

February 26, 2013

Planning Retreat Report 2013 - 2014

Charleston, Illinois

Prepared by:



Memorandum

To: Mayor Inyart and Council Members Dunn, Lahr, Newell, Rennels
City Manager Scott Smith and Management Staff

From: Brad Townsend, Strategic and Financial Advisor

Date: February 26, 2013

Subject: Planning Retreat Report 2013 - 2014

Ehlers submits this report of the 14th Annual Planning Retreat held December 13 & 14, 2012. We start with a review of outcomes for priorities set two years ago and during the past year. Then, we present activities and priorities for this year and beyond.

All of this information clearly conveys the impression that the City is focused on community needs. Leaders listen, research the facts, set plans, gain resources to use, work together, and take action to get results. No one sits back on their laurels. There is always something else to fix or improve. The City's record of success speaks for itself.

We hope this report provides some insight on what has been accomplished and still needs to be done. This report is also intended to provide an independent perspective on how the City conducts business. The aim is to note practices that should be continued and those for which there is room for improvement. More importantly, it should serve as a plan of action similar to the previous reports. Please read through it and keep it on hand for reference during the year ahead.

Planning Retreat Report 2013–2014 City of Charleston

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Planning Retreat Report 2013-2014

City of Charleston

Introduction

The City of Charleston (“City”) requested that Ehlers, Inc. (“Ehlers”) take part in the 14th Annual Planning Retreat (“Retreat”) and provide feedback. The following summarizes the scope of service prepared with input from the City Manager:

- Enhance the planning retreat process by adding to the traditional group of participants an independent professional with municipal training and experience;
- Assign to this participant the tasks of observing, questioning and commenting on City plans and actions during the planning retreat;
- Further assign to this consultant responsibility for facilitating discussion on priorities during the final retreat session; and
- Receive from the consultant a written report with findings and recommendations for improvement.

This report is focused on confirming what the City is already doing well and offers advice on ways to move the City to a higher level of production. The ultimate purpose is for the municipal government to do an even better job of serving the Charleston community.

Findings and Recommendations

Ehlers findings and recommendations relate to both the Charleston Planning Retreat outcomes for Fiscal Year 2011 – 2012, FY 2012 – 2013, and consensus reached on policy priorities for FY 2013 – 2014.

Outcomes 2011 - 2012

The City Manager decided that it would be beneficial to review once again the priorities set at the 2010 Planning Retreat. Many of the priorities Charleston Planning Retreat priorities for 2011- 2012 were ambitious. Therefore, it took longer to complete some of the items. All are worthy of attention, but we offer a special comment regarding a select number of priorities:

- The Galaxy System water meter automation project is a massive and multi-year project. Staff is already finding potential leaks more quickly and has increased billing accuracy. Installation is continuing.
- The New World information technology project is a comprehensive and multi-department project. Most of the applications are active and some are in process.
- The City targeted a hotel and conference center for a long time. This priority became a

- reality when new owners converted the former Worthington into the Unique Suites Hotel and Conference Center. This is especially notable during tough economic times.
- Extension of the Tax Increment Financing District has allowed the City to continue its multi-faceted upgrade to public and private properties. The quality and appearance of building stock and common space has greatly improved.
 - With the goal of promoting safety and value for all properties, the City updated comprehensive code standards for buildings (ICC Code Services) and electrical service (NEC).
- Σ “Top 22” Priorities for Strategic Retreat 2011 – 2012: *For a description of each priority with reported status and current update, please read the worksheet matrix. (See Appendix A, pp. 7 & 8)*

Outcomes 2012 - 2013

The Charleston Planning Retreat 2011 priorities for 2012 - 2013 were also numerous and ambitious. Some carried over from the prior year. Again, the City produced an amazing set of outcomes. We offer the following observations on some of the more notable priorities:

- Inflow and infiltration of storm water to the sanitary sewer system has been an ongoing problem. A study with smoke testing documented many leaks and unwanted cross-over connections around the City. The City began the immense task of diverting storm water from the waste water system. For example, a number of buildings on Eastern Illinois University campus were retrofitted to correct this problem.
- The City is always looking for more efficient and effective ways of doing business. The computer hardware and software upgrades have increased productivity. This approach was implemented for policy-makers too through the “Paperless Agenda” project. The City Council and senior staff now conduct meetings using I-pads and a wi-fi connection.
- The Geographic Information System mapping is another tool of productivity. The City is able to overlay police, fire, ambulance, storm water, and other key factors. This helps staff identify problems, trends, and possible solutions.
- The City recognizes that public works planning and implementation is critical to community vitality. They use the Capital Asset Management Plan for utilities and the capital projects listing for streets and sidewalks. The City stays within its financial means primarily through a pay-as-you-go policy. Examples of major projects this past year are Reynolds Drive force main, Stoner Drive lift station upgrade, 9th & Lincoln street improvement project, and pedestrian countdown signals.

- Σ Review of “Top 21” Strategic Retreat 2012 – 2013: *For a description of each priority with reported status, see the worksheet matrix. (See Appendix B, pp. (9 & 10)*

Priorities 2013 - 2014

Presentations

Retreat session presenters included the City Manager, department managers, consultants, and several guests. While all of the information presented was interesting and valuable, Ehlers selected particularly notable items to reiterate in this report. The criterion we applied in selecting what to highlight is both systematic and anecdotal. In other words, Ehlers made a judgment call using factors we know to be critical for decision-making and action. Here is our list of ten:

- Community need and impact
- Benefit to municipal organization
- Coordination internal between city departments
- Coordination with outside parties
- Complex planning and implementation
- Cost beyond operations and maintenance
- Multiple revenue sources required
- External factors that affect the community
- Potential innovations and initiatives
- Timely and forward-looking

The last factor carried the heaviest weight in determining what to reiterate here because it implies planning and action in the near term. The following pages, organized by agenda topic and subject matter, are the sum of our findings from the presentations.

Departments and Programs 2013 - 2014

The amount of information provided in staff and guest reports was phenomenal once again. Ehlers gleaned from written and verbal presentations many important items. These items were transcribed into a worksheet matrix of departmental and programmatic priorities. Items on the appendix that appear in **bold font and italics** were included in the Master List. (*See Appendix C, pp. 11 to 27*)

Master List 2013 – 2014 and Beyond

After all of the departmental and program sessions were completed, the group reconvened to consider a Master Listing of Priorities. The group was asked to use the wealth of information presented during the previous day and one-half to create a set of top tier action items for the City. Potential priorities were offered for consideration and additional ideas were welcomed.

Criteria

The Ehlers facilitator asked the group to select only those items for priority status that may be realistically addressed within the short to mid-term. He advised the group to use the following three criteria:

- Σ Need - The item is needed as a matter of urgency or opportunity;
- Σ Timing - The item can be planned and/or completed during the next 18 months, i.e., remaining 6 months of FY 2012 - 2013 and 12 months of FY 2013 - 2014 or further into 2014, 2015, and 2016; and
- Σ Resources – Either resources are quantifiable and available or it is reasonable to expect that resources will be available.

The facilitator further advised that any item failing to meet the criteria should be placed on hold.

Top Priorities

Planning Retreat participants selected items for inclusion on the Master Listing of Priorities. The project name, leader or leaders, description with reference to revenue source, and time line were identified. The results were transposed onto the same type of worksheet matrix used last year. Participants actually selected a set of 17 top priorities for the upcoming fiscal year and beyond. It is another ambitious group of tasks, projects, and programs. Please note that the listing does not indicate ranking of importance. It is timeline sensitive with many items running concurrent. *(See Appendix D, pp. 28 & 29)*

A number of the priorities are major infrastructure projects. It will take a long time for the City to save dollars to fund some these projects on a pay-as-you-go basis. The City has a been able to secure project grants, but not many are available due to financial problems at the State of Illinois and U.S. Government. Council and administration should consider tax-exempt bond financing to accelerate capital improvements.

Conclusion and Follow-up

Ehlers appreciates the opportunity to have taken an active part in the 14th Annual Charleston Planning Retreat. We encourage the City to use this report to strengthen its follow-up actions. We offer to be of further service as a partner with your team to help implement the priorities. Here are some ways we can be of considerable value to the City:

1. Be retained on an as-needed basis to provide advice and/or work with City staff on Planning Retreat priorities.
2. Take part in the 2013 Planning Retreat with Council and staff.
3. Be retained as-needed to be an advocate for Charleston, working as an extension of the City team, when working on approved projects and communicating with other parties.

