



OFFICE OF THE MAYOR

June 10, 2011

Dear Fellow Citizens:

On January 25, 2011, I gave my annual State of the City Address to the crowd gathered at the Peoria Civic Center. In that speech, I outlined my plan to convene a small group of business and labor leaders to help us understand how these sectors view the core services of City government. Over the past few months this small group, the "City Services Task Force," has met to review City services, develop criteria, and evaluate and prioritize these services.

This group was led by Tim Cunningham of Caterpillar and included Jeff Clendenin (Advanced Technology Services), Mike Everett (International Brotherhood of Electrical Workers) and Mary Pille (AAIM Employers' Association). I am very pleased to share with you the final report of the Task Force. The attached document outlines the group's process and its outcomes.

I wanted to point out a few things about this report that will help you understand the process. First, the group only looked at services provided to "external customers" such as citizens, visitors and businesses. Internal services such as human resources or finance were not included in the review. The list of 73 services that were evaluated was created from a service list compiled by staff in 2009. I also wanted to note that the group did not consider any mandates in their evaluation. Some services may have ranked low in terms of priority may be the ones over which the City has no choice but to provide.

The Task Force would be quick to point out that this is only one data point regarding the prioritization of services. Different groups of people – even a different group of business and labor leaders – might come to a different conclusion. However, this committee engaged in a thoughtful and thorough review that will be a helpful tool as the City creates its strategic plan and begins the process of budgeting for 2012.

I want to commend the members of the group for their dedication and thoroughness. Their commitment is admirable and the result is important. Too often, we become insular and do not seek out the opinions of those we serve. I hope this effort leads to more engagement with the public on the great work we do in Peoria.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Ardis".

Jim Ardis
Mayor

Peoria City Hall
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Phone: (309) 494-8558 **Fax:** (309) 494-8559

City Services Task Force
Final Report
May 5, 2011



In his January 25, 2011 State of the City Address, Mayor Jim Ardis stated his intention to commission a small task force of local business and labor leaders to analyze city services and provide the mayor with a priority list of those services, as perceived by those local leaders.

The mayor formed that task force in March and this report documents the process used and output from that effort. The committee participated in a number of meetings from March through early May to produce a final deliverable, which was presented to the Mayor and City Manager in advance of the May 7, 2011 City Strategic Planning meeting.

The following pages list the team members, outline the process used, and documents the priority services the team identified during its deliberations.

City Services Task Force

Jeff Clendenin – Advanced Technology Services

Tim Cunningham – Caterpillar Inc

Mike Everett – IBEW

Mary Pille – AAIM Employers' Association

Chris Setti – City of Peoria (support resource to the committee)

The team would like to emphasize that this work represents the consensus of this group of business and labor leaders. It is a single data point for the city to use and consider in future deliberations. When combined with input and analysis from other groups, this input could assist city leaders in making critical funding and staffing decisions. This committee would welcome the opportunity to further explain the process, the deliberations, and the decisions reached.

The prioritization process

A. Establishing the Evaluation Criteria

Starting with input and ideas from other cities, Peoria City staff, and other research, the committee agreed on eight basic criteria to be used in the analysis of each of the services. These criteria were established prior to the committee being introduced to specific services and are listed below.

1. Does the service address “basic” safety?
2. Does the service support reliable, well maintained infrastructure?
3. Does the service contribute to a positive economic impact versus other regional cities?
4. Does the service preserve or enhance the quality of life and community attractiveness?
5. Does the service need to be provided by the city, versus other providers?
6. Does the service reduce the city liability or legal exposure?
7. Does the service impact a large, medium, or small segment of the population?
8. Could the service potentially be provided more efficiently or effectively on a broader, regional scale?

Once these criteria were established, the committee determined relative weightings for each and assigned a weighting factor, which was used in the final analysis. (See Attachment A)

****NOTE**** Some services may be mandated or required by law, but the committee made no attempt to distinguish a service as such.

B. Identifying the Services to be Evaluated

Once these criteria were established, the committee was presented with a listing of over 500 city provided services. Chris Setti, City of Peoria staff member assigned to the team, conducted an affinity analysis of those 500 services, which resulted in 73 higher level service groupings. Those 73 service groupings are what the committee evaluated and ultimately prioritized. The committee would like to recognize Chris for his valuable insight and assistance during the process.

