



CITY OF
BLOOMINGTON
SPECIAL SESSION
COUNCIL MEETING
FEBRUARY 12, 2018

AGENDA



**SPECIAL MEETING AGENDA
OF THE CITY COUNCIL
CITY HALL COUNCIL CHAMBERS
109 EAST OLIVE STREET, BLOOMINGTON, IL 61701
MONDAY, FEBRUARY 12, 2018; 5:00 P.M.**

1. Call to Order
2. Roll Call of Attendance
3. Public Comment
4. Consideration of approving the minutes of the Special Meeting of January 22, 2018, and the Special Joint Session Meeting Minutes of January 16, 2018. (*Recommend the reading of the minutes be dispensed and approved as printed.*)
5. Closed Session
 - A. Personnel – per Section 2 (c) (1) of 5 ILCS 120 (*10 minutes*)
6. Adjourn Closed Session
7. Return to Open Session
8. Discussion and direction related to the Update on the FY2019 “Big Picture” Budget presented on January 22, 2018, including specific direction on whether City staff should proceed with bringing back various Resolutions or Ordinances to:
 - (1) Improve cost recovery through increased service fees;
 - (2) Develop a business registration program; and
 - (3) Begin charging for downtown parking at special events.

Recommendation/Motion:

The Council discuss and provide direction on various aspects of the FY2019 “Big Picture” Budget presented on January 22, 2018, including providing specific direction by taking up the following three motions:

Motion 1: City staff draft an Ordinance increasing various fees associated with City services to allow for Cost Recovery and bring it back to the Council for final action within (3) three months.

Motion 2: City staff draft an Ordinance establishing a Business Registration Program and bring it back to the Council for final action within (3) three months.

Motion 3: City staff draft a Resolution imposing fees for Parking in Public Parking Garages and lots during Special Events and bring it back to the Council for final action within (3) three months.

(Presentation by Steve Rasmussen, Interim City Manager, Patti-Lynn Silva, Finance Director, and Scott Rathbun, Budget Manager, 5 minutes presentation, City Council 20 minutes discussion.)

9. Discussion and action on various options regarding the City’s Residential Solid Waste Program, including potential action on: (1) a Resolution directing staff to investigate and bid outsourcing the Solid Waste Program in the City of Bloomington; (2) an Ordinance Amending Chapter 21 of the City Code to enact provisions changing solid waste fees; and/or (3) an Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste service levels as requested by the Administration and Public Works Departments.

Recommendation/Motion:

Recommend the City Council make one of the following sample motions:

Motion 1: A Resolution directing staff to investigate and bid outsourcing the Solid Waste Program in the City of Bloomington be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

Motion 2: An Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste fees be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

Motion 3: An Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste service levels be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

(Presentation by Jim Karch, Director of Public Works, 10 minutes presentation, City Council 15 minutes discussion.)

10. Consideration of approving a Consultant Services Agreement, in the amount of \$20,000, with GovHR USA, LLC for City Manager Recruitment Services. *(Recommend the consultant services agreement with GovHR USA, LLC to provide recruitment services for the position of City Manager be approved and the City Mayor and City Clerk be authorized to execute the agreement.) (Presentation by Nicole Albertson, Director of Human Resources, 10 minutes presentation, City Council 10 minutes discussion)*
11. Adjourn (approximately 6:55 PM)



**SPECIAL SESSION MEETING
AGENDA ITEM NO. 4**

FOR COUNCIL: February 12, 2018

SUBJECT: Consideration of approving the minutes of the Special Meeting of January 22, 2018 and the Special Joint Session Meeting Minutes of January 16, 2018.

RECOMMENDATION/MOTION: That the reading of the minutes be dispensed and approved as printed.

STRATEGIC PLAN LINK: Goal 1. Financially sound City providing quality basic services.

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner.

BACKGROUND: The Special City Council Meeting Minutes have been reviewed and certified as correct and complete by the City Clerk.

In accordance with the Open Meetings Act, Council Proceedings are made available for public inspection and posted to the City's web site within ten (10) days after Council approval.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: N/A

FINANCIAL IMPACT: N/A

Respectfully submitted for Council consideration.

Prepared by: Cherry L. Lawson, C.M.C., City Clerk

Recommended by:

A handwritten signature in black ink that reads "Steve Rasmussen".

Steve Rasmussen, Interim City Manager

Attachments:

- January 22, 2018 Special Session Meeting Minutes
- January 16, 2018 Special Joint Session Meeting Minutes

**SUMMARY MINUTES OF THE SPECIAL SESSION
PUBLISHED BY THE AUTHORITY OF THE CITY COUNCIL
OF BLOOMINGTON, ILLINOIS
MONDAY, JANUARY 22, 2018; 5:15 PM**

The Council convened in Special Session in the Council Chambers of Bloomington City Hall, located at 109 East Olive Street, Bloomington; at 5:15 PM on Monday, January 22, 2018.

The Meeting was called to order by Mayor Renner who directed City Clerk Cherry Lawson to call the roll and the following members of Council answered present:

Aldermen Joni Painter, Diana Hauman, Kim Bray, Amelia Buragas, Mboka Mwilambwe, Jamie Mathy, Scott Black, Karen Schmidt, David Sage, and Mayor Tari Renner.

Staff present: Steve Rasmussen, Interim City Manager; Cherry Lawson, City Clerk; Nicole Albertson, Human Resource Director, Angie Brown, Assistant Human Resource Director, Jim Karch, Public Works Director; Brian Mohr, Fire Chief, Josh Hanson, Compensation and Benefits Manager and Lisa Calloway, Counselor, Sorling Northrup.

Public Comment

Mayor Renner opened the meeting to receive public comment. No public comments were offered.

Consideration of approving the minutes of the Special Meeting of January 8, 2018, December 20, 2017 and December 18, 2017.

Alderman Bray offered corrections to the December 20, 2017 Special Session Meeting Minutes stating, the minutes reflect Alderman Bray as being absent when was present for the meeting.

Alderman Bray offered corrections to the December 18, 2017 Special Session Meeting Minutes the Public Comment portion of the meeting there was a motion extending public comment by 30 minutes; extending the Public Comments to a full 60 minutes. That motion is not reflected within the minutes. Motion was made by Bray and seconded by Painter, with a unanimous vote of the Council.

Mayor Renner asked for a motion to approve the minutes with amendments.

Motion by Alderman Black second by Alderman Painter to approve the minutes.

Ayes: Aldermen, Hauman, Mathy, Painter, Schmidt, Black, Mwilambwe, Buragas, Sage and Bray.

Nays: None

Motion carried.

Closed Session

Mayor Renner requested a motion to go into Closed Session per Section 2(c) (1) of 5 ILCS120, and Section 2(c) (2) of 5 ILCS120.

Motion by Alderman Hauman second by Alderman Bray to enter into Closed Session Meeting per Section 2(c) (1) of 5 ILCS120, Section 2(c) (21) of 5 ILCS 120/2, and Section 2(c) (5) of 5 ILCS 120/2.

Ayes: Aldermen, Painter, Hauman, Black, Schmidt, Sage, Buragas, Mwilambwe, Mathy and Bray.

Nays: None

Motion carried.

- A. Personnel – per Section 2 (c)(1) of 5 ILCS 120 (*10 minutes*)
- B. Collective Bargaining – per Section 2 (c) (2) of 5 ILCS 120 (*50 minutes*)

Adjourn Closed Session

Mayor Renner asked for a motion to adjourn the Closed Session Meeting.

Motion by Alderman Hauman seconded by Alderman Mathy to adjourn the Closed Session Meeting.

Motion Carried (Viva Voce).

Return to Open Session and Adjourn

Mayor Renner asked for a motion to adjourn the Closed Session Meeting and Adjourn the meeting.

Motion by Alderman Bray seconded by Alderman Black to return to the Open Session and Adjourn the Meeting.

Ayes: Aldermen Hauman, Painter, Black, Schmidt, Sage, Buragas, Mwilambwe, Mathy and Bray.

Nays: None

The meeting adjourn at 6:24 PM.

CITY OF BLOOMINGTON

ATTEST

Tari Renner, Mayor

Cherry L. Lawson, City Clerk

SPECIAL SESSION CITY COUNCIL JOINT MEETING
City Hall Conference Room
109 E. Olive Street, Bloomington, IL 61701
Monday, January 16, 2018; 5:30 PM

Call to Order

The Council convened in Special Session in the Council Chambers, City Hall Building at 6:32 p.m., Monday, January 16, 2018. The meeting was called to order by Mayor Renner.

Roll Call

Mayor Renner directed City Clerk Cherry Lawson to call the roll and the following members of Council answered present:

Aldermen Diana Hauman, Mboka Mwilambwe, Jamie Mathy, Scott Black, Kim Bray, Amelia Buragas and Mayor Tari Renner.

Chairman Mike McCurdy of Connect Transit called the roll of its membership and the following answered present:

Vice Chairman Ryan Whitehouse, Trustees John Bowman, Judy Buchanan, Monica Bullington, Jennifer McDade, and John Thomas.

Jeanne Hamilton, Director of the Bloomington Public Library Board called the roll of its membership and the following answered present:

President Alex Cardona, Board Members: Alicia Henry, Van Miller, Kiasha Henry (Absent), Susan Mohr, Julian Westerhout, and Alicia Whitworth

Public Comment

Mayor Renner opened the meeting to receive Public Comment. The following citizen offered comments.

Glen Ludwig	Vicki Tilton	Josh Barnett
-------------	--------------	--------------

Meeting with Connect Transit Board and the Bloomington Library Board for the object and purpose of discussing the potential future joint needs of the three different public bodies as well as recommendations of the Downtown Task Force. *(Presentation and discussion only.)*

Mayor Renner deferred to Alderman Amelia Buragas for opening statements on this item. Alderman Buragas stated, the Downtown Task Force was formed last year to prioritize action items for the continued evaluation of downtown Bloomington over the next three to five years. The action items are to be grounded in the planning documents that have been formally ratified by Council, including the City's Comprehensive Master Plan and the Downtown Strategy. The majority of the Task Force were focused on smaller, easier to achieve projects with a high potential of return on investment.

Following the guidance of the Downtown Strategy Plan, the Task force also made recommendations related to potential catalyst projects. The Task force defined catalyst projects as only those projects that had the potential to bring in large numbers of people to the downtown area on a daily basis. The Downtown Strategy Plan identified three potential non-retail catalysts for the downtown area: the YMCA, the public library, or a community college. The Task force further explored the possibility of a library catalyst, since the need for expansion of that facility has been publicly discussed for quite some time. This focus was also consistent with the comprehensive plan which advises as follows, "Those facilities that serve the entire communities such as the Bloomington Public Library should be located at the city core, preferably the Downtown District.

Connect Transit was identified as a potential project for a catalyst project because the comprehensive plan identifies the need to upgrade the Front Street transfer location as a short-term priority. The Task Force was pleased to learn that partner with Connect Transit can provide an alternative source of funding through federal grants and low-interest loans. Ultimately, the Task Force made three recommendations for catalyst projects that were placed into tiers based on the following criteria: current opportunities, level of risk, availability of partnerships. The tier one recommendation was to redevelop the Market Street garage into a mixed-use facility including parking, a transfer station, and a new public library. The Task Force report notes that the inclusion of the library in this project is not feasible, there are other options, such as residential or office space.

Isaac Thorne, General Manager for Connect Transit provided a brief overview of its involvement in the process. Connect Transit serves 1500 passengers per day on average, Monday through Friday at the Front Street location. It's been a transfer location for almost 30 years -- currently nine different routes through the downtown location -- and Connect Transit doesn't have the required space to fit all 9 buses simultaneously. A new downtown transfer center will allow Connect to reduce inefficiencies that limit the current Front Street transfer center facility.

The facility reduce the time and mileage required to go around the block and make each route align perfectly with Front Street. These increasing routing inefficiencies...or efficiencies, will allow for maximized, on-time performance getting out of downtown Bloomington, improving system performance. In the event of a delay, however, the transfer center will be able to provide real-time customer information to customers, making them aware of potential detours, alternative routing options, which Connect Transit is unable to do at its current Front Street location. The transfer center will improve access for existing transit users and transit-depending customers by providing a safe and convenient place to access transit out of the element, increase customer service opportunities such as a customer service desk.

SPECIAL SESSION CITY COUNCIL JOINT MEETING

City Hall Conference Room

109 E. Olive Street, Bloomington, IL 61701

Monday, January 16, 2018; 5:30 PM

Page | 2

After Farnsworth Group has presented to the Connect Transit board of trustees, a presentation will be offered to the City of Bloomington Council. The next step in the planning process is conduct a feasibility study reviewing up to three possible locations in downtown Bloomington and how it will affect the current routing, and timing of these possible locations. Before a feasibility study is started, a public process, a public comment process will be developed to ensure customers and stakeholders are given ample opportunity to voice...to have their voices heard. Public presentations will also take place in regards to feasibility-type process and final report. Once a site needs analysis and a feasibility study has been conducted, it gives Connect Transit the opportunity to apply for federal and state funding for the project. It may take three to five years to secure the funding for a new...to kill and fund a new transfer center. This is why it's so important to start the process now and have several locations selected. Connect will work with only the Department of Transportation and the U.S. Department of Transportation to approve our grant application every year.

Jeanne Hamilton, Library Director provided brief comments regarding the library's involvement with the Downtown Task Force stating, the library was built in 1976 for a population of 41,000 people. It was renovated in 2006, which included flipping the building to face the parking lot, and enclosing a portion of the lower level, open-air covered parking to gain 7,000 square feet of internal space. That brings it to a total of 57,700 square feet, and 70 spaces in our parking lot. Multiple studies since 2000 have determined that we actually need 98,765 square feet for our population. Since the renovation in 2006 we've seen a 73% increase in circulation and a 13% increase in program attendance. The library has inadequate parking right now, frequently library visitors have to circle the parking lot to find a place to park and/or leave without coming in, due to lack of parking. Our collection is 4,000 items less than our standards recommend, and so this leads to discarding material sooner than we would like, and a collection this full can actually lead to decreased circulation because it's harder for people to browse and find what they're looking for.

