

# 3 YEAR BUDGET FORECAST

---

*City of Fairview Heights, IL*



***FISCAL YEARS: 2014 - 2015***

***2015 - 2016***

***2016 - 2017***

*Report Date: 6/20/2013*

Mayor Mitchell, Elected Officials, Staff, and Residents of Fairview Heights:

It's my pleasure to present the "City of Fairview Heights' Three Year Budget Forecast" for the upcoming Fiscal Years ending in 2015, 2016, and 2017. The report is created in accordance with City Ordinance #1205-04, which calls for a three-year budget projection in the same format as the current budget. This report is done as a supplement to the recently adopted annual budget for Fiscal Year 2013 - 2014 (FY '14), and utilizes the same data therein as the baseline for this projection report. Being a forecast report, the information within is not solely meant to depict what the actual results will be. Rather, this report is designed to display where the City's budget challenges are and help identify the driving forces behind those challenges. The following pages include data, charts, and narratives in an attempt to do as such.

Based on a combination of stagnant revenue growth and rising expenditures, the City is facing a period of relying on cash reserves to maintain current service levels. The General Fund, as the primary operations fund of the City, is particularly challenged in the upcoming years. Additionally, the Home Rule Tax Fund – which accounts for the City's capital improvements plan (CIP) - is currently planned to be funded almost entirely by current revenues and cash reserves. In the upcoming years, the City Council will need to determine a course of action for funding the plan. Options may include modifying timelines of the CIP project list, exploring financing options, or changing how current assets are allocated within the budget. Other long-range budget concerns include the rising cost of insurance and the sustainability of the city's revenue model that is overwhelmingly based on sales tax revenue.

For these reasons, it is important for the City of Fairview Heights to continue in our proactive approach towards managing the City's finances. The past two years have included significant steps towards building a sustainable financial framework. In addition, the recent adoption of the City's Comprehensive Plan will assist in our long-term financial planning. Aspects of the comprehensive plan were incorporated in the annual budget recently passed, and thus included in the creation of this report. Further steps, through strategic planning and policy adoption, will further help in forecasting the fiscal needs of the future.

I hereby present the "City of Fairview Heights Three Year Budget Forecast", and encourage anyone with questions to contact the Finance Department for additional information.

Respectfully submitted,



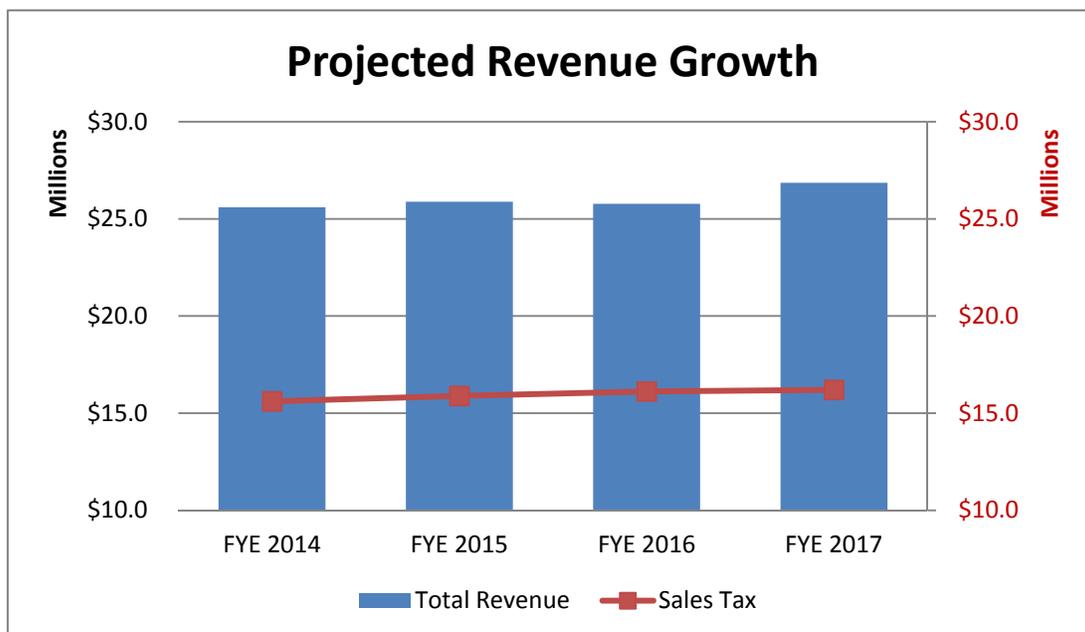
Scott E. Borrer  
Director of Finance

## Revenue Forecast

The City of Fairview Heights is a fiscally unique municipality. The City does not operate an enterprise (i.e. water/sewer operation) commonly seen in municipalities. Additionally, Fairview Heights is one of the few remaining cities in Illinois that historically has chosen to not adopt a property tax levy. A large retail presence has allowed the City Council to rely heavily on sales tax revenue to fund operations, capital projects, and pension obligations. This year sales tax represents approximately 66% of total revenue (net of transfers).

