



City of Woodstock
Office of the City Manager

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121 W. Calhoun Street
Woodstock, Illinois 60098

Timothy J. Clifton
City Manager

March 11, 2013

Mayor Brian Sager, City Council Members and
Citizens of Woodstock
City of Woodstock
Woodstock City Hall
121 W. Calhoun Street
Woodstock, IL 60098

FY13/14 Budget Transmittal
City Manager's Budget Message

Honorable Mayor, City Council Members and Citizens of Woodstock:

Consistent with the reporting and submittal requirements as set forth by the State of Illinois, transmitted herewith for your consideration is the proposed budget for the City of Woodstock for FY13/14, effective May 1, 2013 through April 30, 2014. In addition to complying with Illinois Compiled Statutes, the accompanying document was prepared in conformance with the applicable provisions as outlined within the Woodstock City Code, as well as generally accepted accounting principles as established by the Governmental Accounting Standards Board.

OVERVIEW

“To help build a new foundation for the 21st century, we need to reform our government so that it is more efficient, more transparent, and more creative. That will demand new thinking and a new sense of responsibility for every dollar that is spent.” – Barak Obama, President, United States of America

I am extremely pleased to submit for your consideration a BALANCED spending plan for the 2013/2014 fiscal year. The proposed FY13/14 Budget represents my twenty-first submittal since assuming the position of City Manager on behalf of the City of Woodstock. Many positive changes have occurred within the City since the submittal of the Administration's first budget in FY93/94. Almost 9,000 new residents have moved to our community and now call Woodstock their home. New construction and property values have increased from \$235.6 million to \$547.0 million, and

reached even higher levels prior to the wake of the recession. The City's financial situation has dramatically improved with 10 of the 26 funds, including the General Fund, reporting fund balance deficits in FY92/93. Within the FY13/14 Budget, the vast majority of the City's funds have reached the appropriate levels for fund-balance reserves. Furthermore, many of the City's facilities have been upgraded/expanded or newly constructed and will now be capable of meeting the residents' needs going well into the future.

All of these various achievements have been the result of a remarkable partnership that includes leadership and vision being provided by both past and present City Councils, execution and implementation of the proposed initiatives by the Department Directors, Supervisors and front-line staff, and feedback provided by the residents. It has been my privilege to lead such a dedicated workforce and again the submittal of a balanced budget has been made possible through the perseverance and resolve of a team of professionals, spearheaded by the Department Directors and Supervisors and consistently demonstrated by the City's exceptional workforce.

The FY13/14 Budget instructions provided to each department continued to highlight the importance of maintaining a balance between moving towards the overall goals and priorities established by the City Council, while recognizing that the achievement of these same objectives must be accomplished in the context of offering some form of property tax relief to the residents and limited growth in other economically-dependent revenues. By far, the most important financial goal for the FY13/14 Budget remains the City's dedication to the aforementioned BALANCED operating budget.

In accordance with the City Council's highest priorities, the FY13/14 Budget has been developed with a commitment to financial restraint and a reduction to the City's total property tax levy adopted in December. Specifically, while a variety of costs are expected to incur unavoidable inflationary increases and some expenditures are expected to increase at a rate that significantly outpaces inflation, the FY13/14 Budget has been founded on forgoing the 3.0% inflationary increase provided through the Property Tax Extension Limitation Law (PTELL). A special meeting will need to be conducted in March/April, once the final figures have been released by the County Clerk, to adopt the required Ordinance that will abate the aforementioned increases.

The FY13/14 Budget, as presented, includes a proposed increase to total expenditures of \$623,100 or 2.3%. Total expenditures still remain over \$11.2 million LESS than the City's highest level of authorized expenditures approved in FY08/09. Employee benefits and capital outlay are expected to experience the largest increases, as the City complies with the Patient Protection and Affordable Care Act and absorbs additional pension costs from the retirement of several police officers, as well as takes advantage of a very favorable market for capital improvements.

Many of the cost controls implemented as early as FY07/08 will continue to remain prominent in the upcoming fiscal year, as the FY13/14 Budget remains focused on providing "core" services to the residents. In light of the precarious financial condition of the State of Illinois, and the constant threats to State-shared revenues, the City Administration's recommendation within the FY13/14 Budget continues the prior years' commitment to sound fiscal policy and prudent financial management, again proposing **NO NEW AUTHORIZED POSITIONS**. Further reductions in personnel must be critically evaluated, and in almost all areas, the City has reached the minimum staffing levels necessary to maintain current service levels.

On a positive note, the City remains well positioned to respond to future challenges even in light of the slow economic recovery, and has been able to replenish its financial reserves in a short period of time. The budgetary environment continues to require the City to follow the common adage of “doing more with less,” and the FY13/14 Budget will be no exception. The City will need to remain focused on maintaining basic services as opposed to identifying and implementing new services and of course funding unavoidable increases in certain costs.

BUDGET FRAMEWORK

“A budget tells us what we can’t afford, but it doesn’t keep us from buying it.” – William Feather, Publisher, Cleveland, Ohio

The City of Woodstock’s budget document for FY13/14 serves as the principal fiscal, programmatic, and policy information source. The budget is organized to provide citywide information at levels of increasing detail. Within this comprehensive operational and capital spending plan, the City’s budget decisions, financial information, program recommendations and service delivery are presented in a structured, uniform format to conform and mirror the City’s 2020 Vision Statement for the community.

It is the intention of the City Administration to make the budget as easily understandable as possible. This task is exceedingly difficult when considering the hundreds of programs to be delivered and the millions of dollars that are proposed to be received and expended. Consequently, a brief explanation on the organization of the budget is included to assist in the review of the FY13/14 Budget.

Each Budget Activity is broken out separately and includes an introductory transmittal narrative. This is followed by a departmental organizational chart, where applicable, as well as a “snapshot” of the accompanying budget which graphically illustrates historic staffing levels and historic budget expenditure amounts.

The FY13/14 Budget incorporates goals, objectives and strategies with an emphasis on programs and services that have been specifically identified as priorities within the 2020 Vision Statement. Therefore, the subsequent narratives within each of the respective budget activities include the corresponding program accomplishments completed in FY12/13. In addition, goals and objectives for the Department/Division, where applicable, and narratives of proposed programs and services that support the Department/Division’s strategic goals and objectives have also been included for the FY13/14 Budget. The aforementioned discussion is included to demonstrate how the dollars were expended in the previous year and how they are proposed to be expended in the upcoming fiscal year. Each Budget Activity also includes line-item narratives explaining in detail the particular expenditures and concludes with the actual budget spreadsheet.

It is important to note that the budget process does not assume automatic inflationary increases. Instead each account is critically evaluated and reviewed based upon the program dollars required to meet the specific needs outlined in the upcoming fiscal year. The budget deliberation process outlined above offers the City Council and the community the opportunity to understand and participate in the choices the City must make in order to allocate the limited financial resources available to provide the many necessary services and enhance the quality of life for all residents.

In addition, the electronic version of the proposed FY13/14 Budget has been enhanced for improved user functionality. The City Administration has been able to incorporate additional color graphs and photos while incurring no additional costs. This version also allows users of the document to be able to search the entire document based on key terms. The table of contents has also been hyperlinked to the appropriate sections, and will automatically move the user to the beginning of each selected section.

FY12/13 ACCOMPLISHMENTS

“Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.” – Harry S. Truman, President, United States of America

In FY12/13 the City experienced a renewed interest in economic development, which resulted in a number of significant investments within our community. For instance, Charter Manufacturing acquired one of the City’s largest industrial companies, Wells Manufacturing, with the Woodstock facilities now moving forward as Charter Dura Bar. In addition, Classic Cinemas, owners of the Woodstock Movie Theatre, initiated a long-anticipated expansion of its downtown location. When



Installation of “tilt-up” concrete walls for the Woodstock Movie Theatre.

this expansion project is completed, the new movie theater will offer eight screens and seat in excess of 1,000 patrons, and serve as an important catalyst to draw consumers to the Square. The City also benefitted from the construction of a new Panera Bread and Advance Auto Parts on Route 47 that have both been well received by the community.

After acquiring ownership of one of the community’s most prominent historical landmarks, the Old Courthouse, in the previous fiscal year, the City devoted time and a variety of resources to stabilize the building’s structural integrity, as well as identify and prioritize future improvements to facilitate the building restoration and transition to the private sector. All costs related to the Old Courthouse have thus far been absorbed by the City’s Tax Increment Financing Fund.

On a positive note, the City was able to generate direct savings for the residents in FY12/13. Most notably, the City Council authorized a reduction to the City’s total property tax levy, which generated savings in excess of \$40,000, and provided some form of limited property tax relief on behalf of the residents. Furthermore, the City implemented an electric aggregation program and has generated a significant reduction to residents’ electric bills with 39% - 49% savings in comparison with ComEd rates.

Fortunately, the General Corporate Fund, the City’s main operating fund, will end FY12/13 with total revenues providing sufficient resources to meet the combined total expenditures and required operating transfers. Specifically, total revenues in the General Fund are projected to end FY12/13

exceeding the budget amount by \$231,600 or 2.5% with income taxes, and license and permit revenues contributing to this positive year end result. The General Fund has benefited from the City's proactive approach regarding a reallocation of property taxes from other funds versus increasing the total property taxes levied on the City's residents. More importantly, the General Corporate Fund's expenditures are projected to end FY12/13 falling below the budget amount by (\$128,400) or (3.0%). As a result, the City Administration is proposing to increase the year-end transfer provided to the General – CIP Fund to compensate for the decline in development-related revenues and to afford additional funding for the City's comprehensive capital-improvement program.

Total revenues for all funds are expected to end the year exceeding the budget amount, reporting \$27,538,100 for FY12/13, \$972,400 or 3.7% ahead of the budget amount. However, this information as presented is inherently misleading since it includes the impact from expected gains to occur in the value of the Police Pension Fund's investment portfolio. When the focus is placed on operating revenues, which do not include other revenues, the City's FY12/13 revenues will exceed the budget amount by \$361,600 or 1.4% ahead of budget expectations. Also, expenditures continue to be scrutinized and closely monitored resulting in projected expenditures falling (\$664,100) or (2.4%) BELOW FY12/13 budgeted expenditures.

Even in light of the many challenges faced by the City and a slow economic recovery, the City Administration was able to further the goals & objectives of the Vision 2020 Plan as evidenced by the FY12/13 accomplishments identified below:

- FY12/13 year end results are again expected to close the year with another balanced operating budget;
- Reduced the City's total property tax levy by over \$40,000, lessening the tax burden imposed on residents;
- Reviewed preliminary engineering and prepared final cost-sharing arrangements with IDOT for roadway improvements to US Route 14 from Woodstock to Crystal Lake;
- Panera Bread, Advance Auto Parts, and La Placita Restaurant all opened during the year;
- Achieved 100% compliance with all federal and state regulations for water and wastewater treatment in 2012;
- Two successful Department Director recruitments were completed;
- An upgraded Accounting/HR system was purchased and implemented;
- Added Patrol Sergeants to serve as Team Leaders for the Permanent Beat Officer (PBO) Program;
- Completed over 4.4 miles of resurfacing, and for the first-time in the City's history invested over \$1 million in annual resurfacing to enhance/repair existing transportation infrastructure;
- Implemented Webtrac which allows program participants to register for Recreation programs online;
- The City Manager recruitment was successfully completed by the Mayor & City Council; and
- Conducted another successful season of the Woodstock City Band (the 128th).

BY THE NUMBERS
24 HOURS A DAY/7 DAYS A WEEK/365 DAYS A YEAR

“Do what you do so well that they will want to see it again and bring their friends.” – Walt Disney, Entrepreneur, Founder of the Walt Disney Company

The City of Woodstock is dedicated to providing the highest levels of customer service to its residents throughout the entire fiscal year. The list provided below demonstrates the various types and amounts of services which are delivered by the City’s workforce to the community each year:

23,232 feet of streets resurfaced;	231,000 visits to the Library;
160 tons of pavement patching distributed;	8,300 utility customers
5,600 feet of sidewalk replaced;	2,168 JULIE requests
258,300 feet of pavement markings;	269 water meters replaced/repared
390 traffic signs replaced/repared;	1,410 fire hydrants
544 backflow inspections;	900-million gallons of water pumped/treated and distributed;
457 nuisance complaints investigated;	1 billion gallons of wastewater treated and discharged back to the receiving stream;
288.6 tons of grit removed by street sweeping;	9 consecutive years of 100% compliance at the northside treatment plant;
5,200 yards of leaves collected;	3.4 million gallons pumped in one day;
1,500 service requests responded to by DPW;	20 ballfields and 8 soccer fields prepared for:
550 acres of parkland at 23 different locations;	1,400 baseball games
50+ community events;	1,193 baseball practices
1,000+ Recreation Center members	309 soccer games
137 pavilion rentals;	9,500+ checks processed;
16 playgrounds	40,000+ cash receipts;
9 basketball courts	\$20+ million invested
9 tennis courts;	32,000+ utility bills issued
128 th consecutive year for the City Band;	1.1 million “hits” on the website;
516 events - Opera House & Stage Left Café;	
25,000 tickets sold at the Opera House;	
49,000 visitors – Aquatic Center;	
4,000 season passes – Aquatic Center;	

FISCAL OUTLOOK

“The American people know what's necessary to get this economy moving again. It’s fiscal discipline in Washington, D.C. and across-the-board tax relief for working families, small businesses and family farms.” – Mike Pence, Governor, Indiana

Almost all indicators are pointing at the US economy moving forward on a slow path to recovery. The so called “Great Recession” is now well in the rear-view mirror; however, the aftershocks are still with us and may never leave, hence the “new normal” that was identified as the common element in the preparation of last year’s budget. Furthermore, new housing, which was so negatively impacted by the last recession, continues to lag behind and serves as a constant drag on any economic recovery.

While the reductions in City revenues appear to have ended, the normal turnaround that follows after past recessions has been relatively reserved and the rebound in revenues also limited. The mandatory reductions caused by the recent sequester in Federal spending are expected to temporarily stall economic growth. Regrettably, many of the challenges that spurred the recession have not totally receded (e.g., depressed home values, tight lending, and high unemployment), and in some limited cases are still deteriorating. Within the context of this challenging economic environment, local governments like the City of Woodstock must continue to seek creative alternatives and constantly reevaluate and reexamine its structural balance to take advantage of all possible efficiencies.

Many of the economic factors reported over the last year are continuing to show signs of improvement. Consumer confidence still remains in a relatively weakened state, but appears to be gaining traction. The minor setback resulting from the expiration of the social security tax holiday, has been overcome in February, but this positive trend will need to continue to reach the 90-100 ratings required to achieve sustained economic growth. The Federal Reserve Board remains committed to purchasing \$40 billion in mortgage-backed securities each month, driving down mortgage rates in an attempt to stimulate housing. In addition, the Federal Reserve Rate has been maintained at its currently historical rate and no increases are projected until the middle of 2015.

Inflationary pressures may end up taking priority in FY13/14 as energy and food costs are expected to rise, and may require the Federal Reserve to reassess its policies in the near term. As a result, the assumptions used to develop the FY13/14 Budget have been formulated utilizing a conservative approach that forecasts limited growth for the City's economically-driven revenue sources. Limiting growth in expenditures will also be challenging in the upcoming fiscal year in certain areas as commodities are expected to experience rising costs.

FY13/14 BUDGET PROPOSAL

“Political leaders in Illinois kicked the can down the road, raised taxes, and ignored fiscal realities. Now, they're realizing the consequences of their actions: credit downgrades and negative outlooks.” Scott Walker, Governor, Wisconsin

The FY13/14 Budget document proposes total revenues of \$27,069,400, which represents an INCREASE of \$503,700 or 1.9% compared to the prior year. Most importantly, the City Administration is again proposing within the FY13/14 Budget for the second consecutive year an abatement of the inflationary increase (i.e., 3.0% for FY13/14) allowed by the Property Tax Extension Limitation Law (PTELL). This proposal will provide a limited form of property-tax relief for the residents considering the City represents less than 17% of the total property tax bill.

Governor Quinn's proposed FY13/14 Budget for the State of Illinois has again included a reduction to the amount of State-shared revenues that would be provided to local governments, with the State retaining a larger share to address its fiscal difficulties. Unfortunately, the Governor's proposal does not address the primary cause of the State's financial challenges. Without reform to the State's main cost drivers, the partial remedy proposed by the Governor would need to continue to be expanded each year until the local government share of revenues have been entirely depleted. In essence, the Governor's proposed reduction delays the correction of the State's fiscal problems and instead redirects these issues to local governments that have little flexibility beyond reducing services to adjust to the loss in revenues.

The City's proposed FY13/14 Budget has been predicated on the composition and existing formulas for State-shared revenues remaining consistent based on current distributions throughout the fiscal year. The City currently receives sales, income, replacement and motor fuel taxes from the State of Illinois. In total State-shared revenues are expected to account for over \$6.6 million in revenues and should increase for the third consecutive year, specifically, an increase of \$205,600 or 3.2% when compared with the prior year's budget. Regrettably, the limited growth being realized in State-shared tax revenues are still not forthcoming in development-related revenues. As previously mentioned, although the economy is technically in the midst of an expansion, any benefits to local government revenues are expected to be delayed, as the economic sectors which normally drive the City's revenues have also suffered the deepest reductions and are still progressing towards a recovery.

For the upcoming fiscal year, the City Administration is proposing a spending plan that includes expenditures of \$28,030,200, an increase of \$623,100 or 2.3% compared with the FY12/13 Budget. From an operations viewpoint, total revenues are again expected to match total expenditures for FY13/14. While it may appear total citywide expenditures exceed total citywide revenues, the FY13/14 Budget is proposing to utilize restricted revenues received in prior years that are currently being reported within the City's fund balance to maintain an aggressive capital improvement program and take advantage of a favorable capital market.

For the sixth consecutive year the City Administration has proposed NO NEW AUTHORIZED POSITIONS to facilitate a balanced spending plan. Furthermore, twenty-four (24) full-time equivalent authorized positions will remain unfilled and, as a result, unfunded throughout FY13/14; generating over \$1.5 million in budgetary savings for the upcoming fiscal year. As a result of the retirements of several key employees, the City will need to continue its efforts to effectuate the necessary knowledge transfer required to provide for a stable transition. Two important positions within the City's executive management team will also require a thorough recruitment process with the eventual appointees, ultimately, impacting the future of the City.

Additional sales taxes are expected to be generated in FY13/14 from the completed expansion of the movie theater and the opening of several businesses in the middle of FY12/13. Furthermore, the State's planned expansion of Route 14 will provide additional appeal to corporations searching for expansion sites and may begin to be developed by various major retailers. The City Administration will continue to promote premium community sites to businesses, utilizing its recent successes to serve as a catalyst for other businesses to follow.

The theme for the development of the FY13/14 Budget is consistent with prior years, to ultimately propose a budget that focuses on outcomes using the City's 2020 Vision Statement to serve as the foundation. The goals and objectives developed in previous years for the various departments serve as the medium to reach the overall vision for the community. Many of the proposed projects and programs support more than a single vision, which is consistent with the City Administration's philosophy and approach to leverage both efforts and funding. Each Department has carefully reviewed the 2020 Vision Statement in conjunction with developing their individual operation's budget requests.

Although ALL operating budgets for FY13/14 continue with the City's ongoing financial self-restraint, certain unavoidable increases have been incorporated within the context of the proposed budget. The following list has been provided that includes the highlights of major new programs or existing service modifications that are proposed within the framework of the FY13/14 Budget.

- The Woodstock Movie Theatre is expected to complete its expansion, which will attract more customers to the Square;
- Economic development will remain in the forefront as growth in overall businesses will continue to help alleviate the financial pressures resulting from a weakened economy;
- For the second consecutive year, the FY13/14 Budget again proposes \$1.0 million in funding for the resurfacing of the City's local roadways;
- The Mayor & City Council will complete the biennial strategic-planning initiative;
- Repairs and structural improvements have now been prioritized and will need to be advanced for funding considerations in order to preserve the Old Courthouse and Sheriff's Office;
- With five of the nine executive team members having turned over in the last two years, the City Administration will need to continue the knowledge transfer required to ensure a stable operation going forward and explore future opportunities for improvements based on access to new skill sets;
- Review various operational functions and practices for possible consolidation opportunities that result in cost containment/savings;
- The City Administration will review a variety of alternatives to centralize the grant application process and expand the number of grants;
- Residents will be able to process water/sewer bill payments online and have access to their account history;
- A citywide Voice over Internet Protocol (VoIP) phone system will enhance customer service and inter-departmental communications;
- Cost containment measures including the current 24 FTE reductions to the number of approved positions will continue for the fifth consecutive year;
- A proposed increase in excess of 25% to current employee contributions will partially offset the anticipated increase in the City's overall health insurance costs; and
- An extension to the current bargaining agreement with the Fraternal Order of Police will be negotiated and submitted to the Mayor and City Council for their approval.

Similar to previous years, the proposed budget may need to be revisited again mid-year if the State modifies the historical revenue-sharing formulas or the economy enters into a secondary recession resulting in reductions to revenues.

CONCLUSION

“A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.” — Lao Tzu, Philosopher/Author, Father of Taoism

As mentioned at the onset, the FY13/14 Budget, as submitted, represents a BALANCED spending plan. Sufficient operating revenues have been identified to fund the corresponding amounts proposed for operating expenditures. In addition, the proposed FY13/14 Budget includes forgoing the 3% increase in property tax revenues provided for by PTELL. Unfortunately, the decline in equalized assessed values is again expected to exceed 10% for the second consecutive year and will result in an inherent increase to the property tax rate calculated by the County Clerk for all taxing entities.

In addition, the FY13/14 Budget continues to target a variety of capital projects to take advantage of a favorable bidding environment. These capital investments will continue to stimulate the local economy and revitalize the City's transportation infrastructure which has been adversely impacted over the last several years by harsh winter weather conditions, resulting in a more rapid decay of the City's streets. Even in the climate of reducing budgets and revenue constriction, the investment in the City's infrastructure cannot be relegated to a want as opposed to a need. The City continues to aggressively fund these resurfacing efforts and that remains the case again in FY13/14.

With the post-recession environment, the City has adopted a heightened emphasis on managing costs and operations not just administering budgets. Woodstock government has essentially been restructured in the wake of the recession and the changes it has imposed on how government is being run today. The City continues to identify efficiencies in its methods used to deliver essential services.

Although the State of Illinois has taken steps to address its own financial crisis, actions taken to date have not culminated in the State finally reaching its coveted goal of fiscal solvency. Budgetary pressures are expected to remain heightened at the State level throughout FY13/14, with another year of deficits and delayed payments on the horizon as the State continues to struggle and postpone making the hard choices. Ultimately, this course of action may result in generating expanded support within the legislature for revising the historical formulas utilized to distribute State-shared revenues to local governments. As in previous years, the FY13/14 Budget does not incorporate any potential reductions by the State to the City's revenue streams. Any reductions imposed by the State in the future, depending on severity, may require revisions to the proposed budget to maintain financial sustainability.

The State of Illinois and to a lesser extent, the Federal Government, are realigning local government priorities via budget cuts in a variety of areas and continues to adopt and impose additional mandates without providing or identifying related funding sources. As a result, the City will need to work with its State and Federal representatives to reinforce the importance of local government services and its corresponding impact on the day-to-day lives of our shared constituents.

As stated at the outset of this letter, the preparation of this document could not be made possible without the dedication and commitment provided by all of the Department Directors and the City's entire workforce. Due to their efforts, the City is able to meet the goals and objectives outlined in an

Honorable Mayor, City Council Members
and Citizens of Woodstock
March 11, 2013
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efficient, cost-effective manner, while still providing the highest levels of customer service to Woodstock residents. They have my sincere appreciation for all of their efforts not only with the creation of this document, but more importantly, their numerous accomplishments and exceptional customer service provided to our community each and every day.

During these challenging economic times, the City's ability to identify its priorities, consolidate services, work in partnership with neighboring communities to identify areas of common interest and preserve fund reserves in the end has generated positive financial results. The ongoing collaboration between the City Council, City Administration, our dedicated workforce and the residents has accounted for the City's past successes and will allow us to overcome any challenges presented in the future.

Sincerely,

CITY OF WOODSTOCK

Timothy J. Clifton
City Manager

CITY OF WOODSTOCK



FISCAL YEAR 2013/2014
ANNUAL BUDGET

**CITY OF WOODSTOCK
FY2013/2014 ANNUAL BUDGET
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BUDGET TRANSMITTAL LETTER

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INTRODUCTION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

FY13/14

CITY OF WOODSTOCK
DIRECTORY OF OFFICIALS

MEMBERS OF THE CITY COUNCIL

Dr. Brian Sager, Mayor

Richard D. Ahrens
Julie Dillon
Maureen Larson
Mark Saladin
R.B. Thompson
Michael Turner

Dianne Mitchell, City Clerk

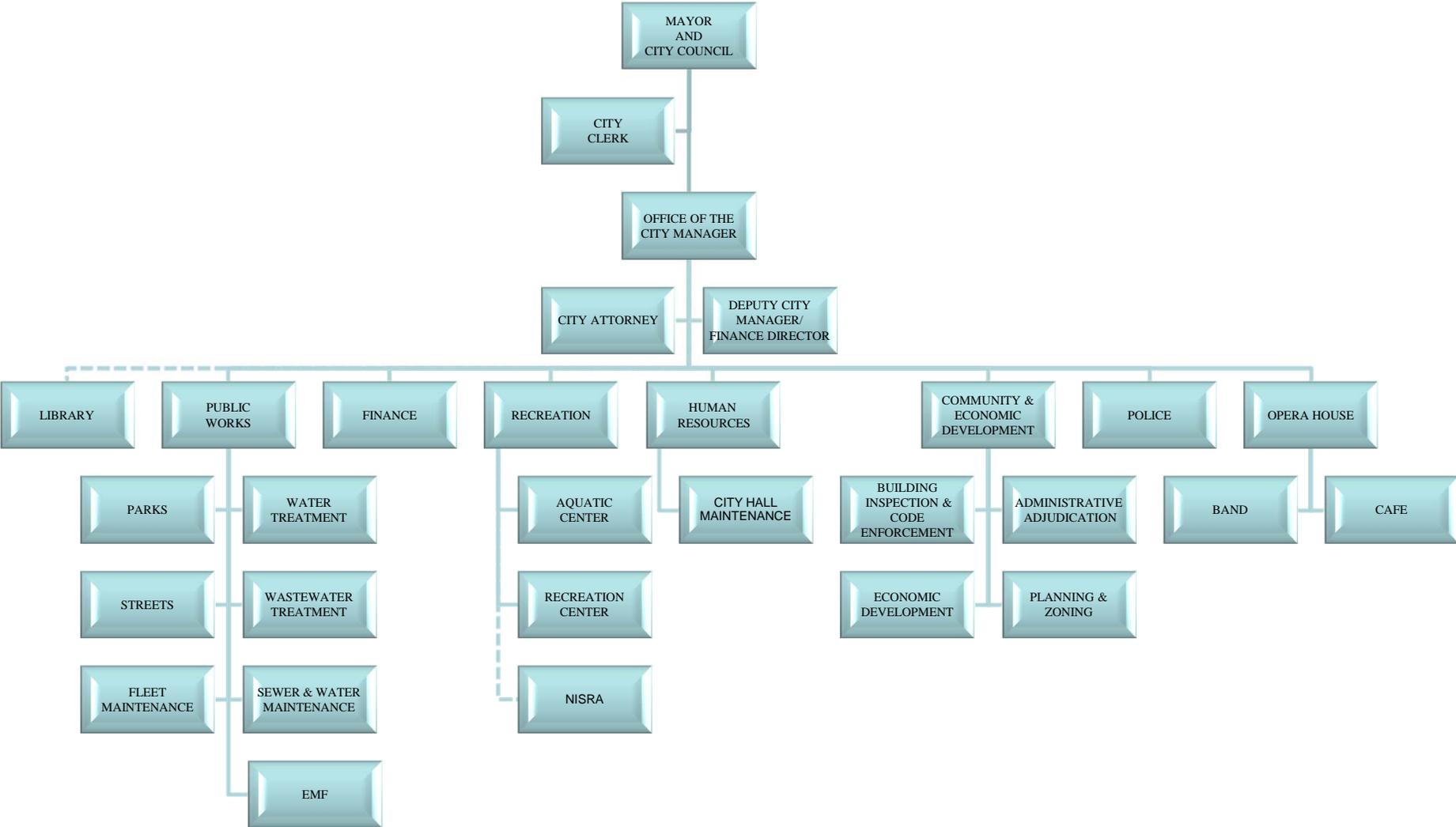
DEPARTMENT DIRECTORS & PRIMARY ADMINISTRATORS

Timothy J. Clifton
City Manager

Roscoe C. Stelford III
Deputy City Manager/Finance Director

Dale Behm, Street Superintendent
Cort Carlson, Community & Economic Development Director
Anne George, Wastewater Superintendent
Robert Hoadley, Parks Superintendent
James Kastner, Planning and Zoning Administrator
Bill Kruetz III, Fleet Maintenance Superintendent
Robert Lowen, Chief of Police
Shawn Parker, Sewer & Water Maintenance Superintendent
John H. Scharres, Opera House Director
Deborah Schober, Human Resources Director
Will Smith, Water Superintendent
Jeffrey J. Van Landuyt, Interim Public Works Director
Nick Weber, Library Director
J. David Zinnen, Recreation Director

CITY OF WOODSTOCK ORGANIZATIONAL CHART



2013

GOVERNMENT FINANCE OFFICERS ASSOCIATION

**AWARD FOR
DISTINGUISHED BUDGET PRESENTATION
For the Fiscal Year May 1, 2012 – April 30, 2013**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Woodstock, Illinois for its annual budget for the fiscal year beginning May 1, 2012. In order to receive this award a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The City of Woodstock has received this award for the last six years.

It should be noted that out of 2,731 municipal governments located in Illinois, only 74 or 2.7% currently receive this prestigious award. Throughout the United States, the Budget Awards Program awarded 848 municipal governments, which represented 2.4% of all municipal governments.

The proposed FY13/14 Budget continues to conform to the program requirements, and the City will be submitting it to GFOA to determine its eligibility for another award. The City of Woodstock's budget document is a valuable tool that is used on a daily basis, not only as a financial plan, but also as a planning guide to complete the various projects and accomplishments contained there-in. It is, essentially, the Strategic Plan for the City of Woodstock. Moreover, the Budget is an important document with which the City Administration can communicate to the residents the projects and plans for the upcoming fiscal year.

City of Woodstock
FY13/14 Budget
GENERAL CORPORATE FUND
SUMMARY/COMPARISON

	FY12/13		FY13/14 Budget	\$ +(-)	% +(-)
	Budget	Projected			
Revenues:					
Property Taxes	\$ 2,750,000	\$ 2,807,300	\$ 2,640,000	\$ (110,000)	(4.0%)
Replacement Taxes	240,000	215,000	215,000	(25,000)	(10.4%)
Sales Taxes	3,275,000	3,275,000	3,300,000	25,000	0.8%
Income Taxes	2,250,000	2,400,000	2,460,000	210,000	9.3%
Fines & Fees	316,400	326,200	331,000	14,600	4.6%
Licenses & Permits	148,500	169,500	157,500	9,000	6.1%
Charges for Services	223,000	218,000	222,000	(1,000)	(0.4%)
Intergovernmental	-	-	-	-	0.0%
Interest	18,300	26,300	26,000	7,700	42.1%
Other	59,000	74,500	68,500	9,500	16.1%
Total Revenues	\$ 9,280,200	\$ 9,511,800	\$ 9,420,000	\$ 139,800	1.5%
Expenditures:					
General Government					
City Manager's Office	\$ 429,900	\$ 428,500	\$ 393,000	\$ (36,900)	(8.6%)
City Hall	93,700	91,900	95,600	1,900	2.0%
Finance	410,600	407,100	436,900	26,300	6.4%
Human Resources	193,200	193,200	206,200	13,000	6.7%
Community & Economic Development	590,000	581,400	596,000	6,000	1.0%
Total General Government	1,717,400	1,702,100	1,727,700	10,300	0.6%
Parks, Recreation, & Culture					
Recreation	472,300	476,000	482,600	10,300	2.2%
Community Events	46,500	50,700	51,300	4,800	10.3%
Total Parks, Recreation & Culture	518,800	526,700	533,900	15,100	2.9%
Public Works					
Street Maintenance	1,405,300	1,282,400	1,405,300	-	0.0%
Fleet Maintenance	204,800	203,200	208,200	3,400	1.7%
DPW Administration	406,700	410,200	392,800	(13,900)	(3.4%)
Total Public Works	2,016,800	1,895,800	2,006,300	(10,500)	(0.5%)
Total Expenditures	\$ 4,253,000	\$ 4,124,600	\$ 4,267,900	\$ 14,900	0.4%
Transfers:					
Operating Transfers In	\$ 482,900	\$ 465,800	\$ 484,200	\$ 1,300	0.3%
Operating Transfers Out	(5,475,800)	(5,813,000)	(5,628,000)	(152,200)	2.8%
Total Transfers	\$ (4,992,900)	\$(5,347,200)	\$ (5,143,800)	\$ (150,900)	3.0%
Net Increase (Decrease)	34,300	40,000	8,300	(26,000)	(75.8%)
Beginning Fund Balance	\$ 4,359,700	\$ 4,359,700	\$ 4,399,700	\$ 40,000	0.9%
Residual Equity Transfers and Other Adjustments	-	-	-	-	0.0%
Ending Fund Balance	\$ 4,394,000	\$ 4,399,700	\$ 4,408,000	\$ 14,000	0.3%

	FY12/13		FY13/14 Budget	\$ +(-)	% +(-)	% of Total
	Budget	Projected				
Expenditures:						
Salaries	\$ 2,957,500	\$ 2,878,500	\$ 2,946,100	\$ (11,400)	(0.4%)	69.0%
Personal Services	69,000	65,500	69,900	900	1.3%	1.6%
Contractual Services	734,900	730,600	773,900	39,000	5.3%	18.1%
Commodities	405,700	395,700	413,000	7,300	1.8%	9.7%
Capital Outlay	28,900	23,300	28,500	(400)	(1.4%)	0.7%
Other Charges	39,000	31,000	36,500	(2,500)	(6.4%)	0.9%
Total Expenditures	\$ 4,235,000	\$ 4,124,600	\$ 4,267,900	\$ 32,900	0.8%	100.0%

**City of Woodstock
FY13/14 Budget**

*ALL FUNDS
SUMMARY/COMPARISON*

	FY12/13 Budget	Projected	FY13/14 Budget	\$ +(-)	% +(-)
Financial Sources:					
Property Taxes	\$ 9,828,200	\$ 9,902,900	\$ 9,817,700	\$ (10,500)	(0.1%)
Replacement Taxes	251,000	226,000	226,000	(25,000)	(10.0%)
Sales Taxes	3,275,000	3,275,000	3,300,000	25,000	0.8%
Telecommunications Taxes	850,000	850,000	850,000	-	0.0%
Income Taxes	2,250,000	2,400,000	2,460,000	210,000	9.3%
Hotel/Motel Tax	70,000	66,000	70,000	-	0.0%
MFT Allotment	635,000	626,000	630,600	(4,400)	(0.7%)
Impact Fees	309,100	330,500	326,000	16,900	5.5%
Fines & Fees	1,044,400	1,041,700	1,081,500	37,100	3.6%
Licenses & Permits	148,500	169,500	157,500	9,000	6.1%
Restricted Revenues	-	36,000	-	-	0.0%
Water & Sewer Sales	4,682,000	4,685,000	4,785,000	103,000	2.2%
Charges for Services	1,269,100	1,294,500	1,302,100	33,000	2.6%
Intergovernmental Revenues	629,800	690,800	669,800	40,000	6.4%
Interest	333,800	343,600	345,100	11,300	3.4%
Other	989,800	1,600,600	1,048,100	58,300	5.9%
Total Financial Sources	\$ 26,565,700	\$ 27,538,100	\$ 27,069,400	\$ 503,700	1.9%

Financial Uses:

Expenditures:

General Government

City Manager's Office	\$ 429,900	\$ 428,500	\$ 393,000	\$ (36,900)	(8.6%)
City Hall	93,700	91,900	95,600	1,900	2.0%
Finance	410,600	407,100	436,900	26,300	6.4%
Human Resources	193,200	193,200	206,200	13,000	6.7%
Community & Economic Development	590,000	581,400	596,000	6,000	1.0%
Audit	38,500	35,400	38,500	-	0.0%
Administrative Adjudication	18,500	20,100	21,000	2,500	13.5%
Wireless Alarm Monitoring	147,100	144,800	150,500	3,400	2.3%
Liability Insurance	756,000	522,700	698,000	(58,000)	(7.7%)
Debt Service	1,500	1,400	1,500	-	0.0%
TIF	555,000	468,100	835,000	280,000	50.5%
Hotel/Motel Tax	50,000	42,300	50,000	-	0.0%
Total General Government	3,284,000	2,936,900	3,522,200	238,200	7.3%
Public Safety	4,342,300	4,312,700	4,418,000	75,700	1.7%

Parks, Recreation, & Culture

Recreation	472,300	476,000	482,600	10,300	2.2%
Community Events	46,500	50,700	51,300	4,800	10.3%
Aquatic Center	271,400	289,800	272,500	1,100	0.4%
Recreation Center	338,700	356,200	346,600	7,900	2.3%
Parks	736,500	719,400	747,000	10,500	1.4%
Park Development	-	-	-	-	0.0%
Performing Arts	659,600	655,300	673,500	13,900	2.1%
NISRA	146,000	145,200	135,900	(10,100)	(6.9%)
Library	1,139,100	1,122,100	1,158,800	19,700	1.7%
Library Building	113,700	106,100	109,200	(4,500)	(4.0%)
Total Parks, Recreation, & Culture	3,923,800	3,920,800	3,977,400	53,600	1.4%

City of Woodstock

FY13/14 Budget

ALL FUNDS

SUMMARY/COMPARISON

	FY12/13		FY13/14	\$	%
	Budget	Projected	Budget	+(-)	+(-)
Public Works					
Street Maintenance	1,405,300	1,282,400	1,405,300	-	0.0%
Fleet Maintenance	204,800	203,200	208,200	3,400	1.7%
DPW Administration	406,700	410,200	392,800	(13,900)	(3.4%)
Motor Fuel Tax	993,000	867,900	838,300	(154,700)	(15.6%)
Paratransit	80,000	32,000	60,000	(20,000)	(25.0%)
Environmental Management	250,800	259,800	329,000	78,200	31.2%
Total Public Works	3,340,600	3,055,500	3,233,600	(107,000)	(3.2%)
Utility	4,396,500	4,109,500	4,324,900	(71,600)	(1.6%)
Pension/Employee Insurance					
Employee Health/Life Insurance	2,186,000	2,388,600	2,470,100	284,100	13.0%
IMRF	1,417,000	1,416,500	1,496,000	79,000	5.6%
Police Pension	1,191,700	1,261,300	1,348,800	157,100	13.2%
Total Pension/Employee Insurance	4,794,700	5,066,400	5,314,900	520,200	10.8%
Debt Service					
Library Debt Service	376,800	376,800	371,300	(5,500)	(1.5%)
Debt Service	1,486,600	1,486,600	1,471,700	(14,900)	(1.0%)
TIF	195,800	196,300	199,200	3,400	1.7%
Total Debt Service	2,059,200	2,059,700	2,042,200	(17,000)	(0.8%)
General Corporate - CIP					
General Administration	285,000	250,000	97,000	(188,000)	(66.0%)
Public Facilities	145,000	137,400	222,000	77,000	53.1%
Public Safety	159,000	149,800	144,000	(15,000)	(9.4%)
Parks	72,000	64,200	114,000	42,000	58.3%
Motor Pool	155,000	160,400	176,300	21,300	13.7%
Streets & Sidewalks	400,000	469,700	348,700	(51,300)	(12.8%)
Stormwater	50,000	50,000	95,000	45,000	90.0%
Total General Corporate - CIP	1,266,000	1,281,500	1,197,000	(69,000)	(5.5%)
Total Expenditures	\$ 27,407,100	\$ 26,743,000	\$ 28,030,200	\$ 623,100	2.3%
Transfers:					
Operating Transfers In	9,596,900	9,862,300	9,914,500	317,600	3.3%
Operating Transfers Out	(9,596,900)	(9,862,300)	(9,914,500)	(317,600)	3.3%
Total Transfers	-	-	-	-	0.0%
Net Increase (Decrease)	\$ (841,400)	\$ 795,100	\$ (960,800)	\$ (119,400)	14.2%
Beginning Fund Equity	34,611,400	34,611,400	35,406,500	795,100	2.3%
Residual Equity Transfers and Other Adjustments	-	-	-	-	0.0%
Ending Fund Equity	\$33,770,000	\$35,406,500	\$34,445,700	\$675,700	2.0%

	FY12/13		FY13/14	\$	%	%
	Budget	Projected	Budget	+(-)	+(-)	of Total
Expenditures:						
Salaries	\$10,259,700	\$10,131,800	\$10,426,700	\$167,000	1.6%	37.2%
Employee Benefits	4,597,000	4,874,600	5,080,100	483,100	10.5%	18.1%
Personal Services	231,400	201,300	232,300	900	0.4%	0.8%
Contractual Services	4,418,900	3,979,700	4,204,600	(214,300)	(4.8%)	15.0%
Commodities	1,816,300	1,741,000	1,812,500	(3,800)	(0.2%)	6.5%
Capital Outlay	2,876,700	2,618,300	3,088,900	212,200	7.4%	11.0%
Interest	768,100	768,100	707,800	(60,300)	(7.9%)	2.5%
Other Charges	2,439,000	2,428,200	2,477,300	38,300	1.6%	8.8%
Totals	\$27,407,100	\$26,743,000	\$28,030,200	\$623,100	2.3%	100.0%

City of Woodstock
FY13/14 Overview
Interfund Transfers

Operating Transfers In:

Overall, Operating Transfers In are budgeted to INCREASE by \$317,600 or 3.3% from the FY12/13 Budget amounts. The majority of the variations to Operating Transfers In proposed for FY13/14 relates to the need to utilize transfers to offset declining property tax revenues available to specific funds subject to statutory rate caps and a continuation of the proper allocation of costs between funds. Specifically, the costs associated with providing workers' compensation and liability insurance is proposed to continue to be allocated through the use of operating transfers reported in the Library (\$25,000) and Utility (\$100,000) Funds. In addition, the leaf collection costs historically reported within the General Corporate Fund are proposed to remain to be funded in FY12/13 (\$90,000) and FY13/14 (\$80,000) through an operating transfer from the Environmental Management Fund to represent the proper allocation of these costs.