C. Evaluating Each Service Against Each Criteria

The committee reviewed each service separately and evaluated its relative impact to each of the criteria.....did it have a High, Medium, or Low impact based on the criteria? Those H, M, L ratings were then given a relative value and multiplied by the importance weighting of each. Once each service was evaluated against each criteria, a final calculation was performed to rank order them from 1-73. That initial ranking then became the basis for further discussion, modifications, and final prioritization consensus. The analysis worksheet is included in Attachment A.

Following is the priority listing of City Services. The analysis provided some natural breaks in criticality or importance, as indicated by the groupings in the list below. The top five priorities in Group 1 support basic safety. All of the Group 1 priorities represent a balance of safety, public works, planning and growth, and economic development. The committee feels strongly that a vibrant city requires that balance.

Group 1

1. Conduct routine police patrols and respond to calls for service
2. Perform snow and ice control operations
3. Respond to structure fires
4. Answer emerg/non-emerg calls, dispatch resources, provide medical instructions
5. Maintain and activate public warning systems
6. Repair and maintain streets
7. Repair curbs and sidewalks
8. Review building and site plans for compliance
9. Develop comprehensive plan ad plans for specific areas (i.e school impact zones)
10. Oversee federal funds for community redevelopment
11. Maintain traffic signals
12. Manage incentive programs (TIF, loan fund)
13. Recruit new businesses
14. Help local businesses expand

Group 2

15. Perform technical rescues and special operations (hazardous materials, etc)
16. Coordinate site plan review board
17. Investigate crimes
18. Respond to basic and advanced life support calls
19. Review and respond to ADA complaints
20. Conduct emergency preparedness activities
21. Oversee commercial and residential demolition and board ups
22. Provide assistance to civic events (traffic control, escort, security)
23. Collect revenues from public
24. Maintain city owned properties
25. Manage design and construction of capital projects
26. Provide special operations (k-9, bomb squad, etc)
27. Maintain critical information systems (leads, sex offenders)
28. Inspect dangerous buildings for structural issues

Group 3

29. Provide stormwater and flood management
30. Issue building permits and inspect construction activities
31. Review, permit, inspect activities for life safety issues (hazmat, fireworks, etc)
32. Enforce land use ordinances
33. Approve annexations and subdivision plans
34. Maintain street lights
35. Maintain pavement markings and street signs
36. Make information about the city available to the public
37. Enforce residential and commercial property maintenance codes (weeds, litter, etc)
38. Identify, cite, and remediate environmental problems through work order process
39. Sweep streets
40. Issue business permits and special event permits

Group 4

41. Educate public on crime and safety
42. Prosecute ordinance violators
43. Review development plans for permitting, stormwater and traffic issues
44. Process zoning requests administratively and through commissions
45. Assist existing businesses handle issues with the city
46. Manage historic preservation issues
47. Enforce traffic and parking laws and investigate accidents
48. Investigate discrimination complaints
49. Process liquor licenses
50. Build relationships between Police and community
51. Manage PeoriaCares
52. Provide training to community on fire safety prevention
53. Notify public of meetings
54. Defend the City against litigation
55. Respond to Freedom of Information Act requests
56. Inspect owner occupied homes upon complaint
57. Manage hearing officer process for housing violations
58. Offer alley lights
59. Manage census information

Group 5

60. Rebuild and repair alleys
61. Maintain public records
62. Provide residential waste hauling and recycling
63. Develop diversity in the workforce and business community
64. Assist with neighborhood development (newsletters, neighborhood assn, etc)
65. Provide victim assistance
66. Help low income residents with housing issues(handicap ramps, roof repair, etc)
67. Address nuisance properties and neighborhood quality of life issues
68. Provide training to other fire agencies
69. Buy and sell property
70. Provide guidance on civil rights law
71. Register and inspect rental property
72. Adjudicate parking ticket complaints
73. Manage downtown parking system

D. Additional Evaluation Excluding Regional Scale Criteria

Following is a priority listing of City Services created by eliminating the Regional Capability Criteria. While the committee thinks there are potential synergy opportunities with other regional service providers, the committee wanted to provide a view that was not impacted by the regional services perspective. This analysis worksheet is included in Attachment B.

