

CITY OF BLOOMINGTON
CITY COUNCIL WORK SESSION
109 E. OLIVE STREET
MONDAY, JUNE 25, 2012, 5:30 P.M.

2012 Action Plan Update and Discussion *(30 minutes)*

Solid Waste Inception Report *(30 minutes)*

Adjourn 6:30 p.m.

2012 Action Plan

January 1, 2012 - December 31, 2012

Approved by City Council February 13, 2012

Quarter 1 & 2 - June 11, 2012 Update



Preface

The Bloomington City Council held their 2011 City Council Strategic Planning Work Sessions on October 14 & 15, 2011.

The City Goals are discussed and set each year by the Council:

2011

- Goal 1: Financially Sound City Providing Quality Basic Services
- Goal 2: Upgrade City Infrastructure and Facilities
- Goal 3: Grow the Local Economy
- Goal 4: Strong Neighborhoods
- Goal 5: Prosperous Downtown Bloomington
- Goal 6: Great Place to Live—Livable, Sustainable City

2012

- Goal 1: Financially Sound City Providing Quality Basic Services
- Goal 2: Upgrade City Infrastructure and Facilities
- Goal 3: Grow the Local Economy
- Goal 4: Strong Neighborhoods
- Goal 5: Prosperous Downtown Bloomington
- Goal 6: Great Place to Live—Livable, Sustainable City

Vision 2025

Bloomington 2025 is a beautiful, family friendly city with a downtown – the heart of the community and great neighborhoods. The City has a diverse local economy and convenient connectivity. Residents enjoy quality education for a lifetime and choices for entertainment and recreation. Everyone takes pride in Bloomington.

Jewel of Midwest Cities.

Mission

The Mission of the City of Bloomington is to be financially responsible providing quality, basic municipal services at the best value. The city engages residents and partners with others for community benefit.

Core Beliefs

Enjoy **S**erving Others

Produce Results

Act with **I**ntegrity

Take **R**esponsibility

Be **I**nnovative

Practice **T**eamwork

Show the **SPIRIT!!**

Goal 1

Financially Sound City Providing
Quality Basic Services

What this means to you as a citizen

- Value for your tax dollars and fees
- City acting as a responsible steward of public resources
- City services delivered in a cost-effective manner
- City services responsive to citizens' needs
- Customer-friendly city services delivered by city employees committed to serving the public

Objectives

- Budget with adequate resources to support defined services and level of services
- Reserves consistent with city policies
- Engaged residents that are well informed and involved in an open governance process
- City services delivered in the most cost-effective, efficient manner
- Partnering with others for the most cost effective service delivery

Challenges and Opportunities

- Union contracts and City's financial obligations
- Upgrading City financial systems
- National recession and impact on City revenues
- Developing effective performance measurement system
- Ward mentality
- Potential for contract services and privatization
- Methods for informing and engaging residents and developers
- City's role and responsibilities
- Determining service priorities
- Residents' needs vs. wants
- Defining "basic" municipal services

Calendar Year 2012 Action Plan - Policy Action Items
Goal 1: Financially Sound City Providing Quality Basic Services

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Solid Waste Program Analysis	Alex McElroy	Tim Ervin, Todd Greenburg, Emily Bell, Patti-Lynn Silva, Jim Karch, Barb Adkins		x		x		Completion of Inception report	First Interim Report	Second Interim Report
Annexation Ordinance	David Hales	Todd Greenburg, Stewart Diamond, David Hales, Mark Huber, Mark Woolard							Prepare Ordinance Amendment	Council to consider amendment
Labor Contracts: Provide policy guidance during negotiation phases and approve new union contracts (4 possible timelines)	Emily Bell	Angie Brown, Jim Baird, Lisa Callaway, David Hales		x		x	Council approved Lodge 1000	Council Approved Local Laborers 362		
Strategic Plan for Fire & EMS Services: Approve Funding for study to determine optimal locations for fire stations including a new station in NE Bloomington, Collaborate with Town of Normal	Mike Kimmerling	David Hales	x			x	Contracting with IL Fire Chiefs Assoc for analysis - Staffing, station location		Report to City Manager for review	
Fire Station Building Needs Assessment: Approve study to assess the current and future repair and renovation needs of all fire station buildings and facilities	Mike Kimmerling	Mark Huber, Bob Floyd	x			x	Hired Five Bugles to do a preliminary facilities needs assessment	Report from Five Bugles received for Staff review	Report from Five Bugles received for Staff review	
Impact Fees: Approve water development impact fees following approval of Water Master Plan	Patti-Lynn Silva	David Hales, Craig Cummings	x			x				
Fiscal Impact Analysis: Approve Fiscal Impact Analysis Policy	Patti-Lynn Silva	Mark Huber, Graduate Intern, Alex McElroy, David Hales, Mark Woolard, Stewart Diamond, Jim Karch, Todd Greenburg	x				Alex McElroy added to work on this project		Graduate Management Intern assistance	
Property Tax Levy for Calendar Year 2012: Approve	Patti-Lynn Silva	David Hales, Tim Ervin	x							Present the proposed Tax Levy for Council consideration in October, by December it has to be approved
Procurement/Purchasing Policy: Approve	Patti-Lynn Silva	Kim Nicholson, David Hales, All Directors		x					Staff Preparing the draft	Submit to Council for consideration

Calendar Year 2012 Action Plan - Policy Action Items
Goal 1: Financially Sound City Providing Quality Basic Services

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Metro Zone Agreement: Review Metro Zone Audit, Review and consider potential changes in the Bloomington/Normal Metro Zone Agreement	Patti-Lynn Silva	David Hales, Todd Greenburg, Intern		x					Meet and share audit findings with Town of Normal	Council to approve agreement amendments
FY 2014 Budget	Patti-Lynn Silva	Tim Ervin, David Hales		x				Needs council direction and discussion - stymied	Staff to review and prepare for FY2014 - taxes, projections, begin using MUNIS module	begin using MUNIS module
Pensions: Analyzing Funding Methodologies	Patti-Lynn Silva	David Hales, Tim Ervin	x						Council adopt a funding policy for tax levy purposes	
Strategic Plan for 2012-2015: Review, Approve	Randy McKinley	David Hales, Staff	x				Police Staff researching	Final review stages with Police Staff	publish Plan and distribute	
Traffic Enforcement: Review Financial Impact on Discontinued Program and effects on public safety, Evaluate need, Give Direction	Randy McKinley		x				Police Admin increased patrol responsibility in traffic control	continued traffic enforcement by all divisions, neighborhood focus team has special enforcement responsibilities	continue to monitor and see how that is working without a traffic division	review for additional adjustments
ERP System - Implementation of Phases II and III: Approve FY 2013 Funding (Phase III and IV)	Scott Sprouls			x		x	Staff continued to prepare for go live in April	HR/Payroll went live in April	Continued Staff work towards go live of Permits, Inspections, Fixed Asset Inventor, Budget, Business License Modules	Upgrade MUNIS to version 9.3 and continued implementation tasks
Communications Technology Master Plan Phase III & IV - Council Chambers Presentation System and Televising/Webstreaming Council Meetings	Scott Sprouls	Barb Adkins		x		x	Staff worked with vendor to redesign City implementation with current technology	Staff presented new design to Administration and Mayor	Approval by Council for implementation and with approval begin implementation	complete implementation

Calendar Year 2012 Action Plan - Policy Action Items
Goal 1: Financially Sound City Providing Quality Basic Services

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Communications Technology Master Plan: Approve Funding for Phase II - Website	Scott Sprouls	Craig McBeath		x			Staff continued working with vendor on website redesign	Staff continued working with vendor on website redesign	Go live of new main City website, go live of BCPA website	Go live of website applications (i.e. snow event updates, road closure updates)
Downtown Video Surveillance System: Approve purchase of system equipment, Staff to complete installation in key downtown areas as determined by BPD.	Scott Sprouls	Randy McKinley		x			Completed Vendor testing and purchased 4 cameras	Purchased video management system software	Council Approval and purchase of wireless network needed for video transport	Staff consult with BPD to consider other locations downtown
Performance Excellence/Managed Competition: Approve Managed Competition Process, Approve Managed Competition Policy Statement, Approve City services to be evaluated in 2012 - Starting with Solid Waste Study	Tim Ervin	Management Intern		x		x	Limited progress due to budget preparation		Meet with Unions, present to Council the goals, principles, and flow chart.	
Debt Policy: Approve	Tim Ervin				x		Council Adopted, project is now complete.			
FY 2013 Budget: Approve	Tim Ervin	David Hales, Alex McElroy			x	x		Council adopted.		
Policy to Address Fee Waiver Requests from Non-profit Organizations and other Governments: Approve Ordinance	Todd Greenburg			x				Legal Staff has collected information from other depts	Staff is drafting a policy or ordinance	Policy or Ordinance presented to Council for adoption
Recodification: Approval of Project Timeline and Funding, Needs Assessment Study by Staff	Todd Greenburg	David Hales	x							

Goal 2

Upgrade City Infrastructure and Facilities

What this means to you as a citizen

- Reliable utility services necessary for daily life
- Efficient traffic flow throughout the city
- Smooth rides on quality, well-maintained streets
- Customer-friendly, easily accessible city facilities and buildings
- City investing in the future of the community

Objectives

- Better quality roads and sidewalks
- Quality water for the long term
- Functional, well-maintained sewer collection system
- Well-designed, well-maintained City facilities emphasizing productivity and customer service
- Investing in the City's future through a realistic, funded capital improvement program

Challenges and Opportunities

- Aging city infrastructure and facilities
- Determining capital project priorities
- Needs vs. financial capacity of the City
- Federal and state regulations, unfunded mandates and reduced funding level
- Funding and capital needs and projects
- Older fleet with more maintenance
- Who pays for projects
- Defining the City's role and responsibilities
- Growth vs. older areas of the City
- Dealing with Union Pacific Railroad/Norfolk Southern
- Working with IDOT

Calendar Year 2012 Action Plan - Policy Action items
Goal 2: Upgrade City Infrastructure and Facilities

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
City Facilities Master Plan: Complete Needs Assessment Study, Prioritize a list of improvements, Approve Financing Plan, and Master Plan	Barb Adkins	Mark Huber, Bob Floyd		x				Prepare RFP, choose vendor	Council to approve contract to do the study	Begin study
Strategic Water Supply Study - Phase II: Complete design, Council to approve funding, Council approve construction contract	Craig Cummings	David Hales, Patti-Lynn Silva		x		x		Purchasing Staff reviewing RFP to be sent out	Advertise, receive, and review proposals	Award contract and begin study
Water Master Plan: Council approve consultant, Staff to complete study and prioritize projects, Council approve funding of plan, Council approve Master Plan (simple/basic plan)	Craig Cummings	David Hales		x			Staff researching and preparing documents for RFP process	Staff researching and preparing documents for RFP process	Staff researching and preparing documents for RFP process	Advertise for RFPs
Water Conservation Program: Staff to prepare a Water Conservation Master Plan. Council to approve the Master Plan including funding to implement said plan. Council to consider establishing a Water Conservation Committee.	Craig Cummings	Mark Huber		x				Purchasing Staff reviewing RFP to be sent out	Advertise, receive, and review proposals	Award contract and begin study
Water Treatment Plant Expansion: Council approve funding to cover filter, electrical, and other improvements	Craig Cummings			x				Funding approved by adoption of FY2013 Budget and Administration Staff reviewing for approval of design	Design presented to Council for approval	Continue design work
Drought Management Plan Ordinance: Council to adopt recommended ordinance	Craig Cummings	Mark Huber		x				Water Staff drafting ordinance to submit to Legal Staff to review	Draft ordinance to be presented to Council for approval in July	
Water Rate Study: Approve water rates needed to implement Water Master Plan	Craig Cummings	Patti-Lynn Silva	x			x		Staff conducting research	Staff conducting research	Advertise for RFPs by end of December

Calendar Year 2012 Action Plan - Policy Action items
Goal 2: Upgrade City Infrastructure and Facilities

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
911/Communications Center Study: Staff to provide study, Council to approve recommendations	David Hales	Randy McKinley, Mike Kimmerling, Darren Wolf	x				Staff working on preliminary draft	City Manager and Staff reviewing preliminary draft	Present report to Blm Council, Town of Normal, and McLean County	
Stormwater Master Plan: Approve Funding, Approve Needs Assessment Study, Adopt Master Plan	Jim Karch	Patti-Lynn Silva, Greg Kallevig		x		x	Data analysis.	Drainage survey compilation and system modeling	Small drainage area analysis and floodway evaluations	Report preparation
Sanitary Sewer Master Plan: Approve Funding, Approve Needs Assessment Study, Adopt Master Plan	Jim Karch	Patti-Lynn Silva, Greg Kallevig		x		x	Data analysis.	System modeling	Problem area investigations	Report preparation
Inflow & Infiltration Reduction Study: Direction, Approve Funding for I&I Elimination Projects	Jim Karch	Greg Kallevig, Kevin Kothe, Alex McElroy		x			FOTH was hired to prepare the sewer and storm drain master plan. One component of the Master Plan is the I&I	Flow monitoring and data acquisition has occurred.	Smoke testing and field investigations	Report preparation
Hershey Road Extension: Approve Funding for Construction	Jim Karch	Tim Ervin, Alex McElroy, Ryan Otto		x		x	Timeline for Hanson Design Work completion	Plan preparation	ICC petition preparation and submittal	Pending ICC Hearing
Lafayette Street Reconstruction (Morrissey to Maple): Approve Funding for Construction	Jim Karch	Tim Ervin, Kevin Kothe		x		x	Completing the right of way and easement acquisition.	Final plan completion and IDOT approval. Bids to be opened 6/11/12	Under construction	Under construction
Fire Facilities Master Plan	Mike Kimmerling	Mark Huber, Bob Floyd					Contracted with Five Bugles to do a Preliminary Assessment (low cost)	Preliminary Assessment is due for completion	Prepare next steps study (full comprehensive study)	