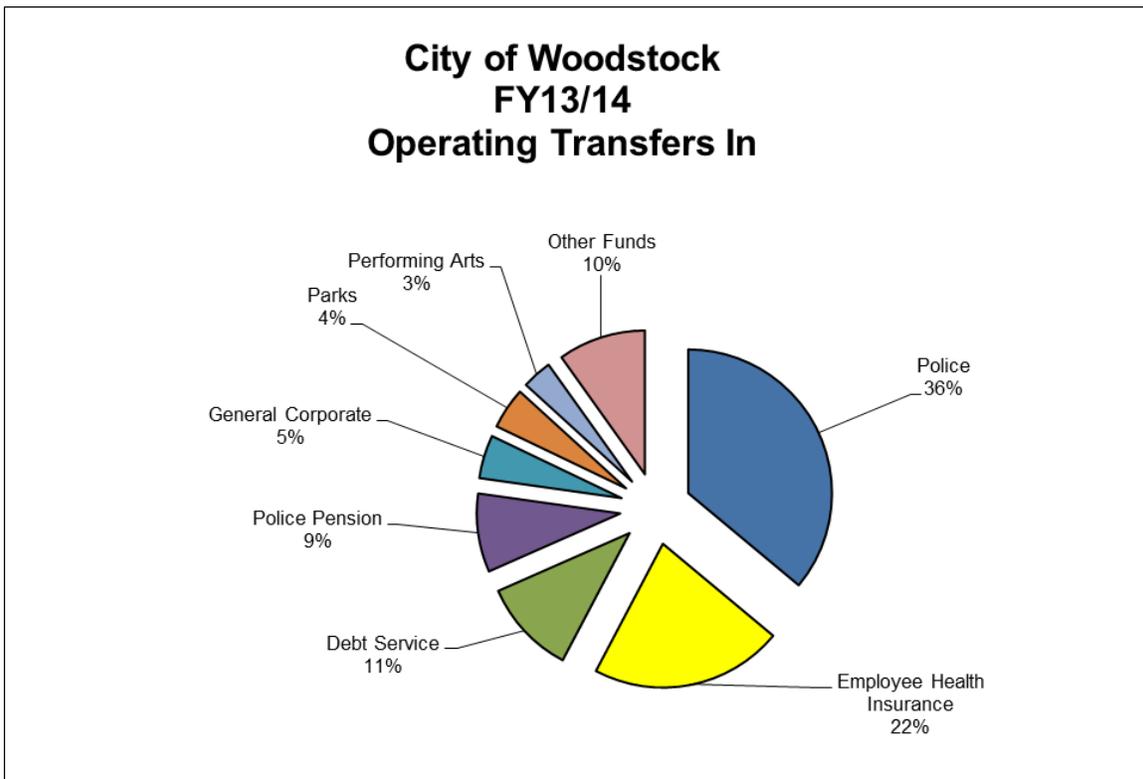
Furthermore, the FY13/14 Budget proposes maintaining the increased operating transfer from the General Corporate Fund to the Debt Service Fund to prevent a deficit from being reported within the Debt Service Fund. The FY13/14 Budget also includes a continuation of the operating transfer from the Tax Increment Financing Fund to repay the General Corporate - CIP Fund for capital costs incurred to complete improvements to the downtown. The table presented below includes amounts for Operating Transfers In budgeted for FY12/13 and FY13/14, and dollar and percent changes between those budget amounts.

Fund	Operating Transfers In		+(-)	%
	FY12/13 Budget	FY12/13 Budget		
Police Protection	\$3,657,300	\$3,573,700	(\$83,600)	(2.3%)
Health/Life Insurance	1,980,400	2,149,100	168,700	8.5%
Debt Service Fund	1,070,500	1,058,800	(11,700)	(1.1%)
Police Pension	800,000	875,000	75,000	9.4%
General Corporate	482,900	484,200	1,300	0.3%
Parks	428,400	460,800	32,400	7.6%
Performing Arts	289,800	333,900	44,100	15.2%
Other Funds	887,600	979,000	91,400	10.3%
Total	\$9,596,900	\$9,914,500	\$317,600	3.3%

The Operating Transfers In reported within the Police Protection Fund are budgeted to decrease by (\$83,600) or (2.3%), and still remains over (\$310,000) less compared with the FY08/09 Budget amount. This proposed decrease is due to the reallocation of property taxes from the General Corporate Fund directly to the Police Protection Fund. A portion of the additional proposed funding will be required to support the anticipated increases for the bargaining unit members to comply with the City's future union

contract. The continuation of the City's hiring freeze combined with the retirement of several police officers and the continuation of cost-containment measures has also limited the need for growth within this transfer. Conversely, the Health/Life Insurance Fund's Operating Transfers In is expected to increase by \$168,700 or 8.5%, and has been negatively impacted by coverage requirements contained within the Patient Protection and Affordable Care Act that are continuing to require modifications to obtain compliance by the City.

The graph presented below illustrates the Operating Transfers In by fund. Police Protection requires the largest operating transfer, representing 36% of the City's total transfers.



The Operating Transfers In reported within the Parks and Performing Arts Funds are expected to increase to offset the loss in property tax revenue as a result of the associated property tax rate caps being at the maximum and the City's total equalized assessed value is again expected to decline. The General Corporate Fund receives transfers from various funds to offset costs incurred within the fund. The Police Pension transfer represents the employer contribution provided by the City on behalf of the Woodstock Police Officers. This transfer corresponds to the amount of property taxes that have been levied on behalf of the Police Pension by the City Council.

In regards to the other funds, the FY13/14 Budget proposes increasing the Operating Transfers In for the General Corporate – CIP Fund to provide additional funding for the City's comprehensive capital improvement program.

Operating Transfers Out:

The majority of the increase in Operating Transfers Out relates to increases in transfer amounts to properly allocate costs. As alluded to earlier, the City has been able to reduce the subsidies required from the Police Protection and Paratransit special revenue funds and has been able to reduce the levels of increases of the corresponding financial assistance normally provided by the General Corporate Fund necessary to maintain these services. The FY13/14 Budget does propose increasing the funding provided to the General Corporate – CIP Fund to support the City’s comprehensive capital improvement program. Specifically, Operating Transfers Out from the General Corporate Fund is budgeted to increase by \$152,200 or 2.8% in FY13/14. This transfer has been adversely impacted by the property tax revenue reductions that have impacted the Parks and Performing Arts Funds, requiring additional support from the General Corporate Fund.

The Police Protection Fund’s Operating Transfer Out is also budgeted to increase by 9.7%, representing the additional costs expected to be incurred to provide public safety services. The table presented below includes amounts for Operating Transfers Out budgeted for FY12/13 and FY13/14, and dollar and percent changes between those budget amounts.

Fund	Operating Transfers Out		+(-)	%
	FY12/13 Budget	FY13/14 Budget		
General Corporate	\$5,475,800	\$5,628,000	\$152,200	2.8%
Police Protection	1,442,000	1,581,800	139,800	9.7%
Utility	1,010,200	1,067,900	57,700	5.7%
General Corporate – CIP	570,600	567,100	(3,500)	(0.6%)
Env. Management	309,100	298,900	(10,200)	(3.3%)
Other Funds	789,200	770,800	(18,400)	(2.3%)
Total	\$9,596,900	\$9,914,500	\$317,600	3.3%

The General Corporate Fund’s Operating Transfer Out represents 57% of the overall transfers made by all of the City’s funds. The transfer amount in the General Corporate Fund is required to subsidize the operations of several other funds that while they have specific revenues that are devoted to their respective operations, these revenues however are insufficient to fund the entire costs of these programs. The City would be unable to provide these services and programs to the community without this financial assistance from the General Corporate Fund.

The Utility Fund includes the transfer to the Liability Insurance Fund that now properly allocates the full costs paid for workers’ compensation and liability insurance coverage for the benefit of this fund. The Library Fund continues to provide funding to the Liability Insurance Fund at FY10/11 levels. In addition, the FY13/14 Budget continues with allocating IMRF costs to the Library and Utility Funds, which have been impacted by the City’s hiring freeze. The Police Protection Fund includes additional funding for the transfer to Police Pension to offset rising pension benefit costs.

The General Corporate Fund's financial resources subsidizes several of the City's funds including Administrative Adjudication, Police Protection, Paratransit, Public Parks, and Performing Arts, as well as provides financial resources for the repayment of Alternate Revenue Source Bonds and health insurance costs. The General Corporate Fund's subsidies/transfers are presented in the table below. The table presents the amounts budgeted for FY12/13 and FY13/14, and dollar and percent changes between those budget amounts.

General Corporate Fund Subsidies/Transfers				
Fund	FY12/13 Budget	FY13/14 Budget	+(-)	%
Police Protection	\$3,657,300	\$3,573,700	(\$83,600)	(2.3%)
Employee Insurance Fund	692,500	717,600	25,100	3.6%
Parks	428,400	460,800	32,400	7.6%
Performing Arts	259,800	303,900	44,100	17.0%
Debt Service Fund	168,300	160,000	(8,300)	(4.9%)
Paratransit	69,500	58,500	(11,000)	(15.8%)
General Corporate – CIP	100,000	250,000	150,000	150.0%
Motor Fuel Tax	100,000	100,000	-0-	0.0%
Administrative Adjudication	-0-	3,500	3,500	100.0%
Total	<u>\$5,475,800</u>	<u>\$5,628,000</u>	<u>\$152,200</u>	2.8%

With the exception of the Paratransit and Police Protection Fund, the transfers to the remaining three operating funds (i.e., Administrative Adjudication, Parks, and Performing Arts) are expected to decrease for FY13/14, falling to \$4,400,400 in total, a decrease of (\$14,600) or (0.3%) from the prior year, and still a reduction of over (\$361,000) or (7.3%) since FY08/09. The majority of the proposed increases are due to offset reductions in property tax revenues as certain funds are impacted by a combination of declining equalized assessed values and statutory rate caps. The decrease within the Police Protection Fund is a result of directly allocating additional property taxes and addressing the decline in property taxes expected to occur within the General Corporate Fund due to the aforementioned statutory rate cap.

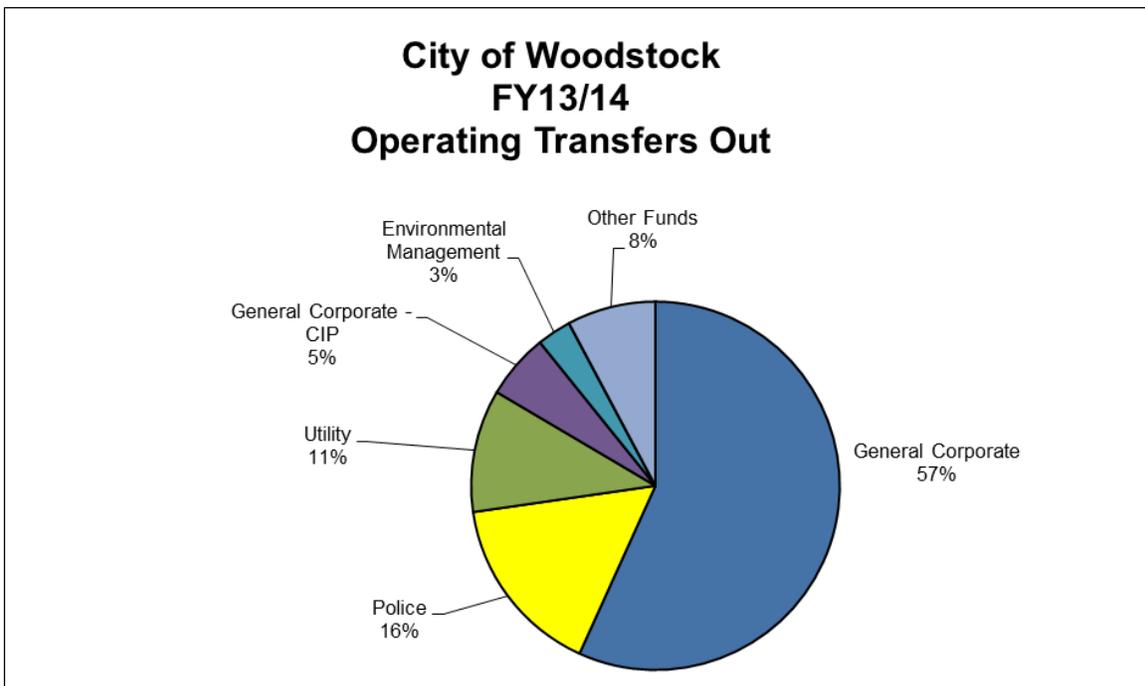
The Paratransit Fund will continue to benefit in the upcoming fiscal year from the consolidation of the City's Dial-A-Ride service with the Cities of Crystal Lake and McHenry, and McHenry County and the corresponding receipt of Federal grant revenues. The proposed FY13/14 budgeted operating transfer to the Paratransit Fund is (\$11,000) less than the FY12/13 amount or a (15.8%) decrease. This operating transfer may need to be re-established at historical levels next year, once the Federal grant funding expires. The Transfer to the Debt Service Fund continues to include additional funding to address the decline in fundraising and surcharges that are pledged for the repayment of the Opera House Annex Alternate Revenue Bonds. This additional funding will prevent a deficit from accumulating within the Debt Service Fund at year end.

Furthermore, the FY13/14 Budget proposes continuing several operating transfers from the General Corporate Fund that were established last fiscal year. In previous years, the

General Corporate Fund did provide supplemental funding to the General Corporate – CIP Fund; however, this transfer was reduced and eventually suspended due to significant growth in CIP-dedicated revenue sources. The FY13/14 Budget proposes increasing the transfer to the General Corporate – CIP Fund to address the City’s comprehensive capital improvement needs.

In addition, after several harsh winters, the City’s roadways will require additional funding for re-pavement and maintenance, as a result, the FY13/14 Budget continues the transfer to the Motor Fuel Tax Fund to provide additional funding to meet the anticipated increase in roadway projects. Finally, the proposed FY13/14 Budget provides a small operating transfer for the Administrative Adjudication Fund. The City Administration implemented several modifications to this program and will continue its review/revisions to attain a self-sufficient operation in future years.

The graph presented below illustrates the Operating Transfers Out by fund. As previously discussed, the General Corporate Fund provides the largest operating transfer out representing more than half (57%) of all transfers out.



CITY OF WOODSTOCK
Interfund Transfers
FY13/14 Budget

	FY12/13 Budget		FY13/14 Budget	
	Transfers In	Transfers Out	Transfers In	Transfers Out
General Corporate	\$482,900	\$5,475,800	\$484,200	\$5,628,000
Special Revenue Funds:				
Administrative Adjudicaiton	\$ -	\$ -	\$ 3,500	\$ -
Aquatic Center	-	17,900	-	18,900
Audit	-	-	-	-
Environmental Management	-	309,100	-	298,900
Hotel/Motel Tax	-	30,000	-	30,000
Illinois Municipal Retirement	312,500	-	319,000	-
Liability Insurance	125,000	-	125,000	-
Library	-	237,700	-	274,600
Motor Fuel Tax	100,000	-	100,000	-
NISRA	-	17,000	-	18,000
Paratransit	69,500	-	58,500	-
Park Development	-	45,000	-	80,100
Parks	428,400	136,500	460,800	125,900
Performing Arts	289,800	88,700	333,900	98,300
Police Protection	3,657,300	1,442,000	3,573,700	1,581,800
Recreation Center	-	76,400	-	77,600
Tax Increment Finance	-	100,000	-	-
Wireless Alarm Monitoring	-	-	-	-
Total Special Revenue Funds	<u>4,982,500</u>	<u>2,500,300</u>	<u>4,974,400</u>	<u>2,604,100</u>
Debt Service Funds:				
Debt Service	\$1,070,500	\$ -	\$ 1,058,800	\$ -
Library Debt Service	35,000	-	42,400	-
SSA#7 (F&F)	-	-	-	-
Total Debt Service Funds	<u>1,105,500</u>	<u>-</u>	<u>1,101,200</u>	<u>-</u>
Capital Projects Funds:				
General Corporate - CIP	\$ 200,000	\$ 570,600	\$ 285,000	\$ 567,100
Library Building	-	35,000	-	42,400
Total Capital Projects Funds	<u>200,000</u>	<u>605,600</u>	<u>285,000</u>	<u>609,500</u>
Enterprise Funds:				
Utility	\$ 9,000	\$1,010,200	\$ 9,000	\$ 1,067,900
Utility Capacity CIP	36,600	-	36,600	-
Total Enterprise Funds	<u>45,600</u>	<u>1,010,200</u>	<u>45,600</u>	<u>1,067,900</u>
Internal Service Fund:				
Employee Health Insurance	\$1,980,400	\$ -	\$ 2,149,100	\$ -
Fiduciary Fund:				
Police Pension	\$ 800,000	\$ 5,000	\$ 875,000	\$ 5,000
Total Transfers	<u><u>\$9,596,900</u></u>	<u><u>\$9,596,900</u></u>	<u><u>\$ 9,914,500</u></u>	<u><u>\$ 9,914,500</u></u>

City of Woodstock Fund Balance Overview FY13/14 Budget

Fund balance represents the difference between a fund's assets and liabilities. In Governmental Funds (i.e. General Corporate, Special Revenue, Debt Service, and Capital Projects Funds), fund balance indicates the amount of available spendable resources that can be used for the fund's operations. However, a large portion of the City's fund balances are restricted by statute or enabling ordinance to fund specific projects, purposes and/or outstanding liabilities.

A sufficient amount of fund balance should be maintained in each fund to prevent liquidity problems, provide amounts for emergencies or unforeseen expenditures, and generate investment income. The City Administration's policy is to maintain fund balance levels at a minimum of 90 days of fund expenditures, with a balance of 120 days of fund expenditures preferred. In FY13/14, with the exception of the Employee Health Insurance Fund, all of the City's Funds will report positive fund balances.

The Administrative Adjudication, Paratransit, Police Protection, Performing Arts, and Public Parks Funds do not report fund balance, since the operations of these funds are subsidized by the General Corporate Fund. Out of the remaining 22 funds, only four funds are not projected to meet the 90-day benchmark (i.e., Recreation Center (46 days), Debt Service (0 days), Library Debt Service (1 day), and Employee Health Insurance Funds) by the end of FY13/14.

The Debt Service and Library Debt Service Funds are budgeted to end FY13/14 with either zero or a minimal amount of fund balance, which is typical within Debt Service Funds, where the expenditure amounts and timing of costs coincide with the revenues collected. The Recreation Center completed several large repairs of the building's HVAC systems over the last several years requiring a temporary reduction in the available fund balances. Finally, the City Administration's modification to the health plan with the implementation of a new PPO provider, higher deductibles and drug co-pays combined with the continued increases to employee contributions (again increasing the employee contributions in FY13/14) and the additional costs to implement the Patient Protection and Affordable Care Act (PPACA) will stabilize the deficit reported within this fund at the end of FY13/14 compared with prior years. The City will continue to review possible plan modifications that provide financial benefits and reduces the overall claims incurred by the City.

The table presented below includes the FY12/13 and FY13/14 Fund Balance amounts by fund type. In addition the dollar and percent changes are also presented to identify significant changes.

Fund	FY12/13 Fund Balance	FY13/14 Fund Balance	+(-)	%
General Corporate	\$ 4,399,700	\$ 4,408,000	\$ 8,300	0.2%
Special Revenue	5,928,400	5,629,900	(298,500)	(5.0%)
Debt Service	1,000	1,000	-0-	0.0%
Capital Projects	2,404,800	1,805,700	(599,100)	(24.9%)
Utility Fund	6,421,700	6,110,000	(311,700)	(4.9%)
Employee Insurance Fund	(370,600)	(382,600)	(12,000)	(3.2%)
Police Pension Fund	16,621,500	16,873,700	252,200	1.5%
Total – All Funds	\$ 35,406,500	\$ 34,445,700	(\$960,800)	(2.7%)

In FY13/14, fund balance is budgeted to DECREASE by (\$960,800) or by (2.7%). The majority of this decrease (\$599,100) is due to the utilization of fund balance in the General Corporate – CIP Fund, which includes over \$345,000 in funding dedicated for roadway improvements and has been adversely impacted by the debt service payments that were previously funded through park developer donations. In addition, the FY13/14 Budget continues to utilize a limited amount of fund balance for the Utility Fund to take advantage of a favorable construction market and address a variety of capital improvement needs. Most importantly, even in light of these challenging economic times, the General Corporate Fund’s fund balance is budgeted to remain stable, posting a minor gain in FY13/14.

Special Revenue Funds are budgeted to experience a reduction of (\$298,500) in fund balance for FY13/14 or a decrease of (5.0%). The Tax Increment Financing Fund will provide additional funding to complete several improvements to the downtown and address ongoing rehabilitation of the Old Courthouse. The Wireless Alarm Monitoring Fund will benefit from additional collections offsetting the equipment costs carried over within fund balance from the prior year and establishing a reserve for future equipment replacement by the end of FY13/14.

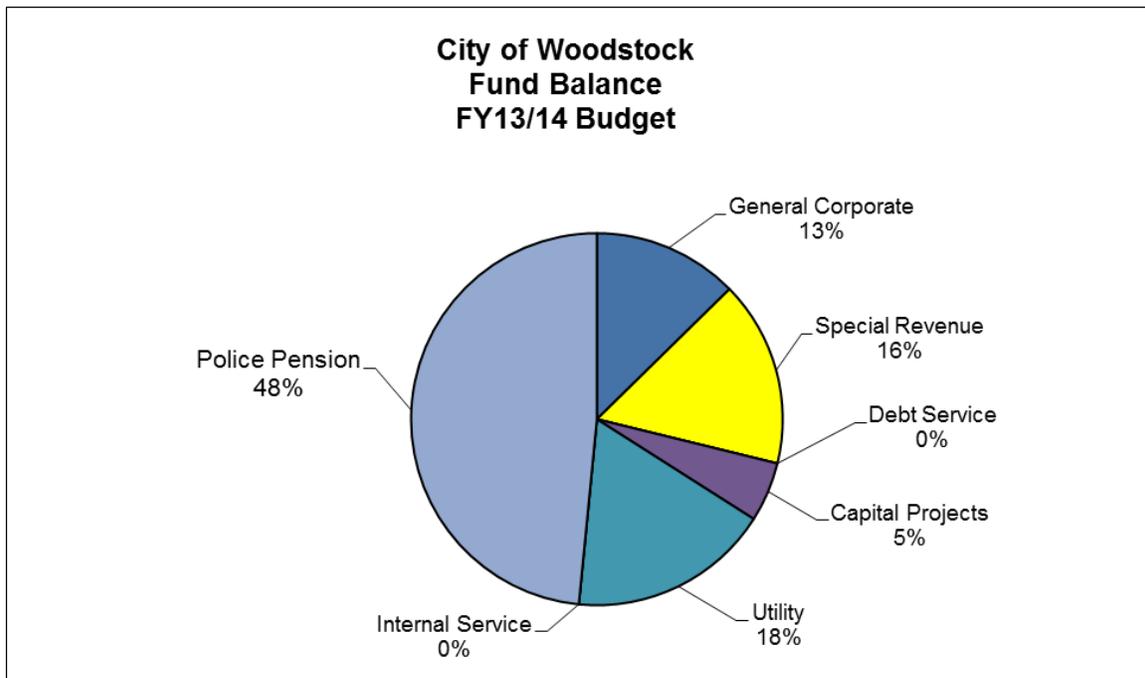
Debt Service Funds are budgeted to experience no change in fund balance for FY13/14. The FY13/14 Budget continues to propose maintaining the additional funding from the General Corporate Fund to the Debt Service Fund to temporarily address the deficiency between the required debt service payment for the Opera House Annex and the amount which can be currently derived from fundraising and surcharges during these challenging economic times. The City Administration will need to review the surcharge in future years to determine if this fee should be increased to insure that appropriate revenues are derived for this debt obligation.

Moreover, the Capital Projects Funds will also need to utilize fund balance in FY13/14 decreasing by (\$599,100) or (24.9%) with the majority representing road resurfacing and other street improvements (\$348,700) and the aforementioned payment to the Debt

Service Fund for the payment of Alternate Revenue Bonds issued for Parks projects (\$146,800).

As previously mentioned, the Utility Fund is also budgeted to experience a decrease in fund balance for FY13/14, resulting from the utilization of a limited amount of funds on hand to take advantage of a favorable construction market and complete several priority improvements. Unfortunately, the Employee Health Insurance Fund is budgeted to experience a minor decrease to fund balance in FY13/14, by (\$12,000) or (3.2%), as the cost containment efforts implemented in previous years combined with a declining number of covered employees resulting from the sixth year of a hiring freeze and increases to employee contributions will result in a positive impact, but will be offset by rising costs required to implement PPACA. Several plan modifications will be considered in FY13/14 to reduce the City's exposure to the increasing costs being experienced within this area.

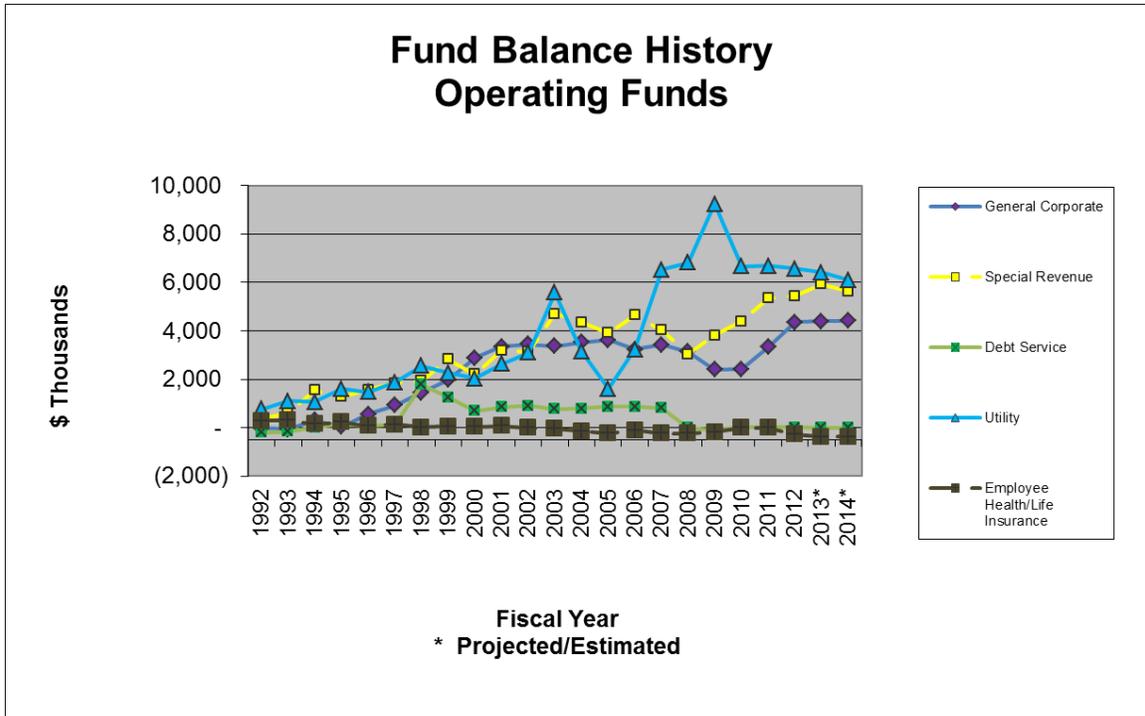
The graph presented below includes a breakdown of Fund Balance by fund type.



The Police Pension Fund's Fund Balance is 48% of the City's total fund balance; however, this amount is specifically restricted to fund the Police Officers' pensions and is unavailable for appropriation. The General Corporate Fund represents 13% of the City's total fund balance. The General Corporate Fund maintains a significant fund balance since it subsidizes five Special Revenue Funds. Capital Projects Funds consists of 5% of the City's total fund balance, with a substantial portion of this balance, again, restricted and will be carried over to finance major construction projects in future years. The Utility Fund's Fund Balance represents 18% of the City's total Fund Balance, and represents necessary cash needed to finance both the Utility's operations, as well as, provide additional funding for current and future capital projects.

The City has significantly improved the fund balance position for all of its funds since FY91/92. In FY91/92, the City utilized 26 funds and ten (10) of those funds, including the General Corporate Fund, reported deficit fund balances. In FY13/14, the City Administration is projecting that 26 of the City's 27 funds will end the fiscal year with a positive fund balance. As previously mentioned, the proposed FY13/14 Budget remains a balanced budget utilizing targeted reductions to fund balance.

The graph provided below demonstrates the changes in fund balance for the City's operating funds (i.e., General Corporate, Special Revenue, Debt Service, Utility and Employee Health/Life Insurance Funds) since FY91/92.



Overall, sufficient reserves have been developed in the majority of the City's funds over the last ten years to provide the City with ample coverage for unforeseen and emergency expenditures without impacting normal operations. The City has continued its past history of strong financial management and prudent spending to maintain the reserves built in previous years. Even during these challenging economic times, the City has been successful at maintaining its fund reserves and minimizing the use of these reserves to offset the sustained decline in revenues.

CITY OF WOODSTOCK
Fund Balance Overview
FY13/14 Budget

	FY12/13			FY13/14		
	Beginning Fund Balance	Projected Surplus (Deficit)	Ending Fund Balance	Beginning Fund Balance	Budget Surplus (Deficit)	Fund Balance
General Corporate	\$ 4,359,700	\$ 40,000	\$ 4,399,700	\$ 4,399,700	\$ 8,300	\$ 4,408,000
Special Revenue Funds:						
Administrative Adjudication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aquatic Center	88,200	7,100	95,300	95,300	13,300	108,600
Audit	23,600	(1,800)	21,800	21,800	(4,900)	16,900
Environmental Management	767,100	(20,300)	746,800	746,800	(98,100)	648,700
Hotel/Motel Tax	83,000	(6,300)	76,700	76,700	(10,000)	66,700
Illinois Municipal Retirement	884,900	125,900	1,010,800	1,010,800	63,300	1,074,100
Liability Insurance	1,075,600	293,500	1,369,100	1,369,100	122,200	1,491,300
Library	819,600	27,400	847,000	847,000	-	847,000
Motor Fuel Tax	327,800	(33,700)	294,100	294,100	-	294,100
NISRA	84,900	(16,500)	68,400	68,400	(6,900)	61,500
Paratransit	-	-	-	-	-	-
Park Development	61,000	15,400	76,400	76,400	(29,700)	46,700
Parks	-	-	-	-	-	-
Performing Arts	-	-	-	-	-	-
Police	-	-	-	-	-	-
Recreation Center	20,800	2,400	23,200	23,200	20,800	44,000
Tax Increment Financing	1,337,600	(22,400)	1,315,200	1,315,200	(481,000)	834,200
Wireless Alarm Monitoring	(133,800)	117,400	(16,400)	(16,400)	112,500	96,100
Total Special Revenue Funds	\$5,440,300	\$488,100	\$5,928,400	\$5,928,400	(\$298,500)	\$5,629,900
Debt Service Funds:						
Debt Service	\$ (1,100)	\$ 1,100	\$ -	\$ -	\$ -	\$ -
Library Debt Service	14,700	(13,700)	1,000	1,000	-	1,000
Total Debt Service Funds	\$13,600	(\$12,600)	\$1,000	\$1,000	\$ -	\$1,000
Capital Projects Funds:						
General Corporate - CIP	\$ 2,422,300	\$ (294,900)	\$ 2,127,400	\$ 2,127,400	\$ (555,600)	\$ 1,571,800
Library Building	310,900	(33,500)	277,400	277,400	(43,500)	233,900
Total Capital Projects Funds	\$2,733,200	(\$328,400)	\$2,404,800	\$2,404,800	(\$599,100)	\$1,805,700
Enterprise Funds:						
Utility	\$ 1,793,700	\$ 200	\$ 1,793,900	\$ 1,793,900	\$ (170,400)	\$ 1,623,500
Utility Capacity CIP	4,770,300	(142,500)	4,627,800	4,627,800	(141,300)	4,486,500
Total Enterprise Funds	\$6,564,000	(\$142,300)	\$6,421,700	\$6,421,700	(\$311,700)	\$6,110,000
Internal Service Fund:						
Employee Health Insurance	\$ (278,000)	\$ (92,600)	\$ (370,600)	\$ (370,600)	\$ (12,000)	\$ (382,600)
Fiduciary Fund:						
Police Pension	\$ 15,778,600	\$ 842,900	\$ 16,621,500	\$ 16,621,500	\$ 252,200	\$ 16,873,700
Totals	<u>\$ 34,611,400</u>	<u>\$ 795,100</u>	<u>\$ 35,406,500</u>	<u>\$ 35,406,500</u>	<u>\$ (960,800)</u>	<u>\$ 34,445,700</u>

CITY OF WOODSTOCK
Fund Balance History
FY13/14 Budget

	FY91/92	FY92/93	FY93/94	FY94/95	FY95/96	FY96/97	FY97/98	FY98/99	FY99/00	FY00/01	FY01/02
General Corporate	\$ (20,232)	\$ (68,048)	\$ 293,703	\$ 23,659	\$ 553,097	\$ 914,614	\$ 1,452,175	\$ 1,968,286	\$ 2,892,084	\$ 3,351,985	\$ 3,436,411
Special Revenue Funds:											
Ambulance	\$ (5,165)	\$ (20,398)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Adjudication	-	-	-	-	-	-	-	-	-	-	-
Aquatic Center	-	-	-	-	-	-	-	-	-	-	-
Audit	709	3,080	-	4,332	5,733	7,744	10,597	17,241	25,041	32,457	38,381
Environmental Management	(4,467)	211,321	478,138	796,026	776,130	1,011,408	971,806	1,359,202	192,871	493,781	396,547
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-	-	-
Illinois Municipal Retirement	(118,608)	(183,627)	516,337	-	6,181	112,351	266,643	448,710	495,297	665,835	768,861
Liability Insurance	(52,520)	(36,497)	-	52,215	120,521	221,096	58,541	434,450	566,939	746,602	705,494
Library	20,502	49,358	108,469	58,612	41,900	4,489	11,725	7,781	22,660	103,655	144,480
Motor Fuel Tax	20,081	75,377	89,852	137,957	126,032	111,760	60,743	22,086	81,537	298,431	238,935
Opera House Annex	-	-	-	-	-	-	-	-	23,024	67,881	-
Paratransit	(13,115)	(3,869)	-	-	-	-	-	3,248	837	-	-
Park Development	174,210	295,959	144,508	14,635	197,538	87,913	231,059	120,721	295,473	249,974	399,496
Public Parks	5,232	(16,342)	-	-	-	-	-	4,594	3,456	-	-
Performing Arts	(411)	(8,120)	-	-	-	9,963	11,891	13,232	8,800	-	-
Police Protection	61,009	18,975	-	-	-	-	18,429	36,486	19,385	-	-
Recreation Center	-	-	-	-	-	-	-	-	-	-	-
Revolving Loan	245,647	178,221	178,153	199,774	263,478	277,458	290,160	302,338	316,310	333,247	342,558
Special Projects	41,038	25,809	21,761	-	20,360	-	-	-	-	65,651	65,651
Special Recreation	(11,182)	(4,017)	-	-	(956)	-	2,052	4,701	11,319	17,786	35,891
Tax Increment Financing	-	-	-	-	-	258	(945)	57,795	135,634	120,065	3,324
Wireless Alarm Monitoring	-	-	-	-	-	-	-	-	-	-	-
Total Special Revenue Funds	\$ 362,960	\$ 585,230	\$ 1,537,218	\$ 1,263,551	\$ 1,556,917	\$ 1,844,440	\$ 1,932,701	\$ 2,832,585	\$ 2,198,583	\$ 3,195,365	\$ 3,139,618
Debt Service Funds:											
1990 CBD Bond	\$ 41,542	\$ 41,542	\$ -	\$ 41,542	\$ 41,542	\$ 41,542	\$ 41,542	\$ 41,542	\$ 41,542	\$ -	\$ -
Debt Service	106,862	51,387	3,563	78,540	70,928	87,937	302,068	499,282	22,383	42,964	76,219
Library Debt Service	(11,684)	(11,576)	-	-	-	-	-	-	-	3,363	6,269
SSA #5 (CBD)	(342,265)	(242,856)	-	-	(61,097)	-	(487)	-	(306)	149,368	149,368
SSA#7 (F&F)	-	-	-	-	-	-	1,437,967	714,521	624,950	646,400	666,345
Total Debt Service Funds	\$ (205,545)	\$ (161,503)	\$ 3,563	\$ 120,082	\$ 51,373	\$ 129,479	\$ 1,781,090	\$ 1,255,345	\$ 688,569	\$ 842,095	\$ 898,201
Capital Projects Funds:											
General Corporate - CIP	\$ 190,966	\$ 54,836	\$ 133,136	\$ 135,390	\$ 55,625	\$ 289,589	\$ 707,115	\$ 1,596,080	\$ 127,840	\$ 7,159,658	\$ 4,596,410
Library Building	200,096	286,943	220,222	325,261	297,852	559,804	766,749	906,517	4,489,793	1,489,621	381,511
Total Capital Projects Funds	\$ 391,062	\$ 341,779	\$ 353,358	\$ 460,651	\$ 353,477	\$ 849,393	\$ 1,473,864	\$ 2,502,597	\$ 4,617,633	\$ 8,649,279	\$ 4,977,921
Enterprise Funds:											
Light & Power	\$ 311,865	\$ 316,681	\$ 198,234	\$ 180,103	\$ 137,105	\$ 82,647	\$ -	\$ -	\$ -	\$ -	\$ -
Water & Sewer	452,979	790,143	859,082	1,421,438	1,324,574	1,791,815	2,558,202	2,252,233	2,023,354	2,627,200	3,102,333
Total Enterprise Funds	\$ 764,844	\$ 1,106,824	\$ 1,057,316	\$ 1,601,541	\$ 1,461,679	\$ 1,874,462	\$ 2,558,202	\$ 2,252,233	\$ 2,023,354	\$ 2,627,200	\$ 3,102,333
Internal Service Fund:											
Employee Health Insurance	\$ 287,161	\$ 300,856	\$ 139,685	\$ 226,337	\$ 78,283	\$ 136,159	\$ 10,135	\$ 42,131	\$ 24,273	\$ 64,684	\$ (8,659)
Fiduciary Fund:											
Police Pension	\$ 3,485,864	\$ 3,853,509	\$ 4,208,347	\$ 4,478,067	\$ 4,897,721	\$ 5,266,192	\$ 5,731,198	\$ 6,307,664	\$ 6,869,653	\$ 6,991,822	\$ 7,405,645
Totals	\$ 5,066,114	\$ 5,958,647	\$ 7,593,190	\$ 8,173,888	\$ 8,952,547	\$11,014,739	\$ 14,939,365	\$17,160,841	\$19,314,149	\$ 25,722,430	\$ 22,951,470

