



**CITY OF  
BLOOMINGTON  
COUNCIL WORK  
SESSION MEETING  
DECEMBER 14, 2015**

# REGULAR AGENDA



**CITY COUNCIL WORK SESSION MEETING**

**CITY COUNCIL CHAMBERS**

**109 EAST OLIVE STREET; BLOOMINGTON, IL 61701**

**MONDAY, DECEMBER 14, 2015; 5:00 PM**

1. Call to Order
2. Roll Call
3. Public Comment
4. Employee Satisfaction Survey Results (*Recommend that the City receives the results of the 2015 Employee Satisfaction Survey.*) (*Presentation by Nicole Albertson, Human Resource Director and Dr. Lusk 30 minutes, Council discussion 15 minutes*)
5. Sewer and Storm Water Rate Study (*Presentation by Colin Drat and Tom Beckley, Raftelis Financial Consultants, Inc., 30 minutes, Council discussion 30minutes*)
6. Adjourn (approximately 6:45 p.m.)



## WORK SESSION AGENDA ITEM NO. 4A

FOR COUNCIL: December 14, 2015

SUBJECT: Employee Satisfaction Survey Results

**RECOMMENDATION/MOTION:** That the City receives the results of the 2015 Employee Satisfaction Survey.

**STRATEGIC PLAN LINK:** Goal No. 1 Financially Sound City Providing Quality Basic Services

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

**BACKGROUND:** We are excited to announce that we have completed our first City-wide Employee Satisfaction Survey. This year's Employee Survey results will set the baseline for future results and will help City Staff identify key areas of concern, as well as key areas of great strength and ability.

### **Methodology**

We partnered with Dr. John Lust, with the College of Business at Illinois State University to assist us with data collection, insuring statistical validity of the data, as well as reporting of the results. These confidential surveys were offered to employees in two formats:

1. On-line via web-link to the Qualtrics software program used at ISU; or
2. Paper survey document provided along with self-addressed, stamped envelope to be mailed directly to Dr. Lust at ISU.

Employees were able to complete an on-line survey between 12:00pm September 15<sup>th</sup>, 2015 and 11:59pm September 30<sup>th</sup>, 2015. Only those paper surveys post-marked on or before September 30<sup>th</sup>, 2015, were accepted.

### **Communication**

It's important to note this survey included ALL EMPLOYEES City-wide, including Full-time and Seasonals in EVERY department. Multiple methods were used to communicate and encourage employees to participate in the survey via city e-mail, personal e-mail, employee newsletter, verbal communications, and staff meetings. Directors received a supply of flyers the week prior to the survey that were posted in break rooms, by time clocks, etc. and copied to hand out to staff who may not have access to e-mail.

### **Participation**

It was important for us to aim for a high participation rate City-wide, so we could be sure the results reflected the attitudes of our entire workforce. Of the 1,113 total full-time and seasonal employees, 371 participated, giving us a response rate of 33%.

**Sharing of Results**

Directors received a packet of the survey results that included the survey results. Results have also been shared with employees via a direct mail piece mailed directly to their homes that highlights for them the positive and the negative results and plans to work with both.

**COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED:** Not applicable

**FINANCIAL IMPACT:** The financial impact to the City is minimal as expense was limited to cost of paper and material to distribute survey communication and results. Using the results to improve our overall employee job satisfaction will have a positive financial impact in the long-run.

Respectfully submitted for Council consideration.

Prepared by: Nicole R. Albertson, Human Resources Director

Financial Services Review: Patti-Lynn Silva, Finance Director

Legal review by: Jeffery R. Jurgens, Corporate Counsel

Recommended by:



David A. Hales  
City Manager

**Attachments:**

- Employee Survey Results

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Motion: That the City receives the results of the 2015 Employee Satisfaction Survey.

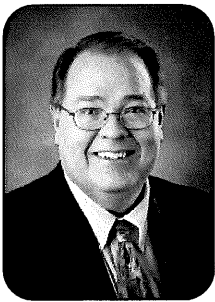
Motion: \_\_\_\_\_ Seconded by: \_\_\_\_\_

	Aye	Nay	Other		Aye	Nay	Other
Alderman Black				Alderman Mwilambwe			
Alderman Buragas				Alderman Painter			
Alderman Fruin				Alderman Sage			
Alderman Hauman				Alderman Schmidt			
Alderman Lower							
				Mayor Renner			

# Survey Results



**Thank you for your feedback;  
Your opinion matters!**



Dear Valued City of Bloomington Employees:

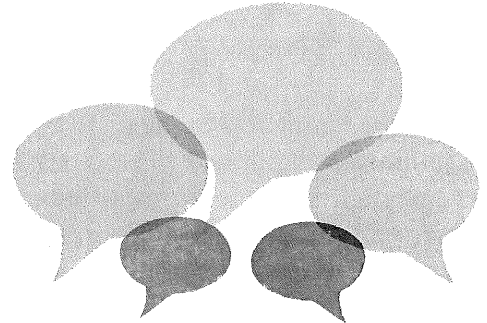
This fall, we asked you to participate in a confidential Employee Satisfaction Survey, the first opinion poll of our entire workforce in well over five years. This survey was critical to discovering what we do well and what we can strive to make better. A high-level overview of the results of this survey will be shared with our City Council at their December 14 meeting. I want to thank our HR department for spearheading this initiative, ISU for assisting with the compilation of results, and each employee that took the time to complete the survey.

The City aims to be a premiere employer in central Illinois and to attract and maintain the very best and most talented individuals to work here. To achieve this goal, employee feedback is critical. Please know your ideas and questions are welcome anytime. Always feel free to email me at [dhales@cityblm.org](mailto:dhales@cityblm.org) or call my office at 309-434-2210 to make an appointment.

Thank you for all you do to make Bloomington a great place to live and the City a great place to work. You play an important role in making Bloomington the very best it can be.

Sincerely,

David A. Hales, City Manager



## Just the Facts:

- The 2015 Employee Satisfaction Survey was conducted from September 15-30, 2015, and was offered either via online link or paper and pencil format.
- 371 employees from all City departments participated in the survey, giving us an overall participation rate of 33%.
- As compared to previous employee surveys and market benchmarks, this is a successful rate.

*Survey Says...*

Overall, people are satisfied with their jobs at the City of Bloomington and have ideas about how to improve them. What employees like most is taking care of our citizens, feeling like their work is important, our commitment to wellness and safety, being treated with respect and appreciation, and a good teamwork environment.

Employees know that our focus is our citizens and that the City is innovative and open to change to continually provide the best in customer service. Employees are committed to working with management to make this a better place to work and are motivated to work hard.

As for their actual work roles, most employees feel that their job responsibilities are clearly defined, they trust their supervisors, and are interested in future opportunities for professional development.



For questions regarding the Employee Survey, please contact your Human Resources department at 309-434-2215.

## Room to Improve

When we asked employees what they liked least about working for the City and what changes they would like to see, we realized we have many opportunities to improve as an organization. Many feel as though management will not take action based on the results of this survey. Of those who participated, many feel that the City could do a better job with communication and accountability. Specifically, the entire sample responded that even though they are generally satisfied with pay and benefits, they are slightly dissatisfied with the frequency of pay raises, as well as the amount of the increases.

## By the Numbers

Survey results were grouped and reported by KPI (Key Performance Indicators), but a drill down to specific questions also provides a sense of what employees think. Here are the questions with the most and least favorable results.

### Questions in which the City scored mostly in the "Agree/Strongly Agree" range are:

- I feel like my work is important.
- I am a member of a real team.
- I know who to contact when I have a problem or concern.
- People are treated with respect and appreciation regardless of race, gender, position, function/department, age, disability, etc.
- I trust my supervisor.
- I am motivated to work hard.
- My job responsibilities are clearly defined.
- My supervisor truly cares about my safety.

### Questions in which the City scored mostly in the "Disagree/Strongly Disagree" range are:

- Management listens and responds to my concerns.
- My opinions seem to count.
- I have a clear understanding of the City's vision, mission and values.
- I am satisfied with the culture and image of the City.

## Moving Forward

Plans are in place to begin developing an Employee Advisory Focus Group to help formulate and implement action plans based on the feedback we received from this survey. Offering the survey online allowed for a more efficient process and will allow for us to conduct employee surveys more frequently.

# RESULTS OF EMPLOYEE ATTITUDE SURVEY

City of Bloomington  
Fall 2015



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## SURVEY PROCESS

- Surveys distributed to all City of Bloomington employees during Fall, 2015
- Employees had the choice of responding on-line (via Qualtrics) or with paper and pencil
- 1113 were distributed to all regular and seasonal employees
- 371 were returned for a 33% response rate



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## PROCESS CONT.

Of the returns, 332 employees used the on-line version (89.5%) while the remaining 39 (10.5%) used paper-pencil

- The survey had both quantitative and open-ended questions
- The last full survey was in 2005
  - Questions used were more limited in scope so it is difficult to compare



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**SECTION 1: COMMUNICATION AND INVOLVEMENT  
(QUESTIONS 1 -- 11)**

▪ Questions with the most positive responses:

▪ I am committed to work with City management to make this organization a better place to work.