Our demand exceeds capacity for programming, and we have to turn people away or have waiting lines for more popular programs. We also have inefficient staff areas. Our funding that we have available for a project, with our existing reserves and estimated fundraising capacity, is about \$5.1 million. Since 2000, the library has developed three (3) long-range strategic plans focused on building, conducted three (3) needs assessments, conducted two (2) community surveys, explored nine (9) plus potential sites for expansion, and some of those were explored with the normal public library. Hired three different architect projects and presented seven different project proposals to City Council, and three different joint City Council, Library Board and Task Force have been made over the year. Most of these were at the request of city council, and approximately \$140,000 has been spent by the library, but I would say not all of those are sub costs -- some of those costs are for long-range plans or building a program that can be reused no matter the location.

Mayor Renner turned the meeting over to Stacey Tutt and Deborah Halperin, who volunteered to facilitate the discussion. He indicated that the groups will recess for table discussion, then reconvene to further discuss the small group comments.

Ms. Tutt stated, she and Ms. Halperin would be posing several questions to the groups within the 90 minutes allotted for the meeting. The first half is focused primarily on discussions regarding the catalyst project and thinking that through, and giving you opportunity to reflect on the information

SPECIAL SESSION CITY COUNCIL JOINT MEETING

City Hall Conference Room

109 E. Olive Street, Bloomington, IL 61701

Monday, January 16, 2018; 5:30 PM

Page | 3

that was learned here today, as well as your thoughts on moving forward. After that first half, we will then, on the second half, focus more particularly on the library's expansion and the work that they've done this far, and get in discussion on next steps for them, and feasibility of those things. All of this will be memorialized into a report that we, as facilitators, will provide to each of the boards, to have an opportunity to review and look at the materials that were provided and what information was gathered, and then we'll let you know. One of the things that we are looking to establish with this is, what are the next steps in this? What additional information is needed for decisions to be made?

Alderman Bray questioned the nature of the report and surveys that Ms. Tutt submitted to others within the groups, asked whether Council provided direction for those to occur. Ms. Tutt stated those questions were developed as facilitators and were circulated in an online survey to all of the attendees participating in the small groups this evening.

Mayor Renner asked who has the survey results and whether those were publicly available. Ms. Tutt responded they were not, and would be made available with their final report. That only she and Ms. Halperin has seen and reviewed the results.

Ms. Tutt asked several questions of the group, "If the catalyst project were to move forward, what would be the ideal conditions for it to be completed? Please include time frames for the project, potential funding sources, and those individuals who would be decision-makers in that?"

Mayor Renner called for a recess at 5:58 PM
Meeting Reconvened at 6:23 PM

Members from each of the table groups reported on the question discussed at the table.

Alderman Bray asked about the catalyst project that was mentioned in the Downtown Task Force report.

Ms. Tutt stated, the tier one catalyst project is the one I want, that we wanted to discuss. That whole combined project involving the Market Street garage -- the catalyst tier one project.

Mayor Renner called for a recess at 6:33 PM
Meeting Reconvened at 6:38 PM

Alderman Mathy stated, it took us about half the time to actually get around to the part where we understood that this was 'if' the catalyst project would actually move forward, what would the ideal to be. The first half of the conversation was, how does the catalyst project move forward at all? When we got to talking about the situation, what it would look like, I think that we were pretty unified that it needs to be a comprehensive public referendum, where the taxpayers of the City of Bloomington need to say, yes, we are willing to entertain the idea of a combined library transit and parking facility, and are willing to pay for such a project. There are still issues where we could have unified boards for library and for Connect Transit, but the buck stops at the City Council, and

Council needs to realize that as well. We were all pretty unified on the idea of a public referendum if this was going happen.

Judy Buchanan stated, if in fact the catalyst project were to move forward, we were in agreement that partnership is ideal. The City Council would need to be a prime partner if it going to be a two-way partnership. In the absence of the Council's full support, endorsement and engagement, we don't see that moving forward. We think that three to five years is the ideal in terms of the time frame. We would more realistically suggested three to 10 years, particularly in lieu of where we are now and where the funding sources that might be available.

Chairman McCurdy stated, based on the Task Force's...the work was rigor given to this project. The argument on the other side was that perhaps this is the discussion that needs to happen and that this is part of the rigor, at the risk of putting words in people's mouths. There was some discussion of the need for a feasibility study, there was discussion of how the project...how this catalyst project would intersect with the current capital improvement program of the city. There is an issue with deferred maintenance with the current library location, there is \$2 million in deferred maintenance that needs to be addressed rather soon.

Mr. Thorne stated, we discussed the timeline between what Connect Transit's trying to do with applying for state and federal grants.

Alderman Black stated, we discussed at least about 80% of this was about all of the group's concerns with the project, whether it be timelines, funding, all the obvious questions. There was discussion on whether there would be public buy-in. Any ideas to request a conversation, table over there was getting an overall sense of public buy-in for the catalyst...tier one catalyst project, and that becomes a form of great potential there. Also, there is concern about sufficient for the organization and the communities that are involved. Security concerns were cited for...on the library end as well as appropriate staffing.

Mayor Renner called for a recessed at 6:32 PM.

Meeting reconvened at 6:38 PM

Ms. Hamilton stated there has to be buy-in from the public. Mr. Miller stated there has to be a shared-vision. Mr. McCurdy stated, there is a public perception on the Coliseum that may have poisoned the discussion. Ms. Buchanan stated there are barriers to public perception including fear and trust. Alderman Mathy echoed the same sentiments of the others.

Mayor Renner called for a recessed at 6:41 PM.

Meeting reconvened at 6:48 PM

Alderman Mathy stated, convenience from a Connect Transit point of view, definitely convenience, safety, warmth for folks that are using the service. Close parking, and maybe convenience for library customers, but we're not 100% sure we're seeing the benefits for the library there. A terrific combination with the parking deck in transit being available there -- we think that that works really well.

SPECIAL SESSION CITY COUNCIL JOINT MEETING

City Hall Conference Room

109 E. Olive Street, Bloomington, IL 61701

Monday, January 16, 2018; 5:30 PM

Page | 5

Ms. Buchanan, Connect Transit trustee stated, our benefit is the potential and the possibility for the Connect Transit to at least identify and perhaps increase federal resources. Another benefit is potential multiple constituencies being engaged. Third benefit is the plans and contingent plans of all three bodies have identified some of the things that we're talking about, the need for a transit transfer station that includes the library.

Chairman McCurdy stated it would automatically bring more people to downtown Bloomington. Alderman Hauman stated, they looked at economic development in the downtown area as well as the benefits to the area. Mr. Thomas stated, they discussed funding sources, on how the revitalization of the downtown area, and how the various entities would leverage each other and kind of create a synergy onto which there's a multiplier effect of each of the investments.

Alderman Bray expressed concern over the length of the meeting as it was to conclude at 7:00 PM. Ms. Tutt stated, she was told that she had a total of 90 minutes to facilitate as that is the time frame that she is operating from.

Mayor Renner recessed the meeting at 6:56 PM

Mayor Renner reconvened the meeting at 7:11 PM

Alderman Mathy stated, there are a list of unknowns. If they were...all three of the projects were to be considered separately, one of the risks we wrote down is, "Some or all of them may never get completed." That's definitely the risk that we have. The total sum of all of the individual projects may be more expensive, but on the other hand they may be less expensive because the combined library and parking deck is going to be a very heavy and expensive building. There is a perception of lack of support for downtown.

Alderman Buragas stated they identified risks as well as there might not be enough funding to go around for all projects; funds might be most likely, and then nothing would happen and we would all miss an opportunity to achieve the various projects. It would allow different entities to focus on what they need to do and their parameters, or their prerogative.

President Cardona, Bloomington Library stated, they discussed some of risks and benefits for the parking garage. Then you have the parking garage, the transfer station, the library, it's all separate budget allocations that's part of the CIP. In regards to the transfer station, you have the risk of losing federal dollars or the ability to garner some of those without that partnership with, the Library or the City. For the library, working alone could accelerate those timelines.

Mr. Miller, Bloomington Public Library stated, for Connect, we thought the risks were potential loss of funding that could come with partnerships, benefits could be that there are more sights open to explore. For the library, risk this would be potential...loss of potential increased circulation that may or may not come from the Connect that potentially become... Benefits, we would be able to...the library move forward as planned and with the current trajectory, and that may lead to ability to serve more people more quickly. For the City, the rest would be what catalyst project is definitely moving forward, and the benefit would be making a decision.

SPECIAL SESSION CITY COUNCIL JOINT MEETING

City Hall Conference Room

109 E. Olive Street, Bloomington, IL 61701

Monday, January 16, 2018; 5:30 PM

Ms. Henry stated, one of the benefits is that each entity gets what it wants, size-wise, a patient and kind, my constraints. Then we would break up the risks, one of the risks coming to doing something that garage specifically... The garage will be degraded--that sort of decline and degradation is not something any City wants. We can look with the...under the list of what's a Benefit for Connect Transit if they wanted to stay where they are, and through that site, decisions have to be made about who's in charge of it.

Mayor Renner recessed the meeting at 7:23 PM.

Mayor Renner reconvened the meeting at 7:27 PM.

Ms. Tutt address the issue with the survey and who it had been sent to, stating the survey was only sent out the attendees of this meeting including the Library Board of Trustees, Connect Transit Board members, and the City Council including the Mayor. Stating the survey was answered anonymously, and she is unaware of the responses to the survey. All responses to the survey will be recorded and aggregate.

Alderman Mathy stated, they would like to see a survey put out as scientifically done as possible that we can draw upon specifically asking whether there is a willingness in the public to fund an expansion of the library, as well as opinions in moving the location of the library. They would like to see some research that shows what other communities that had done with similar projects where there was a combined library and a transit center or something of that nature, or a library into downtown to see...get it actually act as a catalyst in those communities. They would also like to see a comprehensive funding list of what's available that we could possibly go after for each individual sector.

Alderman Buragas stated, they would conduct a transit assessment.

President Cardona stated, they would add some additional items such as: exact word advice and input, due diligence items from engineers, and architects. Also, a process for vetting downtown ideas and projects, either current or proposed, and specifically empowering our city staff to do what they had been hired and paid to do, and city council buy-in in regards to funding collaboration and capital improvement.

Alderman Hauman commented they wanted to have regular feedback, including town hall meetings, and surveys.

John Bowman, Connect Transit Board Member stated, feasibility of the site that's being proposed would be tier one; look at properties adjacent to the site, and plans for those long-term. One question -- how much do you invest before you get to the point of issuing a referendum? How much money do you have to invest to a point of getting public input? Are these groups interested in moving ahead with us?

Adjournment

SPECIAL SESSION CITY COUNCIL JOINT MEETING

City Hall Conference Room

109 E. Olive Street, Bloomington, IL 61701

Monday, January 16, 2018; 5:30 PM

Page | 7

Mayor Renner asked for a motion to adjourn the Meeting.

Motioned by Alderman Hauman, seconded by Alderman Bray to adjourn the meeting at 7:33 PM.

Ayes: Aldermen Mathy, Mwilambwe, Buragas, Black, Hauman, and Bray

Absent: Alderman Schmidt, Painter, and Sage.

Nays: None

Connect Transit

Chairman McCurdy asked for a motion to adjourn the meeting at 7:33 PM

Motioned by Board member Buchanan, seconded by Board member Bullington to adjourn the meeting.

Motion carried: Viva Voce

Bloomington Library Board

President Cardona asked for a motion to adjourn the meeting.

Motion by President Cardona, seconded by Susan Mohr to adjourn the meeting at 7:33 PM.

Motion carried: Viva Voce.

CITY OF BLOOMINGTON

ATTEST

Tari Renner, Mayor

Cherry L. Lawson, City Clerk

REVISED



**SPECIAL SESSION MEETING
AGENDA ITEM NO. 8**

FOR COUNCIL: February 12, 2018

SPONSORING DEPARTMENT: Administration

SUBJECT: Discussion and direction related to the Update on the FY2019 “Big Picture” Budget presented on January 22, 2018, including specific direction on whether City staff should proceed with bringing back various resolutions or ordinances to: (1) improve cost recovery through increased service fees; (2) develop a business registration program; and (3) begin charging for downtown parking at special events.

RECOMMENDATION/MOTION: The Council discuss and provide direction on various aspects of the FY2019 “Big Picture” Budget presented on January 22, 2018, including providing specific direction by taking up the following three motions:

Motion 1. That City staff draft an ordinance increasing various fees associated with City services to allow for cost recovery and bring it back to the Council for final action within 3 months.

Motion 2: That City staff draft an ordinance establishing a business registration program and bring it back to the Council for final action within 3 months.

Motion 3: That City staff draft a resolution imposing fees for parking in public parking garages and lots during special events and bring it back to the Council for final action within 3 months.

STRATEGIC PLAN LINK: Goal 1. Financially Sound City Providing Quality Basic Services.

STRATEGIC PLAN SIGNIFICANCE: Objective 1a. Budget with adequate resources to support defined services and level of services.

BACKGROUND: The Interim City Manager Presentation of FY 2019 Deficit, Capital needs and potential funding sources occurred on 1-22-18. The Presentation included a Proposed City Council FY 2019 Budget Calendar that indicated discussion related to the presentation would occur on 2-12-18.

COUNCIL COMMITTEE BACKGROUND: N/A

FINANCIAL IMPACT/ANALYSIS: N/A, presentation only.

Respectfully submitted for Council consideration.