CITY OF WOODSTOCK
Fund Balance History
FY13/14 Budget

	FY02/03	FY03/04	FY04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14
General Corporate	\$ 3,359,348	\$ 3,528,959	\$ 3,623,619	\$ 3,234,118	\$ 3,431,512	\$ 3,133,194	\$ 2,395,950	\$ 2,413,086	\$ 3,319,432	\$ 4,359,746	\$ 4,399,700	\$ 4,408,000
Special Revenue Funds:												
Ambulance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Adjudication	-	-	-	-	-	-	-	(27,756)	-	-	-	-
Aquatic Center	-	-	163,383	159,027	126,736	115,083	79,229	76,129	82,127	88,182	95,300	108,600
Audit	42,573	40,829	17,884	4,293	5,769	15,559	23,895	23,809	24,135	23,558	21,800	16,900
Environmental Management	646,436	594,838	517,939	587,143	415,423	365,241	572,012	706,723	773,628	767,142	746,800	648,700
Hotel/Motel Tax	-	-	-	-	115,256	136,853	139,829	123,218	100,782	83,049	76,700	66,700
Illinois Municipal Retirement	771,509	780,641	684,916	486,957	213,419	50,045	213,641	604,815	751,649	884,860	1,010,800	1,074,100
Liability Insurance	648,810	680,886	730,687	796,994	739,229	715,375	799,000	861,512	891,731	1,075,583	1,369,100	1,491,300
Library	161,687	228,048	250,138	274,570	281,940	467,623	501,110	510,649	825,837	819,594	847,000	847,000
Motor Fuel Tax	145,331	116,064	148,119	181,568	150,043	13,785	(10,862)	128,951	278,442	327,787	294,100	294,100
Opera House Annex	-	-	-	-	-	-	-	-	-	-	-	-
Paratransit	-	-	-	-	-	-	-	-	-	-	-	-
Park Development	219,213	170,893	411,629	771,932	946,105	34,623	45,507	69,819	42,997	60,981	76,400	46,700
Public Parks	-	-	-	-	-	-	-	-	-	-	-	-
Performing Arts	-	-	-	-	-	-	-	-	-	-	-	-
Police Protection	-	-	-	-	-	-	-	-	-	-	-	-
Recreation Center	-	15,180	72,208	74,615	20,533	(9,908)	(10,811)	(13,545)	(124)	20,794	23,200	44,000
Revolving Loan	347,418	352,135	357,641	371,769	-	-	-	-	-	-	-	-
Special Projects	-	-	-	-	-	-	-	-	-	-	-	-
Special Recreation	35,071	46,886	61,816	79,290	110,908	113,151	118,075	112,126	100,635	84,900	68,400	61,500
Tax Increment Financing	1,681,868	1,323,626	494,065	853,047	905,990	1,020,730	1,346,399	1,581,014	1,736,992	1,337,562	1,315,200	834,200
Wireless Alarm Monitoring	-	-	-	-	-	-	-	(352,764)	(259,216)	(133,789)	(16,400)	96,100
Total Special Revenue Funds	\$ 4,699,916	\$ 4,350,026	\$ 3,910,425	\$ 4,641,205	\$ 4,031,351	\$ 3,038,160	\$ 3,817,024	\$ 4,404,700	\$ 5,349,615	\$ 5,440,203	\$ 5,928,400	\$ 5,629,900
Debt Service Funds:												
1990 CBD Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	43,749	61,523	118,821	61,486	-	(49,149)	(134,964)	(42,260)	1,954	(1,106)	-	-
Library Debt Service	7,285	8,570	8,838	39,419	43,695	48,625	52,845	52,251	38,719	14,707	1,000	1,000
SSA #5 (CBD)	-	-	-	-	-	-	-	-	-	-	-	-
SSA#7 (F&F)	717,177	726,403	736,949	763,457	759,558	1,850	-	-	-	-	-	-
Total Debt Service Funds	\$ 768,211	\$ 796,496	\$ 864,608	\$ 864,362	\$ 803,253	\$ 1,326	\$ (82,119)	\$ 9,991	\$ 40,673	\$ 13,601	\$ 1,000	\$ 1,000
Capital Projects Funds:												
General Corporate - CIP	\$ 3,473,426	\$ 1,723,044	\$ 1,810,421	\$ 5,163,279	\$ 5,040,324	\$ 3,455,180	\$ 3,411,653	\$ 3,409,210	\$ 3,345,998	\$ 2,422,268	\$ 2,127,400	\$ 1,571,800
Library Building	406,762	427,900	570,158	690,274	908,755	766,976	573,048	406,695	343,965	310,943	277,400	233,900
Total Capital Projects Funds	\$ 3,880,188	\$ 2,150,944	\$ 2,380,579	\$ 5,853,553	\$ 5,949,079	\$ 4,222,156	\$ 3,984,701	\$ 3,815,905	\$ 3,689,963	\$ 2,733,211	\$ 2,404,800	\$ 1,805,700
Enterprise Funds:												
Light & Power	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water & Sewer	5,570,050	3,150,784	1,598,474	3,235,837	6,520,741	6,823,412	9,239,307	6,668,534	6,682,276	6,563,907	6,421,700	6,110,000
Total Enterprise Funds	\$ 5,570,050	\$ 3,150,784	\$ 1,598,474	\$ 3,235,837	\$ 6,520,741	\$ 6,823,412	\$ 9,239,307	\$ 6,668,534	\$ 6,682,276	\$ 6,563,907	\$ 6,421,700	\$ 6,110,000
Internal Service Fund:												
Employee Health Insurance	\$ (46,753)	\$ (147,298)	\$ (247,586)	\$ (102,465)	\$ (243,337)	\$ (238,628)	\$ (181,685)	\$ (1,852)	\$ (11,331)	\$ (277,988)	\$ (370,600)	\$ (382,600)
Fiduciary Fund:												
Police Pension	\$ 7,573,444	\$ 8,798,099	\$ 9,621,897	\$ 11,325,331	\$ 12,530,084	\$ 13,307,776	\$ 11,389,645	\$ 13,724,758	\$ 15,652,223	\$ 15,778,583	\$ 16,621,500	\$ 16,873,700
Totals	\$ 25,804,404	\$ 22,628,010	\$ 21,752,016	\$ 29,051,941	\$ 33,022,683	\$ 30,287,396	\$ 30,562,823	\$ 31,035,122	\$ 34,722,851	\$ 34,611,263	\$ 35,406,500	\$ 34,445,700

City of Woodstock

PROPERTY TAX REVENUES

ALL FUNDS

Summary/Comparison

	FY12/13 Budget	FY12/13 Projected	FY13/14 Proposed	\$ +(-)	% +(-)
General	\$ 2,750,000	\$ 2,807,200	\$ 2,640,000	\$ (110,000)	(4.0%)
Audit	33,300	33,500	33,500	200	0.6%
Police - Operations	723,000	747,500	930,000	207,000	28.6%
Police - Pension	800,000	862,700	875,000	75,000	9.4%
Parks	415,000	409,300	380,000	(35,000)	(8.4%)
Performing Arts	225,000	218,300	200,000	(25,000)	(11.1%)
Library	830,000	880,100	880,000	50,000	6.0%
Library Building	87,500	87,800	88,000	500	0.6%
Library Debt Service	328,400	327,600	328,400	-	0.0%
IMRF	1,220,000	1,224,800	1,235,000	15,000	1.2%
NISRA	145,000	145,700	147,000	2,000	1.4%
Liability Insurance	682,000	685,900	690,000	8,000	1.2%
Debt Service	344,000	343,200	340,800	(3,200)	(0.9%)
TIF	725,000	604,500	525,000	(200,000)	(27.6%)
Environmental Management	520,000	523,600	525,000	5,000	1.0%
TOTAL PROPERTY TAXES					
ALL FUNDS	\$ 9,828,200	\$ 9,901,700	\$ 9,817,700	\$ (10,500)	(0.1%)

GENERAL FUND REVENUES



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

Memo

To: Mr. Tim Clifton, City Manager
From: Roscoe Stelford, Deputy City Manager/Finance Director
Date: February 7, 2013
Re: Transmittal of General Corporate Fund Revenues

The FY13/14 General Corporate Fund revenues proposed budget is attached. The General Corporate Fund is used to account for all municipal operations except those that are required to be accounted for in a separate fund, per the Government Finance Officers Association (GFOA) guidelines.

In FY12/13, the General Corporate Fund's revenues, excluding transfers, are projected to end the fiscal year ahead of budgetary estimates by \$231,600 with the majority of this increase resulting from improved collections related to income taxes and building permits. In general, tax revenues have appeared to stabilize and are again beginning to grow, albeit at a reduced level. While all development-related revenues continue to struggle, on a positive note, two of the three building-related revenue accounts are expected to meet or exceed the reduced budgetary expectations for the current fiscal year.

In calendar year 2012, the City experienced some improvement in building activity for new homes, with 28 permits issued. However, on a fiscal year basis, already several permits have been issued in early 2013 that will prove beneficial to the City's building revenues. In comparison, during calendar year 2011 the City issued 19 building permits for new housing, which was lower than the 27 building permits issued in calendar year 2010, and still significantly below previous levels that normally range from over 100 to as many as 350 in a given calendar year. A sustained reduction in new housing has been utilized as a framework for the development of the FY13/14 Budget to forecast development-related revenues.

It is important to note that the City's overall property tax levy was, in effect, re-allocated over the past three years by reducing property taxes within various funds to allow for additional collections to be reported within the General Corporate Fund. However, the General Corporate Fund's main property tax levy has now reached the statutory rate cap, which will result in

declines being reported within this revenue source beginning in FY13/14 until the City's total equalized assessed values stabilize.

In FY13/14 General Corporate Fund revenues, excluding transfers, are budgeted to INCREASE by \$139,800 or 1.5% when compared with the FY12/13 Budget amount. The growth expected to occur within sales and income taxes have been partially mitigated by the anticipated decline in property taxes. Again, the FY13/14 Budget continues to face a variety of challenges including a struggling new housing market and limited economic growth. While State-shared revenues appear to have stabilized and are beginning to grow, these revenue sources still fall significantly below FY08/09 levels and may require several years before achieving a complete recovery.

The property tax allocation method, which has again been proposed within the FY13/14 Budget, has been modified to transfer property taxes directly to the Police Protection Fund to alleviate the operating transfer required to subsidize this operation. Overall, total property taxes collected City-wide are expected to decrease by (\$10,500) in FY13/14 or a (0.1%) decline. This reduction has been impacted, in part, from the City Council's direction to abate the inflationary growth for the City's property tax levy and provide some form of property tax relief to the residents. The City Administration will continue to re-allocate any additional property taxes generated from either new growth within the community or reductions imposed in other areas required to comply with maximum property tax rate caps.

The total equalized assessed value for the community is expected to fall for the second consecutive year in excess of 10.0%. Therefore, several funds that have historically been allocated property tax revenues based on the maximum property tax rate will experience mandatory reductions in FY13/14. The continued re-allocation of the City's property taxes remains an important part of the entire solution to achieve a balanced budget for FY13/14, and must remain in place for the City to achieve this goal.

The Illinois Municipal League's (IML) FY13/14 projections indicate a 3.6% growth rate in income and state use tax collections and the associated per capita income tax distributions due from the State of Illinois. Although the State of Illinois did increase the State's income tax from 3% to 5% at the beginning of 2011, this legislation also provided for a reduction in the amount distributed to local governments from 10% to 6%. This modification is intended to maintain the local governments at the same level of funding that was received prior to the income tax increase. However, the State of Illinois also has expenditure thresholds that if exceeded result in the forfeiture of the additional tax collections. This legislation does not address any change to the local government distributions to return to the previous levels of revenue sharing and would result in immediate and drastic reductions in these revenue sources.

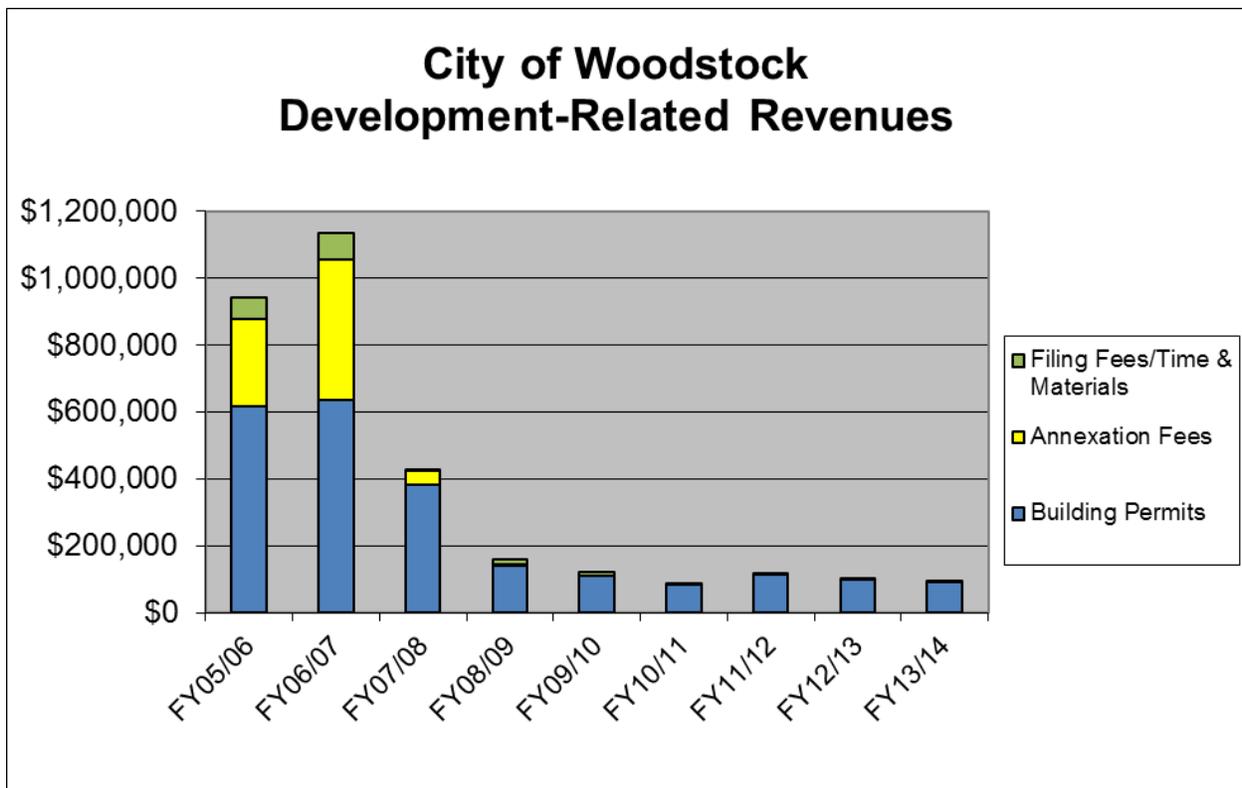
The City Administration is proposing utilizing a more conservative growth rate of 2.3% versus the IML's projections for determining the FY13/14 budget utilized for income tax collections. In addition, these potential distributions may be reduced or temporarily suspended if the State is unable to resolve its own budget crisis. It is important to note that the income tax increase imposed at the beginning of 2011 has not been able to generate sufficient revenues to eliminate the State's budget deficit. Therefore, the City Administration will need to remain vigilant in

monitoring the State’s fiscal performance and make the necessary budgetary adjustments if the State modifies the current allocation formula to meet its own substantial budget shortfall.

On the economic front, consumer confidence continues to increase and unemployment has been falling, which both have a positive impact on the City’s sales tax collections. The City Administration is providing a conservative estimate of a 0.8% growth rate in sales taxes for the FY13/14 Budget.

It is important to note that State-shared revenues account for 59% of the total General Fund revenues and any modification or temporary suspension of these revenues by the State, beyond those anticipated within the development of the proposed FY13/14 Budget, would require drastic modifications in spending to offset these lost revenues. Undoubtedly, the City would have to initiate major service reductions and a Reduction-In-Force (RIF) to compensate.

The graph presented below illustrates the unprecedented decline in building-related revenues collected by the General Corporate Fund that first began in FY07/08 and is expected to continue through FY13/14. Development revenues have been presented for the six previous fiscal years to allow for a comparison with the projected collections for FY12/13 and anticipated revenues for the FY13/14 Budget.



As illustrated by the graph, the City’s building related revenues experienced a significant downturn as the FY07/08 revenues, which reflect the onset of the recession, exceeded over \$400,000, but fell dramatically to less than half that amount in FY08/09 and have continued to

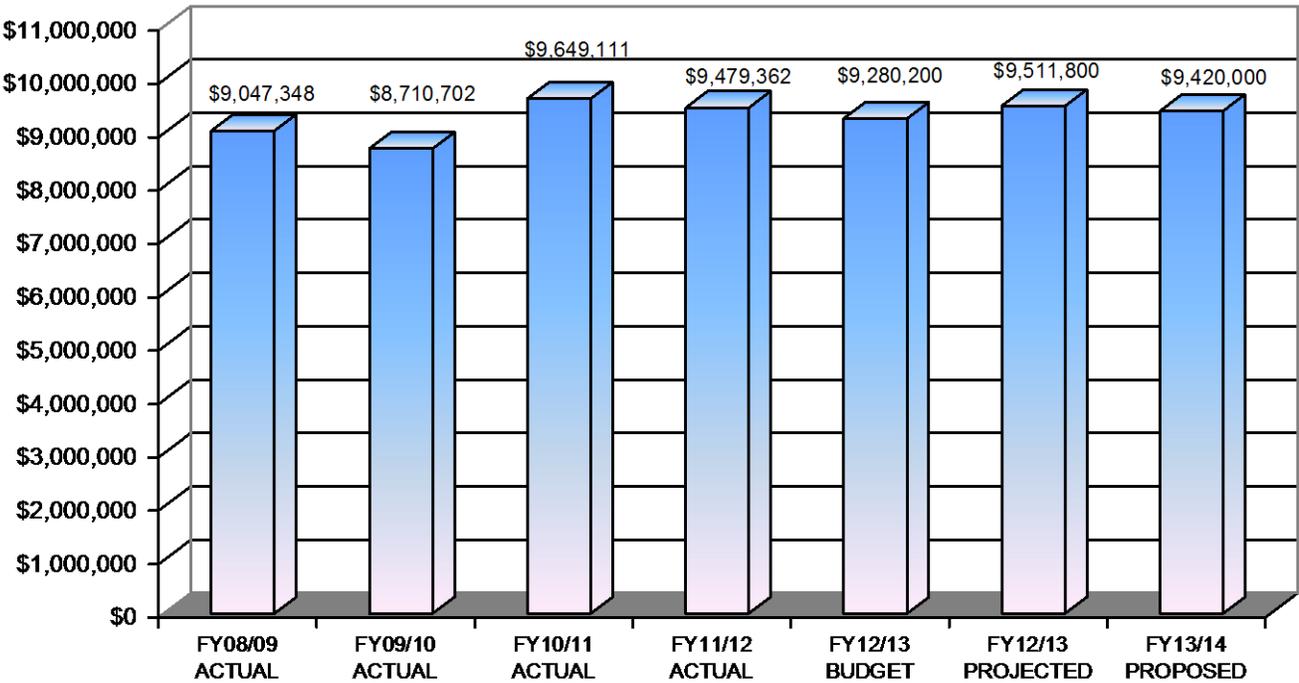
remain depressed throughout FY13/14. Annexation and filing fees will remain non-existent, as any potential developments interested in the annexation process continue a "wait and see" posture attempting to ascertain some positive signs of recovery in new housing before moving any additional development projects forward.

Although it appears the bottom has been reached, any gains in revenues are expected to be limited and revenue levels are still anticipated to fall below previous levels posted at the respective high points. The City must remain conservative in regards to its future revenue projections and these assumptions have provided the framework for the development of the FY13/14 Budget. The City will need to form the foundation of the FY13/14 Budget for the fifth consecutive year within this challenging budget environment.

A detailed overview of the performance of FY12/13 projected revenues and a forecast of FY13/14 budgeted revenues follows. Specific detail regarding each line item is also included in the attached report. Please feel free to contact me with any additional questions.

GENERAL FUND REVENUE – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund.					

**GENERAL FUND REVENUES
BUDGET COMPARISON
(Excluding Transfers)**



**GENERAL CORPORATE FUND REVENUES
FY12/13
OVERVIEW**

Fund Definition:

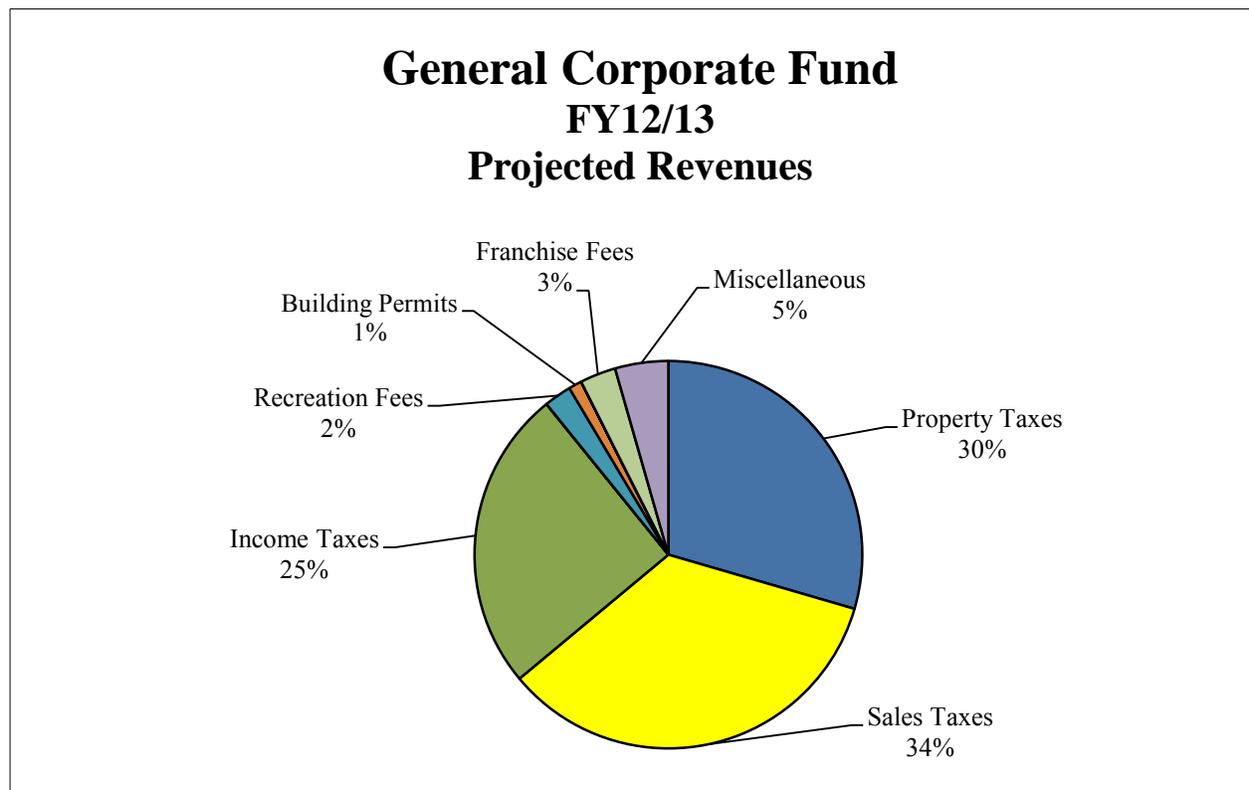
The General Corporate Fund is used to account for all financial resources except those required to be accounted for in another fund. As required by Generally Accepted Accounting Principles (GAAP), the City only reports and accounts for one General Fund (Cod. Sec. 1300.106). In addition, the General Fund does not include any financial resources from entities, which are legally separate from the City (e.g., Library), even though these entities may be reported within the City's financial statements and accounted for by the Finance Department. The General Fund only includes financial resources and transactions for the primary government.

Recap of FY12/13 Budgeted Revenues:

At this time, the General Corporate Fund's revenues for FY12/13, before transfers, are projected to end the fiscal year exceeding the budget appropriation. The table provided below summarizes revenues and transfers for the current year budget, projected actual and the percent change between each.

	FY12/13			
	FY12/13 Budget	FY12/13 Projected	Projected Vs. Budget	
			(+/-)	%
Property Taxes	\$2,750,000	\$2,807,300	\$57,300	2.1%
Replacement Taxes	240,000	215,000	(25,000)	(10.4%)
Sales Taxes	3,275,000	3,275,000	-	0.0%
Income Taxes	2,250,000	2,400,000	150,000	6.7%
Licenses	66,000	66,000	-	0.0%
Building Permits	80,000	100,000	20,000	25.0%
Stormwater Permits	2,500	3,500	1,000	40.0%
Franchise Fees	280,000	285,000	5,000	1.8%
Filing Fees	1,400	1,200	(200)	(14.3%)
Backflow Insp. Fees	35,000	40,000	5,000	14.3%
Recreation Fees	230,000	225,000	(5,000)	(2.2%)
Recreation Fin. Aid	(7,000)	(7,000) *	-	0.0%
Miscellaneous	77,300	100,800	23,500	30.4%
Total Revenues	\$9,280,200	\$9,511,800	\$231,600	2.5%
Transfers In	482,900	465,800	(17,100)	(3.5%)
Total Revenues & Transfers In	\$9,763,100	\$9,977,600	\$214,500	2.2%
Transfers Out	(5,475,800)	(5,813,000)	(337,200)	(6.2%)
Total Revenues and Transfers	\$4,287,300	\$4,164,600	(\$122,700)	(2.9%)

In comparison to the budget, FY12/13 projected revenues, not taking into account transfers, are expected to end the year exceeding the budget amount by \$231,600 or 2.5%. As previously mentioned, the receipt of additional property and income taxes has contributed significantly to the generation of these additional revenues. Conversely, building activity experienced within the City of Woodstock remains depressed; however, additional building revenues have been realized in FY12/13 through increased activities in other areas, such as electrical examinations, remodeling permits, and other miscellaneous building fees. Building activity has continued along the same levels as FY11/12, with the City issuing only 28 new building permits in calendar year 2012 compared with the 19 issued one year earlier, which represented a 25-year low point for new construction.



The graph presented above illustrates the General Corporate Fund’s projected revenues for FY12/13. All payments for property taxes have been received from the County Treasurer. In general, property taxes are a major revenue source for the majority of the City’s funds. However, in the General Corporate Fund, the wide variety of revenue streams allows the City’s largest fund to provide services to the community without relying solely on the property tax levy collected from the residents. **Contrary to public perception, property taxes represent only 30% of the General Corporate Fund’s total revenues**, while sales taxes accounted for the largest share of overall projected revenues, estimated at 34% of total revenues. State shared revenues (i.e., sales taxes and income taxes) combined to account for 59%, or more than half of the revenues used to support the General Corporate Fund.

Operating transfers into the General Corporate Fund have remained stable for FY12/13. The FY12/13 projected amounts included the established operating transfer from the Environmental Management Fund (\$90,000) to offset costs incurred within the General Fund to provide for the City-wide leaf collection program that is completed each fall. Due to savings realized in leaf collection, Operating Transfers In for FY12/13 are expected to end the fiscal year falling below the total budget amount by (\$17,100) or (3.5%). Conversely, Operating Transfers Out to other funds are proposed to end the year exceeding the budget amount by \$337,200 or 6.2%. The projected operating transfers out include the City Administration's proposal to provide \$500,000 in additional funding at year end to the General Corporate – CIP Fund to support the City's comprehensive capital improvement program.

Through the use of operating transfers, the General Corporate Fund provides subsidies to various special revenue funds in order to provide adequate operating capital. The funds that receive these transfers include Administrative Adjudication, Paratransit, Performing Arts, Police Protection, and Public Parks Funds. The amount of these transfers impact the General Corporate Fund's fund balance and revenues available for other expenditures. In FY12/13, Operating Transfers Out for these five (5) funds are projected to end the year falling below the budget amount by (\$166,100) or (3.8%). The Operating Transfers Out benefitted from grants reducing the City's paratransit costs, and additional fines collected within the Police Protection Fund.

The City Administration has reviewed a variety of sources to determine the future economic outlook and is continuing to budget conservatively. Assumptions are that although the economy will continue its recovery in FY13/14, the areas the City's revenues are highly reliant on will continue to struggle, with unemployment remaining above normal levels and consumers remaining frugal, limiting the growth in retail spending. Proper costs allocations to existing operations and the re-allocation/re-prioritization of existing revenues remain as important as previous years to allow the City to achieve its goal of a balanced budget. New housing is also forecasted to remain depressed in the upcoming fiscal year as a high level of foreclosures continue to place downward price pressures and reduce demand for new housing stock.

The reduction in property tax revenue is based on the decline in assessed values anticipated for determining the property tax rolls in calendar year 2012. For FY13/14, property tax growth would normally be limited by a 3.0% State-imposed property tax cap. However, in accordance with the City Council's direction, the FY13/14 Budget has been developed based on abating all additional taxes related to this inflationary adjustment factor. While property taxes are tied to the growth and assessed values of a community, sales and income taxes are related to local and State economic factors. Since these two revenue sources combine to represent 59% of the General Corporate Fund's total revenues, a review of the City, State and National economies is necessary in order to project FY13/14 revenue receipts.

Local/State/National Economy:

In FY12/13 the overall U.S. economy continued to improve, reporting positive gains in the Gross Domestic Product (GDP). Unfortunately, these gains have been limited for the most part and

achieved through increased productivity with some growth in new jobs. While unemployment remained consistently above 8.0% throughout the majority of the calendar year, in recent months, unemployment has fallen to a two-year low point, reaching 7.8% at the end of September. The unemployment rate has increased slightly to 7.9% at the end of January. This positive news has been somewhat offset by a decline in consumer confidence, resulting in consumer confidence falling sharply over the last two months, reaching a low point of 58.6 at the end of December, 2012. Consumers are concerned with the increase in the payroll tax that went into effect on January 1st. Overall, consumer confidence is paramount to the health of the US economy as consumer spending represents over 2/3 of the total spending.

The modest growth in a variety of revenues is expected to continue for the upcoming fiscal year. With the added benefits of Kohl's, the City Administration expects other retail stores will consider the Woodstock marketplace for future expansion. Additional retail opportunities not only provides benefits to the residents by enhancing shopping alternatives within our community, but it also generates additional sales tax dollars to fund municipal services.

Many of the leading indicators used to determine the state of the economy continue to point to a mild recovery at best. The Federal Reserve Board has continued its unprecedented action of minimal short-term interest rates throughout 2012 to provide economic stimulus. Low interest rates provide access to capital which would, in a normal economic climate, accelerate economic growth. However, some unintended consequences are starting to develop due to the length that the Federal Reserve has employed these policies. Inflation is the major factor that tends to rise in response to accommodating monetary policy. Recently, inflation has been hovering at around 2.0%, but future readings will be impacted by the increases in gasoline prices and food.

Looking more closely at the local economy for the City of Woodstock, new housing continues to struggle. The significant surplus of housing inventory currently in foreclosure or available through a short sale has made new housing extremely unattractive to many potential home buyers. This particular sector of the economy has a significant impact on the City's ability to raise additional taxes in future years, as well as generate building-related revenues in the current year. New housing is expected to continue at its current depressed levels in the upcoming fiscal year, resulting in the City's building-related revenues remaining challenged throughout FY13/14. Property tax revenues are also expected to be negatively impacted by the decline in the City's overall equalized assessed values that are estimated to exceed more than (10.0%).

There are several major factors that are reviewed when attempting to project the future economic outlook. Those factors include:

- Consumer Confidence;
- Energy Costs;
- Housing Starts;
- Inflation Rates;
- Interest Rates;
- Retail Sales;

- Stock Market Performance; and
- Unemployment Rates.

Whenever possible, indicators are reviewed that are specific to McHenry County. However, when discussing the majority of these factors, national and/or state data must be included in the equation. Specific details concerning the development of the major revenues utilized within the FY13/14 Budget are outlined within the Major Revenues section of this document. (See Supplement H)

Conclusion:

The majority of the economic factors are indicating mild growth for the future economic outlook. The recovery will require additional time to gain a solid foothold and lay the necessary groundwork to provide the essential job creation that is required to support economic growth. The Federal government, working in conjunction with the Federal Reserve Board, will continue to focus on policies that support economic expansion. The unprecedented interest rates being maintained by the Federal Reserve Board combined with recent job growth and improvements to consumer confidence will begin to provide some form of economic relief, but a return to pre-recession era levels of revenue are not expected to be fully derived in FY13/14.

The U.S. economy is a delicate balancing act between many factors, some of which are controllable by the Federal Government (interest rates, disposable personal income) and some factors that cannot be controlled (e.g., stock market performance, consumer confidence, international conflicts). Forecasting the future economic outlook is always very difficult and this year's budget is no exception. The City will continue to benefit in FY13/14 from a community that is diversified in many different sectors, minimizing the negative impact from any specific industry sector or business closing.

As previously mentioned, the economic indicators like inflation and unemployment are beginning to show some signs of improvement, which will eventually impact the City's revenue generation in a positive manner. However, the State continues to face a substantial budget gap and remains the largest potential concern for the future of the City's finances. Any modifications to State-shared revenue distributions that favor the State to the detriment of the local municipalities will require the critical evaluation of priorities and, depending on the extent of the reductions, may necessitate the reduction/elimination of existing services.

For the development of the FY13/14 budget, the City Administration is again using its standard conservative approach.

**GENERAL CORPORATE FUND REVENUES
FY13/14
OVERVIEW**

FY13/14 Budgeted Revenues:

As has been the City's past practice, the proposed FY13/14 budget provides realistic, yet conservative, revenue estimates. FY13/14 will be marked by limited growth in property tax-related revenues and state-shared revenues. Although state-shared revenues have appeared to touch bottom, the anticipated growth in these revenues are not expected to reach the levels obtained prior to the onset of the recession for several years to come. Income tax collections will continue to generate some limited benefits from the 2010 Census results. Conversely, development-related revenues have been budgeted for the first time in four years to remain relatively flat, reporting no change in total when compared with the FY12/13 budgeted amounts, which represents a conservative estimate based on projections for future building activity expected for the upcoming year. The FY12/13 budget and the FY13/14 proposed budget amounts are included in the table presented below. The dollar amount and percent changes from the FY12/13 budget are also included.

	FY12/13 Budget	FY13/14 Budget	+ / (-)	% Change
Property Taxes	\$2,750,000	\$2,640,000	(\$110,000)	(4.0%)
Replacement Taxes	240,000	215,000	(25,000)	(10.4%)
Sales Taxes	3,275,000	3,300,000	25,000	0.8%
Income Taxes	2,250,000	2,460,000	210,000	9.3%
Licenses	66,000	65,000	(1,000)	(1.5%)
Building Permits	80,000	90,000	10,000	12.5%
Stormwater Permits	2,500	2,500	-	0.0%
Franchise Fees	280,000	290,000	10,000	3.6%
Filing Fees	1,400	1,000	(400)	(28.6%)
Backflow Insp. Fees	35,000	40,000	5,000	14.3%
Recreation Fees	230,000	230,000	-	0.0%
Recreation Fin. Aid	(7,000)	(8,000)	(1,000)	(14.3%)
Miscellaneous	77,300	94,500	17,200	22.3%
Total Revenues	\$9,280,200	\$9,420,000	\$139,800	1.5%
Transfers In	482,900	484,200	1,300	0.3%
Total Revenues & Transfers In	\$9,763,100	\$9,904,200	\$141,100	1.4%
Transfers Out	(5,475,800)	(5,628,000)	(152,200)	(2.8%)
Total Revenues and Transfers	\$4,287,300	\$4,276,200	(\$11,100)	(0.3%)

Overall, General Fund revenues, prior to transfers, are budgeted to INCREASE by \$139,800 or 1.5% from the FY12/13 budget amounts. This represents the third consecutive year that the revenues for the General Corporate Fund are expected to increase from the prior year. At a minimum, it appears, with the exception of new housing, that revenues will continue to increase at a limited pace in the near term.

Although total revenues are expected to increase in FY13/14, several revenue sources are expected to post decreases including property taxes (4.0%), replacement taxes (10.4%), licenses (1.5%), and filing fees (20.1%). Property taxes are expected to be negatively impacted by the statutory-rate caps and the anticipated decline in the City's equalized assessed values. Replacement taxes are projected by the Illinois Municipal League to decline in FY12/13 and remain at the lower level throughout FY13/14, therefore a corresponding reduction has been included for the FY13/14 Budget within this line item. One business that currently holds a liquor license is expected to close in FY13/14 accounting for the minimal decline. Filing fees continue to be negatively impacted by the dramatic downturn in new building construction.

Furthermore, the FY13/14 budget proposes continuing to re-allocate property tax revenues to strengthen the financial position of the General Fund. However, since the General Fund's property tax revenues are expected to be impacted by the decline in equalized assessed values, the City Administration has proposed within the FY13/14 Budget shifting the property tax revenues to the Police Protection Fund to lower the required operating transfer. Based on this proposal, property taxes reported within the General Corporate Fund are expected to decrease by (\$110,000) or (4.0%) in FY13/14. In actuality, cost savings and the proper allocation of various costs to appropriate functions within other funds of the City has allowed for the City Administration to recommend the re-allocation of property taxes previously reported in other various funds to continue assisting the General Corporate Fund in FY13/14.

