



CITY OF JOLIET
2009 Financial Review
Four Year Recovery Plan

Presented By:

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Mr. Kenneth Mihelich – Director Management & Budget

Mr. Hugh Brennan – Director of Finance



CITY OF JOLIET

Four Year Recovery Plan Overview

- **Define Financial Challenge**
 - Review 2009 Budget “Four Year Plan”
- **Review 2009 Budget Build**
 - With Revised 2009 Estimates (Rev & Exp)
 - Non-Personnel Expense Summary
 - Personnel Cost Analysis
- **Recovery Plan Development**
 - Revenue & Expense Considerations
 - Keys To Plan (Assumptions)
 - 2009 Actions Taken To Date
 - Actions In Consideration
- **Summary**



CITY OF JOLIET

Financial Challenge Defined

The City's Annual Revenues are not sufficient to meet Annual Expenditures.



CITY OF JOLIET

Four Year Plan Summary – Nov 2008

<u>TITLE</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<u>Revenues</u>				
Surplus/Deficit	25,346,352	11,594,246	(6,137,351)	(31,789,722)
Taxes/Permits/Fees	153,631,702	157,391,798	162,586,854	167,354,965
Total Revenues	178,978,054	168,986,044	156,449,503	135,565,243
<u>Expenses</u>				
Payroll W/ Overtime	76,118,741	80,685,865	85,527,017	90,658,638
Insurance	20,760,732	22,836,805	25,120,486	27,632,534
Pensions & Payments	25,296,059	29,090,468	33,454,038	38,472,144
Municipal Waste Contract	10,449,048	11,075,991	11,740,550	12,444,983
Remaining Operations	34,759,228	31,434,266	32,397,134	33,245,061
Total Expenses	167,383,808	175,123,395	188,239,225	202,453,360
Four Year Plan Reserve	11,594,246	(6,137,351)	(31,789,722)	(66,888,117)