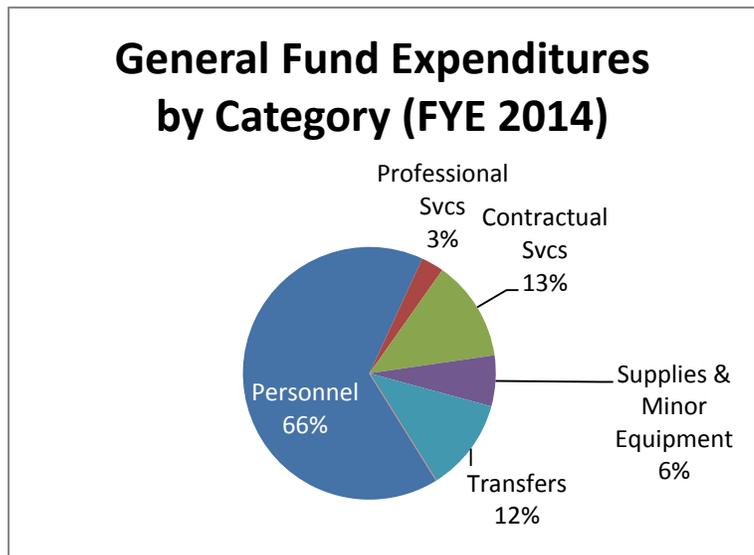
There are several threats to the City's ability to sustain this revenue model on a long-term basis. The growth in online retail activity has undoubtedly affected the ability for the City to realize growth in sales tax collection. In addition, there has been an increase in competition from other local municipalities for retail development. Another threat to local government revenue continues to reside with the State of Illinois. Income tax distributions have routinely been delayed an average of three months in recent years. This roughly equates to a range of \$350,000 - \$500,000 due the City at any time in delayed payments. While the State has not yet reduced the allocations of state shared revenues such as income tax, it remains a possibility.

Conservative budgeting practice calls for revenue forecasts to be slightly understated. The projections within this report do not anticipate any new revenue sources, or changes in the current tax rates. Based on these factors, revenues during the next three years are projected to increase a total of 4.9%. This includes relatively flat growth in sales tax. However, there are several factors that may help the City realize larger growth than anticipated. These include the continued improvement of the overall economy, redevelopment of existing retail sites, and the probability of Congressional action regarding online retail sales transactions.



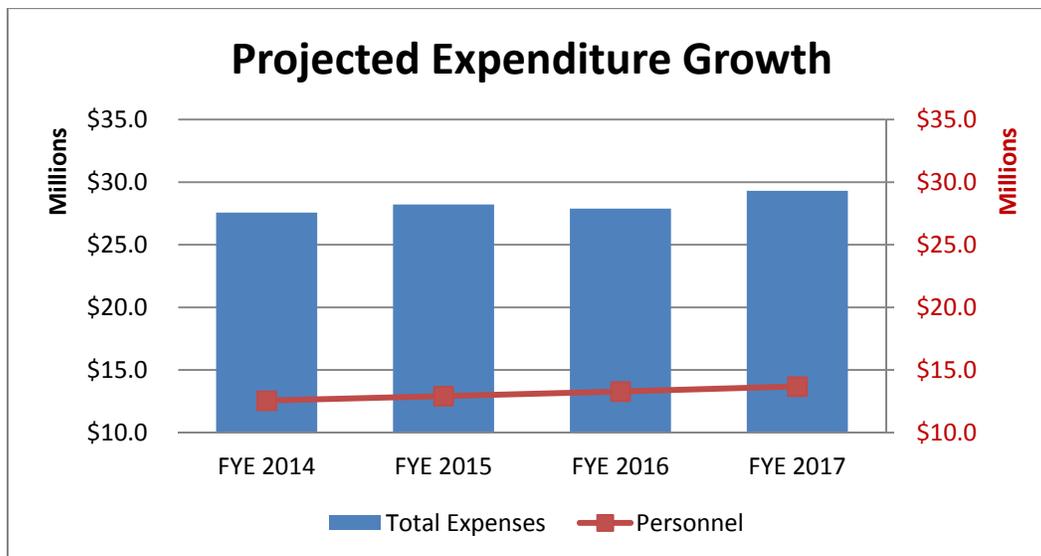
## Expenditure Forecast

Conservative budgeting practice calls for expense forecasts to be slightly overstated. The expenditure projections within this report is based on historical trends and known amounts that can be ascertained from items such as debt schedules or contractual obligations. These projections do not account for any potential new programs or changes in staffing levels in the future. A majority of operational expenses – including personnel – is accounted for in the



General Fund. Capital and Debt expenses are accounted for in other funds such as the Food & Beverage Fund and the Home Rule Sales Tax Fund. Thus, personnel expenditures for fiscal year end (FYE) 2014 equate to 66% of general fund expenses.