Backflow inspection fees will benefit in the upcoming fiscal year from the identification of additional backflow devices and the corresponding completion of mandatory inspections from City personnel in FY13/14. Inspection fees imposed by the City are expected to be lower than previous amounts charged by private inspectors. This program will also benefit the City by insuring the required inspection reports are properly maintained to comply with the State requirements.

As previously mentioned, sales tax revenues will remain challenged in FY13/14 and the budget proposes a limited increase of \$25,000 from the prior year. Future economic development will provide a boost in future years as Woodstock becomes a location for several new stores. The FY13/14 increase is predicated on normal growth in consumer spending generated from the existing retail outlets.

The State did adopt a significant increase in its respective income tax rate in the beginning of 2011. At that time the State modified its historical revenue-sharing arrangement with local governments to reduce the 10% allocation of the 3% tax rate to a 6% allocation of the 5% tax rate. In essence, local governments have retained the equivalent share of the 10% allocation from the 3% tax rate. On a positive note, the Governor's current budget has retained the same

level of funding for local governments as projected for the previous fiscal year. However, the State still faces a substantial budgetary gap, and the Governor has proposed as recent as FY10/11 a reduction in the local government distribution to balance the State's budget. The City Administration will need to continue to monitor the State's budget process and lobby for maintaining the current distribution formula. If the local government distributions were seriously reduced, the City would need to re-address the FY13/14 Budget to identify service reductions and, likewise, reductions in force to prevent the development of long-term fiscal deficits.

All building-related revenues are expected to remain at the same depressed levels as were actually realized in FY12/13 based on new housing starts projected for the Woodstock area in the upcoming year. Even more troublesome for future years is the minimal number of filing fees expected to be generated in FY13/14, even though these revenues are historically much lower than building permit fees, revenues reported in this account are a direct representation of future development projects that are expected to begin the City's approval process. These development projects eventually reach fruition and will result in the generation of future building-related revenues and impact fees for the City.

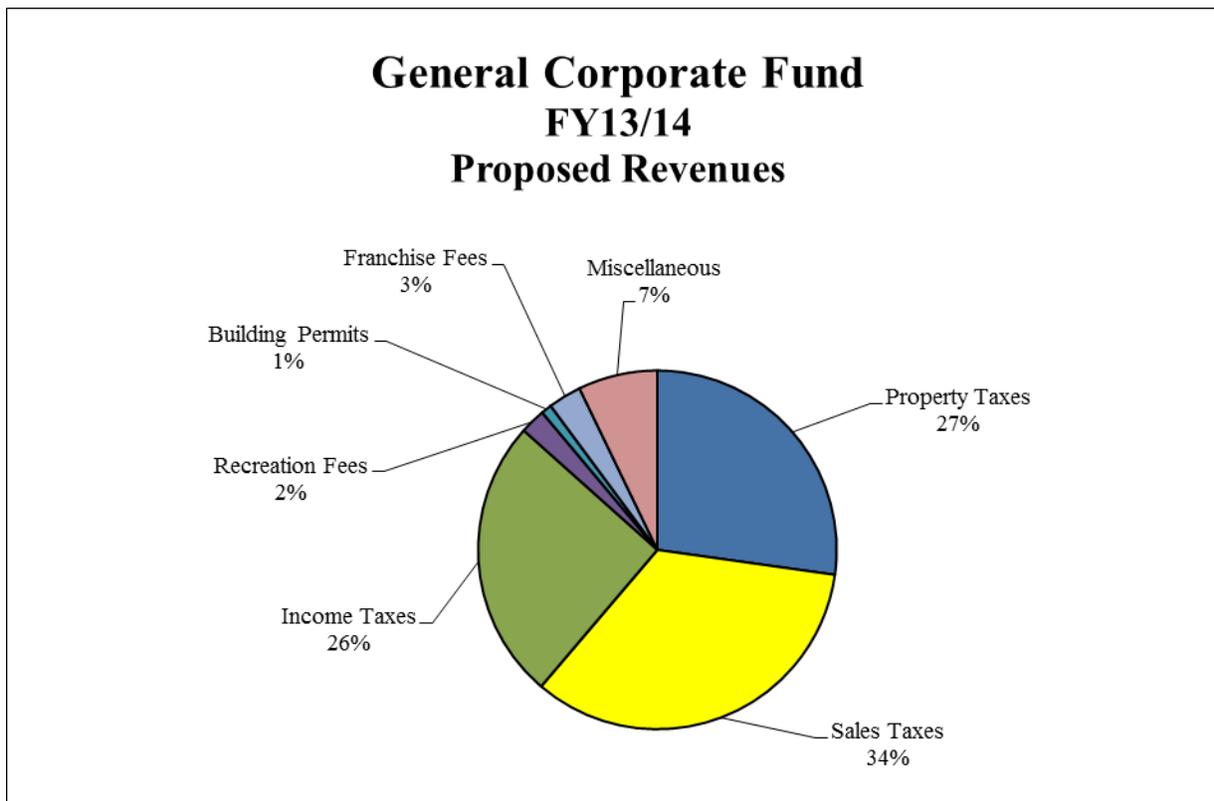
Based on the current economic climate, future development projects are understandably expected to remain stalled as developers wait on the sidelines for the economy to improve and demand for new housing to return. As alluded to earlier, development-related revenues are expected to remain severely hampered in FY13/14 and match the reduced level of building activity posted in calendar year 2012. The significant amount of home foreclosures continues to impose negative market pressures for the construction and sale of any type of new housing. On a positive note, miscellaneous revenues, which include interest income, are expected to increase as the negative impacts from the Federal Reserve Board's long-term decision to reduce short-term interest rates to historical lows has finally reached the bottom and the declines in interest income that can be derived from the City's investment balances has stabilized.

Transfers are included to provide a complete picture of the financial resources available to finance the General Corporate Fund's operations. Transfers From Other Funds represent cost allocations to the Public Library, Special Recreation, Police Pension and Utility Funds for administrative and support services provided to these individual funds. In addition, the FY13/14 budget continues the annual transfer from the Environmental Management Fund to offset the costs incurred by the City's public works divisions for City-wide leaf collection that is funded through the Streets Department budget within the General Corporate Fund. This transfer has again been recommended in FY13/14 and will provide an additional \$90,000 in funding for the upcoming budget year. The Transfers From Other Funds are budgeted to slightly increase by \$1,300 or 0.3%.

Transfers To Other Funds are also budgeted to increase in FY13/14. Specifically, Transfers to Other Funds are expected to increase by \$152,200 or 2.8%. The majority of these increases are due to transfer increases required to offset the decline in property tax revenues realized in the Public Parks and Performing Arts funds that relate to the overall decline in equalized assessed value and the corresponding revenue reductions resulting from the maximum property tax rate

caps. In addition, the City Administration is proposing to provide additional funding to the General – CIP Fund to supplement the City’s comprehensive capital improvement program.

The graph provided below illustrates the General Corporate Fund’s revenues by source. As demonstrated by the graph, the General Corporate Fund relies heavily upon state-shared revenues, which consists of 60% of all revenues. Sales taxes are expected to continue as the largest single revenue source for this fund, representing 34% of all revenues. As alluded to earlier, contrary to popular perception, property taxes represent only 27% of the total revenues relied upon by the General Corporate Fund to pay for the majority of City services provided to the residents.



As mentioned earlier, the State’s own fiscal crisis may result in some form of proposed modification to the State-shared revenues received by the City in an attempt to address their own budget shortfalls. The reduction or, even worse, temporary suspension of these revenues would require corresponding reductions in service levels and in staffing to compensate. Therefore, the City Administration will remain vigilant at monitoring the State’s proposed actions for addressing their budget deficit in FY13/14.

Property tax revenues are impacted by changes in the economy that affect real estate values (i.e., assessed values) and changes to the rate of inflation, which limits the City’s ability to increase this revenue source through the property tax cap. The FY13/14 budget will mark the 21st year of the property tax cap limitations that have governed the City’s property tax collections.

Unfortunately, the City was unable to reach Home Rule status with the completion of the 2010 Census, falling 230 residents short. Therefore, the City will continue to be subject to the tax cap limitation. The inflation rate for the 2012 levy year (which would be reflected in the FY13/14 receipts) is 3.0%.

As a result of the previous years' cost allocations, the FY13/14 Budget continues the re-allocation of property taxes from various funds based on either potential cost savings derived within each of the individual funds or the inclusion of alternate revenues that have reduced the reliance on the property tax levy by specific funds. This proposal will not inherently increase the amount of property taxes paid by the individual residents, but, instead allow the City's property tax levy reflect the allocations required within the levy to allow the City to deliver the service levels expected by the Woodstock community. As has been emphasized in previous years, it is extremely important for the City to levy amounts which will capture the new growth the first year after the development occurs. After this first year passes, this new growth becomes part of the limiting formula and the City loses the ability to recapture this increase in new growth, without a referendum authorizing a rate increase.

However, as previously mentioned, the FY13/14 Budget has been prepared based on the City Council's direction to abate the portion of the property tax levy that relates to inflation. Therefore, property tax revenues in total for the City have decreased in comparison with the prior year. Several funds will also be challenged in the upcoming year as the maximum property tax rate caps reduce the ability to allocate the same level of property taxes received in the prior fiscal year.

Replacement taxes are budgeted to decrease by (\$25,000) or (10.4%) based on projections provided by the Illinois Municipal League (IML) and reflect the expected decrease in State collections from corporate income taxes. Corporate income taxes fluctuate from year-to-year and are dependent on corporate profits and the economic climate. Conversely, Sales taxes are budgeted to increase by \$25,000 compared to the FY12/13 budget. The FY13/14 collections are expected to benefit from a mild economic recovery. Furthermore, this revenue source continues to be depleted by the Federal Government's moratorium on the collection of sales tax from transactions conducted through the internet.

The Government Accounting Office has estimated that State and Local governments have lost more than \$45 billion in sales tax revenues. In response, forty (40) States have banded together to form a multi-state sales tax collection system that would meet the Federal government's requirement for a uniform internet sales tax. The State of Illinois continues to review modifications to the allocation of sales tax to participate in any future internet sales tax collections. Future legislation will be considered by Congress and a decision could be forthcoming in 2013. The GFOA continues to lobby for the acceptance of the multi-state system to allow "brick and mortar" businesses to compete with internet sales providers.

Income tax receipts are budgeted to increase by \$210,000 or 9.3% based on projections provided by the Illinois Municipal League (IML). It is important to note that the increase is only \$60,000 or 2.5% when compared with the projected collections for FY12/13. The majority of this

revenue increase is a result of an improving job market. Income taxes are subject to changes in the economy and have an inverted relationship with unemployment. With a decline in unemployment realized during 2012, income tax collections received by the State of Illinois and, ultimately, the small percentage allocated to local governments, has already realized and will continue to experience improvements. In addition, the State has been able to provide all payments related to FY12/13, and remains three month in arrears for income taxes.

The FY13/14 income tax estimate provided by the IML does not include any impact from a change in the distribution formula that has been proposed in previous years by the State legislature. The State legislature has considered several times to modify the current distribution formula and reduce the local government's share. A modification to the distribution formula would likely reduce the City's share of income taxes by significant levels. The State's poor financial condition makes a possible modification a potential reality in an attempt to balance the State's own budget. However, the IML continues to lobby on behalf of local governments to maintain the existing formula, recently changed in light of the income tax rate increase.

Licenses are budgeted to decrease by (\$1,000) in FY13/14 as a result of an anticipated decrease in the number of liquor license applications. Building permits are budgeted to increase by \$10,000 or 12.5% from FY12/13 budgeted revenues. Current economic conditions continue to plague any chance of a recovery for new housing, as credit remains tight and the numerous foreclosures offer potential buyers with below market opportunities. New housing is expected to remain in its current depressed state throughout FY13/14. Budgetary estimates for future development related revenues have been predicated based on the issuance of only 30 residential building permits in FY13/14, which mirrors the same level of activity actually experienced in FY12/13 and is significantly less than the historically high point of 460 building permits issued as recently as 2007.

Stormwater permit revenues are also expected to continue at depressed levels in FY13/14, resulting in the collection of \$2,500 in revenues. The FY13/14 Budget continues with the reduced level for filing fees, recognizing the current state of the housing market that hampers the prospect for new developments deciding to move forward and formally submit to the City's annexation process.

The City Administration is proposing no revenues forthcoming from annexation fees in FY13/14. Over the last few years, the funding for annexation fees has been provided through the additional \$1,000/unit annexation fee imposed on new developments and payable at the time of building permit issuance. The Apple Creek subdivision is the only development that has paid this annexation fee and remains in bankruptcy. Therefore, no building permits are anticipated to be issued for this development in FY13/14. Although the City Administration continues to receive inquiries for new development, none of these proposed developments have reached the stage where additional revenues from annexation fees could be conservatively forecasted for the upcoming budget year. Therefore, as previously mentioned, the City Administration has maintained a zero balance within this account for FY13/14.

In addition, the FY13/14 Budget includes \$40,000 in revenues to be generated from the backflow inspection program provided by the Department of Community and Economic Development. The City is required by State Statute to insure that all backflow devices are inspected on an annual basis. The City's plumbing inspector has received the appropriate certifications and will continue to conduct these inspections for the devices located within the corporate boundaries. This program not only provides the inspection services to the end users at a cost that is below the typical amounts paid, but also ensures that the City is in compliance with these State requirements.

The City receives Franchise Fees from Comcast and AT&T for cable services provided to the community. In FY13/14, the City anticipates that these fees will experience some increase in the total amount collected. For FY13/14, this revenue source has been budgeted at \$290,000, \$10,000 or 3.6% more than the FY12/13 budget amount, but only \$5,000 more than the projected collections for FY12/13. Recreation Fees are budgeted to generate net revenues of \$222,000 in FY13/14, which is (\$1,000) less than the prior fiscal year. Miscellaneous income is budgeted to increase by \$17,200 or 22.3%, with the majority of this increase resulting from a stabilization in interest income.

Overall, General Corporate Fund Revenues with Transfers are projected to decrease by (\$11,100) or (0.3%). Development-related revenues will continue to struggle in line with the depressed housing market. Current projections continue to estimate a 12-18 month period before any form of recovery in new housing is likely to take place. In addition, unemployment is expected to continue to improve in FY13/14 which should generate additional income tax collections.

Annual operating transfers are provided by the General Corporate Fund to the Administrative Adjudication, Police Protection, Public Parks, Performing Arts and Paratransit Funds to fund the difference in expenditures that are not completely supported by the related revenues received by these operations. Additional transfers are also provided to fund the employer premium for full-time employees reported within the General Corporate Fund, as well as an increase in the Transfer to the General - CIP Fund to address the City's growing capital improvement needs.

The FY12/13 Budget is compared to the FY13/14 proposed budget amounts for Operating Transfers Out in the table presented below as well as the dollar amount and percent change from the FY12/13 Budget.

	FY12/13 Budget	FY13/14 Budget	+ / (-)	% Change
Police Protection Fund	(\$3,657,300)	(\$3,573,700)	\$83,600	2.3%
Public Parks Fund	(428,400)	(460,800)	(32,400)	(7.6%)
Performing Arts Fund	(259,800)	(303,900)	(44,100)	(17.0%)
Paratransit Fund	(69,500)	(58,500)	11,000	15.8%
Debt Service Fund	(168,300)	(160,000)	8,300	4.9%
Employee Insurance Fund	(692,500)	(717,600)	(\$25,100)	(3.6%)
Motor Fuel Tax Fund	(100,000)	(100,000)	\$0	0.0%

General - CIP Fund	(100,000)	(250,000)	(\$150,000)	(150.0%)
Administrative Adjudication Fund	0	(3,500)	(\$3,500)	100.0%
Total Operating Transfers Out	(\$5,475,800)	(\$5,628,000)	(\$152,200)	(2.8%)

The proposed FY13/14 Budget recommends an increase in the dollar amount of operating transfers out reported within the General Corporate Fund. In FY13/14, the proposed budget includes an increase of \$152,200 or 2.8% compared with the FY12/13 authorized transfer amounts. The majority of these increases result from a proposed increase to the transfer provided to the General – CIP Fund to address a variety of capital needs. Furthermore, additional funding for the Public Parks and Performing Arts funds will also be required to address the loss of property tax revenues resulting from the City’s falling equalized assessed values combined with these funds’ maximum property tax rate caps.

Specifically, the transfer to the Police Protection Fund will decrease by \$83,600 or 2.3% in FY13/14 and has benefitted from the re-allocation of property taxes from other funds that have reached the aforementioned statutory rate caps. In addition, the Police Protection Fund continues to benefit from the savings derived from several unfilled positions carried over from as early as FY08/09 that continue to remain open through today. This amount also includes a level of savings from a number of retirements that occurred in FY12/13 and the wage differential with their replacements.

The operating transfer to the Public Parks Fund is expected to increase in FY13/14 by \$32,400 or 7.6%. As previously mentioned, this Fund will be negatively impacted by the anticipated reduction in the City's equalized assessed value (EAV). The Public Parks Fund has been historically levied at its maximum rate and will thus have its property tax distributions reduced. Likewise, the Opera House operating transfer is also expected to increase by \$44,100 or 17.0% and is also impacted by the declines in EAV, reducing the associated property tax revenues reported within this fund.

The Paratransit Fund’s operating transfer is expected to continue to decrease in FY13/14, as the additional funding provided by PACE through the RTA sales tax that first occurred in the middle of FY09/10 continues to reduce the City’s share of these costs. The lower costs to provide public transportation is the result of ongoing benefits from the City’s decision to utilize Pace to provide these services to the residents, requiring less funding than in previous years. Additional savings have also been realized within the IMRF Fund that reflects the elimination of the salary-related benefit payments for paratransit services. In addition, the receipt of federal grant funding from combining the City’s Dial-A-Ride service with Crystal Lake, McHenry and McHenry County will also temporarily lower the City’s costs to provide this service.

Similarly, the Debt Service Fund Operating Transfer is expected to decrease in FY13/14, requiring \$8,300 less in funding when compared with FY12/13. Additional funding will need to continue to be provided to offset the decline in fundraising and ticket surcharges received by the Opera House and used historically to repay the Opera House Annex Alternate Revenue Bonds. The transfer to the Employee Health Insurance Fund will increase in FY13/14 by \$25,100 or

3.6% to reflect normal inflationary increases in health insurance and additional costs to implement the Patient Protection and Affordable Care Act.

With the current economic indicators pointing to an ongoing limited recovery for the future economic outlook and a persistently weakened new housing market negatively impacting development-related revenues, the FY13/14 year's revenues will continue to be challenged to maintain pace with the public's request for municipal services. The City Administration has budgeted as conservatively as possible basing all of its revenue projections for the City's major revenues with some anticipated limited growth, but not yet a full economic recovery. As always, the City Administration will insure that funds are available before proceeding with major projects and will continue to monitor overall financial performance on a monthly basis making modifications as required.

**FY13/14
GENERAL CORPORATE FUND
REVENUES
LINE ITEM DESCRIPTIONS**

REVENUES:

01-00-1-311 PROPERTY TAXES			\$2,640,000
FY10/11 Actual:	\$2,658,277	FY11/12 Actual:	\$2,780,054
FY12/13 Budget:	\$2,750,000	FY12/13 Projected:	\$2,807,300

The property tax cap limitation imposed by the State for FY13/14 is 3.0%. Offsetting that, the City's equalized assessed value (EAV) is expected to decline for the third consecutive year, experiencing an anticipated 10% reduction for the 2012 property tax levy. In response to the sharp decline in revenues experienced within the General Corporate Fund over the past four (4) fiscal years, the FY13/14 Budget continues to reallocate the City's existing property tax revenues, as opposed to levying additional taxes on the residents, to address the anticipated budget shortfalls. All areas of the City's finances have been critically evaluated to determine potential funding reductions and allow for the re-allocation of the associated property taxes to the General Corporate Fund.

This fund receives two separate property taxes levied by the City. The General Corporate levy is estimated at the maximum rate of \$0.4375 per \$100 of assessed value. The Streets & Bridges levy is estimated at a property tax rate of \$0.040 per \$100 of assessed value. In addition, the City receives a portion of the Road & Bridge property tax levied by the corresponding Townships (i.e., Dorr, Greenwood, Hartland and Seneca).

01-00-1-312 REPLACEMENT TAXES			\$215,000
FY10/11 Actual:	\$260,545	FY11/12 Actual:	\$233,733
FY12/13 Budget:	\$240,000	FY12/13 Projected:	\$215,000

Replacement tax revenues are derived from an income tax on corporations, partnerships, and trusts. The State replaces the local revenue lost due to the 1978 abolition of the corporate personal property tax. The funds are distributed to local taxing bodies proportionately to the relative amounts of corporate personal property tax lost. This amount is projected to decrease in FY12/13 by (8.9%) and is forecasted to remain stable for the upcoming fiscal year.

01-00-1-313 SALES TAXES

\$3,300,000

FY10/11 Actual:	\$3,211,674	FY11/12 Actual:	\$3,216,538
FY12/13 Budget:	\$3,275,000	FY12/13 Projected:	\$3,275,000

This line item represents the 1% Municipal Retailers Occupation Tax that is collected on goods sold and certain services received within the City of Woodstock. Sales tax revenues are highly reliant upon the state of the economy and growth in commercial businesses within the community. The plodding economic recovery continues to hold the City’s sales tax collections below previous levels generated in earlier years.

The FY13/14 Budget includes a minimal 0.8% increase in overall sales taxes based on growth anticipated within the retail sector. The amount reported within this line item reflects the net collections and has been reduced by the estimated incentive payable to Kohl’s in accordance with the City’s incentive agreement. Additional details concerning this revenue source have been provided within Supplement H.

01-00-1-314 INCOME TAXES

\$2,460,000

FY10/11 Actual:	\$2,460,941	FY11/12 Actual:	\$2,149,775
FY12/13 Budget:	\$2,250,000	FY12/13 Projected:	\$2,400,000

In FY09/10, the State of Illinois began experiencing cash flow issues and, as a result, failed to forward all twelve (12) months of income tax collections during the fiscal year. Failure to receive these payments resulted in a dramatic reduction in the income tax revenues reported in the budget information for FY09/10. Audit adjustments were completed at year end to accrue the additional payments. Conversely, the State did forward several of these late payments in FY10/11 that resulted in a higher level of revenue reported for income taxes within the budget, which was later adjusted through the audit process.

Historically, the City utilizes the projections provided by the Illinois Municipal League (IML) to determine budgetary figures for income taxes. However, beginning in FY10/11, the City Administration reviewed the IML projections and recommended lower revised figures for estimating budget projections, which still resulted in an increase to collections compared with the prior fiscal year. The impacts from the recessionary economy have been dramatic, specifically within this revenue source, with unemployment remaining at higher than normal levels, and, in many cases, employees accepting pay reductions from employers, which all reduce the generation of income-tax collections.

The IML is currently reporting an increase of 9.7% in State income tax collections in the first eight months of FY12/13. Overall, the IML has

formulated its revenue forecasts to reflect an increase of 5.8% in this revenue source for FY13/14. The City Administration has utilized a conservative estimate based on limited growth within this revenue source for the last four months to derive the FY12/13 projections. The current year collections include the State of Illinois actually providing all twelve payments in current year, and maintaining its current status of being three months behind in forwarding payments.

The City Administration is proposing to increase the current year's rate for the FY13/14 collections by 2.5%. The census results did indicate a final population of 24,770, which is an increase of 112 residents and will play a small factor in maintaining a higher level of income tax revenues for the City. The proposed FY13/14 Budget does not include any adjustment from a potential future reduction imposed by the State of Illinois.

For FY12/13 and FY13/14, the following per capita estimates have been provided by the Illinois Municipal League:

	FY12/13	FY13/14	+(-)
Income Tax	\$90.00 per capita	\$95.40 per capita	\$5.40
State Use Tax	\$15.50 per capita	\$16.20 per capita	\$0.70

Additional information concerning this revenue source has been provided within Supplement H.

01-00-1-321 FEMA SNOWPLOW EMERGENCY GRANT

\$0

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$143,710
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

After a severe snow storm impacted several regions of Illinois in 2011, the Governor declared McHenry County, in addition to several other counties, a disaster area. This allowed the City to apply for and receive approximately \$143,700 in emergency funding from the Federal Emergency Management Agency (FEMA). These funds were intended to offset the City's overtime costs and other operating costs required to clear the streets from these severe winter storm events.

01-00-2-322 LIQUOR LICENSES**\$65,000**

FY10/11 Actual:	\$100,439	FY11/12 Actual:	\$67,993
FY12/13 Budget:	\$66,000	FY12/13 Projected:	\$66,000

The Mayor and City Council completed a comprehensive review of the City's liquor license fees and decided to reduce them beginning in FY11/12. A moratorium has been placed on any increases to liquor license fees. A schedule outlining the various liquor licenses, corresponding fees and anticipated licenses has been provided below:

Class	FY12/13 Fees	Current FY12/13	FY13/14 Fees	FY13/14 Licenses
A-1	\$2,000	7	\$2,000	6
A-2	1,500	9	1,500	9
A-4	1,500	1	1,500	1
A-5	1,000	0	1,000	0
A-6	1,600	3	1,600	3
B-1	2,000	2	2,000	2
B-2	1,200	4	1,200	4
B-3	1,500	5	1,500	5
B-5	1,500	0	1,500	0
B-6	1,200	1	1,200	1
B-7	1,200	0	1,200	0
B-8	600	1	600	1
B-9	600	0	600	0
C-1	1,200	1	1,200	1
C-2	800	1	800	1
D	1,200	6	1,200	6
E-1	600	3	600	3
E-2	500	1	500	1
Totals		45		44

It is anticipated that the City will experience an overall decrease of one liquor license in FY13/14. This reduction is due to the probable closure of Edgetown Bowl. Of course, it is hoped that a new owner, and therefore a new licensee, will be found for that establishment, thereby bring the number of issued licenses potentially back to 45. Various changes occurred during FY12/13, including a change in ownership for several establishments and the closure of Pirro's Restaurante. New licenses were issued to Golden Rolls Restaurant and Rosati's of Woodstock. In addition, Offsides Sports Bar & Grill requested a change from an A-1 License to an A-2 license, resulting in a decrease to their fees for FY13/14. The FY13/14 amount does not include Council approval of any new applications. This line item also includes \$3,000 for garage sale permits, raffle licenses, and temporary vendor permits.

01-00-2-324 BUILDING PERMITS

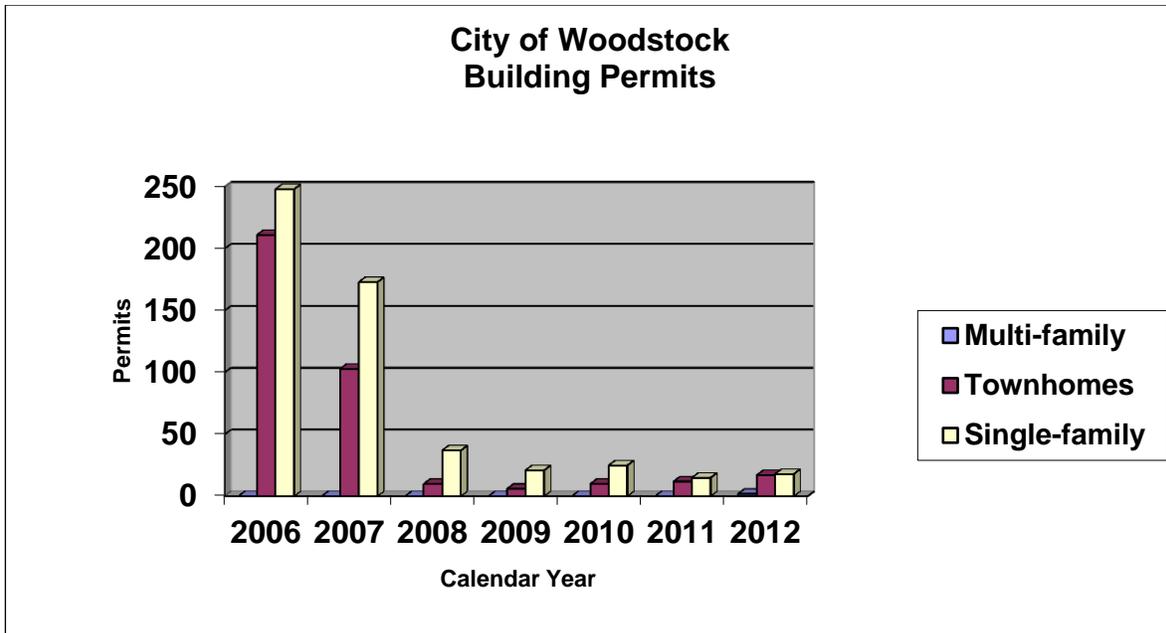
\$90,000

FY10/11 Actual:	\$82,535	FY11/12 Actual:	\$114,330
FY12/13 Budget:	\$80,000	FY12/13 Projected:	\$100,000

Plan review fees, building inspections charges, and permit fees collected by the Department of Community and Economic Development are included in this line item. Building permit revenues, as well as all development-related revenues, began to experience sharp declines beginning in FY07/08, reflecting the waning demand for new housing being experienced nationwide. Excess inventory held by new home builders combined with an unprecedented number of foreclosures has significantly impacted the new housing markets resulting in the bankruptcy and default of several local developments. Although an eventual recovery is expected to occur, lead economists are estimating at least 18 – 24 months before market conditions become more favorable for home-building activities, which would in turn result in increases experienced by the City in development-related revenues.

As required by Ordinance, the City Administration has reviewed the latest information for the Consumer Price Index; however, the annual adjustment for building related revenues has been delayed until these fees are reviewed by the City Council. Therefore, the amounts projected for FY12/13 and budgeted for FY13/14 take into account a temporary suspension to the inflationary increase in fees for 2013 and continued stagnation within the new housing market. While the City has a number of existing and potential residential and commercial building sites; with the significant downturn in new housing continuing to impact the Woodstock market, the City has utilized a conservative estimate to determine the projected building permits for the upcoming budget year.

As presented by the graph on the following page, only 37 new dwelling units were permitted for calendar year 2012, which is a small improvement compared with the previous years' activity. Overall, building permit activity has decreased by more than 86% versus the number of permits issued just four to five years prior. This slow-moving trend in the number of building permits issued will continue to result in corresponding pressures that limit any growth in the revenues typically collected and reported within this account. Therefore, the projected FY12/13 building permit revenues include a decrease when compared with the FY11/12 actual amount. The proposed FY13/14 Budget continues to be based on a minimal number of building permits and limited building activity.



Although a minimal level of building activity is expected to continue into FY13/14, the City will work with existing and prospective residential and commercial developments to prepare for the eventual recovery expected to occur in commercial and residential development in future years.

The City currently has several existing and potential residential and commercial developments that are either anticipated to require building permits in FY13/14 or are currently in the planning stages, which are listed below:

Residential Developments
 Emerson Lofts
 Hearthstone Duplexes
 Maples at Sonatas
 Sweetwater
 The Sonatas

Commercial/Industrial Developments
 Anytime Fitness
 Jewel outlot sites
 Safari Daycare
 Walgreens Remodeling

01-00-2-325 ANNEXATION FEES

\$0

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

This account includes a pro-ration of the initial annexation fees (\$1,000/acre) due upfront from new developments at the time the annexation is recorded. In addition, new developments approved after 2003 are required to pay a \$1,000 per unit annexation fee at time of building permit issuance.

The initial one-time annexation fees collected from new developments are allocated between the General Corporate Fund (20% allocation to fund the impact on operations) and the General Corporate – CIP Fund (80% allocation to fund additional capital improvements). These annexation fees are intended to offset the impact that new developments impose on the City’s operations and capital needs. The “per-unit” fee is reported directly within the General Corporate Fund, since these fees are in turn to compensate the City for additional operating costs that result from these new homes. Since no new developments requiring annexation are currently under review, no revenues are projected for FY12/13 or forecasted for the FY13/14 Budget.

01-00-2-326 STORMWATER PERMITS \$2,500

FY10/11 Actual:	\$2,300	FY11/12 Actual:	\$3,750
FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$3,500

This line item accounts for the fee charged as part of the building permit process to cover the related costs for the review and monitoring of the City’s Stormwater Management Ordinance, which is required to maintain the City’s “Certified Community” status. As a “Certified Community,” the City is responsible for the review of projects and enforcement of the County stormwater management requirements, instead of relying on the County for these services.

The current fee requires a per unit fee be charged to each new development at time of building permit to cover the costs incurred for the additional consultant expenditures required by the Department of Public Works Administration and additional inspector costs incurred in the Department of Community and Economic Development. A minimal number of building permits are projected to be issued in FY13/14, resulting in the same level of revenue anticipated for this line item.

01-00-2-328 FRANCHISE FEES \$290,000

FY10/11 Actual:	\$269,452	FY11/12 Actual:	\$283,473
FY12/13 Budget:	\$280,000	FY12/13 Projected:	\$285,000

The cable television franchise agreement requires Comcast to forward 5% of their gross receipts to the City. In addition, beginning in 2008 the City Council approved an agreement with AT&T that requires the payment of 5% of their gross receipts to the City for providing cable services to their customers. The franchise fees collected in FY12/13 are projected to exceed the annual budget amount. The FY13/14 Budget is predicated on 1.75% growth within these revenues from upgrades to existing services and the additional revenues from “On Demand” programming.

01-00-2-331 FILING FEES

\$1,000

FY10/11 Actual:	\$5,250	FY11/12 Actual:	\$1,400
FY12/13 Budget:	\$1,400	FY12/13 Projected:	\$1,200

This item includes fees assessed to developers/individuals for subdivision and zoning petitions. It also includes fees received for development approvals of unincorporated land, zoning variations, building code appeals, and similar applications. The lack of filing fees for both residential and commercial developments truly demonstrate the major downturn in building activity being experienced. This negative trend does not bode well for future years, since revenues collected within this account are normally a positive indicator, signifying the submittal of future development projects which are expected to move forward in the upcoming years.

01-00-2-335 BACKFLOW INSPECTIONS

\$40,000

FY10/11 Actual:	\$25,150	FY11/12 Actual:	\$32,126
FY12/13 Budget:	\$35,000	FY12/13 Projected:	\$40,000

The annual inspection and certification of backflow prevention devices is mandated by the State of Illinois and must be performed by a licensed inspector. The City is required to oversee this program and to verify that each property owner is in compliance. The FY09/10 Budget included the implementation of a City backflow inspection program that would phase-out the prior practice of requesting, recording and filing of private inspection reports to comply with State Statutes. This service involves a proactive inspection process that utilizes existing City personnel to complete the inspections at a cost, which in many cases is much less than the amount that was previously being incurred by the end users.

The City’s licensed Plumbing Inspector in the Community and Economic Development Department completed the required training and did obtain the necessary State certification required to conduct the inspections. The City notified the property owners with backflow devices of the new requirements. To facilitate a smooth transition during the initial year of program inception, the City did accept reports already completed by inspection service providers to prevent double charging the end users. However, the property owners were notified and the City began conducting these inspections beginning in FY12/13. The FY13/14 Budget amount reflects the anticipated collections from completing inspections on the over 540 backflow devices located throughout the City.

01-00-3-327 RECREATION PROGRAM FEES

\$230,000

FY10/11 Actual:	\$221,289	FY11/12 Actual:	\$218,471
FY12/13 Budget:	\$230,000	FY12/13 Projected:	\$225,000

All registration fees assessed by the Recreation Department are credited to this line item, as are miscellaneous fees associated with recreation programs. Each program is evaluated quarterly and the fees adjusted as necessary to guarantee that each program is as self sufficient as possible. Generally, if a specific program does not pay for itself through fees, the program is discontinued. In addition, miscellaneous fees are also collected for individual programs and include team forfeiture fees in league play, payment for extra supplies such as T-shirts, or business/corporate donations to help fund an event.

Program registration fees are charged for the majority of programs offered by the Recreation Department with the exception of miscellaneous special events such as the D.A.R.E. Gym n’ Swim, Scare on the Square, the Memorial Day Bike Decorating Contest, and the Halloween Costume Contest. For most programs, nonresidents of the City are charged an additional 50% of the fee assessed to residents (not to exceed \$20). The administrative fee recovers approximately an additional \$20,000 above and beyond actual program expenditures on all programs and helps to reduce the Department’s subsidy. The Community Recreation Center has allowed the Recreation Department to expand their program offerings to take advantage of the additional space. Listed below are the anticipated revenues for FY13/14 by season:

Summer	\$85,000
Fall	45,000
Winter	70,000
Spring	<u>30,000</u>
Total	<u>\$230,000</u>

01-00-3-328 RECREATION FINANCIAL AID

(\$8,000)

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	(\$7,000)	FY12/13 Projected:	(\$7,000)

Over the years the Recreation Department has provided the opportunity for participants to apply for financial aid to participate in Recreation programs at a reduced rate or even at no charge. In the past, the level of financial aid provided to participants was minimal and was not separately tracked. However, due to the poor economic climate, the number of requests for financial aid has significantly increased. Therefore, this account was established in FY12/13 to be ultimately netted against the Recreation Program Fees and allows the Recreation Department to be able to determine

the financial impact from the aid provided to program participants.

01-00-5-360 RENTAL PROPERTY RECEIPTS **\$18,000**

FY10/11 Actual:	\$ 9,000	FY11/12 Actual:	\$14,000
FY12/13 Budget:	\$18,000	FY12/13 Projected:	\$18,000

A lease agreement was negotiated and approved by the City Council in FY08/09 for Trax Depot. The tenant, Trax Depot, is responsible for opening and closing the facility, as well as providing basic maintenance services and cleaning the entire train station, including the public bathrooms, which alleviates these responsibilities from the City and results in substantial savings in overtime costs. The current lease agreement requires the tenant to provide a monthly rental, but requires the City to pay for the utilities that relate to this facility. In FY11/12, the lease was expanded to include the entire train depot facility, eliminating the public space and the rent was increased by \$50 a month. In addition, a new lease agreement for the upstairs of the old fire station was initiated with SEDOM and requires a monthly rental of \$700, hence the increase beginning in FY11/12.

01-00-5-375 PROP. SALE – MAIN ST. PARKING LOT **\$0**

FY10/11 Actual:	\$176,740	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

After completing a formal bid process, the City Council authorized the sale of the Main Street parking lot to Classic Cinemas to facilitate an expansion to the movie theater in the downtown. Classic Cinemas completed the purchase of the parking lot in FY10/11. This represents a one-time transaction and due to the substantial dollar amount was classified within its own account versus being included within miscellaneous revenues.

01-00-5-377 LAND EASEMENT SALE **\$0**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$119,200
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

In order to assist with the expansion of IL Route 14, the City Council authorized the sale of right of way to the State of Illinois to facilitate this project. The State of Illinois completed the purchase of the right of way in FY11/12. This represents a one-time transaction and due to the substantial dollar amount was classified within its own account versus being included within miscellaneous revenues.

01-00-5-379 INTERGOVERNMENTAL SERVICES

\$500

FY10/11 Actual:	\$20,813	FY11/12 Actual:	\$11,723
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$500

In response to the significant economic downturn, the City has been partnering with the Woodstock Public Library and other local government entities to provide building management, inspection services, and limited fleet maintenance. These fees represent cost allocations to the City’s various partners and would not be possible without the willingness of the City’s workforce to assist other governments/communities and provide additional alternatives to allow the City to avert the financial crisis. The FY11/12 Budget revised the accounting for building management services provided to the Woodstock Public Library to report a reimbursement of the expenditures instead of reporting an interfund revenue. The FY12/13 Budget included a similar modification to the building inspection fees charged to the Village of Richmond. This account in FY13/14; therefore, again only reflects the reimbursement from the Woodstock Fire/Rescue District for providing vehicle maintenance services.