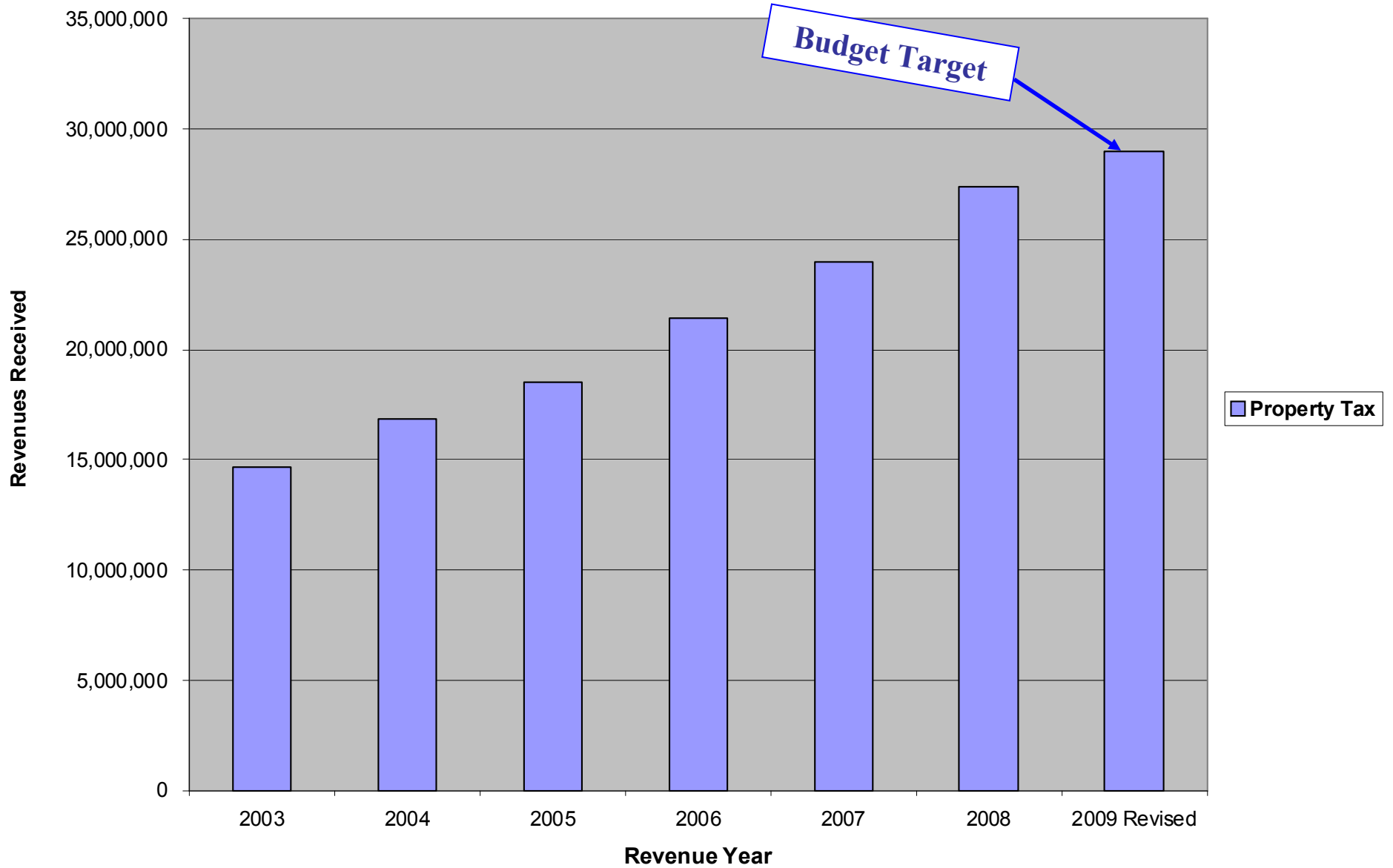


GENERAL TAXING FUNDS

Revenue Review

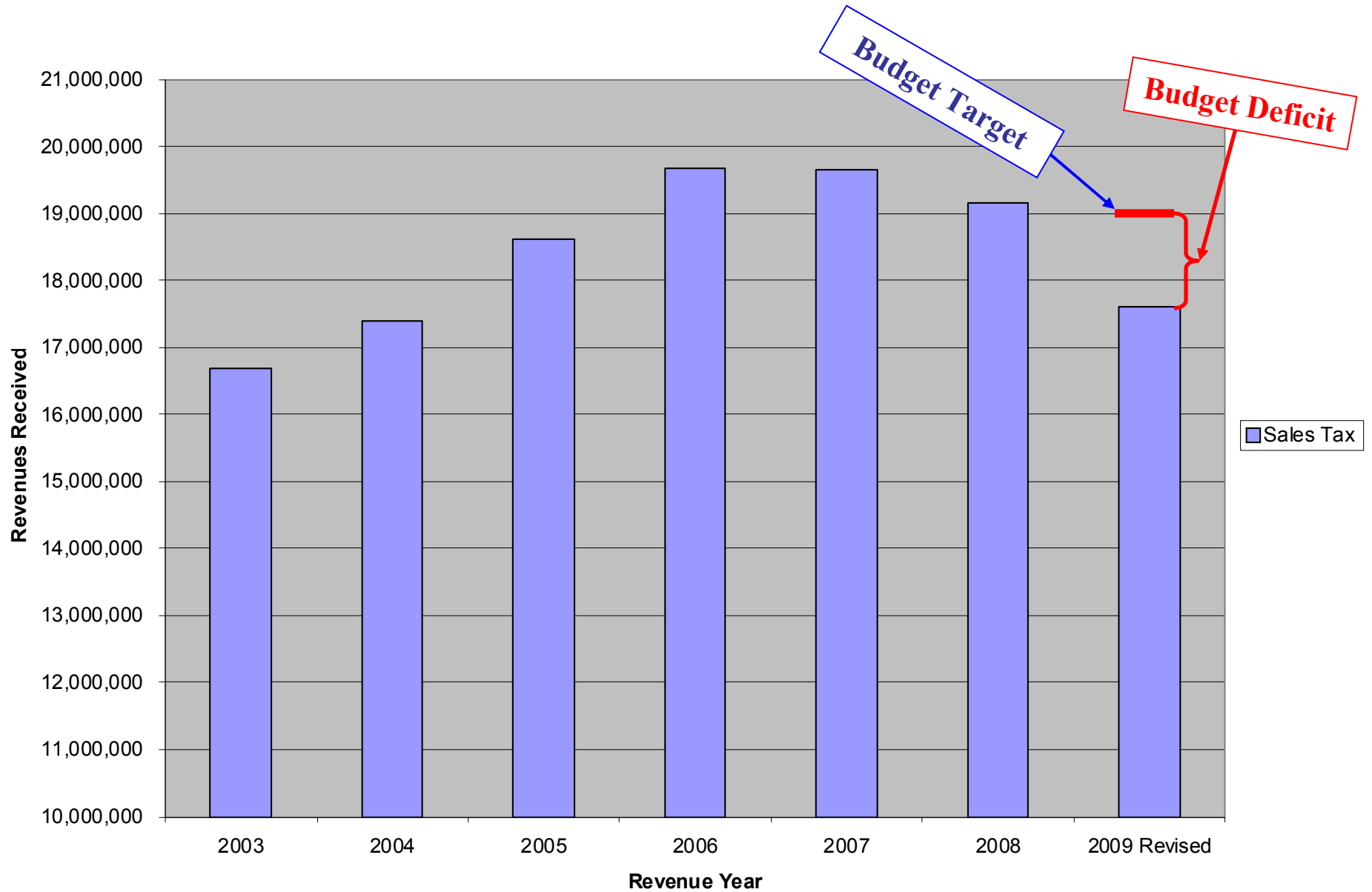


Revised Real Estate Taxes Review



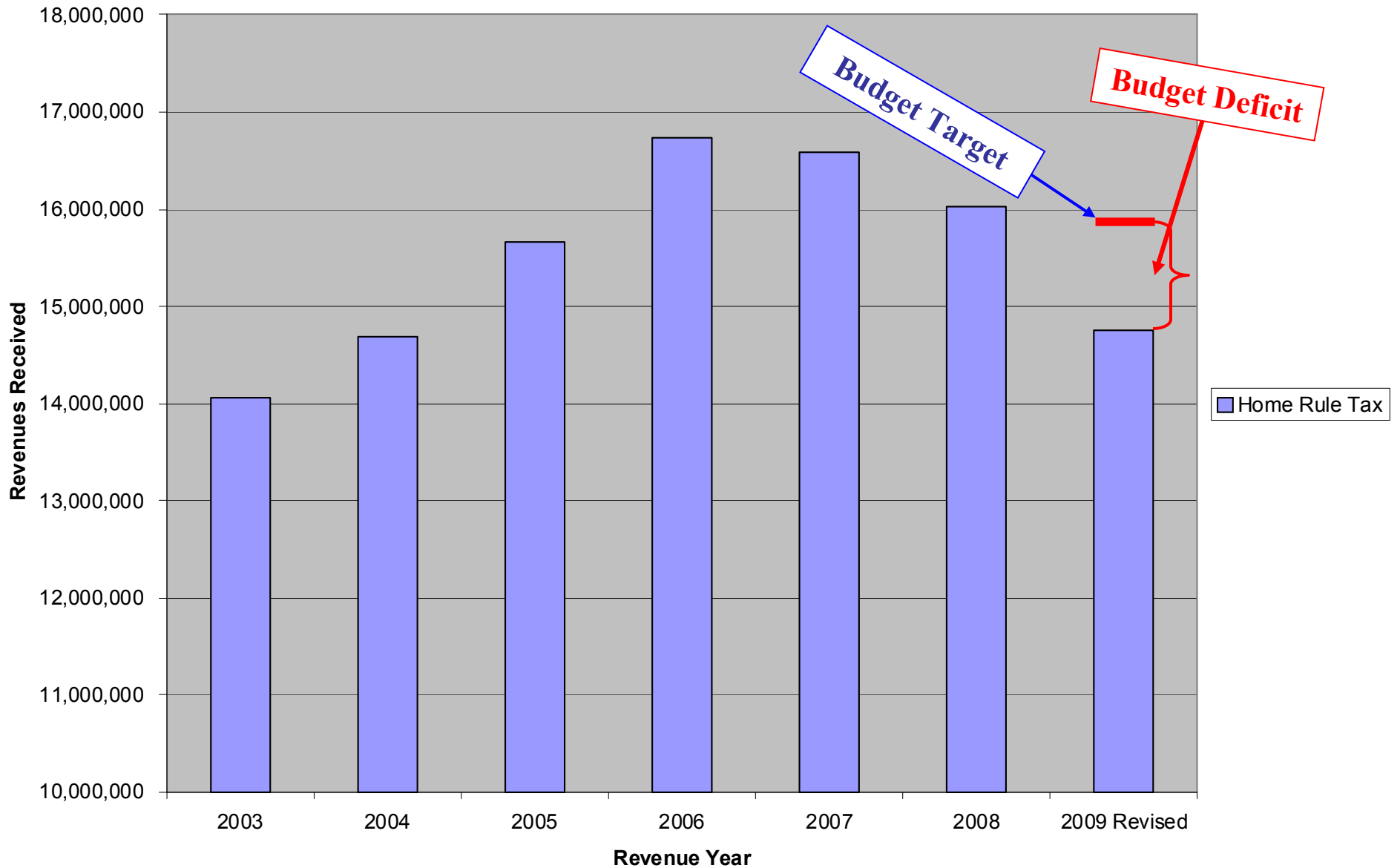


Revised Sales Tax Review



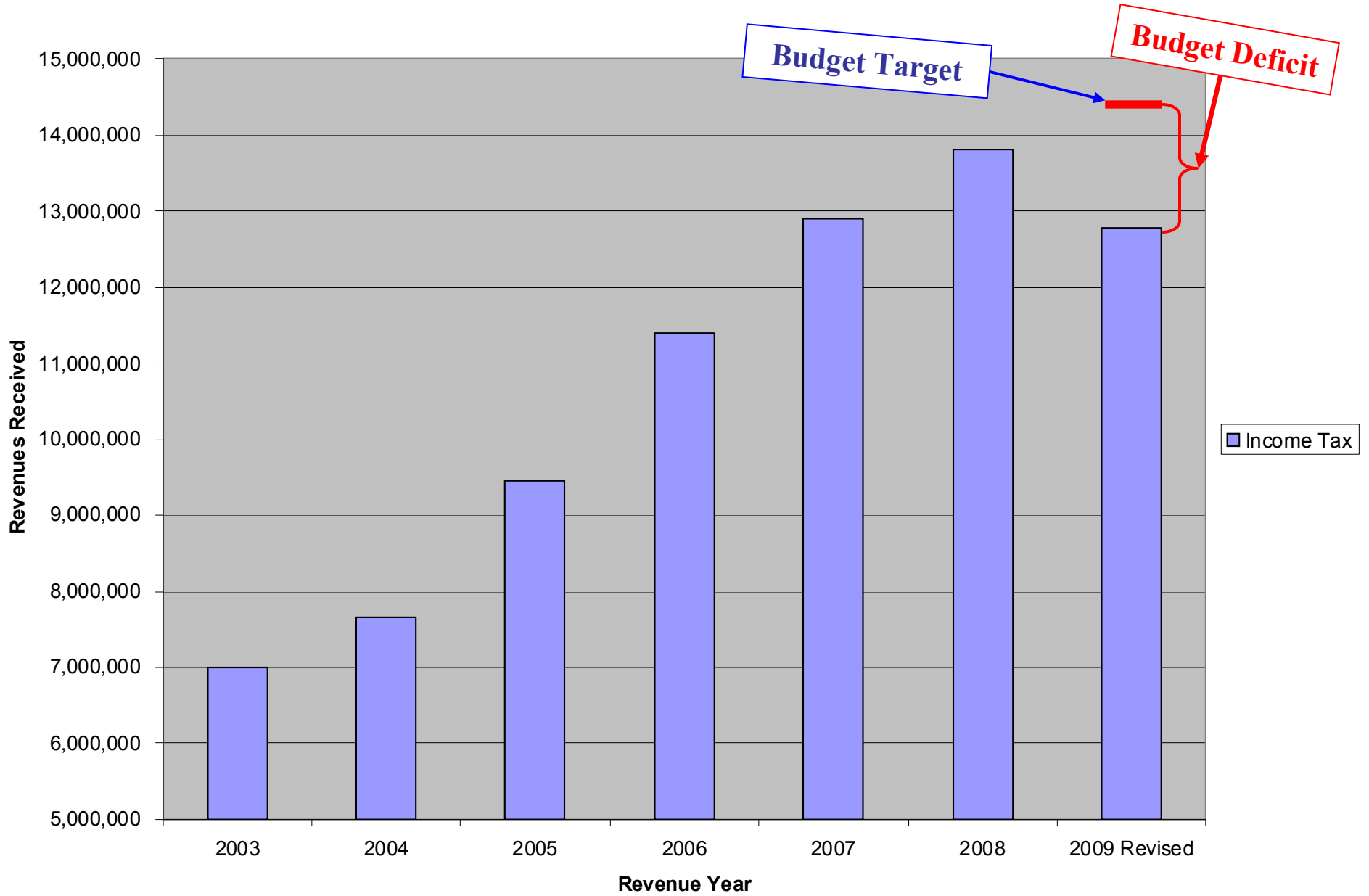


Revised Home Rule Sales Tax Review



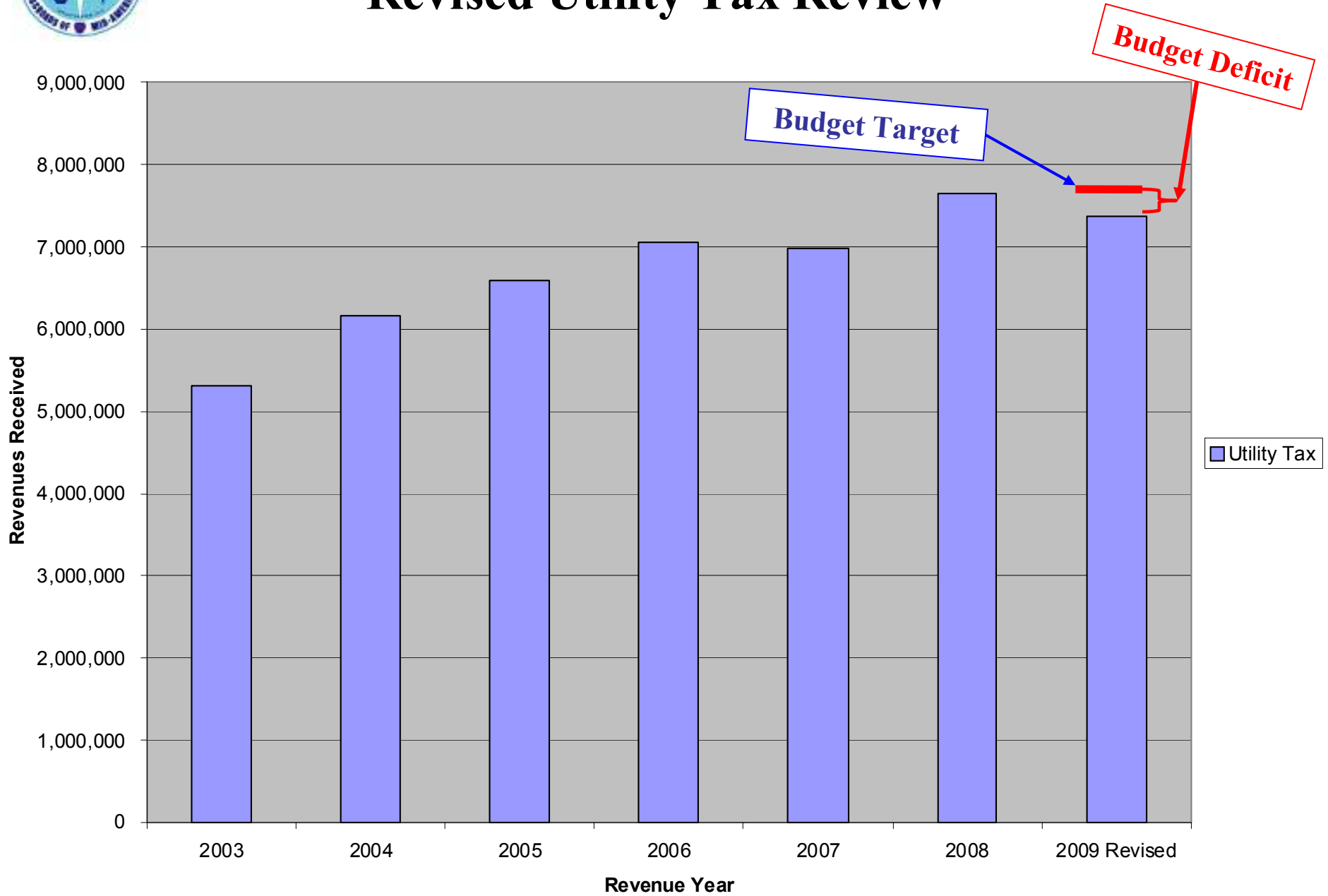


Revised State Income Tax Review