Group 1

1. Conduct routine police patrols and respond to calls for service
2. Perform snow and ice control operations
3. Respond to structure fires
4. Repair and maintain streets
5. Repair curbs and sidewalks
6. Review building and site plans for compliance
7. Develop comprehensive plan and plans for specific areas (i.e school impact zones)
8. Oversee federal funds for community redevelopment
9. Answer emergency and non-emergency calls, dispatch appropriate resources and provide medical instructions
10. Maintain and activate public warning systems
11. Maintain traffic signals
12. Manage incentive programs (TIF, loan fund)
13. Help local businesses expand

Group 2 (Small gap in point totals in this group)

14. Respond to basic and advanced life support calls
15. Recruit new businesses
16. Coordinate site plan review board
17. Review and respond to ADA complaints
18. Maintain city owned properties
19. Manage design and construction of capital projects
20. Oversee commercial and residential demolition and board ups
21. Perform technical rescues and special operations (hazardous materials, etc)
22. Investigate crimes
23. Inspect dangerous buildings for structural issues
24. Provide stormwater and flood management
25. Issue building permits and inspect construction activities
26. Conduct emergency preparedness activities
27. Provide assistance to civic events (traffic control, escort, security)
28. Collect revenues from public
29. Enforce land use ordinances
30. Make information about the city available to the public
31. Approve annexations and subdivision plans
32. Provide special operations (k-9, bomb squad, etc)
33. Maintain street lights
34. Maintain pavement markings and street signs

Group 3 (Small gap in point totals in this group)

- 35. Maintain critical information systems (leads, sex offenders)
- 36. Enforce residential and commercial property maintenance codes (weeds, litter)
- 37. Identify, cite, and remediate environmental problems through work order process
- 38. Review, permit, and inspect activities for life safety issues (hazmat, fireworks, etc)
- 39. Sweep streets
- 40. Issue business permits and special event permits
- 41. Process zoning requests administratively and through commissions
- 42. Assist existing businesses handle issues with the city
- 43. Manage historic preservation issues
- 44. Prosecute ordinance violators
- 45. Defend the City against litigation
- 46. Respond to Freedom of Information Act requests
- 47. Review development plans for permitting, stormwater and traffic issues
- 48. Offer alley lights
- 49. Investigate discrimination complaints
- 50. Process liquor licenses
- 51. Build relationships between Police and community
- 52. Manage PeoriaCares
- 53. Notify public of meetings
- 54. Inspect owner occupied homes upon complaint
- 55. Manage hearing officer process for housing violations
- 56. Manage census information
- 57. Rebuild and repair alleys
- 58. Maintain public records
- 59. Provide residential waste hauling and recycling
- 60. Educate public on crime and safety
- 61. Develop diversity in the workforce and business community
- 62. Assist with neighborhood development (newsletters, neighborhood associations, etc)
- 63. Help low income residents with housing issues(handicap ramps, roof repair, etc)
- 64. Enforce traffic and parking laws and investigate accidents
- 65. Buy and sell property
- 66. Provide training to community on fire safety prevention

Group 4

- 67. Provide guidance on civil rights law
- 68. Register and inspect rental property
- 69. Adjudicate parking ticket complaints
- 70. Provide victim assistance
- 71. Address nuisance properties and neighborhood quality of life issues
- 72. Manage downtown parking system
- 73. Provide training to other fire agencies