01-00-5-380 MISCELLANEOUS INCOME

\$50,000

FY10/11 Actual:	\$77,906	FY11/12 Actual:	\$51,585
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$56,000

Major income in this line item is derived from the trade in and/or sale of surplus vehicles and equipment that are scheduled for replacement in the General Corporate - CIP Motor Pool. The City is anticipating a continued reduction in the quantity of surplus vehicles and equipment sold in the upcoming year as replacement schedules are extended. The following are the anticipated sources of revenue for FY13/14:

Sale of Surplus Vehicles & Equipment	\$15,000
Snow Plowing, Weed Mowing, Citations, etc.	15,000
Other Miscellaneous Sources	<u>20,000</u>
Totals	\$50,000

01-00-5-381 INTEREST INCOME

\$26,000

FY10/11 Actual:	\$66,800	FY11/12 Actual:	\$37,501
FY12/13 Budget:	\$18,300	FY12/13 Projected:	\$26,300

This line item reflects the interest received throughout the year from the General Corporate Fund’s investments. The City’s interest income has been impacted over the last four years by the Federal Reserve Board’s decision to strengthen the American economy by reducing short-term interest rates. The Federal Reserve Rate was drastically reduced to assist the faltering U.S. economy. Unfortunately, the current rate of between 0.0% and 0.25% has

drastically impacted the ability for the City to generate interest income on available funds. Certificates of deposits originally established two years prior have reached maturity and must now be invested at current interest rates which are much lower. As a result, overall interest income reported for all of the City's funds are expected to continue to decrease compared with the prior years.

Interest income will vary year-to-year depending upon the amount of revenue utilized for major projects, interest rates and timeliness of property tax collections. Revenues projected will also vary depending upon the timing of the investments' maturities.

SUB-TOTAL: \$9,511,800

TRANSFERS:

01-00-9-391 TRANSFER FROM PUBLIC LIBRARY \$11,000

FY10/11 Actual:	\$11,000	FY11/12 Actual:	\$11,000
FY12/13 Budget:	\$11,000	FY12/13 Projected:	\$11,000

As a separate fund, similar to the Water & Sewer Fund, and due to the fact that the Library's service area extends beyond the City limits of the City of Woodstock, the Library is assessed a fee for services provided by the Finance and Human Resources Departments. These services include payroll processing, accounts payable, general accounting, auditing, employee recruitment and benefit-management services. This transfer does not include the costs incurred by the City on behalf of the Library, which when considered as a whole are in excess of \$200,000 and takes into account liability and worker's compensation insurance premiums, and IMRF, FICA and Medicare employer contributions. This, in effect, represents a City subsidy which is provided to the Library.

01-00-9-395 TRANSFER FROM UTILITY FUND \$370,200

FY10/11 Actual:	\$365,317	FY11/12 Actual:	\$357,615
FY12/13 Budget:	\$359,900	FY12/13 Projected:	\$363,100

This line item represents the charges from the General Corporate Fund for services provided to the Water & Sewer Fund. This transfer is based on the following formula:

General Government	10%
Finance Department	40%
Fleet Maintenance	8%
Public Works Administration	25%
Human Resources	20%

This formula was arrived at in consultation with the City's auditors and is adjusted and modified annually.

01-00-9-397 TRANSFER FROM SPECIAL RECREATION FUND \$18,000

FY10/11 Actual:	\$15,000	FY11/12 Actual:	\$16,000
FY12/13 Budget:	\$17,000	FY12/13 Projected:	\$17,000

This budgeted transfer reflects an allocation of the salary costs for the Recreation Department to administer these programs.

01-00-9-398	TRANSFER FROM POLICE PENSION FUND		\$5,000
FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$5,000
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$5,000

This budgeted transfer reflects an allocation of the costs from the Finance Department to complete and file the annual DOI report, as well as prepare the related audit schedules for the Police Pension Fund.

01-00-9-399	TRANSFER FROM ENVIRONMENTAL MANGEMENT FUND		\$80,000
FY10/11 Actual:	\$93,612	FY11/12 Actual:	\$90,423
FY12/13 Budget:	\$90,000	FY12/13 Projected:	\$69,700

Historically, the City has funded its leaf collection efforts from both the Environmental Management and the General Corporate Funds. This extremely beneficial program not only provides a needed service to many of the City’s residents, but also serves as preventive maintenance to minimize area flooding and enhance the ability to properly convey storm water in the following spring. A significant portion of the costs incurred for this program have been historically reflected within the General Corporate Fund that includes expenses incurred in Streets as well as in Parks for the collection of leaves and street sweeping services. Both of these activities include material that is restricted by the Illinois Environmental Protection Agency for disposal and which are considered as garbage. During FY12/13 the City spent approximately \$69,700 in labor costs within the General Corporate Fund for the collection of leaves and street sweeping. This line item has been included to reimburse the General Corporate Fund for those expenses and funds have been included in FY13/14 for similar costs.

01-00-9-881	TRANSFER (TO) DEBT SERVICE FUND		(\$160,000)
FY10/11 Actual:	(\$153,900)	FY11/12 Actual:	(\$162,800)
FY12/13 Budget:	(\$168,300)	FY12/13 Projected:	(\$171,600)

In FY00/01, the City issued Alternative Revenue Bonds to provide an additional \$500,000 to finance the Aquatic Center, pledging sales tax revenues for the repayment. The City completed an advanced refunding of these bonds in FY10/11, generating a net present value savings of \$27,816. This annual transfer will reflect the related debt service for the repayment of the Series 2010A Alternate Revenue Refunding Bonds and will need to occur over the next ten years.

The City also issued \$1.6 million in Alternate Revenue Bonds in FY01/02 to finance the construction of the Opera House Annex. The City will need to review the Opera House surcharges and fund raising revenues in the near future to ascertain the appropriate method(s) that should be utilized to insure sufficient resources for the debt service payment of the Opera House

Annex bonds. The General Corporate Fund is ultimately responsible for the repayment of the 2001 Opera House Annex Alternate Revenue Bonds. The continued recessionary economy has prevented the development of sustainable fundraising and an adequate level of ticket surcharges to meet the debt service payments.

The FY10/11 Budget included the establishment of a temporary transfer to address the funding deficiency required to meet these debt service obligations. The City also completed an advance refunding of the Series 2001B Opera House Annex Alternate Revenue Bonds in FY10/11. This refunding resulted in generating a net present value savings of \$84,693. As a result, the City was able to reduce the transfer to the Debt Service Fund for the current year.

In addition to the aforementioned bond payments, the City issued \$850,000 in Alternate Revenue Bonds to fund improvements to Lake Avenue that included the widening of existing lanes, the construction of new turn lanes, and the installation of curb, gutter, sidewalks and stormsewer improvements. The repayment of these bonds, averaging \$65,000 annually, is funded by a transfer from the General Corporate Fund.

The FY13/14 transfer includes funding for the following bond payments provided for through the Debt Service Fund:

<u>Bond Issue</u>	<u>Payments</u>	<u>Transfers</u>
Aquatic Center	\$ 42,400	\$42,400
Opera House Annex	124,300	52,300
Lake Avenue	<u>65,300</u>	<u>65,300</u>
Total	\$232,000	\$160,000

01-00-9-889 TRANSFER (TO) EMPLOYEE HEALTH INSURANCE FUND (\$717,600)

FY10/11 Actual:	(\$596,742)	FY11/12 Actual:	(\$600,075)
FY12/13 Budget:	(\$692,500)	FY12/13 Projected:	(\$692,500)

This line item represents the total monthly transfers made to the Employee Health Insurance Fund for the insurance coverage for those employees who are in Departments contained within the General Corporate Fund.

The FY12/13 projected amount benefited from the City's hiring freeze that resulted in lowering the number of employees covered through the General Corporate Fund and the associated costs. The FY13/14 Budget has been impacted by a 10% increase in the City's premium costs to offset additional benefits required by the Patient Protection and Affordable Care Act. In addition, the General Corporate Fund's FY13/14 Budget request proposes maintaining the hiring freeze and does not include any recommendations to

expand the number of positions. In fact, several positions that experienced turnover in previous years will remain unfilled, reducing the City's benefit costs. This transfer is based on the current staffing levels that are supported by the General Corporate Fund.

01-00-9-894 TRANSFER (TO) POLICE PROTECTION FUND (\$3,573,700)

FY10/11 Actual: (\$3,584,824) FY11/12 Actual: (\$3,675,779)
 FY12/13 Budget: (\$3,657,300) FY12/13 Projected: (\$3,547,600)

This line item represents the annual subsidy that is required from the City's General Corporate Fund to the Police Protection Fund. Property tax revenues and fines are insufficient to pay for the full costs of providing police services to the community. Therefore, an annual transfer is made at year-end to provide for the difference between the expenditures incurred throughout the year for police services and the corresponding revenues generated on behalf of this department. The FY13/14 proposed transfer for Police Protection services is forecasted to be (\$83,600) less than the FY12/13 Budget amount. On a similar basis as the General Corporate Fund, the FY13/14 Budget for Police Protection has benefited from the reallocation of property taxes and other fees and fines that have been dedicated to offset the corresponding increase in public safety costs.

01-00-9-895 TRANSFER (TO) PUBLIC PARKS FUND (\$460,800)

FY10/11 Actual: (\$284,416) FY11/12 Actual: (\$305,635)
 FY12/13 Budget: (\$428,400) FY12/13 Projected: (\$406,900)

This line item represents the annual subsidy that is required from the General Corporate Fund to the Public Parks Fund. Property taxes received by this fund are unable to pay all costs for maintaining, developing and improving the City's park system, therefore, an annual transfer is made at year end to provide the necessary funds and prevent a deficit in the fund for the year. The increase to the transfer amount proposed in FY13/14 is due to the significant reduction expected to occur in property tax revenues allocated for Parks resulting from the decline within the City's EAV combined with the rate-cap restrictions. Therefore, the Public Parks Fund will require additional funding through this interfund transfer.

01-00-9-898 TRANSFER (TO) PERFORMING ARTS FUND (\$303,900)

FY10/11 Actual: (\$215,088) FY11/12 Actual: (\$228,466)
 FY12/13 Budget: (\$259,800) FY12/13 Projected: (\$260,600)

This line item represents the annual subsidy that is required from the General Corporate Fund to the Performing Arts Fund. Ticket sales and property taxes are insufficient to meet all operating costs for the Opera House, therefore, an annual transfer is made at year-end to provide the

necessary funds and prevent a deficit in the fund for the year.

The operating transfers to the Performing Arts Fund have been impacted by the declining EAVs reducing property tax collections for the Performing Arts Fund, which is currently being funded at its maximum property tax rate. This trend will continue in FY13/14 requiring additional funding through this transfer to offset the decreases in property tax collections.

01-00-9-899 TRANSFER (TO) PARATRANSIT FUND (\$58,500)

FY10/11 Actual:	(\$39,357)	FY11/12 Actual:	(\$29,530)
FY12/13 Budget:	(\$69,500)	FY12/13 Projected:	(\$28,700)

In FY06/07, the City Administration completed a comprehensive review of the options available to the City to provide public transportation services. After reviewing all of the options presented, the City Council determined that the most appropriate method to provide public transportation to the community's residents would be to modify the current contract with PACE and utilize the services offered by their contractor. Over the years, this decision has generated in excess of \$200,000 in annual savings that significantly exceeds the \$100,000 annual savings which was originally projected.

The City's Dial-A-Ride services were formally transferred to PACE effective November 1st, 2006. Since that time, the City's only expenditure to provide these services has been in the form of monthly contractual expenditures to PACE. The FY12/13 Budget continued to report these contractual expenditures in the separate Paratransit Fund and provided for these costs through an operating transfer from the General Corporate Fund. By continuing to present the Paratransit Fund, users of the budget document have been able to compare the costs that were required to fund this service through the previous in-house process with the future contractual costs required by PACE.

The projected FY12/13 transfer is expected to fall significantly below the FY12/13 Budget amount due to a combination of factors including a decline in ridership, the receipt of JARC/New Freedom federal grant proceeds and additional funding received from PACE and through an intergovernmental agreement with the County to reimburse the City for senior rides. This new funding from the County is the result of a Senior Services grant, which is expected to continue in FY13/14. The proposed FY13/14 Budget reflects the anticipated increase in costs expected to continue to provide this service utilizing PACE, a projected increase in ridership to return to historic utilization levels, an increase from expanding service hours and takes into consideration the funding from the PACE subsidy, the County senior services grant and the anticipated reduction in Federal funding received

from consolidating the City's service with the City of McHenry, City of Crystal Lake and McHenry County..

01-00-9-912 TRANSFER (TO) MOTOR FUEL TAX FUND (\$100,000)

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	(\$100,000)	FY12/13 Projected:	(\$100,000)

Currently, the City has approximately 122.2 centerline miles of streets that are the responsibility of the City for repair and maintenance. As a general rule, an asphalt street will last between 16 to 20 years (average life is 18 years) from the time of construction before resurfacing is needed. That 18 year average life expectancy is not just a planning number, it is based on the realization that most pavements will fail to the degree that residents will expect significant maintenance by the City. In previous years, the City was able to fund and complete less than two centerline miles of street maintenance and resurfacing annually. At two centerline miles per year, it would take the City 60+ years to resurface all streets assuming that no new streets are created during that time period.

In previous years, all revenue for the annual maintenance and resurfacing of streets was limited to the City's allotment of Motor Fuel Tax funds. In recognition of the need to complete more street maintenance and resurfacing work, a transfer was proposed from the General Fund to the Motor Fuel Tax Fund budget in FY12/13 to enable the City to complete more maintenance work. This transfer has again been proposed within the FY13/14 Budget.

01-00-9-914 TRANSFER (TO) ADMINISTRATIVE ADJUDICATION FD (\$3,500)

FY10/11 Actual:	(\$48,284)	FY11/12 Actual:	(\$2,813)
FY12/13 Budget:	(\$ 0)	FY12/13 Projected:	(\$5,100)

The City Council authorized the establishment of an Administrative Adjudication function in FY09/10. This function has been included within its own separate Special Revenue Fund to allow the City Council and Administration the ability to determine the costs of this function to the community. Although this function has been successful at achieving compliance with City Code by residents in violation, the amount of fines and administrative court fees have not been sufficient to cover the associated costs. Therefore, the City Administration proposed a transfer from the General Corporate Fund to the Administrative Adjudication Fund in FY10/11 to eliminate the associated deficit reported in fund balance and included an operating transfer in FY11/12 to cover the anticipated difference between revenues and expenditures. However, a personnel change was implemented in the middle of FY11/12 that reduced the levels required to be transferred in future years. The City Administration will continue to review program modifications and other alternatives to effectively eliminate/reduce this

subsidy in future years.

01-00-9-982 TRANSFER (TO) GENERAL - CIP FUND (\$250,000)

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	(\$100,000)	FY12/13 Projected:	(\$600,000)

The City has historically provided funding from the General Corporate Fund to the General - CIP Fund to facilitate the vast number of capital improvement projects required by the community. Due to a substantial increase in funding from new developments, this transfer was temporarily suspended beginning in FY05/06. However, with the need for the General - CIP Fund to provide for the debt service for several projects, including Merryman Fields as a result of the decline in development revenues, the City's funding for capital improvements has been seriously depleted. Therefore, the City reestablished this transfer, at albeit lower levels, beginning in FY12/13 to address a variety of projects placed on hold since FY08/09 and to allow for the eventual reestablishment of proper replacements of the City's existing equipment and vehicles.

The City Administration is proposing to increase the funding for the projected FY12/13 operating transfer to reassign the receipt of several one-time revenues reported in the General Corporate Fund to support the City's comprehensive capital improvement program. The funding for FY13/14 has also been proposed at an increased level, but future transfers should be based on the actual financial results which occur within the City's General Corporate Fund.

TOTAL REVENUES & TRANSFERS: \$4,276,200

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 TIME: 09:20:05
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							4,399,700
BEGINNING BALANCE							
GENERAL							
REVENUES							
TAXES							
01-00-1-311	PROPERTY TAXES	2,658,277	2,780,054	2,750,000	2,807,244	2,807,300	2,640,000
01-00-1-312	REPLACEMENT TAXES	260,545	233,733	240,000	121,377	215,000	215,000
01-00-1-313	SALES TAXES	3,211,674	3,216,538	3,275,000	2,295,221	3,275,000	3,300,000
01-00-1-314	ILLINOIS INCOME TAXES	2,460,941	2,149,775	2,250,000	1,939,484	2,400,000	2,460,000
01-00-1-321	FEMA SNOW EMERGENCY GRANT	0	143,710	0	0	0	0
TOTAL TAXES		8,591,437	8,523,810	8,515,000	7,163,326	8,697,300	8,615,000

FEES							
01-00-2-322	LIQUOR & BUSINESS LICENSES	100,439	67,993	66,000	60,795	66,000	65,000
01-00-2-324	BUILDING PERMITS	82,535	114,330	80,000	76,084	100,000	90,000
01-00-2-326	STORMWATER PERMITS	2,300	3,750	2,500	3,100	3,500	2,500
01-00-2-328	FRANCHISE FEES	269,452	283,473	280,000	147,111	285,000	290,000
01-00-2-331	FILING FEES	5,250	1,400	1,400	975	1,200	1,000
01-00-2-335	BACKFLOW INSPECTIONS	25,150	32,126	35,000	25,575	40,000	40,000
TOTAL FEES		485,126	503,072	464,900	313,640	495,700	488,500

SALES OF GOODS AND SERVICES							
01-00-3-327	RECREATION PROGRAM FEES	221,289	218,471	230,000	161,440	225,000	230,000
01-00-3-328	RECREATION FINANCIAL AID	0	0	(7,000)	0	(7,000)	(8,000)
TOTAL SALES OF GOODS AND SERVICES		221,289	218,471	223,000	161,440	218,000	222,000

OTHER REVENUES							
01-00-5-360	RENTAL PROPERTY RECEIPTS	9,000	14,000	18,000	14,450	18,000	18,000
01-00-5-375	PROPERTY SALE - MAIN STREET	176,740	0	0	0	0	0
01-00-5-377	LAND EASMENT SALE	0	119,200	0	0	0	0
01-00-5-379	INTERGOVERNMENTAL SERVICES	20,813	11,723	1,000	4,275	500	500
01-00-5-380	MISCELLANEOUS INCOME	77,906	51,585	40,000	54,360	56,000	50,000
01-00-5-381	INTEREST INCOME	66,800	37,501	18,300	19,419	26,300	26,000
TOTAL OTHER REVENUES		351,259	234,009	77,300	92,504	100,800	94,500

DATE: 02/21/2013
 TIME: 09:20:05
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011--	--2012--	----- 2013 -----		--2014--	
		ACTUAL	ACTUAL	BUDGETED	8 MO. ACTUAL	PROJECTED	REQUESTED BUDGET
GENERAL							
TRANSFERS (TO)/FROM OTHER FUND							
01-00-9-391	TRANS. FROM LIBRARY FUND	11,000	11,000	11,000	0	11,000	11,000
01-00-9-395	TRANS. FROM UTILITY FUND	365,317	357,615	359,900	246,131	363,100	370,200
01-00-9-397	TRANS. FROM SPECIAL REC FUND	15,000	16,000	17,000	0	17,000	18,000
01-00-9-398	TRANS. FROM POLICE PENSION	0	5,000	5,000	0	5,000	5,000
01-00-9-399	TRANS. FROM ENV. MGMT. FUND	93,612	90,423	90,000	0	69,700	80,000
01-00-9-881	TRANS. (TO) DEBT SERVICE FUND	(153,900)	(162,800)	(168,300)	0	(171,600)	(160,000)
01-00-9-889	TRANS. (TO) EMPLOYEE INS. FUND	(596,742)	(600,075)	(692,500)	(412,997)	(692,500)	(717,600)
01-00-9-894	TRANS. (TO) POLICE PROT. FUND	(3,584,824)	(3,675,779)	(3,657,300)	0	(3,547,600)	(3,573,700)
01-00-9-895	TRANS. (TO) PUBLIC PARKS FUND	(284,416)	(305,635)	(428,400)	0	(406,900)	(460,800)
01-00-9-898	TRANS. (TO) PERFORMING ARTS FD	(215,088)	(228,466)	(259,800)	0	(260,600)	(303,900)
01-00-9-899	TRANS. (TO) PARATRANSIT FUND	(39,357)	(29,530)	(69,500)	0	(28,700)	(58,500)
01-00-9-912	TRANS. (TO) MOTOR FUEL TAX FD.	0	(100,000)	(100,000)	0	(100,000)	(100,000)
01-00-9-914	TRANS. (TO) ADMIN. ADJUD. FUND	(48,284)	(2,813)	0	0	(5,100)	(3,500)
01-00-9-982	TRANS. (TO) GENERAL -CIP FUND	0	0	(100,000)	0	(600,000)	(250,000)
TOTAL TRANSFERS (TO)/FROM OTHER FUND		(4,437,682)	(4,625,060)	(4,992,900)	(166,866)	(5,347,200)	(5,143,800)
TOTAL REVENUES: GENERAL		5,211,429	4,854,302	4,287,300	7,564,044	4,164,600	4,276,200

GENERAL GOVERNMENT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



Office of the City Manager
Timothy J. Clifton, City Manager
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Woodstock, Illinois 60098

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citymanager@woodstockil.gov
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MEMORANDUM

DATE: February 20, 2013
TO: Honorable Mayor & City Council
FROM: Timothy J. Clifton, City Manager
RE: FY13/14 General Government – Budget Transmittal

The FY13/14 General Government Budget includes funding of the Office of the City Manager, the City Council, City Clerk and City Attorney operations. Therefore, the General Government Budget is City-wide as opposed to a single department. Consequently, the subsequent Goals and Objectives, as well as the FY12/13 Highlights & Accomplishments and FY13/14 Programs, reflect the breadth of municipal operations and services.

The FY13/14 General Government Budget of \$393,900 is (\$36,900) or (8.6%) **LESS** than the FY12/13 Budget and demonstrates the City Administration's commitment to not growing the municipal sector. As proof, you need to go all the way back to FY05/06 to find a General Government Budget that is less!

FY13/14 continues to present economic challenges due to the slowed revenue streams which make it difficult to present a balanced budget that, in turn, responds to the residents' demand for increased services. Still, the City of Woodstock and the General Government Department successfully accomplished a number of projects in FY12/13 and proposes an equally aggressive agenda of programs and services for our residents in FY13/14.

Among the noteworthy accomplishments in FY12/13 include:

- 1) The City secured reduced electrical rates for our residents by joining with other municipalities by opting into the Municipal Aggregation Plan.
- 2) Panera Bread, a restaurant long sought after by the City, opened in FY12/13.
- 3) To guarantee the preservation of the Old Courthouse, the City was able to take title to the historic structure and began structural repairs.

- 4) For the first time in its history, the City topped \$1 million in annual street resurfacing expenditures and completed over four (4) miles of paving.
- 5) The construction of the expansion to the downtown Woodstock Theatre began in FY12/13, which will result in additional pedestrian traffic for the stores and restaurants on the Square when it is completed.
- 6) Woodstock spearheaded the development and adoption of a series of social hosting ordinances designed to protect the youth of the community.
- 7) The Recreation Center, Aquatic Center, and Stage Left Café were self-sufficient in FY12/13 and were able to operate without the need for a subsidy of tax dollars.
- 8) City Council hired a new City Manager to take the reins of the City beginning in FY13/14.
- 9) Kohl's, which had been recruited by the City for over a decade, opened the doors to their new Woodstock store in FY12/13.

Those represent only some of the most obvious achievements of an even more comprehensive list of accomplishments in FY12/13 that are identified in the following sections of this budget submittal.

The City Council and City Administration continue to grow the successes outlined above and propose still new programs and services to further the goals of the Vision 2020 Statement as follows:

Provide an innovative street network with efficient connectors.

For the second consecutive year, the City has budgeted \$1 million for the annual street resurfacing program. Also, in FY13/14 IDOT will let the bids for the widening of Rt. 14 between Woodstock and Crystal Lake.

Preserve the Opera House, Old Courthouse, and the Sheriff's House for future generations.

A new lighting system will be installed in the Opera House utilizing General Fund – CIP dollars. Also, \$300,000 has been budgeted in the TIF fund to restore and repair the Old Courthouse.

Maintain strong ethical, professional leadership dedicated to the community vision and accountable for its accomplishments.

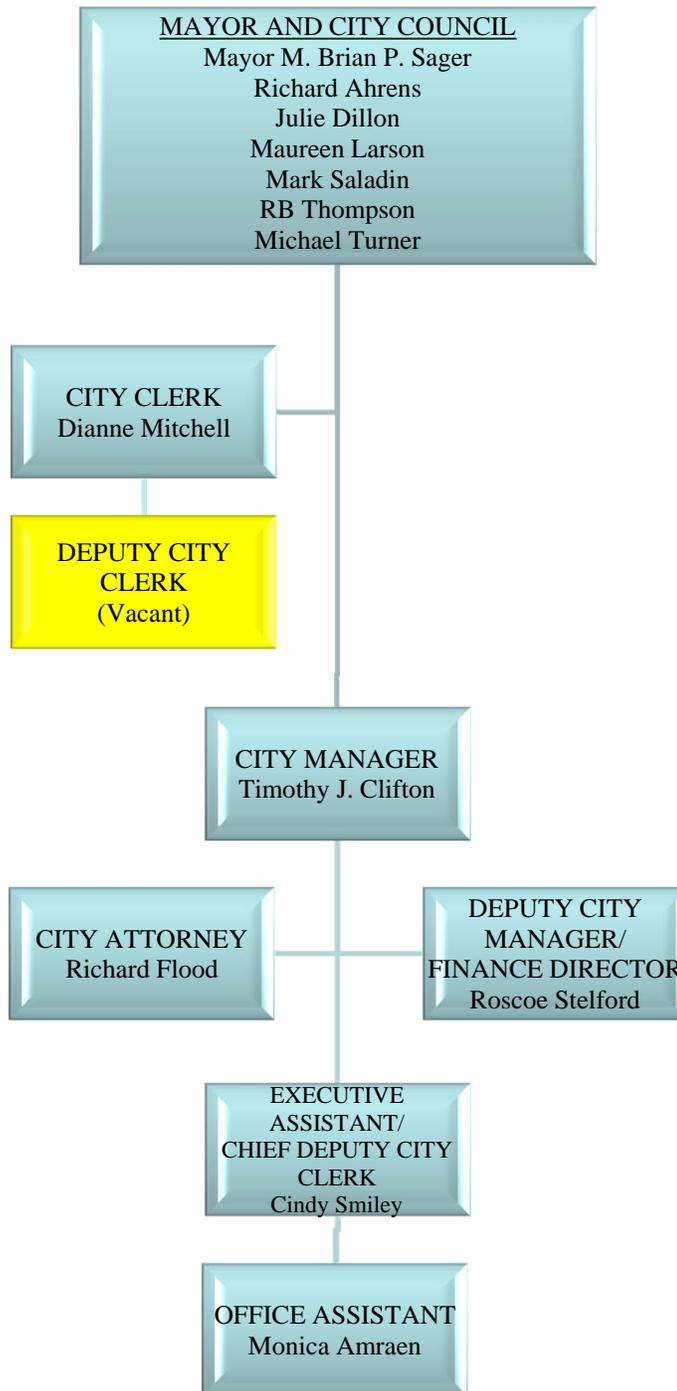
Both a new City Manager and DPW Director will be brought on-board in FY13/14 to guide the City's continued position as an innovative municipal leader in the County.

Recognize, promote and protect the Square as the "crown jewel" and major identity element of the City.

The reputation of the Square as the premier entertainment hub and tourist attraction will receive a boost in FY13/14 with the completion and opening of the expanded Woodstock Theatre.

As outlined above and addressed in greater detail throughout the balance of the FY13/14 Budget, the City Administration proposes a comprehensive schedule of programs and services to enhance the quality of life of our residents.

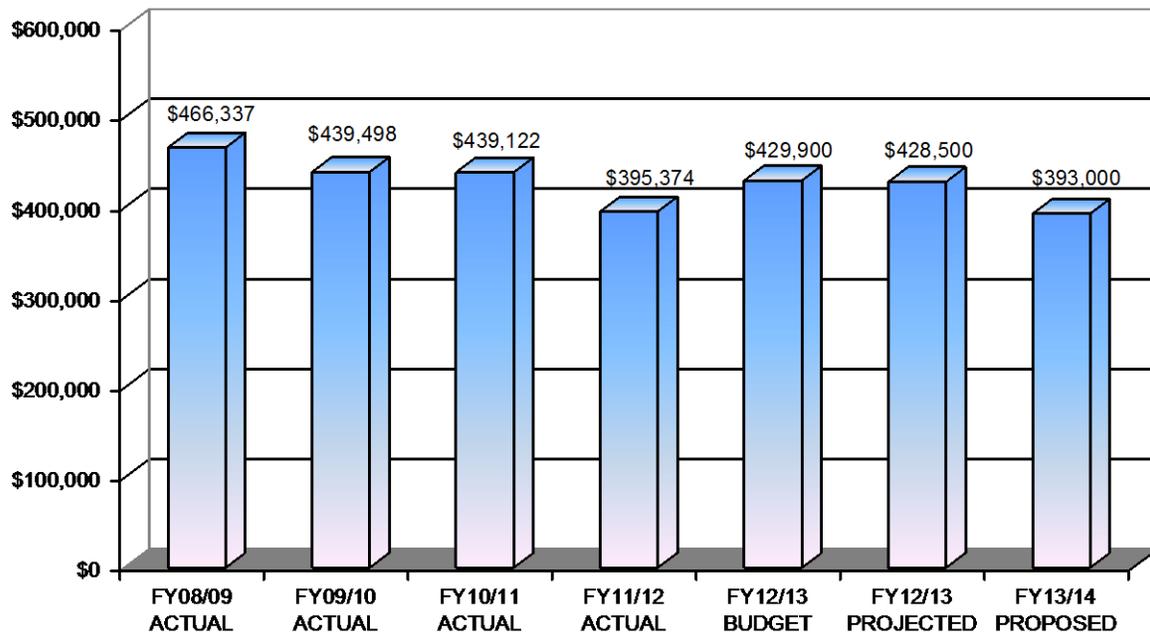
GENERAL GOVERNMENT ORGANIZATIONAL CHART



2013

GENERAL GOVERNMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Mayor & City Council	7	7	7	7	7	0
City Clerk (PT/Contractual)	0.5	0.5	0.5	0.5	0.5	0
Deputy City Clerk (PT/Contractual)	1.0	0.5	0.5	0.5	0.5	0
City Manager	1	1	1	1	1	0
Executive Assistant	1	1	1	1	1	0
Office Assistant	1	1	1	1	1	0
TOTAL ELECTED¹	7	7	7	7	7	0
TOTAL FULL TIME	3	3	3	3	3	0
TOTAL PART TIME (Contractual)	1.5	1	1	1	1	0

**GENERAL GOVERNMENT
BUDGET COMPARISON**



**FY12/13
GENERAL GOVERNMENT**

HIGHLIGHTS & ACCOMPLISHMENTS

Customer Service

- The City continued to provide services to our senior population by offering “Coffee at the Cafe,” a weekly afternoon of programs every Tuesday at the Stage Left Café. In addition, the City continues to work with Hearthstone Communities and Senior Services to provide an additional program one Thursday per month for the three senior groups combined.
- Municipal services to over fifty (50) Community events were coordinated, including the very successful Care 4 Breast Cancer walk which enjoyed its third year in Woodstock. New events added during FY12/13 included Oktoberfest, organized by Rotary and MozartFest and the inclusion of Woodstock as a site for the popular and long-tenured MCYSA baseball tournament which brought participants and spectators from across the country and around the world.
- The successful “McRide” inter-city bus transportation program which was implemented between the cities of Woodstock, Crystal Lake and McHenry in FY10/11 and enhanced in FY12/13, continued to provide expanded public transportation to our residents.
- The City took the lead in working with other municipalities in the creation of the Municipal Electric Aggregation which successfully secured reduced electrical rates for our residents.
- Over 183 pounds of prescription drugs were turned into the WPD as part of the City-sponsored Drug Take-Back Program to prevent these chemicals from being flushed into the environment.
- In recognition of his contribution to the rich cultural history of Woodstock, the stage at the historic Woodstock Opera House was named in honor of Orson Welles.
- The City continued its efforts as part of the National Flood Insurance Program’s Community Rating System, working to reduce local flood insurance premiums for residents.
- The City was selected to host an observance of the state’s first Purple Heart Day, which was attended by veterans and active-duty service personnel and their families from all over the state of Illinois and even southern Wisconsin. The event was also attended by local and state dignitaries and featured a display of the Fallen Heroes Memorial. Keynote speaker was Erica Borggren, Director, Illinois Department of Veterans’ Affairs.
- The City continued implementation and administration of a comprehensive Backflow Prevention Program that results in a safer supply of water to City residents.
- Although authorized to begin charging residents for the Annual Leaf Collection Program, the City was able to continue the program at no additional cost to the residents.
- The City continued its program to purchase generators to service the City’s existing lift stations, purchasing two fixed-unit back-up generators this fiscal year.
- As part of the City’s commitment to providing quality parks to our residents, new playground equipment was installed in Emricson Park.

- In an effort to provide for open space and recreational opportunities to our residents, a few years ago, the City donated significant land to the McHenry County Conservation District. In FY12/13, a portion of this land, the Dufield Pond Conservation District on McConnell Road, was improved and will be preserved for many years to come.
- The City continued support of a new program, initiated in FY11/12, that provides for our utility customers to obtain warranty insurance for the maintenance and repair of water and sewer services, covering most costs for the repair and maintenance of their service line.
- The City installed and prepared for implementation of Utility Billing On-Line, offering residents the opportunity to pay water & sewer bills from the convenience of their homes.
- To keep our residents informed as to the use of their tax dollars, the City Administration once again prepared the Popular Annual Financial Report (PAFR) and distributed it to every household in the City.
- The City took the lead in creating and the City Council approved unified ordinances governing social hosting, keg tagging, tobacco and alcohol signage, and synthetic drugs. These unified ordinances provide uniform language which will assist McHenry County communities in the enforcement of these important matters.
- The Woodstock Police Department organized and implemented a Police Explorer Post, providing an opportunity for young people to not only learn about police work, but also serve their community at the same time.
- The City once again conducted a Wellness Assessment open to all employees. This program includes an assessment of the employees' health, hopefully providing early detection and treatment. In addition, this program has proven to reduce health insurance costs.

Economic Development

- After many years of diligent work, the City was successful in locating one of its long-sought-after restaurants to Woodstock – the nationally-recognized Panera Bread.
- The City assisted Classic Cinemas with their expansion of the Woodstock Theatre to eight theaters, making this an entertainment destination which will draw visitors to the Square to patronize not only the theaters but also restaurants and other retail businesses in the City.
- The City's continued efforts to bring additional retail opportunities to Woodstock resulted in the opening of Advance Auto Parts and Blue Rose Fashions. The construction of Advance Auto Parts also resulted in improvements to the entrance and drive thus benefiting other businesses located in this area along Rt. 47.
- The City assisted Burger King with modernizing and upgrading its restaurant on Rt. 47.
- After securing possession of the Old Courthouse, one of the two historic "anchors" on Woodstock Square, the City Administration worked diligently to "shore up" this landmark building. The project began with a Condition & Assessment Report that was reviewed at a Joint City Council/Historic Preservation Commission Meeting. Over the next few months, the City Council approved masonry improvements to the building and

the Department of Public Works demolished the decaying and unsightly garage and installed new water service to the building

- The TIF-funded Façade Improvement Program continued to assist business owners with improvements to their businesses, providing funds for the restoration of six (6) historic structures on the Square.
- The City Council again approved distribution of the Hotel/Motel Tax to twelve (12) organizations who bring visitors, and their dollars, to Woodstock.
- The Historic Preservation Commission approved exterior improvements to Angelo's Restaurant on the Square.
- The Historic Preservation Commission also approved plans for the historic restoration of the long-vacant Ideal Oil Station located on South Street.
- The City Council approved video gaming, providing increased economic opportunities for many of the City's liquor license holders.
- In an effort to bring increased retail opportunities to Woodstock and to fill a large vacant space, the City assisted the Habitat for Humanity ReSTORE in locating in the former K-Mart building.
- La Placita Restaurant opened a new restaurant in a previously-vacated space.
- The City created a new video to be included as part of the "Video Tour of Woodstock" on the City's website, featuring *Shopping, Dining, and Entertainment* to spotlight the City's retail, restaurant, and entertainment venues. Businesses were also given the opportunity to place their own video or to advertise on the webpage also.

Financial Management

- Arguably, the most significant achievement of FY12/13, considering the challenging economic environment, is the ability to not only submit, but more importantly, end the fiscal year with a balanced budget.
- The City installed and began using a new Accounting/Human Resources system, integrating the functions of these two critical departments. The new system allows for the more accurate and efficient input and retrieval of data by both departments in the use of creating payroll checks, tax forms, required documentation, etc. In addition, the system will allow employees to access payroll information on line; and it is hoped that in the future will eliminate the need for "paper" paychecks.
- As previously mentioned, the City began the process necessary to offer on-line Utility Billing to our residents. While this is definitely a customer service enhancement for our residents, it will also result in the more efficient billing and collection of water & sewer bills.
- The City continued as a member of NIGEC, an electric cooperative of MCCG municipalities, saving member communities an estimated \$600,000+ over the three-year contract.
- Both the Recreation Center and the Aquatic Center were again self-sufficient, requiring no support in tax-generated revenues to fund operating expenses in FY12/13.

- In addition, Stage Left Café was self-sufficient, requiring no support in tax-generated revenues to fund operating expenses in FY12/13.
- The City continued to provide services to our residents while operating with 20% less staff and implementing no new positions.
- In a move that benefits both the City and the user, SEDOM continued to rent space in the old fire station to serve as a training area for its clients. In addition, these clients perform various duties throughout City Hall, improving their job skills and providing an important service to the City.
- The City assisted the Village of Richmond with various services, including building inspection services, generating revenues of \$10,000.
- The conversion of new squad cars was performed internally by the Department of Public Works rather than contracting out for this service, saving significant time and expense.
- In a successful cost-saving measure, the City moved from a fixed replacement schedule for City vehicles, to replacement as needed.
- For the 19th year, the City of Woodstock received the Certificate of Achievement for Excellence in Financing Reporting, an award given by the GFOA (Government Officers' Finance Association) and earned by less than 10% of all municipalities.
- Also, once again, the City of Woodstock received the Distinguished Budget Presentation Award given by the GFOA .

Strategic Planning

- The City Administration worked with Metra on a project that is included in both Metra's and the City's long-range plans, property acquisition and planning in conjunction with the relocating of Metra's rail yard from Crystal Lake to Woodstock. This project will result in additional trains and stops to serve Woodstock and its residents.
- Following an exhaustive recruitment and interview process, the Mayor and City Council hired a new City Manager to replace the long-term City Manager who retired with over 20 years of service.
- The City continued implementation of its Succession Plan with the search for a new Director of Public Works to replace the previous Director who retired after 30+ years of service.
- The City also hired a new Library Director, replacing the previous Director who took a job closer to her home and family.
- As required by new Federal regulations, the City converted its radio communications method to narrow-banding to take up less space on the airwaves. This project required the cooperation of the Department of Public Works, the Police Department, and the Opera House to work together to switch over all radio equipment by the January 1, 2013 deadline.
- The Environmental Commission assisted with the development of a Green Infrastructure Buffer Plan to help ensure the preservation of the City's open space.