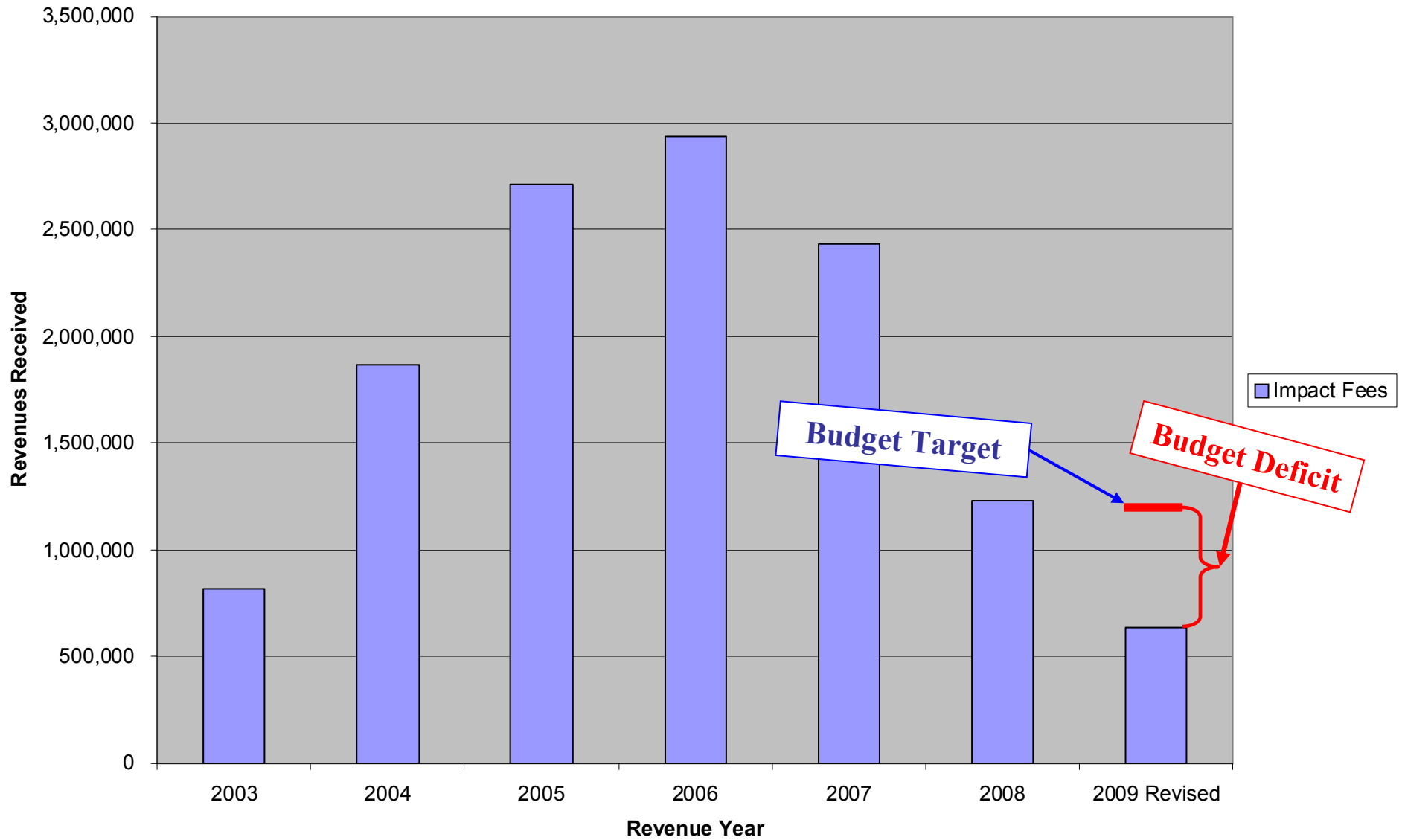


Revised Utility Tax Review



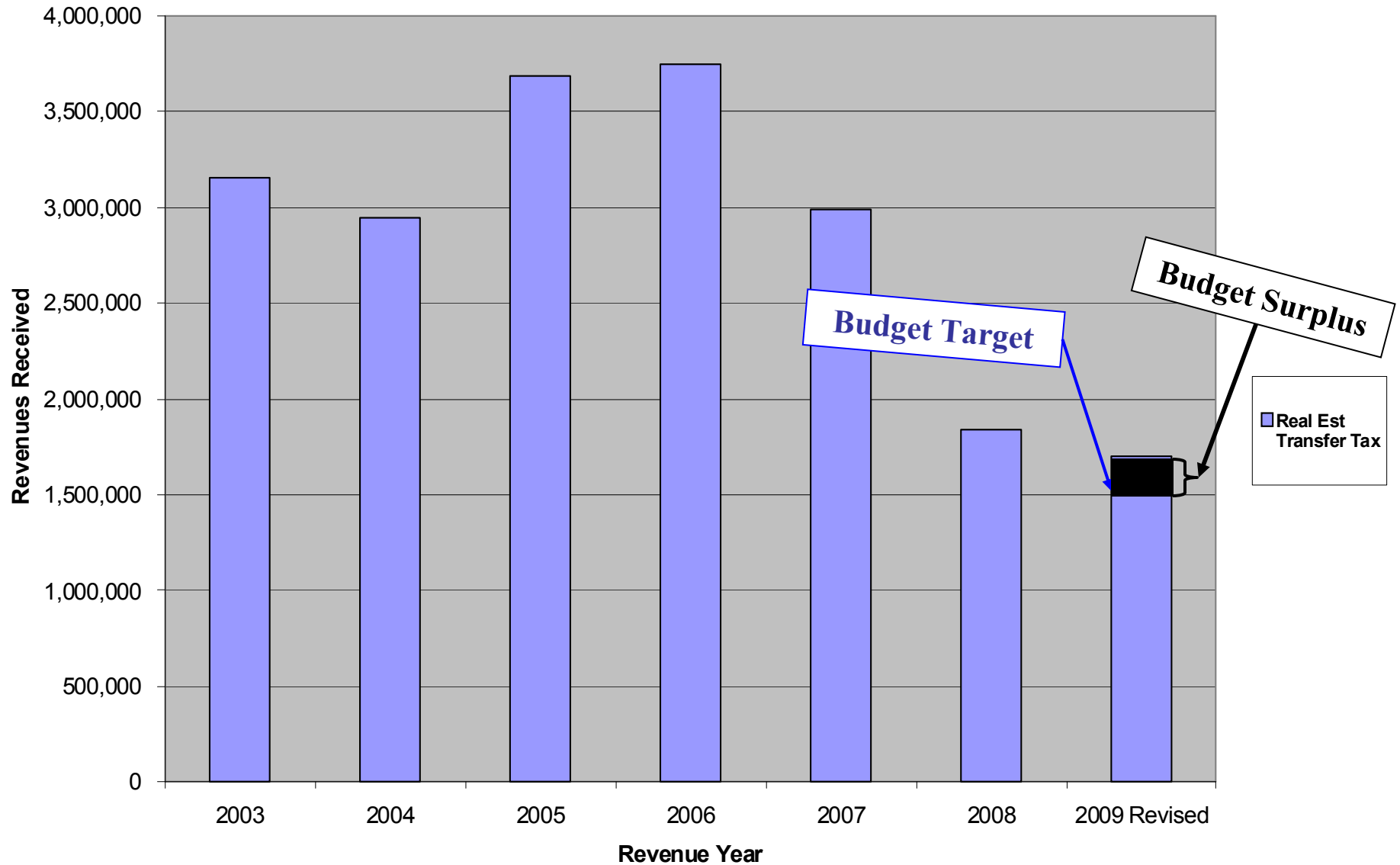


Revised Impact Fees Review



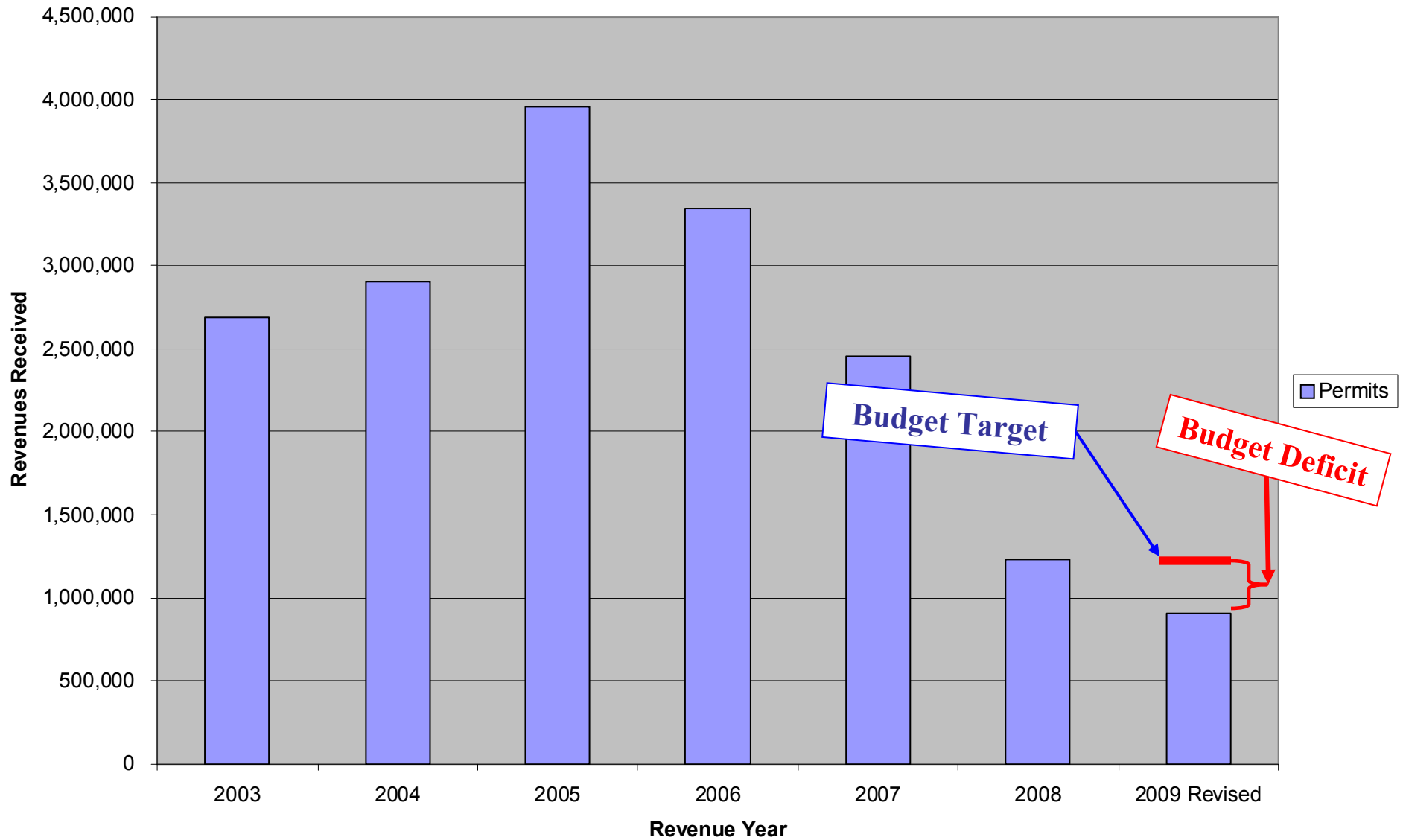


Revised Real Estate Transfer Tax Review



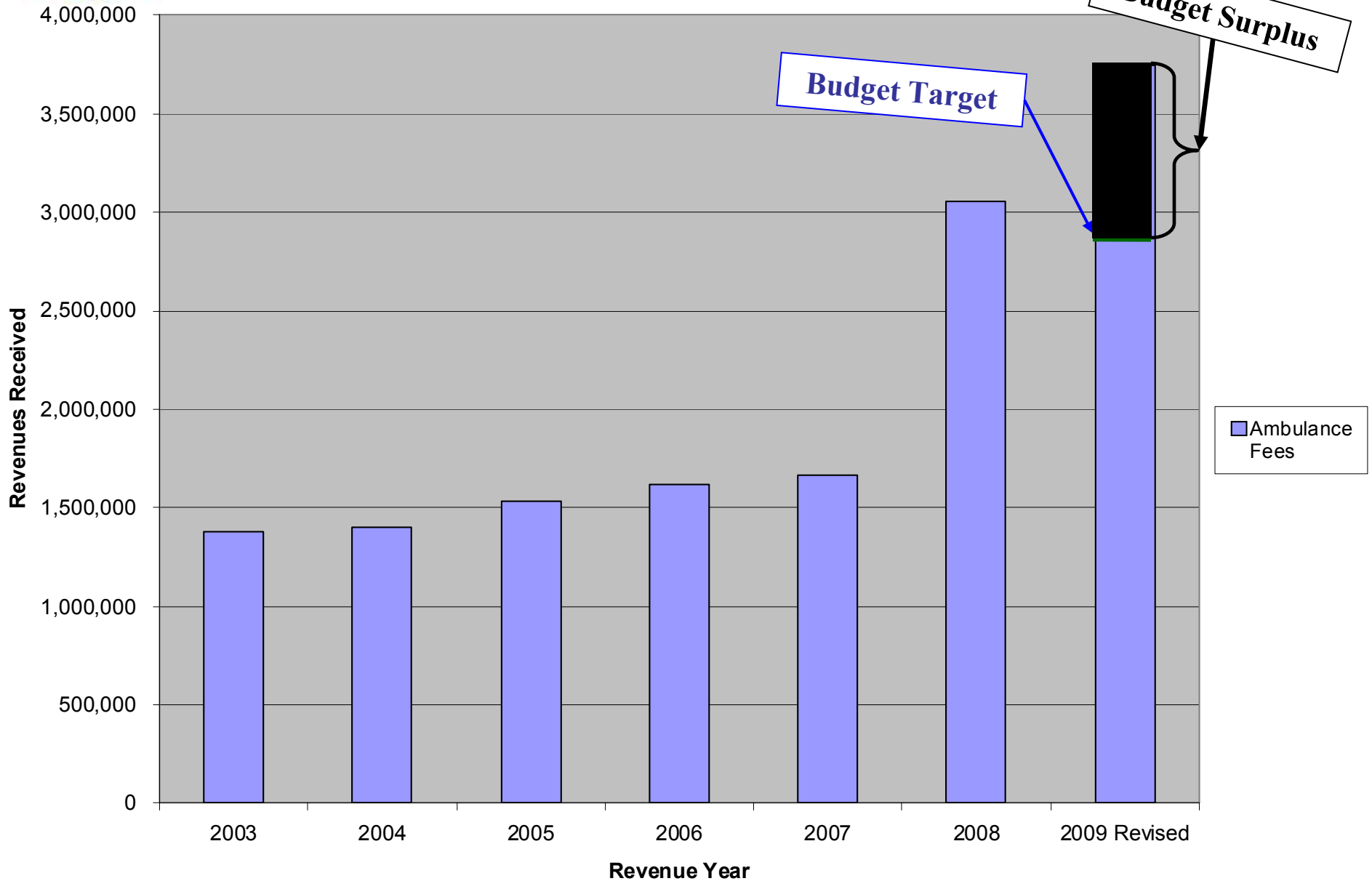


Revised Permit Revenues Review



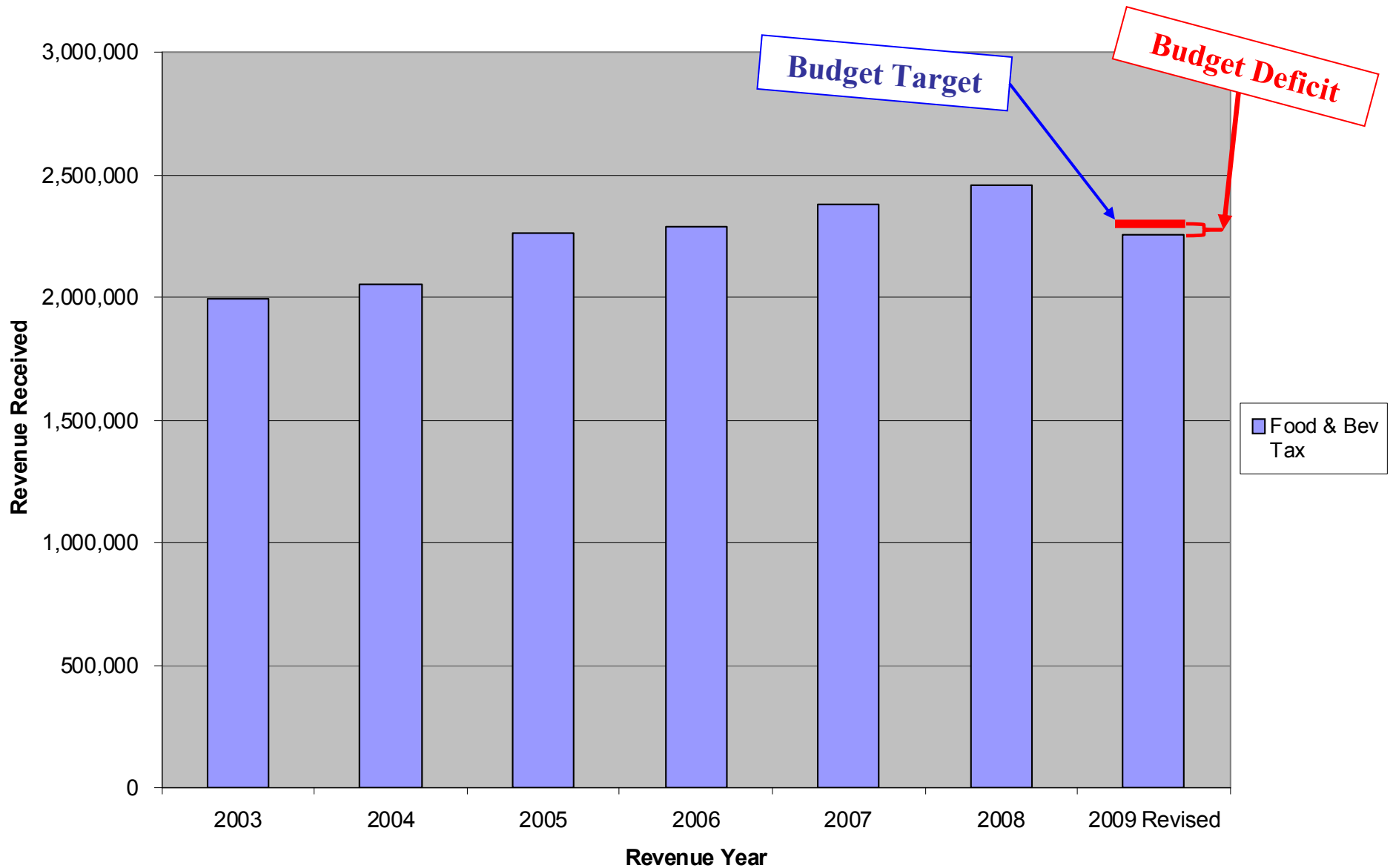