We thank the City for the many courtesies extended to our team. We look forward to a continuing and successful working relationship.

Master Priorities Results - City of Charleston 2011 - 2012

Progress Update 11/28/2012

Note: This list of 22 high priority items does not imply a ranking of importance. Many may proceed concurrently. Priorities are listed by order of timing.

PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	REPORTED OUTCOME	UPDATED PROGRESS
Liens Backlog	City Attorney, City Manager	Seek lawyer and formulate policy. Proceed with proactive prosecution to secure compliance and fines. Also, collection of bad debt.	<i>Progress Made. Ordinance changes approved for mowing. Foreclosure proceedings this month on 4 properties.</i>	<i>CM Attorney, staff updated internal procedures & policies. Will use new State program to increase collections.</i>
TIF District Extended Life	Mayor, City Manager, City Planner	Review Redevelopment Plan and explore new initiatives to implement during the next 12 years.	<i>Extension Approved in December 2010. Still executing original plan goals.</i>	<i>Continuing the TIF program as is with new projects.</i>
Hotel / Restaurant / Conference Center	Mayor, City Manager, City Planner	Hire a meeting and lodging consultant to conduct a market study to explore the potential for this type of facility on sites around the City. Use Hotel-Motel Taxes as revenue source.	<i>Completed study. Worthington under renovation. Met with several flags this spring. Continue to follow-up with contacts.</i>	<i>U-Hotel (formerly Worthington) project is near completion. Still working with hotel operators and developers.</i>
Streets Maintenance	Public Works Director	Hire contractor(s) to crack seal and grout work in Spring (instead of Autumn per tradition). Use General Funds as revenue source.	<i>Completed by contractor.</i>	<i>N/A</i>
Sidewalks Replaced	Public Works Director	Hire contractor(s) to remove and replace sections. Use General Fund as revenue source.	<i>Completed by Contractor and City Street Crews.</i>	<i>Completing annual program.</i>
Capital Asset Management Plan for Utilities	Public Works Director, City Council	Review planned 4.5% rate increase for FY 2010-11 and 4.0% rate increase for FY 2011-12. Consider adjustments.	<i>Completed 4.5% in 2011. 2012 increase noted in "CAMP" and will be further discussed at Retreat.</i>	<i>A 3.5% in 2012. 2013 increase in CAMP to be discussed during retreat.</i>
I-57, 1000 N, and Route 16 Corridor	Mayor, City Manager, City Planner	Begin discussions internally and expand discussion to other parties. Identify a vision and ways to achieve it.	<i>Discussions.</i>	<i>Private developer discussions ongoing. Public improvements; i.e., I-57 interchange and roadway to City.</i>
Community Center	Parks & Recreation Director, City Manager, City Council	Confirm need, study feasibility, identify revenue sources, site, design & construction costs, financing options, ongoing operation & maintenance costs.	<i>Discussions. In progress with EIU and CACF since spring.</i>	<i>Continuing discussions with EIU and CACF.</i>

Legend: CA = City Attorney, CM = City Manager, B&D = Building & Development, SD = Streets Department, FD = Fire Department, PR&T = Parks, Recreation & Tourism, IS = Information Services, C/F = Comptroller/Finance.

Master Priorities Results - City of Charleston 2011 - 2012

Progress Update 11/28/2012

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PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	REPORTED OUTCOME	UPDATED PROGRESS
Information Technology - CPU Replacements	Information Services Director	Review work station needs and age of computers. Explore potential for some units to serve multiple stations (Thin Client). Include Public Library during this review.	Installed. Multi-station use not clearly reported.	Some units have Thin Client, but use is limited.
Pension - Fire & Police	City Manager, City Council	Focus on State of Illinois through lobbying and alliances.	Unresolved.	Unchanged.
Codes - Building & Electrical	City Planner, Building Official	Decide whether to update Building Codes to 2006 or 2009 IRC standards. Decide whether to update Electrical Codes to 2005 NEC standards.	New Standards Adopted.	N/A
Stone Arch Bridges	Public Works Director	Select an engineer to study structures and design scope of work for contractors. Secure multiple revenue sources including STU, BURP, and MFT.	Specifications completed. Work pending.	Did not receive Grant \$. Will do work with General Fund Funds - 1 bridge per year.
Lift Stations Upgrades	Public Works Director	Secure engineering specifications and contractor to fix pumps and improve energy efficiency. Funding to involve a grant and IEPA loan wrap.	Partially installed. Other components in progress.	Stoner Drive completed.
Narrow Band Width	Fire Chief, Police Chief	Secure a communications consultant to test options and recommend an effective system for both emergency and routine contacts. Scope would cover all departments.	Partially installed. Other components in progress.	Completed in 2012.
Haz-Mat Statewide Drill	Fire Chief, Tourism Director	500 planners/responders to be in Charleston next year. Participants will stay on site. Observers will need local hotel rooms & restaurants. Help business owners prepare.	Scheduled and imminent in 2012 but scaled back.	Completed in 2012.
Water Meter Automation	City Comptroller, Utilities Superintendent	Research and report and phase in installation of automated meter reading and secure Utility Fund revenues.	RFP is currently out on this. Hope to select vendor this month. Formal presentation during Retreat on Friday	Installation underway. Will continue over next 3 years.
Information Technology - New World	City Comptroller	Research and planning for the financial IT package. Secure sufficient revenues.	Partially installed. Other components in progress. Formal presentation at Retreat.	Purchased for Community Development in 2012; Implementation to begin in 2013.

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Master Priorities Results - City of Charleston 2011 - 2012

Progress Update 11/28/2012

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PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	REPORTED OUTCOME	UPDATED PROGRESS
9th & Lincoln Intersection	Public Works Director	Select an engineer to study geometrics and signal upgrades. Secure MFT as a revenue source.	\$ allocated in FY 2012 Budget. May hold off on hiring Engineering for another year.	Consultant hired (ESI). Working on phase 2 design with IDOT.
Streets and Storm Sewers 9th to 12th south of Lincoln	Public Works Director	Select an engineer to study needed improvements and design scope of work for contractors. Secure sufficient revenues.	Director to report on this at Retreat. RFP prepared and published this week.	On hold until 2014 per Council directive to work on 9th & Lincoln first.
Geographic Information System	City Planner	Hire a part-time and dedicated employee to enter data and upgrade graphics. Utility Fund to be primary revenue source.	Part-time employee hired with potential for full-time status.	Continuing progress. GIS position to go full-time in 2013.
Vehicle Fleet Replacement	Public Works Director, Fire Chief, Police Chief	Update inventory and plan for major purchases. Secure funding source.	All purchases identified in FY 2012 budget complete.	All purchases identified in FY 2013 budget complete.
Demolition	City Planner, City Council	Review policy and inventory. Update properties declared to be unsafe and dangerous. Link actions with TIF District redevelopment plan and collection of liens.	Demo permits issued. Link to TIF not clearly specified. Multiple properties demolished in 2012.	Program ongoing through 2012 and into 2013.

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MASTER LISTING OF PRIORITIES 2012 - 2013

CITY OF CHARLESTON

Progress Updated 11/28/2012

Note: This list of 21 high priority items does not imply a ranking of importance. Many may proceed concurrently. Priorities are listed by order of timing.

PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	REPORTED OUTCOME
ADA - Americans with Disabilities Act	City Planner, Building Official	Hire consultant to inventory and advise per federal law to correct deficiencies. Include website. Deadline of March 15, 2012.	<i>Hired consultant (RAC). Assessment and transition plan completed. Policy updates complete. Implementation of transition plan in progress.</i>
Leaf Burn Ban	Fire Chief, City Planner, Code Enforcement	Research alternatives for yard waste disposal. If satisfactory option is identified, propose ordinance. If adopted, enforce provisions.	<i>Relying on State agencies (IDC Police) to enforce open-burn violations on property outside City (problematic repeat offenders).</i>
Sanitary Sewer Force Main	Public Works Director	Critical Reynolds Drive force main has experienced leaks in recent years. Crews will turn it off and cut two access points to perform a telescan assessment. Appropriate follow-up to be determined	<i>Hired consultant (Donahue) to assess the flow volume and recommend repairs or replacement.</i>
I & I - Inflow and Infiltration of Sanitary Sewer System	Mayor, City Manager, City Planner	Study documented many problems with cross-over connections and leaks. This includes storm pipe interconnects at EIU. Use crews and contractors to correct. Consider code enforcement for private properties.	<i>Smoke tested EIU sewers to document problems. Some relief attained at EIU with storm water diversion. More work planned in 2013.</i>
Liens Backlog	City Attorney, City Manager, Building Official	Continue proactive prosecution to secure compliance and fines. Also, collection of bad debt.	<i>Continue progress. (See note from 2011 list.)</i>
Paperless Agenda	City Manager, City Clerk, Information Services Director	Organize document and distribution methods, purchase equipment and assign, and use for meetings.	<i>Completed for regular meetings and retreat.</i>
Residential Development	City Council, City Manager, City Planner	Formulate an incentive for new home construction and adopt an ordinance. Consider a tax abatement for owner-occupied dwellings with a 5-year residency criteria for R-1 and R-2 zoned properties. Consider tear-down and in-fill to upgrade older neighborhoods. Consider city-only and approach school and other special districts.	<i>No action or progress.</i>
Banners over Lincoln (State Route 16)	City Manager, Parks, Recreation & Tourism Director	Hire contractor(s) to install polls and cables at three locations; i.e., west border, center near Old Main, and east limit.	<i>Hired consultant (Upchurch). Started in December 2011. Plans prepared and sent to IDOT. IDOT pre-approved, then denied final plan.</i>
I-57 Interchange Development	Mayor, City Manager, City Planner, Coles Together	I-57 Interchange is complete, creating an opportunity for development. All stakeholders, including property owners, to work on vision for area.	<i>Private developer discussions ongoing. Public improvements; i.e., I-57 interchange and roadway to City.</i>

MASTER LISTING OF PRIORITIES 2012 - 2013

CITY OF CHARLESTON

Progress Updated 11/28/2012

Note: This list of 21 high priority items does not imply a ranking of importance. Many may proceed concurrently. Priorities are listed in order of importance.

PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	REPORTED OUTCOME
Intergovernmental Cooperation	Mayor, City Manager, City Council	Propose to City of Mattoon leaders a joint City Council meeting. Talking points may include corporate boundary, memorial airport, SB Lincoln Hospital. Format and place to be mutually determined.	<i>Continuing monthly meetings, but problems with Mattoon administration have limited outcomes.</i>
New Ambulance	Fire Chief	Estimate is \$150K to replace 1998 vehicle with many hours and miles logged.	<i>Order was placed and delivery within next 60 to 90 days.</i>
Project on Lincoln at University and 18th	Public Works Director	Design and install pedestrian count-down signals.	<i>Will install at University & Lincoln in 2013.</i>
Community Center	Parks, Recreation & Tourism Director, City Manager, City Council	City, EIU, a foundation, and others continue to pursue. A draft agreement, sharing of facility space, cost sharing, and site are topics of discussion.	<i>Continuing discussion with EIU, FCC, and CACF.</i>
Project at 9th & Lincoln	Public Works Director	Confirm whether MFT and/or other will be the revenue source. Proceed with project.	<i>Construction scheduled for 2014. (See 2011 Master List for multi-year capital plan.)</i>
Lake Island Property	Parks, Recreation & Tourism Board and Director	Discuss, consider, and advise on best course of action consistent with the Lake Charleston Master Plan.	<i>Hiring consultant (Ratio) to assist with Master Plan.</i>
Water Meter Automation	City Comptroller, Utilities Superintendent	Research and report and phase in installation of automated meter reading and secure Utility Fund revenues.	<i>Installation in progress (see 2011 Master List notes).</i>
Plan Review & Inspections	City Planner, Information Services Director	Review research secured on this program. Incorporate to the New World package of information technology.	<i>Software installed and staff training in progress. Plan to go live early 2013.</i>
Project 5th and Madison	Public Works Director	Design and construct traffic signal and intersection improvements.	<i>Project moved out due to estimated cost.</i>
Project at 12th & Lincoln, Cleveland	Public Works Director	Confirm whether MFT and/or other will be the revenue source.	<i>Tabled until other projects are completed and funding is available.</i>
Street Resurfacing	Public Works Director	Apply concrete micro surface product to locations and at an annual budget yet to be determined.	<i>Concrete patch to Whippoorwill Dr, section of 8th St.</i>
Project on Lincoln at Reynolds, Douglas, and Hawthorn	Public Works Director	Design and construct traffic signal and intersection improvements.	<i>Continue pedestrian count-down project in 2013.</i>

