

Public Works Administration Division

MISSION STATEMENT

It is the mission of the Public Works Administration Section to provide direction and administrative support to the Department of Public Works

PRIMARY FUNCTIONS

The primary function of the Administrative Section is to manage, supervise, and provide technical and clerical support to the entire Public Works Department's operating divisions.

OBJECTIVES FOR FISCAL YEAR 2016

- Support staff in the implementation of 2016 ward capital plans.
- Continue training modules for Occupational Safety and Health Administration (OSHA) safety compliance committee and provide support to staff involved.
- Continue to support cross training needs of all staff.
- Continue to support staff in providing and analyzing data for RockStat.
- Continue to work with operations managers on process improvements as needed.
- Continue monthly, quarterly and yearly reports on parking system management information.
- Continue to provide City-wide support on administrative and operational needs for special events.
- Continue support for emergency management and disaster recovery planning.
- Provide support for the revamped stormwater management program.

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$295,556	\$303,923	\$307,833	\$308,291	\$4,368
CONTRACTUAL	60,479	62,230	60,475	56,478	(5,752)
SUPPLIES	5,817	9,100	5,945	9,100	0
OTHER	0	40,294	40,294	3,820	(36,474)
TOTAL	<u>\$361,852</u>	<u>\$415,547</u>	<u>\$414,547</u>	<u>\$377,689</u>	<u>(\$37,858)</u>

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$46,601	\$47,191	\$47,077	\$48,393	\$1,316
INTERDIVISIONAL PURCHASE					
OF SERVICES	262,000	263,900	269,800	273,500	3,700
GENERAL REVENUES	75,537	50,761	98,670	55,796	(42,874)
TOTAL	<u>\$384,138</u>	<u>\$361,852</u>	<u>\$415,547</u>	<u>\$377,689</u>	<u>(\$37,858)</u>

PUBLIC WORKS ADMINISTRATION DIVISION AUTHORIZED POSITIONS

	POSTION	2015	2016	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
DIRECTOR	316	1.00	1.00	0.00
PW SUPERINTENDENT	213	1.00	1.00	0.00
TOTAL PERSONNEL		<u>2.00</u>	<u>2.00</u>	<u>0.00</u>

Public Works Administration Division

BUDGET HIGHLIGHTS

- Personnel expenses increase for a budgeted 2% salary adjustment and an increase in IMRF rates are offset by a decrease in health insurance rates.
- Contractual expenses decrease due to the implementation of a new phone system, which is offset by an increase in microcomputer and building rent.
- Other expenses decrease as a one-time adjustment for prior employee benefits transfer to Rockford Metropolitan Agency for Planning was completed in 2015.

Engineering Division

MISSION STATEMENT

It is the mission of the Engineering Division to provide design services and construction management for all capital construction projects. The Division reviews plans for single site and subdivision development, issues permits for work within the public right-of-way, and maintains records of the City's infrastructure in order to provide and maintain a standard of living and services for the community.

PRIMARY FUNCTIONS

The primary function of the Engineering Division is to provide design services and construction management for all capital construction projects. This Division is also charged with the review and approval of plans for single site and subdivision development, permitting work within the public right-of-way, record keeping of the City's infrastructure, traffic engineering analyses related to the safe and efficient movement of people and goods within the City, accident crash analysis for signaled and un-signalized intersections, safety analysis for schools, geometric design of existing and planned roadways and intersections including support of the land development process, and street lighting analysis for all citizen requests.

OBJECTIVES FOR FISCAL YEAR 2016

- Continue implementation of the City's Stormwater Management Program.
- Continue inspections for industrial high risk run off program and for illicit discharge of pollutants into our storm sewer system.
- Complete the biennial outfall and creek erosion inspections.
- Work with Water Division Lab for sample testing training.
- Begin process for joining the Community Rating System.
- Continue to develop a "grant" program with application process for city in-kind services for community events.
- Continue to coordinate transfer of management of the Outdoor Market Pavilion.
- Evaluate cost savings and coordinate possible continuation of streetlight reduction program.
- Continue to work with Rockford Community Partners on beautification projects.
- Continue evaluation of Forest City Beautiful pilot program and coordinate with Rockford Area Convention and Visitors Bureau (RACVB) on process improvements.
- Revamp the banner and basket program as needed during new corridor and neighborhood lighting installation.
- Continue coordinating with the Construction and Development Services Division on process improvements to improve customer service for permits.
- Continue to cooperate with health care systems within Rockford during facility expansions.
- Continue to develop and implement enforcement procedures for right-of-way and stormwater ordinance violations.
- Continue emergency management training for staff.
- Continue multi-agency coordination for drafting a Pre-Disaster Recovery Plan.
- Continue to develop GIS integration with Hansen Asset Management.
- Continue to develop a geometric network (GIS model rules) for storm and water utilities.
- Continue to implement GIS collection of storm and water utilities.
- Continue to inventory (GPS) and map the City's cut-off boxes.

Engineering Division

- Continue to review and verify storm water and water utilities.
- Continue to review and revise the water infrastructure improvement program book.
- Work with the consultant to update the Hydraulic Water Model and High Risk Water Model.
- Develop and implement a plan to bring the Hydraulic Water Model and the High Risk Water Model in-house so that city staff can analyze the system as needed.
- Develop a method to hyperlink as-built drawings and photos to all utilities.
- Continue to redesign and organize the facilities management drive (GIS Asset Management Section).
- Continue to update and maintain all Public Works GIS layers and attributes.
- Seek to further integrate technology into process improvement in the conduct of daily tasks.
- Promote staff development through continued education and training.
- Continue to cross train staff to create contingency plans when need and demand arises.
- Continue to seek opportunities to reach out to other communities or agencies to share, promote and cultivate new ideas and improve processes.

ENGINEERING DIVISION BUDGET SUMMARY

APPROPRIATION	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATE</u>	2016 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$523,908	\$755,126	\$583,709	\$771,256	\$16,130
CONTRACTUAL	159,521	242,855	167,845	243,735	880
SUPPLIES	23,025	30,750	16,580	30,750	0
OTHER	6,012	7,166	7,166	8,282	1,116
CAPITAL	<u>10,303</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$722,769</u>	<u>\$1,035,897</u>	<u>\$775,300</u>	<u>\$1,054,023</u>	<u>\$18,126</u>

FUNDING SOURCE	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$111,613	\$81,950	\$112,170	\$116,614	\$4,444
FEEs	15,443	23,502	16,000	16,000	0
WATER PURCHASE OF SERVICES	431,790	471,840	491,170	413,590	(77,580)
CIP PURCHASE OF SERVICES	0	0	226,520	229,630	3,110
CAPITAL LEASE FUNDS	123,763	0	50,000	0	(50,000)
GENERAL REVENUES	<u>398,928</u>	<u>145,477</u>	<u>192,617</u>	<u>278,189</u>	<u>85,572</u>
TOTAL	<u>\$1,081,537</u>	<u>\$722,769</u>	<u>\$1,088,477</u>	<u>\$1,054,023</u>	<u>(\$34,454)</u>

Engineering Division

ENGINEERING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2015	2016	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
CITY ENGINEER	214	0.40	0.40	0.00
ENGINEERING OPERATIONS MANAGER	212	0.40	0.40	0.00
WATER ENGINEER	111	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.50	0.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
PROJECT MANAGER	109	0.50	0.50	0.00
SENIOR ENGINEERING TECHNICIAN	105	3.40	3.40	0.00
SR OFFICE ASSISTANT	105	1.00	1.00	0.00
CUSTOMER RELATIONS TECH	103	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>9.10</u>	<u>9.10</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase with wage adjustments for division staff, offset by decreases in health premiums.
- The balance of changes in the budget include small adjustments in purchase of services charges.
- Other expenses of \$8,282 will cover estimated lease payments for vehicles acquired from 2012-2015.