Revised Ambulance Fees Review



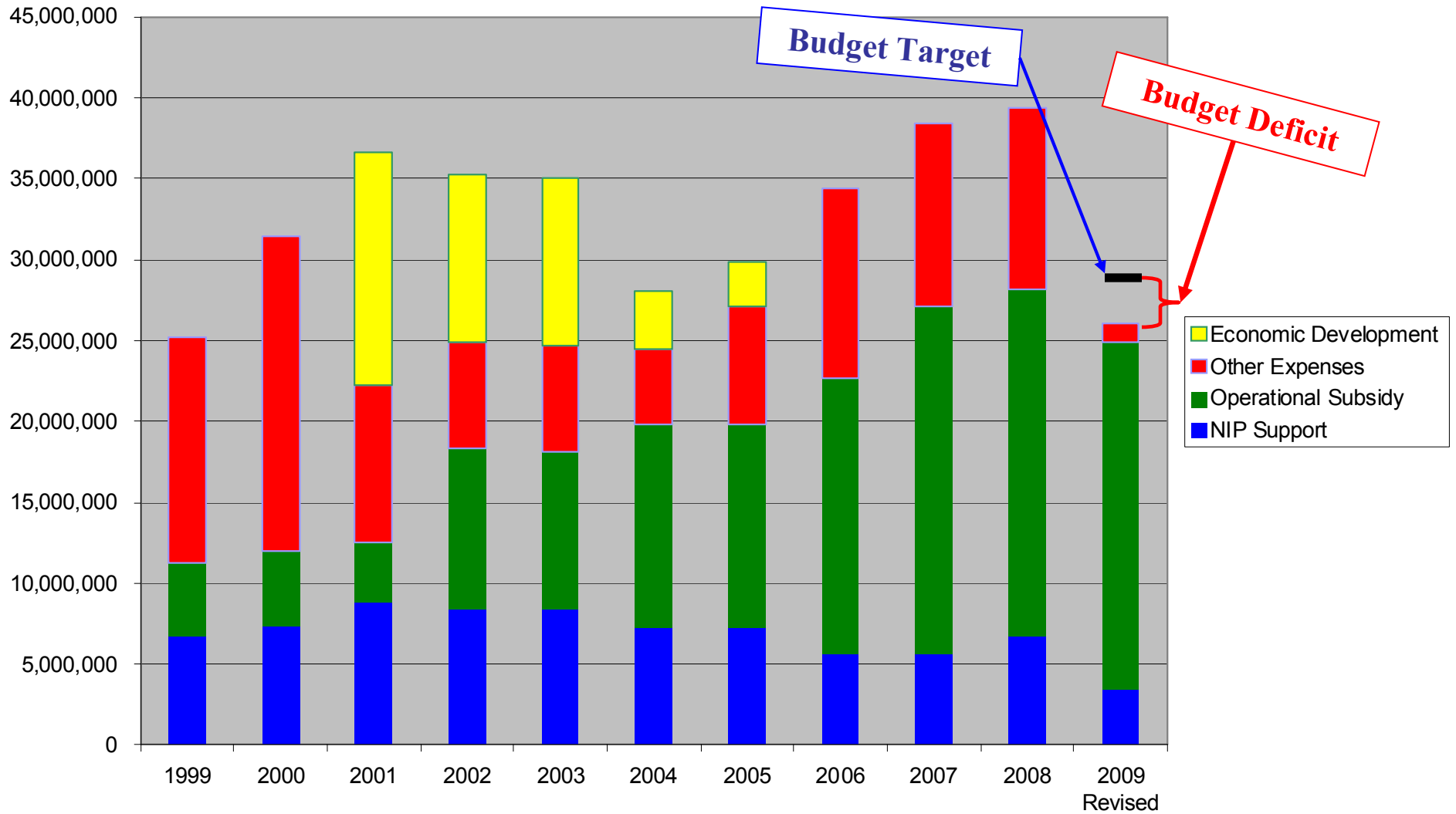


Revised Food & Beverage Tax Review





Gaming Fund Expenditures





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Four Year Plan Summary – May 2009

<u>TITLE</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Revenues				
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This Is Falling