General Fund transfers to other funds are conducted for items typically funded by a property tax levy, such as contributions to the Police Pension Fund and the Library Fund. Other transfer examples include funding the Capital Reserve Fund and penalty contributions to the tax incremental financing (TIF) funds due to the lack of a property tax levy. Transfers from the General Fund approach \$2.0 million annually (see “Fund Balances” section).



During the course of this three year budget period total expenses are projected to increase from \$27.6 to \$29.3 million, a 6.3% growth rate over a three year period. Two of the primary

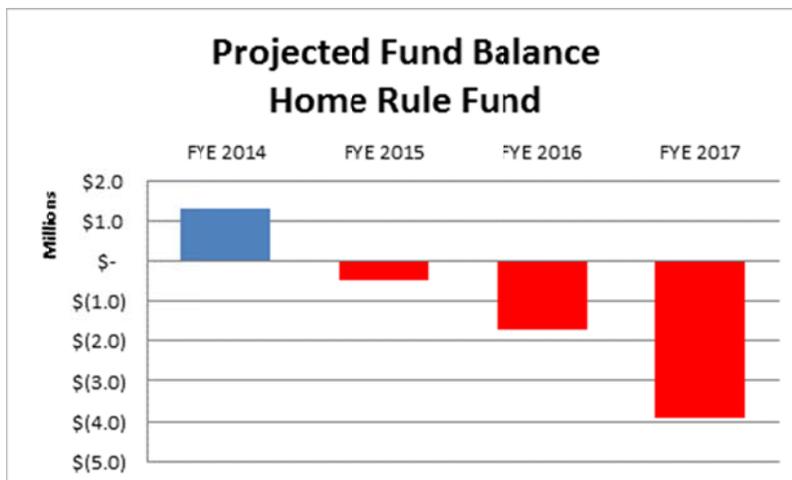
cost drivers are increasing insurance premiums (health and liability) and contracted increases in personnel expenses.

## Fund Balances

Per the “Fiscal & Budgetary Guidelines Policy”, the City will “maintain an unreserved fund balance in the General Fund to fund operations for a period of at least three months (25%). This will be calculated based on the total General Fund expenditures less capital outlay and transfers.” Based on this report’s projections, the General Fund balance ratio is estimated to decrease to 5.4% upon the conclusion of FYE 2017, which equates to less than one month of cash reserve for the General Fund. The following table depicts the anticipated change in the General Fund balance ratio during the three-year budget period.

PROJECTED GENERAL FUND BALANCE RATIO					
	Operating Expenses	Less: Transfers	Net Operating Expenses	FYE Fund Balance	Fund Balance Ratio
FYE 2014	\$ 16,508,327	\$ 1,964,535	\$ 14,543,792	\$ 2,627,886	18.1%
FYE 2015	\$ 16,998,442	\$ 1,946,060	\$ 15,052,382	\$ 2,199,242	14.6%
FYE 2016	\$ 17,511,178	\$ 1,928,210	\$ 15,582,968	\$ 1,398,900	9.0%
FYE 2017	\$ 18,066,918	\$ 1,910,976	\$ 16,155,942	\$ 879,260	5.4%

Another area of fund balance concern is within the Home Rule Tax Fund, which accounts for the City’s capital improvement plan (CIP). However, the projected deficit is based on the funding plan currently in place as opposed to a potential structural deficit projected within the general fund. The following chart projects a fund balance deficit of \$3.9 million at FYE 2017. Actual events such as project delays, grant acquisition, or capital financing would alter this scenario.



## Summary

In summary, the 3-Year Budget Report identifies three primary points:

1. *The long-term sustainability of the City's revenue model is threatened.*

The City's ability to remain heavily dependent on sales tax is based on several factors, many of which are beyond the City's control.

2. *Based on a conservative budgeting approach, the General Fund will remain a challenge in the upcoming fiscal years.*

The projected decline in the fund balance ratio is a concern. The projection warrants a close examination of the City's operations, from the cost of services provided to the manner in which City resources are acquired and utilized to fund those services.

3. *The City needs to address the long-term financing of the Capital Improvement Plan.*

Due to the aggressive nature of the CIP, and the City's low debt levels, the City may want to consider long-term financing options. See the "introduction" and "Fund Balances" sections for details.