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
INTRODUCTION - Scott Smith		
Welcome		
Overview	<i>We are conducting this retreat using lap tops and tablets for the first time. There have been some challenges, but the set-up has been successful to proceed today and tomorrow.</i>	
CITY MANAGER - Scott Smith		
Personnel and Management	<i>This has been a year of transition with retirements and new appointment. We have continued succession planning including promotion to leadership.</i>	
EIU	<i>Worked with university staff to discover and deal with problems with stormwater connections to the sanitary sewer system. Completed a first round of corrective measures and more is to be done. (See Public Works at Sanitary Sewer Inflow & Infiltration p. 17)</i> <i>IDOT rejected the proposal for displaying banners over Lincoln (State Route 16) ; i.e., west border, center near Old Main, and east limit. Serves as a community identifier, tourism enhancement, and information source.</i>	Yes
Coles County	<i>City worked in collaboration with the County to replace Courthouse lamps. This was one important part of the Downtown Streetscape project.</i> <i>Work with County on only a limited number of programs or projects, but intergovernmental relationship is very positive.</i>	
CUSD 1	<i>Sidewalk projects for safe routes. (See Public Works @ Sanitary Inflow & Infiltration p. 17)</i>	
Mattoon	<i>Continuing to cooperate, but experienced a set-back in this effort after their City Administrator was terminated months ago.</i> <i>Are experiencing some new challenge with the sharing of public works. Will continue to look for ways to share services and coordinate purchasing through a joint agreement.</i> <i>Lacking joint meetings of respective city councils. Should resume to improve relations and deal with pending issues; e.g., corporate boundary related to Memorial Airport and Sarah Bush Lincoln Hospital.</i>	
Legislators	<i>Big problems with the State of Illinois and burdens passed on to local governments. For example SB 2643 regarding prevailing wage rates.</i> <i>Need to continue to write and call on important issues at the State Capitol.</i>	
Economic Development	<i>Diepholz General Motors car dealership has been upgraded; multi-million dollar project Pilsens, County Market, new CVS pharmacy, U-Hotel, Lake View College of Nursing expansion, and the lumber yard are notable investments in Charleston. (See Building & Development at Economic Development p. 21)</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
	<i>Material Management Services re-tooled former Prairie Art Tile. They overhaul large farm equipment/vehicles and re-sell over seas on the secondary market.</i>	
Charleston Tomorrow Plan	<i>Many restaurant prospects both local and chain. This is a good sign on the economy.</i>	
Downtown Square Project	<i>Downtown Square improved in many ways on a big scale. This was a joint effort of a contractor that specializes in underground work in old business districts, Public Works, Planning & Building, and Parks & Recreation. The result is a vast improvement. Additional improvements are being planned.</i>	
Coles Together	<i>Industrial recruitment includes several properties including former Arkwright building,</i>	
Schools and Streets	<i>Crosswalk signage and markers to improve safety in school zones. Replaced curb and gutter in neighborhoods. (See Public Works at Streets Maintenance p. 16)</i>	
TIF District Extension	<i>Completed most of the projects targeted for action during the 12 years of extra time. Are now accepting grant applications for 2013.</i>	
Theater Project	<i>Interaction with new owner. Hired Kurt Froehlich to advise City. The owner also has title to adjacent properties. Scott advised her to fill the space to generate foot traffic and improve property appearance. (See Historic Preservation at Will Rogers Theater p. 24)</i>	Yes
Health, Dental, Vision & Life Insurance	<i>Continue to benefit from lower costs due to the successful proposal process last year.</i>	
Legal Counsel	<i>Pleased with BLO and Ancel Glink services; i.e., responsive and high quality. Have taken down a lot of property. Significant progress this past year on collecting liens and loans due the City. Are going after everyone, including former students.</i>	
Property Taxes	<i>Up slightly in 2012 compared to 2011. The dollar image shows % of tax going to different taxing bodies. City is less than 1/5th and School district is over 1/2. Have taken graphic further to show how City dollars are spent. Continuing to operate today with property tax rates same as the 1980's.</i>	
Technology	<i>This has been an area of great advancement. The new computer devices and applications promise to improve efficiency. We may save a tree or two by going paperless for meetings and other activities.</i>	
Grants	<i>Continuing strong tradition of applying for and securing grants.</i>	
Financing Savings	<i>Refunding of outstanding debt produced hundreds of thousands of dollars in interest cost savings.</i>	
Contingency Funds	<i>Budgeted \$75,000 and spent \$50,000. Majority of this amount was spent on the delayed ADA accessibility project (see next item below).</i>	
ADA	<i>Hired a consultant and completed a plan. Working to implement.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
COMPTRROLLER - Heather Kuykendall		
GFOA	<i>Maintained first level Distinguished Budget Presentation credential. Exploring potential for securing Certificate of Achievement in reporting for the annual audit. Both are designed to better explain and present the City's financial status.</i>	
New World IT System	<i>City departments incorporated. Library and Recreation merged successfully. This should continue to reap huge benefits in administration and accounting in the years ahead. (See Parks, Recreation & Tourism at New World Program p. 21; Human Resources at New World & Kronos p. 19; and Building & Development at New World Program p. 22) E-Utilities On-line billing system for New World is completed. Are now in the process of monitoring usage. Customers can do the same for their accounts.</i>	
Debt	<i>All three outstanding bonds restructured and refunded for cost savings. This has reduced debt service substantially and freed-up dollars for needed projects.</i>	
Investments	<i>Continuing to use an independent investment advisor to help manage investments and cash. Interest rates are low, but getting the most out of what is available when balanced against the need for cash-on-hand.</i>	
Water Meter Maintenance and Reading	<i>Continuing meter maintenance program. This is related to the automated meter reading in the never-ending effort to discover and correct leaks. There have not been complaints generally, but have discussed higher bills with large industrial users. (See Automated Meter Reading p. 27) Cash flow modeling reports are distributed. There is a need for training of some personnel in how best to use the reports.</i>	
Finance Related Projects Next	<i>Purchase new ambulance billing software charged to non-Charleston residents and other communities. Municipal Electric Aggregation referendum was approved. Let bids with help of Good Energy with result .3999 per Kwh. Council approved contract. Relocate or remove water payment drop boxes. Implement inventory tagging system. Accounting manual to document procedures.</i>	
Pensions	<i>2011 metrics indicate IMRF is at 83%. Charleston Police and Fire are in the 52.2% to 58.5% range. The percentage of local pension burden on the levy going down from 40% to 35% approximately.</i>	Reform through legislator collaboration
Health Insurance	<i>The costs are down compared to the past, but continues to be a major burden on the budget.</i>	
Taxes	<i>Revenue Sharing: Sales taxes and Income Taxes are moving upward approaching levels of a few years ago. Motor Fuel Tax was down, but this has increased and stabilized. State is late in paying City over \$400,000.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
	<p><i>Local Sources: Property taxes are up slightly and expected to continue upward at a modest rate. Utility tax is a concern because it has been volatile and unpredictable. Pension costs have negatively impacted the budget by shifting resources away from services to retirement obligations.</i></p> <p><i>Sales taxes, income taxes and property taxes are 56% of Governmental Fund revenues. While the revenue situation is better, there is an ongoing need to control costs and live within our means.</i></p>	
Fiscal Cliff	<p><i>This looming problem is out of City's control. Will hopefully be no worse than Y2K. Could be a positive for City with income tax if exemptions are eliminated. Could be a negative on sales taxes if business is hurt by higher tax rates.</i></p>	
5-Year Forecast	<p><i>Emphasis should be placed on the 5 years going forward for planning.</i></p>	
PUBLIC WORKS - Curt Buescher		
Sidewalks - ADA	<p><i>The public is requesting sidewalk repair and replacement. City is not able to do many projects, but did complete select neighborhoods. there are 78 miles with 21 miles of poor to fair condition. The 9th & Polk intersection reconstruction included sidewalk. Lincoln near U-Hotel. Jackson was a major ADA improvement with new retaining walls.</i></p> <p><i>Have an ADA transition plan for streets. Need to follow-up with an assessment and identify locations with no ramps. Can use the GIS to locate and prioritize the locations. Consider high traffic segments; e.g., near schools, public facilities, commercial properties.</i></p>	Yes
Sidewalks - Generally	<p><i>Many sidewalk segments needing replacement are in area where there is no street or utility project underway. When a resident is willing to hire a contractor the City can provide concrete. To get the entire block completed, survey neighbors to request their participation. Avoids checkerboard effect.</i></p>	
Traffic Signals	<p><i>Cost for Countdown per intersection is \$8K. Potential new sites are: 18th & Lincoln, University & Lincoln. Another is 5th & Madison (caveat is that this intersection will require a complete overhaul at \$125K).</i></p>	
Tub Grinder	<p><i>Rented Mattoon's tub grinder at about \$50,000 to remove a large amount of landscape waste. Discussions periodic on Charleston becoming half owner. There would be a yearly maintenance cost of about \$40,000.</i></p>	
Streets - Maintenance	<p><i>High Volume - (See sufficiency study worksheet.)</i></p>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
Streets - Maintenance	<p><i>Condition Rating Study and ADT designation again used to prioritize roads. High volume routes tend to show greater need for repair or replacement, but there are some low volume in need.</i></p> <p>Concrete Streets (Local) - Are expensive to replace. Seeing many blocks of streets that are buckling and breaking up. One problem area is the Woodland Hills neighborhood and section of Coolidge. Something happening that needs to be fixed.</p>	Yes
	<p><i>Annual resurfacing on Division from Lincoln to Harrison. Also, S 4th from Roosevelt to University.</i></p> <p><i>Preventive program is the way to go. This is always constrained by funding limitations. Pavement markings are an important safety guide. Continue per plan. (See City Manager at Schools & Streets p. 12)</i></p>	
Streets - MFT and STU	<p><i>Big ticket items are commodities (salt) and capital outlay (projects).</i></p>	
	<p>Along Lincoln from 9th to 12th streets, traffic volume and movement is a problem. IDOT will be involved in any decision because Lincoln is State Route 16. Proceed with an engineering study to identify potential solutions including signage, signals, lane markings, and geometrics.</p> <p>Roadway improvement on 12th from Lincoln to Cleveland can improve the traffic, and manage stormwater. Engineering needed. Concept is to see multi-unit buildings constructed for student housing. Comp Plan, zoning, EIU enrollment, \$90K stimulus.</p> <p><i>It will take years to raise MFT and STU funds to pay for projects on a pay-as-you-go basis.</i></p>	<p>Yes</p> <p>Lincoln to Garfield, Phase 2: Garfield to Cleveland (EIU)</p>
Streets - Continuing	<p><i>Big projects ahead: 4th Streets, Reynolds Drive, and others into next several fiscal years; 2013, 14,15 & 16. State will rebuild Lincoln & 1st intersection.</i></p> <p>Sidewalk on 20th Street a problem. Need to install from McKinley to Woodfall. (See City Manager at CUSD 1 p. 12)</p>	Yes
Bridges	<p><i>Stone Arch Bridge repair is still on hold subject to availability of federal and State dollars. The archway work will be expensive and reduce dollars available for other projects.</i></p> <p><i>Reynolds Drive Bridge needs to be removed and replaced.</i></p> <p><i>8th Street Bridge is showing rust and metal exposure. No new cracks.</i></p>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
SS Storm Water	<i>Lincoln from 9th to Harrison is a major project that will take the entire construction season of 2013 to complete.</i>	
SS Sanitary Sewer - Maintenance	<i>A Southside area from 4th to 8th streets cannot be reached by crews with equipment. About 4 basement back-ups occur somewhere in town yearly. Need to develop a way to better maintain and correct problem locations.</i>	
SS Sanitary Sewer - Inflow & Infiltration	<i>I & I problems in pipes and basins are GIS mapped. It showed that a high volume of storm and ground water from the south branches infiltrated sanitary sewer collection and flowed north to trunk that flows to the Town Branch. The outfall flows to the plant.</i>	
SS Sanitary Sewer - Inflow & Infiltration	<p><i>EIU I & I problems and cross-connection on campus that impact the City's sanitary sewers are being fixed. (See City Manager at EIU p. 11)</i></p> <p><i>Have already corrected many of the I & I problems. This has significantly reduced problems on Harrison increased WWTP capacity.</i></p> <p><i>EIU also send a large amount of BOD (mostly suspended food waste solids) the WTP must process and this costs a considerable amount of capacity and dollars. Will need to quantify and inform EIU after further study of need to pay City greater fees. Alternative is for EIU to build their own costly plant or pre-treatment facility.</i></p> <p><i>Determine how hard the City should enforce residential illegal cross-connections; i.e., sump pumps and downspouts.</i></p>	Yes
SS Sanitary Lift Station and Pumps	<i>Reynolds Drive LS serves a large area to the South. This includes basins and pipes from multiple properties. Fixed and cleaned sections to improve flow with the hope of reducing back-ups.</i>	
SS Sanitary Sewer - Force Main	<i>Reynolds Drive Force Main remains a primary conduit of sewage pushed to the Waste Water Treatment Plant. Still a concern regarding pressure and volume within the force main. Also, a concern regarding the collection system in the south east quadrant; i.e., Basin 8 service area near Whipoorwill Drive.</i>	Yes
W Automated Meter Reading	<i>Meter change-out occurring over the years; 2013,14, 15, & 16. (See Automated Meter Reading p. 27)</i>	
W Water Treatment Plant and Reservoirs	<p><i>Douglas Water Tower painting scheduled. Includes a back-up plan during work to ensure volume and pressure; i.e., EIU water, and increase pumping from City plant.</i></p> <p><i>Water quality is high quality. Some complaints regarding localized private service pipes.</i></p> <p><i>Lime lagoons will be cleaned of sludge by a contractor up to the budgeted amount.</i></p>	
WW Waste Water Treatment Plant	<p><i>No major problems with any plant or support system components. Preventive maintenance and rehabilitation is still a priority.</i></p> <p><i>Blower upgrade costs \$180K. Saving \$150K per year!</i></p>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
	<i>Preventive program to include rehab of pumps and anaerobic digester. Rising maintenance contract prices need to be included in budget.</i>	Yes
SS Lift Station and Pumps	<i>Stoner Street LS replacement will soon be completed and operational. Office Building remodeling, HVAC, and other upgrades completed.</i>	
WW Environmental Regulations	<i>IEPA regulations may be upgraded to require disinfection. City should be planning now for likely implementation in 4 years.</i>	