▪ 1 & 2	disagree	19	5.2%
▪ 3	neutral	62	17.1%
▪ 4 & 5	agree	280	77.6%

2015 Mean = 4.03



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**SECTION 1 CONT.**

▪ I feel like my work is important.

▪ 1 & 2	disagree	34	9.4%
▪ 3	neutral	31	8.6%
▪ 4 & 5	agree	296	82.0%

2015 Mean = 4.06



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**SECTION 1 CONT.**

▪ I know who to contact when I have a problem or concern.

▪ 1 & 2	disagree	27	7.5%
▪ 3	neutral	23	6.4%
▪ 4 & 5	agree	311	86.1%

2015 Mean = 4.04



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**SECTION 1 CONT.**

• **Potential problem areas:**

• I have a clear understanding of the City's vision, mission and values.

• 1 & 2	disagree	151	42.7%
• 3	neutral	97	26.8%
• 4 & 5	agree	114	31.5%

2015 Mean = 2.81



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**SECTION 1 CONT.**

• **My opinions seem to count.**

• 1 & 2	disagree	153	42.4%
• 3	neutral	83	23.0%
• 4 & 5	agree	125	34.6%

2015 Mean = 2.81



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**SECTION 2: SUPERVISION & TRAINING  
(QUESTIONS 13 – 26)**

• **Most positive responses:**

• I am willing to report any wrongdoings against citizens to my supervisor.

• 1 & 2	disagree	15	4.2%
• 3	neutral	39	10.8%
• 4 & 5	agree	306	85.0%

2015 Mean = 4.07



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**SECTION 2 CONT.**

▪ I am comfortable suggesting ways of improving work processes to my direct supervisor.

▪ 1 & 2	disagree	54	15.0%
▪ 3	neutral	29	8.0%
▪ 4 & 5	agree	277	76.9%

2015 Mean = 3.83



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**SECTION 2 CONT.**

▪ I trust my supervisor.

▪ 1 & 2	disagree	70	18.8%
▪ 3	neutral	46	12.3%
▪ 4 & 5	agree	256	68.8%

2015 Mean = 3.81



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**SECTION 2 CONT.**

▪ Potential problem areas:

▪ Poor performance is dealt with promptly.

▪ 1 & 2	disagree	160	44.8%
▪ 3	neutral	99	27.5%
▪ 4 & 5	agree	100	27.8%

2015 Mean = 2.65



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**SECTION 3: CITY CULTURE & IMAGE  
(QUESTIONS 27 – 31)**

▪ **Potential problem areas:**

▪ People are concerned about what is good for the entire City more than what is good for themselves.

▪ 1 & 2	disagree	173	48.0%
▪ 3	neutral	126	35.0%
▪ 4 & 5	agree	61	16.9%

2015 Mean = 2.56



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**SECTION 3 CONT.**

▪ Overall, I am satisfied with the Culture and Image of the City.

▪ 1 & 2	disagree	154	42.6%
▪ 3	neutral	115	31.8%
▪ 4 & 5	agree	92	25.5%

2015 Mean = 2.71



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**SECTION 4: WELLNESS AND SAFETY  
(QUESTIONS 32 – 41)**

▪ **Most positive responses:**

▪ I have the materials and equipment I need to work safely.

▪ 1 & 2	disagree	39	10.8%
▪ 3	neutral	39	10.8%
▪ 4 & 5	agree	284	78.4%

2015 Mean = 3.82



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**SECTION 4 CONT.**

▪ Supervisors promote and support Wellness and Safety here at work.

▪ 1 & 2	disagree	45	12.5%
▪ 3	neutral	66	18.3%
▪ 4 & 5	agree	249	69.2%

2015 Mean = 3.69

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**SECTION 4 CONT.**

▪ My supervisor truly cares about my safety.

▪ 1 & 2	disagree	25	6.9%
▪ 3	neutral	65	18.0%
▪ 4 & 5	agree	271	75.0%

2015 Mean = 3.91

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**SECTION 5: PAY & BENEFITS (QUESTIONS 42 – 64)**

▪ There are four areas which impact pay satisfaction:

- Pay level
- Raises
- Benefits
- Other (including communication, work conditions, etc.)

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**SECTION 5: PAY LEVEL**

▪ Pay for the work that I do.

▪ 1 & 2	dissatisfied	96	26.8%
▪ 3	neutral	74	20.7%
▪ 4 & 5	satisfied	188	52.5%

2015 Mean = 3.526



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**SECTION 5: RAISES**

▪ My last pay raise.

▪ 1 & 2	dissatisfied	118	34.9%
▪ 3	neutral	97	28.8%
▪ 4 & 5	satisfied	122	36.2%

2015 Mean = 2.90



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**SECTION 5: RAISES (CONT.)**

▪ Frequency of pay increases.

▪ 1 & 2	dissatisfied	120	35.8%
▪ 3	neutral	101	30.1%
▪ 4 & 5	satisfied	114	34.0%

2015 Mean = 2.87



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### SECTION 5: BENEFITS

▪ Most positive responses to specific benefits:

▪ Sick Leave:

▪ 1 & 2	dissatisfied	23	6.9%
▪ 3	neutral	70	21.2%
▪ 4 & 5	satisfied	237	71.8%

2015 Mean = 3.90



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### SECTION 5: BENEFITS (CONT.)

▪ Vacation Pay.

▪ 1 & 2	dissatisfied	37	11.4%
▪ 3	neutral	61	18.7%
▪ 4 & 5	satisfied	227	69.8%

2015 Mean = 3.76



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### SECTION 5: BENEFITS (CONT.)

▪ My Retirement and Pension Program.

▪ 1 & 2	dissatisfied	27	8.5%
▪ 3	neutral	73	23.0%
▪ 4 & 5	satisfied	217	68.4%

2015 Mean = 3.78



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**SECTION 5: BENEFITS (CONT.)**

▪ Health Benefits – The current network of Doctors/Hospitals.

▪ 1 & 2	dissatisfied	20	6.0%
▪ 3	neutral	72	21.6%
▪ 4 & 5	satisfied	241	72.3%

2015 Mean = 3.81



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**SECTION 5: BENEFIT COMMUNICATION**

▪ Communication about my pay and benefit program.

▪ 1 & 2	dissatisfied	69	20.0%
▪ 3	neutral	145	42.0%
▪ 4 & 5	satisfied	131	38.0%

09 Mean = 3.17



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**SECTION 5: OTHER**

▪ The hours I am scheduled to work.

▪ 1 & 2	dissatisfied	46	13.0%
▪ 3	neutral	77	21.9%
▪ 4 & 5	satisfied	229	65.0%

2015 Mean = 3.63



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**SECTION 5: OTHER (CONT.)**

▪ Overtime policy and practice.

▪ 1 & 2	dissatisfied	67	21.9%
▪ 3	neutral	111	36.4%
▪ 4 & 5	satisfied	127	41.6%

2015 Mean = 3.14

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**SECTION 5: SUMMARY**

▪ Overall satisfaction with my Health Insurance Benefit.

▪ 1 & 2	dissatisfied	24	7.8%
▪ 3	neutral	85	27.6%
▪ 4 & 5	satisfied	199	64.6%

2015 Mean = 3.72

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**SECTION 5: SUMMARY**

▪ Overall satisfaction with my Pay and Benefits program.

▪ 1 & 2	dissatisfied	70	20.2%
▪ 3	neutral	89	25.6%
▪ 4 & 5	satisfied	188	54.2%

2015 Mean = 3.36

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**THOUGHTS GOING FORWARD –  
NOW WHAT?**

- The problem areas suggest options:
  - Several of the items need more clarifying information:
  - “Poor performance is dealt with promptly”
    - In the individual unit or is one seeing the situation across areas?



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**NOW WHAT? (CONT.)**

- Problems and options continued:
  - “Overall, I am satisfied with the Culture and Image of the city.”
    - Are the views in reference to City Government or to the broader City of Bloomington?
  - “I have a clear understanding of the City’s vision, mission and values.”
    - Does this exist in Council, etc.?



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**RECOMMENDATIONS**

- I would suggest a couple possibilities to deal with the few negative results:
  - I might do a few focus groups with employees to clarify the issues just mentioned
  - Once those are done I might use an “ad hoc employee task force” to suggest options for working on the issues



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### RECOMMENDATIONS (CONT.)

- Possible recommendations:
  - Note that some areas you can't work on so I would not be too worried about them
    - Raises (based on ability to pay)
    - My opinions seem to count
  - Do not change the positives:
    - Benefits
    - Safety and Health related areas

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### RECOMMENDATIONS (CONT.)

- In summary, these survey results are very positive
- Most certainly there are a few areas to think about but overall the results are strong
- These results indicate as positive a work environment as one might hope for

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### GOING FORWARD

- I would redo the survey in about two years
  - This would allow time for any changes to have an impact
- I would also recommend doing a survey for "full-time" employees and one for seasonal
- That way we can better monitor return rates

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**SECTION 1:** This section of the survey concerns your views on COMMUNICATION and INVOLVEMENT in the workplace. Please answer each question using the responses provided.