City Services Task Force Report

Attachment A

Priority Services Using 8 Criteria

City of Peoria Task Force Worksheet
May 5, 2011
Attachment B

	Criteria Ranking -->	1	2	3	4	5	6	7	8	Sum of All Criteria Values
	Weighted Value -->	23	20	17	14	11	2	5	6	Calculated Value
	Importance -->									
	Individual Score Calculation (Weighted Value X Importance Value)	Address "basic" safety	Supports reliable well maintained infrastructure	Contributes to positive economic impact vs competition (regional cities)	Preserves/enhances quality of life and community attractiveness	Service should be provided by the City (H=Only City, L=Private)	Reduce City liability or exposure	Size of population impacted		
1	Conduct routine patrols and respond to calls for service.	Police	207	20	153	126	99	18	45	668
2	Perform snow and ice control operations.	Public Works	207	60	51	126	33	6	45	528
3	Respond to structure fires.	Fire	207	60	51	42	99	18	45	522
4	Repair and maintain streets (patching, resurfacing, etc).	Public Works	69	180	51	126	33	6	45	510
5	Repair curbs and sidewalks.	Public Works	69	180	51	126	33	18	15	492
6	Review building and site plans for compliance.	Inspections, Fire, PGM, PW	69	60	153	42	99	18	45	486
7	Develop comprehensive plan and plans for specific areas (i.e. school impact zones).	Planning and Growth	23	60	153	126	99	6	15	482
8	Oversee federal funds used for community redevelopment (CBDG, HOME, ESG).	Planning and Growth	23	60	153	126	99	2	15	478
9	Answer emergency and non-emergency calls, dispatch appropriate resources and provide medical instructions	Emergency Communications	207	20	153	42	33	6	15	476
10	Maintain and activate public warning systems (sirens, CodeRED).	Emergency Communications	207	20	51	42	99	6	45	470
11	Maintain traffic signals (including for other agencies)	Public Works	207	60	51	42	33	18	45	456
12	Manage incentive programs (TIF, loan fund, Enterprise Zone, etc.)	Economic Development	23	20	153	126	99	6	5	432

City of Peoria Task Force Worksheet
May 5, 2011
Attachment B

City of Peoria Task Force Worksheet May 5, 2011 Attachment B											
Services	Department	Criteria Ranking -->	1	2	3	4	5	7	6	Sum of All Criteria Values	
		Weighted Value -->	23	20	17	14	11	2	5		
		Importance -->	High = 9, Medium = 3, Low = 1								
		Individual Score Calculation (Weighted Value X Importance Value)									
			Address "basic" safety	Supports reliable well maintained infrastructure	Contributes to positive economic impact vs competition (regional cities)	Preserves/enhances quality of life and community attractiveness	Service should be provided by the City (H=Only City, L=Private)	Reduce City liability or exposure	Size of population impacted	Calculated Value	
13	Help local businesses expand.	Economic Development	23	60	153	126	33	2	15	412	
14	Respond to basic and advance life support calls.	Fire	207	20	51	42	11	2	45	378	
15	Recruit new businesses.	Economic Development	23	20	153	126	33	2	15	372	
16	Coordinate Site Plan Review Board.	Planning and Growth	69	60	51	42	99	6	45	372	
17	Review and respond to ADA complaints.	Equal Opportunity	69	20	17	126	99	18	5	354	
18	Maintain City-owned properties (buildings, lots, rights-of-way).	Public Works	23	180	51	42	33	6	15	350	
19	Manage design and construction of capital projects.	Public Works	23	180	51	42	33	6	15	350	
20	Oversee commercial and residential demolition and board ups.	Inspections	69	60	51	42	99	6	15	342	
21	Perform technical rescues and special operations (i.e. hazardous materials).	Fire	207	20	17	14	33	18	15	324	
22	Investigate crimes.	Police	69	20	51	42	99	18	15	314	
23	Inspect dangerous buildings for structural issues.	Inspections	69	20	51	42	99	18	15	314	
24	Provide stormwater and flood management.	Public Works	69	60	17	42	99	6	15	308	
25	Issue building permits and inspect construction activities.	Inspections	69	20	51	42	99	6	15	302	
26	Conduct emergency preparedness activities.	Fire	69	20	17	42	99	6	45	298	

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		Individual Score Calculation (Weighted Value X Importance Value)								
		Address "basic" safety	Supports reliable well maintained infrastructure	Contributes to positive economic impact vs competition (regional cities)	Preserves/enhances quality of life and community attractiveness	Service should be provided by the City (H=Only City, L=Private)	Reduce City liability or exposure	Size of population impacted	Calculated Value	
27	Provide assistance to civic events (i.e. traffic control, escort, security)	Police, Fire, Public Works	23	20	153	42	33	6	15	292
28	Collect revenues from the public (fines, permit fees, etc.).	Treasurer, Finance	23	60	51	42	99	2	15	292
29	Enforce land use ordinances.	Planning and Growth	23	60	51	42	99	6	5	286
30	Make information about the City available to the public.	Manager, Info Systems, Clerk, All Departments	23	20	51	42	99	6	45	286
31	Approve annexations and subdivision plans.	Planning and Growth	23	60	51	42	99	2	5	282
32	Provide special operations (K-9, bomb squad, SRT, etc.).	Police	69	20	17	42	99	18	15	280
33	Maintain street lights.	Public Works	69	60	17	42	33	6	45	272
34	Maintain pavement markings and street signs.	Public Works	69	60	17	42	33	6	45	272
35	Maintain critical information systems (LEADS, sex offenders, etc.).	Emergency Communications	69	20	51	42	33	6	45	266
36	Enforce residential and commercial property maintenance codes (weeds, litter, exterior violations).	Inspections	23	20	51	42	99	6	15	256
37	Identify, cite and remediate environmental problems (weeds, tall grass, tires, litter) through a work order process.	Inspections	23	20	51	42	99	6	15	256