CAPITAL EQUIPMENT

No capital replacements are planned for 2016.

ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2014	2015	2015	2016
	ACTUAL	BUDGET	ACTUAL	BUDGET
SITE PLANS REVIEWED	149	130	136	30
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	98%	95%	99%	95%
DEVELOPMENT PLANS REVIEWED	20	20	23	20
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	96%	95%	96%	95%
ROW/DRIVEWAY PERMITS ISSUED	1,852	1,750	2,091	1,750
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	98%	95%	99%	95%
STORMWATER OUTFALLS INSPECTED (EVEN YRS)	849	NA	NA	960
MILES OF CREEK INSPECTED (EVEN YRS)	19	NA	NA	TBD
INDUSTRIAL HIGH RISK INSPECTIONS	121	100	123	108
EROSION CONTROL INSPECTIONS	205	200	264	250
ILLICIT DISCHARGE INVESTIGATIONS	33	20	43	35
NPDES PERMIT WATER/STORMWATER SAMPLES	90	90	85	50
SWPPP REVIEWS	NA	NA	37	35
STORMWATER SERVICE REQUESTS	NA	NA	NA	150

Capital Projects Fund

MISSION STATEMENT

It is the mission of the Capital Projects Division to provide community facilities and services through a planned program of infrastructure replacements and additions.

PRIMARY FUNCTIONS

The primary functions of the Capital Projects Division include:

- Planning, development, and management of the City's five-year Capital Improvement Program. This includes setting priorities for infrastructure repair, replacement, and expansion of various facilities, including parking facilities, surface transportation, storm water management, sanitary sewers, and water distribution and production.
- Meeting with various local, state, and federal agencies to secure funding for major projects. This includes preparing grant applications for grant funding to reduce the local public financing burden.
- Implementing projects through negotiation of professional engineering and architectural contracts, preparation of bid specifications for competitive public bidding, administration of consultant and contractor payments, and preparing capital project information to the general public.
- Coordinating administrative activities associated with capital improvement projects, including the development of intergovernmental agreements, the acquisition of right-of-way, the conducting of public meetings, the notification of residents and businesses, the preparation and approval of final project plans and specifications, the recommending of contract awards, and the approval of project related payments and contract change orders.

OBJECTIVES FOR FISCAL YEAR 2016

- Continue utilizing the Capital Improvement Program to fulfill our core values of enhancing public safety, maintaining and improving the movement of commerce and economic activity, and promoting a sense of well-being for the community.
- Complete construction of the Downtown Sports Complex and associated parking facilities.
- Commence construction of the Harrison Avenue corridor reconstruction project.
- Coordinate with IDOT on the completion of the South Main Street reconstruction.
- Coordinate with IDOT on the North Main Street reconstruction project.
- Continue coordination with IDOT on land acquisition and utility issues on Phase II of the West State Street reconstruction project.
- Coordinate with the Winnebago County Highway Department on the improvements to the East State Street and Bell School Road intersection with the eventual transfer of Bell School Road to a City street.
- Complete construction of the Illinois Railway Rock River bridge conversion to a pedestrian path.
- Remove two obsolete and unused bridges over Keith Creek.
- Complete repairs to one bridge and remove an unused bridge in the Whitman Interchange.
- Complete design on the North Alpine Road box culvert replacement project.
- Continue to target improvement of our arterial and collector street network with resurfacing projects on portions of South Alpine Road, West State Street, 11th Street, and 7th Street.
- Aggressively implement the neighborhood improvement program by finalizing the Aldermen's 2016 Ward plans in early spring and structuring contracts to reach substantial completion by November 1, 2016.
- Identify strategic arterial and collector streets that need improvement and develop an inventory with targeted year for implementation.

Capital Projects Fund

- Finalize the updated Pavement Condition Index data and incorporate into the City GIS database for utilization as a tool in a data-driven approach for infrastructure maintenance.
- Continue development of new sidewalk and ADA layers in GIS to track sidewalk repairs.
- Continue investment into a City-wide sidewalk transition plan for compliance with the Americans with Disabilities Act (ADA).
- Continue to reconstruct intersection sidewalk ramps to current ADA standards at all intersections in conjunction with adjacent street resurfacing projects.
- Identify sidewalk and/or pedestrian path continuity gaps throughout the community and develop a project implementation plan.
- Continue work on regional transportation issues through active participation in the Rockford Metropolitan Agency for Planning (RMAP).
- Continue coordination with the Police Department on the design and construction of three new public safety buildings.
- Continue program support for the Water Division, including analysis of existing systems and facilities within the design cycle of road projects.
- Continue fulfilling goals of the 2015-2019 Implementation Plan.
- Continue the sign replacement program for compliance with the Retroreflectivity Plan.
- Continue study of removal of obsolete traffic signals and signage.
- Complete final two blocks of 7th Street Corridor lighting replacement.
- Implement Highway Safety Improvement Program “Road Diet” on Sandy Hollow Road from 20th Street to Alpine Road.
- Continue standardization of yellow and red light times for all City owned traffic signals.
- Continue to coordinate with the parking management vendor.
- Evaluate possible pilot program for paid on street and surface lot parking.
- Complete Church South Parking Deck rehabilitation project.
- Continue to cultivate and develop future corridor studies and project development with partner agencies.
- Continue to implement the Stormwater Master Plan including drainageway repairs and nuisance drainage improvements.
- Complete the regional detention pond in Harmon Park.
- Complete maintenance improvements to the Kent Creek South Diversion Channel.

Capital Projects Fund

CAPITAL PROJECTS DIVISION BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,821,223	\$1,847,381	\$1,927,176	\$1,853,387	\$6,006
CONTRACTUAL	5,736,047	765,815	5,401,927	789,331	23,516
SUPPLIES	265,917	16,700	712,150	16,700	0
OTHER	782,055	751,245	1,621,133	741,570	(9,675)
CAPITAL	<u>28,198,255</u>	<u>50,940,508</u>	<u>40,337,627</u>	<u>26,469,012</u>	<u>(24,471,496)</u>
TOTAL	<u>\$36,803,497</u>	<u>\$54,321,649</u>	<u>\$50,000,013</u>	<u>\$29,870,000</u>	<u>(\$24,451,649)</u>

ACTUALS EXCLUDE WATER AND PARKING PROJECTS; THESE ARE TRANSFERRED TO THEIR RESPECTIVE FUNDS.

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	3,034,986	3,762,680	3,200,000	2,420,000	(780,000)
LOCAL SALES TAX	15,586,806	15,524,262	15,500,000	15,950,000	450,000
WATER REPLACEMENT IMPROVEMENT	4,717,972	4,606,412	4,800,000	4,800,000	0
OTHER GOVERNMENTS/PRIVATE	4,099,907	7,543,787	26,260,000	5,000,000	(21,260,000)
INTERFUND TRANSFERS	1,200,000	1,200,000	1,150,000	1,500,000	350,000
INTEREST INCOME	<u>236,591</u>	<u>(683,710)</u>	<u>200,000</u>	<u>200,000</u>	<u>0</u>
TOTAL	<u>\$28,876,262</u>	<u>\$31,953,431</u>	<u>\$51,110,000</u>	<u>\$29,870,000</u>	<u>(\$21,240,000)</u>

APPROPRIATIONS AND REVENUES MAY NOT MATCH DUE TO MULTIPLE YEAR FINANCING OF CAPITAL PROJECTS.