I am kept informed about what is going on in the City.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	36	125	Mean = 3.08
<input type="radio"/> Disagree (2)	89		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	66	66	Stan. dev. = 1.135
<input type="radio"/> Agree (4)	149		
<input type="radio"/> Strongly Agree (5)	21	170	

Management listens and responds to my concerns.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	47	125	Mean = 3.04
<input type="radio"/> Disagree (2)	78		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	84	84	Stan. dev. = 1.198
<input type="radio"/> Agree (4)	119		
<input type="radio"/> Strongly Agree (5)	33	152	

My opinions seem to count.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	64	153	Mean = 2.81
<input type="radio"/> Disagree (2)	89		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	83	83	Stan. dev. = 1.209
<input type="radio"/> Agree (4)	102		<b>KEY RESULT</b>
<input type="radio"/> Strongly Agree (5)	23	125	

I have a clear understanding of the City's vision, mission and values.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	48	151	Mean = 2.82
<input type="radio"/> Disagree (2)	103		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	97	97	Stan. dev. = 1.260
<input type="radio"/> Agree (4)	93		<b>KEY RESULT</b>
<input type="radio"/> Strongly Agree (5)	21	114	

Communication within my department is good.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	41	112	Mean = 3.27
<input type="radio"/> Disagree (2)	71		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	54	54	Stan. dev. = 1.260
<input type="radio"/> Agree (4)	139		
<input type="radio"/> Strongly Agree (5)	56	195	

I feel like my work is important.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	14	34	Mean = 4.06
<input type="radio"/> Disagree (2)	20		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	31	31	Stan. dev. = 1.013
<input type="radio"/> Agree (4)	162		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	134	296	

I am a member of a real team.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	21	66	Mean = 3.66
<input type="radio"/> Disagree (2)	45		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	56	56	Stan. dev. = 1.150
<input type="radio"/> Agree (4)	148		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	88	236	

I know who to contact when I have a problem or concern.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	8	27	Mean = 4.04
<input type="radio"/> Disagree (2)	19		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	23	23	Stan. dev. = 0.864
<input type="radio"/> Agree (4)	213		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	98	311	

People are treated with respect and appreciation regardless of race, gender, position, function/department, age, disability, etc.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	34	77	Mean = 3.60
<input type="radio"/> Disagree (2)	43		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	48	48	Stan. dev. = 1.249
<input type="radio"/> Agree (4)	143		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	91	234	

I am committed to work with City management to make this organization a better place to work.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	8	19	Mean = 4.03
<input type="radio"/> Disagree (2)	11		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	62	62	Stan. dev. = 0.909
<input type="radio"/> Agree (4)	160		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	120	280	

Overall, I am satisfied with communication/involvement within the City.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	44	138	Mean = 2.85
<input type="radio"/> Disagree (2)	94		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	111	111	Stan. dev. =1.070
<input type="radio"/> Agree (4)	100		
<input type="radio"/> Strongly Agree (5)	13	113	

I prefer the following communication method when receiving information from the City (Check all that apply):

	TOTAL
<input type="checkbox"/> Posters/Flyers (1)	82
<input type="checkbox"/> Internet (2)	81
<input type="checkbox"/> Employee Newsletter (3)	<b>149</b>
<input type="checkbox"/> E-mail (4)	<b>322</b>
<input type="checkbox"/> Home mailing (5)	60
<input type="checkbox"/> Text message alerts (6)	38
<input type="checkbox"/> Blog messages (daily or weekly) (7)	10

**SECTION 2:** The next section of the survey evaluates your attitudes about SUPERVISION and TRAINING. Once again, please respond to the questions using the options provided.

I trust my supervisor.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	25	70	Mean = 3.81
<input type="radio"/> Disagree (2)	35		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	46	46	Stan. dev. = 1.203
<input type="radio"/> Agree (4)	132		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	124	256	

My supervisor plays favorites.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	76	212	Mean = 2.51
<input type="radio"/> Disagree (2)	136		Median = 2.00
<input type="radio"/> Neither Agree nor Disagree (3)	69	69	Stan. dev. = 1.205
<input type="radio"/> Agree (4)	51		
<input type="radio"/> Strongly Agree (5)	30	81	

I am motivated to work hard.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	8	45	Mean = 3.79
<input type="radio"/> Disagree (2)	37		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	67	67	Stan. dev. = 1.007
<input type="radio"/> Agree (4)	156		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	91	247	

Poor performance is dealt with promptly.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	80	160	Mean = 2.65
<input type="radio"/> Disagree (2)	80		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	99	99	Stan. dev. = 1.184
<input type="radio"/> Agree (4)	85		<b>KEY RESULT</b>
<input type="radio"/> Strongly Agree (5)	15	100	

Conflicts get resolved promptly and appropriately.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	48	129	Mean = 2.93
<input type="radio"/> Disagree (2)	81		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	102	102	Stan. dev. = 1.139
<input type="radio"/> Agree (4)	109		
<input type="radio"/> Strongly Agree (5)	22	131	

I am willing to report any wrongdoings against citizens to my supervisor.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	5	15	Mean = 4.07
<input type="radio"/> Disagree (2)	10		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	39	39	Stan. Dev. = 0.787
<input type="radio"/> Agree (4)	206		<b>KEY RESULT ++</b>
<input type="radio"/> Strongly Agree (5)	100	306	

My job responsibilities are clearly defined.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	18	61	Mean = 3.65
<input type="radio"/> Disagree (2)	43		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	53	53	Stan. dev. = 1.069
<input type="radio"/> Agree (4)	179		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	68	247	

I am provided the training I need to do my job effectively

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	22	79	Mean = 3.40
<input type="radio"/> Disagree (2)	57		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	79	79	Stan. dev. = 1.069
<input type="radio"/> Agree (4)	164		
<input type="radio"/> Strongly Agree (5)	40	204	

In the last 12 months my direct supervisor has talked to me about me performance.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	31	80	Mean = 3.46
<input type="radio"/> Disagree (2)	49		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	51	51	Stan. dev.= 1.139
<input type="radio"/> Agree (4)	184		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	47	231	

My department head is a capable decision maker.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	31	72	Mean = 3.63
<input type="radio"/> Disagree (2)	41		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	59	59	Stan. dev.= 1.246
<input type="radio"/> Agree (4)	126		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	103	229	



I am comfortable suggesting ways of improving work processes to my direct supervisor.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	16	54	Mean = 3.83
<input type="radio"/> Disagree (2)	38		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	29	29	Stan. dev. = 1.063
<input type="radio"/> Agree (4)	186		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	91	277	

My department head is good at providing support and guidance to his/her employees.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	27	92	Mean = 3.42
<input type="radio"/> Disagree (2)	65		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	69	69	Stan. dev. = 1.205
<input type="radio"/> Agree (4)	128		
<input type="radio"/> Strongly Agree (5)	71	199	

Overall, I am satisfied with supervision in the City.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	41	118	Mean = 3.05
<input type="radio"/> Disagree (2)	77		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	94	94	Stan. dev. = 1.147
<input type="radio"/> Agree (4)	120		
<input type="radio"/> Strongly Agree (5)	28	148	

**SECTION 3:** Now we will focus on your views of the CITY CULTURE AND IMAGE.

People are concerned about what is good for the entire City more than what is good for themselves.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	53	173	Mean = 2.56
<input type="radio"/> Disagree (2)	120		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	126	126	Stan. dev. = 0.969
<input type="radio"/> Agree (4)	56		<b>KEY RESULT</b>
<input type="radio"/> Strongly Agree (5)	5	61	

Employees are treated with courtesy and respect.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	36	103	Mean = 3.10
<input type="radio"/> Disagree (2)	67		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	99	99	Stan. dev. = 1.069
<input type="radio"/> Agree (4)	144		
<input type="radio"/> Strongly Agree (5)	15	159	

My employer cares about me.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	56	131	Mean = 2.91
<input type="radio"/> Disagree (2)	75		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	102	102	Stan. dev. = 1.181
<input type="radio"/> Agree (4)	102		
<input type="radio"/> Strongly Agree (5)	26	128	

Overall, I am satisfied with the Culture and Image of the City.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	51	154	Mean = 2.71
<input type="radio"/> Disagree (2)	103		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	115	115	Stan. dev. = 1.044
<input type="radio"/> Agree (4)	84		<b>KEY RESULT</b>
<input type="radio"/> Strongly Agree (5)	8	92	

**SECTION 4:** This next section focuses on your views concerning WELLNESS and SAFETY.

Supervisors promote and support Wellness and Safety here at work.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	12	45	Mean = 3.69
<input type="radio"/> Disagree (2)	33		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	68	68	Stan. dev. = 0.956
<input type="radio"/> Agree (4)	192		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	57	249	

Employee wellness is a priority for the City of Bloomington.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	26	76	Mean = 3.34
<input type="radio"/> Disagree (2)	50		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	93	93	Stan. dev. = 1.052
<input type="radio"/> Agree (4)	161		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	31	192	

I am familiar with (please check all that apply):

<input type="checkbox"/> Employee Assistance Program (EAP) (1)	271
<input type="checkbox"/> Blue Cross Blue Shield Well on Target (2)	71
<input type="checkbox"/> Blue Cross Blue Shield Life Points (3)	60
<input type="checkbox"/> Blue Cross Blue Shield Fitness Program (4)	175
<input type="checkbox"/> City Health Fair (5)	265
<input type="checkbox"/> City Health Screenings (6)	245
<input type="checkbox"/> City Flu Shot Clinics (7)	302
<input type="checkbox"/> Health Club Reimbursement for Employees (8)	218
<input type="checkbox"/> Wellness Day (day off for qualifying employees) (9)	194