Prepared by: Scott Rathbun, Sr. Budget Manager

REVISED

Reviewed by: Patti-Lynn Silva, Finance Director

Legal review: Jeffrey R. Jurgens, Corporation Counsel

Recommended by:

A handwritten signature in black ink, appearing to read "Steve Rasmussen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Steve Rasmussen
Interim City Manager

Attachments:

FIN 1B –FY 2019 ACTION ITEMS 2-12-18

Proposed City Council FY 2019 Budget Calendar

Pre-Budget Presentation	Monday, Oct. 16, 2017
City Council Fall Retreat	Saturday, Nov. 4, 2017
Presentation of Estimated Tax Levy	Monday, Nov. 13, 2017
Adoption of Tax Levy	Monday, Dec. 11, 2017
Big Picture Budget Discussion	Wednesday, Dec. 20, 2017
Proto Budget Discussion	Monday, Jan. 22, 2018

Council Proto Budget Input Discussion	Monday, Feb. 12, 2018
Committee of the Whole Budget Discussion	Monday, Feb. 19, 2018
Presentation of the Proposed Budget	Monday, Feb. 26, 2018
Proposed Budget Books Available	Friday, Mar. 9, 2018
(Potential Council Work Session	Saturday, Mar. 10, 2018)
Proposed Budget Public Hearing	Monday, Mar. 12, 2018
Legal Deadline for Budget Books	Thursday, Mar. 15, 2018
Budget Adoption	Monday, Apr. 9, 2018
Budget Adoption backup date	Monday, Apr. 23, 2018
Legal Deadline for Budget Adoption	Monday, Apr. 30, 2018

TARGETED ACTION ITEMS: \$2.9M

Action Item		Impact to Budget
1.	Solid Waste	\$ 1,100,000 2.A.
2.	Vacancy Savings	\$ 500,000 2.B.
3.	Cost Recovery - Service Fee Increases	\$ 225,000 2.C.
4.	Business Registration	\$ 200,000 2.D.
5.	Parking	\$ 200,000 2.E.
6.	Service Level Reductions	\$ 100,000 2.F.
7.	Divesture of Facilities	\$ 25,000
8.	Revenue Collections	\$ 25,000
9.	Misc FY19 Operating Reductions	\$ 525,000 2.G.
	Total:	\$ 2,900,000

TARGETED ITEMS: \$2.9M - 2. C.

Action Item	Impact to Budget
3. Cost Recovery - Service Fee Increases	\$ 225,000

Proposed:

Motion for Cost Recovery - Fee Increase Review

TARGETED ITEMS: \$2.9M - 2. D.

Action Item	Impact to Budget
4. Business Registration	\$ 200,000

Proposed:

Motion for Business Registration Review

TARGETED ITEMS: \$2.9M - 2. E.

Action Item	Impact to Budget
5. Parking	\$ 200,000

Proposed:

Motion for Parking Fee Increase Review

Proposed City Council FY 2019 Budget Calendar

Pre-Budget Presentation	Monday, Oct. 16, 2017
City Council Fall Retreat	Saturday, Nov. 4, 2017
Presentation of Estimated Tax Levy	Monday, Nov. 13, 2017
Adoption of Tax Levy	Monday, Dec. 11, 2017
Big Picture Budget Discussion	Wednesday, Dec. 20, 2017
Proto Budget Discussion	Monday, Jan. 22, 2018

Council Proto Budget Input Discussion	Monday, Feb. 12, 2018
Committee of the Whole Budget Discussion	Monday, Feb. 19, 2018
Presentation of the Proposed Budget	Monday, Feb. 26, 2018
Proposed Budget Books Available	Friday, Mar. 9, 2018
(Potential Council Work Session	Saturday, Mar. 10, 2018)
Proposed Budget Public Hearing	Monday, Mar. 12, 2018
Legal Deadline for Budget Books	Thursday, Mar. 15, 2018
Budget Adoption	Monday, Apr. 9, 2018
Budget Adoption backup date	Monday, Apr. 23, 2018
Legal Deadline for Budget Adoption	Monday, Apr. 30, 2018

TARGETED ACTION ITEMS: \$2.9M

Action Item		Impact to Budget
1.	Solid Waste	\$ 1,100,000 2.A.
2.	Vacancy Savings	\$ 500,000 2.B.
3.	Cost Recovery - Service Fee Increases	\$ 225,000 2.C.
4.	Business Registration	\$ 200,000 2.D.
5.	Parking	\$ 200,000 2.E.
6.	Service Level Reductions	\$ 100,000 2.F.
7.	Divesture of Facilities	\$ 25,000
8.	Revenue Collections	\$ 25,000
9.	Misc FY19 Operating Reductions	\$ 525,000 2.G.
	Total:	\$ 2,900,000

TARGETED ITEMS: \$2.9M - 2. C.

Action Item	Impact to Budget
3. Cost Recovery - Service Fee Increases	\$ 225,000

Proposed:

Motion for Cost Recovery - Fee Increase Review

TARGETED ITEMS: \$2.9M - 2. D.

Action Item	Impact to Budget
4. Business Registration	\$ 200,000

Proposed:

Motion for Business Registration Review

TARGETED ITEMS: \$2.9M - 2. E.

Action Item	Impact to Budget
5. Parking	\$ 200,000

Proposed:

Motion for Parking Fee Increase Review



SPECIAL SESSION AGENDA ITEM NO. 9

FOR COUNCIL: February 12, 2018

SPONSORING DEPARTMENTS: City Council / Administration / Public Works

SUBJECT: Discussion and action on various options regarding the City's Residential Solid Waste Program, including potential action on: (1) a Resolution directing staff to investigate and bid outsourcing the Solid Waste Program in the City of Bloomington; (2) an Ordinance Amending Chapter 21 of the City Code to enact provisions changing solid waste fees; and/or (3) an Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste service levels as requested by the Administration and Public Works Departments.

STAFF RECOMMENDATION/MOTION: Recommend the City Council make one of the following motions:

Motion 1: A Resolution directing staff to investigate and bid outsourcing the Solid Waste Program in the City of Bloomington be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

Motion 2: An Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste fees be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

Motion 3: An Ordinance amending Chapter 21 of the City Code to enact provisions changing solid waste service levels be approved and that the Mayor and City Clerk be authorized to execute the Ordinance.

STRATEGIC PLAN LINK: Goal 1. Financially Sound City Providing Quality Basic Services

STRATEGIC PLAN SIGNIFICANCE: Objective 1a. Budget with adequate resources to support defined services and level of services.

BACKGROUND: City Staff is seeking direction on saving money on the solid waste program. Options under consideration include:

1. Investigating and bidding outsourcing options
2. Increasing cart fees so that the Solid Waste Fund no longer requires a subsidy from the General Fund
3. Reducing the service level of bulk and brush services while maintaining service levels for garbage, recycle, and leaves as well as operating garbage and recycling pickup on two shifts rather than one

The Solid Waste Division of the Public Works department currently handles collection, billing, customer service, and some transfers for household garbage, recycled materials, bulk waste, brush, and leaves. Division employees also operate the Drop-off Facility, sweep streets, maintain alleys, and assist with snow removal. The Division is primarily funded by the Solid Waste Fund, which is an enterprise fund that receives money from cart fees and is subsidized by the General Fund due to revenue shortfalls. Removing snow and street sweeping are not paid from the Solid Waste Fund.



Investigating and Bidding Outsourcing Options

A Resolution directing staff to investigate and bid outsourcing options for residential solid waste services in the City of Bloomington is provided, based on direction from the City Council on January 22, 2018. During that meeting, the Council requested that Staff bring back a resolution that would give clear direction on whether the Council would like to move forward with having staff investigate and bid outsourcing solid waste services. If approved, the Resolution would require staff to utilize the formal bidding process, through a Request for Proposals, to solicit formal proposals for outsourcing residential solid waste services. The Resolution also requires City staff to further review and evaluate outsourcing options and bring back the findings and proposals for the Council's consideration within six months.

Impacts of Any Type of Privatization:

- Solid waste operations positions would be eliminated (i.e. truck drivers, laborers)
- City would have to change snow operations are performed
 - Gaps in service could be filled with other existing employees, snow birds, or contracted employees
- City could keep drop-off facility open or choose to sell it
- Vacated building and facility space would be repurposed for other Public Works divisions

Impacts of Contracting Out

- Customer service/billing and management could be retained or eliminated
- City could regulate cost, but that could require a subsidy
- Services would be charged based on contract
- Service level could be set by the City within the contract
- City could offer multiple service levels
- City could sell equipment/carts or require contractor to use them

Impacts of Franchising

- Customer service/billing and management could be retained or eliminated
- City could regulate cost, but that could reduce the number of franchisees
- Services would be charged based on service level requested and market value with regulations (franchise agreement)

- City could regulate service level, but that could reduce the number of franchisees
- Franchisees could offer multiple service levels
- City would sell equipment/carts
 - Franchisee(s) may be interested in purchasing some or all equipment/carts

Impacts of Divestiture

- Customer service/billing and management would be eliminated
- City could not regulate cost, but lack of regulation could lead to increased competition to lower cost
- Services would be charged based on service level requested and market value
- City could not regulate service level
- Service level would be set by user, assuming company offers it
- City would sell equipment/carts
 - Private companies may be interested in purchasing some or all equipment/carts

Operational Definitions for Privatization and Outsourcing

The following operational definitions, which will be used by staff, differentiate the types of privatization, which include outsourcing and divestiture. Types of outsourcing include contracting out and franchising, whereas divestiture is not a form of outsourcing. The definitions are found in the US Government Accountability Office document titled “Terms Related to Privatization Activities and Processes” available at www.gao.gov.

1. *Privatization*: The term privatization has generally been defined as any process aimed at shifting functions and responsibilities, in whole or in part, from the government to the private sector.
 - a. *Outsourcing*: Under outsourcing, a government entity remains fully responsible for the provision of affected services and maintains control over management decisions, while another entity operates the function or performs the service. This approach includes contracting out, the granting of franchises to private firms, and the use of volunteers to deliver public services.
 - i. *Contracting Out*: Contracting out is the hiring of private-sector firms or nonprofit organizations to provide goods or services for the government. Under this approach, the government remains the financier and has management and policy control over the type and quality of goods or services to be provided. Thus, the government can replace contractors that do not perform well
 1. *Managed Competition*: Under managed competition, a public-sector agency competes with private-sector firms to provide public-sector functions or services under a controlled or managed process. This process clearly defines the steps to be taken by government employees in preparing their own approach to performing an activity. The agency’s proposal for providing the service, which includes a bid proposal for cost-estimation purposes, is useful in competing directly with private-sector bids

- ii. *Franchising (External Services)*: Under the franchising of external services, the government grants a concession or privilege to a private sector entity to conduct business in a particular market or geographical area—for example, operating concession stands, hotels, and other services provided in certain national parks. The government may regulate the service level or price, but users of the service pay the provider directly.

- b. *Divestiture*: Divestiture involves the sale of government-owned assets or commercial-type functions or enterprises. After divestiture, the government generally has no role in the financial support, management, regulation, or oversight of the divested activity

Potential Fee Increase

Based on current projections and assumptions, Council could vote to increase cart fees in order to address the need for a General Fund subsidy. The rates would be able to differ based on cart size, which offers an incentive to create less household garbage and to use recycling services. The current fees are \$25 for a 95 gallon cart, \$21 for a 65 gallon cart, and \$16 for a 35 gallon cart. The General Fund subsidy could be addressed in multiple ways, but the recommended approach would be to increase the rates on each cart size. First, increase the 95 gallon cart fee to \$29 in FY 19, \$30 in FY 20, and then a continual annual increase at a rate of 3 percent. Then, increase the 65 gallon cart fee to \$25 in FY 19 and \$26 in FY 20 with a 3 percent continual annual increase beginning in FY 21. Finally, increase the 35 gallon cart fee to \$18 in FY 19 and \$20 in FY 20 with a continual annual increase of 3 percent after that. Based on current data and assumptions, these gradual increases of each cart fee based on size should be enough to keep the Solid Waste Fund self-funded while meeting reserve requirements.

Reducing Service Levels

- Free spring/fall collection instead of pickup every other week with charges for more than one bucket of waste
- Free drop off of acceptable materials with extended hours, excluding contractors, etc.
- Full cost collection at curb by request outside of collection timeframe
- Collect brush and tree debris once per month
- Increase enforcement and fines for dumping
- Potential for intergovernmental cooperation with collection points
- Reducing solid waste vehicles needed
 - Create a morning shift and evening shift
 - Divide employees between the two new shifts rather than all employees on a single shift
 - Reduce the number of vehicles that would be required to run at the same time

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: N/A

FINANCIAL IMPACT: The financial impact of adopting the Outsourcing Resolution is minimal, as it would only require staff resources in order to investigate and bid outsourcing solid waste services in the City of Bloomington. The potential impact of the Fee Increase and Service Reduction Ordinances will be discussed further given Council direction.

COMMUNITY DEVELOPMENT IMPACT:

Link to Comprehensive Plan/Downtown Plan Goals: NE-5 Provide more efficient and sustainable municipal solid waste management

FUTURE OPERATIONAL COST ASSOCIATED WITH NEW FACILITY CONSTRUCTION: N/A

Respectfully submitted for Council consideration.

Prepared by: Michael Hill, Public Works Administration

Reviewed by: Jim Karch, PE CFM, Director of Public Works

Financial & budgetary review by: Scott Rathbun, Sr. Budget Manager

Legal review by: Jeffrey R. Jurgens, Corporation Counsel

Recommended by:



Steve Rasmussen
Interim City Manager

Attachments:

- 1B RESOLUTION Solid Waste Outsourcing 20180212 Special Meeting
- 1C ORDINANCE A Solid Waste Outsourcing 20180212 Special Meeting
- 1D ORDINANCE B Solid Waste Outsourcing 20180212 Special Meeting
- 1E PRESENTATION Solid Waste Outsourcing 20180212 Special Meeting
- 1F PEORIA FOTH REPORT Solid Waste Outsourcing 20180212 Special Meeting



Memorandum

Foth Infrastructure & Environment, LLC
2314 West Altorfer Drive
Peoria, IL 61615
(309) 691-5300 • Fax: (309) 691-1892
www.foth.com

April 10, 2017

TO: Pat Urich and Scott Reeise, City of Peoria

CC: Joshua Gabehart, Jennefer Klennert, Foth Infrastructure & Environment, LLC

FR: Dan Krivit, Foth Infrastructure & Environment, LLC

RE: Solid Waste Program Case Studies from Other Communities
in the Central Illinois Region

Executive Summary

The City of Peoria's Solid Waste Management Services Agreement ("Agreement") with PDC Services, Inc. (PDC) expires on June 30, 2019. In this memo, Foth summarizes a review of other communities' residential solid waste and recycling programs within the central Illinois region. The primary objective of this review is to document other communities' solid waste contract structures and program designs. A secondary objective was to compare solid waste rates in other communities. This memo is prepared for the City as possible options for future solid waste services are considered.