Capital Projects Fund

CAPITAL PROJECTS DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.60	0.60	0.00
IMPLEMENTATION ENGINEER	213	1.00	0.00	(1.00)
TRAFFIC ENGINEER	212	1.00	1.00	0.00
ENGINEERING OPERATIONS MANAGER	212	0.60	0.60	0.00
CIP OPERATIONS MANAGER	212	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.60	0.60	0.00
ASST TRAFFIC ENGINEER	110	1.00	1.00	0.00
SR PROJECT MANAGER	110	1.50	1.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
ENVIRONMENTAL PROJECT COORDINATOR	110	1.00	1.00	0.00
PROJECT MANAGER	109	3.50	3.50	0.00
CIP PROGRAM SR ANALYST	108	1.00	1.00	0.00
STORM WATER/ENVIRON COORDINATOR	107	1.00	1.00	0.00
SENIOR CONSTRUCTION TECHNICIAN	105	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	105	2.60	3.60	1.00
CIP ACCOUNTING TECHNICIAN	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>18.90</u>	<u>18.90</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses adjust slightly as wage increase and a budgeted 2% salary adjustment are offset by a reduction in health insurance premiums.
- The balance of changes in the budget include minor adjustments to contractual and supply accounts to adjust for actual expense, as well as in purchase of service charges.

CAPITAL PROJECTS FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$32,136	\$33,100	\$34,093	\$35,116	\$36,169
Expenses	<u>32,136</u>	<u>33,100</u>	<u>34,093</u>	<u>35,116</u>	<u>36,169</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2017-2021 five-year forecast assumes that the City will continue to have a balanced capital replacement and construction program funded by a variety of resources, both long and short term.

Motor Fuel Tax Fund

MISSION STATEMENT

It is the purpose of the Motor Fuel Tax Fund to provide dedicated revenues from taxes on gasoline and diesel sales for road maintenance and construction. Revenues are distributed by the State of Illinois on a per capita basis from its tax on motor fuels.

PRIMARY FUNCTION/FUND HIGHLIGHTS

The Motor Fuel Tax Fund is dedicated to road improvements. Based upon the annual requirements of the Capital Projects Fund, funds are transferred from this Fund to the Capital Projects Fund to finance certain construction projects. Motor fuel taxes are generated by a flat rate of cents per gallon, 19.0 for gasoline and 21.5 for diesel fuel.

MOTOR FUEL TAX FUND BUDGET SUMMARY

APPROPRIATION	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATE</u>	2016 <u>BUDGET</u>	INCREASE (DECREASE)
TRANSFERS TO					
GENERAL FUND	\$1,150,000	\$2,500,000	\$2,500,000	\$1,500,000	(\$1,000,000)
RMAP FUND	76,292	76,300	76,300	76,300	0
CAPITAL PROJECTS FUND	<u>1,640,126</u>	<u>3,740,000</u>	<u>3,740,000</u>	<u>2,420,000</u>	<u>(1,320,000)</u>
TOTAL	<u>\$2,866,418</u>	<u>\$6,316,300</u>	<u>\$6,316,300</u>	<u>\$3,996,300</u>	<u>(\$2,320,000)</u>

FUNDING SOURCE	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>	INCREASE (DECREASE)
STATE MOTOR FUEL TAX	\$4,393,002	\$5,090,851	\$4,503,500	\$4,503,500	\$0
TRANSFER FROM CIP	0	0	0	0	0
INTEREST INCOME	<u>3,787</u>	<u>2,251</u>	<u>284,000</u>	<u>10,000</u>	<u>(274,000)</u>
TOTAL	<u>\$4,396,789</u>	<u>\$5,093,102</u>	<u>\$4,787,500</u>	<u>\$4,513,500</u>	<u>(\$274,000)</u>

BUDGET HIGHLIGHTS

The 2016 budget calls for \$2.42 million in transfers to the Capital Projects Fund and \$1,500,000 to the General Fund for eligible street lighting expenses. The General Fund, in turn, will transfer \$1,500,000 to the Capital Projects Fund for projects.

MOTOR FUEL TAX FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$4,811	\$4,821	\$4,831	\$4,842	\$4,853
Expenses	<u>4,479</u>	<u>4,481</u>	<u>4,483</u>	<u>4,486</u>	<u>4,489</u>
Excess (Deficit)	<u>332</u>	<u>340</u>	<u>348</u>	<u>356</u>	<u>364</u>
Beginning Balance	<u>10,243</u>	<u>10,575</u>	<u>10,915</u>	<u>11,263</u>	<u>11,619</u>
Ending Balance	<u>\$10,575</u>	<u>\$10,915</u>	<u>\$11,263</u>	<u>\$11,619</u>	<u>\$11,983</u>

Motor Fuel Tax Fund

The 2017-2021 five year forecast assumes growth as projected by the State for tax revenues and assumes expenditures essentially equal to annual revenues. The State of Illinois assumes stagnant growth, for the taxes on motor fuels, with an annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

Street Maintenance Division

MISSION STATEMENT

It is the mission of the Street Maintenance Division to clean, regulate, and repair all street right-of-ways within the city limits of the City of Rockford.

PRIMARY FUNCTIONS

The primary function of the Street Maintenance Division includes street cleaning, street maintenance, repairing storm sewers, maintaining trees and turf, ensuring roadways are cleared of snow and ice conditions, and all administrative functions.

- Completing city-wide street sweeping services, all street patching and repair, and road and bridge maintenance.
- Maintenance and repair of all storm sewers, including contracting for inlet repairs and cleaning intakes and lines.
- Trimming and removal of trees, removal of tree stumps, as well as maintenance of drainage ways and other turf areas.
- Responsible for ensuring the streets are free of snow and ice during the winter months.

OBJECTIVES FOR FISCAL YEAR 2016

- Work with tree removal contractors to assure Forestry operations stay ahead of the ash tree crisis.
- Institute an aggressive media campaign to stimulate interest in order to meet a goal of replanting 1,000 trees annually.
- Continue to work with CIP to integrate a corridor maintenance plan to coincide with newly reconstructed gateway arterial streets.
- Continue training for forestry personnel to prepare for Arborist certification.
- Focus appropriate level of manpower for pothole patching when needed to address seasonal issues.
- Continue to outsource labor and services as needed to maintain City streets, rights of way, and drainage areas.