I have the materials and equipment I need to work safely.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	9	39	Mean = 3.82
<input type="radio"/> Disagree (2)	30		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	39	39	Stan. dev. = 0.893
<input type="radio"/> Agree (4)	224		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	60	284	

Identified safety hazards are promptly corrected.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	16	64	Mean = 3.48
<input type="radio"/> Disagree (2)	48		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	88	88	Stan. dev. = 1.011
<input type="radio"/> Agree (4)	166		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	43	209	

New employees are given enough safety information.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	21	66	Mean = 3.30
<input type="radio"/> Disagree (2)	45		Median = 3.00
<input type="radio"/> Neither Agree nor Disagree (3)	129	129	Stan. dev. = 0.982
<input type="radio"/> Agree (4)	138		
<input type="radio"/> Strongly Agree (5)	28	166	

Safety rules are clearly defined and consistently enforced.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	20	76	Mean = 3.32
<input type="radio"/> Disagree (2)	56		Median = 3.50
<input type="radio"/> Neither Agree nor Disagree (3)	104	104	Stan. dev. = 1.018
<input type="radio"/> Agree (4)	149		
<input type="radio"/> Strongly Agree (5)	31	180	

I feel that I am expected to work unsafely at times.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	77	231	Mean = 2.39
<input type="radio"/> Disagree (2)	154		Median = 2.00
<input type="radio"/> Neither Agree nor Disagree (3)	64	64	Stan. dev. = 1.116
<input type="radio"/> Agree (4)	48		<b>KEY RESULT +</b>
<input type="radio"/> Strongly Agree (5)	19	67	

My supervisor truly cares about my safety.

	FREQ.	TOTAL	
<input type="radio"/> Strongly Disagree (1)	11	25	Mean = 3.91
<input type="radio"/> Disagree (2)	14		Median = 4.00
<input type="radio"/> Neither Agree nor Disagree (3)	65	65	Stan. dev. = 0.928
<input type="radio"/> Agree (4)	178		<b>KEY RESULT ++</b>
<input type="radio"/> Strongly Agree (5)	93	271	

Do you feel that safety is a priority for the City?

<input type="radio"/> Yes (1)	<b>271</b>
<input type="radio"/> No (2)	83

**SECTION 5:** The items below describe various aspects of your PAY and BENEFIT package. Note that the responses have changed for these questions. If any item does not apply to you (for example, if you don't have a particular benefit) just leave the question blank.

Sick Leave

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	13	23	Mean = 3.90
<input type="radio"/> Dissatisfied (2)	10		Median = 4.00
<input type="radio"/> Neutral (3)	70	70	Stan. dev. = 0.988
<input type="radio"/> Satisfied (4)	140		<b>KEY RESULT +</b>
<input type="radio"/> Very Satisfied (5)	97	237	

Vacation Pay

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	15	37	Mean = 3.76
<input type="radio"/> Dissatisfied (2)	22		Median = 4.00
<input type="radio"/> Neutral (3)	61	61	Stan. dev. = 1.018
<input type="radio"/> Satisfied (4)	156		<b>KEY RESULT +</b>
<input type="radio"/> Very Satisfied (5)	71	227	

My Retirement and Pension Program

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	13	27	Mean = 3.78
<input type="radio"/> Dissatisfied (2)	14		Median = 4.00
<input type="radio"/> Neutral (3)	73	73	Stan. dev. = 0.973
<input type="radio"/> Satisfied (4)	148		<b>KEY RESULT +</b>
<input type="radio"/> Very Satisfied (5)	69	217	

The Sick Leave Buy Back Program

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	19	38	Mean = 3.57
<input type="radio"/> Dissatisfied (2)	19		Median = 4.00
<input type="radio"/> Neutral (3)	105	105	Stan. dev. = 1.116
<input type="radio"/> Satisfied (4)	82		
<input type="radio"/> Very Satisfied (5)	72	154	

Tuition Reimbursement Program

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	43	63	Mean = 2.86
<input type="radio"/> Dissatisfied (2)	20		Median = 3.00
<input type="radio"/> Neutral (3)	154	154	Stan. dev. = 1.018
<input type="radio"/> Satisfied (4)	43		
<input type="radio"/> Very Satisfied (5)	13	56	

The Service Award Program

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	30	63	Mean = 2.79
<input type="radio"/> Dissatisfied (2)	33		Median = 3.00
<input type="radio"/> Neutral (3)	167	167	Stan. dev. = 0.837
<input type="radio"/> Satisfied (4)	31		
<input type="radio"/> Very Satisfied (5)	3	34	

Employee Activities Committee

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	18	33	Mean = 3.24
<input type="radio"/> Dissatisfied (2)	15		Median = 3.00
<input type="radio"/> Neutral (3)	157	157	Stan. dev. = 0.893
<input type="radio"/> Satisfied (4)	80		
<input type="radio"/> Very Satisfied (5)	20	100	

The Flexible Spending/Flex Cash Program

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	13	26	Mean = 3.44
<input type="radio"/> Dissatisfied (2)	11		Median = 3.00
<input type="radio"/> Neutral (3)	133	133	Stan. dev. = 0.909
<input type="radio"/> Satisfied (4)	98		
<input type="radio"/> Very Satisfied (5)	33	131	

Health Benefits - The current network of Doctors/Hospitals.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	10	20	Mean = 3.81
<input type="radio"/> Dissatisfied (2)	10		Median = 4.00
<input type="radio"/> Neutral (3)	72	72	Stan. dev. = 0.912
<input type="radio"/> Satisfied (4)	151		<b>KEY RESULT ++</b>
<input type="radio"/> Very Satisfied (5)	63	241	

Health Benefits - My cost for the health insurance per paycheck.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	31	88	Mean = 3.08
<input type="radio"/> Dissatisfied (2)	57		Median = 3.00
<input type="radio"/> Neutral (3)	93	93	Stan. dev. = 1.074
<input type="radio"/> Satisfied (4)	112		
<input type="radio"/> Very Satisfied (5)	16	128	

Health Benefits - Customer service support on claim questions.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	5	27	Mean = 3.46
<input type="radio"/> Dissatisfied (2)	22		Median = 3.00
<input type="radio"/> Neutral (3)	127	127	Stan. dev. = 0.824
<input type="radio"/> Satisfied (4)	114		
<input type="radio"/> Very Satisfied (5)	26	140	

Health Benefits -- How quickly my claims are processed

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	4	14	Mean = 3.59
<input type="radio"/> Dissatisfied (2)	10		Median = 4.00
<input type="radio"/> Neutral (3)	122	122	Stan. dev. = 0.768
<input type="radio"/> Satisfied (4)	135		
<input type="radio"/> Very Satisfied (5)	30	165	

Health Benefits -- Out-of-pocket expenses (deductibles, office co-pays, co-insurance, Rx co-pays).

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	15	49	Mean = 3.40
<input type="radio"/> Dissatisfied (2)	34		Median = 4.00
<input type="radio"/> Neutral (3)	103	103	Stan. dev. = 0.980
<input type="radio"/> Satisfied (4)	123		
<input type="radio"/> Very Satisfied (5)	31	154	

Health Benefits -- Overall satisfaction with my Health Insurance Benefit.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	7	24	Mean = 3.72
<input type="radio"/> Dissatisfied (2)	17		Median = 4.00
<input type="radio"/> Neutral (3)	85	85	Stan. dev. = 0.892
<input type="radio"/> Satisfied (4)	146		<b>KEY RESULT +</b>
<input type="radio"/> Very Satisfied (5)	53	199	

Life Insurance Benefits

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	11	36	Mean = 3.27
<input type="radio"/> Dissatisfied (2)	25		Median = 3.00
<input type="radio"/> Neutral (3)	143	143	Stan. dev. = 0.817
<input type="radio"/> Satisfied (4)	104		
<input type="radio"/> Very Satisfied (5)	11	115	

My last pay raise.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	54	118	Mean = 2.90
<input type="radio"/> Dissatisfied (2)	64		Median = 3.00
<input type="radio"/> Neutral (3)	97	97	Stan. dev. = 1.153
<input type="radio"/> Satisfied (4)	106		<b>KEY RESULT</b>
<input type="radio"/> Very Satisfied (5)	16	122	

Overtime policy and practice.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	31	67	Mean = 3.14
<input type="radio"/> Dissatisfied (2)	36		Median = 3.00
<input type="radio"/> Neutral (3)	111	111	Stan. dev. = 1.035
<input type="radio"/> Satisfied (4)	112		
<input type="radio"/> Very Satisfied (5)	15	127	

Frequency of pay increases.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	50	120	Mean = 2.87
<input type="radio"/> Dissatisfied (2)	70		Median = 3.00
<input type="radio"/> Neutral (3)	101	101	Stan. dev. = 1.109
<input type="radio"/> Satisfied (4)	103		<b>KEY RESULT</b>
<input type="radio"/> Very Satisfied (5)	11	121	

The hours I am scheduled to work.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	17	46	Mean = 3.63
<input type="radio"/> Dissatisfied (2)	29		Median = 4.00
<input type="radio"/> Neutral (3)	77	77	Stan. dev. = 1.007
<input type="radio"/> Satisfied (4)	172		<b>KEY RESULT +</b>
<input type="radio"/> Very Satisfied (5)	57	229	

Pay for the work that I do.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	34	96	Mean = 3.26
<input type="radio"/> Dissatisfied (2)	62		Median = 4.00
<input type="radio"/> Neutral (3)	74	74	Stan. dev. = 1.140
<input type="radio"/> Satisfied (4)	154		
<input type="radio"/> Very Satisfied (5)	34	188	



Communication about my pay and benefit program.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	20	69	Mean = 3.17 Median = 3.00 Stan. dev. = 0.927
<input type="radio"/> Dissatisfied (2)	49		
<input type="radio"/> Neutral (3)	145	145	
<input type="radio"/> Satisfied (4)	116		
<input type="radio"/> Very Satisfied (5)	15	131	

Overall satisfaction with my pay and benefits program.