The City of Fairview Heights has been fortunate for many years to rely on sales tax from the retail industry to support the operations of the City. However, in an environment where three-year revenues are projected to increase 4.9% and expenses 6.3%, the long-term ability to sustain that model is at risk. The ability to maintain that approach is dependent on both economic development/redevelopment and program cost management. The City will need to continue a pro-active approach and promote strategic fiscal planning to ensure the long-term fiscal health of the City of Fairview Heights.

## PROJECTED FUND BALANCES

City of Fairview Heights, IL.

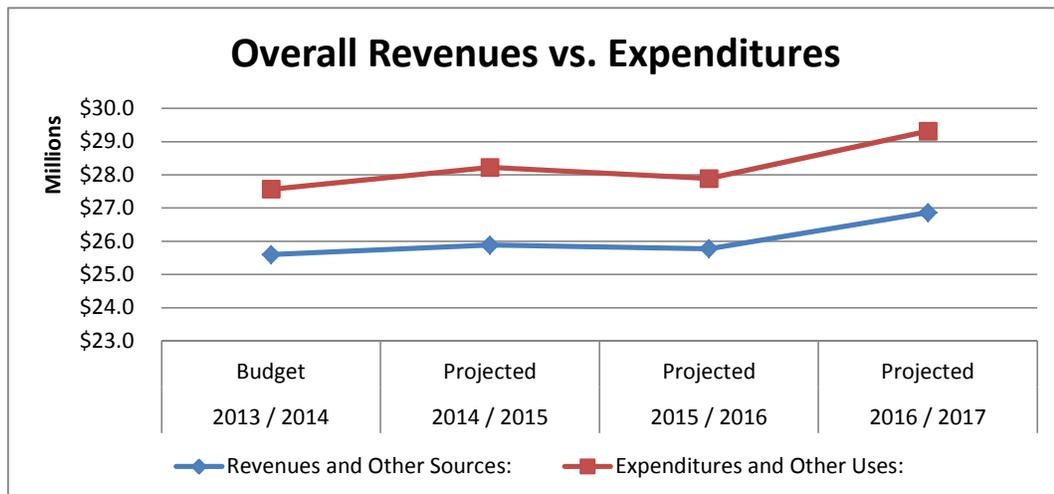
*3 Year Budget Projection*

	FYE 2014	FYE 2015	FYE 2016	FYE 2017
General Fund	\$ 2,627,886	\$ 2,199,242	\$ 1,398,900	\$ 879,260
Motor Fuel Tax Fund	845,783	834,371	814,810	786,804
Food & Beverage Fund	1,844,267	1,533,688	1,230,187	1,317,174
Hotel / Motel Tax Fund	903,752	1,032,506	1,211,919	1,391,991
Home Rule Tax Fund (CIP)	1,317,361	(470,674)	(1,742,309)	(3,921,944)
Capital Reserve Fund	521,331	622,431	724,349	827,103
Police Pension Fund (a)	10,200	10,301	10,402	10,505
Police Escrow Fund	335,940	335,940	335,940	335,940
Library Fund	31,140	34,755	31,085	19,901
Tax Rebates Fund	10,687	11,400	12,830	14,983
TIF #1 - Bunkum Road	162,575	133,708	99,995	61,558
TIF #2 - Shoppes @ St. Clair	61,500	92,594	123,985	55,675
TIF #3 - Lincoln Trail	68,781	33,770	40,188	58,492
Police Youth Fund	2,124	2,102	2,057	1,989
Parks Programs Fund	29,490	31,675	33,014	33,475
	<u>\$ 8,772,818</u>	<u>\$ 6,437,807</u>	<u>\$ 4,327,352</u>	<u>\$ 1,872,908</u>

(a) Above totals do not include securities managed by the Police Pension Board.