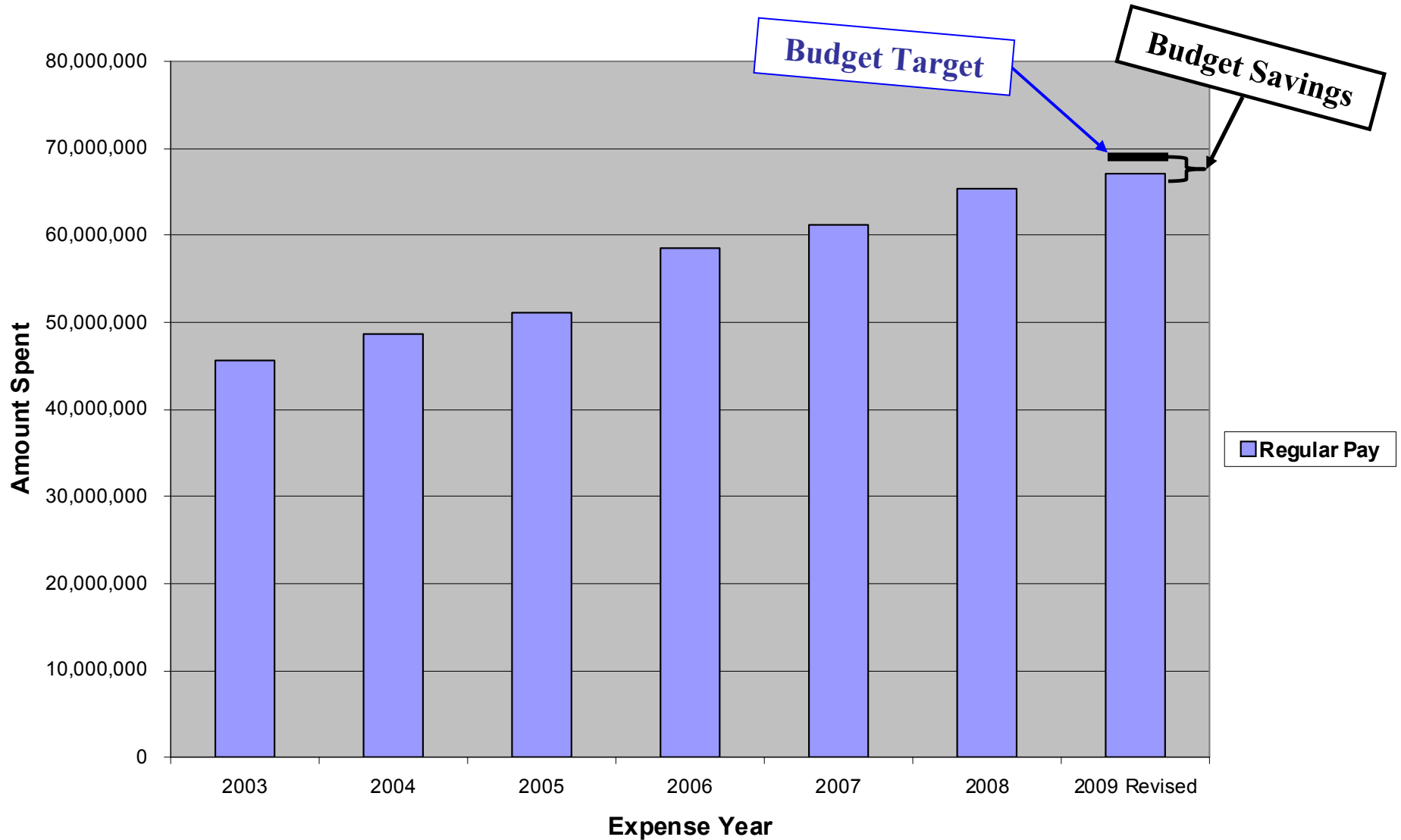
This Is Growing



GENERAL TAXING FUNDS EXPENSE REVIEW

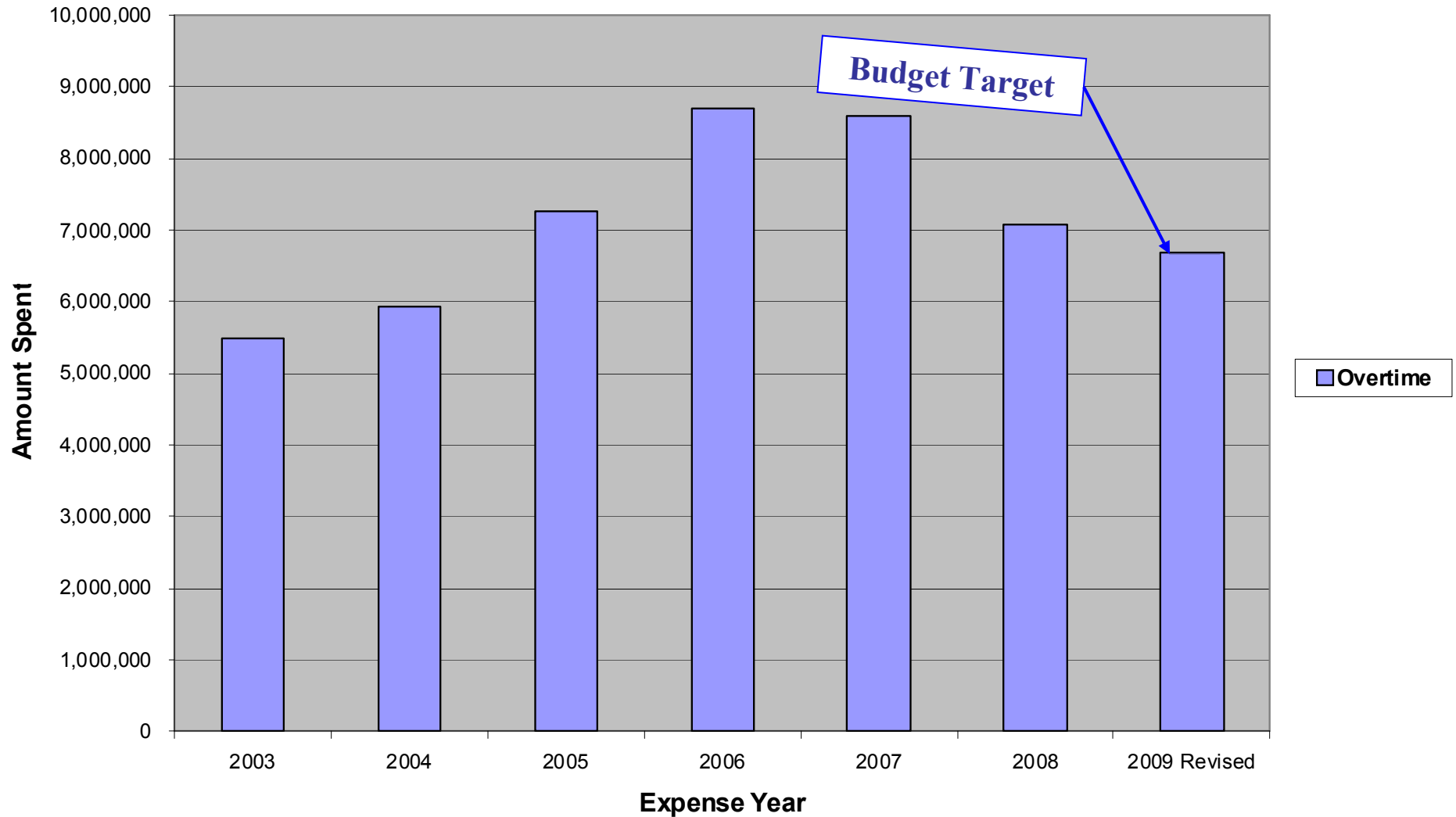


History of Regular Payroll Expenses



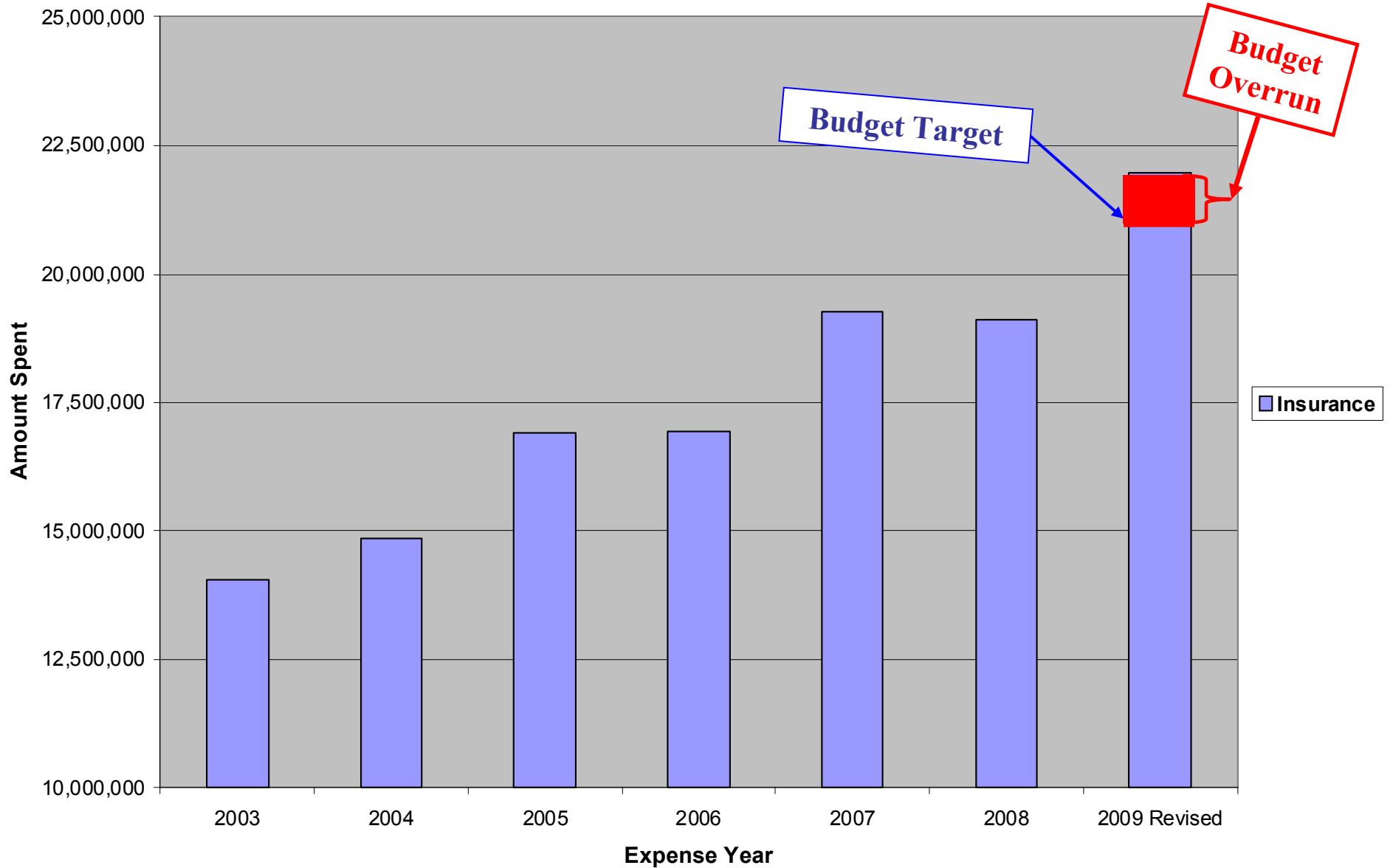


Revised Overtime Expense Review



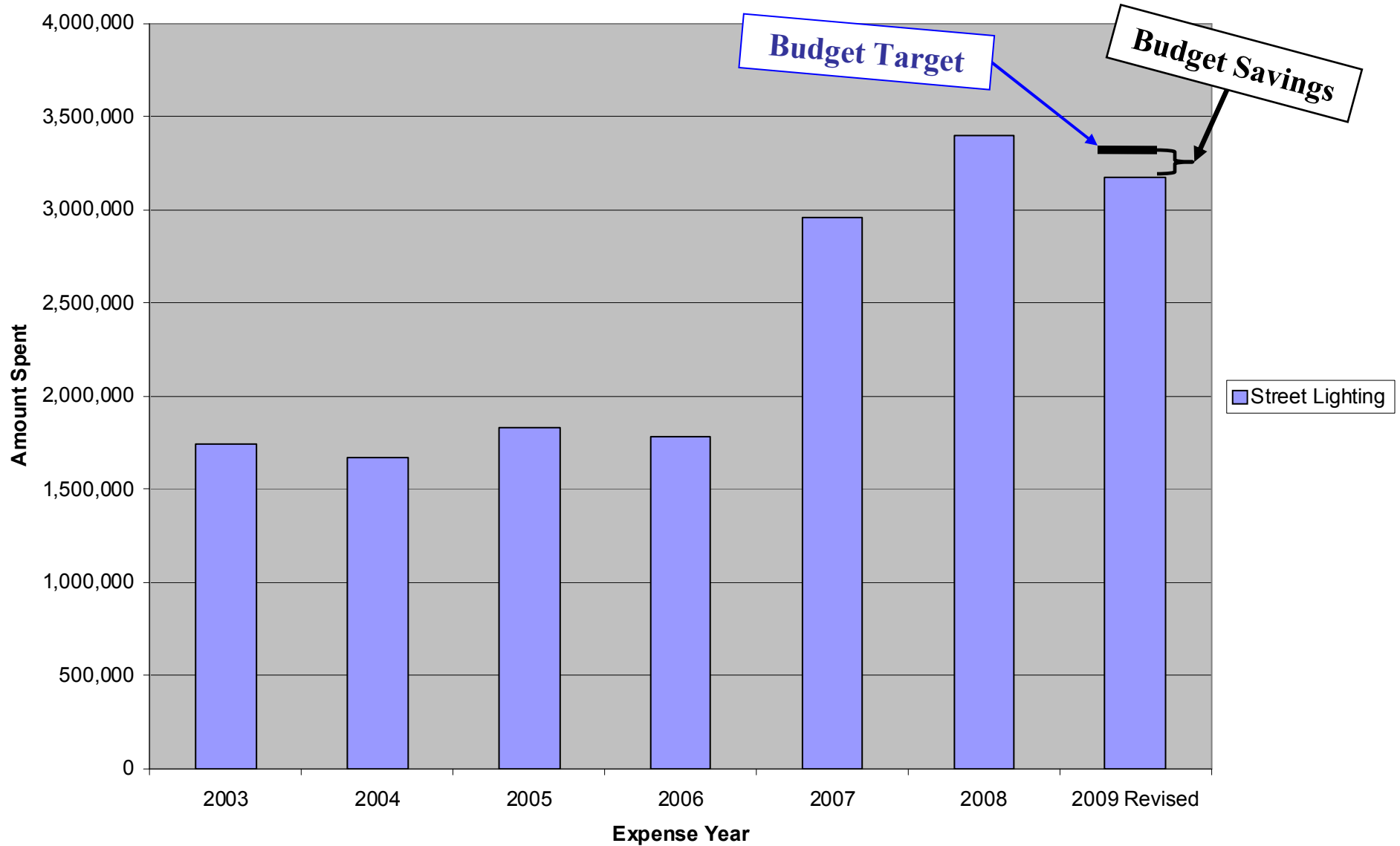


Revised Insurance Expense Review



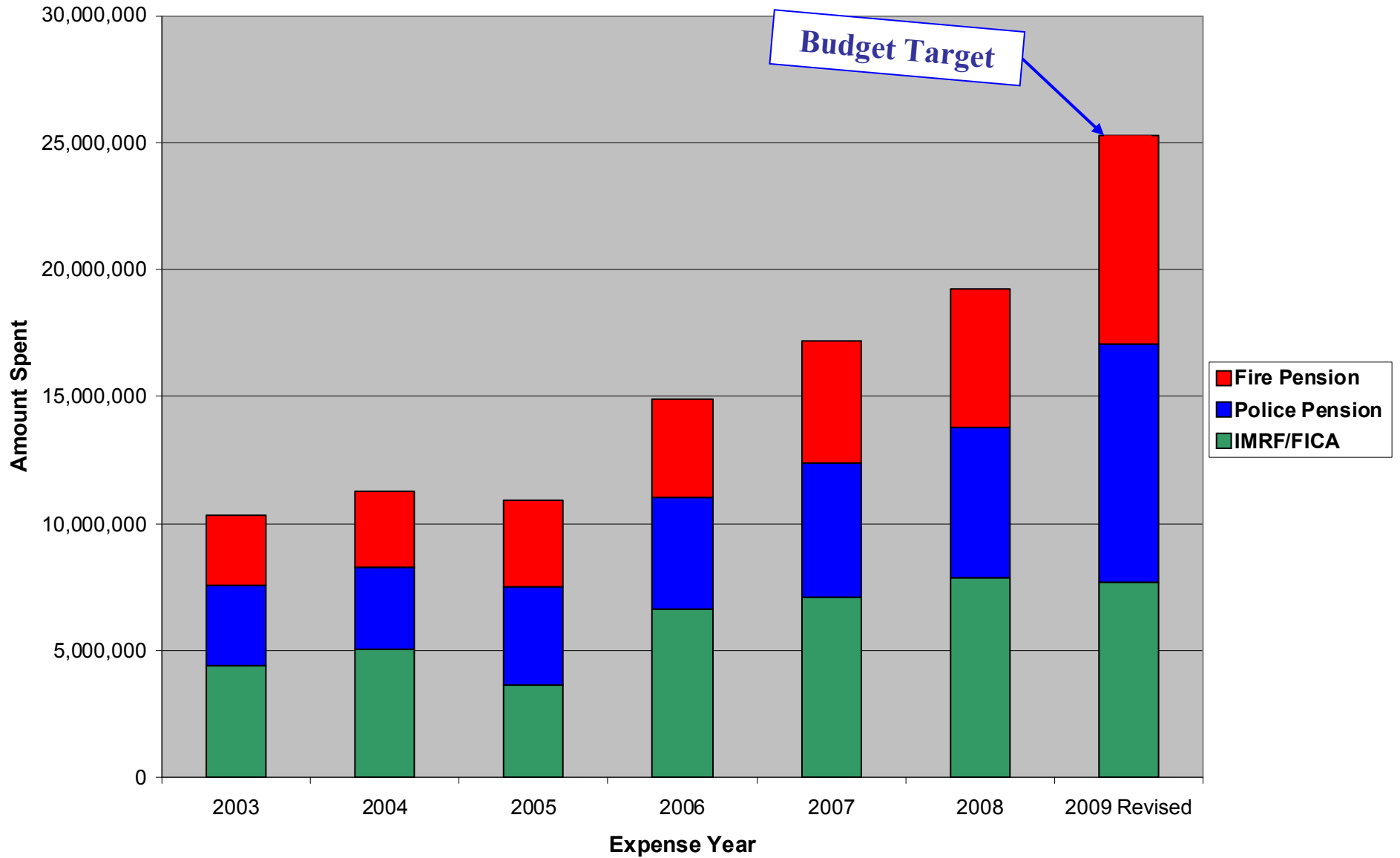


Revised Street Lighting Expense Review





Revised Pension Expense Review





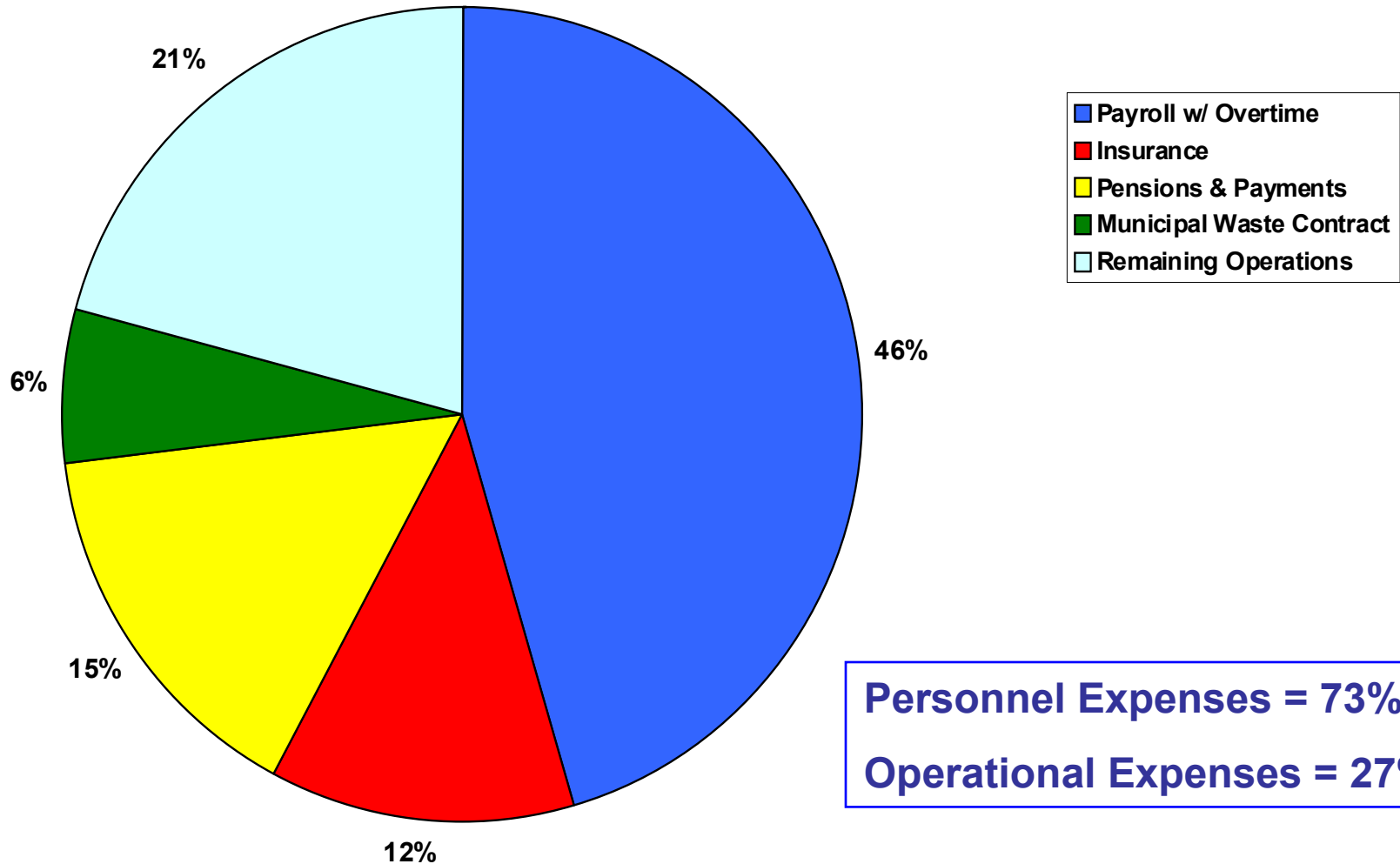
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Expense Analysis



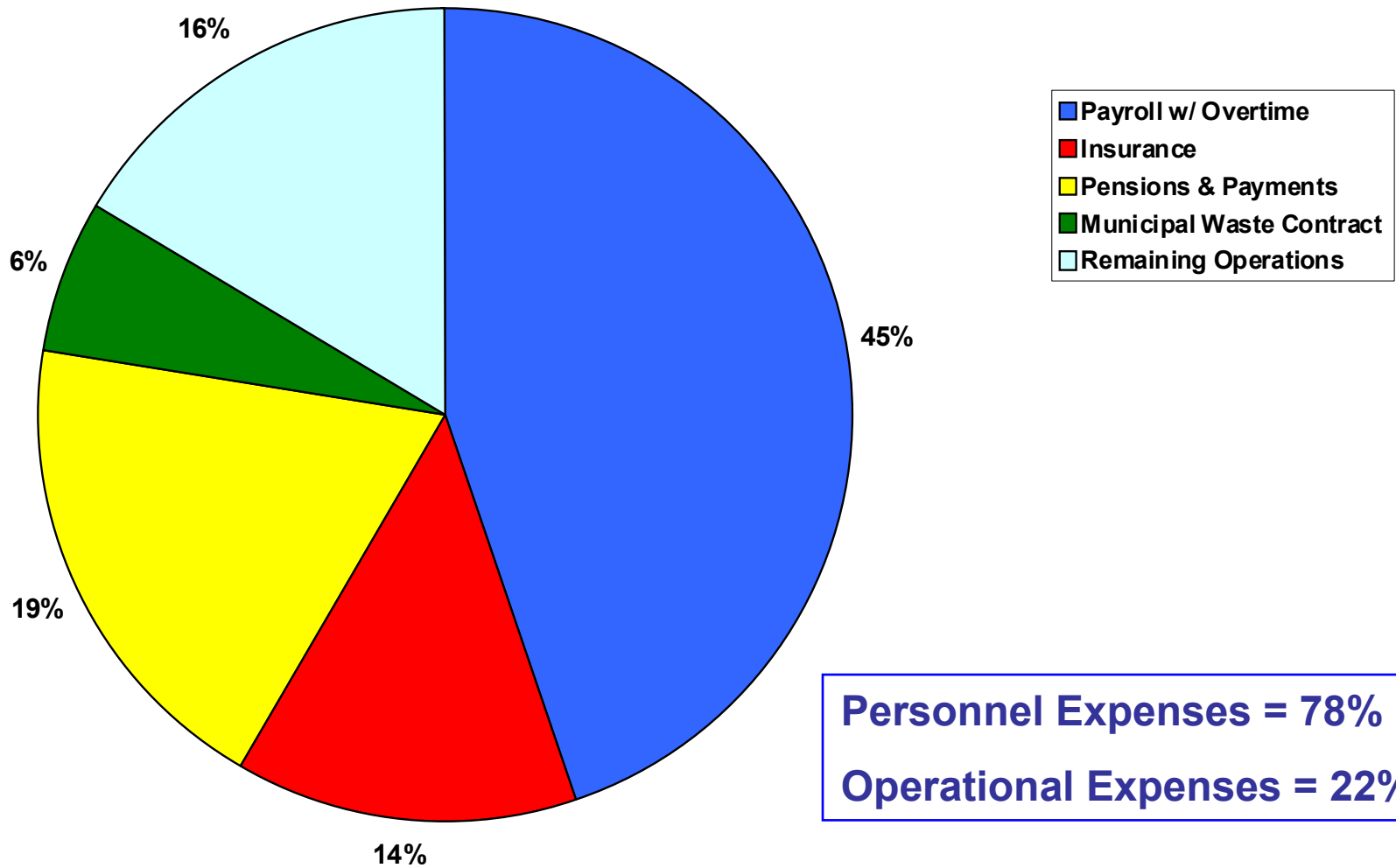
2009 RECOMMENDED (Less 4-Yr Plan)

$\$178,978,054 - \$11,594,246 = \$167,383,808$





2012 EXPENSE ESTIMATE = \$202,453,360
(OPERATING DEFICIT = \$66,888,117)





2009 BUDGET REVIEW

Remaining Operations (2009 = 21%)

2009 TOTAL = \$34,759,228

- **Utilities**
 - Natural Gas, Electricity, Phones
- **Grants**
 - Auto Theft, Title XX (PACE), HUD Neighborhood Stabilization, HUD Home Fund
- **Economic Incentive**
 - Auto Dealers, Andrew Corporation
- **Supplies & Equipment**
 - Road Salt, Vehicle Fuel, Auto Parts, Office Supplies, Clothing, Computer Equipment
