**$ 11,766,331**	**$ 13,438,958**	**$ 13,718,466**	**$ 13,711,320**	**$ 14,251,763**	**$ 15,357,311**	**$ 13,157,778**	
Yearly Average	$ 968,678	$ 1,019,260	$ 1,026,716	$ 980,528	$ 1,119,913	$ 1,143,206	$ 1,142,610	$ 1,187,647	$ 1,279,776	$ 1,096,482	$ 15,360,726



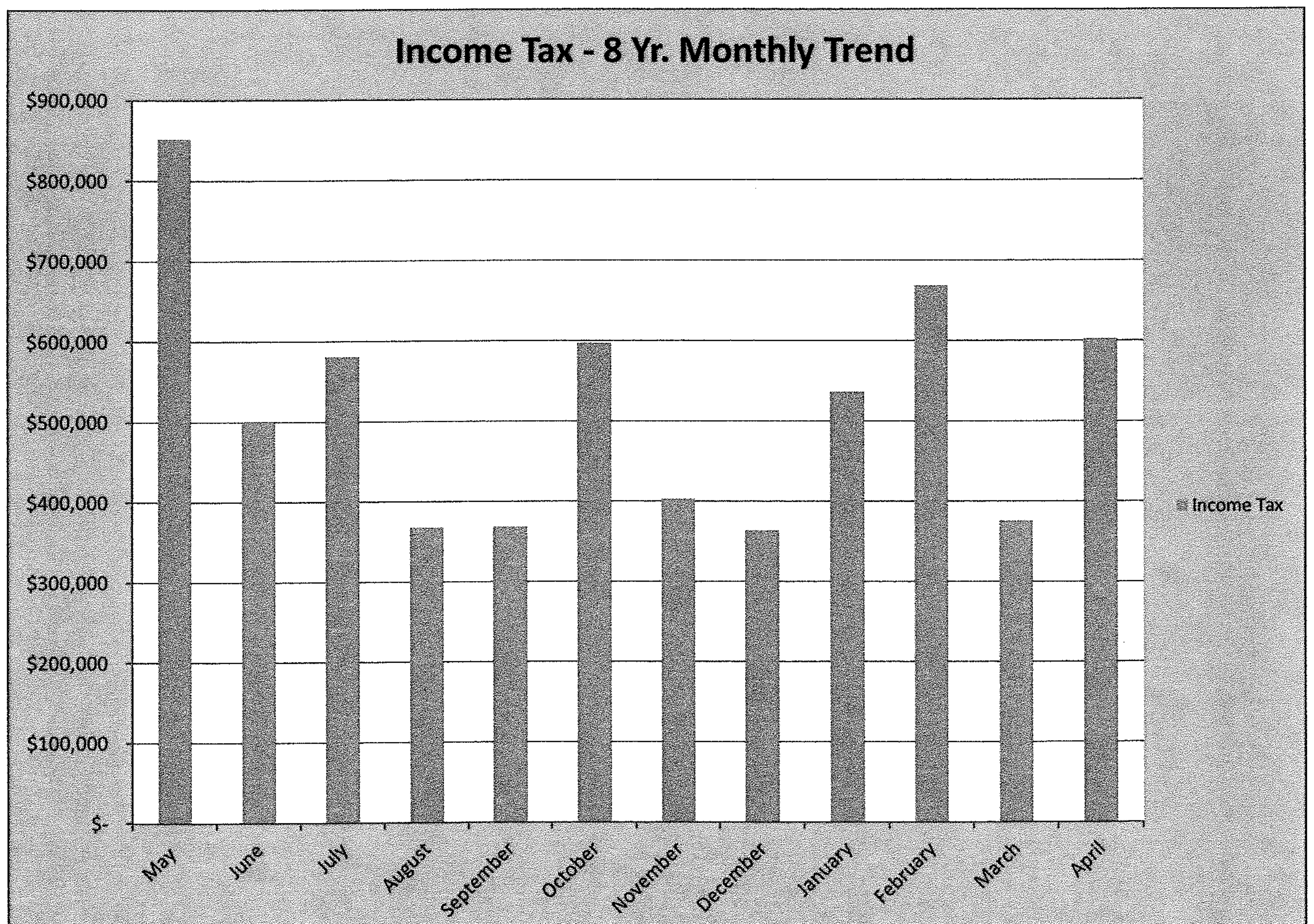


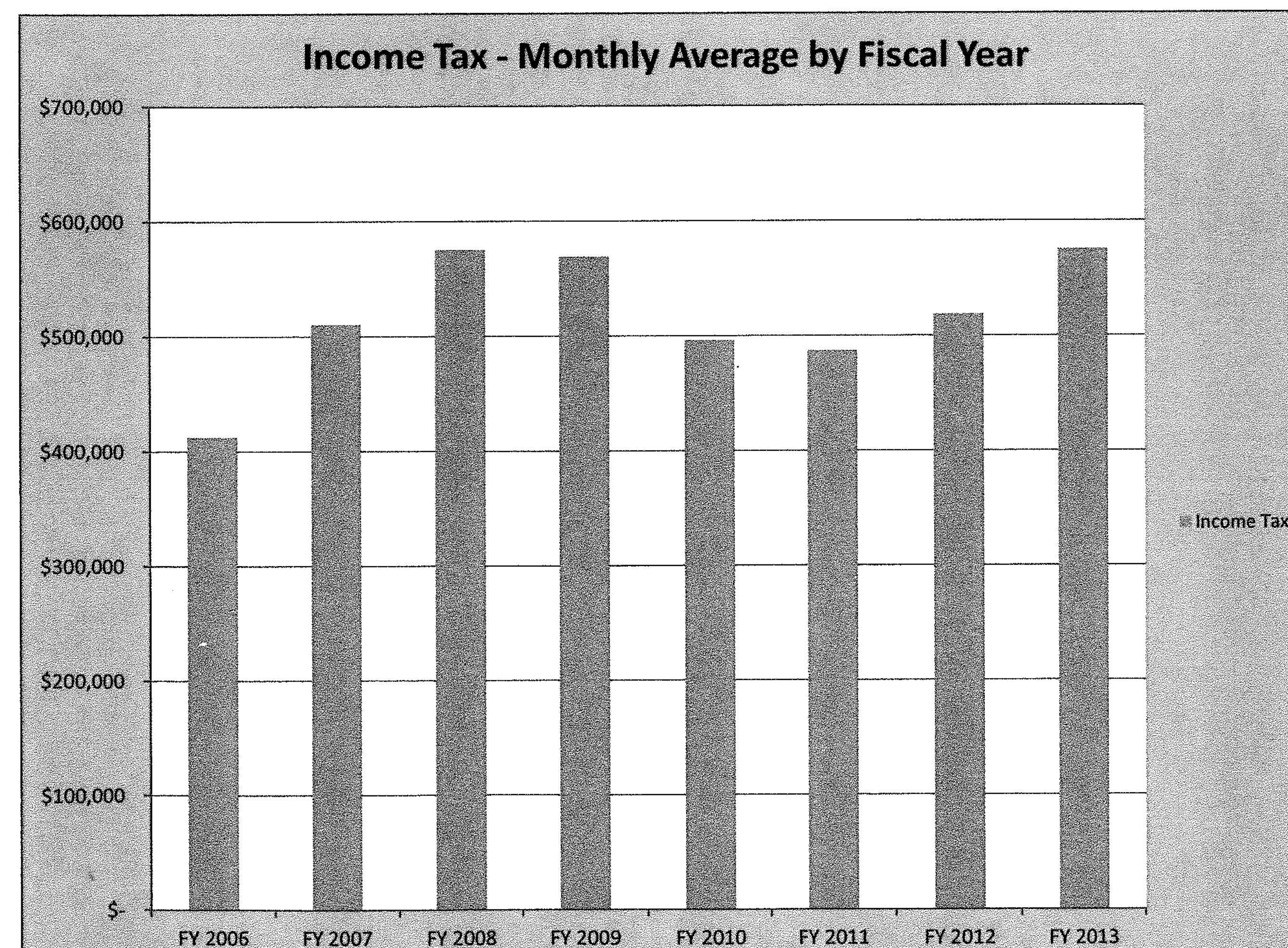
State Sales Tax	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Rolling Monthly Trend 9 Yrs	Budget FY 2014
May	$ 998,470	$ 1,050,143	$ 1,226,750	$ 1,058,886	$ 1,072,821	$ 1,011,253	$ 1,028,016	$ 1,020,454	$ 1,124,774	$ 1,065,730	
June	$ 1,033,783	$ 1,186,677	$ 1,153,311	$ 1,094,131	$ 1,121,626	$ 1,098,485	$ 1,009,981	$ 965,820	$ 1,173,632	$ 1,093,049	
July	$ 1,034,358	$ 1,338,738	$ 1,202,045	$ 1,129,309	$ 1,129,164	$ 1,142,839	$ 1,115,608	$ 1,126,341	$ 1,315,046	$ 1,170,383	
August	$ 954,386	$ 1,112,667	$ 1,073,375	$ 1,044,437	$ 1,129,497	$ 995,320	$ 1,017,685	$ 1,015,333	$ 1,164,664	$ 1,056,374	
September	$ 1,114,312	$ 1,083,357	$ 1,066,516	$ 1,064,861	$ 1,124,317	$ 1,003,107	$ 1,064,136	$ 1,055,559	$ 1,116,731	$ 1,076,988	