	FREQ.	TOTAL	
<input type="radio"/> Very Dissatisfied (1)	20	70	Mean = 3.36 Median = 4.00 Stan. dev. = 1.008
<input type="radio"/> Dissatisfied (2)	50		
<input type="radio"/> Neutral (3)	89	89	
<input type="radio"/> Satisfied (4)	162		
<input type="radio"/> Very Satisfied (5)	26	188	

I would like more information on (please choose all that apply):

<input type="checkbox"/> Leave Benefits (1)	41
<input type="checkbox"/> Pension IMRF/Fire/Police (2)	60
<input type="checkbox"/> ICMA 457 Deferred Compensation (3)	63
<input type="checkbox"/> Tuition Reimbursement (4)	86
<input type="checkbox"/> Service Awards (5)	47
<input type="checkbox"/> Wellness Benefits and Activities (6)	37
<input type="checkbox"/> Employee Activity Committee (EAC) (7)	25
<input type="checkbox"/> Employee Assistance Program (EAP) (8)	20
<input type="checkbox"/> Flexible Spending Health/Dependent Care (9)	22
<input type="checkbox"/> Health Insurance (10)	37
<input type="checkbox"/> Dental Insurance (11)	32
<input type="checkbox"/> Vision Insurance (12)	30
<input type="checkbox"/> Group Life Insurance (13)	39

Which department are you in?

<input type="radio"/> Fire (1)	40
<input type="radio"/> Parks, Recreation and Cultural Arts (2)	81
<input type="radio"/> Community Development (3)	15
<input type="radio"/> Police (4)	76
<input type="radio"/> Public Works (5)	47
<input type="radio"/> Water (6)	19
<input type="radio"/> Administration (7)	7
<input type="radio"/> City Clerk (8)	2
<input type="radio"/> Legal (9)	2 (Note 7, 8, & 9 are combined)
<input type="radio"/> Human Resources (10)	6
<input type="radio"/> Information Services (11)	12
<input type="radio"/> Finance (12)	10
<input type="radio"/> Blank response (99)	54

**Your input Counts** -- Please answer the following additional questions.

What do you like best about working for the City of Bloomington?

What do you like least about working for the City of Bloomington?

What things would you like to see changed most about working for the City of Bloomington? How would you make these changes?

Would you be interested in the City offering a formal employee recognition program? If so, what kind of program would you like to see?





WORK SESSION MEETING  
AGENDA ITEM 5A

Sewer and Storm Water Rate Study (Presentation by Colin Drat and Tom Beckley, Raftelis Financial Consultants, Inc., 30 minutes, Council discussion 30 minutes)



# CITY OF **BLOOMINGTON**

## **Sewer and Stormwater Financial Plans**

*City Council Presentation / December 14, 2015*

# TODAY'S PRESENTATION

Draft Financial Plans

---

Draft Rate Forecast and Impacts

---

Council Discussion

# FINANCIAL PLANS

# FINANCIAL PLANNING PROCESS

Project Revenues at Existing Rates



```
graph TD; A[Project Revenues at Existing Rates] --> B[Project Expenditures]; B --> C[Project Reserve Requirements]; C --> D[Evaluate Revenue Sufficiency];
```

The diagram illustrates a four-step financial planning process. It begins with 'Project Revenues at Existing Rates' in a dark blue box, followed by 'Project Expenditures' in a medium blue box, then 'Project Reserve Requirements' in a light blue box, and finally 'Evaluate Revenue Sufficiency' in a green box. Each step is connected to the next by a downward-pointing arrow.

Project Expenditures

Project Reserve Requirements

Evaluate Revenue Sufficiency



# Revenues

## Considerations

- » No increase in storm fees since FY 2004, no increase in Sewer fees since FY 2012
- » Slowed growth in customer accounts
- » Declining per customer billed usage
  - Increased fixture efficiency
  - Price Elasticity
  - Conservation Ethos
- » Climatic Considerations
  - Cold Wet Years->Decreased Revenue
  - Hot Dry Years->Increased Revenue

## Assumptions

- » Flat forecast of both Sewer and Stormwater accounts
- » Conservative given minimal growth
- » Flat usage per account for Sewer

# Expenditures: Operating

## Considerations

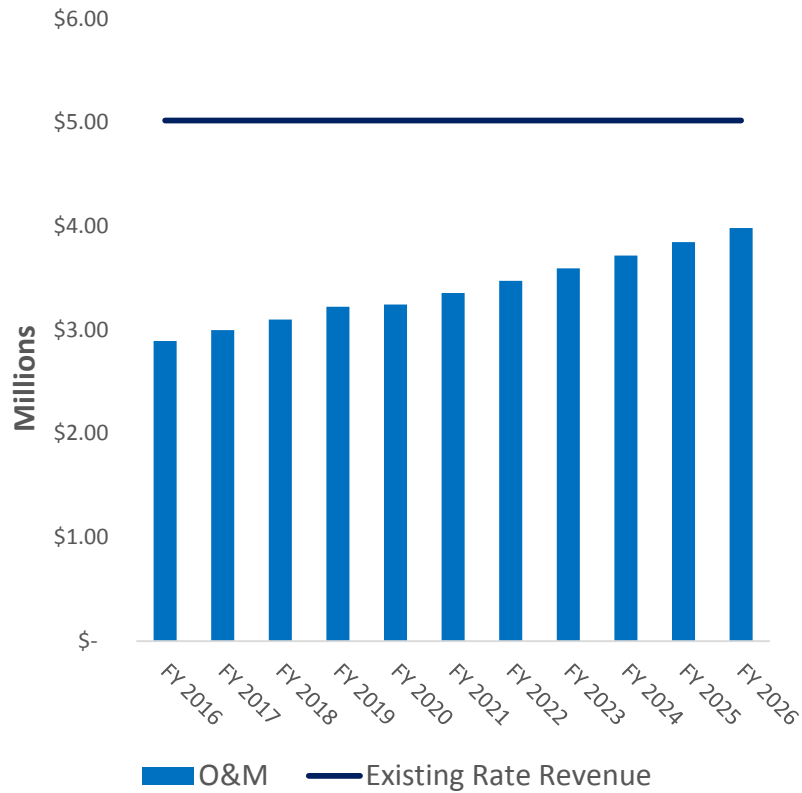
- » Driven By:
  - Increases in Personnel Costs
  - Increases in cost of materials and supplies
  - Overhead costs (GF)
  - Deferred Capital Maintenance
- » Storm Maintenance Funding Cut Significantly in FY 2016

## Assumptions

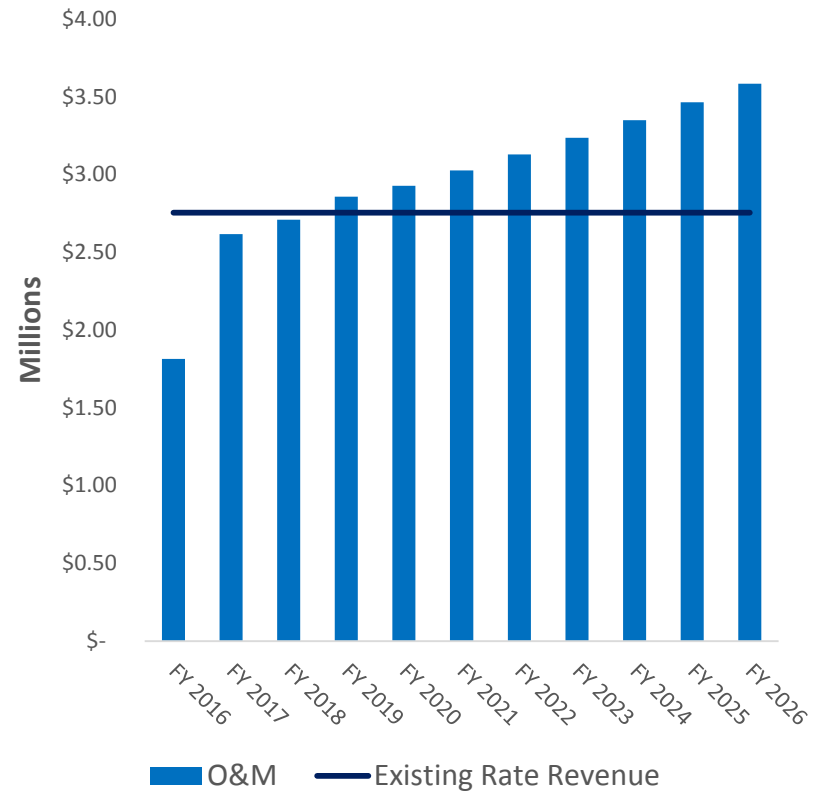
- » Assumed escalation rate of 3% for most expenditures
- » Higher for those that typically exceed inflation
- » Assumes stormwater maintenance fully funded in FY 2017