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52	Manage PeoriaCares – a clearinghouse for citizen complaints and concerns.	Manager	23	20	17	42	99	6	15	222		
53	Notify public of meetings.	Clerk	23	20	17	42	99	6	15	222		
54	Inspect owner-occupied homes upon complaint.	Inspections	23	20	17	42	99	6	5	212		
55	Manage hearing officer process for housing violations.	Inspections, Legal	23	20	17	42	99	6	5	212		
56	Manage census information.	Planning and Growth	23	20	17	42	99	2	5	208		
57	Rebuild and repair alleys.	Public Works	23	60	17	42	33	6	15	196		
58	Maintain public records(Clerk)	Clerk	23	20	17	14	99	6	15	194		
59	Provide residential waste hauling and recycling.	Public Works	23	20	51	42	11	2	45	194		
60	Educate public on crime and safety issues.	Police	23	20	51	42	33	6	15	190		
61	Develop diversity in the workforce and business community.	Equal Opportunity	23	20	51	42	33	6	15	190		
62	Assist with neighborhood development (newsletters, neighborhood associations, clean-ups, watch groups, etc.).	Planning and Growth	23	20	51	42	33	2	15	186		
63	Help low-income residents with housing issues (handicap ramps, roof repair, systems repairs).	Planning and Growth	23	20	51	42	33	6	5	180		
64	Enforce traffic and parking laws and investigate accidents.	Police	69	20	17	42	11	2	15	176		

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65	Buy and sell property.	Economic Development	23	20	51	42	33	2	5	176	
66	Provide training to community on fire safety and prevention.	Fire	69	20	17	14	33	6	15	174	
67	Provide guidance on civil rights law.	Equal Opportunity	23	20	17	42	33	6	5	146	
68	Register and inspect rental property.	Inspections	23	20	17	42	33	6	5	146	
69	Adjudicate parking ticket complaints.	Finance	23	20	17	42	33	6	5	146	
70	Provide victim assistance.	Police	69	20	17	14	11	2	5	138	
71	Address nuisance properties and neighborhood quality of life issues.	Police, Inspections	23	20	17	42	11	2	15	130	
72	Manage downtown Peoria parking system.	Public Works	23	20	17	42	11	2	5	120	
73	Provide training to other fire agencies.	Fire	23	20	17	14	33	2	5	114	

City Services Task Force Report

Attachment B

Priority Services Using 7 Criteria

City of Peoria Task Force Worksheet
May 5, 2011
Attachment B

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2	Perform snow and ice control operations.	Public Works	207	60	51	126	33	6	45	528
3	Respond to structure fires.	Fire	207	60	51	42	99	18	45	522
4	Repair and maintain streets (patching, resurfacing, etc).	Public Works	69	180	51	126	33	6	45	510
5	Repair curbs and sidewalks.	Public Works	69	180	51	126	33	18	15	492
6	Review building and site plans for compliance.	Inspections, Fire, PGM, PW	69	60	153	42	99	18	45	486
7	Develop comprehensive plan and plans for specific areas (i.e. school impact zones).	Planning and Growth	23	60	153	126	99	6	15	482
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17	Review and respond to ADA complaints.	Equal Opportunity	69	20	17	126	99	18	5	354	
18	Maintain City-owned properties (buildings, lots, rights-of-way).	Public Works	23	180	51	42	33	6	15	350	
19	Manage design and construction of capital projects.	Public Works	23	180	51	42	33	6	15	350	
20	Oversee commercial and residential demolition and board ups.	Inspections	69	60	51	42	99	6	15	342	
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29	Enforce land use ordinances.	Planning and Growth	23	60	51	42	99	6	5	286
30	Make information about the City available to the public.	Manager, Info Systems, Clerk, All Departments	23	20	51	42	99	6	45	286
31	Approve annexations and subdivision plans.	Planning and Growth	23	60	51	42	99	2	5	282
32	Provide special operations (K-9, bomb squad, SRT, etc.).	Police	69	20	17	42	99	18	15	280
33	Maintain street lights.	Public Works	69	60	17	42	33	6	45	272
34	Maintain pavement markings and street signs.	Public Works	69	60	17	42	33	6	45	272
35	Maintain critical information systems (LEADS, sex offenders, etc.).	Emergency Communications	69	20	51	42	33	6	45	266
36	Enforce residential and commercial property maintenance codes (weeds, litter, exterior violations).	Inspections	23	20	51	42	99	6	15	256
37	Identify, cite and remediate environmental problems (weeds, tall grass, tires, litter) through a work order process.	Inspections	23	20	51	42	99	6	15	256