HUMAN RESOURCES - Dustha Wahls		
Health Care	<i>New catastrophic health care insurance per an RFP process. This is the third year of the self-insured program. (See City Manager, p1)</i>	
Health Care	<i>Utilization was up t \$135K; i.e., high claim dollars. The health care savings should off-set and bring the plan back to stability. Broker Commission arrangement was another cost savings. First full-year with BC/BS. Fourth year with self-insured retention component. Conducted a plan review process with employees and settled on the PPO Option 1. The Affordable Health Care Act (Obama Care) is in the process of being implemented. Not sure of all potential impacts. However, there are changes to flexible spending plans, summary of benefits, and other components.</i>	
Health Care - Federal		
Workers Compensation	<i>Continued the employee safety program and incentives to participate. Enforce with blind inspections. Switched to an on-line incident reporting program. Used to track claims too. Claims are slightly upward the past two years, but are minor injuries. Actual losses down to 15. Past numbers were in 20's, couple of years at 28, and one at 31 with high cost injuries. Continuing with a successful outcome. A standard municipal experience modifier is 1.00. Charleston dropped from a high of 1.38 to .91. That has resulted in a drop in premium. Also, has made the City insurable. The Insurance company wanted to drop Charleston when the modifier was high.</i>	
Risk & Insurance Management	<i>BUSHUE HUMAN RESOURCES - Have advised City on program. Nine out of last 11 years the self-insured structure has been cost-beneficial. Assess loss record to target problems, safety training, and monitor insurance carriers market. Pool arrangements become more popular as premiums increase. Incurred losses were \$15,000 this past year. Another \$35,000 is in reserve on a pending claim.</i>	
Illinois Counties Risk Management Trust	<i>Charleston is member of this pool. (IMLRMA experienced a big claims hit.)</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
Cost Containment	<i>Be proactive by consulting on insurance before a high risk activity takes place. City employees and officials are stakeholders for the community. Examples, are high frequency/low risk activities. PW lifting objects, firefighters lifting people with the slip sheets, etc...</i> <i>The Safety Committee and compliance program have had an impact on managing costs.</i>	
Wellness	Will study alternative programs that would be a good fit for Charleston. Targeting 2014 for selection and implementation.	Yes
New World and Kronos	<i>Started for payroll allocation purposes. It involves recording assignments at start of day. Actual work can differ, but numbers for the most part match activities. Primary reasons are for grant reimbursement, capital projects, and over-time. (See Comptroller at New World & IT System p. 14; Parks Recreation & Tourism at New World & Kronos p. 21)</i>	
FIRE - Pat Goodwin		
Emergency Response Data	<i>3,800 calls so far with projection to 3,990. Incidents typically exceed 300 per month during 9 months of university classes. Carbon monoxide incidents are an average of 15 per year. Ambulance transfers have totaled 227 to 312 the past several years, going upward.</i>	
Emergency Response	<i>Hired paramedic with expertise in communications to implement better procedures and identify equipment upgrades.</i> <i>Horse rescue, vehicle accidents, vehicle roll-overs, cooking fires, airplane crash, etc... Prairie Outfitters fire was probably the largest of the year.</i>	
Training - Safety	<i>A risk-outcome assessment is scheduled. It will focus on how firefighters can avoid predicaments. Participated in joint training exercises with volunteer fire departments. Earned ISO points for this effort.</i>	
Hazmat	<i>Hired firefighter with expertise in Haz-Mat to continue basics and upgrade to next level of service. Excellent intergovernmental Haz-Mat and other cooperation with Mattoon.</i>	
State Exercise in Charleston	<i>TRT and Haz-Mat components for a dozen fire and ambulance departments. Other City and outside agencies took part too.</i>	
Fire Prevention - Public Education	<i>Fire Prevention Week has actually become a month of activities. This year featured a hands-on (interactive) demonstration; i.e., participants used a fire extinguisher on a portable fire generating device.</i> <i>Used the education trailer as a cooling center during the extra hot days of the community festival.</i>	
AED	<i>Secured a grant to purchase more defibrillator devices.</i>	
FEMA	<i>Need to track incident activities and costs within the initial two hours. Otherwise, a lot of information may be lost for FEMA reimbursement.</i>	
Grants	<i>Applied for many grants and secured over \$210,000 for projects. Part of that income paid for projects listed above and others.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
EOP - Warning Sirens	<i>New siren installed and operational at the high school. Mapped the siren coverage throughout Charleston. Deployed people to listen and verify ability to hear the 8 sirens. There is a gap on the western corridor. Working on how to cover that area.</i>	
Ambulance - Billing	<i>A provider is reviewing existing procedures for possible upgrade. Are increasing fee income. Now are 8% of General Fund revenues. Transfers are a source of revenue at a net of \$500 and more for long run runs to Springfield, Champaign, etc. ... Now perform billing services at a fee for Mattoon and Taylorville.</i>	
Rescue Engine	<i>Estimate is \$500K. Will need to issue bids in 2012 for delivery in 2013. Mattoon and neighboring cities are looking for this type of apparatus too.</i>	Yes
Leaf Burning	<i>Surveyed 100 residents regarding a ban: 55% opposed, 18% supported, 27% no opinion. 75% use leaf drop site and 41% would pay for curbside pick-up. How does this fit into overall solid waste disposal program?</i>	Yes
Fire Station	<i>Burning can results in complaints and conflict; i.e., neighborhood feud. Fire Station #2 expansion; i.e., additional service bay, office, meeting room, and ADA compliant restrooms.</i>	Yes