October	$ 1,092,099	$ 1,238,603	$ 1,064,292	$ 1,082,808	$ 1,107,663	$ 1,036,814	$ 1,061,673	$ 1,126,879	$ 1,388,179	$ 1,133,223	
November	$ 1,005,263	$ 1,284,327	$ 1,048,136	$ 1,176,456	$ 954,776	$ 970,997	$ 1,015,595	$ 1,040,778	$ 1,333,136	$ 1,092,163	
December	$ 1,074,349	$ 1,079,801	$ 1,131,066	$ 1,195,660	$ 1,038,199	$ 1,031,986	$ 1,065,197	$ 1,093,137	$ 1,196,029	$ 1,100,603	
January	$ 1,455,522	$ 1,664,321	$ 1,400,963	$ 1,322,376	$ 1,244,070	$ 1,333,926	$ 1,357,409	$ 1,432,169	$ 1,739,261	$ 1,438,891	
February	$ 1,017,362	$ 1,012,746	$ 923,406	$ 937,923	$ 916,745	$ 850,672	$ 894,489	$ 920,931	$ 1,003,785	$ 942,007	
March	$ 973,807	$ 991,353	$ 986,952	$ 965,355	$ 1,008,163	$ 974,686	$ 981,272	$ 1,014,326	$ 1,038,443	$ 992,706	
April	$ 1,104,487	$ 1,080,489	$ 1,143,006	$ 1,077,218	$ 1,068,100	$ 1,049,335	$ 1,076,533	$ 1,244,068	$ 1,123,064	$ 1,107,367	
Totals:	**$ 12,858,196**	**$ 14,123,222**	**$ 13,419,819**	**$ 13,149,421**	**$ 12,915,142**	**$ 12,499,420**	**$ 12,687,593**	**$ 13,055,794**	**$ 14,716,743**	**$ 13,269,483**	
Yearly Average	$ 1,071,516	$ 1,176,935	$ 1,118,318	$ 1,095,785	$ 1,076,262	$ 1,041,618	$ 1,057,299	$ 1,087,983	$ 1,226,395	$ 1,105,790	**$ 14,383,100**