City of Peoria Task Force Worksheet
May 5, 2011
Attachment B

City of Peoria Task Force Worksheet May 5, 2011 Attachment B												
Services	Department	Criteria Ranking -->	1	2	3	4	5	7	6	Sum of All Criteria Values		
		Weighted Value -->	23	20	17	14	11	2	5			
		Importance -->										
		Individual Score Calculation (Weighted Value X Importance Value)										
		High = 9, Medium = 3, Low = 1										
			Address "basic" safety	Supports reliable well maintained infrastructure	Contributes to positive economic impact vs competition (regional cities)	Preserves/enhances quality of life and community attractiveness	Service should be provided by the City (H=Only City, L=Private)	Reduce City liability or exposure	Size of population impacted	Calculated Value		
52	Manage PeoriaCares – a clearinghouse for citizen complaints and concerns.	Manager	23	20	17	42	99	6	15	222		
53	Notify public of meetings.	Clerk	23	20	17	42	99	6	15	222		
54	Inspect owner-occupied homes upon complaint.	Inspections	23	20	17	42	99	6	5	212		
55	Manage hearing officer process for housing violations.	Inspections, Legal	23	20	17	42	99	6	5	212		
56	Manage census information.	Planning and Growth	23	20	17	42	99	2	5	208		
57	Rebuild and repair alleys.	Public Works	23	60	17	42	33	6	15	196		
58	Maintain public records(Clerk)	Clerk	23	20	17	14	99	6	15	194		
59	Provide residential waste hauling and recycling.	Public Works	23	20	51	42	11	2	45	194		
60	Educate public on crime and safety issues.	Police	23	20	51	42	33	6	15	190		
61	Develop diversity in the workforce and business community.	Equal Opportunity	23	20	51	42	33	6	15	190		
62	Assist with neighborhood development (newsletters, neighborhood associations, clean-ups, watch groups, etc.).	Planning and Growth	23	20	51	42	33	2	15	186		
63	Help low-income residents with housing issues (handicap ramps, roof repair, systems repairs).	Planning and Growth	23	20	51	42	33	6	5	180		
64	Enforce traffic and parking laws and investigate accidents.	Police	69	20	17	42	11	2	15	176		

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		Weighted Value -->	23	20	17	14	11	2	5		
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		Address "basic" safety	Supports reliable well maintained infrastructure	Contributes to positive economic impact vs competition (regional cities)	Preserves/enhances quality of life and community attractiveness	Service should be provided by the City (H=Only City, L=Private)	Reduce City liability or exposure	Size of population impacted	Calculated Value		
65	Buy and sell property.	Economic Development	23	20	51	42	33	2	5	176	
66	Provide training to community on fire safety and prevention.	Fire	69	20	17	14	33	6	15	174	
67	Provide guidance on civil rights law.	Equal Opportunity	23	20	17	42	33	6	5	146	
68	Register and inspect rental property.	Inspections	23	20	17	42	33	6	5	146	
69	Adjudicate parking ticket complaints.	Finance	23	20	17	42	33	6	5	146	
70	Provide victim assistance.	Police	69	20	17	14	11	2	5	138	
71	Address nuisance properties and neighborhood quality of life issues.	Police, Inspections	23	20	17	42	11	2	15	130	
72	Manage downtown Peoria parking system.	Public Works	23	20	17	42	11	2	5	120	
73	Provide training to other fire agencies.	Fire	23	20	17	14	33	2	5	114	