**OVERALL SUMMARY**  
**REVENUES & EXPENDITURES - BY TYPE**  
 CITY OF FAIRVIEW HEIGHTS, IL  
 3 Year Budget Projection

	2013 / 2014 Budget	2014 / 2015 Projected	2015 / 2016 Projected	2016 / 2017 Projected
<b>Revenues and Other Sources:</b>				
Sales Tax	\$ 15,610,000	\$ 15,888,246	\$ 16,117,336	\$ 16,197,284
Other Taxes	3,635,000	3,639,263	3,684,569	3,730,941
Licenses	68,000	69,020	70,055	131,106
Permits	158,000	121,150	122,314	123,491
Intergovernmental	2,935,164	2,946,836	2,530,210	3,005,729
Fees / Fines	767,050	774,274	781,567	788,929
Transfers	1,969,535	1,987,893	2,006,480	2,025,301
Rents and Leases	195,000	196,463	197,936	199,420
Charges for Service	157,100	158,278	159,465	160,661
Miscellaneous	104,200	104,887	105,581	498,280
<b>Total</b>	<b>25,599,049</b>	<b>25,886,309</b>	<b>25,775,513</b>	<b>26,861,143</b>
<b>Expenditures and Other Uses:</b>				
Personnel Expenses	12,546,823	12,907,236	13,276,866	13,674,893
Professional Services	585,701	597,994	610,619	623,584
Contractual Services	4,288,605	4,139,857	4,473,532	4,820,824
Supplies & Minor Equipment	1,523,521	1,557,321	1,592,041	1,627,710
Capital	5,193,628	5,609,400	4,488,000	5,521,000
Debt Payments	1,465,300	1,463,450	1,416,700	1,036,600
Transfers	1,964,535	1,946,060	2,028,210	2,010,976
<b>Total</b>	<b>\$ 27,568,113</b>	<b>\$ 28,221,319</b>	<b>\$ 27,885,969</b>	<b>\$ 29,315,586</b>



# REVENUES & OTHER SOURCES SUMMARY - ALL FUNDS

City of Fairview Heights, IL

*3 Year Budget Projection*

	Budget	<i>Projection</i>		
	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
<b>Revenues and Other Sources:</b>				
General Fund	\$ 16,508,485	\$ 16,569,798	\$ 16,710,837	\$ 17,547,277
Police Pension Fund	1,300,100	1,313,101	1,326,232	1,339,494
Library Fund	490,035	493,710	497,413	501,144
Police Youth Fund	2,200	2,222	2,244	2,267
Parks Programs Fund	56,500	56,924	57,351	57,781
Subtotal - Operating Funds	18,357,320	18,435,755	18,594,077	19,447,962
Food & Beverage Fund	703,700	714,256	724,969	735,844
Hotel / Motel Tax Fund	636,100	640,871	645,677	650,520
Motor Fuel Tax Fund	477,950	481,535	485,146	488,785
Home Rule Tax Fund (CIP)	3,597,579	3,576,365	3,126,365	3,326,365
Capital Reserve Fund	100,300	101,100	101,918	102,754
Police Escrow Fund	-	-	-	-
Tax Rebates Fund	900,000	1,100,713	1,251,430	1,252,154
TIF #1 - Bunkum Road	197,700	192,765	187,952	183,261
TIF #2 - Shoppes @ St. Clair	352,400	355,926	359,487	363,084
TIF #3 - Lincoln Trail	276,000	287,025	298,491	310,414
<b>Total - All Funds</b>	<b>\$ 25,599,049</b>	<b>\$ 25,886,309</b>	<b>\$ 25,775,513</b>	<b>\$ 26,861,143</b>

NOTE: The summaries above represent total budgeted revenues, expenditures, and transfers between City funds.

# EXPENDITURES & OTHER USES SUMMARY - ALL FUNDS

City of Fairview Heights, IL

*3 Year Budget Projection*

Expenditures & Other Uses:	Budget 2013 / 2014	<i>Projection</i>		
		<i>2014 / 2015</i>	<i>2015 / 2016</i>	<i>2016 / 2017</i>
General Fund	\$ 16,508,327	\$ 16,998,442	\$ 17,511,178	\$ 18,066,918
Police Pension Fund	1,300,000	1,313,000	1,326,130	1,339,391
Library Fund	479,357	490,095	501,083	512,327
Police Youth Fund	2,200	2,244	2,289	2,335
Parks Programs Fund	53,500	54,739	56,012	57,319
Subtotal - Operating Funds	18,343,384	18,858,521	19,396,692	19,978,290
Food & Beverage Fund	1,031,650	1,024,835	1,028,470	648,857
Hotel / Motel Tax Fund	502,751	512,117	466,265	470,447
Motor Fuel Tax Fund	481,500	492,947	504,707	516,790
Home Rule Tax Fund (CIP)	4,569,628	5,364,400	4,398,000	5,506,000
Capital Reserve Fund	-	-	-	-
Police Escrow Fund	-	-	-	-
Tax Rebates Fund	900,000	1,100,000	1,250,000	1,250,000
TIF #1 - Bunkum Road	201,600	221,632	221,665	221,698
TIF #2 - Shoppes @ St. Clair	321,600	324,832	328,097	431,394
TIF #3 - Lincoln Trail	1,036,000	322,036	292,073	292,110
Total - All Funds	\$ 27,388,113	\$ 28,221,319	\$ 27,885,969	\$ 29,315,586

NOTE: The summaries above represent total budgeted revenues, expenditures, and transfers between City funds.