- **Professional Services**
 - Snow Removal, Audits, Tree Removal



2009 BUDGET REVIEW

Remaining Operations (2009 = 21%)

2009 TOTAL = \$34,759,228

- **Community Programs**
 - Museum, Rialto, Ball Park, Unity CDC, Splash Station, Bi-Park
- **Projects**
 - Mayor/At-Large NIP, Street Projects (VRB), GIS System
- **Misc**
 - Training, Will County CED, Joliet Chamber, Postage
- **Reserve Accounts**
 - Contingency, Revenue Reserve, Computer



2009 BUDGET REVIEW

Partial List of Budget Cuts

<u>ACCOUNT DESCRIPTION</u>	<u>DEPT REQUEST</u>	<u>CITY MGR RECOMMENDS</u>	<u>AMOUNT CUT</u>
CHERRY HILL(MILLS-SPENCR)	775,000	0	(775,000)
BRONK(COUNTRY GLEN-BLACK)	562,597	0	(562,597)
BENTON(OTTWA-CHGO)STRTSCP	254,715	0	(254,715)
WEBSTER (JOLIET-OTTAWA)	252,105	0	(252,105)
BENTON (JOL-OTTWA)	250,063	0	(250,063)
CROWLEY (OTTWA-CHGO)	249,033	0	(249,033)
ESSNGTN/HENNEPIN ST LITE	175,000	0	(175,000)
CHICAGO STREET SIDEWALK	160,000	0	(160,000)
MOUND(CDT LANDFILL-E END)	107,000	0	(107,000)
SPECIAL EVENTS/FESTIVALS	150,000	50,000	(100,000)
REPUBLIC(GLNWOOD-JEFFRSN)	95,000	0	(95,000)
FACADE PROGRM	50,000	0	(50,000)
2009 Budget Cuts - Partial List	3,080,513	50,000	(3,030,513)