In general, Peoria's overall solid waste program operated by PDC is very robust and compares very well with the other communities reviewed. Weekly collection of trash via wheeled, lidded carts is consistent with state-of-the-art industry standards. Yard waste collection, with carts as an option, during the specified season and the large, bulky items collection service both provide added value to residents. Peoria has a large array of additional services (e.g., collections from City Buildings, servicing neighborhood clean-ups, etc.) that rounds out the overall program into a comprehensive solid waste system.

The current solid waste rate charged to Peoria residents on the property taxes of \$14 per household per month is a very competitive price compared to the other Central Illinois communities reviewed. The residents of Peoria receive a comprehensive solid waste program with a multitude of services. A summary of solid waste programs offered to Peoria and other central Illinois communities is included in Table 1 at the end of this memorandum.

Nearly all communities reviewed require commercial establishments to arrange for their own solid waste and recycling collection operations with the exception of various sized apartment buildings complexes.

Peoria's monthly residential recycling collection frequency is no longer standard in the industry. To improve convenience to residents, all other central Illinois communities researched have either every other week or weekly curbside recycling collection service. Higher participation and recovery levels may be achieved if the recycling collection frequency can be brought up to industry standards. The recent *2016 State of Curbside Report* produced by the Recycling Partnership found that 54% of the communities surveyed nationally have weekly curbside recycling collection. The Recycling Partnership report also looked at curbside programs with every other week frequency and found a slightly lower recovery rate. Programs with monthly collection frequency were not reported.¹

Recycling carts are also the standard in the industry for both contracted and non-contracted recycling programs. Peoria's \$50 refundable recycling cart deposit fee while similar to a few other central Illinois communities, is not an industry standard and may be considered a financial disincentive for some households to participate. The costs of purchasing and managing recycling carts, like trash carts, are typically included in the base trash collection rates or financed from other alternative sources.

The City of Peoria's yard waste collection program is characteristic of other central Illinois communities reviewed. The collection operating standards and preparation instructions for residents are very consistent with other communities. The yard waste collection season start and end dates cover a typical growing season in the central Illinois region, but some communities have more extended seasons or offer premium, year-round service options.

The City's collection system with unlimited collections of bulky items at no additional charge to residents is more comprehensive as compared to other central Illinois programs. The current bulky item service, together with other miscellaneous services (e.g., neighborhood clean-up services) and base rate charged by the City provides a very high value to Peoria residents relative to many of the other central Illinois communities reviewed.

Introduction

Foth conducted a review of other communities' residential solid waste programs within the central Illinois region. The primary objective of this review was to document other community solid waste contract structures and program designs. Key program variables reviewed included:

- ◆ Municipal vs. private operations
- ◆ Contracting methods
- ◆ Frequency of recycling collection
- ◆ Trash and recycling cart size and ownership
- ◆ Cart funding mechanisms
- ◆ Length of yard waste collection season
- ◆ Trash and recycling rates as charged to residents

These case studies can help determine the level to which the City of Peoria is currently providing industry standard levels of residential collection service as compared to the regional marketplace in central Illinois. Each community is unique and will have their own historical legacy about their individual approach and methods of residential solid waste management services. When attempting to compare rates or program performance in a quantitative manner, comparisons must consider this uniqueness. This review of selected central Illinois communities can help Peoria compare the level of service and general competitiveness of the City's solid waste collection system.

Methods

Foth generated this memorandum by first reviewing the data as prepared by Peoria City staff in July 2016 comparing Peoria's solid waste management services to other communities in central Illinois. Foth also reviewed the report prepared by the City of Bloomington, IL, "*Solid Waste Analysis*" (2013) that included a more in-depth survey of solid waste / recycling programs from nine (9) other Central Illinois communities.² Foth then conducted a series of web searches and phone interviews to provide updated information.

This review was not intended to be a strict benchmarking analysis of rates, costs or program performance data. Rather, the methods used were intended to provide a summary comparison of program structure, providers and service levels. This review of rates should not be used to predict additional costs or savings to Peoria due to the unique history and numerous program variables of each community's solid waste system.

Background - City of Peoria's Program Description

The City of Peoria uses contracted services from a single hauler, PDC, for a comprehensive array of solid waste collection services. The current PDC Agreement for collection services expires on June 30, 2019.³

Residential Waste

The City currently collects a solid waste collection service fee of \$14 per household per month. Stacked Condominiums currently pay \$6 per unit per month. These revenues are used to pay for PDC services. Residential collection services are limited to single-family homes and buildings with up to four (4) units. Landlords/owners of larger apartment complexes that are not included as Stacked Condominiums must contract for their own solid waste and recycling collection services as commercial generators.

One roll-out cart for each residential household was purchased by PDC on behalf of the City in 2012. Under a separate Roll-Out Waste Container Agreement, the title to the carts will be conveyed from PDC to the City upon final payment by the City to PDC. This final payment is currently scheduled for June 2020.⁴

Recycling Services

Recyclables are currently collected monthly by PDC at no additional charge to residents. Residents must pay a \$50 cart deposit to sign up for recycling and receive a cart. A large (95-gallon) recycling cart is provided by PDC. Carts are required for recycling.

PDC's "Curbside Recycling Program" flyer⁵ states:

"Monthly curbside recycling is free of charge to all residents in the City of Peoria. When you register, however, you will make a one-time refundable deposit of \$50 to cover the cost of a 95-gallon roll-out cart. If you elect to stop recycling, this deposit will be returned to you once your cart is returned to PDC."

Carted curbside recycling began in 2010 with 3,000 households or 8 percent participation. In 2017 recycling participation has increased to 10,317 households or 26 percent participation. In order to boost recycling participation, PDC and Peoria County have occasionally run promotions and waived the \$50 deposit as a means to remove the financial burden of the deposit and allow lower income residents to participate.

Yard Waste

Yard waste (or Landscape Waste) is collected curbside weekly during the season of April 1 to December 7 at no additional charge. Yard waste must be placed on the curb in marked containers or compostable bags.

Bulky Items/Other Services

PDC will pick up contained large, bulky household items upon request at no additional charge. These bulky items include furniture, appliances, mattresses, etc., that are too large to fit into the trash cart.

Additional collection and trucking services that are included in the Peoria - PDC Contract include:

- ◆ Collection of trash and recyclables (at an additional charge) from specified Stacked Condominiums.
- ◆ Collection of trash and recyclables (at an additional charge) from City Buildings.
- ◆ Delivery, removal and material disposal via roll-off boxes for neighborhood clean-ups.
- ◆ Trucking of tires for recycling via drop-boxes and a parked semi-trailer.
- ◆ On call pick up and disposal of dead animals less than 50 pounds located on public right-of-ways.

A complete summary of the services for the City of Peoria is contained in the Foth Memorandum *Solid Waste Services Agreement Memo* dated February 20, 2017.

City of Bloomington

Bloomington handles solid waste management services in-house within the City's Department of Public Works. Generally the City's solid waste program is targeted towards traditional residential households, but the City also allows apartment complex owners to opt-in to the full array of collection services.⁶

Residential Waste

Effective May 1, 2016, the City adopted the following variable “Pay As You Throw” fee structure for trash collection rates:

- ◆ 35-gallon cart: \$16 per household per month
- ◆ 65-gallon cart: \$21 per household per month
- ◆ 95-gallon cart: \$25 per household per month.

City-issued carts are required. However additional residential waste can be disposed of in a plastic bag weighing less than 35 pounds with a \$3 per bag sticker.

Recycling Services

Recycling collection is every other week. The City initially issued one recycling cart to all eligible households at no added charge to residents. The City will provide an additional recycling cart for a one-time fee of \$60 upon request.

Bloomington staff also collect recyclables from more than 40 locations including: schools, government offices, downtown area and Illinois Wesleyan off-campus housing.

Yard Waste

The City does not pick up grass clippings, but it does pick up brush such as limbs, prunings and garden trimmings at no added cost to residents. This service is part of the City’s unique “Bulk & Brush Collection” service and is described further in the next section.

Bulky Items/Other Services

The Bulk & Brush Collection service utilizes a front end loader to collect bulk waste (including furniture, limited construction & demolition debris, etc.) and brush. The Bulk & Brush Collection schedule allows residents to set out bulk and brush every other week (on the alternate weeks to recycling collection) on the boulevard right-of-way.^{7, 8}

Bloomington staff will collect up to one loader bucket of bulk waste and brush at the curb at no additional charge to the resident. If there is additional bulk waste or brush to collect, the resident or owner will be charged \$25 for each loader bucket of material or pickup truckload). The additional fee will be included on the resident’s next water bill.⁹

The City also operates a recycling and yard waste drop-off site near the Public Works building for disposal of appliances, landscape waste and grass clippings. The site accepts one pickup truck load per household per drop-off visit without charge. Contractors are excluded from using this drop-off site.

City of Champaign

The City of Champaign uses an open hauling (or subscription) system for solid waste management services. Residents or building owners of single-family homes up to four (4) units per building must select their own hauler for trash pickup from a list of city-licensed haulers.

The City of Champaign web page currently lists eight (8) licensed haulers:

- ◆ ABC Sanitary Hauling
- ◆ Advanced Disposal
- ◆ Allied Waste (now known as Republic Services)
- ◆ Area Disposal Service, Inc. (affiliated with PDC)
- ◆ Cook's Sanitary
- ◆ Hayden Sanitary
- ◆ Illini Recycling
- ◆ Shaffer's Sanitary Company

Residential Waste

The City does not publish a price list, but the Champaign City administration estimated the residential trash rates were in a range from \$14 to \$40 per household month.¹⁰

Recycling Services

The private haulers are required by City ordinance to offer weekly curbside recycling collection. Residents can purchase their own recycling carts or rent one from their hauler. For recycling at multi-family households (more than 4 units per building), the City of Champaign contracted with a single hauler, Allied Waste. Allied provides 96-gallon recycling carts in the shared waste collection areas of apartment buildings. Each apartment unit is assessed a \$2.60 per month recycling fee.¹¹

Yard Waste

The City of Champaign offers a spring yard waste curbside pickup that begins in early spring and runs on an alternating schedule for four weeks in various zones. Champaign also provides leaf collection in the spring and fall at no added cost to residents. Champaign residents and businesses may also drop yard waste of all types, at the Landscape Recycling Center operated by a non-profit organization serving Champaign County. Drop-off fees range from \$9 to \$11 per cubic yard, depending on the type of yard waste material.¹²

Bulky Items/Other Services

Bulky item services and costs are managed by each the individual licensed hauler.

City of Decatur

Solid waste management services in Decatur have historically been divided into territories served by private residential waste haulers. Residential garbage collection service in the City of Decatur is provided by licensed haulers that provide the collection and disposal of garbage, recycling and yard waste within the City.¹³ The Bloomington study reported there were nine (9) trash companies serving houses and small apartment complexes. Decatur policy is intended to promote competition, but the City also enacted reforms to ensure stricter service quality standards, promote conservation, and encourage recycling. Advanced Disposal served about three-quarters of the City's 27,000 stops.¹⁴

Residential Waste

Garbage collection is regulated by City ordinance and is collected once a week.^{15, 16} The City sets the residential waste rates for the private haulers. Residents can choose one of three options:

- ◆ “*Minimum Removal Service*” is for persons with little trash accumulation. No yard waste collection included. Trash bags must be placed in approved containers. *Minimum Removal Service* costs residents \$2.42 per bag with a minimum purchase of twelve bags each calendar year.
- ◆ “*Basic Service*” includes collection of up to three 32-gallon trash cans or one 96-gallon trash cart. *Basic Service* currently costs residents \$14.50 per household month.
- ◆ “*Expanded Basic Service*” includes collection of up to six 32-gallon trash cans or two 96-gallon trash carts. *Expanded Basic Service* costs residents \$17.50 per household month.

Recycling Services

The costs of weekly recycling collection services are included in the trash rates as part of the overall residential waste services. At the *Basic Service* level or the *Expanded Basic Service* level, residents can receive one 65-gallon recycling cart or continue to use two of the traditional 18-gallon curbside recycling bins.¹⁷ In 2011, the City purchased and distributed recycling carts without charge to residents as part of a major recycling effort. The addition of recycling carts resulted in an increase in recycling participation from 14 percent to 56 percent of households.¹⁸

The Bloomington study reports that Decatur allowed apartments with 6 units or less to utilize the recycling program. Larger apartment complexes must make their own recycling arrangements.¹⁹

Yard Waste

The costs of weekly yard waste collection services are included in the trash rates as part of the overall residential waste services. The *Basic* and *Expanded Basic* levels of yard waste service includes unlimited bags or approved containers of yard waste pickup for six weeks in the spring and six weeks in the fall.²⁰ Yard waste services includes hauling of all yard waste, including grass clippings.²¹

Residents may pay \$1 per month per household to subscribe to the City’s “*Premium*” yard waste collection service which is unlimited collection, year round.²²

Bulky Items/Other Services

Residential waste services include removal each year of one household appliance (such as a stove, refrigerator and dishwasher) and five other items that are too large to fit in a trash cart. This level of bulky item collection services is included in the residential waste rate at no additional charge.

The Bloomington study stated that residents had to pay \$25 if an appliance contains Freon (e.g., refrigerator, air conditioner, etc.). Residents pay haulers for additional large item pickups above the first “free” five items.