Calendar Year 2012 Action Plan - Policy Action items
Goal 2: Upgrade City Infrastructure and Facilities

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Regional Fire Training Tower: Approve Funding Plan	Mike Kimmerling	David Hales		x			Materials have been purchased and delivered on site	Contracting for services to erect the tower, contracted for engineering services		tower complete, contract for construction
Fire Station #6: Approve lease agreement with the Central Illinois Regional Airport (CIRA)	Mike Kimmerling	David Hales		x				Meetings between David, Mike, and Carl Olson. Received a copy of the appraisal from CIRA.	Staff work with Airport to draft an agreement to bring to Council	Bring Lease Agreement to Council
Fire Station #3: Review and consider possible purchase of Fire Station #3 land and building	Mike Kimmerling	David Hales		x				Meetings between David, Mike, and Carl Olson. Receive a copy of the appraisal from CIRA. Evaluate the station: buy, buy and renovate, or replace with new station in the NE quadrant of the City.		
Police Firing Range: Study, Direction on Future Use or Disposition	Randy McKinley	David Hales, Alex McElroy	x				Intern study	Study completed and present to Staff for review	Chief and CM meet to discuss next steps	

Goal 3

Grow the Local Economy

What this means to you as a citizen

- Opportunities to work near home – more personal time
- More diverse local economy better insulated from economic trends
- More diverse tax base – less burden on residential tax payers
- Convenient services and shopping within the city
- Protection of property values

Objectives

- Retention and growth of current local businesses
- Attraction of new targeted businesses that are “right” for Bloomington
- Revitalization of older commercial areas
- Expanded retail businesses
- Strong working relationship among the city, businesses, economic development organizations

Challenges and Opportunities

- Diversifying the local economy
- Working with and partnering for economic development
- Illinois laws that impact on business attraction
- Incubating and attracting new businesses in a competitive global economy
- Marketing the area
- Commercial building property owners – no incentive to upgrade buildings
- National economy and current recession
- Business access to capital
- Aging commercial buildings needing reuse or demolition
- Lack of appropriate workforce
- Competition from other communities

Calendar Year 2012 Action Plan - Policy Action Items
Goal 3: Grow the Local Economy

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Business Licensing and Registration Study: Staff to develop program, Council to adopt	Alex McElroy	Patti-Lynn Silva, Mark Huber, Legal, Tracey Covert, Justine Robinson		x			Draft proposal presented to City Manager for review	City Manager reviewing draft	City Manager and Staff discussions	Begin preparing final report to be presented to Council in early 2013
Economic Development: Approve Local Economic Development Plan including priorities, incentives, retail strategy, underutilized land studies, etc.	Justine Robinson	David Hales, Alex McElroy, Kathy Field Orr, Patti-Lynn Silva		x		x	Justine working on draft plan	Justine has presented the draft plan to City Manager	Council will be provided a draft Economic Development Plan (high level document)	

Goal 4

Strong Neighborhoods

What this means to you as a citizen

- Protection of property values
- Choices for quality homes
- Opportunities to buy a home in a great neighborhood
- Quality neighborhood infrastructure
- Neighbors working together, helping each other, partnering with the City
- Personal safety and security

Objectives

- Residents feeling safe in their homes and neighborhoods
- Upgraded quality of older housing stock
- Preservation of property/home valuations
- Improved neighborhood infrastructure
- Strong partnership with residents and neighborhood associations
- Residents increasingly sharing/taking responsibility for their homes and neighborhoods

Challenges and Opportunities

- Defining the city's role and responsibilities
- Irresponsible property owners and tenants
- Funding for neighborhood infrastructure
- Working with residents and neighborhood associations
- Traffic impacts on neighborhoods
- Changing perception of different neighborhoods
- Assessing neighborhood impact surrounding environment
- Noise or other nuisances in neighborhoods
- Older neighborhoods vs. new: priority

Calendar Year 2012 Action Plan - Policy Action Items
Goal 4: Strong Neighborhoods

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Housing Rehabilitation & Infill Policy: Staff to Define, Council to give direction, Council to adopt new policy	Mark Huber	David Hales		x		x		Needs council direction and discussion - stymied		
Noise Ordinance: Adoption of Amended Ordinance	Rosalee Dodson	Randy McKinley, Todd Greenburg, Mark Huber		x			Steward Diamond provided a draft ordinance for Staff review and additional research	Staff researching and drafting amendments	Present Ordinance Amendments to Council	
Housing Court: Direction whether or not to establish a Housing Court Ordinance	Todd Greenburg	Mark Huber		x			Intern's report	Staff is reviewing	Bring recommendations to Council	

Goal 5

Prosperous Downtown Bloomington

What this means to you as a citizen

- Traditional Downtown – the heart of the Bloomington Community
- Choices for dining and entertainment opportunities
- Reasons to go Downtown
- Preservation of the City's history and heritage
- Downtown – a regional destination for entertainment, financial center, seat of government

Objectives

- More beautiful, clean Downtown area
- Downtown Vision and Plan used to guide development, redevelopment and investments
- Downtown becoming a community and regional destination
- Healthy adjacent neighborhoods linked to Downtown
- Preservation of historic buildings

Challenges and Opportunities

- Future direction of Downtown
- Diversity of stakeholders
- Upgrading City facilities in Downtown
- Defining City's role in Downtown
- Residents thinking of Downtown as a destination
- Aging building and infrastructure in Downtown
- Main Street and couplet
- Attracting a hotel and restaurants

Calendar Year 2012 Action Plan - Policy Action Items
Goal 5: Prosperous Downtown

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Downtown Special Events: Adopt policy on events, public subsidy, cost recovery for City services	Barb Adkins	DBA; Downtown Special Interest Group; Downtown residents/business and Organizers of Special Events		x				Staff working on study	Finalize and present study to Council	
Downtown Streetscape Master Plan: Staff to prepare plan for completing streetscape improvements (i.e. decorative street lights Downtown, trees, sidewalk repair, etc.), Council to Approve Master Plan	Barb Adkins	Engineering		x			FY2013 budget has funds for 600 block of N. Main		Prepare Master Plan	Prepare Master Plan
Downtown Business Association (DBA): Staff to provide policy direction on future funding for DBA services to Council. Council to approve new DBA services agreement.	Barb Adkins	David Hales		x				Council to consider Service Agreement		
Downtown Parking Garage Phase II (Market St. Garage): Approve Funding for Phase II Repairs	Mark Huber	Bob Floyd		x			Funds were approved in FY2013 budget			

Goal 6

Great Place To Live - A Livable,
Sustainable City

What this means to you as a citizen

- Predictable future development consistent with plans
- Growth paying for growth
- City having the capacity to cost effectively serve new developments and residents
- Making Bloomington your hometown for a lifetime
- City acting as an environmental steward
- Resources and staffing to implement programs

Objectives

- Well-planned City with necessary services and infrastructure
- City decisions consistent with plans and policies
- Incorporation of “Green Sustainable” concepts into City’s developments and plans
- Appropriate leisure and recreational opportunities responding to the needs of residents
- More attractive city: commercial areas and neighborhoods

Challenges and Opportunities

- Sprawl development with high costs of City service delivery
- Long term financial obligations for the City
- City’s roles and responsibilities for parks, leisure opportunities
- Determining direction on future growth
- Who pays for growth
- Plans and policies vs. City decisions and actions
- Defining “livable” and “sustainable”
- Community benefits vs. individual interests

Calendar Year 2012 Action Plan - Policy Action Items
Goal 6: Great Place to Live - A Livable, Sustainable City

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Library Strategic Plan - Library Expansion: Approve Strategic Plan	Georgia Bouda			x		x	RFP for Strategic Plan completed	Consultant for Strategic Plan selected and contract signed	Strategic Plan to be completed by the end of September	Plan presented to City Council and community
Facilities Joint Use Intergovernmental Agreements with Schools (Unit 5, Dist. 87, Central Catholic HS): Staff evaluate, Council Approve Agreement Updates	John Kennedy	PRCA Division Leaders, Management Intern	x			x	Meeting with Staff to begin researching current practices and future needs	Still researching	Meet with COB legal to begin draft of IGA	IGA for Council Approval
Ice Sheet (2nd Sheet): Staff seek collaboration with Town of Normal, ISU/IWU/HCC, Hockey Organizations	John Kennedy	Barb Wells, Richard Beck, Management intern	x				Intern report	Finalized report	Present Staff recommendations to Council	
Parks Master Plan: Staff prepare Prioritization Schedule for Capital Projects, Council approve funding	John Kennedy	David Hales, Tim Ervin	x				Begun compiling list of projects	Prioritizing projects	Present plan to City Manager	Present plan to Council
Creativity Center: Council provide direction on City's Commitment to the Creativity Center, Staff evaluate Operating Costs and private fund raising options for renovation	John Kennedy	Joel Aalberts		x			Met with area arts organization to determine possible fund raising	Mayor's initiative with meetings with President of HCC, IWU, ISU - get wording from Mayor. Discussed in Joint Work Session	Staff waiting for direction from Work Session/ Council	Staff waiting for direction from Work Session/ Council
BCPA: Approve \$500,000 Budget Deficit Elimination Plan	John Kennedy	Joel Aalberts		x			Council Adopted FY2013 balanced budget with a one-time infusion of increase of Home Rule Sales Tax of \$450,000	Joint Meeting between Cultural Dist and Council.	Staff waiting for direction from Work Session/ Council	Staff waiting for direction from Work Session/ Council

Calendar Year 2012 Action Plan - Policy Action Items
 Goal 6: Great Place to Live - A Livable, Sustainable City

Description	Primary Assigned	Secondary Assigned	Project Not Started	Project In Progress	Project Completed	Multi-year Project	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
Eagle View South Park: Direction on \$400,000 OSLAD Grant - Retain or Return	John Kennedy	David Hales	x				Council approved FY2013 budget that included \$80,000 for park design and specifications	RFQ Advertising, Staff reviewing qualifications	Council to consider an award for the design contract. John Kennedy to request a grant extension - hoping for 2 year extension, but would be happy with 1 year.	Finalize plans with consultant
Bloomington Comprehensive Plan Update: Council Participation and Adoption of new plan	Mark Huber	Mark Woolard, Directors		x		x				
McLean County Integrated Sustainability Plan: Approve Grant Application, Staff Apply for Grant through HUD	Mark Huber	Mark Woolard, Jim Karch		x						

Policy Action Items

Sorted by Primary Assigned

Calendar Year 2012 Action Plan - Policy Action Items
All Policy Action Items - Sorted by Primary Assigned

Goal	Description	Primary Assigned	Secondary Assigned	Q1 (Jan, Feb, Mar)	Q2 (Apr, May, June)	Q3 (July, Aug, Sept)	Q4 (Oct, Nov, Dec)
1	Solid Waste Program Analysis	Alex McElroy	Tim Ervin, Todd Greenburg, Emily Bell, Patti-Lynn Silva, Jim Karch, Barb Adkins		Completion of Inception report	First Interim Report	Second Interim Report
3	Business Licensing and Registration Study: Staff to develop program, Council to adopt	Alex McElroy	Patti-Lynn Silva, Mark Huber, Legal, Tracey Covert, Justine Robinson	Draft proposal presented to City Manager for review	City Manager reviewing draft	City Manager and Staff discussions	Begin preparing final report to be presented to Council in early 2013
2	City Facilities Master Plan: Complete Needs Assessment Study, Prioritize a list of improvements, Approve Financing Plan, and Master Plan	Barb Adkins	Mark, Bob Floyd		Prepare RFP, choose vendor	Council to approve contract to do the study	Begin study
5	Downtown Special Events: Adopt policy on events, public subsidy, cost recovery for City services	Barb Adkins	DBA; Downtown Special Interest Group; Downtown residents/business and Organizers of Special Events		Staff working on study	Finalize and present study to Council	
5	Downtown Streetscape Master Plan: Staff to prepare plan for completing streetscape improvements (i.e. decorative street lights Downtown, trees, sidewalk repair, etc.), Council to Approve Master Plan	Barb Adkins	Engineering	FY2013 budget has funds for 600 block of N. Main		Prepare Master Plan	Prepare Master Plan
5	Downtown Business Association (DBA): Staff to provide policy direction on future funding for DBA services to Council. Council to approve new DBA services agreement.	Barb Adkins	David Hales		Council to consider Service Agreement		
2	Strategic Water Supply Study - Phase II: Complete design, Council to approve funding, Council approve construction contract	Craig Cummings	David Hales, Patti-Lynn Silva		Purchasing Staff reviewing RFP to be sent out	Advertise, receive, and review proposals	Award contract and begin study
2	Water Master Plan: Council approve consultant, Staff to complete study and prioritize projects, Council approve funding of plan, Council approve Master Plan (simple/basic plan)	Craig Cummings	David Hales	Staff researching and preparing documents for RFP process	Staff researching and preparing documents for RFP process	Staff researching and preparing documents for RFP process	Advertise for RFPs
2	Water Conservation Program: Staff to prepare a Water Conservation Master Plan. Council to approve the Master Plan including funding to implement said plan. Council to consider establishing a Water Conservation Committee.	Craig Cummings	Mark Huber		Purchasing Staff reviewing RFP to be sent out	Advertise, receive, and review proposals	Award contract and begin study
2	Water Treatment Plant Expansion: Council approve funding to cover filter, electrical, and other improvements	Craig Cummings			Funding approved by adoption of FY2013 Budget and Administration Staff reviewing for approval of design	Design presented to Council for approval	Continue design work
2	Drought Management Plan Ordinance: Council to adopt recommended ordinance	Craig Cummings	Mark Huber		Water Staff drafting ordinance to submit to Legal Staff to review	Draft ordinance to be presented to Council for approval in July	
2	Water Rate Study: Approve water rates needed to implement Water Master Plan	Craig Cummings	Patti-Lynn Silva		Staff conducting research	Staff conducting research	Advertise for RFPs by end of December