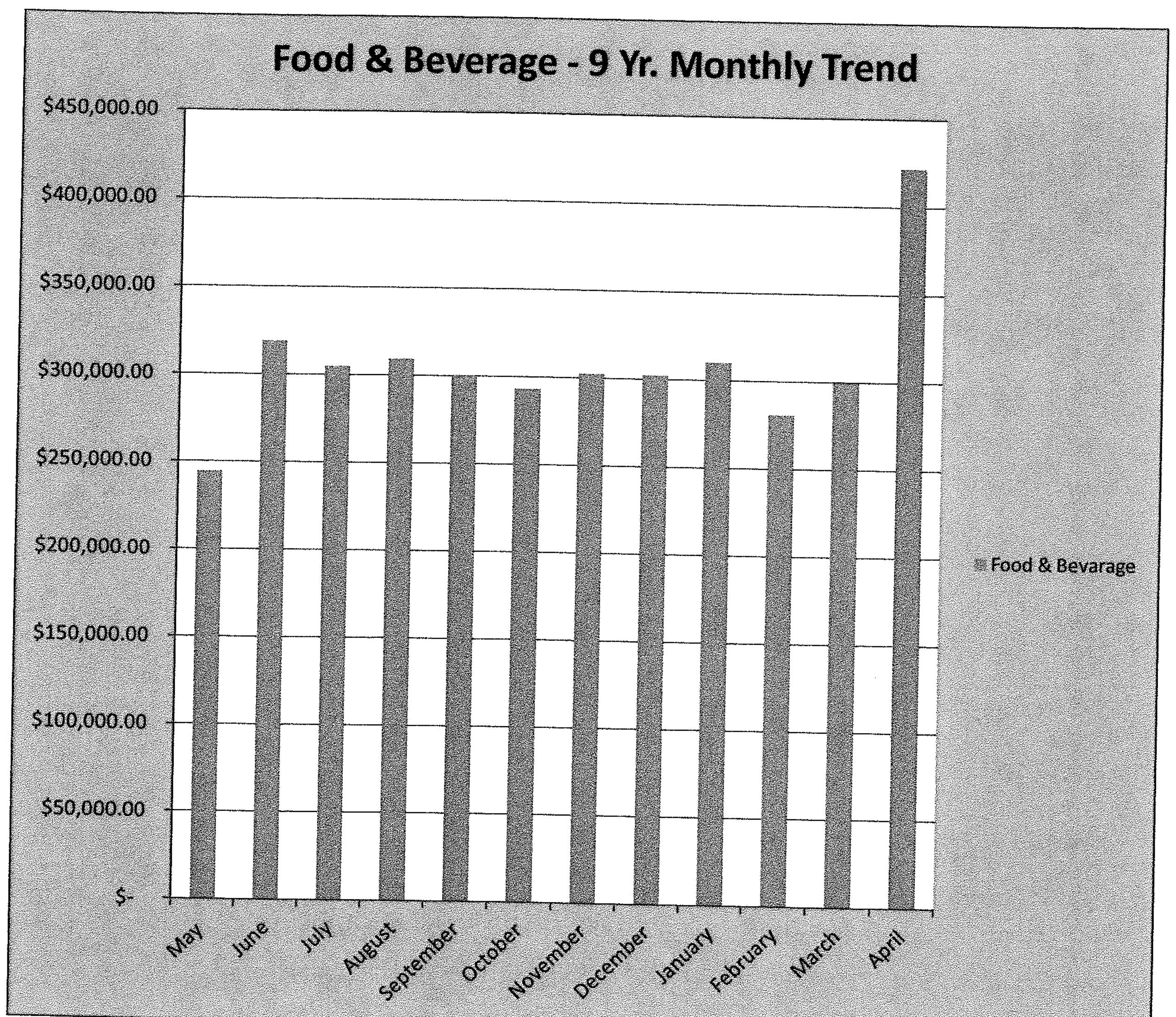


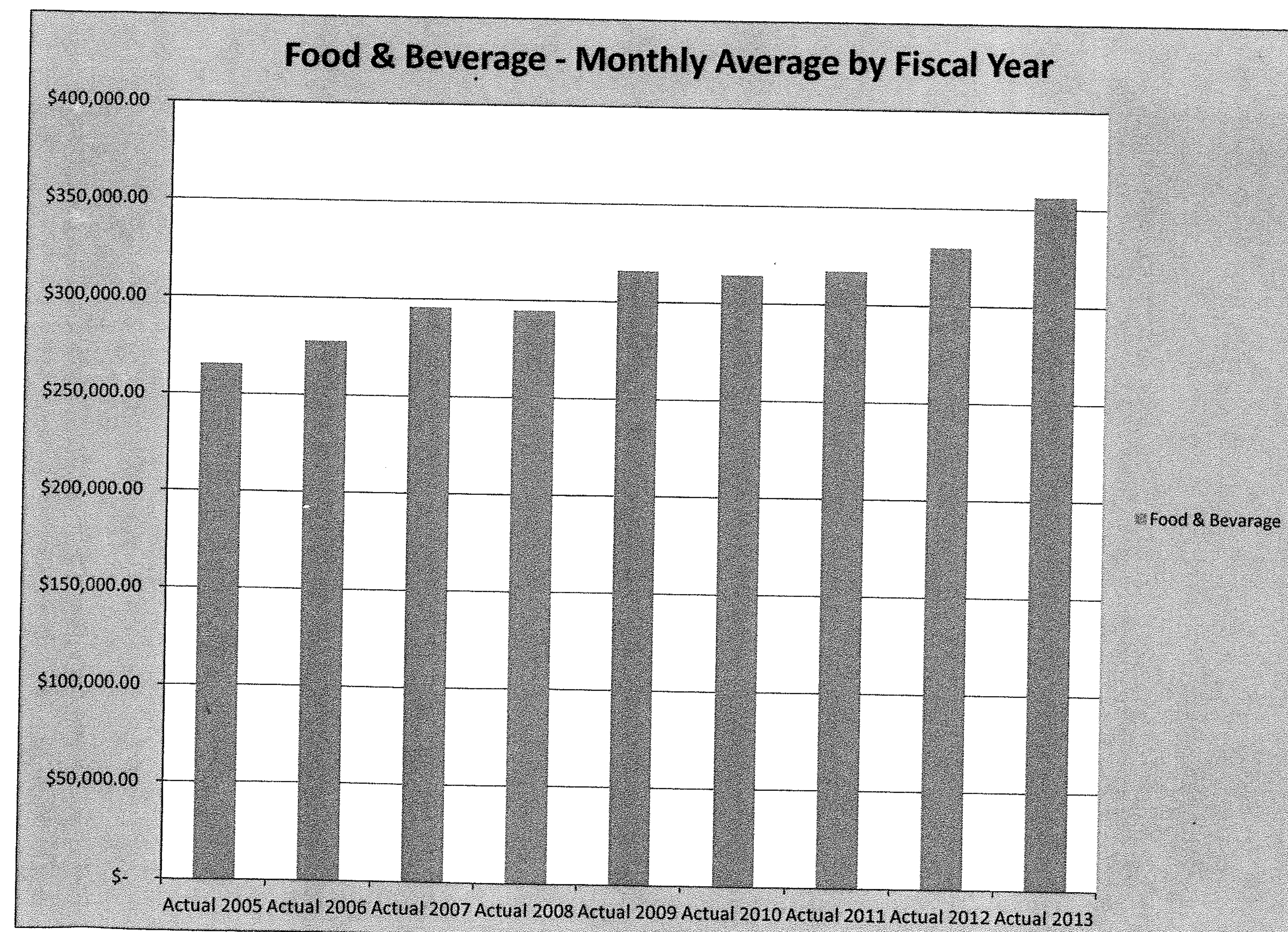
Income Tax by voucher date	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Rolling Monthly Trend 8 Yrs	Budget FY 2014
May	$ 659,714	$ 720,596	$ 981,117	$ 1,141,789	$ 913,171	$ 740,956	$ 697,497	$ 962,623	$ 852,183	
June	$ 409,595	$ 514,917	$ 625,789	$ 610,350	$ 487,584	$ 395,088	$ 457,316	$ 506,104	$ 500,843	
July	$ 457,799	$ 565,140	$ 619,632	$ 675,666	$ 530,873	$ 555,256	$ 592,427	$ 649,909	$ 580,838	
August	$ 285,398	$ 350,759	$ 371,932	$ 393,974	$ 361,372	$ 364,028	$ 407,571	$ 407,825	$ 367,857	
September	$ 301,431	$ 371,142	$ 381,519	$ 378,778	$ 345,050	$ 373,322	$ 392,303	$ 404,529	$ 368,509	
October	$ 482,797	$ 634,813	$ 649,991	$ 673,684	$ 531,712	$ 542,582	$ 623,093	$ 636,962	$ 596,954	
November	$ 316,339	$ 383,891	$ 417,783	$ 420,751	$ 400,613	$ 408,341	$ 396,823	$ 481,293	$ 403,229	
December	$ 286,768	$ 376,467	$ 380,725	$ 327,731	$ 314,906	$ 451,603	$ 373,626	$ 397,193	$ 363,627	
January	$ 432,659	$ 504,764	$ 561,747	$ 553,424	$ 553,538	$ 514,860	$ 555,108	$ 615,693	$ 536,474	