- The City completed the Intersection Design Study (IDS) for the Doty Road/Rt. 14 Intersection and submitted the document to IDOT for their approval. However, the project is on hold pending the stadium project.
- Intergovernmental cooperation is the new standard, in part as a response to the economic downturn, and the City, along with other members of MCCG, participated in a Joint Purchasing Program resulting in significant savings.
- In another example of intergovernmental cooperation, the City's Department of Public Works' Fleet Maintenance Division is providing repair and maintenance service to the Woodstock Fire Rescue District, a cost savings for the WFRD while generating revenue for the City.
- The City of Woodstock's Public Works Department continues to participate in a Mutual Aid Agreement with other member-municipalities of MCCG to provide assistance to each other in time of need.
- In an effort to improve the City's water quality, the Department of Public Works performed the first-ever unidirectional hydrant flushing.
- The City continued implementation and administration of a comprehensive in-house Backflow Prevention Program which not only proved to be more efficient but generated revenue as well.
- As part of the City's commitment to the other historic "jewel" on the Square, the Woodstock Opera House, a contract was approved for a new lighting system which will greatly improve the facility.
- The City's AEDs (automated external defibrillator) located throughout our public buildings were updated to ensure their operation should they be needed.
- Once again, the City attained 100% compliance for both Water & Sewer plants in 2012.
- The City Administration continues to participate in the Rt. 47 Phase I Study being conducted by IDOT in preparation of the eventual widening of Rt. 47.
- Consistent with the City's Vision 2020 Plan, the City Council authorized the purchase of an alternate fuel vehicle as part of the planned motor pool replacement. This liquid propane vehicle will not only reduce fuel costs but also has less air emissions than conventional gasoline engines.

Infrastructure Improvements

- The Rt. 47 Phase I Study that is the necessary first step in securing approval and funding for the widening of Rt. 47 and the expansion of the railroad viaduct over Rt. 47 continues with input and participation of the City Administration and the Transportation Commission.
- The City completed water and sewer repairs and new service for Main Street benefiting not only the new theatre project, but also all Main Street businesses.
- The City developed bid specs and awarded bids for the Main Street Pedway Project which will provide pedestrian access between Main Street and public parking on Throop Street.

- The City completed the Intersection Design Study (IDS) for the Doty Road/Rt. 14 Intersection and submitted the document to IDOT for their approval.
- In FY12/13, the City allocated more than \$1M to street resurfacing.
- Construction was completed for sidewalks on South Street and Dane Street as part of the Safe Routes To Schools sidewalk grant.
- TIF funds were also used to perform water and sewer repairs on Main Street, not only in preparation for the theater expansion, but also to improve service for the buildings and businesses on Main Street.
- Also as part of the Main Street improvements, the City began the Main Street Pedway Project, preparing the bid documents and awarding bids.
- In spite of these difficult economic times, the City was able to replace playground equipment at Hilltop in Emricson Park.
- To ensure a safe and dependable water supply to our residents, the City's water towers were inspected and necessary maintenance performed.
- Despite the difficult economy, the City scheduled 19 projects totaling \$1.2 million in the FY12/13 GF-CIP. These projects were spread across different operations and geographic areas of the City to spread the improvements City-wide and ensure a balance of CIP expenditures.
- Likewise, the FY12/13 Utility Fund CIP included funds for upgrades to both wastewater treatment plants, the City's water system, and to purchase additional portable generators to provide emergency power to the City's lift station, among others.

**FY13/14
GENERAL GOVERNMENT**

GOALS, OBJECTIVES, & NEW PROGRAMS

General Government incorporates the Office of the City Manager, who serves as the Chief Administrative Officer of the City and is responsible to the Mayor and City Council for all day-to-day operations, financial condition, and practices of the City, while providing leadership and direction for all of the City Departments.

<p>Goal #1: Customer Service/Responsiveness: Provide prompt, professional, and efficient assistance and information to City Council, residents and employees via a variety of resources.</p>

Objectives:

- A. Promote overall customer service culture and respond to inquiries and requests within 24 hours, immediately whenever possible.
- B. Continue to work to find new, innovative, and efficient ways to disseminate information, agendas and minutes to the public.
- C. Provide timely and accurate information to the public via the City Manager’s Newsletter, the City Scene, and local media.
- D. Provide timely and accurate information to residents and “electronic visitors” through the City’s website.
- E. Provide coordination and support for the many special events held in the City of Woodstock.
- F. Maintain a motivated, well-trained, responsive, and courteous workforce, sensitive to community concerns.
- G. Develop, foster and maintain open media communications/relations.
- H. Respond to requests pursuant to the Freedom of Information Act in a timely and accurate manner in accordance with the Act.
- I. Process license and permit applications in a timely manner in accordance with all ordinances and regulations.
- J. Serving as the Local Election Official, ensure that all deadlines are met and documentation is completed as required.

FY13/14 New Programs:

1. McRide/PACE Bus Shelters

The affectionately referred to McRide Bus System which was initiated in FY11/12 providing inter-city transportation is scheduled to be expanded even further in FY13/14. Additional buses will be dedicated to the system, the number of participating communities will be expanded and the costs and hours of operation will be standardized system-wide after allowing for a phase-in period. This

program is especially beneficial for senior citizens and those County residents who use the services of Centegra.

Another transit improvement scheduled in FY13/14 to benefit our residents will be the placement of PACE Bus Shelters throughout the community. These shelters, in addition to increasing the comfort of the waiting riders, will generate revenue through an advertising program on the shelters themselves.

2. **Phone System**

The City's antiquated phone system does not offer the customers, our residents, many of the conveniences that are considered standard by today's technology. Outages are more frequent and longer in duration as replacement parts are harder to come by. Transferring callers between facilities is not feasible using the existing system and is not customer friendly. Also, the cost of the existing system is comparatively high, especially considering the features that are presently available on the market but which are not part of the present phone system. The City researched different phone systems, consulting with other municipalities and telephone carriers to ascertain the best system for use by the City of Woodstock. This investigation has concluded that the Voice-Over IP (VOIP) program using computer and internet technology is more efficient, user-friendly, customer-friendly, feature-loaded and less expensive than other alternatives. In FY12/13, City Council awarded the contract and preliminary installation of this new phone system was undertaken, with installation and training scheduled for completion in FY13/14. It is anticipated that the City's phone bills will be reduced in future years while the quality and efficiency of the phone system will be able to be expanded.

3. **On-Line Utility Billing**

Late in FY12/13, the City began the process of installing the necessary programs to allow for on-line utility billing and payment. It is anticipated that installation and training will be completed early in FY13/14. This not only will allow residents to pay their utility bills on-line, 24/7 from the comfort of their homes, it will also allow them to view their utility history. This new program will also allow City staff to provide higher quality customer service to our customers.

4. **Community-Wide Electronics Recycling Event**

As part of the City's commitment to both customer service and environmental responsibility, the City will sponsor a community-wide electronic recycling event in FY13/14.

5. **Quality of Life**

As a result of the slowed economy, declining EAV's and budget cuts, many communities are being faced with whole-scale service eliminations. Fortunately, through frugal, conscientious budgeting, the FY13/14 Budget does not include the elimination of any municipal services that our residents have come to expect. Conversely, as alluded to above and in subsequent sections of this budget, the City is even proposing the initiation of some new services within the constraints of a declining budget. While the level or frequency of some services have been adjusted, most of these changes will be transparent to the end users.

Goal #2: Economic Development: Create and expand opportunities for economic development through public-private partnerships with the commercial and industrial sector.

Objectives:

- A. Provide a climate that encourages a healthy commercial market that captures more of the purchasing power of the community & creates more destination activities to capture regional dollars.
- B. Aggressively pursue new developments and businesses, which contribute to the City's economic base, particularly those that generate additional sales tax & employment.
- C. Promote a mix of businesses which contributes to a balanced community.
- D. Develop programs to retain existing businesses and attract new businesses.
- E. Develop the organizational structure, policies, and procedures necessary to implement and maintain proactive economic development programs and services.

FY13/14 New Programs:

1. **Old Courthouse**

After over a decade of trying, the City finally obtained control of the Old Courthouse in an effort to enhance its chances for preservation. It is the ultimate goal of the City to save and preserve this historic landmark. Candidly, the only way, especially in this economy, to do that is through an adaptive reuse, similar to the Opera House and the former Post Office, both also on the Square. To that end, in FY 12/13, a structural and architectural analysis was completed and efforts centered around stopping any further deterioration of the building envelope and interior spaces. It is anticipated that F13/14 will see more of the same with work undertaken on the dome and roof of the historic building and also possibly masonry work to the historic

exterior. As the City Council, City Administration, and Historic Preservation Commission work to develop an RFP for the transfer of the Courthouse to a reputable builder/developer who best meets the City's vision for the adaptive reuse of the building, it is planned that space will be rented and the building used wherever possible.

2. Theatre Expansion

A significant economic development project, the expansion of the Woodstock Theatre, was undertaken in FY12/13. This project will provide eight (8) theatres, all with stadium seating, as well as remodeled lobby, box office, and concession areas. This \$4 million project will bring significantly more visitors to the Woodstock Square, not only for movies, but also to take advantage of our restaurants and other retail opportunities. The City assisted by expediting the approval process and, installing new water service to accommodate not only this project but also the other businesses on Main Street. The City will continue to work with the building owner and contractors to ensure timely completion of this project in FY13/14.

3. Façade Improvement Program

The popular and successful Façade Improvement Program, funded through the TIF, will witness increased marketing and a direct mail campaign to eligible property owners in with the objective being to attract additional improvements to the historically-significant structures on the Square. Over three dozen structures on the Square have already been rehabilitated in only the first three years of the program. The goal is to match this in FY13/14. If these expanded marketing efforts are successful, the Council will have the opportunity to amend the budget and increase the amount of TIF funds pledged to assist eligible historic restoration projects on the Square.

4. Winery

The City is in the very preliminary stages of working with a winery to locate its production and tasting facilities in Woodstock. This business would provide a perfect complement to our other "destination" businesses on or near the historic Woodstock Square.

5. Harley Davidson

One of Woodstock's most successful businesses, Harley Davidson, has outgrown its present location on Route 47. The City Administration is actively working with the owners to find a new, suitable location for this business.

6. **Retail/Restaurant Marketing Campaign**

With the opening of the new Kohl's store in Woodstock, the City has the opportunity to use this as a marketing tool to recruit other retailers and restaurants to the Woodstock market. While a number of sites are available throughout Woodstock to accommodate new retail and restaurant growth, the City will concentrate on three areas; the first being the outlots adjacent to the new Kohl's store. The second and third locations are the Jewel Shopping Plaza along Rt47 and the neighboring Eastwood Plaza that was selected for a new auto parts store. A packet will be created and mailed to those retailers and restaurants that are expanding and/or looking at alternate sites. In addition, the City Administration will attend various industry conferences and trade shows in an effort to recruit new retailers to Woodstock. Most obvious among these is Target.

Goal #3: Financial Management: Provide financial and organizational stability through the employment of sound fiscal practices in delivering City services to maintain a self-reliant community with a sound economic base.

Objectives:

- A. Provide financial and organizational stability for the City through sound financial management, maintaining close monitoring of the City's financial status while protecting the fiscal interests of Woodstock and its citizens.
- B. Preparation of an Annual Budget that is both balanced and reflective of the priority needs of the community, while focusing on goals and policies set by the City Council.
- C. Maintain fee structures which reflect the cost of providing services and to review same on an annual basis.
- D. Pursue alternative revenue sources that will minimize reliance on increased property taxes (i.e., census, user fees, development fees, grants, etc.).
- E. Maintain acceptable Fund Balance in all of the funds to provide sufficient reserves to respond to existing needs, emergencies and future priorities.
- F. Ensure the self-sufficiency of enterprise funds and reduce the reliance of subsidy from the General Fund.
- G. Identify potential annexations that would result in the enhancement of the City's financial and economic development initiatives.
- H. Ensure delivery of services in a cost-effective manner.

FY13/14 New Programs:

1. Balanced Budget

In years past, this was not considered something that you would highlight as your #1 Financial Management objective for the upcoming year. It was considered a given or a “no-brainer” (unless of course you are the State of Illinois anyway...sorry for the editorial). However, we are living through different times. After years of belt tightening, it was hoped that the country would be out of the economic downturn by this time. While things may be looking up a bit, the continued inability of the State of Illinois to live within its means compounded by their ability to simply pass the burden on to local governments has resulted in further economic distress for municipalities. While the City was anticipating the decline in the EAV, it followed the unprecedented bottom falling out of the housing market.

Nonetheless, I am proud to report that the City will indeed be able to balance the FY13/14 Budget without extending the tax levy by the rate of inflation (as presently allowed by State Statute), excluding new growth.

2. Accounting/HR System

The City has used the same Accounting/HR Software System for the past 20 years. Think of the advances in both technology and systems during that time period. Granted the system has received “patches” over the years, however, it is still basically the same system installed back then. The existing system, like the aforementioned phone system, is antiquated and is subject to greater errors and inability to properly and efficiently record and compute the additional record keeping requirements being imposed annually by federal, state and professional agencies. Some of the new software is not able to be accommodated by the existing system.

In FY12/13 the City issued an RFP, thoroughly analyzed the myriad of options available to the City, and selected preferred product and vendor. Initial installation began late in FY12/13, and it is anticipated installation will be completed in FY13/14, with training to follow before the system goes live.

3. Audit

The City’s contract with the auditor has expired after two (2) extensions and a nine (9) year run. The City will prepare an RFP for auditing services beginning in 2013. The RFP process will not preclude the existing auditor from submitting but will not be an automatic extension as in the two prior instances.

While discussing audits, also in FY13/14 the City will conduct the first formal or official independent audits of the facilities subject to the Hotel/Motel Tax. With the

decline in this revenue stream, it is important to make sure that the receipts are being accurately recorded and forwarded to the City to support the community's tourism efforts.

4. **Grants Service**

The City Administration is working with MCCG to enter into an agreement with a grant service vendor whose job it would be to search out grants for member municipalities and assist with the application and reporting processes. This service, while costing each municipality very little, could see a great return on investment in the form of grant dollars. While listed as a new program in the Finance segment of the budget, this program will most likely have a positive impact on Finance, Infrastructure, Economic Development, and Historic Preservation.

5. **We Choose Health Mini Grant Funding**

The McHenry County Department of Public Health recently announced funding for "We Choose Health" mini grants. Some of the grant opportunities offered which the City hopes to take advantage of include Complete Streets, which will help provide for bicycle and pedestrian-friendly streets; Safe Routes to School, which will continue the City's efforts to establish and promote pedestrian and bike-friendly routes to schools; and Smoke-Free Outdoor Spaces, which will assist in the creation of policies that limit smoking in parks, campuses, and other outdoor locations.

6. **Ripple Affect**

Based on a universally-accepted formula, the Woodstock Opera House is estimated to generate approximately \$1.4 million to the local economy annually. By drawing around 1,000 visitors each week to the Opera House for performances, on top of the crowds drawn to the Park-In-The-Square every Wednesday night for twelve weeks in the summer, and not to mention the thousands of visitors that frequent the Stage Left Café annually, the Opera House is easily the number one tourist attraction in not only Woodstock but possibly McHenry County. To that end, the Opera House is the recipient of an annual transfer from the Hotel/Motel Tax to offset the cost of the many functions (e.g. parades, Victorian Christmas, etc.) that the Opera House provides for which no revenues are received.

7. **Increase Employee Co-Pay**

In light of the economy, declining revenues and the charged political environment surrounding public employee benefits, the City Administration has made a concerted effort to study and survey the comparability of the City's benefits with other municipalities, as distinct from the private sector, to ensure that Woodstock is not abusing the system in any manner. As a result, the City Administration is proposing in FY13/14 to increase the employee co-pay for Health-Life Insurance premiums by approximately 25%. The levels vary by bargaining unit and non-bargaining

employees. However, the City Administration recognizes, as do our employees, that their share of benefits will continue to increase in future years.

8. **FOP Contract**

The City Administration and the Fraternal Order of Police will begin negotiations and, hopefully, finalize a new contract that is beneficial to both parties.

9. **Consolidation Opportunities**

The City Administration will continue to explore opportunities for consolidation both within the City and with other municipalities as needed and as opportunities arise.

Goal #4: Strategic Planning: Develop city-wide goals and priorities, plan and organize resources and monitor progress toward successful and timely accomplishment through the identified objectives.

Objectives:

- A. Lead and coordinate the activities of City departments to meet the overall organizational goals and priorities of the City.
- B. Continue the development and implementation of an aggressive 5-Year Capital Improvement Program that includes balanced funding for all aspects of City services.
- C. Ensure the City's readiness in the event of natural or man-made disaster in coordination with Homeland Security.
- D. Implement internal operating efficiencies ensuring adequate staffing levels and resources required to provide for the uninterrupted delivery of City services.
- E. Work cooperatively with District 200 and other governmental agencies in developing and implementing shared services.
- F. Provide leadership and direction; lead & coordinate activities of City departments to meet departments' & organization's overall goals & objectives.
- G. Direct, monitor, and evaluate the efficiency of City operations to meet demands of a growing community.
- H. Review and evaluate operating procedures and performance standards for the entire organization.
- I. Direct, monitor, & evaluate the efficiency and effectiveness of City services on matters such as workload, administrative support needs, and technology utilization and information systems.
- J. Report regularly to the Mayor and Council on the status of the City's operations and services while identifying opportunities for improvements and the direct implementation of such improvements.

FY13/14 New Programs:

1. Local Incident Management Team (LIMT)

Created in FY12/13, the Local Incident Management Team is made up of representatives from the WFRD, WPD, DPW and City Administration. Following the successful NIMS format, the LIMT fosters a unified command, not only for emergencies, e.g. tornadoes, floods, etc., but also to pre-plan for large community events that draw thousands of participants, i.e. Gavers Barndance, 4th of July, Breast Cancer Walk, etc. Again, the LIMT enhances City's emergency preparedness by coordinating the response of the four (4) entities identified at the outset. In addition, LIMT hopes to be expanded to include D200 and McHenry County to facilitate an even broader coordinated response to emergency situations throughout the community.

2. Arbitration Services Consortium

The concept of an Arbitration Services Consortium was first identified by the City of Woodstock after the City's most recent arbitration experiences with the City's two local unions. It became obvious that the system heavily favored the unions in arbitration and that a new more equitable system for selection of arbitrators is needed. The City approached MCCG and floated the idea which was subsequently favorably received by the other members of MCCG. With the support of MCCG and the other participating members, the efforts will continue on securing support from local legislators who will then be asked to draft legislation for consideration by the General Assembly to alter the selection process for arbitrators. It is hoped that the establishment of an Arbitration Services Consortium will be able to convince the legislature to adopt more equitable rules and regulations governing not only the selection of arbitrators but also provide parameters for their rulings that take into consideration the community's ability to pay.

3. Transition/Succession

Looking to the future retirement of many of the City's core management staff, the City Administration developed and successfully began implementation of a Transition/Succession Plan in FY12/13. Probably the most crucial test of this plan will take place in FY13/14 with the hiring of a replacement for two of the longest tenured and certainly most senior members, the City Manager and the Director of Public Works.

Goal #5: Infrastructure: Initiate continued improvements to the City's infrastructure (streets, sidewalks, water, sewer, stormsewer, parks, and public facilities) that ensure Woodstock can not only support physical growth, but spur economic development in the community.

Objectives:

- A. Coordinate with local, state and federal agencies in the development and implementation of improvements to enhance traffic flow and reduce congestion on Route 47.
- B. Provide sufficient level of routine maintenance each year to avoid increasing the deferred maintenance backlog of the City's aging infrastructure.
- C. Promote improvements to the City's infrastructure as an integral component of economic development as it relates to the retention and attraction of businesses.
- D. Design and implement Wayfinding/Streetscape improvements that contribute to the overall enhancement of the Square and surrounding community.
- E. Identify and plan for infrastructure improvements annually that respond to existing needs while balancing them with improvements that address future capacity needs of a growing community.

FY13/14 New Programs:

1. Street Resurfacing

Usually, this discussion of infrastructure improvements begins and ends with the City's annual 5-Year CIP which basically provides for all of the major infrastructure improvements scheduled in the upcoming fiscal year. However, the emphasis in FY13/14, by necessity, continues to be not on new projects but rather maintaining and improving what we have. That is no more important or apparent than in the annual street resurfacing program. Historically the City has budgeted \$250,000 up to \$500,000, if funding was available, for annual resurfacing. That amount is woefully inadequate for the 125 centerline miles of streets in the community. Combining dollars from other funds, in FY11/12, the City was able to complete 1.9 miles of resurfacing for \$800,000. In FY12/13, this practice of utilizing dollars from other funds was expanded to include the General Fund – CIP. With this infusion of tax dollars, for the first time in its history the City spent over \$1 million in resurfacing dollars in FY12/13. This will have to become the norm as opposed to the exception if the City hopes to maintain the existing street network; and again, in FY13/14, \$1M has been budgeted for street resurfacing.

2. **Emergency Generators**

The power outage caused by the severe wind storm two summers ago still reverberates and impacts the FY13/14 Budget, just as it did the FY 12/13 Budget. For the third year the City has included funding in the Utility CIP for additional emergency generators to power the pumps at the lift stations and booster stations in the event of a localized or community-wide power outage. Likewise, the City will for the third consecutive year provide funding to assist residents in the installation of household plumbing improvements to reduce the risk of flooding from surcharged sewer systems. Are we continuing this or is this program over.

3. **Rt 14 IDOT Improvements**

Again, Rt 47 has historically been the focus of the City's efforts on the two state highways that intersect the community. However, that will change over the next two fiscal years as IDOT is schedule to widen and reconstruct Rt 14 from Woodstock to Crystal Lake. This project will span two fiscal years and two construction seasons. The City will have to provide partial funding for utility relocates, intersection improvements, bike path, lighting and other construction-related expenses outside the scope of IDOT funding.

4. **Rt 47**

At the direction and in conjunction with IDOT, the Rt 47 Phase I Report should make its way through the Community Action Group (CAG) review process and onto the public hearing stage which will allow for the report to be completed in FY13/14. This is the necessary first stage in receiving IDOT approval for eventual construction of the widening and reconstruction of Rt 47 in Woodstock. While construction is still many years away, the completed, approved Phase I Report is a requirement to even be placed on IDOT's five-year construction schedule. Following the completion of the Phase I Report and acceptance by IDOT, the City and IDOT will immediately apply for funding for the Phase II Preliminary Engineering component. Phase I took approximately 18 months to complete and it is anticipated that Phase II, if/once authorized and funded, will take up to two years to complete. The schedule is contingent of course on the funds in the amount of an estimated \$12.million being budgeted by IDOT for performance of the Phase II Preliminary Engineering. IDOT has estimated that land acquisition is another \$10 million on top of that. No estimate has been given for the actual construction of the project until preliminary engineering has been performed

5. **CIP**

FY13/14 represents the 20th year of the Annual CIP. It is composed of capital project funding from the General Fund, TIF Fund, Library Building Fund, Utility Fund and Environmental Management Fund. The number of individual projects approximate fifty (50) varied improvements from grinders and sluice gates at the

wastewater treatment plants to street resurfacing, emergency generators, and the new HR/Accounting System. Also, scheduled in FY13/14 is the third round of Safe Routes To Schools sidewalk additions, ADA-compatible playground equipment for the City's parks, lighting upgrades at the Opera House, and water and sewer main repairs in the utility area.

**FY13/14
GENERAL GOVERNMENT
LINE ITEM DESCRIPTIONS**

01-01-0-000 GENERAL GOVERNMENT \$393,000

SALARIES

01-01-3-401 City Manager \$140,000

FY10/11 Actual: \$175,077 FY11/12 Actual: \$175,476

FY12/13 Budget: \$179,000 FY12/13 Projected: \$179,000

Salary for FY13/14 as stipulated in the City Manager Employment Agreement for the new City Manager effective 5/1/13.

01-01-3-405 Executive Assistant \$63,500

FY10/11 Actual: \$59,544 FY11/12 Actual: \$60,050

FY12/13 Budget: \$61,300 FY12/13 Projected: \$61,300

Incorporated in this amount is the salary for the Executive Assistant pursuant to the Wage/Classification Plan and incorporates a 2% increase and the opportunity for an additional 1.5% merit increase. Beginning in FY10/11, the City Clerk functions of this position are recorded in account 439 below.

01-01-3-406 Secretary/Office Assistant \$38,600

FY10/11 Actual: \$36,188 FY11/12 Actual: \$36,547

FY12/13 Budget: \$37,300 FY12/13 Projected: \$37,300

The wages for the Office Assistant are in conformance with the Wage/Classification Plan and incorporate a 2% increase plus the opportunity for an additional 1.5% merit increase.

01-01-3-439 City Officials \$60,000

FY10/11 Actual: \$58,450 FY11/12 Actual: \$57,680

FY12/13 Budget: \$61,000 FY12/13 Projected: \$59,000

The schedule below reflects the authorized compensation for the Mayor and City Council, as well as the Treasurer, City Clerk, Chief Deputy City Clerk, and Deputy City Clerk. State law does not allow a legislative body to approve a raise for itself or other elected officials within its present term.

Mayor (Includes Liquor Commissioner Duties)	\$ 12,000
Councilmember (6 @ \$6,000)	36,000
City Clerk (\$5,000 plus \$80/mtg)	5,000+
City Treasurer	300
Deputy Clerk (\$2,000 plus \$80/mtg)	2,000+
Chief Deputy Clerk (\$2,500 plus \$80/mtg)	<u>2,500+</u>

\$57,800

plus meeting charge for Clerks

A small amount of additional funds are budgeted to cover extra/special meetings attended by the City Clerks. Any discrepancy in budget to projected is the direct result of the actual number of meetings conducted by the various Boards and Commissions at which the Clerks must attend. No pay increase is budgeted for FY13/14.

01-01-3-440 Auto Allowance				\$4,200
FY10/11 Actual:	\$3,600	FY11/12 Actual:	\$3,600	
FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$3,600	

Per the City Manager's Employment Agreement, in lieu of the regularly-scheduled purchase or lease of a new vehicle, the City Manager receives an auto allowance of \$350/month. This results in a savings to the City by the elimination of the purchase/replacement cost, annual maintenance, insurance, and fuel expense.

PERSONAL SERVICES

01-01-4-451 Sick Leave Conversion				\$ - 0 -
FY10/11 Actual:	\$2,005	FY11/12 Actual:	\$2,025	
FY12/13 Budget:	\$2,100	FY12/13 Projected:	\$2,100	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days).

01-01-4-452 Travel & Training				\$4,000
FY10/11 Actual:	\$2,777	FY11/12 Actual:	\$4,039	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$4,000	

Pursuant to the City Manager's Employment Agreement, meetings/conferences of the International City Management Association (ICMA), the Illinois City Manager's Association (ILCMA), and local/state business meetings attended by the City Manager are charged to this

account. Funds from this account are also used to reimburse department employees for attendance at meetings, conferences, and/or training seminars. Finally, any requests for tuition reimbursement by department employees are also accounted for here. Expenses associated with Special City Council meetings (e.g. Visioning Session, Transportation Workshop, and other workshop sessions) are also reflected in this account. In response to the tight budget in FY09/10, FY10/11, FY11/12, and FY12/13, the City Manager, as with other employees, was not reimbursed for out-of-state convention travel and, hence, the reduction in those years. Council members have attended only minimal training sessions or conferences in the past few years. If City Council wishes to attend additional training sessions, workshops, and/or conferences, this account would need to be adjusted accordingly.

01-01-4-454 Dues & Subscriptions				\$16,000
FY10/11 Actual:	\$10,880	FY11/12 Actual:	\$10,492	
FY12/13 Budget:	\$11,000	FY12/13 Projected:	\$11,000	

The City’s membership in the Illinois Municipal League (IML) and the McHenry County Council of Governments (MCCG), as well as the City Manager’s membership in ICMA and ILCMA, as stipulated in the Manager’s Employment Agreement, are appropriated in this account. Chamber of Commerce, and McHenry County Historical Society memberships are also accounted for here. The increase in FY13/14 is for participation in a joint program with other MCCG members to secure an online grant service. In addition, subscriptions are paid from this account. A summary of expenses follows:

Illinois Municipal League	\$ 1,500
Illinois City Manager’s Association (ILCMA)	400
McHenry County Council of Governments (MCCG)	6,100
International City Management Association (ICMA)	1,400
Woodstock Chamber of Commerce & Industry	1,100
McHenry County Historical Society	150
Clerk’s Association	250
Subscriptions	100
E-Civic Grant Service	<u>5,000</u>
	\$16,000

CONTRACTUAL SERVICES

01-01-5-501 Communications				\$1,500
FY10/11 Actual:	\$ 194	FY11/12 Actual:	\$ 444	
FY12/13 Budget:	\$ 1,000	FY12/13 Projected:	\$ 1,500	

Departmental telephone expenses for local, long distance, and wireless calls are accounted for in this line item, as well as the monthly Internet charges for the Department. The increase beginning in FY12/13 is the expense for the City Manager's cell phone.

01-01-5-502 Legal Services				\$35,000
FY10/11 Actual:	\$61,876	FY11/12 Actual:	\$19,442	
FY12/13 Budget:	\$33,600	FY12/13 Projected:	\$40,000	

In addition to the standard ordinance review/preparation and other day-to-day legal assistance, legal services which are organization-wide, as opposed to department-specific, and originate from action of the City Council or the City Manager are recorded here. A concerted effort is being made City-wide to reduce legal services to offset the slowed growth in revenues; however, often legal issues arise which could not have been anticipated, resulting in additional expense. FY12/13 was impacted by additional legal expenses for the Harding parking lease negotiations and agreement, the video gaming ordinance and required attendant research, and the four unified underage drinking/social hosting ordinances for which Woodstock took the lead and bore the associated costs.

01-01-5-504 Professional Services				- 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

Funds were previously appropriated in this account to reimburse unforeseen/unscheduled consulting services required by the City Council over the course of the year, such as architects, financial advisors, engineers, software support, and the like. The line item is only intended to keep the account open and provide for preliminary estimates. Projects that arise during the year would be accounted for elsewhere, or, if not budgeted, would need to have additional funds appropriated to this account by the City Council.

01-01-5-505 Appraisal Services				\$ - 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

This line item is in the event the City is offered a parcel of land, requires right-of-way, etc. which may require the services of an appraiser. A standard appraisal averages \$1,500 - \$2,000. Similar to the line item immediately above, this account is for appraisal services to support unforeseen/unscheduled projects and would require action of City Council to appropriate funds to this account as a need arose.

01-01-5-508 Special Census				\$ - 0 -
FY10/11 Actual:	\$ 100	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

The last Special Census was in FY07/08. No local funds are anticipated to be required in the performance of a Special Census in FY13/14 due to the minimal growth experienced in the community.

01-01-5-536 City Scene (40%)				\$14,000
FY10/11 Actual:	\$ 9,268	FY11/12 Actual:	\$13,573	
FY12/13 Budget:	\$13,500	FY12/13 Projected:	\$13,500	

Although the Recreation Department coordinates the preparation and distribution of the City Scene, since a portion of the publication is used to promote other than Recreation programs, the General Government Department pays for 40% of the printing and mailing of this quarterly newsletter. The printing expense is allocated in this account while the postage is accounted for in the postage line item 01-01-6-601. The City evaluated eliminating the City Scene as a cost-saving measure in light of the increased use of electronic and social media. It was determined, however, that the City would lose more revenue than the cost of discontinuing the City Scene would save.

01-01-5-537 Printing Services				\$5,000
FY10/11 Actual:	\$7,128	FY11/12 Actual:	\$3,833	
FY12/13 Budget:	\$7,000	FY12/13 Projected:	\$5,000	

This account provides funding for the codification and printing of amendments to the City Code resulting from City Council action. Expenses are dependent on the number of new or amended ordinances approved each year.

01-01-5-538 Publishing				\$5,000
FY10/11 Actual:	\$ 2,335	FY11/12 Actual:	\$ 2,026	
FY12/13 Budget:	\$ 9,000	FY12/13 Projected:	\$ 5,000	

This account is used exclusively to pay for the publishing of mandatory legal notices, minutes, bids, RFP's and election notices etc. as required by state and local laws.

01-01-5-552 Service to Maintain Equipment				\$700
FY10/11 Actual:	\$- 0 -	FY11/12 Actual:	\$713	
FY12/13 Budget:	\$ 500	FY12/13 Projected:	\$700	

Unscheduled repair and maintenance of the Department's computers, printers, scanner and fax machine that are not subject to warranty or maintenance contract are accounted for in this line item.

01-01-5-560 Special Studies				\$ - 0 -
FY10/11 Actual:	\$-0-	FY11/12 Actual:	\$-0-	
FY12/13 Budget:	\$-0-	FY12/13 Projected:	\$-0-	

This line item is to account for projects and studies as directed by City Council. The City Administration is not aware of any pending or anticipated studies and/or reports that are not already accounted for elsewhere in the budget. The line item remains open; and if City Council authorizes a previously unbudgeted study, the budget could be amended and the expenses recorded here.

COMMODITIES

01-01-6-601 Postage				\$3,500
FY10/11 Actual:	\$3,901	FY11/12 Actual:	\$3,813	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$3,500	

The Finance Department maintains a postage meter that records each Department's actual postage expenses which are subsequently charged to the respective Departments. Also, 40% of the "City Scene" newsletter mailing expense is accounted for in this line item. This line item is subject to increases in postage rates and/or distribution numbers consistent with the growth in the community, however increased use of e-mail and other electronic distribution of documents has stabilized this expense.

01-01-6-606 Supplies				\$2,000
FY10/11 Actual:	\$2,106	FY11/12 Actual:	\$1,630	
FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$2,000	

The General Government Department is charged on a percentage basis by the Finance Department for paper, copier and other supplies. The supply expenses for the Mayor's Office and the City Clerk are also included in this line item.

CAPITAL OUTLAY

01-01-7-720 Equipment				\$- 0 -
FY10/11 Actual:	\$ -0-	FY11/12 Actual:	\$ -0-	
FY12/13 Budget:	\$ -0-	FY12/13 Projected:	\$ -0-	

Due to cost containment measures, no equipment is requested in FY13/14.

OTHER CHARGES

01-01-8-801 Community Support Services				\$ - 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

City Council established this account in FY99/00 to provide funding to reimburse the various funds of the City for waivers of Building, CEF, or connection fees approved throughout the year by the City Council. No funds are requested in FY13/14 consistent with the recommendation to eliminate fee waivers due to budgetary constraints.

01-01-8-812 Recycling Education				\$ - 0 -
FY10/11 Actual:	\$3,575	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY11/13 Projected:	\$ - 0 -	

Historically, the City made an annual contribution for recycling education in District 200. Beginning in FY10/11, these charges are expensed in the Environmental Management Fund.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
GENERAL GOVERNMENT EXPENSES							
SALARIES							
01-01-3-401	CITY MANAGER	175,077	175,467	179,000	116,965	179,000	140,000
01-01-3-405	EXECUTIVE ASSISTANT	59,544	60,050	61,300	40,029	61,300	63,500
01-01-3-406	SECRETARY	36,188	36,547	37,300	24,362	37,300	38,600
01-01-3-439	CITY OFFICIALS	58,450	57,680	61,000	39,673	59,000	60,000
01-01-3-440	CAR ALLOWANCE	3,600	3,600	3,600	2,400	3,600	4,200
TOTAL SALARIES		332,859	333,344	342,200	223,429	340,200	306,300
PERSONAL SERVICES							
01-01-4-451	SICK LEAVE CONVERSION	2,005	2,025	2,100	0	2,100	0
01-01-4-452	TRAVEL & TRAINING	2,777	4,039	4,000	1,962	4,000	4,000
01-01-4-454	DUES & SUBSCRIPTIONS	10,880	10,492	11,000	10,425	11,000	16,000
TOTAL PERSONAL SERVICES		15,662	16,556	17,100	12,387	17,100	20,000
CONTRACTUAL SERVICES							
01-01-5-501	COMMUNICATIONS	194	444	1,000	1,005	1,500	1,500
01-01-5-502	LEGAL SERVICES	61,876	19,442	33,600	28,334	40,000	35,000
01-01-5-505	APPRAISAL SERVICES	218	0	0	0	0	0
01-01-5-508	SPECIAL CENSUS	0	0	0	0	0	0
01-01-5-536	CITY SCENE (40%)	9,268	13,573	13,500	10,420	13,500	14,000
01-01-5-537	PRINTING SERVICES	7,128	3,833	7,000	2,448	5,000	5,000
01-01-5-538	PUBLISHING SERVICES	2,335	2,026	9,000	1,732	5,000	5,000
01-01-5-552	SERVICE TO MAINTAIN EQUIPMENT	0	713	500	596	700	700
TOTAL CONTRACTUAL SERVICES		81,019	40,031	64,600	44,535	65,700	61,200
COMMODITIES							
01-01-6-601	POSTAGE EXPENSE	3,901	3,813	3,500	1,613	3,500	3,500
01-01-6-606	SUPPLIES	2,106	1,630	2,500	1,210	2,000	2,000
TOTAL COMMODITIES		6,007	5,443	6,000	2,823	5,500	5,500
CAPITAL OUTLAY							
01-01-7-720	EQUIPMENT	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY		0	0	0	0	0	0

DATE: 01/25/2013
 TIME: 13:01:27
 ID: BP430000.WOW

CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
GENERAL GOVERNMENT							
OTHER CHARGES							
01-01-8-801	COMMUNITY SUPPORT SERVICES	0	0	0	0	0	0
01-01-8-812	RECYCLING EDUCATION	3,575	0	0	0	0	0
TOTAL OTHER CHARGES		3,575	0	0	0	0	0
TOTAL GENERAL GOVERNMENT		439,122	395,374	429,900	283,174	428,500	393,000

CITY HALL



CITY OF WOODSTOCK FISCAL YEAR 2013/2014 ANNUAL BUDGET



Human Resources Department
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www.woodstockil.gov

MEMORANDUM

TO: Timothy J. Clifton, City Manager

FROM: Debbie Schober, Human Resources Director

DATE: January 28, 2013

RE: FY13/14 City Hall Budget Transmittal

Historically, the majority of the City Hall Budget appropriations were for the maintenance and upkeep of City Hall. However, the City Hall Budget now also includes expenditures for the Old Courthouse, commuter station and other rental properties (e.g., parking lots) that fall under the auspices of the General Corporate Fund, and since FY08/09, additional dollars have had to be devoted to these accessory uses.

The FY13/14 City Hall Budget of \$95,600 reflects a modest increase of \$1,900 or 2.03% when compared with the prior year. The FY13/14 Budget, as presented, maintains the existing programs and services that have been traditionally funded by this Department, albeit at a slightly higher level to accommodate additional responsibilities. Despite the exposure to unanticipated repairs and resulting higher expenditures during FY12/13 and City Hall assuming Old Courthouse supplies and custodial services during FY12/13, this increase remains extremely modest and consistent with budget instructions. In addition, any new programs or services proposed for the upcoming fiscal year have been limited to address mandatory requirements that are imposed by State or Federal legislation, and improvements that can be completed utilizing existing staff resulting in minimal cost. This policy continues for the fourth consecutive year since FY08/09 and recognizes both the volatile economic climate that the City continues to face during the preparation of the FY13/14 Budget, combined with the corresponding decline in growth that will limit the demands for additional municipal facilities.

FY12/13 Overview

Initially in FY10/11 the day-to-day oversight of City Hall maintenance and security needs was transitioned from the Finance Department to the Department of Human Resources. In FY11/12, due to a change in Director for the Department of Human Resources and in aligning resources related to facility maintenance, the daily oversight and supervision of the City Hall Custodian was transitioned to the Department of Community and Economic Development. Then in FY12/13, due to the departure of the Deputy City Manager, the Human Resources Director again assumed responsibility for the City Hall Custodian and City Hall budget.