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Personnel Cost Analysis



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2009 Salary Evaluation – Feb 09

*Salary Costs (No Overtime) – All Funds
Total Salary By Bargaining Unit*

Bargaining Unit	Count	Base Salary	Holiday Stipend	Total Misc	Total Annual Pay
Mgt/ Exempt	124	11,509,247	0	49,559	11,558,806
POA	61	6,150,546	240,442	272,093	6,663,081
FOP-LC	235	19,333,473	0	398,233	19,731,706
Local 2369	54	5,636,447	321,634	95,568	6,053,649
Local 44	158	12,906,044	743,643	31,753	13,681,439
Local 440	291	19,007,191	0	472,169	19,479,360
Local 399	3	215,303	0	5,807	221,110
Part Time	131	1,963,729	0	5,976	1,969,705
Grand Total	1,057	76,721,980	1,305,718	1,331,157	79,358,855



CITY OF JOLIET

2009 Salary Evaluation – Feb 09

Salary Costs (No Overtime) – All Funds
Average Employee Salary By Bargaining Unit

Bargaining Unit	Count	Avg Base Salary	Avg Stipend	Avg Misc Pay	Avg Annual Pay
Mgt/ Exempt	124	92,817	0	400	93,216
POA	61	100,829	3,942	4,461	109,232
FOP-LC	235	82,270	0	1,695	83,966
Local 2369	54	104,379	5,956	1,770	112,106
Local 44	158	81,684	4,707	201	86,592
Local 440	291	65,317	0	1,623	66,940
Local 399	3	71,768	0	1,936	73,704
Part Time	131	14,990	0	46	15,037
Weighted Avg	1,057	72,585	1,235	1,259	75,079
W/O Part Time	926	80,732	1,410	1,431	83,574



CITY OF JOLIET

2009 Employee Cost Estimate – Feb 09

Combined Salary/Benefits Costs – All Funds Total Employee Costs By Bargaining Unit

Bargaining Unit	Count	Total Annual Pay	Est Health /Dental	Est Worker's Comp	Est City's Cost for Pension	Est Employee Cost To City
Mgt/ Exempt	124	11,558,806	1,835,743	17,346	2,785,023	16,196,918
POA	61	6,663,081	1,165,438	127,045	2,375,623	10,331,187
FOP-LC	235	19,731,706	3,035,143	902,440	7,035,049	30,704,338
Local 2369	54	6,053,649	773,979	462,471	2,517,132	9,807,231
Local 44	158	13,681,439	2,005,554	453,095	5,688,797	21,828,885
Local 440	291	19,479,360	3,658,973	296,516	4,693,432	28,128,281
Local 399	3	221,110	42,900	234	53,275	317,519
Part Time	131	1,969,705	198,410	4,219	147,728	2,320,062
Grand Total	1,057	79,358,855	12,716,140	2,263,366	25,296,059	119,634,420

**Note: Health/Dental & Worker's Comp Proportions = 2009 Budget * Rate derived from Actual 2007 Experience
(Excludes Retiree Costs)**



CITY OF JOLIET

2009 Employee Cost Estimate – Feb 09

*Combined Salary/Benefits Costs – All Funds
Average Employee Cost By Bargaining Unit*

Bargaining Unit	Count	Avg Annual Pay	Est Avg Ins /Health	Avg Worker's Comp	Avg Pension Cost Per Employee	Est City Cost Per Employee
Mgt/ Exempt	124	93,216	14,804	140	22,460	130,620
POA	61	109,232	19,106	2,083	38,945	169,364
FOP-LC	235	83,966	12,916	3,840	29,936	130,657
Local 2369	54	112,106	14,333	8,564	46,614	181,615
Local 44	158	86,592	12,693	2,868	36,005	138,158
Local 440	291	66,940	12,574	1,019	16,129	96,661
Local 399	3	73,704	14,300	78	17,758	105,840
Part Time	131	15,037	1,515	32	1,128	17,710
Weighted Avg	1,057	75,079	12,030	2,141	23,932	113,183
W/O Part Time	926	83,574	13,518	2,440	27,158	126,689



2009 BUDGET REVIEW

What's Not In The 4-Year Plan

- **Last Qtr of 2008 & 2009 Market Downturn**
 - **Slow Retail Market – Sales Tax Impact (-8%)**
 - **Falling Real Estate Values – Property Tax (2010 – 2012), Permits, Impact Fee Impacts**
 - **Rising Unemployment - Income Tax Impact (-10%)**
 - **Casino Market Drop – Gaming Tax Impact**
 - **Empress Fire**
 - **Stock Market Drop – Pension Impact**
- **Capital Projects**
 - **Evergreen Terrace, Court House, O&S, Downtown Hotel**
 - **Road & Bridge Projects**
 - **Communication/Technology Upgrades**



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2009 Budget Summary

- **Revenues Not Keeping Up W/ Expenses**
 - **Economic Conditions Worsening Gap**
- **Rate Increases & Non-Personnel Expenses Cuts Won't Be Able to Close Gap**
- **Cuts In Personnel Expenses Were/Are Needed**

Four Year Recovery Plan Development Will Explore Multiple Options To Determine Best City Solution While Minimizing Impact to Personnel



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Recovery Plan Development



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Revised Business Plan

Revenue Considerations

- **Market Drives Sales/Income/Out of State Use Taxes**
- **Local Tax Considerations**
 - **Property Tax Rate Increases**
 - **Utility**
 - **Home Rule**
 - **Hotel/Motel**
- **Declining Riverboat Revenues**
 - **Empress Fire Amplified Challenge**
 - **New Legislation (Video Poker / Admission Credit)**
- **Suspension of Neighborhood Improvement Program**
- **Increase Transfer for Parking Revenues**
- **Targeted Adjustments for Fees/Fines**



CITY OF JOLIET

Revised Business Plan

Expense Considerations

- **Overtime Controls**
 - Reduction of City Sponsored Events
 - Maximize Operational Efficiencies
- **Limited Ability To Reduce Non-Personnel Related Expenditures**
 - Municipal Waste/Fuel Efficiencies /Paper/Postage, Etc.
- **Pensions Considerations**
 - Four Year Plan Assumes 15% Increase Annually
 - IMRF ARC To Increase 51% In 2010
 - Fire/Police Likely to Exceed 15%



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Revised Business Plan

Expense Considerations (Cont.)

- **Health Insurance Savings**
 - **Employee Contribution**
 - **Plan Modifications**
 - **Retiree Adjustments**
 - **COBRA/Stimulus Considerations**
- **Limit But Not Avoid Staff Reduction**
 - **Contingent Upon Union Cooperation**



CITY OF JOLIET

Keys To Recovery Plan

- **Management/Union Wage Changes**
- **Adjustments to Insurance Benefits**
- **NIP Suspended**
- **Revenues Enhancements**
 - **Taxes/Fines/Fees**
 - **Increase Transfers From Parking**
- **Reduction In Overtime**

**These Keys Were Basis of Assumptions Used
to Develop Original Layoff Options**



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Four Year Recovery Plan

Summary of Original Layoffs Options

<u>Department</u>	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>	<u>Option 4</u>
City Manager	6	4	3	2
Comm & Econ Development	11	7	4	3
Fire	63	41	24	15
Human Resources	10	7	4	3
Legal	3	2	1	1
Mayor	3	2	2	1
Management & Budget	15	10	6	4
Police	124	80	47	30
Public Works	23	15	9	6
Grand Total	258	168	100	65



CITY OF JOLIET

2009 Actions Taken To Date



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2009 Insurance Negotiations

Health Care Issue Title	Current	Final Union Proposal
One Plan Option	PPO	PPO
Premiums	None	\$50/\$50
Deductibles "In Network"	None	\$250/\$500
Deductibles "Out of Network"	\$150/\$450	\$500/\$1,000
Out of Pocket Limit "In Network"	\$1,000/\$3,000	\$1,000/\$3,000
Out of Pocket Limit "Out of Network"	\$3,000/\$9,000	\$3,000/\$9,000
In/ Outpatient Hospital Services Coinsurance "In Network"	100%	100%
In/ Outpatient Hospital Services Coinsurance "Out of Network"	80%	70%
Physician Services Coinsurance "In Network"	80%	80%
Physician Services Coinsurance "Out of Network"	70%	70%
	Max Allowable	Max Allowable
Prescription Co-Pay	5/10/35	8/15/35



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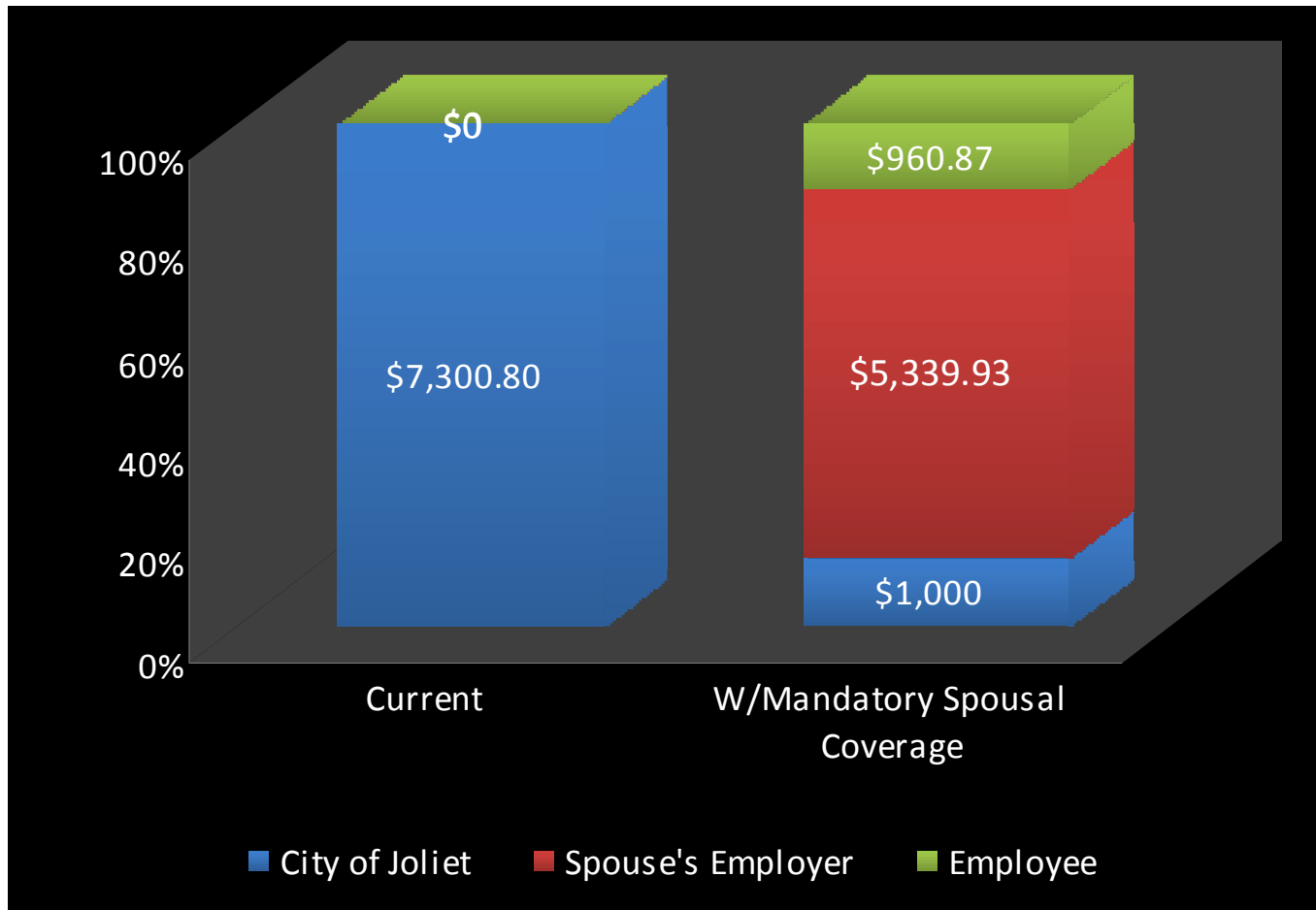
2009 Insurance Negotiations (Cont.)