# Existing Rev. vs. O&M

## Sewer



## Stormwater



# Expenditures: Capital

## Considerations

- » Necessary at some level on an annual basis
- » Can mitigate O&M costs
- » Avoids “mining assets”
- » \$90+ Million needed over next ten years
- » Most is deferred (“catch-up”) maintenance and regulatory

## Assumptions

- » 30 Yrs. level G.O. Debt Financing
  - Average life of constructed assets exceeds 30 yrs.
  - More flexible than IEPA, cheaper than revenue bonds
- » Issuances every two years
- » Some cash financing

# Expenditures: Capital

## Sewer Projects

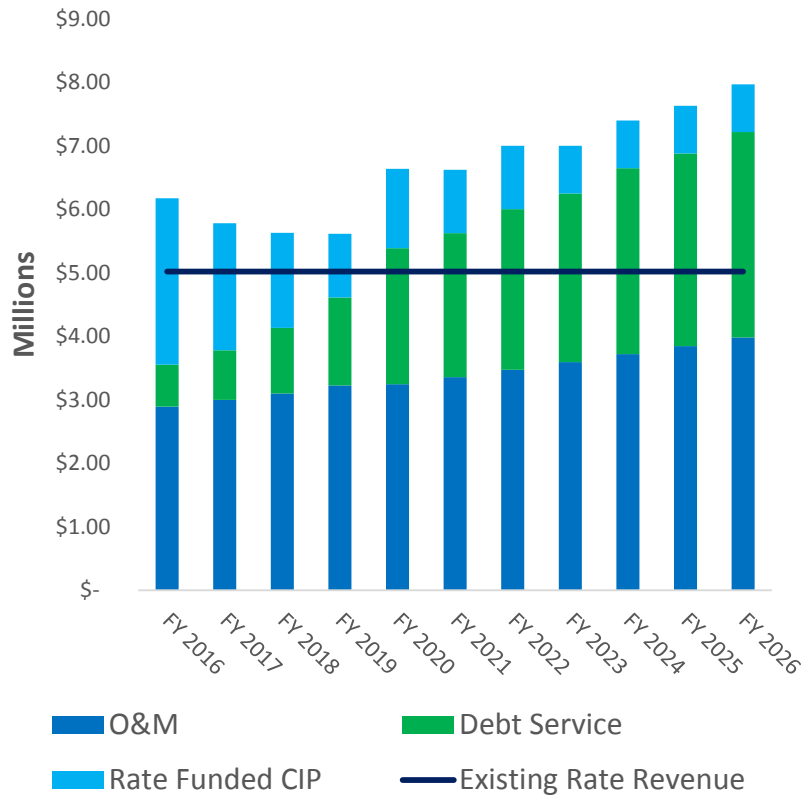
- » Sewer CCTV Evaluation
- » Sewer and Manhole Lining
- » Locust Colton CSO Elimination
- » Maizefield CSO Elimination
- » Wet Weather Storage

## Stormwater Projects

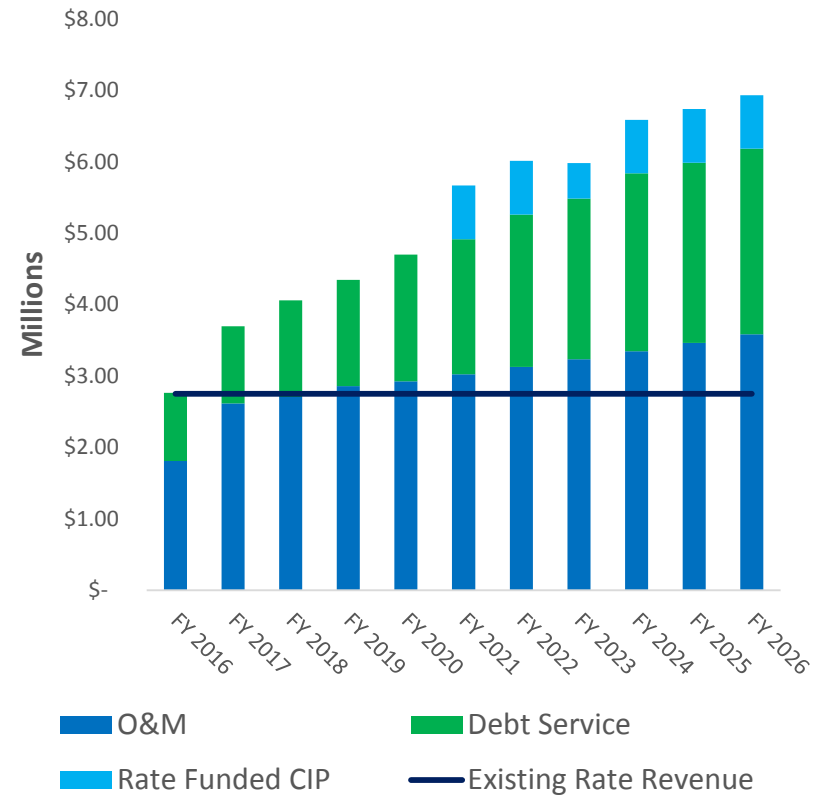
- » Locust Colton CSO Elimination
- » Maizefield CSO Elimination
- » Drainage and detention system improvements
- » Sugar Creek Flood Plain Study

# Existing Rev. vs. O&M + CapEx

## Sewer



## Stormwater



# Reserve Requirements

## Considerations

- » Mitigates Risk Associated with:
  - Unexpected declines in revenues (sewer)
  - Unanticipated Expenditures
- » Ensures timely repayment of debt obligations
- » Sewer fund healthier than Storm

## Assumptions

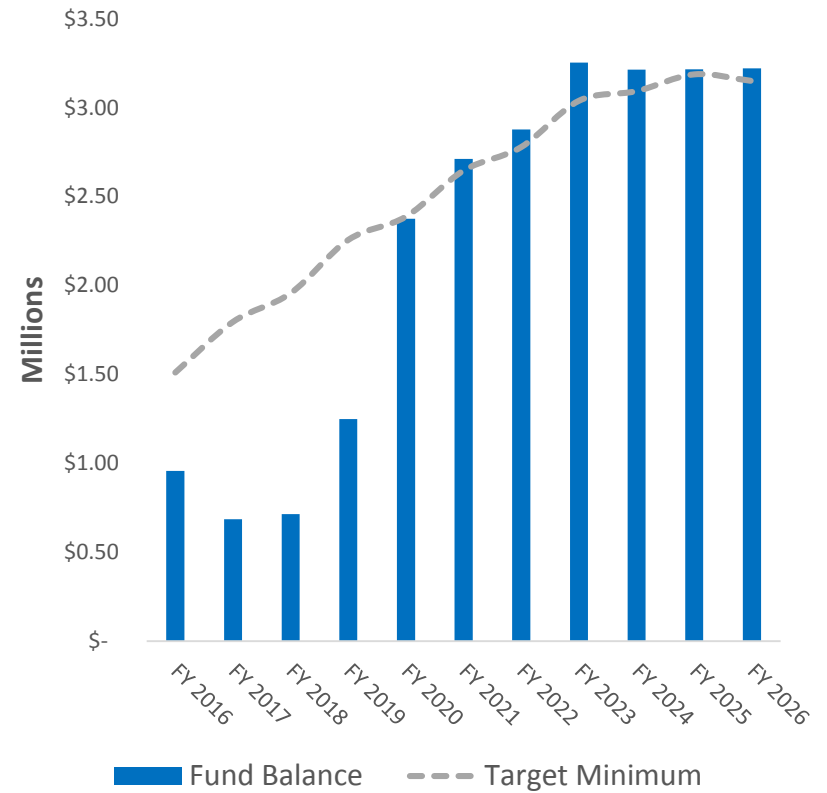
- » Current policy of 60 days of next year's expenditures (O&M + DS) maintained
- » Sewer fund balance above target to be used for capital improvements
- » Work up to Storm target over next 5 years