PARKS, RECREATION & TOURISM - Brian Jones		
Parks & Recreation Programs	<i>Aquatic Center Pool fully operational. Popular activity, especially with the extra hot weather this year. Costs continue to out-pace revenues. Pool attendance was down. This is attributable to the hot weather. Extreme heat actual reduces attendance, contrary to popular belief. Continued Charleston Soccer Association partnership. This has been a mutually beneficial arrangement with soccer people trying other recreational activities. Continued Charleston Baseball Association partnership. Share the Baker Maintenance Building for storage and diamonds for games. Converted Putt & Swing to a Dog Training Facility. Walk to Wellness and Hooked On Golf are popular free programs.</i>	
Parks Maintenance	<i>Constructed a new Sister city Concession Stand/Building with restrooms. Constructed a new baseball field JFL Concession Building with restrooms. Lanham baseball field renovation will be same as Baker. Will ask for a grant. Scope of improvements to include a parking lot and a restroom building. In the Park on the Square, built the gazebo, designed and planted landscaping, and streetscape lighting amenities. Improved the popular Alex Russell Memorial fishing pier at Lake Charleston.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
New World and Kronos	<i>Implemented this employee tracking and reporting program. (See Comptroller at New World & IT System p. 13; Human Resources at New World & Kronos p. 18; and Building & Development at New World Program p. 21)</i>	
John Daum Amphitheater	<i>Dedicated this facility in the park with a ceremony featuring the namesake and his family as guests.</i>	
Pool	<i>Added new ADA handicapped accessible lift in the waterslide pool area. Completed efforts to comply with State Public Health drainage mandates last year. No additional issues to report.</i>	
Tourism	<i>Website and new Resident Guide. Has been updated with new photos to keep up with business changes. Updated security cameras and recorder at Lincoln/Douglas Debate Museum. Continuing to organize and hold regional foot races to bring in visitors.</i>	
Hotel/Motel Taxes	<i>Revenues are up to over \$46,000 from past couple of years at \$34,000. This can be attributed to Tourism attraction efforts and the remodeled Unique Suites Hotel and Conference Center.</i>	
Forestry	<i>Charleston is now in the Emerald Ash Borer quarantine area as designated by the State of Illinois.</i>	
Community Center	<i>Cooperative was initiated last year with EIU, a foundation, and others. A draft agreement, sharing of facility space, cost sharing, and site are topics of discussion. Do not know whether it is feasible, but the effort is genuine.</i>	Yes
BUILDING AND DEVELOPMENT SERVICES - Steve Pamperin		
Economic Development	<i>New businesses include the Unique Hotel and Suites major remodeling of the former Worthington Inn property. (See City Manager at Economic Development p. 12) New CVS Pharmacy at \$1.4M built at intersection across from Walgreens. (See City Manager, ibid) Chicago GM Auto Dealership invested over \$1.1M to remodel per national corporate standards. (See City Manager, ibid) County Market commercial valued at nearly \$5.0M was completed. (See City Manager, ibid) Targeted vacant buildings are being marketed. Discussions with owners and potential leads. Some are commercial and others are industrial. Creative partnerships including working with churches, Habitat for Humanity, etc...</i>	
Community Development	<i>Continue to work in cooperation with Habitat for Humanity and private developers. Coordinate efforts with Salisbury Church through their "Core Celebration. Volunteers work to repair exterior features of buildings, fences, and porches. Can be painting, carpentry, roofing, and other tasks.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
Property Maintenance	<i>Typical examples of problems are tires, trash, building materials, etc. ... Work in cooperation with the Police and City Attorney to prompt clean-up.</i>	
Blighted Structures	<i>Conduct 98 inspections per year average. Closed 90 files. 80 are still open. Demolished 7 residential structures. Demolished 19 detached garage / storage structures. Most are taken down by the owners after the City takes initiative. This includes single family residences and out buildings.</i>	
Post Fire Code Enforcement	<i>Inspect, document and render finding what is needed to bring a home back to habitable status.</i>	
Building Code Enforcement	<i>Focus is on violations that are a treat to life and safety.</i>	
Fees	<i>Approximately \$100,000 collected each year in permit and related fees.</i>	
TIF	<i>Funded 9 projects in 2012 with nearly \$66K in incremental property taxes and over \$64K in private investment.</i>	
	<i>Streetscape throughout the downtown. Most notable is replacing 2,500 Coles County Court House lamps using LED bulbs.</i>	
CDAP Flex Grant Plus TIF	<i>Downtown revitalization with CDAP Facilities, CDAP Flex Streetscape, etc... Total CDAP paid out for 3 projects of \$575K plus TIF of \$468K and other of \$16K. Streetscape and Sidewalk respective numbers were approximately \$350K, \$330K, and \$3K. Most notable project is the Downtown Community Park built on a vacant lot owned by Coles County. Former Little Mexico Building at 513 7th Avenue was rehabilitated with CDAP Flex \$220K and TIF \$106K. Effort made to preserve original and historic features on façade. It is a structurally sound shell with a great façade. Some interior improvements pending to allow occupancy. Next step is to declare the property as surplus. Then, decide how best to offer the property for sale through auction, realtor offering, direct purchase agreement, or other.</i>	
Residential Owner-Occupied Grants	<i>Several grant applications are in progress. Will bring to City Council. This is for code compliance. Improvements are not as visually dramatic as the façade program.</i>	
New World Program	<i>Purchased Planning and Development IT package; i.e., tracking of permits, inspections and other tasks. Implementing and training in progress. (See Comptroller at New World IT System p. 14; Human Resources at p. 19; and Parks, Recreation & Tourism at New World & Kronos p. 21)</i>	
Future - Residential Development	<i>Future considerations include: 1) slow national economy, 2) high taxes in Cole County, 3) few incentives to live in town, 4) older citizens are moving in and younger are moving out, 5) developer-owned subdivisions in town, 6) regulations, and 7) big inventory of existing homes. Tax abatement for proposed residential construction. Target new homes, owner-occupied 5 years, non-transferable. Conventional and Habitat for Humanity homes could qualify.</i>	
Future - Other	<i>Industrial retention and attraction, County Road 1000 corridor, EIU enrollment, etc...</i>	Yes

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
POLICE - Bryan Baker		
Services	<p>Have been able to reduce costs due to the successful Alcohol Diversion program, now in the 6th year. (See City Attorney at Drug Enforcement p. 26)</p> <p>There was a shortage of manpower during part of the year. Hired new officers to replace. One is near the end of required police field training and is on the street. The other is more experience and is in field refresher training.</p>	
Revenues	Due to services situation, fines and Diversion Program income is down; estimate income to be down to 2008 level.	
Vehicles & Equipment	Purchased 2 new squad cars with exterior "Panda" black and white.	
Citizen Contacts	Contacts have been in the range of 13,431 in 2007 to 17,323 in 2010. The count has been declining since. 2012 count is 13,229 so far and projected to be about 15,000 by year-end.	
Ordinance Violations	City Alcohol Ordinance violations have declined from a height of 877 in 2010 to an estimated level of approximately 300 for 2012.	
Alcohol-Related Violations	<p>Three year period occurred when DUI was up, but revenues down. This collection problem has been corrected and revenues are heading upward.</p> <p>Enforcement effort is still vigorous and the fines more than pay for the officers time to arrest and process. This improves safety on the road.</p>	
Liquor Control	Investigation and case on whether one purveyor of alcohol met food to liquor ratio. Proved that his records were fraudulent and Mayor revoked the license. Upheld in Court.	
Traffic	Accident numbers are expected to drop below 400 in 2012.	
Crimes	The number of Index crimes have continued to decline for a third straight year and may drop below the 400 level for the first time since 2008.	
Investigations	<p>CSI program is up to 4 detectives, continuing training, and service to other communities in the County. Work in cooperation with Mattoon and others.</p> <p>Described notable examples: stabbing, child pornography, vehicle burglary, criminal damage to property, armed robbery, tips from video surveillance (facebook.com page) to identify criminals, debit card thefts</p> <p>Investigated gun call incident at the High School. Police and District received criticism for poor communications. Changing ways to inform parents and the public better.</p>	
Juvenile	Investigations, peer court, student work day, community service, etc...	
Code Enforcement	Working in cooperation with code enforcement inspectors.	
Public Education	Continued Citizens Police Academy.	
Evidence	<p>The organization of the vault continues with the disposal of old evidence. Tremendous progress has been made and is well on its way to reaching a maintenance level.</p> <p>Purchased a drying cabinet helps preserve substances in a way that does not taint the evidence.</p>	
Signal and Radios	There are dead spots in town. Need one or more antenna and radios. Studying now.	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
CITY CLERK - Deborah Muller		
Paperless Agenda	<i>Much progress made. Council and staff are using tablets and programs.</i>	
Security	<i>Continue to use procedures and install protections to make sure that documents and messages intended for internal use are not released to the public until the appropriate time.</i>	
Elections	<i>Most of law and rules are the same from one year to the next. However, will continue to be diligent in dealing because each election notice has some change. Charleston must adhere to the rules related to the City Manager form of government.</i>	
Records and Archives	<i>Continuing restoration and preservation of historical documents back to 1868. Consider outsourcing to scan and electronically store the documents. This could be done by a company or in cooperation with other agencies. Check with EIU for possible assistance. Hold translations until later.</i>	
Off-Site Storage	<i>This is a looming issue that will need to be addressed in the years ahead.</i>	
Codification Updates	<i>Read notable examples: Laying of a flag stone at no cost to the public, early years of cars and controversy over whether to pave streets, dead animals, and fire chief paid \$50 per month.</i>	
FOIA	<i>Continue Sterling email notices internally. A tracking system is needed of requests and replies. This would help remain in compliance with State law and City public information policy.</i>	
HISTORIC PRESERVATION - Gary Henigman		
Post Office	<i>Working to secure historic designation for this building to ensure that it is preserved for generations to come.</i>	
	<i>Produced a narrative on history and architectural significance. Also refer to TIF and grant funding.</i>	
Will Rogers Theater	<i>Efforts to restore and secure historic designation are ongoing. Have conducted tours with Landmarks of Illinois officials and others. The owner is trying to create a fundraising entity. (See City Manager at Economic Development p. 13)</i>	
Educational and Marketing Efforts	<i>Walking Tour of Downtown Charleston held in June. Good attendance. Website to be updated and improved. Participated in the first house walk tour sponsored by CASA in many years. Historic Preservation Commission members served as docents.</i>	
Research	<i>Discovered Ruskin ARC program that serves as an electronic catalog for historic properties. Should research the price and comparable programs before deciding on use in future.</i>	
Current Improvements	<i>Described projects underway.</i>	
COLES TOGETHER - Angela Griffin		
Prospects	<i>The Sargus project has replaced Future Gen Power for plant on Westside of Coles County at former site.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
	<p><i>Described other projects being pursued.</i></p> <p><i>A lot of inquires and leads from brokers regarding the CMT facility lately. This includes two for food processing.</i></p> <p><i>Arkwright has been stable for the year and working on an expansion using Enterprise Zone benefits. Should result in a few new jobs.</i></p> <p><i>Mars is planning to expand the plant and add jobs. Another plant is expanding with new jobs too (both on west side of Coles County).</i></p>	
Enterprise Zone Statute	<p><i>Speaker Madigan and the Democratic caucus leadership tried to kill this form of commercial development incentive. They believed the program to be misused. An alliance of business, unions and local government successfully fought to keep EZ. However, the rules are much tighter and the IDR is empowered to monitor and enforce. Need to start an extension application 2 years ahead of expiration. Coles does not come up during first round providing an opportunity to learn.</i></p>	