Street Maintenance Division

STREET MAINTENANCE DIVISION BUDGET SUMMARY

	2013	2014	2015	2016	INCREASE (DECREASE)
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PERSONNEL	\$3,070,641	\$2,888,248	\$2,516,732	\$2,586,693	\$69,961
CONTRACTUAL	4,531,387	5,348,785	4,794,760	5,697,858	903,098
SUPPLIES	1,154,674	2,147,043	1,384,000	1,384,000	0
OTHER	447,889	577,092	548,108	685,177	137,069
CAPITAL	<u>5,000,565</u>	<u>2,021,477</u>	<u>187,000</u>	<u>0</u>	<u>(187,000)</u>
TOTAL	<u>\$14,205,156</u>	<u>\$12,982,645</u>	<u>\$9,430,600</u>	<u>\$10,353,728</u>	<u>\$923,128</u>

	2013	2014	2015	2016	INCREASE (DECREASE)
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PROPERTY TAXES					
STREET AND BRIDGE	\$1,878,910	\$1,537,740	\$1,455,246	\$1,458,731	\$3,485
REIMBURSEMENTS	440,009	468,669	415,101	430,103	15,002
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	2,204,550	2,629,435	2,994,818	3,355,143	360,325
CAPITAL LEASE FUNDS	0	2,021,477	187,000	0	(187,000)
GENERAL REVENUES	<u>2,875,780</u>	<u>5,975,324</u>	<u>4,028,435</u>	<u>4,759,751</u>	<u>731,316</u>
TOTAL	<u>\$7,749,249</u>	<u>\$12,982,645</u>	<u>\$9,430,600</u>	<u>\$10,353,728</u>	<u>\$923,128</u>

STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

	POSTION <u>RANGE</u>	2015 <u>EMPLOYEES</u>	2016 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
POSITION TITLE				
MAINTENANCE SUPERVISOR	108	2.00	2.00	0.00
SENIOR TREE TRIMMER	A-26	2.00	2.00	0.00
TREE TRIMMER	A-24	5.00	5.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR CLERK	A-23	2.00	2.00	0.00
SENIOR SECRETARY	A-20	1.00	1.00	0.00
MAINTENANCE WORKER	A-20	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>31.00</u>	<u>31.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

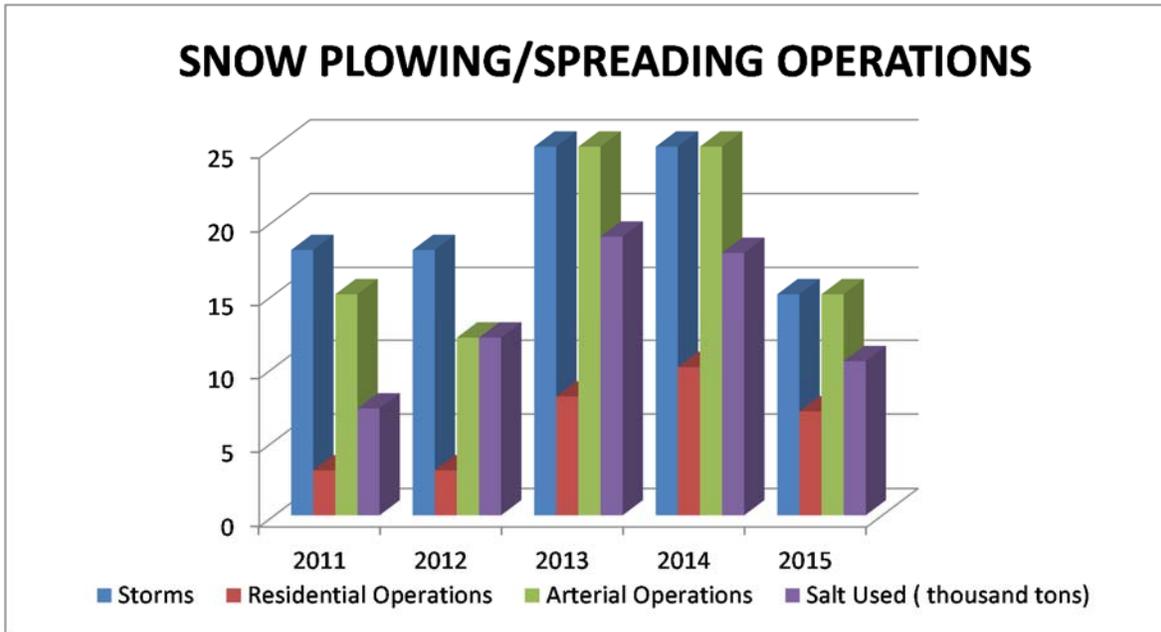
- Personnel budget numbers reflect a budgeted 2% wage increase for all staff.
- Contractual expenses increase \$903,100 due to increases in charges from internal service funds.
- Estimated lease payments for capital acquired from 2012-2015 are budgeted at \$513,022.
- A transfer from the Sanitation Fund will cover both street sweeping and forestry operation in the Street Division, accounting for 33.1% of the total revenue for the budget unit.

Street Maintenance Division

CAPITAL EQUIPMENT

No capital replacements are planned for 2016.

OPERATIONAL INFORMATION



STREET DIVISION PERFORMANCE MEASUREMENTS

	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
AVERAGE OPEN POTHOLE REQUESTS	133	150	42	75
% OF ARTERIAL POTHOLE FILLED, LESS THAN 10 DAYS	NA	NA	90%	90%
% OF RESIDENTIAL POTHOLE FILLED, LESS THAN 30 DAYS	NA	NA	96%	90%
MILES OF STREET SWEEP	1,897	1,800	1,613	2,200
TREES TRIMMED	2,725	2,500	2,384	2,400
TREES REMOVED	1,165	2,200	1,587	1,800
TREES PLANTED	686	1,000	530	1,000
AVERAGE OPEN FORESTRY REQUESTS	244	150	86	90
AVG DAYS TO CLOSE FORESTRY REQUESTS	184	120	62	75
TOTAL REQUESTS	6,553	8,000	7,271	7,500
TOTAL OPEN REQUESTS	445	400	194	200

Traffic Division

MISSION STATEMENT

It is the mission of the Traffic Division to regulate all traffic activity on City streets in order to ensure the safety of pedestrians and motorists is provided.

PRIMARY FUNCTIONS

The primary functions of the Traffic Engineering Division include:

- Installation and maintenance of traffic signals, corridor signal systems, emergency vehicle preemption, and special event traffic control equipment.
- Roadway sign fabrication, installation and maintenance for the roadway signs and pavement marking maintenance within the City.
- Repair of City-owned street lighting equipment within the downtown and other outlying business districts.

OBJECTIVES FOR FISCAL YEAR 2016

- Continue to institute phase one plan for centralized traffic control center.
- Continue to work with Tactics software to improve connectivity with field units.
- Research and develop a plan to reduce energy consumption for street lights.
- Continue a four year plan to replace failing traffic signal LEDs.
- Continue to upgrade traffic lights with LED lights.
- Continue to lay fiber optic cable and improve the surrounding network.
- Work with outside partners to develop a plan for a new infrastructure system.
- Continue to upgrade signage in accordance with the Manual on Uniform Traffic Control Devices mandate of 2015.
- Research pricing options for the City to have its own striper to improve quality.
- Work with Fire Department to endorse new preemption system.
- Upgrade pedestrian signals to LED.
- Replace fiber optics on State Street between Buckley and Perryville.
- Install electricity for new North End City market location.
- Upgrade M2 through M40 type controllers to M50 type.