City of East Moline

The City of East Moline has an organized solid waste hauling system. The City recently executed a new contract with Republic Services for trash, recycling and yard waste collection services. Prior to 2017, the City utilized in-house City staff and equipment to operate these solid waste management services.^{23, 24}

Residential Waste

The current, 2017 solid waste utility rate for East Moline remains at \$7.35 per household per month²⁵ regardless of whether the resident selects a 65-gallon or 95-gallon trash cart. This includes only residential waste collection.²⁶

Recycling Services

Recycling collection is ordered on a subscription basis and is an extra charge to residents. If ordered, every other week curbside recycling service costs an additional \$3.40 per household per month and includes a 65-gallon recycling cart. This curbside service is new with the Republic Services contract and currently about 24 percent of the residential waste customers have ordered recycling collection.^{27, 28}

Yard Waste

Yard waste collection service is purchased via stickers at a cost of \$1.50 per sticker for bags of leaves and/or grass. Brush ties may be purchased at the cost of \$1.75 per bush tie.²⁹

Bulky Items/Other Services

Bulky collection service is provided up to four (4) times per calendar year for a prepaid fee of \$15 per collection. Residents purchase the \$15 Bulky Collection Stickers and are provided with the collection of bulky items equivalent to one (1) large dump truck load.³⁰

Village of Morton

The Village of Morton solid waste management services are operated by Area Disposal (formerly Grimm Brothers Trucking, Inc.). Area Disposal is affiliated with PDC. While the Village and the Area Disposal agree upon trash rates, Area Disposal provides nearly all refuse services including billing. Morton’s solid waste management service includes homes, duplexes and small apartment buildings. Landlords of quad-plexes and larger buildings may opt-out of the program. Larger apartment structures and complexes are excluded.^{31, 32}

Residential Waste

Area Disposal offers weekly pick up of 65-gallon trash carts for a fee of \$16.38 per household per month (or \$49.14 as billed quarterly). This rate includes recycling collection service, one trash cart, and one 65-gallon recycling cart. If residents have more trash than one cart can hold, they can request an additional trash cart for \$7.50 per month.

Recycling Services

Recyclables are collected every-other-week in 65-gallon carts provided by Area Disposal. The cost of recyclables collection and one recycling cart are included in the base trash rate. If one recycling cart is not large enough, residents may order a second recycling cart from Area Disposal for \$2.50 per month.³³

Yard Waste

Area Disposal offers optional weekly collection of yard waste during the season of April 1 through November 30.³⁴ Yard waste carts may include all types of landscape waste including grass clippings.

Area Disposal offers 65-gallon and 95-gallon yard waste carts for an additional subscription fee of \$20 per month per 65-gallon yard waste cart or \$30 per month per 95-gallon yard waste cart. Alternatively, residents can purchase stickers at local retailers for \$2.50 per sticker for pick-up of a long, 35-gallon leaf bag.³⁵

The Village of Morton also operates their own yard waste drop-off site where residents can drop off yard waste. The yard waste drop-off site is open for approximately two weeks in the spring and four weeks in the fall for resident drop-off. The Village has recently tightened up the inspections of loads coming into the yard waste drop-off site to reduce contamination and ensure quality yard waste loads.³⁶

Bulky Items/Other Services

For large bulky items, Area Disposal picks up large household items. Residents call ahead to Area Disposal to order this special collection of bulky items and pay \$15 for item such as a couch.³⁷

Town of Normal

The Town of Normal operates the solid waste system for the collection of trash, recyclables, yard waste and bulky items. Single-family homes and duplexes are served by the municipally-operated trash collection system.³⁸ Owners of all other structures including multi-unit buildings with three or more units must contract for their own services.

Residential Waste

The current solid waste utility rate for Normal is \$18 per month (charged bi-monthly at the rate of \$36 for two months of service).³⁹ Trash carts initially were distributed without a direct purchase fee to the residents. New or replacement trash carts, while not required, may be purchased for \$60 for either a 65-gallon or 95-gallon cart.⁴⁰

Recycling Services

In July 2012, the Town of Normal launched their curbside recycling program using recycling carts which resulted in an initial participation rate of 48 percent. Prior to the curbside recycling service, residents were encouraged to use a series of recycling drop-off sites.⁴¹

Weekly recycling collection service is included in the base solid waste utility rate. But residents must purchase their own Town-issued cart because these carts are more durable and compatible with the collection truck's automatic lifting arm. The price for a new recycling cart is the same as for a trash cart, \$60, but recycling carts may be purchased on an installment plan.

Yard Waste

Normal collects yard waste (excluding such items as grass clippings, sticks, sod, and dirt) at the curb weekly during the yard waste growing season. This year, the service began on March 27, 2017 and is scheduled to run through approximately December 22, 2017. There is no extra charge for this yard waste collection service.⁴²

Brush is included in this program at no additional charge, but must be separated from other yard waste as it is collected by a different type of truck.⁴³

All landscape waste, including grass and sod, is also accepted for drop off at the Normal Public Works (PW) site where mulch is available without charge. The same drop-off site also takes electronics and thermostats.

Bulky Items/Other Services

Bulky waste collection service is included in the base solid waste collection rate and is defined as large items that cannot fit into a garbage cart. Bulky waste is collected each week on the regular garbage collection day.⁴⁴

City of Pekin

The City of Pekin provides collection of weekly trash, recycling and yard waste with municipal crews. The City serves about 11,800 dwelling units. Single-family homes and apartment complexes with up to 4 units or less are included in the municipal program. Larger buildings and other commercial establishments must subscribe for services with a private hauler.

In May 2017, the garbage fee will be increased to \$16 per household per month from the current rate of \$12 per household per month. In January 2017, the Pekin City Council adopted a new garbage fee schedule for the next five years to phase in the required increases to allow the solid waste budget to break even by the fourth year. The fee in the fifth year will be \$23 per month.⁴⁵

In November 2016, the City of Pekin released a request for proposals for solid waste collection services.⁴⁶ In December 2016, the City received proposals from two private respondents: Waste Management and PDC. The proposed price of the lowest responsive proposal was about \$521,000 higher than the current cost of in-house operations using municipal crews and equipment. In January 2017, the City ultimately decided to keep the operations in-house and rejected both private proposals.⁴⁷

Residential Waste

Trash carts can be purchased from the City for \$60 for a 95-gallon cart and \$50 for a 64-gallon cart. Alternatively, garbage containers may be purchased at local stores if they meet City of Pekin specifications.^{48, 49}

Recycling Services

The City's recycling service is weekly and the costs of recyclables collection operations are included in the City's monthly garbage fee. Residents can now also purchase recycling carts for \$40. Glass is not included in the curbside recycling program but can be dropped off at the local Recycling Center.

Yard Waste

Weekly yard waste collection service is provided from April 3rd through January 16th. Residents can use compostable yard waste bags or garbage containers. Brush including limbs can be bundled with a bundle weight limit of 50 pounds.⁵⁰

Bulky Items/Other Services

The City picks up large, bulky household items from the curbside at no additional charge to the residents.⁵¹

Summary Comparison of Selected Illinois Communities

Table 1 on the next page displays the preliminary comparison of solid waste and recycling rates charged to residents within the seven (7) selected communities located in central Illinois, plus Peoria. After Peoria, the other communities are listed in alphabetical order and the following information is provided on the table.

Total Number of Households

The total number of households from U.S. Census bureau data are listed to provide an approximate community size comparison. These are all households in each community and are not necessarily the house count of stops as served by the various solid waste collection operations. For example, larger apartment buildings (e.g., above 4 units per building) are not typically served by municipal residential solid waste collection programs yet are included in the listed total number of households.

Contract Structure (Haulers)

Contract Structure (Haulers) lists how each community provides residential solid waste collection services, either by contract, municipal crews, or in an "open hauling" system. Open hauling refers to a structure whereby the community generally regulates the standards of collection services, but each resident or building owner selects the licensed hauler of their choice.

Trash Rate

The Trash Rate provides the base charge to residents per household per month for those communities with fixed rates that do not vary by trash cart size.

Trash Cart Size

The rates listed under Trash Cart Size are for communities with variable trash rates. Trash rates that vary by trash cart size are also referred as "Pay as You Throw" price schedules, and residents pay based on the size cart they choose.

Services Included In Trash Rates

Services Included in Trash Rates begins to provide limited comparative data about resident charges. Such comparisons are complicated by the fact that each community is unique. Utility charges and other financing mechanisms are fiscal policies determined by each individual community. A more complex analysis attempting to adjust for all of these variables is beyond the scope of this case study review.

Table 1
Comparison of Solid Waste Rates in Selected Communities in Central Illinois

Community	TOTAL Households	Contract Structure (Haulers)	Trash Rates (\$ per month per household, unless otherwise specified)	Additional Services Included In Trash Rates (\$ per month per household, unless otherwise specified)		
				Recycling (collection frequency)	Yard Waste (YW) (aka "Landscape Waste")	Bulky Items
Peoria	46,800	Private contractor (PDC)	\$14 for a 35-gallon, 65-gallon, or 95-gallon cart	Yes (monthly) (\$50 deposit for carts)	Yes	Yes (unlimited)
Bloomington	30,000	Municipal crews	\$16 for a 35-gallon cart; \$21 for a 65-gallon cart; \$25 for a 95-gallon cart	Yes (every other week)	Yes via Bulk Pickup (But not grass)	Yes (up to one bucket per collection)
Champaign	30,700	Open hauling (8 private haulers currently licensed)	\$14 to \$40 (cart size varies by hauler)	Yes (weekly)	No	Varies by hauler
Decatur	31,700	Open hauling with zones (9 haulers)	\$2.42 per bag for "Minimum Service" \$14.50 for "Basic Service" \$17.50 for "Expanded Basic Service"	Yes (weekly)	Yes for <i>Basic+</i> levels (\$1 for <i>Premium</i> , year-round YW service)	Yes (up to 1 appliance and 5 other items per year)
East Moline	8,500	Private contractor (Republic Services)	\$7.35 for a 65-gallon or 95-gallon cart	No (every other week) (\$3.40 subscription rate)	No (YW sticker \$1.50 per bag, Brush \$1.75 per tie)	No (\$15 per collection)
Morton	6,500	Private contractor (Area Disposal)	\$16.38 for one 65-gallon cart	Yes, for one 65-gallon cart (every other week)	No (\$2.50 per sticker; \$20 per 65-gallon cart; or \$30 per 95-gallon cart)	No (\$15 per large item)
Normal	18,000	Municipal	\$18 for a 65-gallon or 95-gallon cart	Yes (weekly)	Yes	Yes
Pekin	14,000	Municipal	\$16	Yes (weekly)	Yes	Yes

End Notes

- ¹ The Recycling Partnership (January 2017), “*The 2016 State of Curbside Report*”, <http://recyclingpartnership.org/>
<https://therecyclingpartnership.box.com/s/i0wvano7hi3dr3ivqyv689y4zzo58312>
- ² City of Bloomington, IL “*Solid Waste Analysis: Final Draft Report*” study (July 22, 2013):
<http://www.cityblm.org/home/showdocument?id=5469>
- ³ For more details, see Foth’s memorandum, *Summary of Current Solid Waste Management Services Agreement with PDC Services, Inc.*, dated February 20, 2017.
- ⁴ Ibid, Foth February 2017 memorandum.
- ⁵ PDC’s *Waste Collection Guide*:
<http://www.peoriagov.org/content/uploads/2012/11/City-of-Peoria-Waste-Collection-Guide-12.pdf> and
Curbside Recycling Program flyer:
<http://www.pdcarea.com/wp-content/uploads/2015/11/Curbside-Recycling-Program.pdf>
- ⁶ Op. cit., Bloomington study.
- ⁷ City of Bloomington “*Bulk & Brush Collection*” web page:
<http://www.cityblm.org/government/departments/public-works/garbage-bulk-waste-recycle/bulk-brush-collection>
- ⁸ City of Bloomington, “*2017 Recycling Collection Map*” and schedule:
<http://www.cityblm.org/home/showdocument?id=7700>
- ⁹ Op. cit., Bloomington “*Bulk & Brush Collection*” web page.
- ¹⁰ Op. cit., Bloomington study.
- ¹¹ Op. cit., Bloomington study.
- ¹² Op. cit., Bloomington study.
- ¹³ Herald-Review article (January 26, 2017): City of Decatur “*Waste Management*” services:
http://herald-review.com/waste-management/article_1a0e0631-2933-5462-9f8f-75bc059aca18.html
- ¹⁴ Op. cit., Bloomington study.
- ¹⁵ Herald-Review article (April 17, 2011), “*Residents, Haulers and City Continue to Adjust to New Garbage Collection Program*”:
http://herald-review.com/news/local/residents-haulers-and-city-continue-to-adjust-to-new-garbage/article_f23eda5a-4893-50fa-a9df-e88499c8c923.amp.html
- ¹⁶ City of Decatur “*Topic: Garbage*” web page:
<http://www.decaturl.gov/topic/garbage/>
and the City’s “*How Frequently is Garbage Collected?*” web page:
<http://www.decaturl.gov/question/how-frequently-is-garbage-collected/>
- ¹⁷ Op. cit., Herald-Review January 2017 article.
- ¹⁸ Op. cit., Herald-Review January 2017 article.
- ¹⁹ Op. cit., Bloomington study.

-
- ²⁰ Op. cit., Herald-Review January 2017 article.
- ²¹ Op. cit., Herald-Review January 2017 article.
- ²² Op. cit., Herald-Review January 2017 article.
- ²³ City of East Moline event announcement, “*Republic Delivers New Garbage Bins*” web link (released January 25, 2017): <http://www.eastmoline.com/Calendar.aspx?EID=411>
- ²⁴ Dispatch-Argus newspaper (QConline.com) follow-up article, “*New Garbage Cans Headed East Moline’s Way*”, by Leon Lagerstam (February 10, 2017):
http://www.qconline.com/news/local/new-garbage-cans-headed-east-moline-s-way/article_e16b35a6-8b5d-59e5-9e3d-692c3d974bd1.html
- ²⁵ East Moline “*EM Utility Rates*” web-based flyer, under the column “Garbage Fees” (Monthly billing cycles – Rates effective January 2017):
<http://www.eastmoline.com/documentcenter/view/4531>
- ²⁶ Personal phone communication with East Moline Finance Office (March 30, 2017):
Phone: 309-752-1585.
- ²⁷ Op. cit. Dispatch-Argus article.
- ²⁸ Op. cit, East Moline staff.
- ²⁹ City of East Moline, “*Yard Waste*” web page:
<http://www.eastmoline.com/178/Yard-Waste>
- ³⁰ City of East Moline, “*Yard Waste*” web page:
<http://www.eastmoline.com/156/Bulky-Item-Collection>
- ³¹ Village of Morton, “*Garbage Recycling Collection*” web page:
<http://morton-il.info/garbage-recycling-collection>
- ³² Op. cit., Bloomington study.
- ³³ Personal phone communications with Area Disposal staff on Thursday, April 6 and Friday, April 7, 2017.
- ³⁴ Area Disposal / Grimm Bros. “*2017 Morton Recycling & Holiday Schedule*” flyer:
<http://www.pdcarea.com/wp-content/uploads/2015/06/Morton-A-2017-BW.pdf>
- ³⁵ Op. cit., personal communications with Area Disposal staff.
- ³⁶ Peoria Journal Star article, “*Morton Cracks Down on Yard Waste Scofflaws*” (October 3, 2016):
<http://www.pjstar.com/news/20161003/morton-cracks-down-on-yard-waste-scofflaws>
- ³⁷ Op. cit., personal communications with Area Disposal.
- ³⁸ Town of Normal, “*Garbage, Recycling, and Landscape Waste Cart Orders*”:
www.normal.org/803/cart-orders
- ³⁹ Town of Normal, “*Utility Rates*” web page:
<http://il-normal.civicplus.com/501/Utility-Rates>
- ⁴⁰ Op. Cit., Normal “*... Cart Orders*” web page.
-

⁴¹ Op. cit., Bloomington study.