Calendar Year 2012 Action Plan - Policy Action Items
 All Policy Action Items - Sorted by Primary Assigned

1	Annexation Ordinance	David Hales	Todd Greenburg, Stewart Diamond, David Hales, Mark Huber, Mark Woolard			Prepare Ordinance Amendment	Council to consider amendment
2	911/Communications Center Study: Staff to provide study, Council to approve recommendations	David Hales	Randy McKinley, Mike Kimmerling, Darren Wolf	Staff working on preliminary draft	City Manager and Staff reviewing preliminary draft	Present report to Blm Council, Town of Normal, and McLean County	
1	Labor Contracts: Provide policy guidance during negotiation phases and approve new union contracts (4 possible timelines)	Emily Bell	Angie Brown, Jim Baird, Lisa Callaway, David Hales	Council approved Lodge 1000	Council Approved Local Laborers 362		
6	Library Strategic Plan - Library Expansion: Approve Strategic Plan	Georgia Bouda		RFP for Strategic Plan completed	Consultant for Strategic Plan selected and contract signed	Strategic Plan to be completed by the end of September	Plan presented to City Council and community
2	Stormwater Master Plan: Approve Funding, Approve Needs Assessment Study, Adopt Master Plan	Jim Karch	Patti-Lynn Silva, Greg Kallevig	Data analysis.	Drainage survey compilation and system modeling	Small drainage area analysis and floodway evaluations	Report preparation
2	Sanitary Sewer Master Plan: Approve Funding, Approve Needs Assessment Study, Adopt Master Plan	Jim Karch	Patti-Lynn Silva, Greg Kallevig	Data analysis.	System modeling	Problem area investigations	Report preparation
2	Inflow & Infiltration Reduction Study: Direction, Approve Funding for I&I Elimination Projects	Jim Karch	Greg Kallevig, Kevin Kothe, Alex McElroy	FOTH was hired to prepare the sewer and storm drain master plan. One component of the Master Plan is the I&I	Flow monitoring and data acquisition has occurred.	Smoke testing and field investigations	Report preparation
2	Hershey Road Extension: Approve Funding for Construction	Jim Karch	Tim Ervin, Alex McElroy, Ryan Otto	Timeline for Hanson Design Work completion	Plan preparation	ICC petition preparation and submittal	Pending ICC Hearing
2	Lafayette Street Reconstruction (Morrissey to Maple): Approve Funding for Construction	Jim Karch	Tim Ervin, Kevin Kothe	Completing the right of way and easement acquisition.	Final plan completion and IDOT approval. Bids to be opened 6/11/12	Under construction	Under construction

Calendar Year 2012 Action Plan - Policy Action Items
 All Policy Action Items - Sorted by Primary Assigned

6	Facilities Joint Use Intergovernmental Agreements with Schools (Unit 5, Dist. 87, Central Catholic HS): Staff evaluate, Council Approve Agreement Updates	John Kennedy	PRCA Division Leaders, Management Intern	Meeting with Staff to begin researching current practices and future needs	Still researching	Meet with COB legal to begin draft of IGA	IGA for Council Approval
6	Ice Sheet (2nd Sheet): Staff seek collaboration with Town of Normal, ISU/IWU/HCC, Hockey Organizations	John Kennedy	Barb Wells, Richard Beck, Management intern	Intern report	Finalized report	Present Staff recommendations to Council	
6	Parks Master Plan: Staff prepare Prioritization Schedule for Capital Projects, Council approve funding	John Kennedy	David Hales, Tim Ervin	Begun compiling list of projects	Prioritizing projects	Present plan to City Manager	Present plan to Council
6	Creativity Center: Council provide direction on City's Commitment to the Creativity Center, Staff evaluate Operating Costs and private fund raising options for renovation	John Kennedy	Joel Aalberts	Met with area arts organization to determine possible fund raising	Mayor's initiative with meetings with President of HCC, IWU, ISU - get wording from Mayor. Discussed in Joint Work Session	Staff waiting for direction from Work Session/ Council	Staff waiting for direction from Work Session/ Council
6	BCPA: Approve \$500,000 Budget Deficit Elimination Plan	John Kennedy	Joel Aalberts	Council Adopted FY2013 balanced budget with a one-time infusion of increase of Home Rule Sales Tax of \$450,000	Joint Meeting between Cultural Dist and Council.	Staff waiting for direction from Work Session/ Council	Staff waiting for direction from Work Session/ Council
6	Eagle View South Park: Direction on \$400,000 OSLAD Grant - Retain or Return	John Kennedy	David Hales	Council approved FY2013 budget that included \$80,000 for park design and specifications	RFQ Advertising, Staff reviewing qualifications	Council to consider an award for the design contract. John Kennedy to request a grant extension - hoping for 2 year extension, but would be happy with 1 year.	Finalize plans with consultant
3	Economic Development: Approve Local Economic Development Plan including priorities, incentives, retail strategy, underutilized land studies, etc.	Justine Robinson	David Hales, Alex McElroy, Kathy Field Orr, Patti-Lynn Silva	Justine working on draft plan	Justine has presented the draft plan to City Manager	Council will be provided a draft Economic Development Plan (high level document)	

Calendar Year 2012 Action Plan - Policy Action Items
All Policy Action Items - Sorted by Primary Assigned

4	Housing Rehabilitation & Infill Policy: Staff to Define, Council to give direction, Council to adopt new policy	Mark Huber	David Hales		Needs council direction and discussion - stymied		
5	Downtown Parking Garage Phase II (Market St. Garage): Approve Funding for Phase II Repairs	Mark Huber	Bob Floyd	Funds were approved in FY2013 budget			
6	Bloomington Comprehensive Plan Update: Council Participation and Adoption of new plan	Mark Huber	Mark Woolard, Directors				
6	McLean County Integrated Sustainability Plan: Approve Grant Application, Staff Apply for Grant through HUD	Mark Huber	Mark Woolard, Jim Karch				
1	Strategic Plan for Fire & EMS Services: Approve Funding for study to determine optimal locations for fire stations including a new station in NE Bloomington, Collaborate with Town of Normal	Mike Kimmerling	David Hales	Contracting with IL Fire Chiefs Assoc for analysis - Staffing, station location		Report to City Manager for review	
1	Fire Station Building Needs Assessment: Approve study to assess the current and future repair and renovation needs of all fire station buildings and facilities	Mike Kimmerling	Mark Huber, Bob Floyd	Hired Five Bugles to do a preliminary facilities needs assessment	Report from Five Bugles received for Staff review	Report from Five Bugles received for Staff review	
2	Fire Facilities Master Plan	Mike Kimmerling	Mark Huber, Bob Floyd	Contracted with Five Bugles to do a Preliminary Assessment (low cost)	Preliminary Assessment is due for completion	Prepare next steps study (full comprehensive study)	
2	Regional Fire Training Tower: Approve Funding Plan	Mike Kimmerling	David Hales	Materials have been purchased and delivered on site	Contracting for services to erect the tower, contracted for engineering services		tower complete, contract for construction
2	Fire Station #6: Approve lease agreement with the Central Illinois Regional Airport (CIRA)	Mike Kimmerling	David Hales		Meetings between David, Mike, and Carl Olson. Received a copy of the appraisal from CIRA.	Staff work with Airport to draft an agreement to bring to Council	Bring Lease Agreement to Council
2	Fire Station #3: Review and consider possible purchase of Fire Station #3 land and building	Mike Kimmerling	David Hales		Meetings between David, Mike, and Carl Olson. Receive a copy of the appraisal from CIRA. Evaluate the station: buy, buy and renovate, or replace with new station in the NE quadrant of the City.		

Calendar Year 2012 Action Plan - Policy Action Items
All Policy Action Items - Sorted by Primary Assigned

1	Impact Fees: Approve water development impact fees following approval of Water Master Plan	Patti-Lynn Silva	David Hales, Craig Cummings				
1	Fiscal Impact Analysis: Approve Fiscal Impact Analysis Policy	Patti-Lynn Silva	Mark Huber, Graduate Intern, Alex McElroy, David Hales, Mark Woolard, Stewart Diamond, Jim Karch, Todd Greenburg	Alex McElroy added to work on this project		Graduate Management Intern assistance	
1	Property Tax Levy for Calendar Year 2012: Approve	Patti-Lynn Silva	David Hales, Tim Ervin				Present the proposed Tax Levy for Council consideration in October, by December it has to be approved
1	Procurement/Purchasing Policy: Approve	Patti-Lynn Silva	Kim Nicholson, David Hales, All Directors			Staff Preparing the draft	Submit to Council for consideration
1	Metro Zone Agreement: Review Metro Zone Audit, Review and consider potential changes in the Bloomington/Normal Metro Zone Agreement	Patti-Lynn Silva	David Hales, Todd Greenburg, Intern			Meet and share audit findings with Town of Normal	Council to approve agreement amendments
1	FY 2014 Budget	Patti-Lynn Silva	Tim Ervin, David Hales		Needs council direction and discussion - stymied	Staff to review and prepare for FY2014 - taxes, projections, begin using MUNIS module	begin using MUNIS module
1	Pensions: Analyzing Funding Methodologies	Patti-Lynn Silva	David Hales, Tim Ervin			Council adopt a funding policy for tax levy purposes	
1	Strategic Plan for 2012-2015: Review, Approve	Randy McKinley	David Hales, Staff	Police Staff researching	Final review stages with Police Staff	publish Plan and distribute	
1	Traffic Enforcement: Review Financial Impact on Discontinued Program and effects on public safety, Evaluate need, Give Direction	Randy McKinley		Police Admin increased patrol responsibility in traffic control	continued traffic enforcement by all divisions, neighborhood focus team has special enforcement responsibilities	continue to monitor and see how that is working without a traffic division	review for additional adjustments
2	Police Firing Range: Study, Direction on Future Use or Disposition	Randy McKinley	David Hales, Alex McElroy	Intern study	Study completed and present to Staff for review	Chief and CM meet to discuss next steps	
4	Noise Ordinance: Adoption of Amended Ordinance	Rosalee Dodson	Randy McKinley, Todd Greenburg, Mark Huber	Steward Diamond provided a draft ordinance for Staff review and additional research	Staff researching and drafting amendments	Present Ordinance Amendments to Council	

Calendar Year 2012 Action Plan - Policy Action Items
All Policy Action Items - Sorted by Primary Assigned

1	ERP System - Implementation of Phases II and III: Approve FY 2013 Funding (Phase III and IV)	Scott Sprouls		Staff continued to prepare for go live in April	HR/Payroll went live in April	Continued Staff work towards go live of Permits, Inspections, Fixed Asset Inventor, Budget, Business License Modules	Upgrade MUNIS to version 9.3 and continued implementation tasks
1	Communications Technology Master Plan Phase III & IV - Council Chambers Presentation System and Televising/Webstreaming Council Meetings	Scott Sprouls	Barb Adkins	Staff worked with vendor to redesign City implementation with current technology	Staff presented new design to Administration and Mayor	Approval by Council for implementation and with approval begin implementation	complete implementation
1	Communications Technology Master Plan: Approve Funding for Phase II - Website	Scott Sprouls	Craig McBeath	Staff continued working with vendor on website redesign	Staff continued working with vendor on website redesign	Go live of new main City website, go live of BCPA website	Go live of website applications (i.e. snow event updates, road closure updates)
1	Downtown Video Surveillance System: Approve purchase of system equipment, Staff to complete installation in key downtown areas as determined by BPD.	Scott Sprouls	Randy McKinley	Completed Vendor testing and purchased 4 cameras	Purchased video management system software	Council Approval and purchase of wireless network needed for video transport	Staff consult with BPD to consider other locations downtown
1	Performance Excellence/Managed Competition: Approve Managed Competition Process, Approve Managed Competition Policy Statement, Approve City services to be evaluated in 2012 - Starting with Solid Waste Study	Tim Ervin	Management Intern	Limited progress due to budget preparation		Meet with Unions, present to Council the goals, principles, and flow chart.	
1	Debt Policy: Approve	Tim Ervin		Council Adopted, project is now complete.			
1	FY 2013 Budget: Approve	Tim Ervin	David Hales, Alex McElroy		Council adopted.		
1	Policy to Address Fee Waiver Requests from Non-profit Organizations and other Governments: Approve Ordinance	Todd Greenburg			Legal Staff has collected information from other departs	Staff is drafting a policy or ordinance	Policy or Ordinance presented to Council for adoption
1	Recodification: Approval of Project Timeline and Funding, Needs Assessment Study by Staff	Todd Greenburg	David Hales				
4	Housing Court: Direction whether or not to establish a Housing Court Ordinance	Todd Greenburg	Mark Huber	Intern's report	Staff is reviewing	Bring recommendations to Council	

FY 2013 SOLID WASTE MANAGEMENT INCEPTION

REPORT

To: Honorable Mayor & City Council

cc: David A. Hales, City Manager
Barb Adkins, Deputy City Manager
Jim Karch, Director of Public Works

From: Alex McElroy, Assistant to the City Manager

Subject: Solid Waste Management Program Analysis

Date: June 18, 2012

Background:

Until the mid-1980's, most U.S. waste agencies traditionally provided unlimited refuse removal to all citizens, funding that service either from general funds or through flat-rate, "all you care to dump" billing. This type of service provision represents a simple solid waste policy; clean up the garbage. Yet by the late 1980's, increased landfilling and incineration costs, tight local budgets, and growing environmental concerns began to fundamentally change the mission of many solid waste agencies. Many agencies began to design programs which would divert waste from the disposal stream, limit the financial burden of operational costs, and increase efficiencies in operations¹. The City of Bloomington, much like many solid waste providers, is seeking to reevaluate its current Solid Waste Program to ensure policies support environmentally responsible practices, enhance efficiencies in operations, and provide quality services to citizens at competitive prices.