## CAPITAL IMPROVEMENT PLAN Project Summary

CIP #	PROJECT	DEPARTMENT	FISCAL YEAR					TOTALS
			2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	
PR-01	Moody Park Pavilions	Parks & Rec	75,000	-	75,000	-	-	150,000
PR-02	Creative Playground	Parks & Rec	175,000	-	-	-	-	175,000
PR-03	Lanxon Field Updates	Parks & Rec	-	15,000	-	-	-	15,000
PR-04	Shed Renovation	Parks & Rec	-	40,000	-	-	-	40,000
PR-05	Recreation Center *	Parks & Rec	718,528	-	-	-	-	718,528
PR-06	Tennis Courts Reconstruction	Parks & Rec	-	180,000	-	-	-	180,000
PR-07	Municipal Complex Landscaping	Parks & Rec	20,000	20,000	-	-	-	40,000
PR-08	Christmas Decorations	Parks & Rec	20,000	15,000	15,000	15,000	15,000	80,000
PR-09	Pedestrian & Bicycle Mobility	Parks & Rec	-	-	-	500,000	500,000	1,000,000
PW-01	Vehicle / Equipment Replacement Program	All Departments	429,000	408,000	426,000	406,000	427,000	2,096,000
PW-02	Storm Drainage Program	PW - Engineering	230,000	485,000	180,000	235,000	235,000	1,365,000
PW-03	Sidewalks Program	PW - Engineering	75,000	75,000	75,000	75,000	75,000	375,000
PW-04	Pleasant Ridge Road	PW - Engineering	-	-	370,000	1,800,000	-	2,170,000
PW-05	Longacre Drive Improvements	PW - Engineering	-	125,000	750,000	-	-	875,000
PW-06	South Ruby Lane	PW - Engineering	120,000	740,000	-	-	-	860,000
PW-08	Municipal Complex - Roof Replacement	PW - Muni Complex	-	40,000	175,000	-	-	215,000
PW-09	Asphalt Overlays	PW - Engineering	200,000	175,000	175,000	200,000	200,000	950,000
PW-10	I-64 / RT 159 Interchange Enhancement	PW - Engineering	220,000	-	-	-	-	220,000
PW-11	Meeting Room Renovations	PW - Muni Complex	56,500	-	-	-	-	56,500
PW-12	Municipal Complex Renovations / Maint.	PW - Muni Complex	55,000	-	-	175,000	175,000	405,000
PW-13	Heat Pump Replacement Program	PW - Muni Complex	20,000	20,000	20,000	20,000	20,000	100,000
PW-14	(Minor) Old Caseyville Road	PW - Engineering	650,000	-	-	-	-	650,000
PW-15	(Minor) Perrin Road	PW - Engineering	540,000	490,000	-	-	-	1,030,000
PW-16	Richmond Drive Bridge	PW - Engineering	167,500	450,000	-	-	-	617,500
PW-17	(Minor) Greenridge Heights Road	PW - Engineering	290,000	400,000	-	-	-	690,000
PW-18	(Minor) Kassing Avenue	PW - Engineering	70,000	400,000	-	-	-	470,000
PW-19	(Minor) Wilshire Drive	PW - Engineering	-	200,000	1,100,000	-	-	1,300,000
PW-20	(Minor) Mark Drive	PW - Engineering	-	130,000	740,000	-	-	870,000
PW-21	(Minor) Bonita Boulevard	PW - Engineering	-	-	155,000	850,000	-	1,005,000
PW-22	(Minor) Second Avenue	PW - Engineering	-	-	-	115,000	750,000	865,000
PW-23	Library Renovations / Maintenance	PW - Muni Complex	7,500	105,000	-	-	-	112,500
PW-25	Vehicle Maintenance - Garage Renovations	PW - Muni Complex	45,000	-	-	-	-	45,000
PW-26	I-64 / RT 159 Congestion Mitigation	PW - Engineering	-	-	-	-	2,000,000	2,000,000
PW-27	Equipment Barn	PW - Engineering	40,000	-	-	-	-	40,000
PW-28	Business and Industrial Park	PW - Engineering	-	500,000	-	-	-	500,000
PW-29	Market and Commerce Roundabout	PW - Engineering	-	-	-	155,000	700,000	855,000
PW-30	Lincoln Trail TIF Streetscape Project *	Land Use	519,000	55,000	-	-	321,200	895,200