February	$ 533,319	$ 700,067	$ 830,107	$ 695,847	$ 586,657	$ 636,252	$ 640,010	$ 726,796	$ 668,632	
March	$ 301,878	$ 370,964	$ 443,183	$ 377,126	$ 363,004	$ 317,338	$ 426,989	$ 407,540	$ 376,003	
April	$ 484,420	$ 631,806	$ 639,674	$ 582,213	$ 566,319	$ 545,926	$ 662,976	$ 707,665	$ 602,625	
Totals:	**$ 4,952,117**	**$ 6,125,326**	**$ 6,903,198**	**$ 6,831,333**	**$ 5,954,799**	**$ 5,845,551**	**$ 6,225,737**	**$ 6,904,133**	**$ 6,217,774**	
Yearly Average	$ 412,676	$ 510,444	$ 575,267	$ 569,278	$ 496,233	$ 487,129	$ 518,811	$ 575,344	$ 518,148	$ 6,915,120



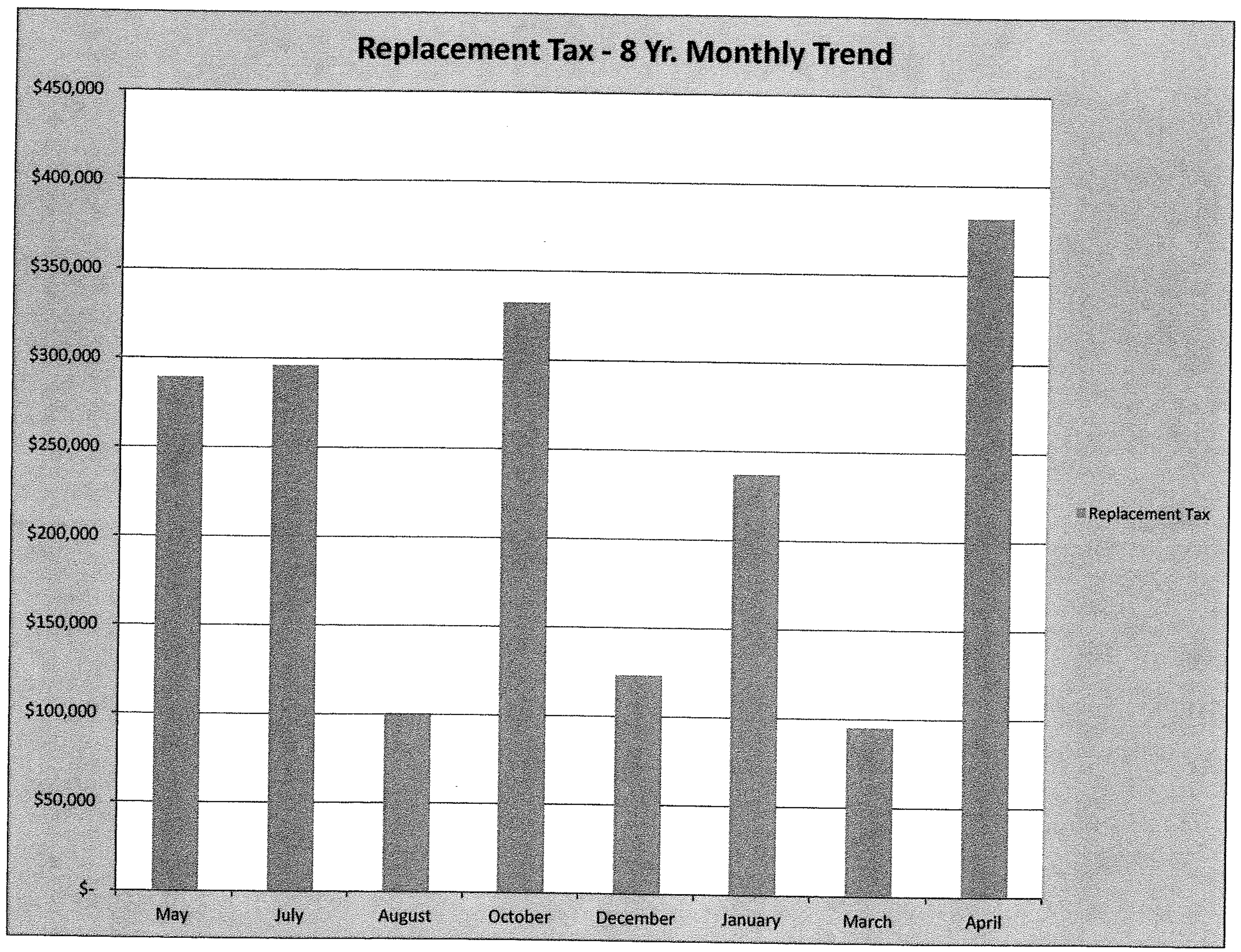


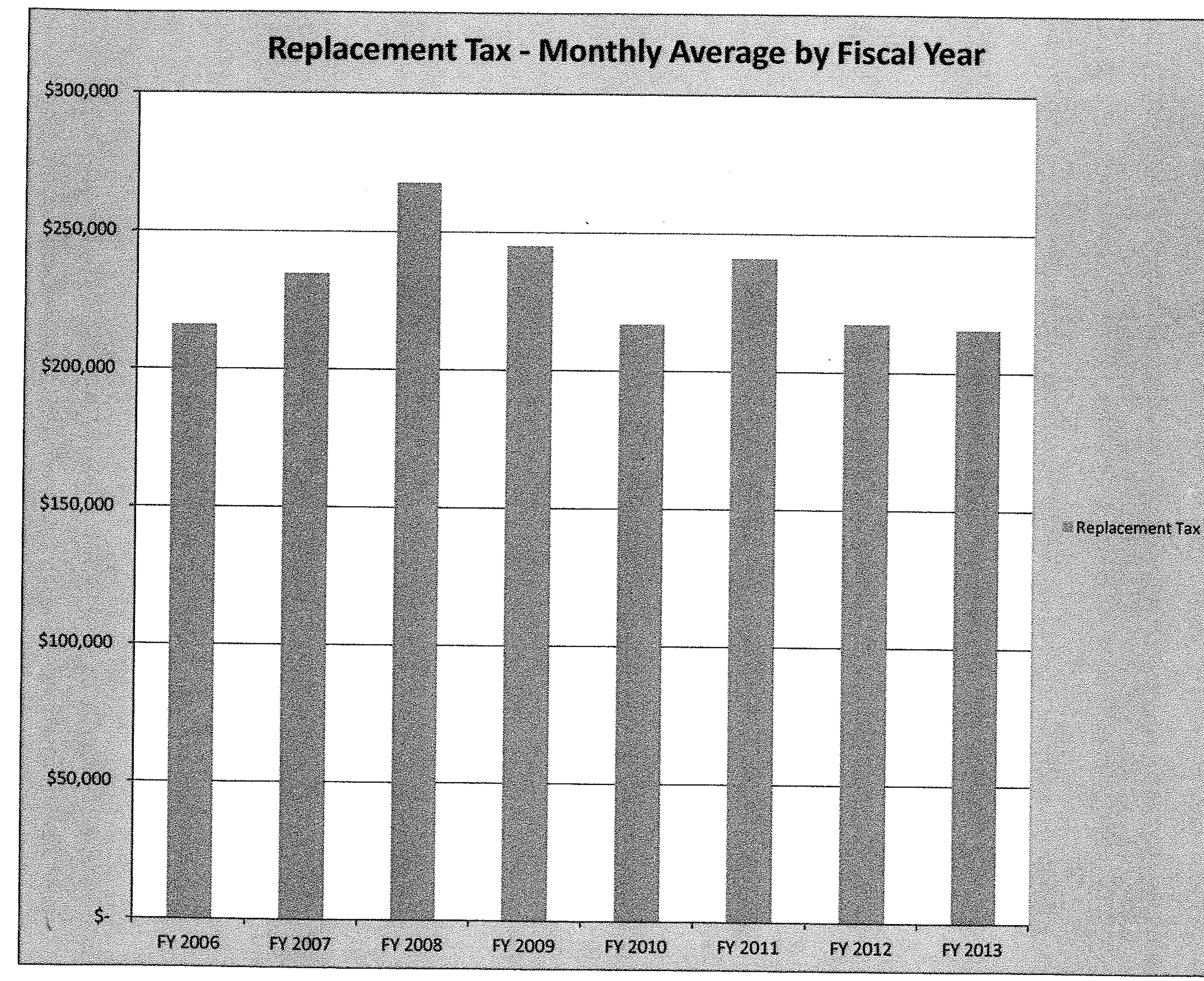
Food & Bev	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Rolling Monthly Trend 9 Yrs.	Budget 2014
May	$ 241,950.09	$ 262,671.55	$ 287,793.11	$ 302,625.88	$ 302,535.06	$ 115,883.10	$ 320,970.30	$ 319,309.21	$ 45,784.16	$ 244,391.38	
June	$ 250,852.81	$ 277,022.37	$ 354,332.35	$ 288,827.42	$ 325,921.54	$ 329,521.52	$ 337,070.60	$ 330,155.26	$ 377,152.83	$ 318,984.08	
July	$ 239,434.98	$ 263,472.55	$ 303,522.71	$ 296,146.23	$ 314,845.85	$ 328,130.17	$ 313,294.21	$ 331,112.65	$ 353,687.64	$ 304,849.67	