# Reserve Balances

## Sewer



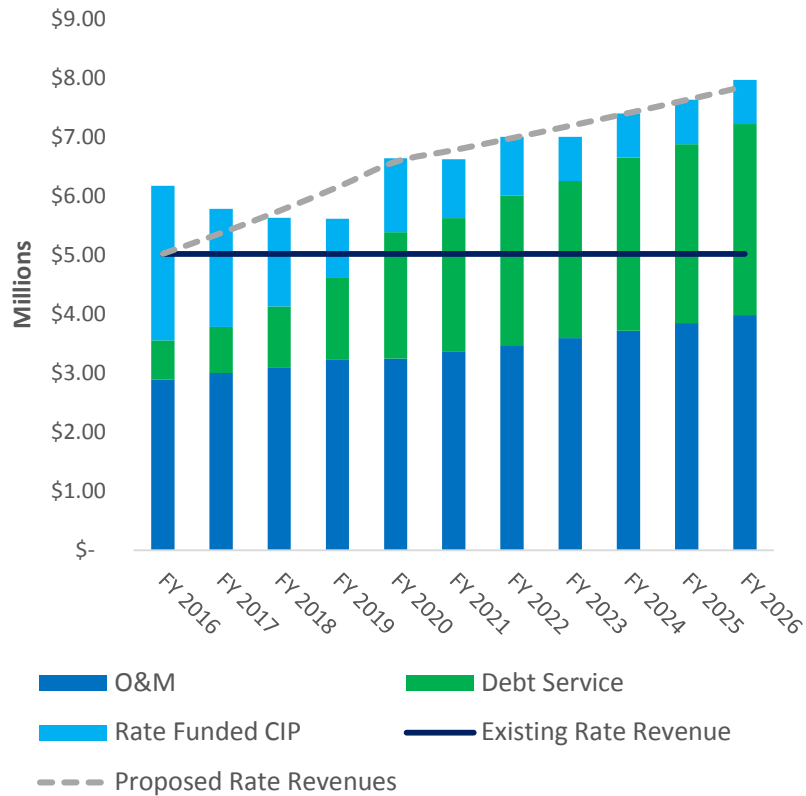
## Stormwater



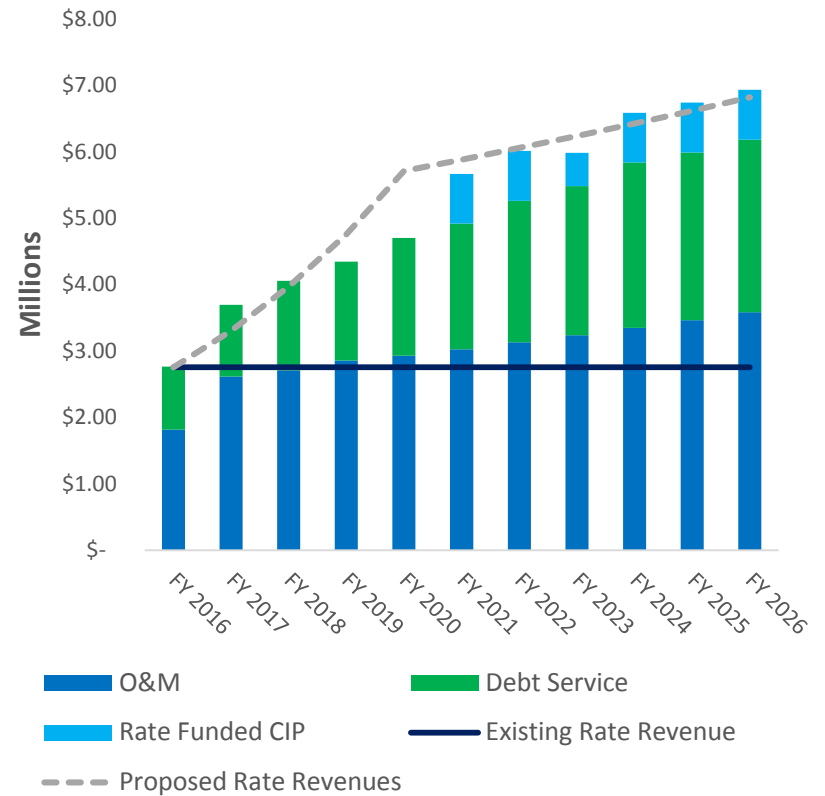


# Revenue Sufficiency

## Sewer



## Stormwater



# FORECAST RATES & CUSTOMER IMPACTS

# Forecast Rates

Sewer*	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Vol. (\$/Ccf)	\$1.60	\$1.71	\$1.83	\$1.96	\$2.10	\$2.16	\$2.22	\$2.29	\$2.36	\$2.43	\$2.50
Minimum (\$/Mo)	\$1.50	\$1.61	\$1.72	\$1.84	\$1.97	\$2.03	\$2.09	\$2.15	\$2.21	\$2.28	\$2.35

Stormwater*	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<u>Single Family**</u>											
Sm. (<7k ft <sup>2</sup> )	\$2.90	\$3.48	\$4.18	\$5.01	\$6.01	\$6.19	\$6.38	\$6.57	\$6.77	\$6.97	\$7.18
Med. (7k-12k ft <sup>2</sup> )	\$4.35	\$5.22	\$6.26	\$7.52	\$9.02	\$9.29	\$9.57	\$9.86	\$10.15	\$10.46	\$10.77
Large (>12k ft <sup>2</sup> )	\$7.25	\$8.70	\$10.44	\$12.53	\$15.03	\$15.48	\$15.95	\$16.43	\$16.92	\$17.43	\$17.95
<u>Non-SF (\$/IAU)***</u>	\$1.45	\$1.74	\$2.09	\$2.51	\$3.01	\$3.10	\$3.19	\$3.29	\$3.38	\$3.49	\$3.59

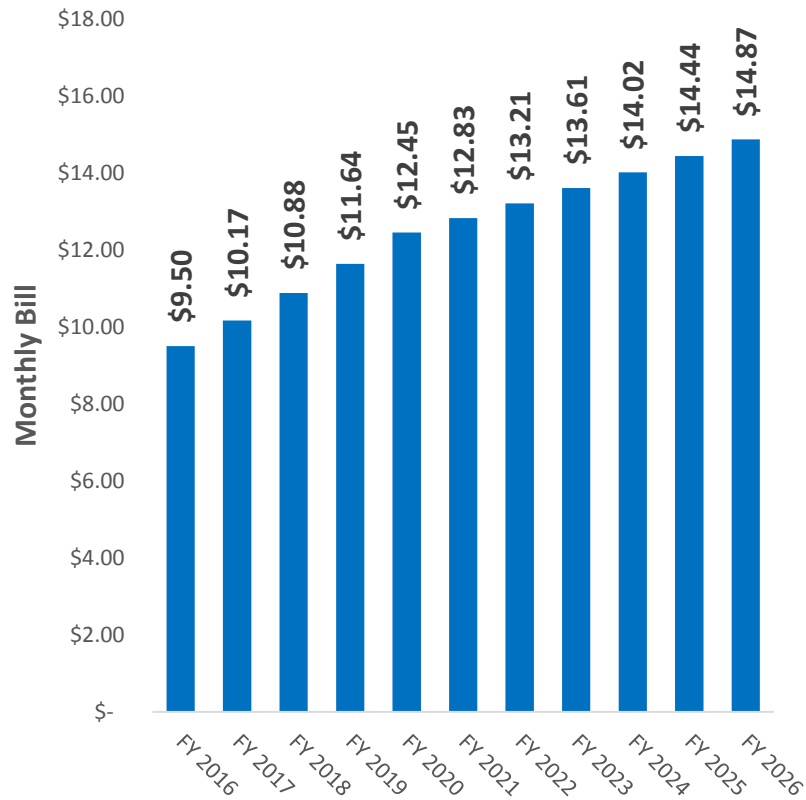
\*Assumes April 1 rate adjustments

\*\*Based on Gross Lot Area

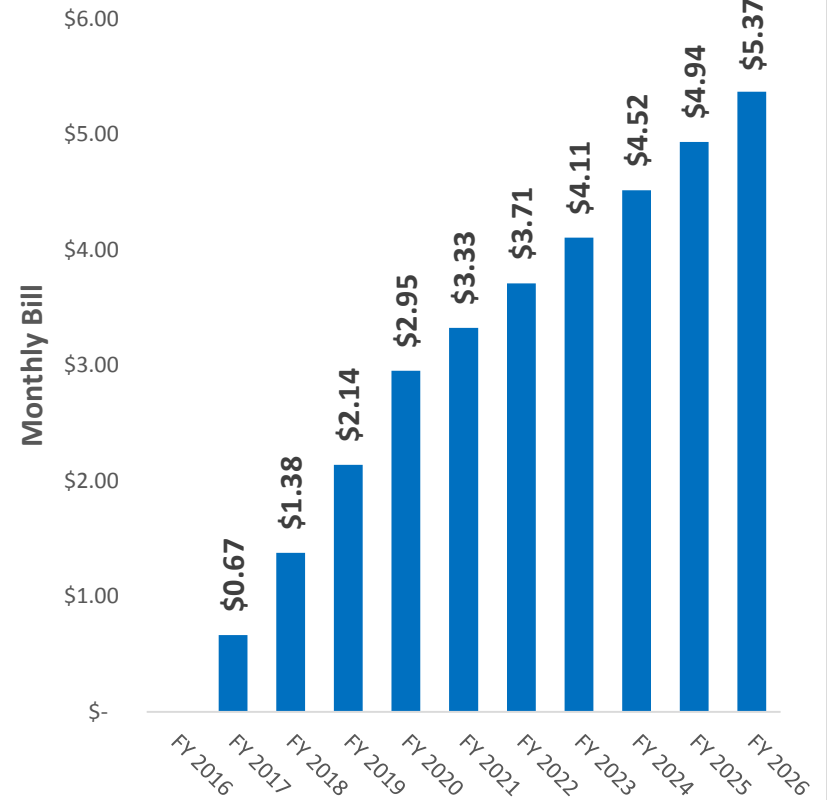
\*\*\*Based on Impervious Area (1 IAU=1,000 ft<sup>2</sup>)