GEOGRAPHIC INFORMATION SYSTEMS - Jason Koonce		
Water Service	<p><i>Update provided on multi-phase mapping of pipes, valves and other components. This information is crucial for operations, maintenance, environmental compliance, and replacement.</i></p>	
Fire Hydrants	<p><i>There are five zones with GPS tested. A blue highlight means fully operational. Red means the device needs a maintenance check.</i></p>	
Sanitary Service	<p><i>A red overlay highlight means a high flow volume. This is provides an indicator for segments to check and possibly service. Manholes are marked, including those that may have been covered by overlay years ago. There are sections of sewer pipe that still need to be televised and condition marked.</i></p>	
Sanitary Sewers	<p><i>Should enter data for sewer cleaning. This could help identify the repeat problems for possible consideration of improvements.</i></p>	
Access	<p><i>Can see mapping on-line without special software. However, recommend purchasing an in-house program for City personnel. That should speed-up usage and avoid wireless problems that may happen when using internet.</i></p>	
Signs	<p><i>Needed to re-apply for the IDOT grant. Revised the details to comply with IDOT standards for sign reflectivity and wording. Are awaiting notification of award.</i></p> <p><i>Still planning to complete an on-line sign inventory for the public to see on the City website. This should be a way to encourage citizens to and help by requesting removal of graffiti, repair and replacement.</i></p>	
Streets	<p><i>CRT data can be added to the map with color-coding.</i></p>	
Trees	<p><i>An inventory of trees on public ROW and other property can be marked on the mapping system. This may be a lower priority, but could help with identifying replacements.</i></p>	

CITY ATTORNEY - Rachel Cunningham		
Staffing	<p><i>New to Brainard Law Offices and assigned to City of Charleston.</i></p>	
Ordinance Violations	<p><i>617 Violations this past year. This is about 500 down from the prior year.</i></p>	
Litigation	<p><i>Currently 4 cases in litigation.</i></p>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
Case Management	<i>Staff will be meeting to discuss procedures and ways to improve communications and follow-up.</i>	
Collections	<i>Made progress on procedures to collect liens and other outstanding claims. This includes violation letters to secure voluntary cooperation. If not, litigation follows.</i>	
Drug Enforcement	<i>Continue this successful program in cooperation with the Police. (See Police at Services p. 23)</i>	

CARNEGIE PUBLIC LIBRARY - Jeanne Hamilton		
Performance Appraisals	<i>Completed this for the first time. Had been no evaluations in 30 years.</i>	
Meetings	<i>Continued the practice of monthly meetings. Good opportunity to share information and coordinate activities.</i>	
Training	<i>All staff are taking part with subjects tied to performance improvement.</i>	
Personnel Policy	<i>Completed this document and are implementing. For example, it clarifies appropriate dress code for employees.</i>	
Mission Statement	<i>Newly adopted by the Library Board. The s center of the community by connection to people through programs and technology.</i>	
Library Systems	<i>The many loan systems were consolidated into 3 serving libraries around the state. Charleston is in the Illinois Heartland region; central and southern.</i>	
Customer Service	<i>Reorganized where selections are located to improve accessibility; e.g., audio books, adult fiction. Are rotating displays and making them more attractive. Purpose is to deal with the lonely book graveyard.</i>	
Hours of Service	<i>Open 7 days a week since July.</i>	
Patrons	<i>Numbers are slightly down for check out, but almost 800 new library cards. Totaled 45,069 items checked out is up, room reservations up 50% to 572, program participants up 137% increase to 2,361.</i>	
Friends of the Library	<i>Relationship between this group and the library has improved. The volunteers have sponsored the summer reading program, hold book sales (half of proceeds shared with the library), and hosted an author.</i>	
Programming	<i>Examples: story time, art, astronomy, crafts, home winterization, etc. ... Variety of Summer Reading offerings: Harry Potter, teens, chocolate tasting, etc. ...</i>	
Marketing	<i>Press releases, e-newsletter, Facebook, website, WRJM radio program, etc...</i>	
Financial Matters	<i>a new copier contract starting in January.</i>	
Fundraising	<i>Includes Christmas tree donation, annual giving letter, and other outreach.</i>	
IT	<i>Lowered the cost of technology set-up. Added e-books to the collection. Need to plan for computer replacement. The public stations get a lot of use.</i>	

AUTOMATED METER - Greg Culp and Bill Bosler, Mike Bell (Midwest Metering)		
Status	<i>Are well into the first year of this multi-year purchase and installation.</i>	
Programming	<i>Using three different programs that must interface; i.e. Badger, Meson, and New World Systems.</i>	
Hardware - Gateway Collectors	<i>A total of 4 antenna were erected to receive transmissions and record usage.</i>	

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
Hardware - Meters	<i>There are 7,400 meters Seven of 15 routes have been changed out for a total of 900 to date. This includes large meters for multiple users. The crew is required to install into meter pits while laying on the ground. Have received only 3 minor complaints.</i>	
Hardware - Readers	<i>Handheld readers are used in the field. Data Server is storing 63M bytes of information with a capacity of 4 to 6 gigabytes.</i>	
Invoices	<i>Some difficulty in issuing first round of bills in October. Easy in November.</i>	
Problems	<i>Backing plates for in-ground installation have been damaged by customers. Are replacing as needed. Incorrect data entered in the field. Changed procedure so that one person directly reads the usage count and enters it into the handheld.</i>	
Next Round of Installations	<i>Have enough meters to complete work this fiscal year. Verbal order for 3,500 pending before cost per meter goes up in January to save about \$27,000.</i>	
Leaks and Detection	<i>Reports show volume of usage by customer. The detection picks up flow. Typical problem is a running toilet with a loose flapper or other malfunction. This data provides the Finance Department clerks with facts to support a high billing when customers call to complain. Apartment buildings are particularly vulnerable to toilet leaks. Unfortunately, low flow leaks will not usually be detected.</i>	
Reverse Flow	<i>Water main breaks will cause the meter to detect a reverse flow from a customer when there is no water pressure.</i>	