August	$ 284,442.38	$ 265,174.47	$ 291,630.97	$ 287,607.24	$ 308,705.39	$ 324,768.18	$ 345,241.63	$ 332,184.49	$ 344,656.93	$ 309,379.08	
September	$ 249,228.02	$ 266,768.85	$ 289,509.49	$ 280,701.31	$ 315,794.00	$ 324,719.06	$ 309,329.73	$ 317,393.67	$ 350,525.57	$ 300,441.08	
October	$ 173,470.94	$ 251,203.50	$ 291,769.19	$ 326,002.08	$ 329,652.12	$ 304,242.28	$ 307,848.48	$ 314,436.31	$ 340,784.11	$ 293,267.67	
November	$ 324,004.09	$ 274,993.59	$ 288,568.60	$ 294,028.93	$ 289,507.00	$ 321,379.81	$ 270,867.74	$ 310,451.77	$ 348,245.11	$ 302,449.63	
December	$ 241,749.27	$ 283,192.58	$ 289,008.73	$ 293,570.57	$ 321,522.28	$ 303,156.09	$ 339,717.87	$ 304,114.82	$ 345,671.36	$ 302,411.51	
January	$ 281,929.23	$ 307,731.92	$ 311,597.59	$ 312,521.10	$ 329,838.09	$ 332,044.45	$ 338,749.56	$ 222,358.14	$ 355,804.20	$ 310,286.03	
February	$ 207,500.99	$ 185,256.88	$ 251,596.30	$ 281,500.82	$ 273,788.40	$ 265,519.71	$ 269,513.24	$ 465,805.92	$ 327,596.35	$ 280,897.62	
March	$ 270,511.98	$ 325,438.85	$ 272,389.17	$ 272,407.57	$ 314,661.17	$ 327,594.97	$ 297,621.06	$ 315,974.09	$ 303,355.87	$ 299,994.97	