# Sewer Impacts: Typical Customer

## Monthly Bill (5 Ccf)

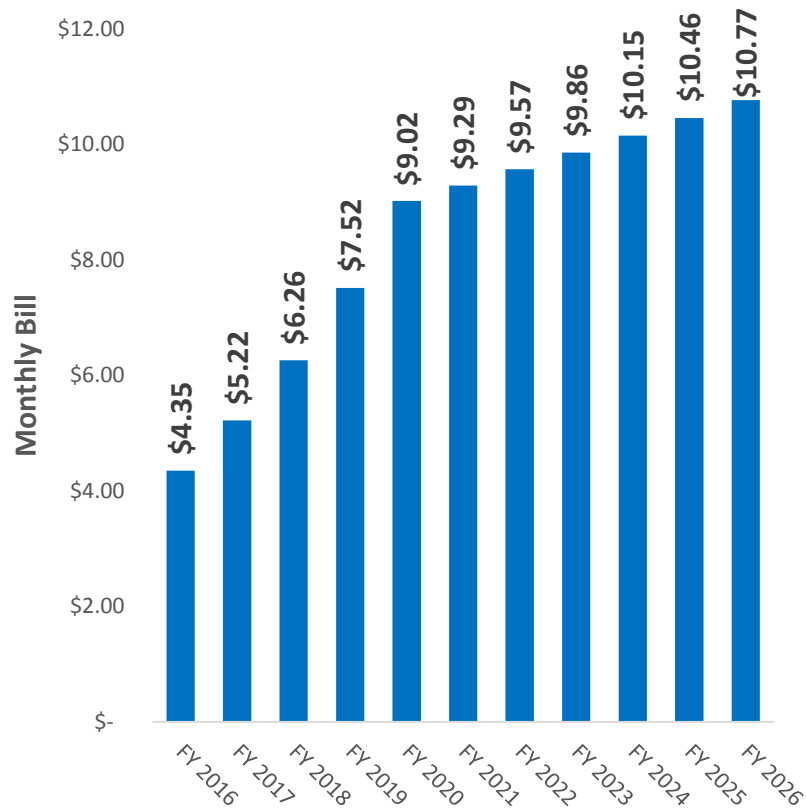


## Cumulative Increase (5 Ccf)

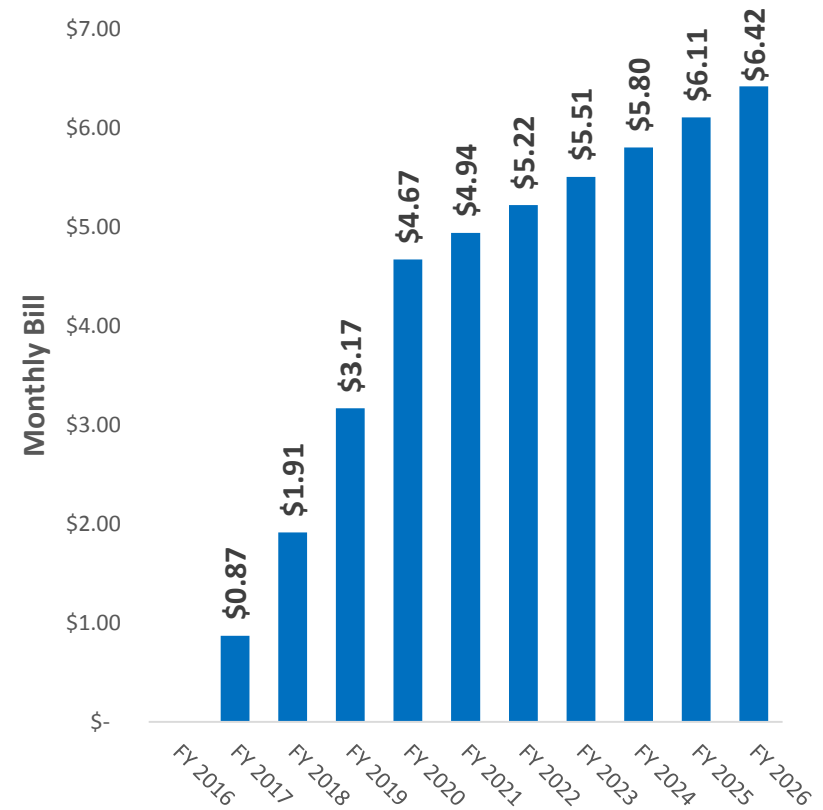


# Stormwater Impacts: Typical Customer

## Monthly Bill (Medium SFR)

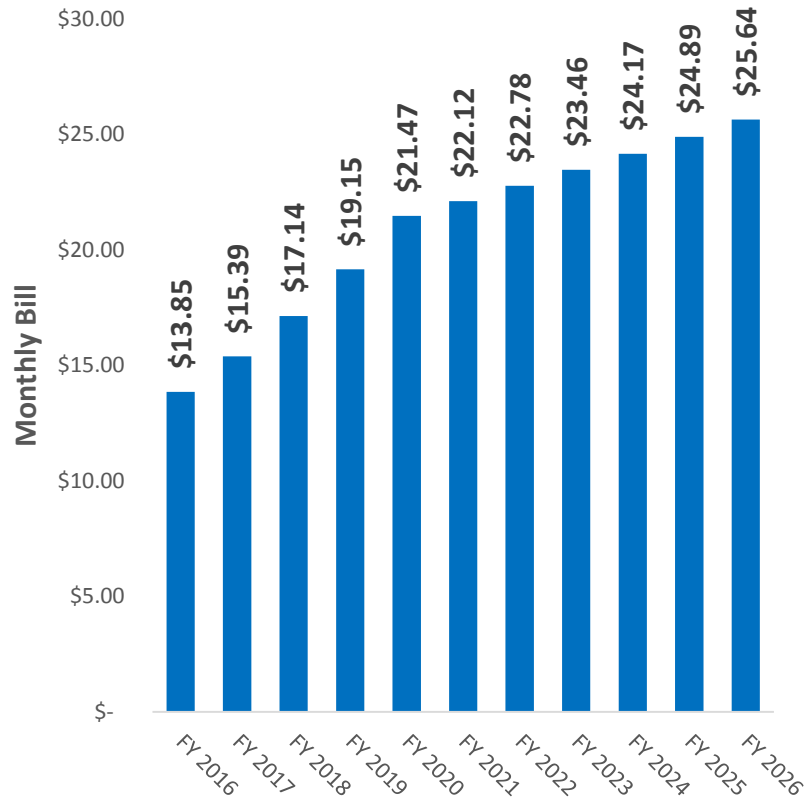


## Cumulative Increase (Medium SFR)

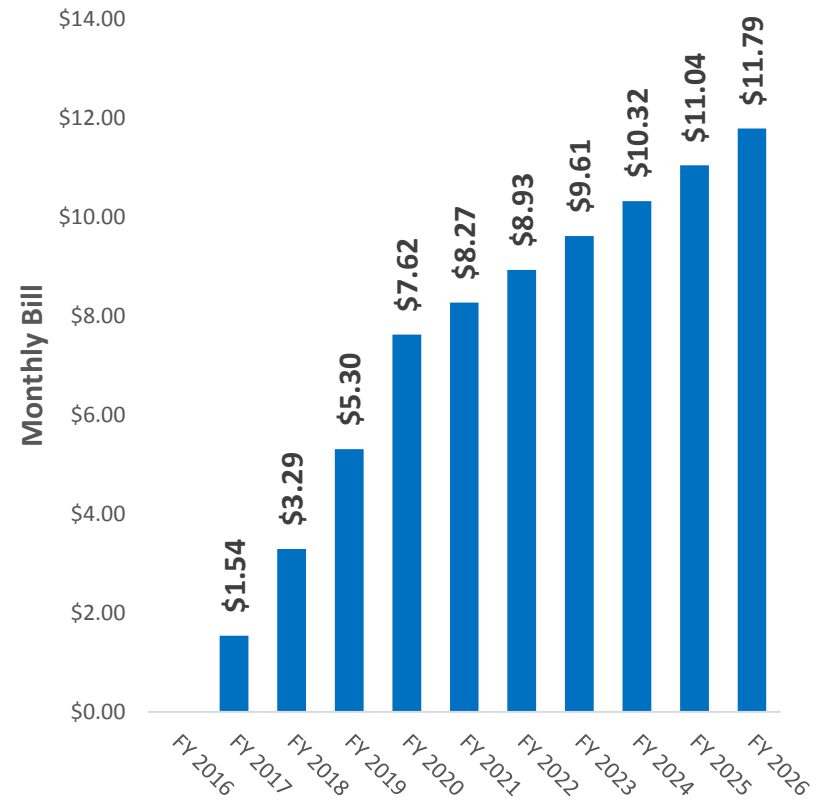


# Combined Impacts: Typical Customer

## Monthly Bill



## Cumulative Increase



Q&A