In December 2009, the City of Bloomington completed a long-term strategic planning process that resulted in adoption of the City of Bloomington's Strategic Plan 2010 -> 2015 -> 2025. The vision developed by the City includes transforming into a "sustainable city". In order to achieve this vision, the City will need to continually evaluate its programs and services to ensure policies support services that are reflective of market rates and satisfactory to citizens. Solid waste management is a service provided by the City that has been identified as benefiting from such an analysis. The Solid Waste Program and services provided within has been of much policy debate as operational costs continue to increase and pressures to raise consumer fees remain prevalent.

At the April 23, 2012 City Council meeting the Mayor and Council acknowledged the scope of work to be completed in the analysis of the City's Solid Waste Program. The analysis to be performed is extensive and comprehensive. The scope of work includes the research of local laws and regulations governing solid waste programs, recognition of the current organizational framework comprising the City's Solid Waste Program, the collection of current service levels and services provided within the program, collection services cost analysis of operations, identification of current personnel hierarchy providing solid waste services, collection of facility

¹ "Variable Rates For Municipal Solid Waste: Implementation Experience, Economics, and Legislation", Lisa A. Skumatz, Ph.D.

FY 2013 SOLID WASTE MANAGEMENT INCEPTION REPORT

and equipment inventories, environmental analysis of transfer and disposal systems, existing budget and financial resource analysis, and acknowledgement and potential inclusion of any private sector participation providing comparable services.

This inception report will serve as a roadmap to the achievement of the goals and objectives identified in the scope of work for the Solid Waste Program Analysis.

Purpose of the Study

The purpose of the study is to develop recommendations to provide residents, elected officials, and all stakeholders of the City sound measures to enhance the long term financial and operational sustainability of the City's Solid Waste Program.

Initial Observations

The City of Bloomington currently provides recycling, refuse, bulk waste, and yard/organic waste collection services to approximately 25,500 residential properties and operates a drop off center at 402 South East Street (at the corner of East and Jackson). Collectively, these services represent the City of Bloomington's Solid Waste Program. A brief description of each service is listed below:

Recycling

- The City of Bloomington offers curbside recycling services to residential households. Landlords for multi-family buildings, such as apartments and condos, may opt-into the Refuse Billing Program to provide these services to their tenants or they may contract with a commercial hauler. Multi-family landlords who opt-in are charged a fee per unit equivalent to the household Refuse Billing Program fee. City recycling services are not offered to other businesses or institutions.
- In May 2010, the City switched to single stream recycling. Single stream recycling processing is currently provided under a contract with Midwest Fiber Recycling. In previous years, the City sent materials to the Town of Normal transfer station.
- Department of Public Works (DPW) staff and trucks are used to collect materials curbside from approximately 25,500 residential properties and deliver to the Midwest Fiber Recycling transfer station at 422 White Oak Road, Normal.
- Materials are collected curbside on a bi-weekly basis by new recycle trucks that load with an automatic arm. 95 gallon or 65 gallon carts will be provided in the fall of 2012. Until then residential customers use old bins or purchase their own, which may be up to 33 gallons and filled up to 35 pounds.
- Multi-family residents in downtown Bloomington who do not have curbside recycling have drop-off options. Materials may be taken to the Monroe Centre at 200 W. Monroe Street to a single-stream drop-off container provided by the Downtown Business Association. There are also roll-off recycle containers that are operated and maintained

FY 2013 SOLID WASTE MANAGEMENT INCEPTION

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by the Town of Normal that are available to all McLean County residents.

Refuse

- Seasonal laborers use rear packer trucks to collect residential garbage weekly. A total of 18,955 tons during FY 2011/12 was collected. Tonnage volumes in future years are predicted to increase.
- Waste is taken to American Disposal (owned by Republic and operating under the Allied Waste name) with whom the City has a joint contract, along with the Town of Normal. Tipping fees increase automatically at 4% per year as follows:

Year	Fee
FY 2010/11	\$39.90/ton
FY 2011/12	\$41.49/ton
FY 2012/13	\$43.15/ton
FY 2013/14	\$44.87/ton
FY 2014/15	\$46.66/ton

- Refuse is collected on all weekday holidays except Christmas to reduce overtime and use of more expensive full-time employees for catch-up work needed when collections are delayed a day.
- Residents are responsible for supplying their own refuse container or bags. Garbage containers may be plastic trash bags, galvanized steel containers, or heavy-duty plastic containers. Containers must have a tight fitting lid, and handles or bales. Containers must NOT exceed 33 gallons in capacity. The container and garbage must NOT weigh over 35 pounds when full, lids cannot be attached to cans and containers themselves cannot be attached to objects such as mailboxes, trees or any type of post/pole.
- City of Bloomington local 699 Solid Waste employees also pickup recycling and garbage for many City departments such as Fire, Police, and the Library and other entities such as the Downtown Association and Bloomington Township for no fee. They also collect from downtown trash containers, located on downtown street corners, every morning during the week and during the weekend for special events when requested.
- Additional responsibilities that increase the volume of material collected by City crews:
 - Cleanup downtown alleys to clear them of trash including paper, glass and other debris generated by downtown patrons and business owners
 - Cleanup medians throughout the City of gravel and other debris
 - Weed control of alleys and medians
 - Special cleanup projects, such as Kalamaya Lake, which helps keep the community clean.

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Bulk Waste

- The City will collect up to two front loader buckets of bulk waste per week per household under the Refuse Billing Program fee. Additional bulk waste pick up is charged at \$25/front loader bucket.
- Bulk waste includes furniture and items of waste generated by cleaning out or remodeling a house. Debris generated by contractor or any person for hire is not permitted. Liquids and chemicals of any kind are not included.
- Sod, concrete, shingles, brick, rock and dirt were discontinued from the bulk list effective December 2009. These items are picked up for an additional fee that is placed directly on the water bill. The Superintendent of Solid Waste will provide a cost estimate when requested by the resident. Cost can range from \$25 to over \$300. Alternatively, resident may use a private hauler. If the resident does not contact the Solid Waste Division of the Public Works Department in a reasonable amount of time, the items will be picked up and charged whether the resident had made contact or not.
- In FY 2011 and FY 2012, almost the same tonnage of bulk was collected at 7,245 tons which is down from the 10,630 tons of bulk waste collected in FY 2008 and 10,413 tons in FY 2009. The bulk waste program change in December of 2009 accounts for the 32% reduction in the amount of bulk waste from FY 2009 to FY 2011 collected through the curbside bulk waste collection program. While the tonnage of household refuse has remained fairly constant the tonnage of bulk waste has significantly been reduced because of the changes to the bulk waste program.
- The city will not collect debris generated from businesses, contractors, persons for hire, maintenance crews, and private/not for profit organizations. A contractor fee is billed to residents who have contractors do work and then leave the bulk on the curb. The resident is sent a letter outlining their responsibility for waste removal. If the debris isn't removed within a week, the City removes it and charges full cost of disposal to the resident.
- Seasonal laborers use rear packer trucks, dump trucks and front loaders to collect bulk waste weekly, same day as garbage. The schedule is sometimes altered during fall and winter due to leaf collection and snow plowing.
- Bulk waste is 37% of waste disposed in the landfill by the City.

Yard/Organic Waste

- Food scraps and kitchen waste is disposed of with garbage.
- Grass is not collected curbside but accepted at the City's drop-off location. It is delivered to a local farmer for a fee of \$3.50/cu. yd.
- Leaves are collected via vacuum trucks in the fall and with bucket loaders year round. Leaves are transported to three farms that are paid \$3.50/ton to accept the material. Due to the short window of opportunity to collect leaves and transport to farms while they can be tilled into the ground, Saturday collections are done.

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- Brush is collected with bucket loaders year round. Brush includes tree, bush and garden trimmings. The City only collects brush cut or trimmed by the resident or owner of the residential property. The City will not collect brush in bags.
- On June 29, 2010 the City entered a contract to store and process brush with T. Kirk Brush, Inc. for a charge of \$7.91/cubic yard. This contract includes storage and processing into mulch products.

Drop-off Center

- The City operates a drop-off center for residents only at 402 S. East Street (corner of East and Jackson). Hours vary per season.
- Materials accepted include: Brush, Bulk Waste, Leaves, Grass and Thatch Clippings, Appliances and empty propane tanks (valves must be removed). Liquids, chemicals or hazardous waste of any kind are not accepted.
- Only debris generated from residences within the City of Bloomington that are participating in the Refuse Billing Program will be accepted. Businesses, contractors, persons for hire, private organizations, and not for profit organizations are NOT permitted to use the Drop Off Facility.
- Each resident is only allowed two pickup trucks per week and no vehicles over the size of a pickup are allowed. Trailers bigger than 4x8 feet are not allowed.

Apparent Availability of Data

Significant preliminary research on the Solid Waste Program over the past 3 years will help expedite some of the data and historical information required for a full program analysis. In 2010, the City of Bloomington contracted with Resource Recycling Systems to provide technical assistance in the pre-planning steps to prepare for an effective long-range plan development process for the City's Solid Waste Program. The partnership with Resource Recycling Systems resulted in a preliminary audit of the solid waste services provided by the City and the direct costs associated with those services². Information from this report will serve as a beginning point, as City staff works to complete a full program analysis on solid waste operations.

In the Fiscal Year ending April 30, 2011, the City changed its accounting policies to establish the Solid Waste Fund, an enterprise fund used to account for the solid waste services provided by the City. Recognizing the Solid Waste Fund would still require transfers from the General Fund to remain solvent, the City contracted with Pritchard Osborne, LLC in July of 2011 to analyze the financial impact of the Solid Waste Program on the City's General Fund. The study utilized single step allocation methodology to distribute costs among central services to the Solid Waste Program. Departments recognized as contributing directly or indirectly to the Solid Waste Program include:

² See "1_Bloomington SWM Profile_051412.doc"

FY 2013 SOLID WASTE MANAGEMENT INCEPTION REPORT

- Administration Department
- Finance Department
- Fleet Management
- Human Resources Department
- Information Services Department
- Legal Department
- Public Works Administration Department
- Water Meter Services

Utilizing the single step methodology, the study analyzed fiscal years' 2006 – 2009 and May 2010 through February of 2011 (10 months of available financial information) budget numbers to show the financial impact of the Solid Waste program on these departments. The study took the percentage of the Solid Waste budget to the City's total budget and applied that percentage to the staff costs of each department in the analysis. The results provide a macro snapshot of the financial contributions made by each department to the Solid Waste Program³. The research and analysis within this study will be referenced and used as a basis for a richer, more comprehensive analysis of the direct and indirect costs of the Solid Waste Program.

Survey, Sampling, Analytical Tools Used

Various analytical tools will be utilized in the completion of the Solid Waste Program analysis. Detailed visual scheduling and timeline presentation of project landmarks will be presented in Microsoft Office Project Management GANTT Chart form detailing work to be performed along with deadlines and anticipated completion dates. Literature reviews and outside solid waste studies will be analyzed to bolster the program analysis and reaffirm the processes undertaken during the course of the study. To garner public opinion on current service levels and program restructuring sentiments, citizen surveys will be conducted and implemented in a manner that provides statistically significant results with a +/- 5% confidence interval, which is recognized by the Central Limit Theorem⁴ as an acceptable practice for predicting the opinions of the general public. Survey participants will be selected at random, utilizing the water billing database and support from the Geographic Information Systems (GIS) Specialist in the Public Works Department. An equal number of households will be selected at random from each ward in Bloomington. The survey participant selection process will be conducted utilizing random sampling techniques. In addition to the citizen surveys, focus groups will be formed at various stages of the program analysis to further enhance communication amongst citizenry and garner input from community members on current service levels and opportunities for improvements to the Solid Waste Program.

Full Cost Accounting (FCA) practices, as recommended by the Government Finance Officers Association (GFOA)⁵, will be applied to the fiscal analysis of solid waste operations. Revenues

³ See "2_Pritchard Osborne LLC.pdf"

⁴ See: "http://www.statisticalengineering.com/central_limit_theorem.htm"

⁵ See: "http://www.gfoa.org/index.php?option=com_content&task=view&id=1449"

FY 2013 SOLID WASTE MANAGEMENT INCEPTION REPORT

generated from the solid waste program and the total cost of operations will be analyzed through the use of accrual accounting methods to provide a clear picture of the Solid Waste Program's financial condition. Direct costs of service to be calculated include, but not limited to: labor costs, capital equipment expenses, equipment maintenance, facility maintenance, landfill/disposal fees, and fuel costs. Indirect costs to be calculated include, but not limited to: administrative overhead, interest rates, downtime and productivity assumptions, worker's compensation claims, and insurance/liabilities. Staff members assigned to the Full Cost Accounting analysis of the Solid Waste Program and all-encompassing services are as follows:

	Staff Member	Title	Duties within Full Cost Accounting
1	Alex McElroy	Assistant to the City Manager	Serving as the project manager responsible for the final project submission
2	Barb Adkins	Deputy City Manager	Serving as the project supervisor, overseeing the work being performed by the Assistant to the City Manager
3	Timothy Ervin	Performance Auditor	Serving as financial technical advisor to the Assistant to the City Manager
4	Patti-Lynn Silva	Director of Finance	Serving as financial advisor to the Assistant to the City Manager
5	Jim Karch	Director of Public Works	Serving as expert technical advisor to the Assistant to the City Manager
6	Robbie Henson	Supervisor of Solid Waste	Serving as technical advisor to the Assistant to the City Manager
7	George Kutz	Assistant Supervisor of Solid Waste	Serving as technical advisor to the Assistant to the City Manager

Detailed Schedule

See Appendix A for detailed GANTT Project Timeline.

The City is expected to produce the following reports during the course of the study:

Inception Report:

Within two months, the City shall produce an inception report to outline the initial observations, apparent availability of data, and detailed work program for the study. The work program shall describe the survey, sampling, and analytical protocols used in data collection.