April	$ 419,032.91	$ 367,636.79	$ 315,963.07	$ 301,482.14	$ 363,865.24	$ 494,882.24	$ 355,252.11	$ 397,189.32	$ 782,734.78	$ 422,004.29	
Totals:	**$ 3,184,107.69**	**$ 3,330,563.90**	**$ 3,547,681.28**	**$ 3,537,421.29**	**$ 3,790,636.14**	**$ 3,771,841.58**	**$ 3,805,476.53**	**$ 3,960,485.65**	**$ 4,275,998.91**	**$ 3,689,357.00**	
Yearly Average	$ 265,342.31	$ 277,546.99	$ 295,640.11	$ 294,785.11	$ 315,886.35	$ 314,320.13	$ 317,123.04	$ 330,040.47	$ 356,333.24	$ 307,446.42	**$ 4,037,869.00**





Replacement Tax	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Rolling Monthly Trend 8 Yrs	Budget FY 2014
May	$ 188,628	$ 248,506	$ 358,090	$ 407,063	$ 366,516	$ 225,311	$ 263,006	$ 257,398	$ 289,315	
July	$ 260,903	$ 324,203	$ 356,637	$ 325,907	$ 294,900	$ 228,853	$ 244,016	$ 332,636	$ 296,007	
August	$ 203,341	$ 102,390	$ 157,304	$ 178,143	$ 30,296	$ 30,053	$ 61,078	$ 40,193	$ 100,350	
October	$ 274,608	$ 327,163	$ 326,841	$ 290,912	$ 336,755	$ 440,894	$ 407,527	$ 253,138	$ 332,230	
December	$ 82,291	$ 81,749	$ 138,968	$ 93,949	$ 77,977	$ 355,645	$ 58,870	$ 96,851	$ 123,288	