**CAPITAL IMPROVEMENT PLAN**  
Project Summary

CIP #	PROJECT	DEPARTMENT	FISCAL YEAR					TOTALS
			2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	
ADM-01	Inspector Software	Land Use	50,000	-	-	-	-	50,000
ADM-02	Surveillance Project	Police	125,000	-	-	-	-	125,000
ADM-03	MS Enterprise Agreements	Admin / IT	30,600	31,400	-	-	-	62,000
ADM-04	Facility Security / Access Control	Admin / IT	15,000	110,000	-	-	-	125,000
ADM-05	VOIP Phone System	Admin / IT	30,000	-	-	-	-	30,000
POL-02	Command Cars - IT Equipment Replacement	Police	-	90,000	45,000	60,000	-	195,000
POL-03	Command Center Update	Police	60,000	60,000	-	-	-	120,000
POL-04	West End Police Substation	Police	-	-	-	-	100,000	100,000
POL-05	Traffic Calming and Safety Program	Police	25,000	50,000	50,000	50,000	50,000	225,000
<b>TOTALS</b>			<b>\$ 5,078,628</b>	<b>\$ 5,409,400</b>	<b>\$ 4,351,000</b>	<b>\$ 4,656,000</b>	<b>\$ 5,568,200</b>	<b>\$ 25,063,228</b>

\* Grant and/or TIF Funded Project

## **Fund Descriptions and Fund Structure**

The City of Fairview Heights utilizes a fund accounting system. In such a system the emphasis is placed on accountability rather than profitability, as typically seen in the private sector. Funds can be created for various reasons. For instance, certain revenues can be required to be accounted for separately based on either state law (MFT Fund) or local ordinances (Food & Beverage Fund). All funds are appropriated via an adopted budget ordinance.

The City currently maintains 15 funds. For budgeting purposes, a fund is termed a “Major Fund” if either the revenues or expenditures of the fund represent at least 10% of the City’s total.

### **General Fund (001)**

The General Fund is the primary operating fund of the City. It accounts for all general government activities not accounted for in other funds. A majority of department operations such as personnel costs, contractual obligations, and supplies are accounted for within the General Fund. The General Fund also supports the Police Pension Fund and the Library Fund via transfers - in lieu of levying a property tax.

### **Motor Fuel Tax Fund (002)**

The Motor Fuel Tax (MFT) program is administered by the State of Illinois. The City receives a per capita share of the revenue on a monthly basis. The City’s MFT revenue is required to be accounted for separately per state statute, and is restricted towards the use of road maintenance.

### **Food & Beverage Tax Fund (003)**

A debt service/special revenue fund that accounts for a local tax on all food and beverages prepared for immediate consumption. The tax supports the repayment of a General Obligation Bond originally issued in 2005 for the construction of a new police department building and some infrastructure projects. The property tax levy for repayment has traditionally been abated each year. In lieu of the property tax revenue, the City utilizes a majority of the Food & Beverage tax revenue towards the bond repayment. The remaining dollars support General Fund operations.

### **Hotel / Motel Tax Fund (004)**

A debt service/special revenue fund dedicated to the accounting for local hotel/motel tax receipts received by the City. Receipts are primarily utilized towards the repayment of a bond used in the construction of a conference center. Excess funds (if any) are appropriated at the discretion of the City Council towards programs which promote tourism within the City, in accordance with state statutes.

## **Home Rule Tax (CIP) Fund (005)**

The City's Home Rule Sales Tax was established in 2005. Per city ordinance, 45% of all receipts are to be utilized towards capital improvements. Thus, the fund supports the Capital Improvements Plan (CIP) of the City. The remaining 55% of receipts are allocated to the General Fund to support operations.

## **Cash Reserve Fund (006)**

A reserve fund utilized towards saving for future capital projects, and in meeting the City's cash reserve policy. Funds are transferred from the General Fund and Home Rule Fund on an annual basis.

## **Police Pension Fund (007)**

A fiduciary fund, dedicated towards the accounting of police pension activities. Fund oversight is the responsibility of an independent Police Pension Board, whose members are appointed by the Mayor. The City's contributions are funded by a General Fund transfer, in lieu of a property tax.

## **Police Escrow Fund (008)**

A special revenue fund, whose revenues derive from police seizures. The funds are restricted towards the support of police supplies and activities. The Chief of Police serves as the administrator of the program in accordance with federal guidelines.

## **Library Fund (009)**

A fund dedicated towards the activities of the Fairview Heights Municipal Library. Fund oversight is the responsibility of an independent Board of Trustees, whose members are appointed by the Mayor. The Library Board establishes the annual tax levy needed to support operations. In lieu of adopting the levy, the City Council has historically funded the library through a General Fund transfer.

## **Sales Tax Rebate Fund (010)**

A special revenue fund dedicated towards the accounting of any sales tax rebate agreements entered into by the City for economic development purposes. Sales tax revenues are allocated to the fund on a quarterly basis, based on data provided by the Illinois Department of Revenue. The funds are distributed based on any adopted agreements in place. See the "Debt Overview & Trends" within the "Executive Summary" section of the budget for details on current agreements.