⁴² Town of Normal, “*Landscape Waste Collection*” web page:
<http://www.normal.org/799/Landscape-Waste>

⁴³ Town of Normal, “*Brush Collection*” web page:
<http://il-normal.civicplus.com/211/Brush>

⁴⁴ Town of Normal, “*Bulky Waste*” web page:
<https://www.normal.org/478/Bulky-Waste>

⁴⁵ Pekin Daily Times article by Sharon Woods Harris: “*City Eyes Future Garbage Prospects*” (February 2, 2017): <http://www.pekintimes.com/news/20170202/city-eyes-future-garbage-prospects>

⁴⁶ City of Pekin, Public Works Department, “*Request for Proposals: City of Pekin Solid Waste Collection*” (November 2016).

⁴⁷ Journal Star and Pekin Times news article by Sharon Woods Harris, “*Pekin City Manager: Stay with City Garbage Service*”, (January 9, 2017):
<http://www.pekintimes.com/news/20170109/pekin-city-manager-stay-with-city-garbage-service>
<http://www.pjstar.com/news/20170109/pekin-city-manager-stay-with-city-garbage-service/1>

⁴⁸ City of Pekin “*Garbage*” web page:
http://www.ci.pekin.il.us/departments/public_works/garbage.php

⁴⁹ City of Pekin flyer: “*Pekin Illinois Garbage, Yardwaste and Recycling Programs*”:
http://www.ci.pekin.il.us/document_center/depts/public_works/solidwasteflyer_3.pdf

⁵⁰ City of Pekin, “*Yard Waste*” web page:
http://www.ci.pekin.il.us/departments/public_works/yard_waste.php

⁵¹ City of Pekin, “*Solid Waste*” web page [link no longer active]



CHANGING RESIDENTIAL SOLID WASTE MANAGEMENT IN THE CITY OF BLOOMINGTON

Bloomington City Council Regular Meeting
February 12, 2018

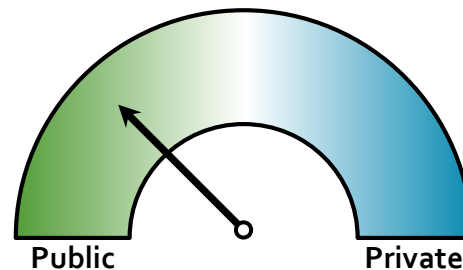
Jim Karch, PE CFM
Director of Public Works

Status Quo (Mostly Public)



- The City operates its own collection, billing/customer service, and transfer for the majority of solid waste services. However, transfer for household garbage and processing (i.e. landfill) for all services are all performed by private companies under a contract.

	Bulk	Brush	Garbage	Recycle	Leaf
Collection	Public	Public	Public	Public	Public
Billing/Customer Service	Public	Public	Public	Public	Public
Transfer	Public	Public	Contracted Out		Public
Processing	Contracted Out	Contracted Out	Contracted Out	Contracted Out	Contracted Out

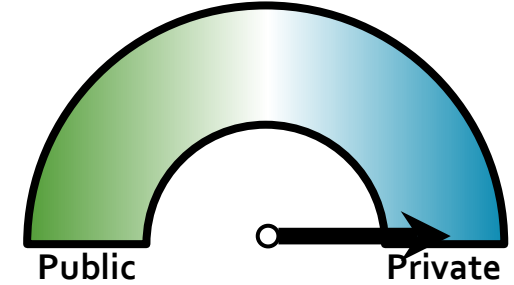
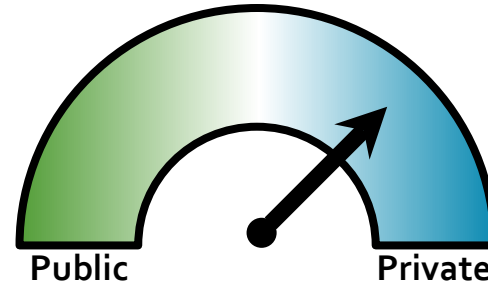
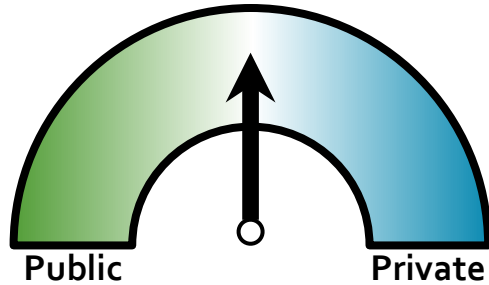


Impacts of Any Type of Privatization



- Solid waste operations positions would be eliminated (i.e. truck drivers, laborers)
- City would have to change snow operations are performed
 - Gaps in service could be filled with other existing employees, snow birds, or contracted employees
- City could keep drop-off facility open or choose to sell it
- Vacated building and facility space would be repurposed for other Public Works divisions

Comparison of Privatization Impacts



Contracting Out

Franchising

Divestiture

Solid waste operations positions would be eliminated (i.e. truck drivers, laborers)
 City would have to change snow operations are performed (Gaps in service could be filled with other existing employees, snow birds, or contracted employees)
 City could keep drop-off facility open or choose to sell it
 Vacated building and facility space would be repurposed for other Public Works divisions

Customer service/billing and management could be retained or eliminated

Customer service/billing and management could be retained or eliminated

Customer service/billing and management would be eliminated

City could regulate cost, but that could require a subsidy

City could regulate cost, but that could reduce the number of franchisees

City could not regulate cost, but lack of regulation could lead to increased competition to lower cost

Services would be charged based on contract

Services would be charged based on service level requested and market value with regulations (franchise agreement)

Services would be charged based on service level requested and market value

Service level could be set by the City within the contract

City could regulate service level, but that could reduce the number of franchisees

City could not regulate service level

City could offer multiple service levels

Franchisees could offer multiple service levels

Service level would be set by user, assuming company offers it

City could sell equipment/carts or require contractor to use them

City would sell equipment/carts (Franchisee(s) may be interested in purchasing some or all equipment/carts)

City would sell equipment/carts (Private companies may be interested in purchasing some or all equipment/carts)

Potential Fee Increase

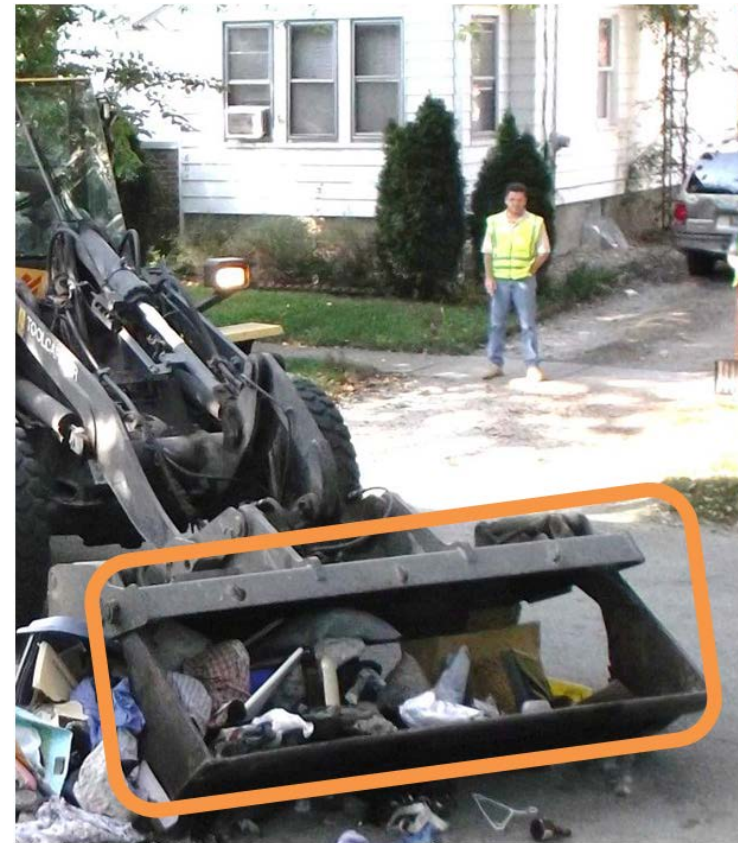


	Current	FY 19	FY 20	FY 21 and Beyond
35 gallon cart	\$16/month	\$18/month	\$20/month	3% annual increase
65 gallon cart	\$21/month	\$25/month	\$26/month	3% annual increase
95 gallon cart	\$25/month	\$29/month	\$30/month	3% annual increase

Potential service level Changes



- Reduce service levels for bulk waste collection
 - Collect brush and tree debris once per month
 - Increase enforcement and fines for dumping
 - Potential for intergovernmental cooperation with collection points



Potential service level Changes



- Reduce service levels for bulk waste collection
 - Free spring/fall collection instead of pickup every other week with charges for more than one bucket of waste
 - Free drop off of acceptable materials with extended hours, excluding contractors, etc.
 - Full cost collection at curb by request outside of collection timeframe



Potential shift Split

- Reducing solid waste vehicles needed
 - Create a morning shift and evening shift
 - Divide employees between the two new shifts rather than all employees on a single shift
 - Reduce the number of vehicles that would be required to run at the same time



Comparison of Solid Waste Fees in Selected Communities in Central Illinois



Community	TOTAL Households	Contract Structure (Haulers)	Trash Rates (\$ per month per household, unless otherwise specified)	Additional Services Included In Trash Rates (\$ per month per household, unless otherwise specified)		
				Recycling (collection frequency)	Yard Waste (YW) (aka "Landscape Waste")	Bulky Items
Bloomington	24,000	Municipal Crews	\$16 for a 35-gallon cart; \$21 for a 65-gallon cart; \$25 for a 95-gallon cart	Yes (every other week)	Yes via Bulk Pickup (But not grass)	Yes (up to one bucket per collection)
Champaign	30,700	Open hauling (8 haulers)	\$14 to \$40 (cart size varies by hauler)	Yes (weekly)	No	Varies by hauler
Decatur	31,700	Open hauling with zones (9 haulers)	\$2.42 per bag for "Minimum Service" \$14.50 for "Basic Service" \$17.50 for "Expanded Basic Service"	Yes (weekly)	Yes for <i>Basic+</i> levels (\$1 for <i>Premium</i> , year-round YW service)	Yes (Up to 1 appliance and 5 other items per year)
East Moline	8,500	Private contractor (Republic Services)	\$7.35 for a 65-gallon or 95-gallon cart	No (Every other week) (\$3.40 subscription)	No (YW sticker \$1.50 per bag) Brush \$1.75 per tie)	No (\$15 per collection)
Morton	6,500	Private Contractor (Area Disposal)	\$16.38 for one 65-gallon cart	Yes, for one 65-gallon cart (every other week)	No (\$2.50 per sticker; \$20 per 65-gallon cart; or \$30 per 95-gallon cart)	No (\$15 per large item)
Normal	18,000	Municipal	\$18 for a 65-gallon or 95-gallon cart	Yes (weekly)	Yes	Yes
Pekin	14,000	Municipal	\$16	Yes (weekly)	Yes	Yes
Peoria	46,800	Private contractor (PDC)	\$14 for a 35-gallon, 65-gallon, or 95-gallon cart	Yes (monthly) (\$50 deposit for carts)	Yes	Yes (unlimited)

Source: Foth Infrastructure & Environment, LLC

RESOLUTION NO. 2018 –

**A RESOLUTION DIRECTING STAFF TO INVESTIGATE
AND BID OUTSOURCING THE SOLID WASTE PROGRAM
IN THE CITY OF BLOOMINGTON**

WHEREAS, the City of Bloomington has more than 24,000 users of its solid waste services; and

WHEREAS, the City's solid waste services include collection of household garbage, brush, bulk waste, leaves, and recycled materials; and

WHEREAS, through its Comprehensive Plan, the City of Bloomington is dedicated to finding ways to provide more efficient and sustainable municipal solid waste management; and

WHEREAS, the July 2017 Twenty-Year Materials Recovery and Resource Management Plan for McLean County, Bloomington, and Normal, Illinois authored by the Ecology Action Center does not specify whether solid waste services should be provided by public or private entities; and

WHEREAS, the City Council requested that Staff bring forth a resolution to authorize City staff to look into outsourcing options for residential solid waste services; and

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BLOOMINGTON, ILLINOIS:

That City Staff is hereby directed to investigate and go out for bid through a Request for Proposals (RFP) process for the outsourcing the solid waste program in the City of Bloomington and bring back the findings and proposals for council consideration within six months.

PASSED this ___ day of February 2018.

APPROVED this ___ day of February 2018.

CITY OF BLOOMINGTON

ATTEST

Tari Renner, Mayor

Cherry L. Lawson, C.M.C., City Clerk

ORDINANCE NO. 2018 –

AN ORDINANCE AMENDING CHAPTER 21 OF THE CITY CODE TO ENACT PROVISIONS CHANGING SOLID WASTE FEES

WHEREAS, the City of Bloomington is a home rule unit of local government with authority to legislate in matters concerning its local government and affairs; and

WHEREAS, the City of Bloomington owns and operates a solid waste program; and

WHEREAS, the City of Bloomington has established rates for use of the solid waste program, which charges include a fixed fee based on cart size; and

WHEREAS, adjustment to solid waste fees are necessary to maintain the Solid Waste Enterprise Fund balance at financially responsible levels, to eliminate subsidies from the General Fund, to fund services provided, to fund necessary maintenance operations, and to provide proper staffing; and

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Bloomington, McLean County, Illinois, as follows:

SECTION 1. The above recitals are incorporated herein by this reference as if specifically stated in full.