January	$ 245,809	$ 237,645	$ 289,695	$ 211,473	$ 221,576	$ 182,257	$ 250,865	$ 257,241	$ 237,070	
March	$ 85,748	$ 125,726	$ 134,046	$ 77,966	$ 86,410	$ 100,823	$ 70,125	$ 80,507	$ 95,169	
April	$ 387,040	$ 430,662	$ 380,375	$ 375,820	$ 321,557	$ 365,797	$ 385,251	$ 407,874	$ 381,797	
Totals:	**$ 1,728,368**	**$ 1,878,044**	**$ 2,141,956**	**$ 1,961,232**	**$ 1,735,987**	**$ 1,929,633**	**$ 1,740,738**	**$ 1,725,839**	**$ 1,855,225**	
Yearly Average	$ 216,046	$ 234,756	$ 267,745	$ 245,154	$ 216,998	$ 241,204	$ 217,592	$ 215,730	$ 231,903	**$ 1,597,519**





Motor Fuel Tax		Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Rolling Monthly Trend 8 Yrs	Budget FY 2014
May		$ 155,819	$ 142,255	$ 195,429	$ 195,393	$ 204,485	$ 157,350	$ 151,808	$ 165,674	$ 171,027	
June		$ 145,956	$ 168,053	$ 158,758	$ 148,349	$ 108,785	$ 148,717	$ 141,255	$ 139,557	$ 144,929	
July		$ 171,273	$ 184,489	$ 188,121	$ 164,329	$ 180,492	$ 161,196	$ 167,397	$ 163,084	$ 172,548	
August		$ 153,136	$ 195,286	$ 187,296	$ 149,917	$ 151,647	$ 156,787	$ 164,383	$ 163,461	$ 165,239	
September		$ 139,213	$ 168,226	$ 162,734	$ 137,380	$ 124,309	$ 180,497	$ 147,271	$ 141,937	$ 150,196	