## **TIF #1 – Bunkum Road (011)**

A special revenue fund dedicated towards the accounting of the "Bunkum Road Tax Incremental Financing District". The TIF was established in 2003 to assist in the development of a new residential neighborhood and address public infrastructure needs.

### **TIF #2 – Shoppes @ St. Clair (012)**

A special revenue fund dedicated towards the accounting of the “Shoppes @ St. Clair Tax Incremental Financing District”. The TIF was established in 2005 as part of a major redevelopment project within the City’s primary retail corridor.

### **TIF #3 – Lincoln Trail (013)**

A special revenue fund dedicated towards the accounting of the “Lincoln Trail Tax Incremental Financing District”. The TIF was established in 2007 to assist in redevelopment of the Lincoln Trail retail corridor (aka Illinois State Route 50).

### **Police Youth Fund (014)**

A special revenue fund dedicated towards annual youth programs sponsored by the Police Department and community donations.

### **Parks Programs Fund (015)**

A special revenue fund dedicated towards recreation programs administered by the Parks & Recreation Department. The fund is supported by user fees of program participants, and covers all overhead costs except personnel. Personnel costs are accounted for within the General Fund.

## **Department Summary and Descriptions**

### **City Clerk**

The City Clerk's Office is the official record keeper for the City and is responsible for maintaining all City records. In addition, the Clerk's Office prepares, maintains, and files all City records, ordinances, resolutions, and official documents. The City Clerk is an elected position.

### **Mayor & City Council**

The Mayor and City Council members are elected officials that establish the policies, goals, and objectives of the City. The City operates under a strong council form of government. The City is comprised of five wards, each represented by two aldermen who serve alternating four-year terms. The Mayor serves a four year term, and is also the City's Liquor Commissioner.

### **Finance Department**

The Finance Department is responsible for the sound financial management and integrity of the finance system in the administration, development, and monitoring of the operating and capital budgets. Tasks include investments, debt management, monthly reporting, payroll, and accounts payable. The expense of the department includes an elected Treasurer who works in conjunction with the full-time Finance Director who is charged with the day-to-day operations.

### **Police Department**

The Police Department is tasked with the public safety of Fairview Heights citizens, visitors, and employees. It is the largest department in the city, in terms of both personnel and operating budget. The department is comprised of two divisions (operations and support), and includes both sworn and civilian personnel. In addition to traditional tasks such as patrol and investigations, the department coordinates a number of community programs such as a Crime-Free Multi-Housing and DARE.

### **Administration**

The Administration Department supports all City operations. Positions within the department include the City Administrator, Economic Development Director, and IT staff. The City Administrator is a professionally trained manager, tasked with overseeing the daily operations of City staff. The administrator reports directly to the Mayor, and is responsible for achieving the strategic goals and objectives of the Mayor & City Council as set forth through policy directive.

## **Public Works – Engineering**

PW Engineering is charged with the responsibility maintaining and upgrading the City's streets. The department maintains nearly 90 miles of roadway within the City. Tasks include snow removal, bulk trash pickup, grass cutting, concrete patching, and maintaining underground storm water drainage.

## **Public Works – Vehicle Maintenance**

An internal service division of Public Works, the department is tasked with the responsibility assuring that all City vehicles and equipment are operating properly. The department maintains a fleet of approximately 80 vehicles and 30 pieces of large equipment.

## **Public Works – Municipal Complex**

The Municipal Complex division of Public Works is responsible for the electrical, mechanical, and general maintenance of City facilities. These include City Hall, the Police Department, and the Library.

## **Parks & Recreation**

The goal of the Parks & Recreation Department is to provide a friendly, clean and wholesome atmosphere for residents and visitors to participate and enjoy their recreation time. Programs utilize city parks and other facilities in the community to provide a variety of activities for people of all ages.

## **Land Use & Development**

Land Use & Development is responsible for the planning and development functions of the city, as well as building code permitting and enforcement. The planning function entails the formulation and implementation of the City's Comprehensive Plan and Development Code, which includes zoning, land use and subdivision management regulations. Other tasks include animal control, building inspections, and code enforcement.

## **Library**

The Fairview Heights Public Library is a municipal library that provides services to residents and non-residents alike. The library is overseen by a nine member board of trustees appointed by the Mayor with the approval of the City Council. As a municipal library, fiscal oversight of library operations is maintained by the board of trustees.

## **Emergency Services Disaster Agency (ESDA)**

ESDA is responsible for disaster preparedness and the planning, mitigation, and response of such events. The City of Fairview Heights is only one of two accredited ESDA agencies in St. Clair County, and the only local level accredited program. The department is comprised of employees throughout the City, and receives various forms of funding to support the agency.