Traffic Division

TRAFFIC DIVISION BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$913,536	\$962,910	\$939,783	\$1,008,138	\$45,228
CONTRACTUAL	2,517,506	2,798,612	2,766,267	2,656,694	(141,918)
SUPPLIES	330,200	337,000	328,239	357,000	20,000
OTHER	102,791	136,980	136,980	109,826	(27,154)
CAPITAL	0	68,170	33,627	0	(68,170)
TOTAL	<u>\$3,864,033</u>	<u>\$4,303,672</u>	<u>\$4,204,896</u>	<u>\$4,131,658</u>	<u>(\$172,014)</u>

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$168,210	\$172,029	\$169,636	\$174,780	\$5,144
PURCHASE OF SERVICES	24,500	25,400	26,600	64,300	37,700
FROM OTHER GOVERNMENTS	0	138,029	180,000	180,000	0
I-FIBR JULIE LOCATES	0	0	25,000	25,000	0
TRANSFERS FROM OTHER FUNDS	1,200,000	1,200,000	2,500,000	1,500,000	(1,000,000)
CAPITAL LEASE FUNDS	0	0	247,000	0	(247,000)
GENERAL REVENUES	<u>2,318,521</u>	<u>2,328,575</u>	<u>1,106,131</u>	<u>2,187,578</u>	<u>1,081,447</u>
TOTAL	<u>\$3,711,231</u>	<u>\$3,864,033</u>	<u>\$4,254,367</u>	<u>\$4,131,658</u>	<u>(\$122,709)</u>

PUBLIC WORKS TRAFFIC DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
TRANSP/PROP MANAGER	110	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	108	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	5.00	5.00	0.00
SIGN/MARKING TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-19	1.00	1.00	0.00
TOTAL PERSONNEL		<u>11.00</u>	<u>11.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase due to general step and longevity increases, a budgeted 2% salary adjustment, and an increase in IMRF expense.
- Contractual expenses decrease from the adjusted 2015 budget due to a decrease in expected utility costs. The decrease is offset by adjustment in internal service charges for microcomputer, property maintenance and vehicle repairs.
- Other expenses decrease as a one-time adjustment for prior employee benefits transfer to Rockford Metropolitan Agency for Planning was completed in 2015. This adjustment is offset by a slight increase in estimated lease payments for vehicles acquired from 2012 through 2015.

CAPITAL EQUIPMENT

There are no planned capital replacements for 2016.

Traffic Division

TRAFFIC DIVISION PERFORMANCE MEASURES

	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	97%	95%	95%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	98%	95%	95%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	97%	95%	95%	95%

Parking Division

MISSION STATEMENT

It is the mission of the Parking Division to provide quality parking for a variety of users with differing time needs in the City commercial business districts.

PRIMARY FUNCTIONS

The primary function of the Parking Division is to provide lot maintenance, issue tickets, and collect parking fees in the various facilities of the Motor Vehicle Parking System (MVPS).

OBJECTIVES FOR FISCAL YEAR 2016

- Install solar sinks in parking lot sprinkler systems, which monitor moisture, heat, and water accordingly to reduce water use.
- Begin repairs on significant degradation at the Concourse Parking Deck.
- Continue to work with ABM in managing the parking system for the City and looking for ways to increase revenue including advertising.
- Install new illuminated parking signs for all surface lots.
- Continue to upgrade landscape at all decks and parking lots.
- Aerate grass and install water spigot in Lot G.
- Irrigate Lot 38 and F.
- Repave Lot X, K and K1.
- Restripe west side surface parking lots.

PARKING DIVISION BUDGET SUMMARY

APPROPRIATION	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATED</u>	2016 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$220,890	\$263,063	\$264,492	\$248,659	(\$14,404)
CONTRACTUAL	1,314,589	1,334,188	1,297,214	1,246,301	(87,887)
SUPPLIES	16,714	45,620	71,504	35,500	(10,120)
OTHER	<u>1,181,878</u>	<u>1,037,093</u>	<u>1,040,797</u>	<u>1,231,907</u>	<u>194,814</u>
TOTAL	<u>\$2,734,071</u>	<u>\$2,679,964</u>	<u>\$2,674,007</u>	<u>\$2,762,367</u>	<u>\$82,403</u>

FUNDING SOURCE	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PARKING FEES	\$1,070,568	\$1,317,708	\$1,280,000	\$1,601,668	\$321,668
FINES	357,307	753,819	515,800	518,442	2,642
RENTAL/INTEREST INCOME	157,209	110,316	142,900	136,449	(6,451)
PURCHASE OF SERVICES	24,600	50,100	26,300	46,600	20,300
STATE OF IL GOVERNMENT	9,267	0	0	0	0
TRANSFER FROM CIP	<u>0</u>	<u>0</u>	<u>0</u>	<u>240,000</u>	<u>240,000</u>
TOTAL	<u>\$1,618,951</u>	<u>\$2,231,943</u>	<u>\$1,965,000</u>	<u>\$2,543,159</u>	<u>\$578,159</u>

Parking Division

PARKING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
PARKING SYSTEMS SUPERVISOR	108	1.00	1.00	0.00
PARKING SYSTEM REPAIRER	A-22	2.00	2.00	0.00
TOTAL PERSONNEL		<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses decrease slightly from the adjusted 2015 budget due to retirement of the parking systems supervisor and offset by wage increases due to general longevity and step increases, and a budgeted 2% salary adjustment.
- Contractual expenses decrease due to adjustments in internal service charges.
- Other expenses increase due to additional debt service payment for the Concourse Deck repairs.
- The 2016 net is a loss of \$219,208; net of depreciation, it is a gain of \$412,792.
- The 2016 budgeted cash out, which includes capital purchases, the principal portion of the payments on debt service, less depreciation is \$2,610,367.

FIXED ASSETS

Planned fixed assets for 2016 include:

FIXED ASSET INVESTMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
Install solar sinks in parking lot sprinkler systems	1	25,000	25,000
Repairs on stairwells at Concourse Parking deck	1	50,000	50,000
Additional Concourse Parking deck repairs	1	100,000	<u>100,000</u>
TOTAL			\$175,000

PARKING FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$2,619	\$2,698	\$2,779	\$2,862	\$2,948
Expenses	<u>2,654</u>	<u>2,661</u>	<u>2,728</u>	<u>2,798</u>	<u>2,896</u>
Excess (Deficit)	<u>(35)</u>	<u>37</u>	<u>51</u>	<u>64</u>	<u>52</u>
Beginning Balance	<u>14,242</u>	<u>14,208</u>	<u>14,244</u>	<u>14,295</u>	<u>14,358</u>
Ending Balance	<u>\$14,207</u>	<u>\$14,245</u>	<u>\$14,295</u>	<u>\$14,359</u>	<u>\$14,410</u>

The 2017-2021 five year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

Parking Division

PARKING FUND PERFORMANCE MEASURES

	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
TOTAL PARKING SPACES	4,233	4,233	4,170	4,170
TOTAL SHORT-TERM PARKING LEASES	1,300	1,300	1,300	1,300
TOTAL LONG-TERM PARKING LEASES	2,375	2,375	2,375	2,375
HANDICAPPED PARKING SPACES	158	158	162	162
DOLLAR AMOUNT OF TICKETS ISSUED	388,650	515,000	500,000	500,000
NUMBER OF TICKETS ISSUED	13,092	19,000	19,000	19,000

Property Division

MISSION STATEMENT

It is the mission of the Property Services Division to maintain and operate select City buildings.

PRIMARY FUNCTIONS

Property Maintenance provides maintenance and repair services to City Hall, City Yards, and other municipal locations.

OBJECTIVES FOR FISCAL YEAR 2016

- Work with IT on a new property work order system, for better tracking of time, expense and materials, management of preventative maintenance programs, and deployment of staff.
- Continue replacing failing modines at the City Yards.
- Continue carpet replacement program at City Hall, floors three and four.
- Replace administration carpet at the City Yards.
- Replace entire HVAC system at City Hall.
- Work with IT department to replace the sound system in Council Chambers at City Hall.
- Remodel and repaint administration building at City Yards.
- Repairs to roof and exterior modernization of Building 8 at City Yards.
- Continue roof repairs on Central Garage.
- Create city-wide asset list.
- Expansion of indoor heated storage for Water, Street, Traffic and Property Divisions.
- Replace south wall at City Yards.
- Begin five year project planning for City Hall masonry repairs.
- Install backup generator for Central Garage.
- Update the lighting at City properties through Department of Commerce and Economic Opportunity funding.
- Install LED signage board for the Wellness Center.
- Paint interior of Building 8.
- Prepare for the addition of new buildings for the Police Department.