The partnership and lease agreement continued successfully with the Special Education District of McHenry County (SEDOM) – Education and Careers program for the use of the 2nd floor of the former fire station office space at a rate of \$700.00 per month.

Significant landscaping work was performed in FY12/13. This included the removal and replacement of the new tree that was located in front of City Hall in FY11/12 and the planting of shrubs and other appropriate foliage in the bump-outs on the Throop side of the building.

All light bulbs in the public areas of City Hall, including the Council Chambers, were replaced with LED bulbs in an effort to realize savings on time and labor spent in changing out bulbs that do not have the extended life of LED bulbs. Furthermore, LED bulbs are more energy efficient than their incandescent or fluorescent peers.

The City Hall Custodian continued with additional duties for outdoor maintenance of sidewalks, parking lots, landscaping and lawn mowing, to reduce Public Works labor at this facility.

Additionally, the responsibilities of the City Hall Custodian became more formalized and placed on an agreed upon schedule of tasks.

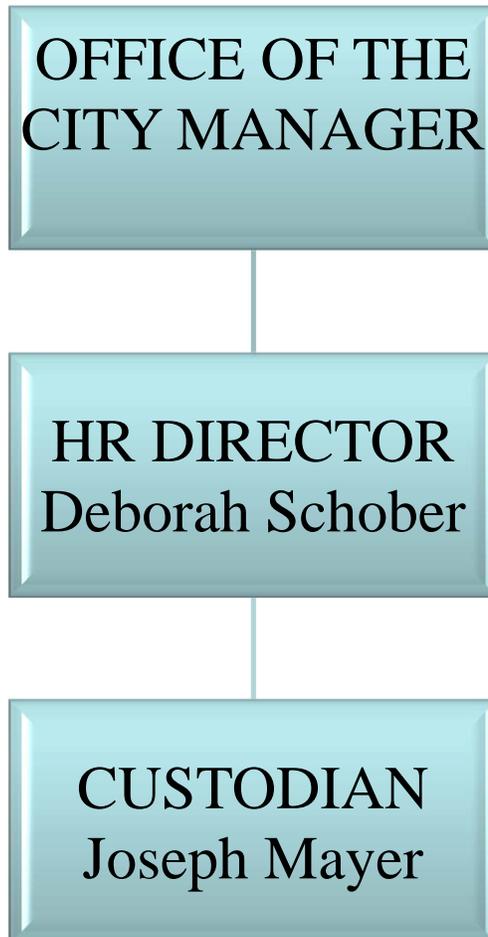
FY13/14 Department Budget Overview

In FY13/14, the expenditures in this operation are anticipated to be relatively consistent with the amount budgeted in the previous fiscal year. The ability to sustain this budget at minimal growth over the previous year's funding level demonstrates the value of properly maintaining the City's assets. This is the first fiscal year budget in four fiscal years that contains a growth factor, rather than the continuation of the direction provided to assume a "maintenance" approach. However, as the building and equipment age, it is expected that maintenance will need to increase accordingly. Currently, there are some additional maintenance concerns that will need to be addressed, e.g.: the building's outside brick is beginning to crumble; the stone risers on the eastern entrance door are eroding; and the header of the eastern entrance door needs to be evaluated for repair and/or replacement. These items will be addressed in FY13/14 via the various maintenance account line items, as well as in the General Fund CIP.

Woodstock is a place to call home where, street by street, our neighborhoods reflect a pride of ownership in the care of yards and houses. The City strives to set the standard for the appearance of the neighborhoods and to support the efforts of the responsible property owners. This will include attention to detail regarding the appearance of the public rights-of-way, park land, and City-owned grounds, including City Hall. That community pride of ownership should be led by the City's efforts for maintenance and care of urban trees, streetscapes, parks, rights-of-way, public buildings, and public grounds.

The accompanying sections of the City Hall Budget will provide an outline of FY12/13 accomplishments, as well as a schedule of planned improvements for FY13/14 and beyond.

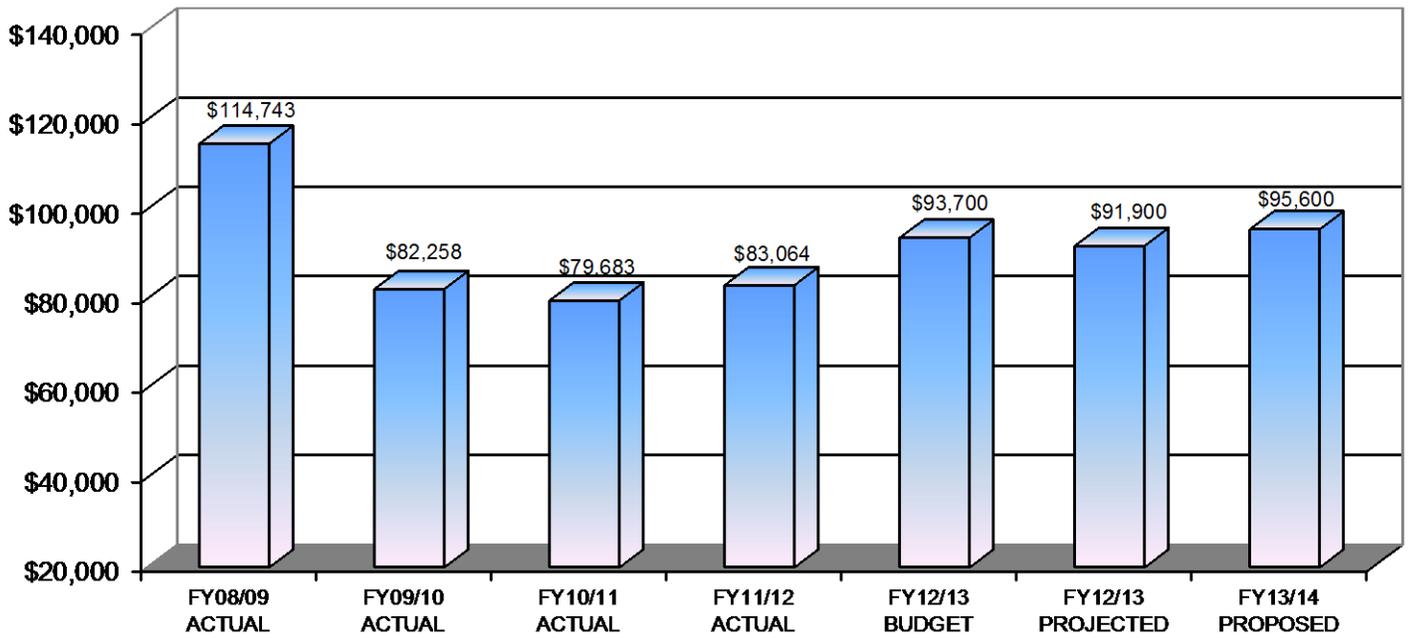
CITY HALL ORGANIZATIONAL CHART



2013

CITY HALL – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Custodian	1	1	1	1	1	0
TOTAL FULL TIME	1	1	1	1	1	0

**CITY HALL
BUDGET COMPARISON**



**FY12/13
CITY HALL**

ACCOMPLISHMENTS/HIGHLIGHTS

The City Hall Budget includes custodial services, maintenance and upkeep under the direction of the Human Resources Director. Expenditures include property and building maintenance for City Hall, the Old Courthouse, the commuter station and other rental properties (e.g. parking lots). This includes, but is not limited to, custodial responsibilities, building maintenance and repairs, landscaping, lawn mowing, snow shoveling, walkway salting, etc. The overall mission is to insure that City Hall and other properties are visually pleasing for the community and visitors, properly maintained and continue to be an asset for the taxpayers.

The following are highlights of the custodial accomplishments during FY12/13:

Customer Service

- Transferred oversight of City Hall facilities management and supervision of City Hall Custodian position from the Deputy City Manager for Community and Economic Development to the Human Resources Director.
- Removed and replaced the dead tree that was newly planted in FY11/12 at front of City Hall.
- Formalized the City Hall and Old Courthouse custodial/maintenance responsibility/task lists to ensure that expectations of cleanliness are met and a pride of ownership is demonstrated at City Hall.

Stewardship

- Continued to refine the annual process for mandated elevator inspection and regular elevator maintenance. Fine-tuned the contract coverage, including several other City facilities, realizing significant cost savings across the City but maintaining equity for the various departments.
- Maintenance personnel completed several hundred inspections in FY12/13, including the fire alarm system, fire extinguishers, and HVAC systems at City Hall. Made repairs based on the aforementioned inspections.
- Replaced a failed A/C unit designed to keep the IT server room at an acceptable temperature to avoid equipment damage.
- Repaired the footings that support the emergency stairwell on the east side of City Hall to ensure they stopped corroding due to water damage.

Teamwork

- Continued to assist Public Works Department by maintaining assumed increased maintenance duties for City Hall sidewalks, parking lots, lawn mowing and flower garden upkeep.
- Provided assistance by assuming weekly building janitorial needs at the Old Courthouse.
- Maintained lease agreement with SEDOM for the rental of vacant space in the former fire station attached to City Hall.
- Removed the City Hall banner pole for repair by Opera House personnel. The pole will be reinstalled in the spring of 2013.

**FY13/14
CITY HALL**

GOALS, OBJECTIVES & PROGRAMS/PROJECTS

**Goal #1: Customer Service:
Provide the Highest Levels of Customer Service to the Employees and Visitors to
City Hall insuring a safe, accessible and clean environment.**

Objectives:

- A. Continue to respond to all Department requests for custodial and maintenance services in a timely manner.
- B. Maintain and present a professional image.
- C. Assist with cleaning and maintenance of the former Dial-A-Ride space and the Old Courthouse to allow for its eventual rental/purchase to generate additional revenues.

Programs/Projects:

1. Conduct monthly reviews with City Hall personnel and encourage meetings with Departments to identify enhancements to custodial and maintenance service.
2. Centralize purchasing for paper and cleaning supplies to achieve future cost savings for the City.
3. Continue oversight of SEDOM workers' training and supply needs to foster a partnership while enhancing the appearance of City Hall public areas.
4. Centralize maintenance service agreements across building facilities to the extent possible.

**Goal #2: Stewardship:
Safeguard, Maintain and Instill Pride in the Residents' Investment in City Hall**

Objectives:

- A. Complete inspections of City owned facilities to prevent major maintenance issues and related costs in conformance with the approved schedule.
- B. Perform mandatory inspections of the fire alarm system, fire extinguishers, and HVAC systems.
- C. Complete repairs in a timely manner reducing further damage to the facility.
- D. Assist the City Manager's Office with the spring plantings at City Hall, which are well received by the public. Properly maintain these plantings throughout the summer months.

Programs/Projects:

1. If funded through the CIP process, complete the necessary repairs to the foundation and exterior brickwork to maintain the building's structural integrity.
2. Manage the required maintenance for the Courthouse and/or train depot working in partnership with City Inspectors, Metra, Union Pacific and the City's tenant.
3. Consider, plan and perhaps plant new landscaping for the front of City Hall including smaller sized flower beds, shrubs, and annuals.

<p style="text-align: center;">Goal #3: Teamwork: Provide Assistance to Other Departments</p>

Objectives:

- A. Provide assistance to other City facilities in an effort to provide coverage during vacations for their maintenance personnel.
- B. Provide support to other City Facilities on an "as needed" basis (i.e., bulb replacement, specialized cleaning, and maintenance/repair work).
- C. Increase custodial support to the Courthouse and/or Train Depot to respond to vandalism and the misuse of facilities.
- D. Continue to maintain certain City Hall responsibilities formerly done by Public Works employees to allow them to focus on other City projects.

Programs/Projects:

1. Provide assistance to both the Library and Police Facility to provide coverage during vacations for their maintenance personnel.
2. Assist the Recreation Center on an "as needed" basis (i.e., bulb replacement, specialized cleaning, and maintenance/repair work).
3. Provide weekly custodial support to the Old Courthouse. Provide building maintenance support (in partnership with City Inspectors) for the Train Depot and respond to vandalism and the misuse of facilities.
4. Continue to maintain the four landscape islands on Calhoun Street located in front of City Hall, as well as the sidewalks and parking lot areas, to allow Public Works employees to direct their efforts to the Square and other priority projects.

**FY13/14
CITY HALL**

01-02-0-000 LINE ITEM DESCRIPTIONS (\$ 95,600)

SALARIES:

01-02-3-415 CUSTODIAN			\$ 40,000
FY10/11 Actual:	\$ 38,791	FY11/12 Actual:	\$ 39,178
FY12/13 Budget:	\$ 41,600	FY12/13 Projected:	\$ 40,000

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit. The FY12/13 projected amount and FY13/14 budgeted amounts are identical due to the desire of the current Human Resources Director to phase out and eventually cease a long time practice of vacation payout for this role.

PERSONAL SERVICES:

01-02-4-451 SICK TIME CONVERSION			\$ 500
FY10/11 Actual:	\$ 416	FY11/12 Actual:	\$ 420
FY12/13 Budget:	\$ 500	FY12/13 Projected:	\$ 500

The City provides for the accumulation of a maximum of 800 hours (100 days) of sick leave. In accordance with the City Manager's Budget Directions and in response to the tumultuous economy the City reduced this benefit in FY10/11 from the 50% reimbursement threshold to 25% reimbursement of any unused sick time accumulated in excess of the 100 days at the end of the calendar year. The amounts in FY10/11, FY11/12, FY12/13 and FY13/14 reflect this reduction.

01-02-4-453 UNIFORM RENTAL SERVICES			\$ 400
FY10/11 Actual:	\$ 500	FY11/12 Actual:	\$ 500
FY12/13 Budget:	\$ 600	FY12/13 Projected:	\$ 500

For both identification purposes and to present a professional appearance, the custodian will again be required to wear a uniform while on duty during FY13/14. The FY10/11 Budget modified the City's past practice of utilizing uniform rental services to instead provide an annual \$500 stipend to the City Hall Custodian to purchase appropriate clothing and take on the responsibility for cleaning his uniforms. During FY13/14, this practice will be changed to purchasing a uniform (pants, shirts, and sweatshirt) for the City Hall Custodian. In addition to maintaining the responsibility for keeping these purchased uniforms clean, the City Hall Custodian is also responsible for cleaning all hand towels and other miscellaneous laundry that were previously replenished by the uniform rental service.

CONTRACTUAL SERVICES:

01-02-5-501 COMMUNICATIONS **\$ 300**

FY10/11 Actual:	\$ 240	FY11/12 Actual:	\$ 212
FY12/13 Budget:	\$ 300	FY12/13 Projected:	\$ 300

This account includes funding for the monthly costs to provide for the Custodian's cellular phone service. The Custodian's ability to use a cell phone has allowed for an increase in his responsiveness to building issues that are reported by other departments and after hours. The City continues to review and negotiate annual contracts with service providers to ensure the most cost effective communications tools are being used.

01-02-5-550 SERVICE TO MAINTAIN BUILDINGS **\$ 4,500**

FY10/11 Actual:	\$ 2,628	FY11/12 Actual:	\$ 3,704
FY12/13 Budget:	\$ 4,000	FY12/13 Projected:	\$ 4,000

This line item is used for all contract services for the maintenance of City Hall and other City-owned buildings (as distinct from equipment). While a majority of the work is performed in-house by City employees, some work is required to be completed by licensed trades. This account has been historically used for both ongoing service contracts (e.g., fire alarm panel, fire extinguishers) and to provide funding for service calls due to normal wear.

01-02-5-552 SERVICE TO MAINTAIN EQUIPMENT **\$ 9,000**

FY10/11 Actual:	\$ 5,450	FY11/12 Actual:	\$ 8,007
FY12/13 Budget:	\$ 7,500	FY12/13 Projected:	\$ 13,000

This line item is used to pay the cost of service and repair by contractors of the City Hall and other buildings equipment including furnace, air conditioners, phones, electrical system, plumbing fixtures, etc. This preventive maintenance plan has extended the service life of these units and reduced future costs related to major mechanical failures. In addition, this account includes the funding for the annual maintenance for the City Hall elevator. FY12/13 exceeded budget due to several repairs necessary to the City Hall HVAC systems and incorrect budgeting and expenses applied during FY11/12 for the OTIS Elevator maintenance agreement. During FY13/14, a city-wide RFP process for HVAC maintenance agreements and repairs will be undertaken by one of the City Inspectors, in anticipation of realized savings for the City.

COMMODITIES:

01-02-6-606 SUPPLIES **\$ 2,500**

FY10/11 Actual:	\$ 1,941	FY11/12 Actual:	\$ 1,903
FY12/13 Budget:	\$ 2,000	FY12/13 Projected:	\$ 2,000

The purchase of general supplies for City Hall, primarily cleaning supplies, paper towels, tissue, light bulbs, etc. are purchased from this account, as well as supplies

for the Old Courthouse and at times, the commuter station. City Hall will continue to work with District 200 and other municipal and City departments to coordinate ordering for cleaning supplies and paper products in an attempt to achieve cost savings. Due to the City Hall assumption of providing the Old Courthouse custodial services and accompanying supplies, this budget is increased for FY13/14.

01-02-6-613 WATER & SEWER \$ 800

FY10/11 Actual:	\$ 670	FY11/12 Actual:	\$ 874
FY12/13 Budget:	\$ 700	FY12/13 Projected:	\$ 600

This amount represents the historical consumption charges for water/sewer for this facility, including any anticipated increase.

01-02-6-620 MATERIAL TO MAINTAIN BUILDING \$ 2,500

FY10/11 Actual:	\$ 1,816	FY11/12 Actual:	\$ 1,611
FY12/13 Budget:	\$ 2,000	FY12/13 Projected:	\$ 2,000

This line item is for the purchase of materials for building maintenance work done by City employees, and the custodian. Minor building repair and/or improvement projects including such things as paint, dry wall, plaster, and other building materials.

01-02-6-621 MATERIAL TO MAINTAIN EQUIPMENT \$ 1,000

FY10/11 Actual:	\$ 189	FY11/12 Actual:	\$ 279
FY12/13 Budget:	\$ 1,000	FY12/13 Projected:	\$ 500

Typical costs associated with this account include furnace filters, electrical ballasts and other miscellaneous parts for the repair and replacement of equipment by City employees and the custodian. Again, as the equipment ages, it is necessary to budget for increased maintenance and upkeep of the systems.

CAPITAL OUTLAY:

01-02-7-701 BUILDING \$ 1,300

FY10/11 Actual:	\$ 356	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 1,300	FY12/13 Projected:	\$ 1,500

While major building improvement items are included in the CIP, this account is the primary source of funds to continue improvements necessary to accommodate both the public and the employees. Also, annually funds are budgeted to provide landscaping around City Hall, and allow for the reconfiguration of office space to facilitate the needs of changes to departments and retrofitting incandescent and/or fluorescent light fixtures in public areas of City Hall with more energy efficient LED bulbs that have a much longer life.

01-02-7-720 EQUIPMENT **\$ 1,300**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 556
FY12/13 Budget:	\$ 1,300	FY12/13 Projected:	\$ 0

As with the line item immediately above, the expenses reported in this account are for equipment required to retrofit the reconfigured office, storage, classroom, and meeting spaces installed primarily with City in-house labor. The amount included for FY13/14 is intended to provide funding for equipment replacement needs that have been identified by various City Hall departments.

OTHER CHARGES:

01-02-8-803 RENTAL PROPERTY EXPENDITURES **\$ 29,500**

FY10/11 Actual:	\$ 26,405	FY11/12 Actual:	\$ 25,424
FY12/13 Budget:	\$ 29,400	FY12/13 Projected:	\$ 25,000

In the past, this account provided funds for both the taxes for two parking lots leased by the City, as well as the maintenance of City properties other than City Hall. This account includes funding for the annual rental of the Challenger Learning Center Parking Lots. This 10-year agreement will result in significant cost savings to the City of Woodstock by reducing the annual lease amount from \$17,600 to \$15,000, a 14.8% reduction. In addition, the City is responsible, based on its agreement with Union Pacific, for any property taxes related to the commuter station. The lease agreement with the tenant in the train depot requires the City to pay for all associated utility costs. Therefore, funding is included within this account to compensate for this provision, offset by increases in rent that is recorded as revenue in the General Fund. The expenditures included within this account are outlined below:

CLC Lot	\$ 15,000
Harris Lot	6,000
Commuter Station Utilities	6,000
Commuter Station Taxes	<u>2,500</u>
	\$ 29,500

01-02-8-804 RENTAL PROPERTY REPAIRS **\$ 2,000**

FY10/11 Actual:	\$ 281	FY11/12 Actual:	\$ 396
FY12/13 Budget:	\$ 1,500	FY12/13 Projected:	\$ 2,000

This account has been set-up to separately record, monitor, and track maintenance and repair expenses for City-owned/leased properties, excluding City Hall. These include the commuter station and the various parking lots either owned or maintained by the City, as well as other public spaces. In addition to scheduled and unscheduled maintenance, these funds are necessary to repair facilities damaged due to vandalism.

Based on the City's current lease agreement, Union Pacific is responsible for all repairs that exceed \$1,500 dollars; therefore, this account only reflects improvements anticipated for the commuter station that fall below this threshold.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
CITY HALL EXPENSES							
SALARIES							
01-02-3-415	CUSTODIAN	38,791	39,178	41,600	27,105	40,000	40,000
TOTAL SALARIES		38,791	39,178	41,600	27,105	40,000	40,000
PERSONAL SERVICES							
01-02-4-451	SICK TIME CONVERSION	416	420	500	0	500	500
01-02-4-453	UNIFORM RENTAL SERVICES	500	500	600	500	500	400
TOTAL PERSONAL SERVICES		916	920	1,100	500	1,000	900
CONTRACTUAL SERVICES							
01-02-5-501	COMMUNICATIONS	240	212	300	113	300	300
01-02-5-550	SERVICE TO MAINTAIN BUILDING	2,628	3,704	4,000	2,375	4,000	4,500
01-02-5-552	SERVICE TO MAINTAIN EQUIPMENT	5,450	8,007	7,500	10,820	13,000	9,000
TOTAL CONTRACTUAL SERVICES		8,318	11,923	11,800	13,308	17,300	13,800
COMMODITIES							
01-02-6-606	SUPPLIES	1,941	1,903	2,000	1,356	2,000	2,500
01-02-6-613	WATER AND SEWER	670	874	700	270	600	800
01-02-6-620	MATERIAL TO MAINTAIN BUILDING	1,816	1,611	2,000	1,267	2,000	2,500
01-02-6-621	MATERIAL TO MAINTAIN EQUIPMENT	189	279	1,000	203	500	1,000
TOTAL COMMODITIES		4,616	4,667	5,700	3,096	5,100	6,800
CAPITAL OUTLAY							
01-02-7-701	BUILDING	356	0	1,300	1,526	1,500	1,300
01-02-7-720	EQUIPMENT	0	556	1,300	0	0	1,300
TOTAL CAPITAL OUTLAY		356	556	2,600	1,526	1,500	2,600
OTHER CHARGES							
01-02-8-803	RENTAL PROPERTY EXPENDITURES	26,405	25,424	29,400	19,067	25,000	29,500
01-02-8-804	RENTAL PROPERTY REPAIRS	281	396	1,500	1,423	2,000	2,000
TOTAL OTHER CHARGES		26,686	25,820	30,900	20,490	27,000	31,500
TOTAL CITY HALL		79,683	83,064	93,700	66,025	91,900	95,600

FINANCE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

Memo

To: Tim Clifton, City Manager
From: Roscoe Stelford, Deputy City Manager/Finance Director
Date: February 1, 2013
Re: FY13/14 Finance Department Budget Request

The Finance Department's FY13/14 proposed budget is attached to this memorandum for your review.

In FY12/13, the Department accomplished a wide variety of its goals and objectives. The following section highlights the goals of the department and presents a detailed review of the Department's accomplishments for the year. Those accomplishments included the Finance Department participating in the negotiations with the Fraternal Order of Police to provide information concerning the current financial state of the City and develop cost estimates for specific proposals. In addition, the Finance and Human Resources Departments implemented an upgrade to the existing Accounting/HR systems and deployed several new applications. A significant amount of new computer equipment was also installed to support the new computer systems.

The City implemented a municipal electric aggregation program in accordance with the referendum passed at the end of FY11/12. The City participated in the Northern Illinois Governmental Electric Aggregation Cooperative (NIGEAC) in FY12/13 to obtain the lowest possible energy supply rate, resulting in saving program participants on average more than \$200 per year and reducing the rate paid by the City's residents by 49% in the non-summer months. Overall, the program has been a significant financial success for the community at large.

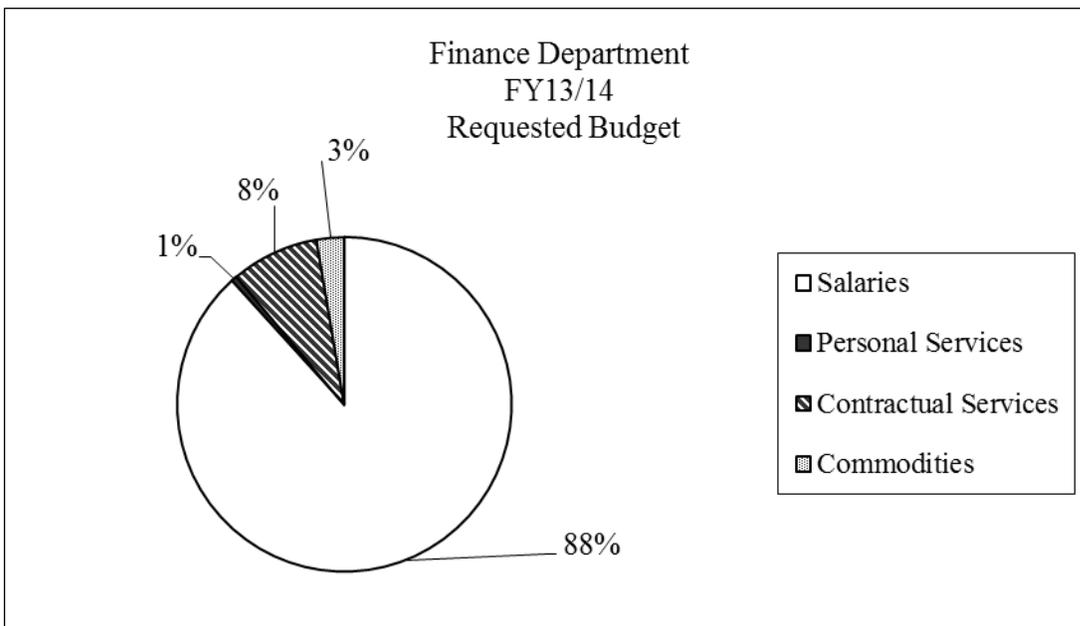
The Finance Department, City Manager's Office and the Department of Community and Economic Development developed the City's Popular Annual Financial Report (PAFR), which provides not only financial information, but also includes future development projects that will bring new businesses to Woodstock. The City Administration distributed the PAFR as an insert with the *Woodstock Independent* in FY12/13 to minimize postage costs. Overall, this information has been well received by the public and the Department has received compliments from several residents.

The City's FY10/11 CAFR received the Certificate of Achievement for Excellence in Financial Reporting Award by the Government Finance Officers Association. This is the twentieth year that the City has received this prestigious award. The FY11/12 Financial statements have been submitted to the program and the Finance Department is awaiting the results of this review. Only 1,846 municipal governments have received the Certificate of Achievement for Excellence in Financial Reporting Award out of 35,900 municipalities nationwide. Within the State of Illinois, only 136 municipal governments out of 2,722 receive the award.

The FY13/14 Budget includes many new and exciting projects and programs for the upcoming year. Most importantly, the Finance Department will need to continue its day-to-day monitoring of economic factors and changing market conditions and notify the City Manager of potential issues that may have a negative impact on the City's finances. Although the City was able to successfully lobby State Representatives to delay any potential reductions to the City's State-shared revenues, the State still remains in a precarious financial position. All new programs must be implemented in the context of either re-allocating existing resources to provide these services or developing additional revenues to offset all costs.

Department Budget Overview:

For FY13/14, the Finance Department's proposed budget is expected to increase by \$26,300 or 6.4%. More than half of this increase is attributable to the inclusion of \$15,800 in annual maintenance costs for the City's Accounting/HR systems. The chart presented below illustrates the Department's expenditures by category.



As indicated within the chart presented on the previous page, salaries remain the largest expenditure item for the Department, representing 88% of the Department's entire budget. The FY13/14 Budget includes adjustments in accordance with the proposed wage/benefit plan. The FY13/14 Budget maintains the allocation of salary costs at \$12,000 for the Wireless Alarm Fund to reflect the administrative, billing and collection services provided by Department personnel. Contractual Services represent 8% of the Department's total budget, and include a \$15,500 increase with the majority being realized from additional maintenance costs for software applications being assigned to the line item, Service to Maintain Equipment. Travel and Training, and Capital Outlay expenditures continue to be temporarily suspended for the fourth consecutive year in the proposed FY13/14 Budget.

The FY13/14 Budget provides funding for the continuation of all of the day-to-day functions for the Finance Department including the annual processing of over 4,500 general ledger entries, the mailing and collection of more than 32,000 water bills generating over \$4.0 million in revenue, the processing of over 5,000 payroll checks totaling over \$10.0 million and over 5,500 accounts payable checks also resulting in over \$10.0 million in expenditures, and the completion of mandated State reporting/audit requirements, just to name a few. For FY13/14, the Department has identified several new initiatives and projects. Although each of these goals has been outlined in detail in its own section discussed later in this memorandum, it is appropriate to highlight a few of the Department's goals at this point to justify the budget being requested.

Some of the Department's goals include the final phase of a deployment for a city-wide Voice over Internet Protocol (VOIP) phone system. This new phone system will result in improved interoperability between facilities and lower overall operating costs for telephone services. In addition, the City will look to explore new ways to utilize the Northern Illinois Governmental Energy Cooperative (NIGEC) to achieve other types of collaborative purchasing. The first year price for the electric aggregation supply will need to be renewed prior to June, requiring the Finance Department to continue to work with the consultant. The City will select an auditor at the end of FY12/13 or the beginning of FY13/14 and the Finance Department will need to work with them to determine any changes required in the audit process.

The Finance Department will utilize in-house staff to conduct audits of the local hotels to insure proper reporting and tax collection of the Hotel/Motel Tax. The Finance Department will also continue with the City's computer hardware replacement and overall front-line information technology support, albeit at a reduced rate to comply with the City's budget constraints; replacing only inoperable computers. Finally, the proposed FY13/14 Budget includes the deployment of Version 8.0 for the Accounting/HR systems, which was purchased as part of the last upgrade in the prior fiscal year. Several new modules will also be rolled out to the workforce and the community providing enhanced customer service.

In addition to the funding and resources allocated on behalf of the Finance Department to allow for the completion of its "day-to-day" responsibilities, the FY13/14 Budget seeks to address a number of recommendations contained in the 2020 Vision Statement, for example:

Woodstock will be eternally committed to the economic vitality of the municipal government and school systems. The Finance Department continues to remain vigilant in monitoring the City's financial condition and informing the appropriate departments of corrective action if any issues are identified. In addition, the Finance Department reviews and updates the City's fees working in conjunction with the corresponding departments. This is crucial, specifically in the area of impact and connection fees to insure that the future cost of improvements required by new developments are recovered when the new homes are constructed and not at a later date through user charges and/or tax revenues. In addition, the Finance Department continually reviews other potential service delivery methods to determine potential cost-savings. These assessments must insure a similar level of service is maintained for the public to provide ultimately for a fair evaluation by management and the City Council.

Woodstock will maintain strong, ethical, professional leadership dedicated to the community vision and accountable for its accomplishments. The Finance Department remains committed to providing ethical and professional leadership and service to our community. The Finance Department, working in conjunction with the other City Departments, have identified several operational enhancements that have allowed the City to continue to provide the same service levels to the residents at a reduced cost, which, in turn, allows the City to pass these savings back to the residents in the form of tax relief. In addition, the Finance Department has worked with surrounding communities to take advantage of joint purchasing and economies of scale to generate additional cost savings. As one example, the Finance Department serves as the Treasurer for the McHenry Municipal Risk Management Agency, which is an intergovernmental cooperative that provides the City's insurance coverage. All of the Department's employees understand their responsibility to provide the best service possible to the residents and are truly dedicated and committed to that task.

Woodstock will provide train and bus schedules to serve all citizens with mobile transportation throughout the City and beyond. The Finance Department will continue to work with PACE to insure public transit services are available to the public, balancing the fares charged to the customers with the required financial subsidy by the residents. For example, the successful partnership with the County, City of Crystal Lake and City of McHenry have resulted in expanded service for Woodstock residents, which will be funded through a Federal grant.

Woodstock is a place to call home, where everyone feels welcome and is anxious to be involved and give back as we work together to preserve the special place of Woodstock. Members of the Finance Department have provided service to other community groups throughout the year including the Woodstock Chamber of Commerce and Industry, Fraternal Order of Police, the Woodstock Community Music Boosters and other District 200 programs.

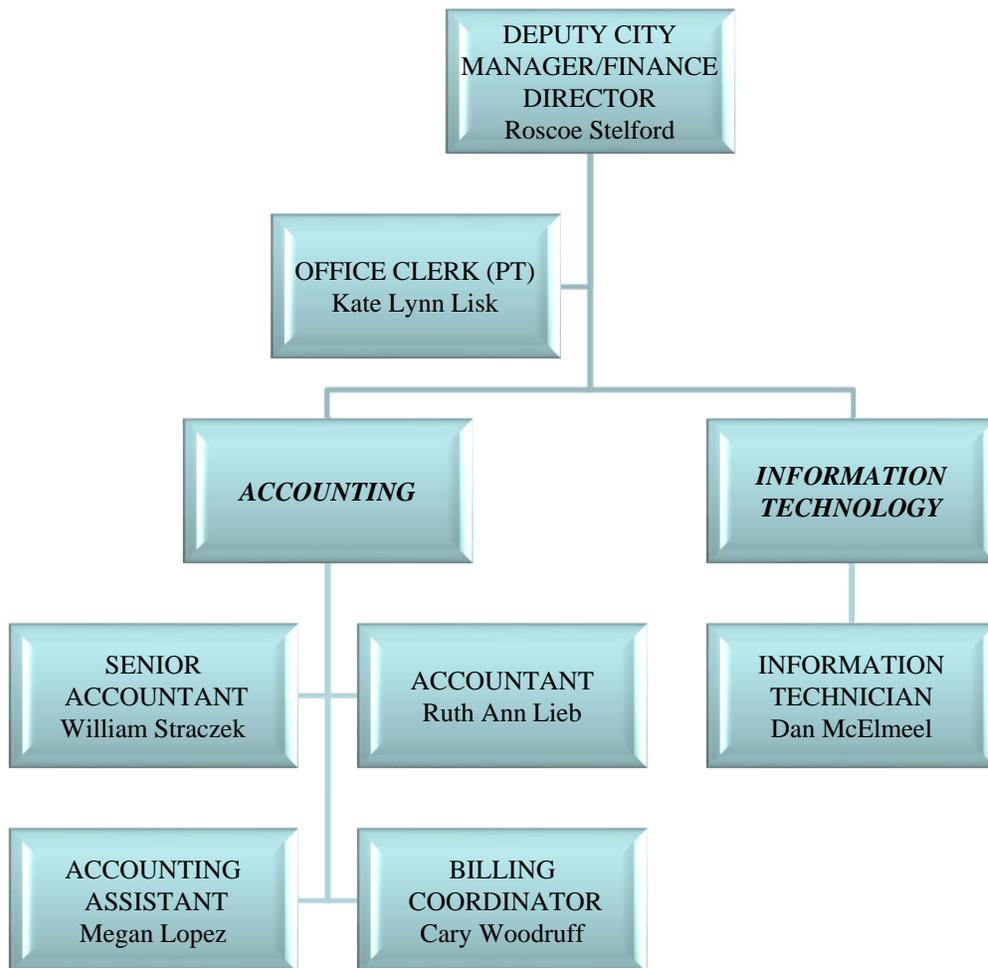
Woodstock is a place with lifelong learning second to none where schools, businesses and government have strong bonds and a shared vision of providing excellence in our educational programs. Working in collaboration with District 200, the City has been able to jointly purchase several commodities that have resulted in cost savings for both organizations. District 200 and the City will continue to explore other alternative commodity purchases that

may prove to be mutually beneficial in future years. In addition, the Finance Department donates one staff member each year to participate in the “Reality Store” program offered at both middle schools, which allow the District’s 8th grade students to experience the multitude of financial responsibilities that they will be exposed to once they become adults.

Woodstock will teach 21st Century skills to ensure all high school graduates will be ready to compete in a global market. The Finance Department will continue to donate personnel to conduct interviews for the joint City/District 200 Job Step program. In addition, Finance personnel have participated in the Job Shadowing program, volunteering to work with students for half a day and address questions concerning their chosen fields of expertise. The Finance Department has offered internship opportunities to students that provide “real-world” experience in their respective areas of interest.

Woodstock will offer innovative educational and vocational opportunities supported by modern technology for students of all ages in the community. Once the economy begins to turn around, the Finance Department will review the potential for developing an internship program through McHenry County College to provide the City access to an educated workforce that will be mutually beneficial to both the Department and the students.