Inception Report due date July 1, 2012

First Interim Report:

Within four months, the City shall produce an interim report to outline (i) background information, cost allocation (direct & indirect), and data generated in each Solid Waste Program; (ii) issues and needs in each Solid Waste Program; (iii) collection, transport, recycling, and disposal alternatives

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which appear to be appropriate for analysis; and (iv) findings from the legal, regulatory, and organization review.

First Interim Report due date September 1, 2012

Second Interim Report:

Within six months, the City shall produce a second interim report outlining (i) analysis of collection, transport, recycling, and disposal alternatives; and (ii) analysis of legal, regulatory, and organization findings.

Second Interim Report due date November 1, 2012

Final Draft Report:

Within ten months, the City shall produce a draft final report that includes (i) final presentation of all background information, data, and findings; (ii) analysis of issues and needs; (iii) plans to improve solid waste collection, transport, recycling, and disposal in each Solid Waste Program; (iv) recommendations to improve the legal, regulatory, and organization framework for solid waste management; and (v) recommended actions for potential investment programs.

Final Draft Report due date March 1, 2013

Final Report:

Within 1 month from receipt of comments from the public and City Council, City reviewers shall produce a final report to address review comments.

Final Report due date April 1, 2013

City of Bloomington, Illinois 2012 Solid Waste Management Profile

Basic Profile Of The Solid Waste Program And Key Areas Of Service And Performance

BACKGROUND:

In December 2009 the City of Bloomington completed long-term strategic planning resulting in adoption of the *City of Bloomington's Strategic Plan 2010 -> 2015 -> 2025*. The Plan's relevance to the City's solid waste management programs is significant. The vision developed by the City includes transforming into a "sustainable city" and effective solid waste management is recognized as one of the factors that can contribute to environmental stewardship envisioned as part of that transformation.

Solid waste management is an area identified for action as a means toward achieving two goals within the plan. Under *Goal 1: Financially Sound City Providing Quality Services*, solid waste services are on the horizon for evaluating and determining the City's role and program direction. As part of *Goal 2: Great Place to Live – A Livable, Sustainable City*, a Comprehensive Solid Waste Management and Recycling Program is a top priority for policy action. Solid waste management is also identified as one of the City's service areas that should be evaluated for privatization when considering the City's mission. Across multiple service areas the City plans to explore joint partnering with other governments to reduce the price of service delivery.

In response to the City's strategic plan, Resource Recycling Systems was retained to provide technical assistance in the pre-planning steps to prepare for an effective long-range plan development process. This document provides a basic profile of the current solid waste management program including key areas of service and performance.

SERVICES:

Recycling:

- The City of Bloomington offers curbside recycling services to residential households. Landlords for multi-family buildings, such as apartments and condos, may opt-into the Refuse Billing Program to provide these services to their tenants or they may contract with a commercial hauler. Multi-family landlords who opt-in are charged a fee per unit equivalent to the household Refuse Billing Program fee. City recycling services are not offered to other businesses or institutions.
- In May 2010, the City switched to single stream recycling. The single stream recycling processing is currently provided under a contract with Midwest Fiber Recycling. In previous years, the City sent materials to the Town of Normal transfer station.

- Department of Public Works (DPW) staff and trucks are used to collect materials curbside from approximately 25,500 residential properties and deliver to the Midwest Fiber Recycling transfer station at 422 White Oak Road, Normal.
- Materials are collected curbside on a bi-weekly basis by new recycle trucks that load with an automatic arm. 95 gallon or 65 gallon carts will be provided in the fall of 2012. Until then residential customers use old bins or purchase their own, which may be up to 33 gallons and filled up to 35 pounds.
- Materials Collected:
 - Containers
 - Plastics #1, 2, 3, 4, 5, and 7, including containers for milk, water, soda, detergent, shampoo, salad dressings, medicine bottles, etc. (lids included)
 - Plastic 6-pack and 12-pack ring carriers (must be cut up)
 - Grocery containers #4 and #5 (plastic resin) such as margarine tubs, yogurt cups, frozen dessert cups
 - Glass bottles and jars: clear, brown, blue, or green (metal lids included)
 - Aluminum: cans, clean disposable trays, pans and foil
 - Steel cans, including empty aerosol cans
 - Juice boxes (no straws), gable-top cartons
 - Plastic buckets such as kitty litter containers (no larger than five gallons)
 - Paper products
 - Newspapers, including all advertising inserts
 - Paperboard such as cereal boxes, frozen food boxes, tissue boxes
 - Cardboard — cut down to newspaper size only
 - Computer paper, school paper, gift wrap
 - Books — soft-cover, and hard-back with the covers removed
 - Junk mail and envelopes
 - Paper egg cartons
 - Telephone books
 - Magazines

Multi-family residents in downtown Bloomington who do not have curbside recycling have drop-off options. Materials may be taken to the Monroe Centre at

200 W. Monroe Street to a single-stream drop-off container provided by the Downtown Business Association. There are also roll-off recycle containers that are operated and maintained by the Town of Normal that are available to all McLean County residents.

- Appliances are collected by Norman Hicks who delivers them to Morris Tick Company for recycling. The City does not currently pay for this appliance collection service.

Refuse:

- Seasonal laborers use rear packer trucks to collect residential garbage weekly. A total of 18,955 tons during FY 2011/12 and tonnage is predicted to increase in future years.
- Waste is taken to American Disposal (owned by Republic and operating under the Allied Waste name) with whom the City has a joint contract, along with the Town of Normal. Tipping fees increase automatically at 4% per year as follows:

Year	Fee
FY 2010/11	\$39.90/ton
FY 2011/12	\$41.49/ton
FY 2012/13	\$43.15/ton
FY 2013/14	\$44.87/ton
FY 2014/15	\$46.66/ton

- Refuse is collected on all weekday holidays except Christmas to reduce overtime and use of more expensive full-time employees for catch-up work needed when collections are delayed a day.
- Residents are responsible for supplying their own refuse container or bags. Garbage containers may be plastic trash bags, galvanized steel containers, or heavy-duty plastic containers. Containers must have a tight fitting lid, and handles or bales. Containers must NOT exceed 33 gallons in capacity. The container and garbage must NOT weigh over 35 pounds when full, lids cannot be attached to cans and containers themselves cannot be attached to objects such as mailboxes, trees or any type of post/pole.
- Sharps must be placed in a container, such as a sealed coffee can or laundry detergent container and have ends removed from the dispenser unit. Place container, marked "SHARPS", next to garbage container or bag.

- City of Bloomington local 699 Solid Waste employees also pickup recycling and garbage for many City departments such as Fire, Police, and the Library and other entities such as the Downtown Association and Bloomington Township for no fee. They also collect from downtown trash containers, located on downtown street corners, every morning during the week and during the weekend for special events when requested.
- Additional responsibilities that increase the volume of material collected by City crews:
 - Cleanup downtown alleys to clear them of trash including paper, glass and other debris generated by downtown patrons and business owners
 - Cleanup medians throughout the City of gravel and other debris
 - Weed control of alleys and medians
 - Special cleanup projects, such as Kalamaya Lake, which helps keep the community clean.

Bulk Waste:

- The City will collect up to two front loader buckets of bulk waste per week per household under the Refuse Billing Program fee. Additional bulk waste pick up is charged at \$25/front loader bucket.
- Bulk waste includes furniture and items of waste generated by cleaning out or remodeling a house. Debris generated by contracted or any person for hire is not permitted. Liquids and chemicals of any kind are not included.
- Sod, concrete, shingles, brick, rock and dirt were discontinued from the bulk list effective December 2009. These items are picked up for an additional fee that is placed directly on the water bill. The Superintendent of Solid Waste will provide a cost estimate when requested by the resident. Cost can range from \$25 to over \$300. Alternatively, resident may use a private hauler. If the resident does not contact the Solid Waste department in a reasonable amount of time, the items will be picked up and charged whether the resident had made contact or not.
- In FY 2011 and FY 2012, almost the same tonnage of bulk was collected at 7,245 tons which is down from the 10,630 tons of bulk waste collected in FY 2008 and 10,413 tons in FY 2009. The bulk waste program change in December of 2009 accounts for the 32% reduction in the amount of bulk waste from FY 2009 to FY 2011 collected through the curbside bulk waste collection program. While the tonnage of household refuse has remained fairly constant the tonnage of bulk waste has significantly been reduced because of the changes to the bulk waste program.
- The city will not collect debris generated from businesses, contractors, persons for hire, maintenance crews, and private/not for profit organizations. A contractor fee

is billed to residents who have contractors do work and then leave the bulk on the curb. The resident is sent a letter outlining their responsibility for waste removal. If the debris isn't removed within a week, the City removes it and charges full cost of disposal to the resident.

- Seasonal laborers use rear packer trucks, dump trucks and front loaders to collect bulk waste weekly, same day as garbage. The schedule is sometimes altered during fall and winter due to leaf collection and snow plowing.
- Bulk waste is 37% of waste disposed in the landfill by the City.

Yard/Organic Waste:

- Food scraps and kitchen waste is disposed of with garbage.
- Grass is not collected curbside but accepted at the City's drop-off location. It is delivered to a local farmer for a fee of \$3.50/cu. yd.
- Leaves are collected via vacuum trucks in the fall and with bucket loaders year round. Leaves are transported to three farms that are paid \$3.50/ton to accept the material. Due to the short window of opportunity to collect leaves and transport to farms while they can be tilled into the ground, Saturday collections are done.
- Brush is collected with bucket loaders year round. Brush includes tree, bush and garden trimmings. The City only collects brush cut or trimmed by the resident or owner of the residential property will not collect brush in bags.
- One June 29, 2010 the City entered a contract to store and process brush with T. Kirk Brush, Inc. for a charge of \$7.91/cubic yard. This contract includes storage and processing into mulch products.

Drop-off Center:

- The City operates a drop-off center for residents only at 402 S. East Street (corner of East and Jackson). Hours vary per season.
- Materials accepted include: Brush, Bulk Waste, Leaves, Grass and Thatch Clippings, Appliances and empty propane tanks (valves must be removed). Liquids, chemicals or hazardous waste of any kind are not accepted.
- Only debris generated from residences within the City of Bloomington that are participating in the Refuse Billing Program will be accepted. Businesses, contractors, persons for hire, private organizations, and not for profit organizations are NOT permitted to use the Drop Off Facility.
- Each resident is only allowed two pickup trucks per week and no vehicles over the size of a pickup are allowed. Trailers bigger than 4x8 feet are not allowed.

PROGRAM PERFORMANCE:

- Approximately 25,500 residences serviced weekly

Material	Quantity Collected in FY2012
Single stream Recyclables	2480 tons
Brush	30,00 cu.yd.
Leaves	7,500 cu.yd.
Grass Trimmings	800 cu.yd.
Garbage/bulk waste	20,570 tons

- Tonnages of materials collected are trending up.

KEY FINANCIALS:

Total Program:

- The Public Works Department has switched to an enterprise fund approach to cover costs of its solid waste management programs and recently increased its Refuse Billing Program fee to \$16.00/month/household to more accurately reflect costs associated with recycling and waste disposal.
- Currently the Refuse Billing Program fee does not cover the full cost of services offered, so the Division still needs to transfer some funds from the general fund. The long-term goal is for revenue to match the service level provided in addition to having a predetermined reserve amount set aside in future years.

Disposal Fees:

Material	Fee
Garbage/bulk waste	\$43.15/ton, 4% incr/year for 4 yrs
Grass Clippings	\$3.50/ton
Leaves	\$3.50/ton
Brush	\$7.91/cu. yd.
Recycling	Depends on the commodity values.

Revenue:

The City of Bloomington collects revenues to cover solid waste management program costs in the following ways:

- Monthly Refuse Billing Program fee for garbage, recycling, yard waste (including leaves) and bulk waste items pick-up and disposal. Currently at \$16/month/household.

- Bulk waste extra pick-up – \$25/front loader bucket beyond the two buckets included in the monthly Refuse Billing Program fee.
- Special refuse collection – Fee charged for pick-up of items not included in regular bulk pick-up, such as sod, concrete, shingles, brick, rock and dirt. Fee determined upon inspection of quantity and type.
- Contractor fee – billed to residents who have contractors do work and then leave the bulk on the curb
- Late fees – Charged when residents fail to pay monthly Refuse Billing Program fee on time. Controlled by the Water Department, which handles billing for the Refuse Billing Program fee.
- Sale of old/surplus equipment – not applicable every year.

Staffing:

- Solid Waste provides three core services – refuse (household garbage), recycle and bulk/brush waste. The refuse section has 18 employees that are separated into six - 3 person crews. Each crew has one driver and two laborers. The recycle service has four - 1 person crews. The bulk waste section has three crews with one operator, three truck drivers and one laborer. During the summer, an additional three packers (refuse trucks) are used for the bulk crews with one additional laborer for each packer.
- Seasonal personnel are used to provide additional lower cost labor to support leaf and trash collection, the drop-off facility, as well as weed control and alley maintenance. The division uses fourteen seasonal employees from mid-March through December to assist with garbage and bulk due to the workload and absences due to vacation time being used. Their average wage is approximately \$10/hour with no benefits. From the beginning of November through December, the division hires seventeen additional seasonal employees for leaf collection with two laborers who operate seven leaf vacuums and assist the bulk loader crews because they work both leaves and bulk at the same time. One additional seasonal employee is used for the drop-off facility year around because there has to be one individual physically at the site during operating hours according to Environmental Protection Agency (EPA) regulations and using a seasonal allows more experienced workers to perform other functions.
- The division plans for working four Saturdays for eight hours with 48 employees for leaf collection. The reasons for the Saturdays in November include:
 - Weather – because there is only about a six to eight week time period when leaf collection begins to collect the all the leaves before the snow/ice will start.
 - Leaf time limit – Once the leaves start falling, it is imperative to remove the leaves as quickly as possible before they clog the storm drains that will lead to the flooding of streets and residences.