Health Care Issue Title	Current	Final Union Proposal
Employee "Opt Out" Of City Plan	None	Single \$100/Pay \$2,600/Year Family 200/Pay \$5,200/Year
Enhanced Vision Benefit (Active Only)	None	\$150/Person
Dental Benefit (Active Only)	\$1,000	\$1,000
Preventative Health Care Benefit	\$200	\$200
Supplemental Accident Coverage Benefit	\$300	\$0
Mandatory Working Spouse/Dependent Coverage by 3 rd Party Employer	None	Required (Active Only) W/Cap



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Mandatory Spouse Coverage





CITY OF JOLIET

Financial Summary of Insurance Negotiations

Health Care Issue Title	Final Union Proposal
One Plan Option – PPO Single/Family	\$0
Premiums	\$1,071,200
Deductibles	\$446,117
Annual “Out of Pocket” Max	\$0
Inpatient / Outpatient Hospital Services Coinsurance (90/10)	\$0
Physician Services Coinsurance	\$0
Prescription Co-Pay	\$183,570
Employee Opt Out of City’s Health Plan	\$242,000
Enhanced Vision & Dental	(160,000)
Eliminate \$200 Preventative Care Benefit	\$0
Eliminate Supplemental Accident Coverage	\$89,369
Mandatory Spouse/Dependent Coverage *	\$1,252,000
TOTAL SAVINGS	\$3,124,256

4 of 6 Union Reopeners Have Been Received

* NOTE: City’s Spouse/Dependent Care Estimate Includes ONLY Active



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Personnel Scorecard – By Bargaining Unit

Bargaining Unit	Total Positions	Hiring Freeze	Retire Incentive	Est Vacancies	Percent Change
Mgt-Exempt	124	9	9	18	14.5%
POA	61	3	11	14	23.0%
FOP	235	6	10	16	6.8%
Local 2369	54	1	2	3	5.6%
Local 44	158	2	0	2	1.3%
Local 440	291	12	10	22	7.6%
Local 399	3	0	0	0	0.0%
Part Time	131	12	0	12	9.2%
Total	1057	45	42	87	8.2%

*Complete
As Of – 5/26/09*



CITY OF JOLIET

Personnel Scorecard – By Department

Department	Total Positions	Hiring Freeze	Retire Incentive	Est Vacancies	Percent Change
Mayor & Council	17	1	0	1	5.9%
City Mgr	18	6	1	7	38.9%
Police	448	17	22	39	8.7%
Fire	219	4	4	8	3.7%
Public Works	100	2	6	8	8.0%
Public Utilities	101	3	3	6	5.9%
Comm & Econ	47	2	3	5	10.6%
Mgt & Budget	63	5	3	8	12.7%
Human Res	35	4	0	4	11.4%
Legal	9	1	0	1	11.1%
Total	1057	45	42	87	8.2%

*Complete
As Of – 5/26/09*



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Establishing Target Savings

- **Target Savings = (\$81,888,117)**
 - **Deficit = (\$66,888,117)**
 - **Cash Reserve = \$15,000,000**
- **Reasons For Cash Reserve**
 - **Bond Rating**
 - **Ability to Issue New Bonds**
 - **Cash Flow Requirements**
 - **Unanticipated Budget Pressures**
 - **Unexpected Downturn In Revenues**
 - **Unexpected Increase in Expenses**
 - **May Need To Increase**
 - **Represents Only 8% 2012 Projected Budget**



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Target Savings Scorecard – Changes To Date

Target Savings = (\$81,888,117)

Rev /Exp	Title	2009	2010	2011	2012
Rev	Loss - Sale Tax	(1,537,000)	(1,537,000)	(1,537,000)	(1,537,000)
Rev	Loss - Home Rule Tax	(1,170,000)	(1,170,000)	(1,170,000)	(1,170,000)
Rev	Loss - Income Tax	(1,640,000)	(1,640,000)	(1,640,000)	(1,640,000)
Rev	Loss - Other Taxes	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Exp	Savings - Early Retire	1,988,783	3,612,092	3,828,818	4,058,547
Exp	Savings - Hire Freeze	2,056,499	2,724,862	2,888,354	3,061,655
Exp	Cost - Regular Buyouts	(1,086,117)	(181,966)	(181,966)	(181,966)
Exp	Cost - Enhanced Buyouts	(678,864)	(88,274)	(88,274)	(88,274)
Exp	Savings - Insurance	0	3,124,256	3,124,256	3,124,256
Exp	Union Reopeners	0	0	0	0
Exp	Suspend NIP (Gaming)	0	4,000,000	4,000,000	4,000,000
Exp	Savings - Veh Fuel	800,000	0	0	0
Exp	Revenue Reserve	1,178,112	0	0	0
Annual Savings/(Losses)		(1,088,587)	7,843,970	8,224,188	8,627,218
Cumulative 4 Year Savings		(1,088,587)	6,755,384	14,979,572	23,606,790
Target Remaining					(58,281,327)



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Actions In Consideration



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Target Savings Scorecard – Revenue Menu

Remaining Target = (\$58,281,327)

Rev /Exp	Title	2009	2010	2011	2012
Rev	Vehicle Sticker (\$25)	0	1,375,000	1,375,000	1,375,000
Rev	Fines (20%)	0	247,140	247,140	247,140
Rev	Parking Rates/Fines	0	400,000	400,000	400,000
Rev	Permits/License (20%)	0	324,000	324,000	324,000
Rev	Raise - 25% Prop Tax	0	9,000,000	9,000,000	9,000,000
Rev	Loss in EAV	0	0	0	0
Rev	Raise - Gas Tax (1.0%)	0	275,000	275,000	275,000
Rev	Raise - Utility Tax	0	3,000,000	3,000,000	3,000,000
Rev	Raise - 1/4% H/R Rate	0	2,952,420	3,040,993	3,132,223
Rev	Raise - 1% Hotel/Motel	0	260,000	267,800	275,834
Annual Savings/(Losses)		0	17,833,560	17,929,933	18,029,197
Cumulative 4 Year Savings		0	17,833,560	35,763,493	53,792,690
Target Remaining					(4,488,637)

Does Not Include Needed W&S Rate Increase / Rebate Suspension



CITY OF JOLIET

Current Summary Of Utilities' Options

- **Included in Both Options**
 - **Eliminate Sewer Separation Rebate**
 - **Increase Fees & Charges to Cover Actual Cost**
- **Option A**
 - **Immediate Action - Eliminate all daily rebates**
 - **Jan 1, 2010 – 30% Rate Increase**
 - **Future Years – Incremental Rate Increases**
- **Option B**
 - **Immediate Action - Eliminate daily rebates**
 - **Seniors Will Be Exempt**
 - **Immediate Action – 5% Rate Increase**
 - **January 1, 2010 – 25% Rate Increase**
 - **Future Years – Incremental Rate Increases**



CITY OF JOLIET

Target Savings Scorecard – Expense Menu

Remaining Target = (\$4,488,637)

Rev /Exp	Title	2009	2010	2011	2012
Exp	Cost - Layoff Buyout	(1,000,000)			
Exp	Savings - Layoff Salary	1,080,532	3,392,000	3,595,520	3,811,251
Exp	Savings - OT Reduced	1,000,000	1,500,000	1,500,000	1,500,000
Exp	2010 Wage & Step Freeze	0	3,500,000	3,500,000	3,500,000
Exp	2011 Wage & Step Freeze	0	0	3,710,000	3,710,000
Exp	2012 Wage & Step Freeze	0	0	0	3,932,600
Exp	Cost - Pension Increase	0	(2,000,000)	(2,000,000)	(2,000,000)
Exp	Savings - Refuse Contract	0	1,000,000	1,000,000	1,000,000
Exp	Transfer Crossing Guards	0	461,000	461,000	461,000
Exp	Close Museum	0	400,000	400,000	400,000
Exp	Unity CDC	0	50,000	50,000	50,000
Exp	Close Bi-Park	0	222,659	222,659	222,659
Exp	Rialto Subsidy (Gaming)	0	0	0	0
Exp	Sr Citizen Util Rebate	0	22,660	22,660	22,660
Annual Savings/(Losses)		1,080,532	8,548,319	12,439,179	16,587,510
<i>Cumulative 4 Year Savings</i>		1,080,532	9,628,851	22,068,030	38,655,540
<i>Target Remaining</i>					34,166,903



CITY OF JOLIET

Personnel Scorecard – By Bargaining Unit

Bargaining Unit	Total Positions	Hiring Freeze	Retire Incentive	Layoff Plan	Est Vacancies	Percent Change
Mgt-Exempt	124	9	9	10	28	22.6%
POA	61	3	11	0	14	23.0%
FOP	235	6	10	0	16	6.8%
Local 2369	54	1	2	0	3	5.6%
Local 44	158	2	0	16	18	11.4%
Local 440	291	12	10	26	48	16.5%
Local 399	3	0	0	0	0	0.0%
Part Time	131	12	0	0	12	9.2%
Total	1057	45	42	52	139	13.2%
		<i>Complete</i>		<i>Not Done</i>		
		<i>As of – 5/26/09</i>				



CITY OF JOLIET

Personnel Scorecard – By Department

Department	Total Positions	Hiring Freeze	Retire Incentive	Layoff Plan	Est Vacancies	Percent Change
Mayor & Council	17	1	0	0	1	5.9%
City Mgr	18	6	1	2	9	50.0%
Police	448	17	22	11	50	11.2%
Fire	219	4	4	17	25	11.4%
Public Works	100	2	6	10	18	18.0%
Public Utilities	101	3	3	3	9	8.9%
Comm & Econ	47	2	3	3	8	17.0%
Mgt & Budget	63	5	3	2	10	15.9%
Human Res	35	4	0	3	7	20.0%
Legal	9	1	0	1	2	22.2%
Total	1057	45	42	52	139	13.2%
		<i>Complete As Of 5/26/09</i>		<i>Not Done</i>		



CITY OF JOLIET

Target Savings Scorecard – Unfunded Projects

Remaining Target = + \$34,166,903

Rev /Exp	Title	2009	2010	2011	2012
Exp	Evergreen Terrace	0	0	0	0
Exp	Downtown Hotel	0	0	0	0
Exp	Roadway Projects	0	0	0	0
Exp	Transportation Ctr	0	0	0	0
Exp	Court House	0	0	0	0
Exp	Information Tech	0	0	0	0
Exp	O&S Project	0	0	0	0
Annual Savings/(Losses)		0	0	0	0
Cumulative 4 Year Savings		0	0	0	0
Target Remaining					34,166,903



CITY OF JOLIET

2009 Four Year Recovery Summary

- **Target Savings = \$81,888,117**
- **Goal To Achieve Structural Balance For 2012 & Beyond**

Title	2009	2010	2011	2012	Total
Current Savings	(1,088,587)	7,843,970	8,224,188	8,627,218	23,606,790
Revenue Menu	0	17,833,560	17,929,933	18,029,197	53,792,690
Expense Menu	1,080,532	8,548,319	12,439,179	16,587,510	38,655,540
Other Projects	0	0	0	0	0
Annual Savings	(8,055)	34,225,849	38,593,300	43,243,925	116,055,020
<i>Cumulative Savings</i>	(8,055)	34,217,795	72,811,095	116,055,020	
<i>Target Remaining</i>					34,166,903



CITY OF JOLIET

Four Year Recovery Plan

Summary of Staff Reduction Options

<u>Department</u>	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>	<u>Option 4</u>
City Manager	6	4	3	2
Comm & Econ Dev	11	7	4	3
Fire	63	41	24	15
Human Resources	10	7	4	3
Legal	3	2	1	1
Mayor	3	2	2	1
Mgt & Budget	15	10	6	4
Police	124	80	47	30
Public Works	23	15	9	6
Grand Total	<u>258</u>	<u>168</u>	<u>100</u>	<u>65</u>

*Today We're
Between Here*



CITY OF JOLIET

Summary Of Recovery Plan

City's Annual Revenues are not sufficient to meet Annual Expenditures.

- **City Has Taken Steps To Fix**
- **Chipped Away At (\$81,888,117) Deficit**
 - Savings to Date – \$23,606,790
 - Hole Still Exists – (\$58,281,327)
- **There's No Overnight Solution**
 - Revenue & Expense Menu Choices Available
 - Layoffs A Strong Likelihood
- **More Actions Will Be Taken**
 - Council Will Consider Actions On Rev & Exp
 - Staff Will Continue Discussions With Unions