COLES COUNTY COUNCIL ON AGING - Dee Braden		
CCC of A	<i>This is the first time the group has presented at this retreat.</i>	
Not-For-Profit Agency	<i>Charleston is a partner with Mattoon and Coles County in sponsoring this agency. The local commitment is critical to the organization and in securing additional funding from other agencies. People 60 years of age and older are the client base.</i>	
Governance	<i>There is a board of directors to oversee policy plus administrative staff.</i>	
Public Transportation	<i>The CCC of A runs a Dial-A-Ride and Zip-Line transit program weekdays. The agency is the designate public transit agency for emergencies serving this area. This is formalized in an agreement with the City and Fire Department.</i>	
Financial Assistance	<i>CCC of A accepts referrals from the City for seniors in need.</i>	
Life Span Center	<i>There is a theater, health and wellness classes, spa, fellowship activities, fitness, holiday luncheons, and other programs. This facility serves as an emergency destination facility for the public. There is an emergency generator.</i>	

INFORMATION TECHNOLOGY - Todd Kibler		
Projects	<i>Replaced data server to increase drive space and capabilities. Updated, tested, and trained on New World System. (See Comptroller at New World IT p. 14; Human Resources at New World & Kronos p. 19; Parks, Recreation & Tourism at New World & Kronos p. 21; and Building & Development at New World Program p. 22)</i>	
Programs		

TOPIC/LEAD	NOTABLE ITEMS	PRIORITY?
System Enhancements	<i>Upgraded the back-up system with tape and disk technology. Next step will be to take data server and complete redundancy set-up.</i>	
File Servers	<i>Purchased and installed i-pads for paperless agendas.</i>	
Client/Server Thin Client	<i>Installed and tested the new system through trial and error to determine capabilities.</i>	
Computer Stations	<i>Replaced many in 2011. In 2012, made a lot of progress in replacing 14 work stations and adding 3. Another 12 are budgeted for installation in 2013.</i>	
System Enhancements	<i>Replaced many in 2011. In 2012, made a lot of progress in replacing 14 and adding 3 stations. Another 12 are budgeted for installation in 2013.</i>	
Kronos	<i>New GIS work station to be purchased and installed.</i>	
Network	<i>Wireless networking for Police Department. County is willing to store data at no cost to the City. Replace Kronos server for Kronos upgrade. (See Information Technology at Programs above and New World below)</i>	
City Council Meetings	<i>Continues to be extended. This includes the fiber optic connections plus wireless and web-based (cloud) data storage.</i>	
New World	<i>Need to update wiring, switches, and panels in Police Station and City Hall. This is a Spring 2013 project.</i>	
Security Cameras	<i>Digital upgrade to video stream City Council meetings is a Spring 2013 project.</i>	
Printers	<i>Next Gen updates are in the long-range plan. (See Information Technology at Kronos and Programs above)</i>	
	<i>Cameras in public areas have been damaged apparently by vandals. Need to fix or replace. Upgrades at Waste Water Treatment Plan and City Parks. Hopefully there will be one at the new Downtown Square park.</i>	
	<i>Is seeking consultant input on how best to improve printer usage and supplies. This is a way to potentially reduce costs and improve efficiency.</i>	
TAX INCREMENT FINANCING - Steve Pamperin		
Project Outcomes	<i>Numerous roof, façade, masonry or interior improvements: China Café, East Central Title, Z's Music, Persimmon Lane, Megan's closet, Z's Hair Design, and Sign Appeal.</i>	
Public Improvements	<i>Funded 9 private TIF projects in 2012.</i>	
Outstanding	<i>Hudson Agricultural Service</i>	
LAKE CHARLESTON MASTER PLAN & LAKE ISLAND PROPERTY - Brian Jones and Ratio Architects		
Fact-Finding	<i>Identify potential uses. Ideas offered: fishing areas, shelter, sledding hill, sand volleyball Court, restrooms, picnic areas, canoe / boat launch, etc. ...</i>	
Priority Planning	<i>Meetings and discussions to narrow the list of amenities for follow-up.</i>	
	<i>Produce a planning document draft for review and feedback. It will include projects, estimated costs, and possible revenue sources (grants). Then, produce a final plan for adoption and action.</i>	Yes
Parks & Recreation Board	<i>This group will be responsible for overseeing the project with assistance from the staff and consulting architect.</i>	

MASTER LISTING OF PRIORITIES 2013-2014 CITY OF CHARLESTON

Note: This list of 17 high priority items does not imply a ranking of importance. Many may proceed concurrently. Priorities are listed by order of timing.

PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	TIME LINE
Wastewater Treatment Plant Preventative Maintenance	Public Works Director, Utilities Superintendent	Rehabilitate pumps and anaerobic digester to maintain IEPA environmental standards.	6 months of 2012-2013 and 6 months of 2013-2014
New Rescue Engine	Fire Chief	Estimate is \$500K to purchase this apparatus.	6 months of 2012-2013 and 6 months of 2013-2014
Sidewalk 20th from McKinley to Woodfall	Public Works Director	Current situation is a problem. Design and construct new walkway.	6 months of 2012-2013 and 6 months of 2013-2014
I & I - Inflow and Infiltration of Sanitary Sewer System	Mayor, City Manager, City Planner, Public Works Director	Follow-up to study and initial correction of cross-over connections. This includes storm pipe interconnects at EIU. Continue using crews and contractors to fix problems. Consider code enforcement for private properties.	6 months of 2012-2013 and 12 months of 2013-2014
Public Information	City Manager, City Council, IT Director, Library Director	Develop ideas for community education and outreach. Emphasis on telling the City's story and opportunity for citizen feedback. Include publication, website, media relations, and social media.	6 months of 2012-2013 and 12 months of 2013-2014
Employee Wellness	City Manager, Human Resource Director	Health and well-being of employees is a top priority. Study alternative programs, select a match and implement	6 months of 2012-2013 and 12 months of 2013-2014
Street Project 12th from Lincoln to Cleveland	Public Works Director	Design and construct improvements to street and manage stormwater to accommodate multi-unit EIU student housing.	6 months of 2012-2013 and 12 months of 2013-2014
Fire Station #2	Fire Chief, City Manager	Hire contractor(s) to add a service bay, office, meeting room, and ADA compliant restrooms.	6 months of 2012-2013 and 12 months of 2013-2014
Will Rogers Theater	City Manager, Building & Development Director, Historic Preservation	Continue to work with new owner and encourage tenants that generate foot traffic. Improve property appearance. Continue working on historic designation and fund raising.	6 months of 2012-2013, 12 months of 2013-2014

MASTER LISTING OF PRIORITIES 2013-2014 CITY OF CHARLESTON

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PRIORITY ITEM	LEADER(S)	PLAN OF ACTION	TIME LINE
Lake Charleston Master Plan	Parks Recreation & Tourism Board and PR & T Director, City Council and Manager	Produce planning document draft with projects, estimated costs, and potential revenue sources. Include Lake Island property. Review, adopt and take action.	6 months of 2012-2013 and 12 months of 2013-2014
Community Center	Parks Recreation & Tourism Director, Parks Board, City Manager, City Council	City, EIU, a foundation, and others continue to pursue. A draft agreement, sharing of facility space, cost sharing, and site are topics of discussion.	6 months of 2012-2013, 12 months of 2013-2014, and beyond
Concrete Streets - Woodland Hills and Coolidge Project	Public Works Director	Concrete streets around town are buckling or breaking up. Start by studying this area to determine the problem scope and reconstruct for the long-run.	6 months of 2012-2013, 12 months of 2013-2014, and beyond
Sanitary Sewer Force Main along Reynolds	Public Works Director	This is the primary collection system for south and east quadrant. Concern regarding long-term stability and Basin 8 service area near Whipporwill. Continue to monitor and develop long-term solution.	6 months of 2012-2013, 12 months of 2013-2014, and beyond
Sidewalks - Americans with Disabilities Act	Public Works Director	Inventory locations without ramps and delineators. Use GIS program and prioritize high traffic sites near schools, public facilities, and elsewhere. Develop a transition plan for ADA compliant access.	6 months of 2012-2013, 12 months of 2013-2014, and beyond
Street Project on Lincoln from 9th to 12th	Public Works Director	Confirm whether MFT and/or other will be the revenue source. Proceed with project.	12 months 2012-2013 and beyond
I-57, 1000 N, and Route 16 Corridor	Coles Together, Mayor, City Manager, City Planner	Continue economic development efforts including prospect discussions. Identify a vision and ways to achieve it.	12 months of 2013-2014, and beyond
Leaf Burn Ban	City Council, Fire Chief, City Planner, Code Enforcement Inspectors	Research alternatives for yard waste disposal. If satisfactory option is identified, propose ordinance. If adopted, enforce provisions.	12 months 2013-2014, and beyond