- Leaves must be delivered to the local farmers before the ground freezes and the leaves cannot be tilled into the ground. Disposing of leaves with the farmers is done because it avoids having the City provide a facility that would be subject to costly maintenance requirements mandated by the EPA.
- The crews picking up leaves are also picking up bulk waste. It is not unusual for the bulk routes to fall behind and have to use the additional time to return to schedule.
- The division works all ten holidays and only has the Christmas day holiday off. This is done because if refuse and recycle are not picked up on a holiday, the first working day after, it is necessary to use personnel from both Solid Waste and Streets and Sewer Divisions to service the refuse and recycle routes. At times, the two day accumulation of refuse and recycle is so large that overtime still must be used. When personnel from both divisions are required, the result is the use of higher classification personnel being used to pickup refuse and recycle and the bulk personnel also fall behind their schedule while working the other functions as well as the Streets and Sewer crews having to delay their work while performing Solid Waste functions. Working all but one holiday also avoids the accumulation of refuse left on the street waiting for the crews.

EDUCATION & COMMUNICATION:

- Basic information about the City's solid waste management services is available on its web site.
- The Solid Waste Management Planning and Recycling Act requires Illinois counties to administer a solid waste management plan to reduce waste and recycle 40% of the waste generated.
- The Ecology Action Center (EAC), a non-profit based in Normal, IL, provides educational outreach and marketing for the City's recycling program and to encourage waste reduction. The City contracts with EAC in collaboration with the Town of Normal and County of Mclean.
- Per the agreement with EAC, Town of Normal and County of Mclean, the City participates on the McLean County Solid Waste Management Program Technical Committee. This committee provides guidance and oversight for EAC's contracted work and facilitates communication countywide. EAC manages the Committee meetings, records meeting minutes, and reports program activities.
- Services provided by EAC for the City include:
 1. Opening the EAC to the public 40 hours/week for telephone and walk-in information and a specialized library with materials for teachers, businesses and students of all ages about nature and solid waste reduction

2. Produce and illustrate instructions to residents on how to recycle
 3. Produce corrective slips for people who recycle improperly
 4. Conduct EarthSchools hands-on recycling classes in Bloomington elementary schools and as assigned
 5. Design and produce door hangers, bookmarks and other materials to encourage new recyclers
 6. Offer recycling programs and events such as Earth Day and America Recycles Day through the Children's Discovery Museum
 7. Write and distribute publicity as necessary
 8. Offer after school recycling programs offered for Boys and Girls Club, elementary school recreation programs and other venues
 9. Assist in implementing summer recycling program presented at Bloomington and Normal Parks and Recreation camp or other programs
 10. Offer a recycling education and promotion program for middle and high school students
 11. Summer reading program for Bloomington and Normal Public Library
 12. Provide speakers to community groups including civic groups, religious groups, social groups, day cares and children's groups
 13. Coordinate public event recycling programs where feasible at Bloomington and Normal events
 14. Coordinate the battery recycling program at Interstate Batteries and Batteries Plus
- The City also benefits from EAC contracted services provided to the entire county. These services include:
 1. Annually determine McLean County's recycling rate as prescribed by the Illinois Environmental Protection Agency ("IEPA") and provide this information to the public and the IEPA.
 2. Provide five year updates to the McLean County Integrated Solid Waste Management Plan as required
 3. Combine relevant programs as appropriate to avoid duplication and reduce costs and time
 4. Coordinate a Recycling Month event and accompanying activities
 5. Attend public festivals to distribute recycling information and provide recycling activities
 6. Provide two print newsletters per year to McLean County residents

7. Provide two print newsletters per year to McLean County schools
8. Provide on-line newsletters to email subscribers monthly
9. Facilitate submission of grant proposals by local businesses and schools and apply for relevant grants for McLean County, such as solid waste planning grants and/or household hazardous waste collection grants
10. Co-sponsor, organize and promote Household Hazardous Waste Collection events
11. Create and present educational displays
12. Develop public information guides
13. Write and distribute press releases as appropriate
14. Offer the McLean County Recycling and Waste Reduction Awards Program, including soliciting entries and evaluate applications, award certificates and recognize winners at meetings and through the media
15. Assist in adult ecology/recycling classes taught through extension program
16. Maintain and moderate the McLean County Freecycle group, a free electronic exchange community to reduce waste
17. Coordinate and administer County Solid Waste Grant program involving schools, rural communities and not-for-profit businesses and agencies
18. Coordinate sustainability events to encourage recycling within the context of other environmentally positive practices
19. Update recycling and hazardous waste information for the www.Earth911.com national website and local websites

STATE AND COUNTY PROGRAMS AND REQUIREMENTS

- The following items are banned from landfill disposal in the state of Illinois:
 - Tires
 - White goods (appliances)
 - Fluorescent & high intensity discharge bulbs
 - Motor Oil
 - Lead acid batteries
 - Landscape waste
 - Non-residential potentially infectious medical waste

- Electronics such as televisions, monitors, printers and scanners, DVD players among other electronics
- The Town of Normal accepts computers and other electronic waste for recycling. Materials may be dropped off at the Town of Normal Public Works Garage, 1301 Warriner St., Normal, IL 61761.

DRAFT

Appendix A

ID	Task Mode	Task Name	Duration	Start	Finish	May 13, '12							Jul 22, '12							Sep 30, '12							Dec 9, '12							Feb 17, '13						
						F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M	T				
1		Inception Report	2.35 mons	Fri 4/27/12	Mon 7/2/12																																			
2		Preliminary meeting with City Satff Members	1 day	Fri 4/27/12	Fri 4/27/12																																			
3		Alex submits 1st Darft to Project Team	3.2 wks	Mon 4/30/12	Mon 5/21/12																																			
4		Project Team provides Alex with input on 1st Draft	1.2 wks	Tue 5/22/12	Tue 5/29/12																																			
5		Project Team submits draft to City Manager for review	6 days	Mon 6/18/12	Mon 6/25/12																																			
6		City Manager provides Project Team with comments on Inception Report Draft	1 day	Tue 6/26/12	Tue 6/26/12																																			
7		Final Draft of Inception Report presented to Council	1 day	Mon 7/2/12	Mon 7/2/12																																			
8		First Interim Report	4.6 mons	Fri 4/27/12	Mon 9/3/12																																			
9		Collection of Background Information	4 days	Tue 7/3/12	Fri 7/6/12																																			
10		Cost Analysis (Direct & Indirect)	15 days	Tue 7/3/12	Mon 7/23/12																																			

Project: Solid Waste Study
Date: Tue 5/22/12

Task		External Tasks		Manual Task		Finish-only	
Split		External Milestone		Duration-only		Deadline	
Milestone		Inactive Task		Manual Summary Rollup		Progress	
Summary		Inactive Milestone		Manual Summary			
Project Summary		Inactive Summary		Start-only			

Appendix A

ID	Task Mode	Task Name	Duration	Start	Finish	May 13, '12					Jul 22, '12					Sep 30, '12					Dec 9, '12					Feb 17, '13									
						F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M	T	S	W	S	T	F	M
11		Identification of transport, collection, recycling, and disposal alternatives for analysis	19 days	Tue 7/3/12	Fri 7/27/12																														
12		Findings of legal, regulatory and organizational review	24 days	Tue 7/3/12	Fri 8/3/12																														
13		Project Team submission of 1st Draft to City Manager for review	1 day	Mon 8/20/12	Mon 8/20/12																														
14		City Manager provides comments to Project Team	4 days	Tue 8/21/12	Fri 8/24/12																														
15		Final Submission of Interim Report	1 day	Mon 9/3/12	Mon 9/3/12																														
16		Second Interim Report	6.75 mons	Fri 4/27/12	Thu 11/1/12																														
17		Analysis of legal, regulatory, and organization review	14 days	Tue 9/4/12	Fri 9/21/12																														
18		Analysis of collection, transport, recycling, and disposal alternatives	24 days	Tue 9/4/12	Fri 10/5/12																														

Project: Solid Waste Study Date: Tue 5/22/12	Task		External Tasks		Manual Task		Finish-only	
	Split		External Milestone		Duration-only		Deadline	
	Milestone		Inactive Task		Manual Summary Rollup		Progress	
	Summary		Inactive Milestone		Manual Summary			
	Project Summary		Inactive Summary		Start-only			

Appendix A

ID	Task Mode	Task Name	Duration	Start	Finish	May 13, '12				Jul 22, '12				Sep 30, '12				Dec 9, '12				Feb 17, '13															
						F	M	T	S	S	W	S	T	F	M	T	S	S	W	S	T	F	M	T	S	S	W	S	T	F	M	T	S	S	W	S	T
19		Project Team submission of 1st draft of Second Interim report to City Manager	1 day	Fri 10/12/12	Fri 10/12/12																																
20		City Manager's Comments on 1st Draft of 2nd Interim Report due	5 days	Mon 10/15/12	Fri 10/19/12																																
21		Final Draft of 2nd Interim Report to Council	1 day	Thu 11/1/12	Thu 11/1/12																																
22		Final Draft Report	11.05 mons	Fri 4/27/12	Fri 3/1/13																																
23		Collection of all background information, data, and findings	20 days	Mon 11/5/12	Fri 11/30/12																																
24		Analysis of issues and needs	40 days	Mon 11/5/12	Fri 12/28/12																																
25		Plans to improve solid waste collection, transport, recycling, and disposal in each Solid Waste Program	55 days	Mon 11/5/12	Fri 1/18/13																																

Project: Solid Waste Study
Date: Tue 5/22/12

Task		External Tasks		Manual Task		Finish-only	
Split		External Milestone		Duration-only		Deadline	
Milestone		Inactive Task		Manual Summary Rollup		Progress	
Summary		Inactive Milestone		Manual Summary			
Project Summary		Inactive Summary		Start-only			

1 Inception Report

Information coming from:
Office of the City Manager
Public Works

Performance Auditor, Tim Ervin

2 Preliminary meeting with City Staff Members

Meeting with Barb Adkins, Jim Karch, Alex McElroy, and George Kutz to begin identifying specific tasks for the completion of the project.

9 Collection of Background Information

Background information from previous studies performed, operation expense audits, and research into laws and regulations governing solid waste operations

10 Cost Analysis (Direct & Indirect)

Work to be performed by Alex McElroy with the assistance of Jim Karch, Robbie Henson, and George Kutz. Information from the 2010 Resource Recycling Systems study will be utilized and updated to help supplement additional field analysis

11 Identification of transport, collection, recycling, and disposal alternatives for analysis

Identification and collection process

12 Findings of legal, regulatory and organizational review

Identification and collection process

17 Analysis of legal, regulatory, and organization review

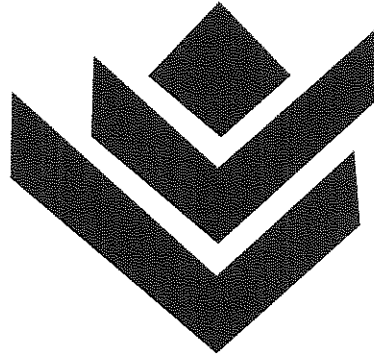
Analysis of previously collected data and information

18 Analysis of collection, transport, recycling, and disposal alternatives

Analysis of previously collected data and information

32 City Council to review Final Draft Report

Opportunity for Council to provide insight into study, request additional information be included, request clarification on specific issues in findings, and begin process of identifying best policy practices



Direct/Indirect Cost Analysis

Solid Waste Department

Based on Actual and Budgeted Amounts

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Introduction

Purpose of Cost Analysis:

For the year ended April 30, 2011, the City of Bloomington, Illinois (the "City") changed its accounting policies to establish the Solid Waste Fund (the "Fund"), an enterprise fund used to account for the solid waste services provided by the City. Prior to the change in accounting policy, the City reported the revenues and costs associated with solid waste services as a part of the City's General Fund.

The purpose of the cost analysis (the "Plan") presented hereafter is to determine an appropriate allocation to the Fund of direct and indirect costs related to solid waste services absorbed by the General Fund or other Funds of the City over the past five years. Additionally, this cost study provides a basis for determining an appropriate allocation to the Fund of indirect costs related to solid waste services for the ten months ended February 28, 2011 and an ongoing cost allocation plan to be used thereafter.

Cost Allocation Plan:

The purpose of a cost allocation plan ("CAP") is to distribute central service overhead costs to operating departments. Central services consist of services provided by administrative units of the government to other governmental departments and not to the general public. CAPs are prepared for various purposes, primarily including:

- Charging other funds for services provided by the general fund and other funds;
- Determining the full cost of providing user fee related services to the public;
- Informing management as to how the government or fund carries out its programs;
- Absorbing indirect cost associated with federal programs.

The City's need of a CAP for the Fund is principally to determine the extent of the costs incurred by the General Fund and other funds in relation to solid waste services. However, the preparation of this CAP will also inform the City's management as to the full costs associated with providing solid waste services and aid in more effective management.

Methodology

A single step allocation was used in the CAP presented hereafter to distribute costs among central services to the Fund. For simplification, this methodology omits allocating indirect costs between administrative departments. Thus the departmental costs to be allocated to the Fund as indirect costs would be limited to only the direct costs of the applicable departments. The allocations were based on budgeted amounts.

Methodology (Continued)

City departments that provide support to the Fund, either directly or indirectly, and are included in the CAP are as follows:

- Administration Department
- Finance Department
- Fleet Management
- Human Resource Department
- Information Services Department
- Legal Department
- Non Departmental
- Public Works Administration Department
- Water Meter Services

Format of the Report

Summary Data – Four summary schedules are provided at the beginning of the Plan.

1. **Schedule of Revenues** (Previous five years through the 10 months ended February 28, 2011)

Provides revenues and financing sources for the previous five years as well as the revenues and financing sources for the 10 months ended February 28, 2011.