Property Division

PROPERTY FUND BUDGET SUMMARY

FUNDING SOURCE	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATED</u>	2016 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$787,377	\$884,467	\$836,056	\$874,266	(\$10,201)
CONTRACTUAL	1,346,551	1,246,605	1,126,103	1,414,377	167,772
SUPPLIES	247,926	246,700	268,121	246,700	0
OTHER	<u>319,940</u>	<u>285,150</u>	<u>262,882</u>	<u>327,550</u>	<u>42,400</u>
TOTAL	<u>2,701,794</u>	<u>2,662,922</u>	<u>2,493,162</u>	<u>2,862,893</u>	<u>199,971</u>

FUNDING SOURCE	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
BUILDING RENTAL CHARGES					
GENERAL FUND	\$1,409,790	\$1,266,741	\$1,495,010	\$1,745,300	\$250,290
OTHER FUNDS	1,021,492	1,222,733	1,156,880	1,241,980	85,100
MISCELLANEOUS	31,268	110,943	0	0	0
TRANSFER FROM STREET DIV	19,159	19,159	19,159	19,159	0
TRANSFER FROM WATER FUND	5,404	5,404	5,404	5,404	0
GRAFFITI RECOVERY	8,573	233	0	0	0
INTEREST INCOME	<u>(32,275)</u>	<u>57,077</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
PROPERTY FUND TOTAL	<u>2,463,411</u>	<u>2,682,290</u>	<u>2,696,453</u>	<u>3,031,843</u>	<u>335,390</u>

PROPERTY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2015 <u>EMPLOYEES</u>	2016 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
PROPERTY SUPERVISOR	108	1.00	1.00	0.00
MAINTENANCE REPAIR WORKER	A-24	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>10.00</u>	<u>10.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses decrease as a result of a retirement offset by wage increases due to general longevity and step increases and a budgeted 2% salary adjustment.
- Contractual expenses increase as additional maintenance is required on existing City facilities.
- Other expenses increase due to an increase in internal service charges.

Property Division

FIXED ASSETS

Planned fixed assets for 2016 includes:

FIXED ASSET INVESTMENT

EQUIPMENT	QUANTITY	BUDGET EACH	TOTAL BUDGET
Repair south wall of Building 14 at City Yards	1	120,000	120,000
Repair sawtooth roofs at City Yards	1	130,000	130,000
Replace modine heaters at City Yards	1	15,000	15,000
Replace sound system in Council Chambers at City Hall	1	70,000	70,000
Replace carpet on 3rd and 4th floors at City Hall	2	20,000	40,000
Replace break room cabinets on each floor at City Hall	1	25,000	25,000
Paint exterior windows at City Hall	1	10,000	10,000
Restoration of lobby ceiling at City Hall	1	30,000	<u>30,000</u>
TOTAL			\$440,000

PROPERTY FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$3,123	\$3,217	\$3,314	\$3,413	\$3,515
Expenses	<u>2,949</u>	<u>3,037</u>	<u>3,128</u>	<u>3,222</u>	<u>3,319</u>
Excess (Deficit)	<u>174</u>	<u>180</u>	<u>186</u>	<u>191</u>	<u>196</u>
Beginning Balance	<u>1,004</u>	<u>1,178</u>	<u>1,358</u>	<u>1,544</u>	<u>1,735</u>
Ending Balance	<u>\$1,178</u>	<u>\$1,358</u>	<u>\$1,544</u>	<u>\$1,735</u>	<u>\$1,931</u>

The 2017-2021 five-year forecast assumes operations will continue as they are programmed for 2016 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

Equipment Division

MISSION STATEMENT

It is the mission of the Equipment Services Division to service City vehicles.

PRIMARY FUNCTIONS

The Equipment Maintenance provides preventative maintenance and repair services for all City vehicles, except the Fire Department's emergency equipment.

OBJECTIVES FOR FISCAL YEAR 2016

- Continue to evaluate snow and ice fleet to ensure a continuous effective operation during critical snow and ice events.
- Continue to use cost effective procedures to maintain the fleet so that it will operate effectively.
- Research and implement the usage of eco-friendly oils and lubricants.
- Research and implement maintaining the Police Department fleet in the geo-policing operations.
- Continue to implement more online diagnostics and repair for all City vehicles.

EQUIPMENT FUND BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	859,287	907,214	873,010	922,183	14,969
CONTRACTUAL	678,097	673,700	673,616	759,043	85,343
SUPPLIES	2,009,828	1,608,110	1,418,505	1,563,830	(44,280)
OTHER	<u>103,113</u>	<u>99,750</u>	<u>99,093</u>	<u>100,250</u>	<u>500</u>
TOTAL	<u>3,650,325</u>	<u>3,288,774</u>	<u>3,064,224</u>	<u>3,345,306</u>	<u>56,532</u>

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
VEHICLE REPAIR CHARGES					
GENERAL FUND	1,360,652	1,227,237	1,806,900	1,551,050	(255,850)
OTHER FUNDS	545,876	537,603	673,700	676,760	3,060
FUEL CHARGES					
GENERAL FUND	1,226,985	1,450,969	1,256,020	922,080	(333,940)
OTHER FUNDS	348,188	404,925	307,490	248,500	(58,990)
MISCELLANEOUS	21,514	16,281	0	15,000	15,000
INTEREST INCOME	<u>(7,237)</u>	<u>(29,172)</u>	<u>0</u>	<u>5,000</u>	<u>5,000</u>
EQUIPMENT FUND TOTAL	<u>3,495,978</u>	<u>3,607,843</u>	<u>4,044,110</u>	<u>3,418,390</u>	<u>(625,720)</u>

Equipment Division

EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
EQUIPMENT SERVICES SUPERVISOR	108	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>9.00</u>	<u>9.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase due to a budgeted 2% salary adjustment, an increase in overtime and IMRF rates offset by a decrease in health insurance rates.
- Contractual expenses increase due to an increase in building rent expense and outside vehicle vendor services.
- Fuel costs decrease \$94,000 due to predicted continual decline in market price.
- Vehicle parts increase \$50,000 from the adjusted 2015 budget based on anticipated necessary repairs.

CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2016.

EQUIPMENT FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$3,521	\$3,627	\$3,736	\$3,848	\$3,963
Expenses	<u>3,446</u>	<u>3,549</u>	<u>3,655</u>	<u>3,765</u>	<u>3,878</u>
Excess (Deficit)	<u>75</u>	<u>78</u>	<u>81</u>	<u>83</u>	<u>85</u>
Beginning Balance	<u>393</u>	<u>468</u>	<u>546</u>	<u>627</u>	<u>710</u>
Ending Balance	<u>\$468</u>	<u>\$546</u>	<u>\$627</u>	<u>\$710</u>	<u>\$795</u>

The 2017-2021 five-year forecast assumes operations will continue as they are programmed for 2016 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

Central Supply Division

MISSION STATEMENT

It is the mission of the Central Supply Division to service City departments with necessary parts, tools, and equipment to accomplish their respective missions.

PRIMARY FUNCTIONS

Central Supply is responsible for providing centralized inventory to the operating divisions in Public Works, providing purchasing, budgeting, and accounting support at various levels as needed.