SECTION 2. Chapter 21, Section 301.6 and Section 301.8 are amended as follows (additions are indicated by underlines; deletions indicated by strikeouts):

CHAPTER 21: REFUSE CODE

ARTICLE III: REFUSE SERVICES

Section 301.6. Refuse Fee

~~—Effective May 4, 2012, there shall be a charge for refuse collection of refuse to the owner and/or occupant of every dwelling unit for which refuse service is actually provided by the City. Such fee shall be in the amount of sixteen dollars (\$16.00) per month per single family dwelling and sixteen dollars (\$16.00) per month for each unit in a two family or multi family dwelling. Effective May 1, 2014, for a single family dwelling and for each unit in a two family or multi family dwelling, such fee shall be based on the size of the refuse cart as follows: sixteen dollars (\$16.00) per month, per single family dwelling and for each unit in a two family multi family dwelling for one 35-gallon refuse cart; eighteen dollars (\$18.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for one 65 gallon refuse cart; and twenty dollars (\$20.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for a 95-gallon refuse cart. Effective May 1, 2015, such fee shall be in the amount of sixteen dollars (\$16.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for one 35-gallon refuse cart; twenty dollars (\$20.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for one 65-gallon refuse~~

~~cart; and twenty three (\$23.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for one 95 gallon refuse cart. Effective May 1, 2016, such fee shall be in the amount of sixteen dollars (\$16.00) per month per single family dwelling and for each unit in a two family or multi family dwelling for one 35 gallon refuse cart; twenty one dollars (\$21.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for one 65 gallon refuse cart; and twenty five dollars (\$25.00) per month, per single family dwelling and for each unit in a two family or multi family dwelling for a 95 gallon refuse cart. (Ordinance No. 2013-91)~~

Effective May 1, 2018, for a single family dwelling and for each unit in a two family or multi-family dwelling, such fee shall be based on the size of the refuse cart as follows: eighteen dollars (\$18.00) per month, per single family dwelling and for each unit in a two family multi-family dwelling for one 35-gallon refuse cart; twenty-five dollars (\$25.00) per month, per single family dwelling and for each unit in a two family or multi-family dwelling for one 65-gallon refuse cart; and twenty-9 dollars (\$29.00) per month, per single family dwelling and for each unit in a two family or multi-family dwelling for a 95-gallon refuse cart.

Effective May 1, 2019, for a single family dwelling and for each unit in a two family or multi-family dwelling, such fee shall be based on the size of the refuse cart as follows: twenty dollars (\$20.00) per month, per single family dwelling and for each unit in a two family or multi-family dwelling for one 35-gallon refuse cart; twenty-six dollars (\$26.00) per month, per single family dwelling and for each unit in a two family or multi-family dwelling for one 65-gallon refuse cart; and thirty (\$30.00) per month, per single family dwelling and for each unit in a two family or multi-family dwelling for one 95-gallon refuse cart.

Effective and beginning May 1, 2020, the refuse fees outlined above shall increase annually on May 1 of each year, at a compounding rate of 3 percent over the rate from the previous year.

Section 301.8

The City may offer a discounted rate for refuse collection based on an individual's income. The qualifying criteria for this discount shall be based on the federal poverty guidelines as provided in the Federal Register issued by the U.S. Department of Health and Human Services each year.

~~Effective May 1, 2014-2018, an owner and/or occupant of a dwelling unit for which refuse service is provided by the City, whose income level falls within the poverty guidelines, shall pay a fee in the amount of sixteen-eighteen dollars (\$16.00)-(\$18.00) per month, per single family dwelling.~~

Effective May 1, 2019, an owner and/or occupant of a dwelling unit for which refuse service is provided by the City, whose income level falls within the poverty guidelines, shall pay a fee in the amount of twenty dollars (\$20.00) per month, per single family dwelling.

Effective and beginning May 1, 2020, the refuse fees outlined above shall increase annually on May 1 of each year, at a compounding rate of 3 percent over the rate from the previous year.

SECTION 3. Except as provided herein, the Bloomington City Code, 1960, as amended shall remain in full force and effect.

SECTION 4. In the event that any section, clause, provision, or part of this Ordinance shall be found and determined to be invalid by a court of competent jurisdiction, all valid parts that are severable from the invalid parts shall remain in full force and effect.

SECTION 5. The City Clerk is hereby authorized to publish this ordinance in pamphlet form as provided by law.

SECTION 6. This ordinance shall be effective immediately after the date of its publication as required by law.

SECTION 7. This ordinance is passed and approved pursuant to the home rule authority granted Article VII, Section 6 of the 1970 Illinois Constitution.

PASSED this ___ day of _____, 2018.

APPROVED this ___ day of _____, 2018.

APPROVED:

Tari Renner
Mayor

ATTEST:

Cherry Lawson
City Clerk

ORDINANCE NO. 2018 –

AN ORDINANCE AMENDING CHAPTER 21 OF THE CITY CODE TO ENACT PROVISIONS CHANGING SOLID WASTE SERVICE LEVELS

WHEREAS, the City of Bloomington is a home rule unit of local government with authority to legislate in matters concerning its local government and affairs; and

WHEREAS, the City of Bloomington owns and operates a solid waste program; and

WHEREAS, adjustment to solid waste fees are necessary to maintain the Solid Waste Enterprise Fund balance at financially responsible levels, to eliminate subsidies from the General Fund, to fund services provided, to fund necessary maintenance operations, and to provide proper staffing; and

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Bloomington, McLean County, Illinois, as follows:

SECTION 1. The above recitals are incorporated herein by this reference as if specifically stated in full.

SECTION 2. Chapter 21, Section 301.6 and Section 301.8 are amended as follows (additions are indicated by underlines; deletions indicated by strikeouts):

CHAPTER 21: REFUSE CODE

ARTICLE III: REFUSE SERVICES

Section 300.5. Frequency of Collection

Garbage shall be collected once per week according to a collection schedule established by the Director of Public Works, except for such holidays as hereinafter provided.

Brush or tree debris shall be collected on a schedule established by the Director of Public Works which shall ensure collection every other week at least once per month, with the following exception. The Public Works Director may schedule additional collections as needed.

No brush or tree debris containing limbs, logs, branches, leaves from Ash trees commonly known as White Ash, Green Ash and Blue Ash will be collected between April 30th and September 1st in any year when there is an Emerald Ash Borer Quarantine in effect in McLean County.

The Frequency of Collection for Bulk Waste will be determined by Chapter 21, Article III, Section 300.7 Bulk Waste Collection.

Section 300.7. Bulk Waste Collection.

Bulk waste and building waste may be collected by the City under rules established by the Director of Public Works and approved by the City Manager, but only with respect to bulk waste or building waste generated or created by the occupant or owner of residential property served by the solid waste program, with proper permits, as needed, at least twice per year. The collection will take place once in season of spring and once in the season of fall within each calendar year. The time periods shall be determined under rules established by the Director of Public Works and approved by the City Manager. The City will not charge the occupant or owner of residential property served by the solid waste program for bulk waste or building waste collection during these time periods. The City will not collect bulk waste or building waste outside of the aforementioned time periods unless the occupant or owner of residential property served by the solid waste program requests a pickup of bulk waste or building waste. After such a request is made, the City will pick up such bulk waste or building waste and will charge the resident for the actual cost of the pickup and disposal of such material.

The City will not collect bulk waste or building waste generated or created by any work performed by any contractor, subcontractor or other person for hire and/or bartering.

The City will not collect any sod, concrete, bricks or shingles unless the resident who participates in the bulk waste collection program requests a pickup of such sod, concrete, bricks or shingles. After such a request is made, the City will pick up such sod, concrete, or shingles and will charge the occupant or owner of residential property served by the solid waste program ~~resident~~ for the actual cost of the pickup and disposal of such material. ~~for anything beyond thirty five pounds of material. The determination by the City of the weight of the material shall be final.~~

~~The City will charge the resident twenty five (\$25.00) dollars per loader bucket for anything collected over one loader bucket weekly.~~

Notwithstanding any of the provisions contained herein, the City shall collect landscape waste and bulk waste from locations within the City designated as a National Historic Landmark, without charge, in accordance with rules and procedures adopted by the Department of Public Works.

SECTION 3. Chapter 21, Section 400.1 is amended as follows (additions are indicated by underlines; deletions indicated by strikeouts):

CHAPTER 21: REFUSE CODE

ARTICLE IV: CITIZEN'S REFUSE OBLIGATIONS

Section 400.1. Preparation of Refuse.

(d) ~~City residents not acting in a capacity of contractor may take appliances to the City's Drop-off Center at the southeast corner of East and Jackson Streets. Doors must be removed from refrigerators, and other large appliances.~~ that are taken to the Drop-Off Facility outlined in Section 400.7.

SECTION 4. That the following section 400.7 is added to Chapter 21, Article IV as follows:

CHAPTER 21: REFUSE CODE

ARTICLE IV: CITIZEN'S REFUSE OBLIGATIONS

Section 400.7. Drop-Off Facility

The occupant or owner of residential property served by the solid waste program may take appliances, bulk waste, or building waste to the City's Drop-off Facility at the southeast corner of East and Jackson Streets, providing that they meet all criteria outlined in Section 400.1. The City will not charge the occupant or owner of residential property served by the solid waste program for this service.

The City will not allow any contractor, subcontractor or other person for hire and/or bartering to take appliances, bulk waste, or building waste to the City's Drop-off Center at the southeast corner of East and Jackson Streets if the appliances, bulk waste, or building waste has been generated or created by any paid work performed by the contractor, subcontractor, or other person for hire and/or bartering.

SECTION 5. Except as provided herein, the Bloomington City Code, 1960, as amended shall remain in full force and effect.

SECTION 6. In the event that any section, clause, provision, or part of this Ordinance shall be found and determined to be invalid by a court of competent jurisdiction, all valid parts that are severable from the invalid parts shall remain in full force and effect.

SECTION 7. The City Clerk is hereby authorized to publish this ordinance in pamphlet form as provided by law.

SECTION 8. This ordinance shall be effective immediately after the date of its publication as required by law.

SECTION 9. This ordinance is passed and approved pursuant to the home rule authority granted Article VII, Section 6 of the 1970 Illinois Constitution.

Ordinance B

PASSED this ___ day of _____, 2018.

APPROVED this ___ day of _____, 2018.

APPROVED:

Tari Renner
Mayor

ATTEST:

Cherry Lawson
City Clerk

ORDINANCE B



SPECIAL SESSION AGENDA ITEM NO. 10

FOR COUNCIL: February 12, 2018

SPONSORING DEPARTMENT(S): Human Resources

SUBJECT: Consideration of approving a Consultant Services Agreement, in the amount of \$20,000, with GovHR USA, LLC for City Manager Recruitment Services.

RECOMMENDATION/MOTION: The consultant services agreement with GovHR USA, LLC to provide recruitment services for the position of City Manager be approved and the City Mayor and City Clerk be authorized to execute the agreement.

STRATEGIC PLAN LINK: Goal 1. Financially Sound City Providing Quality Basic Services

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner

BACKGROUND: On October 16, 2017, Council discussed the City moving forward with the use of a professional executive recruitment firm to assist with the staffing of the City Manager vacancy. Council authorized staff to issue a Request for Proposals (RFP) to qualified firms and use of an internal staff selection committee to review proposals, interview firms and recommend a consultant to the City Council for consideration.

A total of 54 RFP packets were emailed to qualified firms experienced in City Manager and Chief Executive Officer recruitments and an additional 22 firms requested the RFP packet. The City received a total of three fully responsive proposals.

Specific considerations are being taken in the City Manager recruitment process to ensure the greatest opportunity for success. The first step was a very detailed and comprehensive RFP that clearly conveyed the expectations to retain an exceptionally qualified executive search firm to lead the recruitment process. Following the authorization from Council, the RFP was distributed to experienced firms for response. As indicated above, three fully responsive proposals were received. The selection committee independently reviewed all proposals, and through a structured evaluation process, jointly selected what they believed to be the top firm that is the best match for the City of Bloomington. In addition to providing responsive and comprehensive proposals, each firm participated in an in-depth interview with the selection committee. The Not to Exceed cost from all three proposals was very competitive, ranging from \$20,000 to \$26,500. Based upon the evaluation process, the selection committee unanimously recommends the firm of GovHR USA, LLC. GovHR USA, LLC, proposed to provide the service for \$20,000. While the City's time frame for the recruitment is fairly aggressive, it is consistent with the schedule proposed by GovHR USA, LLC, who is also prepared to initiate the recruitment immediately upon approval.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: N/A

FINANCIAL IMPACT: The services will be funded through the Human Resources-Other Purchased Services account (10011410-70690). Stakeholders can locate this in the FY 2018 Budget Book titled “Adopted General Fund Budget” on page 148. GovHR USA, LLC proposed to provide the service at an all-inclusive cost of \$20,000. Staff estimated the cost to be \$30,000. The Human Resources department will provide the primary staff to assist GovHR USA, LLC in the recruitment process.

COMMUNITY DEVELOPMENT IMPACT: N/A

FUTURE OPERATIONAL COST ASSOCIATED WITH NEW FACILITY CONSTRUCTION: N/A

Respectfully submitted for Council consideration.