2. **Schedule of Combined Costs** (Previous five years through the 10 months ended February 28, 2011)

Provides both direct and indirect costs as allocated retroactively for the previous five years, direct costs charged directly to the Fund for the 10 months ended February 28, 2011, and indirect costs as allocated for the 10 months ended February 28, 2011.

3. **Schedule of Direct Costs** (Previous five years through the 10 months ended February 28, 2011)

Provides direct costs as allocated retroactively for the previous five years as well as the costs charged directly to the Fund for the 10 months ended February 28, 2011.

4. **Schedule of Indirect Costs** (Previous five years through the 10 months ended February 28, 2011)

Provide the indirect costs as allocated retroactively for the previous five years as well as the indirect costs as allocated for the 10 months ended February 28, 2011.

Format of the Report (Continued)

Summary of Assumptions by Department - Provides a description of central services being allocated and the related assumptions used in the allocation process for of the applicable departments.

Appendix A – Definitions – Definitions of commonly used terms throughout the report.

SCHEDULE OF REVENUES

(Previous five years through 10 Months ended February 28, 2011)

	2006	2007	2008	2009	2010	May 1, 2010 - Feb. 28, 2011	Totals
Permits	\$ -	\$ -	\$ -	\$ -	\$ 88	\$ -	\$ 88
Charges for services	1,439,335	1,418,702	1,624,976	2,184,537	4,238,826	3,506,788	14,413,164
Fines and penalties	-	(153)	-	56,380	114,681	102,717	273,624
Miscellaneous revenues	20	11,035	16,650	19,986	65,363	27,184	140,239
Transfers in	-	-	-	-	-	1,007,729	1,007,729
Total Revenues	\$ 1,439,355	\$ 1,429,583	\$ 1,641,626	\$ 2,260,903	\$ 4,418,958	\$ 4,644,418	\$ 15,834,843

SCHEDULE OF COMBINED COSTS

(Previous Five Years through 10 Months Ended February 28, 2011)

	2006	2007	2008	2009	2010	May 1, 2010 - Feb. 28, 2011	Totals
Salaries	\$ 2,183,330	\$ 2,341,743	\$ 2,389,742	\$ 2,389,538	\$ 2,437,099	\$ 2,238,019	\$ 13,979,471
Payroll taxes	159,293	176,699	180,480	177,774	185,957	153,671	1,033,874
Insurance	358,187	373,373	366,591	310,820	358,087	315,472	2,082,530
Retirement and pension	215,796	247,551	246,578	250,946	281,484	331,622	1,573,977
Other benefits	6,349	3,907	4,354	42,138	10,970	43,604	111,322
Total Labor	<u>2,922,955</u>	<u>3,143,273</u>	<u>3,187,745</u>	<u>3,171,216</u>	<u>3,273,597</u>	<u>3,082,388</u>	<u>18,781,174</u>
Professional services	13,687	14,733	13,520	11,560	17,189	28,968	99,657
Repairs and maintenance	773,032	718,151	754,653	740,595	513,990	412,701	3,913,122
Insurance	279,610	460,863	469,174	458,570	332,079	297,115	2,297,411
Advertising	2,322	1,862	2,211	761	933	912	9,001
Printing and binding	994	1,084	459	231	193	847	3,808
Postage	1,005	782	583	506	760	902	4,538
Supplies	22,714	29,670	30,688	19,867	359,216	234,024	696,179
Travel	2,724	1,372	2,458	885	1,001	108	8,548
Capital outlay	-	-	(2)	245	1,562	4,922	6,727
Other expenditures	1,944,143	2,198,075	2,180,890	1,628,007	1,709,311	1,095,774	10,756,200
Total materials and supplies	<u>3,040,231</u>	<u>3,426,592</u>	<u>3,454,634</u>	<u>2,861,227</u>	<u>2,936,234</u>	<u>2,076,273</u>	<u>17,795,191</u>
Total expenditures	<u>\$ 5,963,186</u>	<u>\$ 6,569,865</u>	<u>\$ 6,642,379</u>	<u>\$ 6,032,443</u>	<u>\$ 6,209,831</u>	<u>\$ 5,158,661</u>	<u>\$ 36,576,365</u>

SCHEDULE OF DIRECT COSTS

(Previous Five Years through 10 Months Ended February 28, 2011)

	2006	2007	2008	2009	2010	May 1, 2010 - Feb. 28, 2011	Totals
Salaries	\$ 2,085,957	\$ 2,229,164	\$ 2,277,993	\$ 2,277,486	\$ 2,328,920	\$ 2,127,528	\$ 13,327,048
Payroll taxes	152,789	163,016	167,403	170,161	178,162	146,241	977,772
Insurance	345,930	363,529	355,862	297,828	344,541	298,661	2,006,351
Retirement and pension	208,561	238,209	237,161	240,661	258,971	274,333	1,457,896
Other benefits	2,391	2,425	75	25,290	-	20,500	50,681
Total Labor	2,795,628	2,996,343	3,038,494	3,011,426	3,110,594	2,867,263	17,819,748
Professional services	-	-	-	-	-	-	-
Repairs and maintenance	769,826	714,414	750,996	736,961	510,000	408,333	3,890,530
Insurance	255,536	428,287	428,236	414,224	306,078	273,598	2,105,959
Advertising	-	-	-	-	-	-	-
Printing and binding	-	-	-	-	-	-	-
Postage	-	-	-	-	-	-	-
Supplies	19,920	26,653	28,108	17,300	356,590	230,667	679,238
Travel	1,460	274	1,472	65	500	-	3,771
Capital outlay	-	-	-	-	-	-	-
Other expenditures	1,608,505	1,959,847	1,935,268	1,396,348	1,316,595	1,064,133	9,280,696
Total materials and supplies	2,655,247	3,129,475	3,144,080	2,564,898	2,489,763	1,976,731	15,960,194
Total expenditures	\$ 5,450,875	\$ 6,125,818	\$ 6,182,574	\$ 5,576,324	\$ 5,600,357	\$ 4,843,994	\$ 33,779,942

SCHEDULE OF INDIRECT COSTS

(Previous Five Years through 10 Months Ended February 28, 2010)

	2006	2007	2008	2009	2010	May 1, 2010 - Feb. 28, 2011	Totals
Salaries	\$ 97,373	\$ 112,579	\$ 111,749	\$ 112,052	\$ 108,179	\$ 110,491	\$ 652,423
Payroll taxes	6,504	13,683	13,077	7,613	7,795	7,430	56,102
Insurance	12,257	9,844	10,729	12,992	13,546	16,811	76,179
Retirement and pension	7,235	9,342	9,417	10,285	22,513	57,289	116,081
Other benefits	3,958	1,482	4,279	16,848	10,970	23,104	60,641
Total Labor	<u>127,327</u>	<u>146,930</u>	<u>149,251</u>	<u>159,790</u>	<u>163,003</u>	<u>215,125</u>	<u>961,426</u>
Professional services	13,687	14,733	13,520	11,560	17,189	28,968	99,657
Repairs and maintenance	3,206	3,737	3,657	3,634	3,990	4,368	22,592
Insurance	24,074	32,576	40,938	44,346	26,001	23,517	191,452
Advertising	2,322	1,862	2,211	761	933	912	9,001
Printing and binding	994	1,084	459	231	193	847	3,808
Postage	1,005	782	583	506	760	902	4,538
Supplies	2,794	3,017	2,580	2,567	2,626	3,357	16,941
Travel	1,264	1,098	986	820	501	108	4,777
Capital outlay	-	-	(2)	245	1,562	4,922	6,727
Other expenditures	335,638	238,228	245,622	231,659	392,716	31,641	1,475,504
Total materials and supplies	<u>384,984</u>	<u>297,117</u>	<u>310,554</u>	<u>296,329</u>	<u>446,471</u>	<u>99,542</u>	<u>1,834,997</u>
Total expenditures	<u>\$ 512,311</u>	<u>\$ 444,047</u>	<u>\$ 459,805</u>	<u>\$ 456,119</u>	<u>\$ 609,474</u>	<u>\$ 314,667</u>	<u>\$ 2,796,423</u>

Summary of Assumptions

Administration Department

Department Description – The Administration Department (“Administration”) consists of the Mayor, nine City Council Members, City Manager, Deputy City Manager, Communication Manager, and Executive Assistant. Administration is charged with the enforcement of city policies and the management of all City departments.

Services Provided – As indicated in the department description, Administration provides management and oversight services to the Fund.

Eligible Costs – All costs incurred directly by Administration are eligible for allocation to the Fund in exchange for the management and oversight services provided by Administration to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of all expenditures budgeted directly to the Fund to total budgeted expenditures of the City for a given year. Administration costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Administration are summarized as follows:

Year	Budgeted Expenditures		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Waste	City					
2006	4,973,209	173,353,724	2.87%	498,617	14,304	1	14,304
2007	5,572,026	155,539,956	3.58%	621,271	22,256	1	22,256
2008	5,932,873	164,285,576	3.61%	784,747	28,340	1	28,340
2009	6,221,248	155,124,483	4.01%	794,018	31,844	1	31,844
2010	5,720,357	141,203,449	4.05%	597,569	24,208	1	24,208
05/1/2010- 02/28/2011	5,812,795	146,074,219	3.98%	668,037	26,583	5/6	22,153
Totals	34,232,508	935,581,407		3,964,259	147,536		143,106

Finance Department

Department Description – The Finance Department (“Finance”) is responsible for the City’s finance functions including accounting, financial reporting, payroll, accounts payable, budgeting and purchasing.

Services Provided – Finance provides the Fund the finance and accounting service as described in the department description related to the Fund’s operations.

Eligible Costs – All costs incurred directly by Finance are eligible for allocation to the Fund in exchange for the various financial and accounting services provided by Finance to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of all expenditures budgeted directly to the Fund to total budgeted expenditures of the City for a given year. Finance costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Finance are summarized as follows:

Year	Budgeted Expenditures		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Waste	City					
2006	4,973,209	173,353,724	2.87%	1,013,506	29,076	1	29,076
2007	5,572,026	155,539,956	3.58%	1,030,517	36,917	1	36,917
2008	5,932,873	164,285,576	3.61%	1,046,060	37,777	1	37,777
2009	6,221,248	155,124,483	4.01%	911,053	36,538	1	36,538
2010	5,720,357	141,203,449	4.05%	695,841	28,190	1	28,190
05/1/2010- 02/28/2011	5,812,795	146,074,219	3.98%	923,830	36,762	5/6	30,635
Totals	34,232,508	935,581,407		5,620,807	205,259		199,132

Fleet Management

Department Description – The Fleet Management Department (“Fleet Management”) is responsible for managing the City’s vehicles and equipment. The department operates much like a commercial vehicle repair shop. Fleet Management bills applicable departments directly for the costs of parts and labor.

Services Provided – Fleet management provides the Fund vehicle maintenance services for which they bill directly to the Fund.

Eligible Costs – Overhead costs incurred directly by Fleet Management that are not billed directly to the Fund are eligible for allocation to the Fund in exchange for the repair services provided by Fleet Management to the Fund. Specific costs identified as eligible include workers compensation insurance, liability insurance, property and inland marine insurance, vehicle insurance, aggregate and individual stop loss insurance, insurance administration fees, membership dues, professional development, and other purchased services.

Assumptions and Methodology – The allocation rate was determined by the ratio of Fleet Management revenues derived from services provided to the Fund to total Fleet Management revenues for a given year. Fleet Management costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Fleet Management are summarized as follows:

Year	Fleet Management Revenues		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	Total					
2006	350,000	1,884,000	18.58%	114,861	21,338	1	21,338
2007	437,000	2,690,500	16.24%	170,608	27,711	1	27,711
2008	480,700	3,181,600	15.11%	240,586	36,350	1	36,350
2009	528,770	3,119,500	16.95%	223,900	37,952	1	37,952
2010	510,000	3,315,500	15.38%	141,959	21,837	1	21,837
05/1/2010- 02/28/2011	490,000	3,193,133	15.35%	173,579	26,636	5/6	22,197
Totals	2,796,470	17,384,233		1,065,493	171,824		167,384

Human Resource Department

Department Description – The Human Resource Department (“Human Resource”) administers all employee related tasks including compensation and benefits administration, training and development, employee and labor relations, employee wellness, recruiting and hiring for the City.

Services Provided – As indicated in the department description, Human Resource provides employee and human resource management services to the Fund.

Eligible Costs – All costs incurred directly by Human Resource are eligible for allocation to the Fund in exchange for the employee and human resource management services provided by Human Resource to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of budgeted full time solid waste employees to total budgeted employees for the City for a given year. Human Resource costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Human Resource are summarized as follows:

Year	Budgeted FTE's		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	City					
2006	49.85	775.69	6.43%	976,667	62,766	1	62,766
2007	49.85	837.38	5.95%	1,086,572	64,685	1	64,685
2008	49.85	873.97	5.70%	1,055,684	60,215	1	60,215
2009	49.85	867.08	5.75%	861,921	49,553	1	49,553
2010	58.24	778.96	7.48%	801,752	59,944	1	59,944
05/1/2010- 02/28/2011	59.49	743.63	8.00%	907,246	72,579	5/6	60,483
Totals	317	4,877		5,689,842	369,742		357,645

Information Services Department

Department Description – The Information Services Department (“Information Services”) is responsible for the maintenance, management, and security of the City’s computing and technological resources.

Services Provided – Information Services provides the Fund with computing and technological support.