October		$ 165,093	$ 170,466	$ 185,394	$ 186,778	$ 126,322	$ 132,229	$ 163,623	$ 155,255	$ 160,645	
November		$ 169,498	$ 189,704	$ 163,724	$ 127,433	$ 205,042	$ 168,661	$ 172,861	$ 165,511	$ 170,304	
December		$ 155,992	$ 182,347	$ 174,329	$ 182,100	$ 154,229	$ 161,467	$ 161,138	$ 158,584	$ 166,273	
January		$ 160,353	$ 178,084	$ 186,453	$ 179,506	$ 179,264	$ 174,679	$ 154,948	$ 153,912	$ 170,900	
February		$ 156,343	$ 190,485	$ 161,269	$ 174,855	$ 141,170	$ 140,664	$ 157,917	$ 130,784	$ 156,686	
March		$ 147,308	$ 179,203	$ 161,791	$ 160,735	$ 153,771	$ 159,744	$ 153,602	$ 154,772	$ 158,866	
April		$ 148,506	$ 178,150	$ 167,836	$ 149,718	$ 162,632	$ 154,742	$ 148,730	$ 131,749	$ 155,258	
High Growth Allotment		$ 49,813	$ 47,875	$ 65,690	$ 64,510	$ 61,101	$ 61,075	$ 64,546	$ 64,508	$ 59,890	
Totals:		**$ 1,918,304**	**$ 2,174,621**	**$ 2,158,823**	**$ 2,021,004**	**$ 1,953,251**	**$ 1,957,808**	**$ 1,949,479**	**$ 1,888,789**	**$ 2,002,760**	
Yearly Average		$ 155,708	$ 177,229	$ 174,428	$ 163,041	$ 157,679	$ 158,061	$ 157,078	$ 152,023	$ 161,906	$ 2,320,698