OBJECTIVES FOR FISCAL YEAR 2016

- Continue monitoring safety equipment for OSHA compliance.
- Continue to provide parts and services to the operating divisions in a timely manner.
- Continue updating and implementing changes in the finance area of Central Supply.
- Continue operating the small tool room in an effective manner.
- Update parts supply needed to support vehicles coming on-line through the leasing program.

CENTRAL SUPPLY FUND BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	299,165	334,166	307,102	325,231	(8,935)
CONTRACTUAL	51,031	54,460	49,223	56,417	1,957
SUPPLIES	33,835	31,500	39,123	31,500	0
OTHER	<u>23,900</u>	<u>24,800</u>	<u>24,800</u>	<u>25,000</u>	<u>200</u>
TOTAL	<u>\$407,931</u>	<u>\$444,926</u>	<u>\$420,248</u>	<u>\$438,148</u>	<u>(\$6,778)</u>

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
INVENTORY CONTROL CHARGES					
STREET DIVISION	100,800	100,800	106,800	105,060	(1,740)
TRAFFIC DIVISION	46,200	48,950	48,950	48,150	(800)
PARKING DIVISION	21,000	22,250	22,250	21,890	(360)
PROPERTY UNIT	42,000	44,500	44,500	43,770	(730)
EQUIPMENT UNIT	37,800	40,050	40,050	39,400	(650)
WATER DIVISION	172,200	182,450	182,450	179,880	(2,570)
INTEREST INCOME	<u>(8,528)</u>	<u>19,072</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$411,472</u>	<u>\$458,072</u>	<u>\$445,000</u>	<u>\$438,150</u>	<u>(\$6,850)</u>

Central Supply Division

CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
CENTRAL SUPPLY SUPERVISOR	108	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
INVENTORY CONTROL CLERK	A-21	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses decrease as health insurance rates decrease offset by wages increase due to a budgeted 2% salary adjustment.
- Contractual expenses increase slightly due to increases in internal service charges.

CENTRAL SUPPLY FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$451	\$465	\$488	\$512	\$538
Expenses	<u>451</u>	<u>465</u>	<u>479</u>	<u>493</u>	<u>508</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>9</u>	<u>19</u>	<u>30</u>
Beginning Balance	<u>306</u>	<u>306</u>	<u>306</u>	<u>315</u>	<u>334</u>
Ending Balance	<u>\$306</u>	<u>\$306</u>	<u>\$315</u>	<u>\$334</u>	<u>\$364</u>

The 2017-2021 five-year forecast assumes operations will continue as they are programmed for 2016 and that costs will increase three percent annually.

Water Division

MISSION STATEMENT

The Water Division will operate and maintain the Rockford public water system in a manner that:

- Protects public health and enhances the community (*Our Product*)
- Focuses on our customers (*Our Service*)
- Upholds the highest standards of public trust (*Our Reputation*)

PRIMARY FUNCTIONS

The Water Division is comprised of three operating sections and Administration. The Division is responsible for production, quality control, storage, distribution, and related services to approximately 52,000 water customers.

- **Production** - The Production Section is responsible for overseeing the operation of the water system wells/booster pumps, ground-level and elevated storage, water treatment equipment, water quality, cross-connection control, and facility maintenance.
- **Distribution** - The Distribution Section oversees the maintenance, repair, and replacement of water mains and associated service branches, valves, and fire hydrants.
- **Customer Service** - The Customer Service Section is primarily responsible for responding to customer concerns, meter readings, installation/replacement of water meters, and responding to service calls.
- **Administration** - The Administrative Section is responsible for all division administration, fiscal control, system planning, service contract administration, and payroll.

OBJECTIVES FOR FISCAL YEAR 2016

- Complete annual update of the infrastructure replacement program and develop a long-term funding source.
- Revise water rate structure based on actual cost of service.
- Continue to reduce water loss through leak detection program.
- Improve the quality of water delivered to customers by reducing iron, manganese, and radium concentrations through the use of new water filtration facilities and reducing excursions in concentration of treatment chemicals.
- Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.
- Enhance community awareness of the importance of drinking water and the Rockford water system (public service announcements, secondary school demonstrations and presentations, etc.).
- Promote Rockford Environmental Laboratory and increase number of outside customers.
- Continue to promote worker safety and reduce number of on the job injuries by training employees and addressing all safety concerns in a timely manner.
- Continue to develop and implement Rockford Water Academy to train and cross-train employees with a goal averaging over 10 hours per employee of training per year.
- Continue to improve office environment at 1111 Cedar Street.
- Improve organizational efficiency through enhancing communication (SharePoint) across the organization and through implementation of accountability programs for managers and supervisors.
- Continue implementation of tablet and laptop program to make field operations more efficient.
- Initiate asset management in Distribution Section.

Water Division

WATER FUND BUDGET SUMMARY

	2014	2015	2015	2016	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,458,026	\$5,801,569	\$5,432,970	\$6,004,142	\$202,573
CONTRACTUAL	7,155,758	6,493,485	5,179,169	7,090,175	596,690
SUPPLIES	1,016,040	1,325,600	1,050,122	1,444,450	118,850
OTHER	8,767,130	8,847,632	8,923,509	9,049,054	201,422
INTEREST	<u>1,816,210</u>	<u>1,658,000</u>	<u>1,134,229</u>	<u>1,568,500</u>	<u>(89,500)</u>
TOTAL	<u>\$24,213,164</u>	<u>\$24,126,286</u>	<u>\$21,719,999</u>	<u>\$25,156,321</u>	<u>\$1,030,035</u>

	2013	2014	2015	2016	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$22,675,691	\$23,988,000	\$24,508,000	\$26,211,000	\$1,703,000
INSTALLATIONS & CONNECTIONS	572,984	581,000	601,000	726,000	125,000
INTEREST INCOME	(654,410)	200,000	200,000	200,000	0
MISCELLANEOUS	646,263	65,000	75,000	95,000	20,000
PURCHASE OF SERVICES	<u>93,010</u>	<u>73,740</u>	<u>95,600</u>	<u>107,250</u>	<u>11,650</u>
TOTAL	<u>\$23,333,538</u>	<u>\$24,907,740</u>	<u>\$25,479,600</u>	<u>\$27,339,250</u>	<u>\$1,859,650</u>

WATER FUND AUTHORIZED PERSONNEL

POSITION TITLE	POSTION RANGE	2015 EMPLOYEES	2016 EMPLOYEES	INCREASE/ (DECREASE)
WATER SUPERINTENDENT	213	1.00	1.00	0.00
WATER OPERATIONS MANAGER	110	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT	110	1.00	1.00	0.00
WATER QUALITY SUPERVISOR	108	1.00	1.00	0.00
WATER OPERATIONS SUPERVISOR - DISTRIBUTION	108	3.00	3.00	0.00
WATER PLANT OP. & MAINT.SUPERVISOR	108	1.00	1.00	0.00
WATER SYSTEMS & SCADA SUPERVISOR	108	1.00	1.00	0.00
WATER SERVICES COORDINATOR	108	1.00	1.00	0.00
WATER TREATMENT SUPERVISOR	108	1.00	1.00	0.00
ACCOUNTANT	107	1.00	1.00	0.00
WATER PROGRAM COORDINATOR	106	1.00	1.00	0.00
WATER QUALITY TECHNICIAN	A-26	2.00	2.00	0.00
PUBLIC WORKS CREW LEADER	A-28	5.00	5.00	0.00
WATER PLANT OPERATOR	A-28	12.00	12.00	0.00
WATER SERVICE INSPECTOR	A-26	8.00	8.00	0.00
WATER UTILITY TECHNICIAN	A-25	2.00	2.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	0.00	(1.00)
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>63.00</u>	<u>62.00</u>	<u>(1.00)</u>

Water Division

BUDGET HIGHLIGHTS

- Personnel expenses increase due to an increase in wages for general longevity and step increases, a budgeted 2% salary adjustment, and an increase in overtime.
- Contractual expenses increase due to increases in contracted repair costs.
- Supply expenses increase due to additional meter purchases and additional small equipment for the water production section.