Prepared by: Nicole R. Albertson, Director of Human Resources

Finance Review: Chris Tomerlin, Budget Analyst
Scott Rathbun, Sr. Budget Manager

Legal Review: Jeffrey R. Jurgens, Corporation Council

Recommended by:



Steve Rasmussen
Interim City Manager

Attachments:

- 1B CM Proposal
- 1C Search Presentation

November 8, 2017

Ms. Carla Murillo
Procurement Manager
Office of the City Clerk
City of Bloomington
109 East Olive Street
Bloomington, IL 61701

Dear Ms. Murillo:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Bloomington. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- We have successfully completed 32 City Manager recruitments, and more than 80 other top-level positions (i.e., City Administrator, County Manager, Village Manager). A list of these recruitments is attached to this Proposal.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding*, and indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-two consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. Ms. Earl will be responsible for Bloomington's City Manager recruitment. She has conducted several City Manager recruitments of comparable size organizations, including for Decatur (2014), Cambridge, Massachusetts (2016), and Joliet, Illinois (2017). Please see the Consulting Staff section of the Proposal for additional information regarding Ms. Earl's qualifications.

Specific examples of ways in which our Consultants have developed personal contacts with potential candidates are included in the Approach section of this Proposal.

Scope of Services

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Manager. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City Selection Committee with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to Bloomington, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Position. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains

the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.

- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Bloomington's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Optional Assessment Center

If desired, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of Bloomington's next City Manager. GovHR consultants will prepare all the related documents and scoring sheets for a choice of any of three (3) of the following exercises to be completed on the Assessment Center day:

- In-Basket Exercise
- Written/Oral Presentation Exercise
- Leaderless Group Exercise
- Structured Interview
- Budget Analysis Exercise
- Personnel Issues Exercise
- Other exercise of the Client's choosing

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

Optional 360° Evaluation

As a service to the City, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Manager at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City Selection Committee of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the Committee/Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Consulting Staff

GovHR Chief Executive Officer Joellen Earl will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Joellen C. Earl
 Chief Executive Officer
 GovHR USA LLC
 630 Dundee Road, Suite 130
 Northbrook, IL 60062
 Telephone: (847) 380-3238
 Facsimile 866.401.3100
Jearl@GovHRusa.com

Ms. Earl has completed more than 50 executive recruitments across the country, including successful City Manager searches for Joliet (pop. 149,500), Decatur (pop. 72,700) and Dixon, Illinois; Ferguson, Missouri; Greenbelt, Maryland; and Cambridge, Massachusetts (pop. 110,000). Four of these recruitments were within the past two years. All of them were full-service urban communities with diverse populations, engaged citizenry and the Council Manager form of government. Ms. Earl is currently working on the City Manager recruitment for Grand Rapids, Michigan (pop. 196,500).

Ms. Earl also has an established relationship with the City of Bloomington, having assisted the City with several interim placements through GovTemps USA, our temporary staffing agency. A complete list of Ms. Earl's and GovHR's clients is available on our website at www.govhrusa.com.

Ms. Earl will be responsible for all non-clerical aspects of the recruitment, and she will be assisted by a home office Reference Specialist and Recruitment Coordinator. GovHR does not use subcontractors.

References

We have included reference information for five recent City Manager searches on the form provided with the City's RFP. We have also included a list of all top-level Manager recruitments conducted by GovHR consultants (City Manager, City Administrator, Town Manager, Village Manager, etc.). Also attached to this Proposal is a list of all executive recruitments we are conducting for current clients.

Summary of Costs	Price
Recruitment Fee:	\$13,500
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts, copying etc. 	4,000
Advertising: <p>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</p>	2,500*
Total:	\$20,000**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the client; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the client will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Optional Assessment Center Fee: \$6,000*

*The fee for the Assessment Center is \$6,000. The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation and cost of the Assessment Center material, and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the City in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The City will be responsible for paying a \$500 stipend to each Assessor (and possibly mileage for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the \$6,000. If the City chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Approach

Our approach to the City Manager recruitment, including our methodology and estimated recruitment schedule, is outlined above in the Scope of Services. Ms. Earl will provide the Selection Committee with her mobile number. All Consultants make it a practice to return client phone calls and emails on the day received, assuring that the Client receives prompt and timely attention throughout the recruitment process.

Below are some additional points we would like to make regarding our experience with stakeholder, community and candidate outreach.

Stakeholder Outreach

GovHR recommends a combination of in person meetings, surveys and public hearings to obtain the input critical to the success of this recruitment. Ideally, we would hold in person, individual meetings with the City Selection Committee and City Council, key stakeholders and senior staff members. We would also utilize survey documents and public meetings to obtain additional opinions on the challenges and opportunities before the City of Bloomington, and the qualities, traits and experiences necessary in candidates for the City Manager position. This combined strategy for seeking valuable input has been used effectively in previous high-profile recruitment and selection processes.

Candidate Outreach

GovHR has extensive networks in a wide variety of organizations including but not limited to ICMA, National Forum for Black Public Administrators, the International Hispanic Network, Women Leading Government and others. We also make extensive use of social media and websites specific to the position to ensure a wide net is cast for candidates, resulting in a diverse pool.

Community Outreach and Engagement

GovHR has handled a number of high profile recruitment and selection processes that required unique facilitation and outreach skill sets. The following are three recent examples:

Ferguson, Missouri – City Manager Recruitment and Selection Process -- 2015

GovHR was selected by the Ferguson Mayor and City Council to facilitate the recruitment and selection process for their City Manager position. This process involved numerous stakeholder interviews, the establishment of a direct email between the citizens and our office to receive confidential feedback and a highly participatory interview process involving panels of community members and a community forum for the candidates. There was significant national media attention focused on the process. The process was viewed as having integrity and transparency as well as resulting in the selection of a candidate who was unanimously approved by the Mayor and City Council.

Cambridge, Massachusetts -- City Manager Recruitment and Selection Process -- 2016

GovHR was selected by the Cambridge Mayor and City Council to facilitate the recruitment and selection process for their City Manager position. We worked with an 18-member Search Committee. This process involved a full week comprised of 30 different stakeholder meetings where the consultants listened to the wide variety of interests and perspectives that make up the Cambridge community. We also met with the key business leaders and representatives from the educational institutions – Harvard, MIT and Lesley Universities.

International City/County Management Association – Executive Director Recruitment and Selection Process -- 2015/16

In order to facilitate stakeholder feedback, GovHR hosted a “Listening Post” at the ICMA conference so members could provide their opinions and feedback. Comment cards were also available. In addition, at least five different targeted surveys were developed for the various stakeholder groups. This data was very useful to the Search Committee and the ICMA Board as they deliberated.

Early Termination of Recruitment Process

If the City decides to terminate the City Manager recruitment process for any reason, GovHR would expect to receive reasonable compensation for all satisfactory services provided and expenses incurred through the date of termination.

Philosophy

Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Client not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Bloomington beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 24 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and

national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.

- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE CITY OF BLOOMINGTON, ILLINOIS

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHY

Joellen C. Earl
Chief Executive Officer, GovHR USA
President/Co-owner – GovTempsUSA

Joellen Earl is the Co-Owner of GovHR USA, LLC, a company that combines Voorhees Associates, LLC and GovTempsUSA, LLC. GovHR USA focuses on recruitment, interim staffing, management and human resources consulting and professional development. Prior to creating GovHR USA, Ms. Earl founded GovTempsUSA along with Ms. Heidi Voorhees. She has managed the day-to-day operations of the interim staffing firm since its inception in 2011 and has overseen numerous human resources studies, recruitments and related projects.

Ms. Earl is currently working on the City Manager recruitment for Grand Rapids, Michigan, and recently completed the City Manager search for Joliet, Illinois; the Human Resources Director for Decatur, Illinois; and the Township Manager for Ferguson Township, Pennsylvania (with GovHR Vice President Joe De Lopez). She has also conducted successful searches for the City Manager of Cambridge, Massachusetts (with Heidi Voorhees/2016); the Town Manager in Enfield, Connecticut (2016); and the Town Managers in both Williamstown and Provincetown, Massachusetts (2015). Ms. Earl also works on Classification and Compensation Studies for municipalities, and is currently serving as the Project Manager on Studies in Weston, Massachusetts; and Moline and McHenry, Illinois. She recently completed Studies in Eastham and Needham, Massachusetts; Windsor, Connecticut; and Joliet and Arlington Heights, Illinois.

Ms. Earl is regarded for the commitment and dedication she has shown in her service to local government over her twenty-four year career. She is a seasoned manager, with expertise in public sector human resources management. She has worked in three states: Massachusetts, North Carolina and Illinois; and in six jurisdictions, with populations ranging from 15,000 to 150,000: Holden, Northborough, Yarmouth and Barnstable, Massachusetts; Catawba County, North Carolina; and Evanston, Illinois. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

One of Ms. Earl's significant abilities is to think and act strategically. She has the proven ability to start with a conceptual idea, identify stakeholders, develop a scope of work, supervise the agreed upon process, and deliver desired outcomes.

In addition, she is adept at assessing service delivery, identifying efficiencies and areas of opportunities and implementing recommendations. In Evanston, she took a newly formed department of Administrative Services and improved operations in all areas: Finance, Human Resources, Information Technology and Parking Operations, with a 30% reduction in staff.

Ms. Earl holds an undergraduate degree in Economics from Worcester State College in Worcester and a Master of Public Administration degree from Northeastern University in Boston, MA. She is a proponent of continuing education and continuous learning. She attended the Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service in 2008.

Ms. Earl has valued her professional affiliations throughout her career and has been privileged to serve on numerous local, state and national committees. A highlight was serving on the International City/County Management Association (ICMA) Executive Board from 2001 to 2003.



GovHR USA

GovTempsUSA

City of Bloomington, IL
City Manager Search



Joellen Cademartori Earl, Chief Executive Officer

February 12, 2018

630 Dundee Road, Suite 130, Northbrook, IL 60062

Local: 847.380.3240 info@govhrusa.com GovHRUSA.com

Outline

- Our Philosophy
- Our Experience
- Our Process
- The Path to Success
 - Our Guarantee and Commitment
- Reasons to Consider GovHR USA

Our Philosophy

Service – We are your partner throughout the process.

Integrity – We deliver our services thoroughly, on time, and professionally. We encourage you to talk with any of our previous clients.

Trust – We provide you with our honest assessment of candidates.

Respect – We are well regarded in both the local government and executive recruitment professions, bringing credibility to your process.

Our Experience

- Consultants are located in Arizona, Florida, Illinois, Indiana, Michigan and Wisconsin, giving us national expertise and contacts.
- Since 2009, GovHR USA has been engaged to conduct approximately 400 recruitments in 26 states.
- 28% of our Clients are repeat customers, and of those repeat customers, 46% have conducted more than two searches.
- Our Consultants (26) bring a unique combination of experience in executive recruitment and in serving as managers in all disciplines of local government.

Consultant Joellen Earl

- Conducted 70 recruitments and management studies for communities across the country.
 - Grand Rapids, Michigan
- Held Assistant Town and County Manager positions in communities in Massachusetts, North Carolina and Illinois for 24 years.
- Expertise in Executive Recruitment and Human Resources Management and Consulting.

Our Tailored Process

- Organizational and Position Assessment
 - Understanding of challenges, opportunities, organizational culture and expectations is critical to success.
 - Interviews with City Council Members
 - Interviews with key City Staff Members
 - Interviews with other Stakeholders

- Development of Recruitment Brochure
 - Detailed recruiting tool that is widely e-mailed, handed out at professional meetings, and posted on our website.

Our Process (cont'd.)

- Candidate Contact and Open Recruitment
 - Place position announcement on social media and on professional websites including ICMA.
 - Outreach to potential candidates using email, telephone calls, and personal contact, including those recommended through outreach.
 - Development of 1,000+ email database specific to the City Manager recruitment.
- Complete Process Coordination
 - Acknowledgement and management of candidate applications and submitted materials.

Our Process (cont'd.)

- Initial Screening
 - Screen/review all applicants matching credentials with criteria in recruitment brochure.

 - Due Diligence
 - Skype interview with prospective candidates.
 - Conduct background inquiries and reference calls.
 - Search internet and all social media sites for news stories and posts on Twitter and Facebook pertaining to candidates.

 - Prepare and Present Report
 - Identification of semi-finalists for interview consideration.
Report on interviews and references.
-

Our Process (cont'd.)

- Facilitate selection of finalists for interview.
 - Conduct leadership assessment if requested.
 - Arrange for additional background inquiries prior to interview.
 - Criminal, credit, motor vehicle and educational verification.
 - Prepare interview questions and procedures for review, editing and comment.
 - Facilitate final interviews and selection, ensuring the City Council has the information it needs to make a final decision.
 - Aid in negotiation of contract, if desired.
-

The Path to Success

- Success requires a partnership between GovHR USA and the Bloomington City Council.
- We are known for our process, approach, network and record of our guarantee.
- We are known for our commitment to diversity.
- We are known for our commitment to communication.
- We are known for our commitment to the profession of local government management.

Our Guarantee

- We stay with you until you have selected the ideal candidate.
 - We will search for additional candidates if necessary – no additional consultant fee.
- We offer a two year guarantee for our candidates.
 - No consultant fee for a new search, only expenses.
- We will not actively recruit the new City Manager for at least five years.

Diversity

- Outreach through professional associations and our network.

Number of GovHR USA Recruitments: May 2014- 2015 2016	Number of Candidates Recommended to Clients	Number of Minority Candidates	Number of Female Candidates
48 27	527 369	52/10% 41/11%	120/23% 75/20%

Our Commitment – Communication

- Accessible throughout the process – via telephone and email.
- Maintain regular contact with our liaison(s) as assigned by the City - will provide regular updates throughout the process, in addition to established milestones.
- Provide regular status updates by telephone or email as requested.
- Follow-up with candidates.

Our Commitment - Profession

- We provide counseling services to anyone who requests it for no charge – interview advice, resume review – including MITs.
 - We offer sessions for mock interviews and resume reviews during state association conferences for no charge.
 - We regularly present at national and state conferences on a variety of topics – ICMA, state conferences in Massachusetts, Iowa, Illinois, North Carolina, Ohio and Wisconsin.
 - We work to promote women in the profession.
-

Reasons to Consider GovHR USA

- Depth of experience in executive recruitment throughout the United States.
- Extensive outreach component to recruitment and selection process including information gathering at process outset to candidate outreach.
- Our professional guarantee.
- Knowledge of and commitment to diversity, communication and professional local government management.
- Our excellent reputation.

We hope to have the opportunity to
work with you!



Thank you!