Eligible Costs – All Costs incurred directly by Information Services are eligible for allocation to the Fund in exchange for the computing and technological support services provided by Information Services to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of estimated solid waste end user devices to the estimated total end user devices of the City for a given period. The quantities of end user devices per department were estimated based budgeted numbers of full time employees requiring end user device support. Assumptions made in estimating the quantities of end user devices included: (1) aldermen did not require support; (2) laborers, non-administrative users and other staff positions where appropriate did not require support; (3) a ratio of 1:2 patrol officers required support; (4) a ratio of 1:4 captains, fireman, paramedics and EMT’s required support; and (4) a ratio of 1:1 library employees required support to encompass classroom and public use technology. Information Services costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Information Services are summarized as follows:

Year	End User Devices		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	City					
2006	1.53	305.43	0.50%	1,847,398	9,254	1	9,254
2007	1.53	317.27	0.48%	2,405,486	11,600	1	11,600
2008	1.53	425.11	0.36%	2,836,003	10,207	1	10,207
2009	1.53	424.19	0.36%	2,181,924	7,870	1	7,870
2010	1.79	391.38	0.46%	2,195,962	10,043	1	10,043
05/1/2010-							
02/28/2011	2.33	383.84	0.61%	2,973,661	18,051	5/6	15,042
Totals	10.24	2,247.22		14,440,434	67,026		64,017

Legal Department

Department Description – The Legal Department (“Legal”) of the City provide legal advice to the City Council on matters of federal, state, and municipal law as it pertains to the City as a whole. Further, Legal acts as the legal representation for the City, aids in the collection of delinquent receivables, negotiates City contracts, and drafts the ordinances of the City as adopted by the City Council.

Services Provided – The service provided by Legal pertain to the legal obligations and responsibilities of the City as whole including the obligations and responsibilities of the Fund.

Eligible Costs – All costs incurred directly by Legal are eligible for allocation to the Fund in exchange for the various legal services provided by Legal to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of all expenditures budgeted directly to the Fund to total budgeted expenditures of the City for a given year. Legal costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Legal are summarized as follows:

Year	Budgeted Expenditures		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	City					
2006	4,973,209	173,353,724	2.87%	630,204	18,079	1	18,079
2007	5,572,026	155,539,956	3.58%	598,309	21,434	1	21,434
2008	5,932,873	164,285,576	3.61%	592,137	21,384	1	21,384
2009	6,221,248	155,124,483	4.01%	584,530	23,443	1	23,443
2010	5,720,357	141,203,449	4.05%	593,744	24,053	1	24,053
05/1/2010- 02/28/2011	5,812,795	146,074,219	3.98%	651,669	25,932	5/6	21,610
Totals	34,232,508	935,581,407		3,650,593	134,325		130,003

Non Departmental

Department Description – Non Departmental consists of revenues and expenditures that are not specifically identifiable to any City departments.

Services Provided – Not applicable

Eligible Costs – All Non Departmental costs are eligible for allocation to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of all expenditures budgeted directly to the Fund to total budgeted expenditures of the City for a given year. Non Departmental costs are assumed to be normally distributed across the period.

Non Departmental indirect costs allocated to the Fund in the Plan are summarized as follows:

Year	Budgeted Expenditures		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	City					
2006	4,973,209	173,353,724	2.87%	10,719,388	307,520	1	307,520
2007	5,572,026	155,539,956	3.58%	5,721,988	204,983	1	204,983
2008	5,932,873	164,285,576	3.61%	5,973,672	215,728	1	215,728
2009	6,221,248	155,124,483	4.01%	5,432,087	217,853	1	217,853
2010	5,720,357	141,203,449	4.05%	9,767,714	395,704	1	395,704
05/1/2010- 02/28/2011	5,812,795	146,074,219	3.98%	2,564,362	102,045	5/6	85,037
Totals	34,232,508	935,581,407		40,179,211	1,443,834		1,426,826

Public Works Administration Department

Department Description – The Public Works Administration Department (“Public Works”) sets priorities, allocates resources, and provides administrative support to the division of the Public Works Department.

Services Provided – Public Works provides the administrative services outlined in the department description to the Fund.

Eligible Costs – All Costs incurred directly by Public Works are eligible for allocation to the Fund in exchange for the administrative services provided by Public Works to the Fund.

Assumptions and Methodology – The allocation rate was determined by the ratio of all expenditures budgeted directly to the Fund to total budgeted expenditures of the City for a given year. Public Works costs are assumed to be normally distributed across the period.

Indirect costs allocated to the Fund in the Plan from Public Works are summarized as follows:

Year	Budgeted Expenditures		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid	City					
2006	4,973,209	173,353,724	2.87%	429,205	12,313	1	12,313
2007	5,572,026	155,539,956	3.58%	416,535	14,922	1	14,922
2008	5,932,873	164,285,576	3.61%	421,677	15,228	1	15,228
2009	6,221,248	155,124,483	4.01%	388,482	15,580	1	15,580
2010	5,720,357	141,203,449	4.05%	333,264	13,501	1	13,501
05/1/2010- 02/28/2011	5,812,795	146,074,219	3.98%	350,338	13,941	5/6	11,618
Totals	34,232,508	935,581,407		2,339,501	85,485		83,162

Water Meter Services

Department Description – The Water Meter Services Division (“Meter Services”) is responsible for the installation and maintenance of water meters as well as the billing and collections for water, sewer, and solid waste services.

Services Provided – Meter Services provides the Fund with billing and collection services.

Eligible Costs – Costs incurred directly by Meter Services related to billing and collections are eligible for allocation to the Fund in exchange for the billing and collection services provided by Meter Services to the Fund. Specific costs identified as eligible include labor (attributable to billing and collection staff), professional development, office and computer supplies, and telephone.

Assumptions and Methodology – The allocation rate was determined by the ratio of solid waste customers to total utility customers (water, sewer, and solid waste) for a given year. Assumptions made in determining the allocation rate and the amounts of eligible labor costs included: (1) frequency of billing for all customers managed by Meter Service is identical; (2) water and sewer customers are identical; and (3) compensation and labor benefit rates are evenly distributed for all Meter Service employees. Meter Services costs are assumed to be normally distributed across the period.

The determination of eligible costs is as follows:

Description	2006	2007	2008	2009	2010	2011
Labor*	118,383	130,447	113,818	111,816	100,418	173,623
Professional Development*	1,613	280	190	44	-	1,415
Office and Computer Supplies	1,474	963	1,210	3,397	2,796	5,000
Telephone	5,110	1,195	977	3,998	4,309	5,000
Totals	126,580	132,885	116,195	119,255	107,523	185,038

*Eligible expenditures limited to 23.59% (estimated percent of FTEs related to Billing and Collections) of total expenditures

Water Meter Services (Continued)

Indirect costs allocated to the Fund from Meter Services are summarized as follows:

Year	Utility Customers		Rate	Eligible Costs (Actual Amounts)	Unadjusted Allocation	Proration Factor	Final Allocation
	Solid Waste	Utility					
2006	25,500	85,700	29.75%	126,580	37,664	1	37,664
2007	25,500	85,700	29.75%	132,885	39,540	1	39,540
2008	25,500	85,700	29.75%	116,195	34,574	1	34,574
2009	25,500	85,700	29.75%	119,255	35,484	1	35,484
2010	25,500	85,700	29.75%	107,523	31,993	1	31,993
05/1/2010- 02/28/2011	25,500	85,700	29.75%	185,038	55,058	5/6	45,882
Totals	153,000	514,200		787,476	234,313		225,137

Appendix A – Definitions

“Administration” – The Administration Department of the City.

“CAP” – Cost allocation plan.

The “City” – The City of Bloomington, Illinois.

“Finance” – The Finance Department of the City.

“Fleet Management” – The Fleet Management Department of the City.

“FTE” – Full Time Employee

The “Fund” – The Solid Waste Fund established for the year ended April 30, 2011.

“Human Resource” – The Human Resource Department of the City.

“Information Services” – The Information Services Department of the City.

“Legal” – The Legal Department of the City.

The “Plan” – The cost analysis and allocation plan for the Fund.

“Public Works” – The Public Works Administration Department of the City.

“Meter Services” – The Water Meter Services Division of the City.

**CITY OF BLOOMINGTON
COUNCIL MEETING AGENDA
109 E. OLIVE
MONDAY, JUNE 25, 2012, 7:00 P.M.**

- 1. Call to order**
- 2. Pledge of Allegiance to the Flag**
- 3. Remain Standing for a Moment of Silent Prayer**
- 4. Roll Call of Attendance**
- 5. Recognition/Appointments**
- 6. “Consent Agenda”**
 - A. Council Proceedings of May 29, 2012. (Recommend that the reading of the minutes of the previous Council Meeting of May 29, 2012 be dispensed with and the minutes approved as printed.)**
 - B. Bills and Payroll. (Recommend that the Bills and Payroll be allowed and the orders drawn on the Treasurer for the various amounts as funds are available.)**
 - C. Appointment to Cultural District Commission. (Recommend that the appointment be approved.)**
 - D. Purchase of Upgraded/Replacement Tasers and Accessories. (Recommend that the upgraded/replacement tasers be purchased from Ray O’Herron Co., Danville, IL, in the amount of \$172,049.90, the Purchasing Agent be authorized to issue a Purchase Order, and the Resolution adopted.)**
 - E. Purchase of One 2013 Ford Transit Connect for the Fire Department. (Recommend that the purchase of a 2013 Ford Transit Connect from Currie Motors, Forest Park, IL, under the Suburban Purchasing Cooperative Contract, in the amount of \$21,801.32 be approved, and the Purchasing Agent be authorized to issue a Purchase Order for same.)**

- F. Purchase of One 2013 Ford Transit Connect for Parks, Recreation & Cultural Arts Department. (Recommend that the purchase of 2013 Ford Transit Connect from Currie Motors, Forest Park, IL, under the Suburban Purchasing Cooperative Contract, in the amount of \$21,737.32 be approved, and the Purchasing Agent be authorized to issue a Purchase Order for same.)**
- G. Purchase of Two Ford F150 Pickup Trucks for the Water Department. (Recommend that the purchase of two Ford F150 Pickup Trucks from Morrow Brothers Ford Inc., Greenfield, IL, under the State of Illinois Joint Purchasing Contract Number 4016059, in the amount of \$37,570 be approved, and the Purchasing Agent be authorized to issue a Purchase Order for same.)**
- H. Approval of Contract for 2012 Pavement Preservation. (Recommend that the unit prices from Corrective Asphalt Materials, LLL, South Roxanna, IL, for 2012 Pavement Preservation be accepted in the amount of \$147,451, the contract be approved, and the Mayor and City Clerk be authorized to execute the necessary documents.)**
- I. Application of Gold Standard Enterprises, Inc., d/b/a Binny's Beverage, located at 1407 N. Veterans Pkwy., requesting a PAS liquor license which will allow the sale of all types of packaged alcohol for consumption off the premises. (Recommend that a PAS liquor license for Gold Standard Enterprises, Inc., d/b/a Binny's Beverage, located at 1407 N. Veterans Pkwy. be created, contingent upon compliance with all applicable health and safety codes.)**
- J. Petition submitted by Eastlake LLC requesting Annexation and Rezoning of a 12.41 acre tract in the Grove on Kickapoo Creek Subdivision. (Recommend that the Annexation and Rezoning be approved and the Ordinance passed.)**
- K. Petition submitted by Eastlake LLC requesting approval of the Final Plat for the Grove on Kickapoo Creek Subdivision, Stream Restoration. (Recommend that the Final Plat be approved and the Ordinance passed.)**
- L. Petition submitted by First State Bank of Bloomington, Trustee MCLT #LDB – 52, (Larry D. Bielfeldt), requesting approval of the Final Plat for the Eighth Addition to Hawthorne Commercial Subdivision located west of Towanda Barnes Rd. and south of G.E. Rd. (Recommend that the Final Plat be approved and the Ordinance passed.)**
- M. Petition submitted by Larry Bielfeldt requesting approval of the Final Plat for the Ninth Addition to Hawthorne Commercial Subdivision located west of Towanda Barnes Rd. and south of G.E. Rd. (Recommend that the Final Plat be approved and the Ordinance passed.)**
- N. Fiscal Year 2013 Budget Amendment. (Recommend that the FY 2013 Budget Amendment be approved and the Ordinance passed.)**

7. Regular Agenda”

- A. Fiscal Year 2013 Service Agreement Between City and Downtown Business Association. (Recommend that the FY 2013 service agreement with the DBA in the amount of \$90,000 be approved and the Mayor and City Clerk be authorized to execute the necessary documents.) (40 minutes)**
- B. Analysis of Bids and Approval of Contract for Sidewalk Reconstruction. (Recommend that the bid be awarded to J.G. Stewart for 2012 Sidewalk Replacement and Handicap Ramp Program by accepting the unit prices, a contract in the amount of \$425,000 be approved, and the Mayor and City Clerk be authorized to execute the necessary documents.) (15 minutes)**
- C. Presentation of Pavement Material Alternatives, (Asphalt, Concrete and/or Overlay of the Two). (20 minutes)**
- D. Analysis of Bids for Lafayette St. Reconstruction, from Maple to Morrissey, and Maple/redwood Mill and Overlay Project, MFT Section NO. 06-00336-00-PV. (Recommend that the bid be awarded to Rowe Construction for Lafayette St. Reconstruction by accepting the unit prices for the Base Bid plus Alternate #1, a contract in the amount of \$1,173,430.16 be approved, the Mayor and City Clerk be authorized to execute the necessary documents, and the Resolution appropriating \$1,000,000 in MFT Funds be approved.) (15 minutes)**
- E. Analysis of Bids and Approval of Contract for Regency Pump Station Rehabilitation. (Recommend that the bid for Rehabilitation to the Regency Pump Station be awarded to G. A. Rich & Sons, Inc., Deer Creek, IL, in the amount of \$052,329, the technicalities be waived, and the Mayor and City Clerk be authorized to execute the necessary documents.) (20 minutes)**

8. City Manager’s Discussion

9. Mayor’s Discussion

10. City Aldermen’s Discussion

11. Executive Session – Pending Litigation, Section 2 (c) (11)

12. Adjournment

13. Notes