WATER FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenues	\$28,322	\$29,342	\$30,398	\$31,492	\$32,626
Expenses	<u>26,414</u>	<u>27,735</u>	<u>29,122</u>	<u>30,578</u>	<u>32,107</u>
Excess (Deficit)	<u>1,908</u>	<u>1,607</u>	<u>1,276</u>	<u>914</u>	<u>519</u>
Beginning Balance	<u>137,099</u>	<u>139,007</u>	<u>140,614</u>	<u>141,890</u>	<u>142,804</u>
Ending Balance	<u>\$139,007</u>	<u>\$140,614</u>	<u>\$141,890</u>	<u>\$142,804</u>	<u>\$143,323</u>
Bond Issues	\$0	\$0	\$0	\$0	\$0
Rate Increases	3.6%	3.6%	3.6%	3.6%	3.6%

The 2017-2021 five-year forecast assumes annual 3.6% rate increases with consumption decreasing each year due to increased conservation efforts. Expenses for this forecast range from five to six percent. The City will finance future improvements on a pay as you go basis.

Water Division

FIXED ASSETS

Planned fixed assets for 2016 include:

FIXED ASSET INVESTMENTS

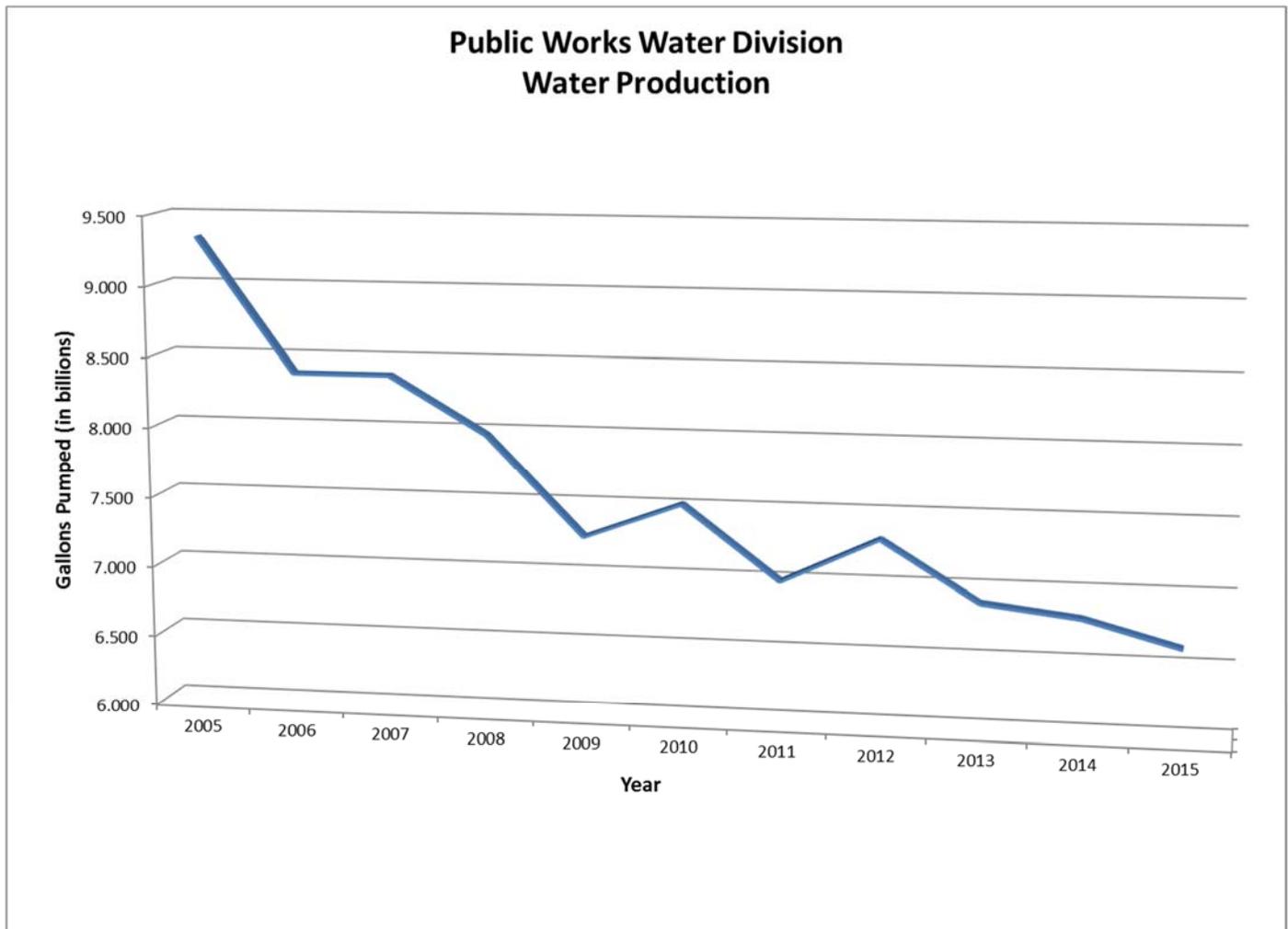
	QUANTITY	BUDGET EACH	TOTAL BUDGET
Install Variable Frequency Drives at secondary wells	3	33,333	100,000
UBS and Generator replacement	1	25,000	25,000
Large tapping machine with air operator	1	28,000	28,000
Replace air handler on south side of Cedar St.	1	15,000	15,000
Water Operating Center remodel construction phase 1	1	110,000	110,000
Install fiber optic cable to U40 and U42	1	50,000	<u>50,000</u>
TOTAL			\$328,000

WATER FUND PERFORMANCE MEASURES

	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
EMERGENCY REPAIR TIME (HOURS)	1.70	2.00	1.80	2.00
% OF TOTAL REPAIRS THAT ARE PLANNED	79%	80%	76%	80%
EMERGENCY JULIE LOCATE RESPONSE TIME	0.50	1.00	0.50	0.50
BACKLOG OF NON-EMERGENCY REPAIRS (WKLY AVG)	55	65	26	30
WATER MAIN FLUSHED (MILES)	431	240	253	240
AVG DAYS TO CORRECT METER PROBLEM	34	30	28	30
WATER QUALITY COMPLAINTS	13	36	31	18
% OF TOTAL PRODUCTION FROM REHAB WELLS	90%	80%	86%	80%
NEW WATER CONNECTIONS	20	48	30	36

Water Division

OPERATIONAL INFORMATION



As the graph shows, water production has fluctuated significantly in the last ten years. Since 1999, when gallons pumped was at 9.076 billion, production has decreased 24.5%, to 6.67 billion gallons in 2015. The average production for the past seven years is 7.097 billion gallons, which is more than estimated 2016 production of 6.6 billion. Weather conditions, particularly annual rainfall, impact water usage in the City.