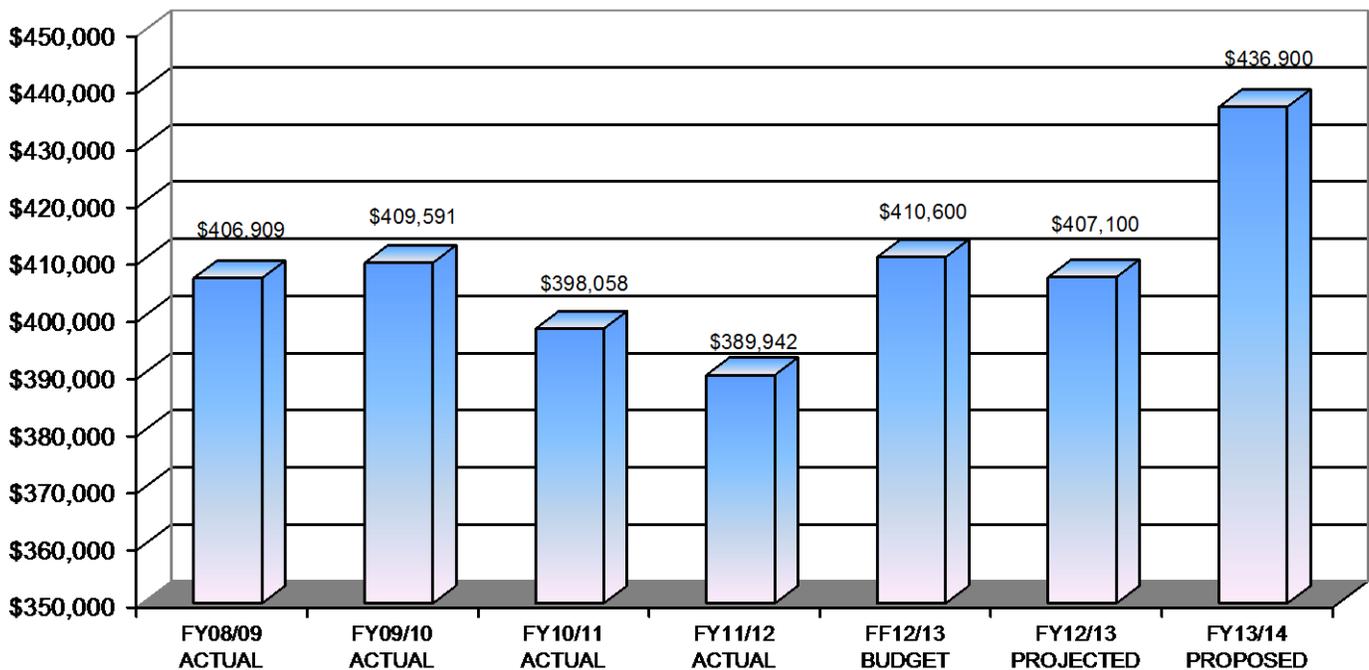
FINANCE ORGANIZATIONAL CHART



2013

FINANCE DEPARTMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Deputy City Manager/Finance Director	1	1	1	1	1	0
Senior Accountant	1	1	1	1	1	0
Accountant	1	1	1	1	1	0
Information Technician	1	1	1	1	1	0
Billing Coordinator	1	1	1	1	1	0
Accounting Assistant	1	1	1	1	1	0
Finance Office Clerk (PT)	0.5	0.5	0.5	0.5	0.5	0
TOTAL PART TIME (FTE)	0.5	0.5	0.5	0.5	0.5	0
TOTAL FULL TIME	6	6	6	6	6	0

**FINANCE DEPARTMENT
BUDGET COMPARISON**





**CITY OF WOODSTOCK
FINANCE DEPARTMENT**

FY12/13 HIGHLIGHTS & ACCOMPLISHMENTS

The primary function of the Finance Department is to provide the highest levels of customer service in the form of administrative/financial support to all of the City's departments, as well as develop and provide accurate financial processes to insure the City operates in a fiscally responsible manner. The Finance Department is responsible for the following services:

- General Ledger Accounting
(Over 4,900 entries processed each year)
- Payroll Administration
(Issues 4,500+ payroll checks each year)
- Accounts Payable
(Issues 5,000+ checks annually)
- Accounts Receivable
(40,000+ cash receipts processed annually)
- Cash Management & Investments
(\$20,000,000+ investment portfolio)
- Risk Management
- Debt Management
- Annual Audit
(Provides safeguards for the community)
- Budget Compliance
(Monthly monitoring of 900+ accounts)
- Utility Billing
(More than 32,000 bills issued each year)
- Management Reports/Annual Financial Reporting
- Information Technology
(Maintains 300+ pieces of equipment)
- Fixed Assets
- Intergovernmental Reporting

- 1.) Customer Service – The Finance Department is committed to providing the highest levels of customer service and this remained the cornerstone of the City's FY12/13 Budget priorities. Several in-house discussions concerning the role of customer service and its importance to the success of the organization were conducted throughout the year. This dedication to customer service is routinely reinforced with front-line staff.
- 2.) Financial Monitoring – The Finance Department has been actively monitoring a variety of factors that will assist with developing reliable projections during a time period that falls significantly outside the City's past historical performance. The City Administration has continued to express its concerns with the appropriate State representatives to reinforce the importance of maintaining the long-term revenue-sharing arrangements and protect funding sources the City has been able to rely upon for more than forty years. In addition to monitoring the State's financial crisis, the City Administration has tracked trends in local, regional and national economic data.
- 3.) Municipal Electric Aggregation – In FY11/12, the City was able to successfully pass a referendum authorizing the establishment of a municipal electric aggregation program for the residents. The City also approved joining the Northern Illinois Governmental Electric Aggregation Cooperative (NIGEAC). In FY12/13, the program was successfully implemented with the Finance Department serving as the main point of contact for the City's residents, addressing their questions as well as any associated complaints. Talking points were drafted and provided to front-line staff to allow for the majority of questions to

be answered by the initial staff member answering the call. Overall, the program has been extremely beneficial, saving individual households in excess of \$200 per year and represents a 49% savings compared with the ComEd default energy supply rate. On a positive note, the cooperative was able to secure the second lowest rate of any local government/cooperative in its first year out of the 100+ programs initiated in the ComEd region.

- 4.) Accounting/HR System Implementation – The City Council approved the purchase and implementation of an upgrade to the existing Accounting/HR system to move, eventually, to Version 8.0 from Versions 3.0/4.0 for the various MSI modules. In addition, the City Council authorized the purchase of new computer equipment, upgrades to Microsoft Office software and an upgrade to the City’s e-mail system. All computer equipment and software upgrades have been deployed. The Finance and HR Departments have received the appropriate training. Access to the various modules should be provided to the departments by the end of the year.
- 5.) Designated Depository RFP – The Finance Department developed an RFP for the selection of the City's future designated depository in accordance with the requirement that provides for the selection of this service provider in concurrence with the term of the Mayor. A final depository will be recommended by year end.
- 6.) Auditor Selection RFP – The City’s audit contract expired with the conclusion of the FY11/12 audit. The Finance Department will develop an RFP in the fourth quarter and conduct interviews of qualified audit firms to provide a recommendation for the next three-year period. A contract is likely to be submitted for approval by the City Council at the beginning of FY13/14.
- 7.) Fraternal Order of Police Negotiations – The City has begun negotiations with the police officers and dispatchers at the end of FY12/13, which are expected to continue into FY13/14. The Finance Department will develop cost information for various proposals, recommend modifications to contract terms and language, and provide comparable information to assist with deliberations.
- 8.) Advanced Refunding – The City Administration is working with the City’s underwriter to identify outstanding bond issuances which would benefit from an advance refunding. Any refunding that would generate the 2-3% net present value savings will be forwarded for the appropriate City Council approvals to initiate the replacement bond issuances.
- 9.) Computer Replacement - The Finance Department has continued its role in the management of the rotating computer hardware replacement project, comparing hardware vendors, installing new hardware and providing front-line technical support. In addition to the regularly scheduled updates and replacements, the Finance Department has also assisted with the development of several electronic forms to assist a variety of departments.
- 10.) Voice over Internet Protocol (VoIP) Phone System – The City Council authorized the purchase and installation of a new VoIP phone system in January. The new phone equipment will be ordered and several sites are expected to be live by year end. The City was also able to complete several improvements to its network infrastructure to support the data traffic required by the new phone system. At the conclusion of this project, all City facilities will be interconnected allowing for additional coverage at a lower operating cost.

- 11.) McHenry County Transit Intergovernmental Agreement – The City Council approved an intergovernmental agreement with McHenry County that continues the consolidated service which combines the County’s public transit service with the City of Woodstock, City of Crystal Lake and City of McHenry’s Dial-A-Ride systems. The coordination of this unified service has allowed the unified service to obtain federal grant funding, expand service hours, and has reduced the costs to provide these services for the residents.
- 12.) Financial Reporting - The Finance Department working in conjunction with the City Manager’s Office and the Department of Community and Economic Development developed the City’s Popular Annual Financial Report (PAFR) , which provides not only financial information, but also includes future development projects that will bring new businesses to Woodstock. The City Administration distributed the PAFR as an insert with the Woodstock Independent in FY12/13 to minimize postage costs. Overall, this information has been well received by the public and the Department has received compliments from several residents.



**CITY OF WOODSTOCK
FINANCE DEPARTMENT**

**GOALS, OBJECTIVES
&
FY13/14 PROGRAMS/PROJECTS**

Goal #1 - Customer Service:

Provide the highest level of customer service as City Hall receptionist to the public, and also to coworkers and other departments who depend on the Finance Department for basic and advanced accounting, payroll, water billing, accounts payable, and other support.

Objectives:

- A. Strive to exceed our customers' expectations by first listening, then responding in a courteous, respectful manner, based on the City's policies, that provides both a fair and understanding response to the customer.
- B. Answer calls promptly and with courtesy. Properly route all calls to the appropriate person/department.
- C. Respond to all citizen requests and inquiries within twenty-four hours.
- D. Continue to review existing policies and procedures to enhance customer service.
- E. Explore alternative methods to improve service delivery.
- F. Issue bills on a timely basis.
- G. Expand communications with our customers to notify them of changes in City policies.
- H. Promote teamwork between individual staff members and other departments.

FY13/14 New Programs:

- 1. Customer Service Training – The Finance Department will utilize in-house City resources to provide additional customer service training to benefit the Department's staff. Many residents only point of contact with the City is at the City Hall information desk, which is staffed by Finance Department personnel. Therefore, it is essential that the City's expectations in the area of customer service are reinforced with the front-line staff.
- 2. Cross-Training – The FY13/14 Budget continues to support the Department's commitment to cross-training its employees to perform the job functions of other positions within the Department. Throughout the year, individual staff members will be asked to switch positions for the day to provide them with a better understanding of their co-worker's job functions and allow for essential tasks to be performed by other staff when an individual is sick or on vacation. This policy prevents individual staff members from falling behind on their job duties and allows the City to continue with essential functions during their absence.
- 3. Internship Program – The Finance Department, in conjunction with the Human

Resources Department, has reviewed the potential benefits of implementing an internship program for the City. In FY12/13, the City offered internships in both Finance and HR to allow students and transitional adults the ability to gather valuable “real-world” experience in their future field of interest, while the City benefitted from front-line assistance at no additional costs. This program will continue and may be expanded to include other interested students in District 200.

4. Employee Fringe Benefit Report – The Finance Department will prepare the annual fringe benefit report that is distributed in May/June of each year. This information is not only beneficial but also provides a unique perspective for the City’s employees to educate them on the associated cost of the benefits provided by the City, which goes above and beyond the bi-weekly paycheck.

Goal #2 – Financial Oversight:

Properly manage the City’s finances, in conjunction with the City Manager’s Office, to insure that proper internal controls are in place to safeguard the City’s assets and minimize potential losses, as well as cost efficient practices are utilized to extend the City’s limited financial resources to meet the expanding needs of the community .

Objectives:

- A. Review and recommend appropriate financial options to meet the community’s needs.
- B. Insure segregation of duties. Multiple personnel should be involved in the Department’s processes to prevent exposure to fraud and/or negligence.
- C. Maintain appropriate records of the City’s assets, to not only safeguard these assets, but also allow for proper reporting of their corresponding values.
- D. Complete the annual audit process.
- E. Implement improved internal controls, when the related costs of the controls do not exceed the perceived benefits.
- F. Review the City’s risk management efforts and suggest areas for improvement.
- G. Examine the Department’s records on a regular basis to identify those records that can be destroyed to minimize the need for storage space and protect current and past employees from identity theft.
- H. Maintain the City’s cash and investments, insuring no loss of principal while maximizing investment return.
- I. Review proposals and contracts to determine financial implications.
- J. Maintain existing franchise agreements. Review and suggest updates during negotiation periods.
- K. Explore opportunities for intergovernmental cooperation.

FY13/14 New Programs:

1. State Shared Revenues – The IL State Comptroller's Office is currently reporting a cash deficit in excess of \$5.9 billion. Although the State has received additional income tax revenues from the corresponding increase in the tax rates, the additional revenues have not been able to offset the current level of expenditures and begin

reducing the deficit. In fact, the State of Illinois' bond rating was again recently downgraded to A- and currently has the lowest rating for any state in the nation. At some point, the State will need to move forward in a more fiscally prudent manner, resulting in the potential reduction to State-shared revenues. The City Administration will need to continue to monitor the State legislature and work with our associated elected representatives to prevent the unfair redistribution of these already reduced revenues. Major modifications to these revenue sources would have a severe impact on the City's overall financial health and would require major and immediate adjustments to compensate, including a potential reduction-in-force (RIF).

2. Cooperative Purchasing – The City will work with MCCG, District 200 and other surrounding communities to continue to promote interest in utilizing the Northern Illinois Governmental Energy Cooperative (NIGEC) to purchase other commodities, including diesel fuel, road salt and/or natural gas.
3. Arbitration Services Consortium – Members of the City Administration will serve on the Metropolitan Mayor's Caucus Taskforce that will examine the current arbitration process and develop resources to assist local governments with arbitration, as well as review the benefits that could be derived from taking advantage of economies of scale.
4. Municipal Aggregation – With the passage of the referendum question in FY11/12, followed by implementation of the program in FY12/13, the City Administration will need to continue its participation in the Northern Illinois Governmental Electric Aggregation Cooperative to determine the price paid by the residents for energy supply that will be effective for the second year of the contract. Notices will need to be mailed to the residents by the supplier and questions will need to be fielded by Finance Department staff members.
5. Fraternal Order of Police Negotiations – The Finance Department will develop cost information for various proposals, recommend modifications to contract terms and language, and provide comparable information to assist with deliberations.
6. Local Debt Recovery Program – The City Council authorized participation in the State of Illinois' Local Debt Recovery Program. The Finance Department will work with the State to identify the file format required to transfer the outstanding balances for collections. In addition, the appropriate collections for various City departments will be identified and assistance will be provided to facilitate proper inclusion in the State's program.

Goal #3 – Properly Record Transactions:

Accurately and efficiently record all City transactions and insure that all transactions are recorded on a timely basis.

Objectives:

- A. Review the City's financial information on a regular basis to insure proper coding and provide timely corrections when issues are identified.
- B. Provide prompt payment to the City's vendors, while complying with all applicable warrant requirements.

- C. Insure both accurate and timely payment to the City’s workforce, which will sustain employee morale.
- D. Create and mail invoices to customers and/or residents in a timely manner. Address issues and questions concerning billings promptly.

FY13/14 New Programs:

1. Accounting/HR System Deployment – Although many of the features offered by the upgraded Accounting/HR system are expected to be installed and operational by year end, several specific new applications will require additional time in order to be properly deployed. The Finance/HR Departments will collaboratively implement the electronic time keeping application to eliminate the use of paper time sheets and provide better tracking/record keeping. In addition, department directors will be trained on several key applications to allow them access to the appropriate accounting records and provide the ability to review the details associated with their various line items.
2. Implementation of iConnect – The Finance Department will complete the installation of the iConnect online water billing system by the end of FY12/13. The actual iConnect system will be publicized to the residents in FY13/14, which will result in some additional questions and calls received from the residents. The iConnect system will allow residents the opportunity to pay their water bills through the website and to review the last two years of water billing history, if applicable.
3. Hotel/Motel Tax Audit – The Finance Department will conduct an annual audit using in-house resources to ascertain the appropriate level of tax collections being forwarded from the City’s hotels.
4. Internal Audit – The Finance Department will continue to assist other Departments with improvements to their overall recording of transactions and assist with the implementation of any identified recommendations.
5. MSI Version 8.0 Upgrade – The City purchased the upgrade to the next version of MSI software during the accounting system upgrade. Version 8.0 is expected to be released in FY13/14 and will convert the City’s Accounting/HR system to a conventional SQL database. This will allow departments the ability to data mine using Microsoft Office applications.

Goal #4 – Financial Reporting:
Continue to participate in the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting Award Program, implementing all comments and improving the overall quality of the City’s Comprehensive Annual Financial Report (CAFR). Report the City’s finances to the public through the use of a Popular Annual Financial Report.

Objectives:

- A. Provide the level of expertise required to generate financial information for all applicable user groups (i.e., management, City Council, creditors, and citizens).

- B. Continue to strive for improvement by participating in nationally-recognized awards programs.
- C. Insure that the City's financial information is communicated in "layman's" terms to its stakeholders to allow for the development of an accurate assessment of the City's current financial condition.
- D. Perform monthly and annual closing entries on a timely basis, allowing for accurate management reporting and sound fiscal decisions.
- E. Complete intergovernmental reporting in a timely manner to minimize additional expenditures for consultants.

FY13/14 New Programs:

- 1. Certificate of Achievement Program – The City's FY12/13 financial statements will be submitted to the Certificate of Achievement for Excellence in Financial Reporting Award Program.
- 2. Popular Annual Financial Report (PAFR) – The City will issue its tenth PAFR in FY13/14, which provides the residents with updated information concerning the City's financial condition presented in "layman" terms. Overall, this document has been viewed in a positive manner by the residents and continues to build public trust in the City's stewardship of taxpayer resources.
- 3. Comprehensive Annual Financial Report (CAFR) – The Finance Department will continue to prepare the City's CAFR in-house instead of utilizing the audit firm, which is estimated to save the City in excess of \$2,000 annually. The current audit requirements determined by the American Institute of Certified Public Accountants (AICPA) continue to require audit clients to either prepare the financial statements internally or demonstrate the expertise required to review the financial statements to avoid a "reportable condition," which is viewed as a serious deficiency in an organization's internal controls.

Goal #5 – Monitor the Annual Budget:
Monitor the City's budget appropriations by integrating the budget into the accounting system, and using encumbrances and other budgetary controls to administer the City's limited financial resources.

Objectives:

- A. Implement the budget within the City's accounting system.
- B. Prepare purchase orders and create corresponding encumbrances to provide department directors and supervisors with an accurate picture of their corresponding operations financial status.
- C. Develop reliable revenue projections to assist with the development of the City's annual budget.
- D. Provide monthly budget information to Department Directors and supervisors.
- E. Actively monitor the City's budget and forward potential issues to the City Manager's Office.

FY13/14 New Programs:

1. Enhance Internal Management Reports – The Finance Department will utilize Microsoft Office products to develop specialized management reports that will highlight specific areas identified by individual departments.
2. Expanded Monthly Reports – With the current economic turmoil posing various challenges to the City’s finances, the Finance Department will need to remain vigilant at monitoring monthly activity to minimize the likelihood for needing to utilize fund reserves at year end. Additional monthly reports will be developed that will focus on identifying any underperforming revenue sources based on historical information, or additional expenditures that are automatically falling outside budgetary expectations.
3. Monitor State’s Finances – With the State still operating without the benefits of a balanced budget, the Finance Department will continue to monitor the activities of the State and recommend opportunities for lobbying our elected officials if legislation is introduced that would impair the City’s revenue streams.

Goal #6 – Technology Implementation/Support:
Research and implement technology to improve efficiencies on a Citywide basis and minimize the need for additional staffing.

Objectives:

- A. Provide computer support services to the City’s facilities.
- B. Educate City staff in a variety of software applications to improve individual efficiency and promote teamwork.
- C. Oversee the City’s telecommunications to insure the most competitive pricing, as well as, improve vendor response time with one point of contact.
- D. Centralize computer services to minimize duplication of effort and related costs.
- E. Identify future technology improvements and the related return on investment to insure proper prioritization of project and improved departmental efficiencies.

FY13/14 New Programs:

1. Computer Replacement Account – The Finance Department will implement the rotating computer hardware replacement project, comparing hardware vendors, installing new hardware and providing front-line technical support. In addition to the regularly scheduled updates and replacements, the Finance Department will also assist with the development of several electronic forms to assist a variety of departments.
2. In-House Training – With the limited financial resources currently available for training, the Finance Department will continue to develop and offer in-house training opportunities that will enhance the workforce’s knowledge base and improve operational efficiencies while minimizing the impact on the bottom line.
3. Fiber Cabling Project – The City will work to identify other public and private partners to determine the cost feasibility of installing a fiber network between its various facilities. Many of these organizations could eliminate monthly costs and improve network connectivity between their various sites. In addition, the data

transfer rate offered by fiber is not expected to be exceeded for a significant period of time.

4. VoIP Phone System Installation – The Finance Department will complete the installation of the VoIP phone system, provide training to the system users and maintain the new system going forward.

**FY13/14
FINANCE DEPARTMENT
LINE ITEM DESCRIPTIONS**

01-03-3-402 DEP. CITY MANAGER/FINANCE DIRECTOR			\$125,500
FY10/11 Actual:	\$110,449	FY11/12 Actual:	\$109,185
FY12/13 Budget:	\$121,000	FY12/13 Projected:	\$121,200

In FY12/13, this position was assigned the additional responsibilities of Deputy City Manager. The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-03-3-407 ACCOUNTING/OFFICE PERSONNEL			\$179,000
FY10/11 Actual:	\$169,349	FY11/12 Actual:	\$171,117
FY12/13 Budget:	\$172,800	FY12/13 Projected:	\$171,100

This line item includes the salaries for the Department's four (4) full-time accounting personnel:

- Senior Accountant
- Staff Accountant
- Billing Coordinator
- Accounting Assistant

The FY13/14 Budget proposes no changes to the Department's current staffing levels. The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit. The FY10/11 Budget included a direct allocation of \$10,000 in Finance Department staff costs to the Wireless Alarm Fund to reflect the administrative, invoicing, and collection services that are provided on this fund's behalf. This allocation was again continued in FY11/12 at the same level, but was increased to \$12,000 for FY12/13 and again proposed for FY13/14.

01-03-3-415 INFORMATION TECHNICIAN			\$63,100
FY10/11 Actual:	\$67,134	FY11/12 Actual:	\$66,757
FY12/13 Budget:	\$69,200	FY12/13 Projected:	\$57,100

This position provides technical support to City staff, implements technology to improve operations for all City Departments and provides training to employees. This line item includes the salary for the City's Information Technician. The FY13/14 budget amount is consistent with the City's approved

Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-03-3-431 PART-TIME CLERICAL \$18,000

FY10/11 Actual:	\$14,778	FY11/12 Actual:	\$ 9,097
FY12/13 Budget:	\$11,500	FY12/13 Projected:	\$17,200

This budget amount represents the payroll costs for the Finance Department’s part-time Receptionist position. Due to turnover within this position, the FY11/12 amount ended the fiscal year below normal levels. The increase in FY13/14 was attributed to converting the employee within this position from temporary (i.e., minimum wage) to part-time (i.e., based on the wage rates reflected within the City’s Wage and Classification plan).

01-03-4-451 SICK TIME CONVERSION \$2,200

FY10/11 Actual:	\$1,285	FY11/12 Actual:	\$1,913
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$2,100

The City provides for the accumulation of a maximum of 800 hours (100 days) of sick leave. The City provides for a reduced benefit level of 25% that was initiated in FY10/11. Two employees qualified for the entire benefit beginning in FY11/12 and are expected to again qualify in FY13/14.

01-03-4-452 TRAVEL & TRAINING \$0

FY10/11 Actual:	\$72	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

Funds are included to allow for GFOA regional training and other similar programs for Department personnel to attend training programs in their respective areas of responsibility. This line item also covers any eligible tuition reimbursements for work-related classes that the Finance personnel successfully complete. The Finance Department has temporarily suspended all travel and training to comply with the City Manager’s directive and instead is utilizing in-house training resources, when appropriate. Training has been centralized in the Human Resources Department’s budget beginning in FY12/13.

01-03-4-454 DUES & SUBSCRIPTIONS \$400

FY10/11 Actual:	\$600	FY11/12 Actual:	\$275
FY12/13 Budget:	\$400	FY12/13 Projected:	\$400

This line item is for the City’s and the Finance Director’s membership in the Illinois CPA Society (\$300). Additional amounts are budgeted for the Government Management Information Sciences membership (\$100). Funding for the memberships to the Government Finance Officers Association (GFOA) (\$300) and the Illinois Government Finance Officers Association (\$200) were

authorized by the City Council to be provided from the Municipal Audit Fund to reflect the savings derived from the corresponding memberships in these entities that result from participating within the awards programs.

01-03-5-501 COMMUNICATIONS

\$11,000

FY10/11 Actual:	\$13,256	FY11/12 Actual:	\$12,999
FY12/13 Budget:	\$13,400	FY12/13 Projected:	\$18,000

Funds in this line item are allocated for local and long distance telephone charges for the main trunk lines serving City Hall. This account benefits all departments residing within City Hall. This account also includes funding for the monthly costs to provide for the Deputy City Manager/Finance Director and Information Technicians' cellular phone service.

The City's contract ended in early FY12/13 with AT&T and could not be renewed to facilitate the conversion to the Voice over Internet Protocol (VoIP) phone system, since AT&T requires contracts with a minimum term of three years. To mitigate the costs increase, the City signed a month-to-month contract with Call One that does provide some level of discounts. The City Administration has reviewed the implementation of a Voice over Internet Protocol (VoIP) phone system, which was approved in January, 2013, that will result in additional cost savings for this line item beginning in FY13/14.

01-03-5-502 LEGAL EXPENSES

\$1,500

FY10/11 Actual:	\$1,074	FY11/12 Actual:	\$2,425
FY12/13 Budget:	\$500	FY12/13 Projected:	\$1,500

This line item represents legal charges directly incurred on behalf of the Finance Office. These expenses typically pertain to the filing of utility liens or other related water/sewer collection problems, as well as, legal fees pertaining to questions related to the property tax levy and budget process. This account is also used to pay legal fees to the City Attorney related to property-tax exempt certifications. In FY12/13, the Finance Department was responsible for paying all of the legal fees associated with the City's decision to pursue electric aggregation for the residents and join the Northern Illinois Governmental Electric Aggregation Cooperative (NIGEAC).

01-03-5-503 SURETY BONDS

\$700

FY10/11 Actual:	\$670	FY11/12 Actual:	\$670
FY12/13 Budget:	\$700	FY12/13 Projected:	\$700

In accordance with Section 1.6.3 of the City Code, surety bonds are required to be purchased to cover the following positions:

Mayor	\$10,000
City Council Members (6)	\$10,000

City Clerk	\$10,000
Treasurer/Finance Director	\$80,000
City Attorney	\$10,000
Board of Fire & Police Commissioners	\$10,000

In addition, the positions listed below were added to protect the interest of the City. Even though these positions are not specifically identified in the City Code, they do involve the handling of money or have the ability to sign checks drawn against the City's bank account and should therefore be covered by a surety bond.

City Manager	\$40,000
Finance Department Staff (4)	\$10,000

Surety bonds protect the City from fraud and embezzlement. The surety bonds cover a one-year period and need to be repurchased each year.

01-03-5-537 PRINTING SERVICES

\$5,700

FY10/11 Actual:	\$4,613	FY11/12 Actual:	\$3,132
FY12/13 Budget:	\$4,600	FY12/13 Projected:	\$4,600

This account provides for the required legal notices (e.g., the "Black Box" property tax notice and the Treasurer's Report) provided for by State Statute. This line item also includes forms and checks needed to process Accounts Payable, Payroll, and Water & Sewer Billing. This account includes funding for the following items that are routinely printed:

Utility billing forms	\$1,200
Water meter forms	\$200
General checks	\$1,200
Payroll checks	\$1,200
Treasurer's report	\$1,200
Property tax "Black Box" notice	\$300
Direct debit forms	\$150
Miscellaneous	\$250

Funding has been included within the proposed FY13/14 Budget amount to prepare for the printing of general and payroll checks that will be required to facilitate the City's selection of a designated depository.

01-03-5-552 SERVICE TO MAINTAIN EQUIPMENT

\$18,200

FY10/11 Actual:	\$4,045	FY11/12 Actual:	\$2,276
FY12/13 Budget:	\$2,400	FY12/13 Projected:	\$2,200

The Service to Maintain Equipment account provides for lease and maintenance of the Accounting/HR computer system, telephone system, postage meter and copier benefiting all departments located at City Hall.

MSI maintenance fees	\$8,500
Employee Services Portal fees	\$1,500
TimeClock Plus	\$2,200
iConnect (Online Utility Billing)	\$3,600
Postage meter/scale maintenance	\$1,500
Copier service contract	\$ 900

This account will require increased funding for FY13/14 to cover the ongoing maintenance fees associated with the Accounting/HR computer system, employee services portal, time-keeping software, and online utility billing. The additional fees were outlined and approved by the City Council at the same time the accounting system purchase/implementation was authorized.

01-03-6-601 POSTAGE

\$8,600

FY10/11 Actual:	\$8,269	FY11/12 Actual:	\$7,925
FY12/13 Budget:	\$8,300	FY12/13 Projected:	\$8,200

This line item represents the Finance Department’s postage for utility billing, accounts payable, accounts receivable and payroll. Over 30,000 items are mailed on an annual basis to residents, developers, and customers. Specific expenditures for postage are identified below:

Business reply cards	\$1,000
UPS Services (all departments)	\$800
Metered Postage	\$5,600
U.S. Postal Permits	\$1,200

This account includes the anticipated impact from additional postage required by the recent increase in postage rates.

01-03-6-602 GASOLINE & OIL

\$0

FY10/11 Actual:	\$ 94	FY11/12 Actual:	\$104
FY12/13 Budget:	\$200	FY12/13 Projected:	\$ 0

The Finance Office temporarily reduced the number of used vehicles (former police vehicles) assigned to it, from two to one in FY10/11. This vehicle was shared at times with the City’s Community and Economic Development Department and the City Hall Maintenance Worker. In FY12/13, the remaining vehicle was also returned to the Department of Public Works.

01-03-6-602 SUPPLIES

\$3,000

FY10/11 Actual:	\$2,442	FY11/12 Actual:	\$2,046
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$2,800

The supplies account is used to fund items ordered and used by the Finance Department on a daily basis. Generally, supplies allow the Department to provide budget reports, process accounts payable/receivables, perform water & sewer billing, process payroll, and complete other necessary functions. Cost savings have been achieved from the City's cooperative effort to purchase copy paper through District 200. This line item is comprised of the following:

Copy Paper	\$600
Printer Supplies	\$1,000
Envelopes	\$1,000
Misc. Office Supplies	\$ 400

01-03-6-606 MATERIALS TO MAINTAIN VEHICLES **\$0**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 21
FY12/13 Budget:	\$100	FY12/13 Projected:	\$ 0

This line item is to make any necessary repairs to the vehicle that the Finance Office has assigned to it. In FY10/11, the number of cars assigned to the Finance Department was temporarily reduced by one and in FY12/13 the remaining car for the Finance Department was also eliminated.

01-03-7-720 EQUIPMENT **\$0**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

Funding for this account has been temporarily suspended in light of the current economic conditions.

DATE: 03/03/2013
 TIME: 16:18:31
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011--	--2012--	2013		--2014--	
		ACTUAL	ACTUAL	BUDGETED	8 MO. ACTUAL	PROJECTED	REQUESTED BUDGET
FINANCE DEPARTMENT							
EXPENSES							
SALARIES							
01-03-3-402	FINANCE DIRECTOR	110,449	109,185	121,000	79,189	121,200	125,500
01-03-3-407	ACCOUNTING/OFFICE PERSONNEL	169,349	171,117	172,800	119,203	171,100	179,000
01-03-3-415	INFORMATION TECHNICIAN	67,134	66,757	69,200	36,306	57,100	63,100
01-03-3-431	PART-TIME OFFICE ASSISTANT	14,778	9,097	11,500	11,375	17,200	18,000
01-03-3-445	OVERTIME	0	0	0	0	0	0
TOTAL SALARIES		361,710	356,156	374,500	246,073	366,600	385,600
PERSONAL SERVICES							
01-03-4-451	SICK LEAVE CONVERSION	1,285	1,913	2,000	0	2,100	2,200
01-03-4-452	TRAVEL & TRAINING	0	0	0	0	0	0
01-03-4-454	DUES & SUBSCRIPTIONS	600	275	400	280	400	400
TOTAL PERSONAL SERVICES		1,885	2,188	2,400	280	2,500	2,600
CONTRACTUAL SERVICES							
01-03-5-501	COMMUNICATIONS	13,256	12,999	13,400	8,856	18,000	11,000
01-03-5-502	LEGAL EXPENSES	1,074	2,425	500	1,380	1,500	1,500
01-03-5-503	SURETY BONDS	670	670	700	670	700	700
01-03-5-537	PRINTING SERVICES	4,613	3,132	4,600	3,681	4,600	5,700
01-03-5-552	SERVICE TO MAINTAIN EQUIPMENT	4,045	2,276	2,400	399	2,200	18,200
01-03-5-560	RECORDS MANAGEMENT	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		23,658	21,502	21,600	14,986	27,000	37,100
COMMODITIES							
01-03-6-601	POSTAGE	8,269	7,925	8,300	5,772	8,200	8,600
01-03-6-602	GASOLINE & OIL	94	104	200	0	0	0
01-03-6-606	SUPPLIES	2,442	2,046	3,500	1,745	2,800	3,000
01-03-6-622	MATERIALS TO MAINTAIN VEHICLES	0	21	100	0	0	0
TOTAL COMMODITIES		10,805	10,096	12,100	7,517	11,000	11,600
CAPITAL OUTLAY							
01-03-7-720	EQUIPMENT	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY		0	0	0	0	0	0
TOTAL FINANCE DEPARTMENT		398,058	389,942	410,600	268,856	407,100	436,900

HUMAN RESOURCES



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



Human Resources Department
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MEMORANDUM

TO: Timothy J. Clifton, City Manager

FROM: Debbie Schober, Human Resources Director

DATE: January 28, 2013

RE: FY13/14 Human Resources Department Budget Request

The Human Resources Department's proposed budget request is attached to this memorandum for your review. The Human Resources Department is charged with one of the most important responsibilities in the City, the procurement, management, engagement, motivation, development and enhancement of the City's most valuable resource – our employees. Without this valuable asset, the City would be unable to deliver the multitude of services that is expected by Woodstock residents and visitors. In addition, the Human Resources Department plays a key role in emphasizing the importance of “excellence” in customer service to the City's workforce. All of these important responsibilities are met through a variety of functions including:

- Employee Recruitment, Hiring, Placement and Succession Planning
- Employee Training and Development
- Career Planning and Employee Counseling
- Risk, Workers Compensation and Liability Management
- Labor and Employee Relations
- Administration and Interpretation of the City's Employee Handbook and two (2) Collective Bargaining Agreements
- Department Support, Counseling and Intervention
- Wage Classification Oversight, Monitoring and Review
- Employee Benefits Administration and Cost Containment
- Federal and State Compliance Reporting
- Job Analysis, Job Description Development and Maintenance
- Performance Evaluation Review
- Employee Assistance Referrals

The Human Resources Department is responsible for training, development, and proper management oversight of 156 authorized full-time employees; however through attrition, the

full-time workforce currently stands at a level of 137 employees. In efforts to provide essential levels of customer service with minimal budget outlay, approximately 18 year-round part-time employees, 65 year-round limited part-time employees, and 95 seasonal employees are strategically employed as well. In addition, the Human Resources Department provides oversight for benefit administration, as well as Federal and State labor-related compliance postings, reporting, and processes. The Department also maintains and updates the City's Wage and Classification Plan to remain competitive within a comparable marketplace fostering employee retention.

The Human Resources FY13/14 budget request of \$206,200 represents a \$13,000 increase or 6.73% over the FY12/13 budget. However, this budget now includes a limited part-time Human Resources Office Assistant which was not anticipated. When the salary for this position is removed, the budget is \$197,000 which is a 1.97% increase or \$3,800 over the FY12/13 budget of \$193,200. The Human Resources FY13/14 proposed budget still represents a decrease over the Human Resources budgets since FY09/10, excluding FY12/13.

FY12/13 Overview

The past year saw numerous changes in the Human Resources Department, as would be expected during the first year of new management following the departure of a former 10-year incumbent department head.

Considerable time and effort was made this year to develop more efficient forms and streamlined processes to facilitate performance of a variety of the HR Department's daily duties, such as Recruiting, Risk Management (Workers Comp & Liability Claims), Benefits Enrollments and Maintenance, New Employee Orientation, FMLA and Leave of Absence Requests and Union Contract Administration.

Responsibilities of the Human Resources Director were expanded mid-year with the returned supervision of the City Hall Custodian position and the related City Hall facility management duties and budget, all of which had been delegated to Community & Economic Development for the past several months. This opportunity resulted in greater oversight of this position's role and time management strategies, greater responsiveness to maintenance requirements of the historic City Hall building, and cost savings from combined purchasing and service contracts.

Staffing in the HR Department was further enhanced with the unsolicited contributions of a highly-skilled volunteer seeking public administration experience and contacts. Following excellent completion of several assigned projects across several months of volunteer work, it became apparent that this individual provided a valuable complement to the HR Department and the City and was subsequently offered a paid limited part-time role, assuming some of the duties of the vacant Benefits Analyst position.

Additional highlights for the Human Resources Department this year included: 1) conducted a high level of recruitment and new employee "onboarding" activity, in response to retirements of 6 full-time employees, resignations of 7 full-time employees, and performance-based/City initiated terminations of 3 full-time employees. 2) Developed professional-level executive recruitments for City Manager and Public Works Director positions performed in-house at

substantial cost savings to the public. 3) Evaluated and transferred the City's Occupational Health services from Mercy Health System to Centegra Health System. 4) Implementation and training for new computer software, including upgraded customized MSI database shared between Human Resources and Finance, and movement towards an on-line Employee Service Program, allowing employees self-directed access to all work-related information. Planning continues to realize even greater savings of staff time, paper and postage.

FY13/14 Department Budget Overview

Attached for your review is a narrative that presents the proposed Human Resources Department FY13/14 Budget.

In an effort to build upon the successes outlined earlier, in FY13/14 the Human Resources Department will continue to work hand-in-hand with City Employees to identify creative cost-saving initiatives. Furthermore, the skill set of the current limited part-time Human Resources Office Assistant is appropriate for city wide efforts such as updating City letterhead and/or e-mail signatures, updating or even creating presentations for training efforts, as well as many other efforts and/or processes in need of updating. Intergovernmental plans allow for a continued partnership with existing programs for D200, as well as capitalizing on the relationships within MCMRMA and other community oriented partnerships.

As was done in FY12/13, the FY13/14 Human Resources budget maintains two separate line items for Legal expenses. The line item titled Legal Services will be used for all expenses not related to Labor Relations. The second line item titled Labor Relations will be used for all legal expenses related to Union/Labor Relations. The Labor Relations allocated funds realistically address the resources needed to research and negotiate, and potentially arbitrate or litigate, issues related to the City's two union contracts—the existing contract with the Fraternal Order of Police in place until April 30, 2013, and the recently ratified contract for IUOE Local 150 for Public Works in place until April 30, 2014.

The long-awaited transition to an enhanced Finance/Payroll/Human Resources accounting system was completed in FY12/13. This upgraded system of MSI will allow significantly more efficient automation of personnel-related data entry currently performed by the Human Resources Coordinator position. Furthermore, with the continued tenure of the new Human Resources Director, her seasoned HR experience and fluency in many computer systems and programs will lend to more automated, less labor and paper intensive processes within HR and perhaps other departments. With the purchased upgrade of MSI, both a timekeeping and an applicant tracking module were purchased to be added on to MSI to greatly reduce the current manual work that both of these processes involve at the City.

In working towards the overall goal to increase employee health insurance contributions, the FY13/14 employee contributions for non-represented / non- bargaining unit employees will increase by 25%. The City of Woodstock continues to have the appropriate controls over its self insured employee health insurance costs paired with a Wellness incentive and as a result has been successful in keeping overall insurance costs for the City and its employees at incredibly low rates.

To support further opportunities in cost saving measures, both the Finance Department and the Human Resources Department continue to be committed and vigilant in evaluating and analyzing alternative benefit options through negotiations and incentives for employees.

Additionally, the FY13/14 Budget seeks to continue towards the mission contained in the *2020 Vision Statement*. The following list highlights areas supported by the Human Resources Department FY13/14 Budget including, but not limited to:

Promote a “get fit” community. A healthier workforce provides a positive impact on the community served; therefore, the HR Department will continue to review and monitor health and risk management programs that promote a positive lifestyle, both personal and work related, by continuing the wellness initiative introduced in FY07/08. Adding the direct cost-savings incentive of monthly health premium reduction for wellness participation, this year’s wellness program will realize positive outcomes for more than 75% of the employees. Having seen a direct impact on lowering employee health costs through early identification and treatment of health conditions (as appropriate), the City will promote the wellness program, with the immediate benefit of financial incentives and rewards to both the employees and the organization, and with the continued primary goal of achieving a healthier workforce.

Teach 21st Century skills to ensure all high school graduates will be ready to compete in a global market, aggressively pursue, “Stronger Partnerships Toward Better Results”, offer innovative educational and vocational opportunities supported by modern technology for students of all ages in the community, support strong workforce development partnerships and be eternally committed to the economic vitality of the municipal government and school systems. The HR Department will maintain the role as vocational career advocate for members of the workforce and partner with D200 by offering appropriate presentations and promoting involvement with Junior Job Shadowing opportunities, Reality Store, and Reality Check as deemed appropriate.

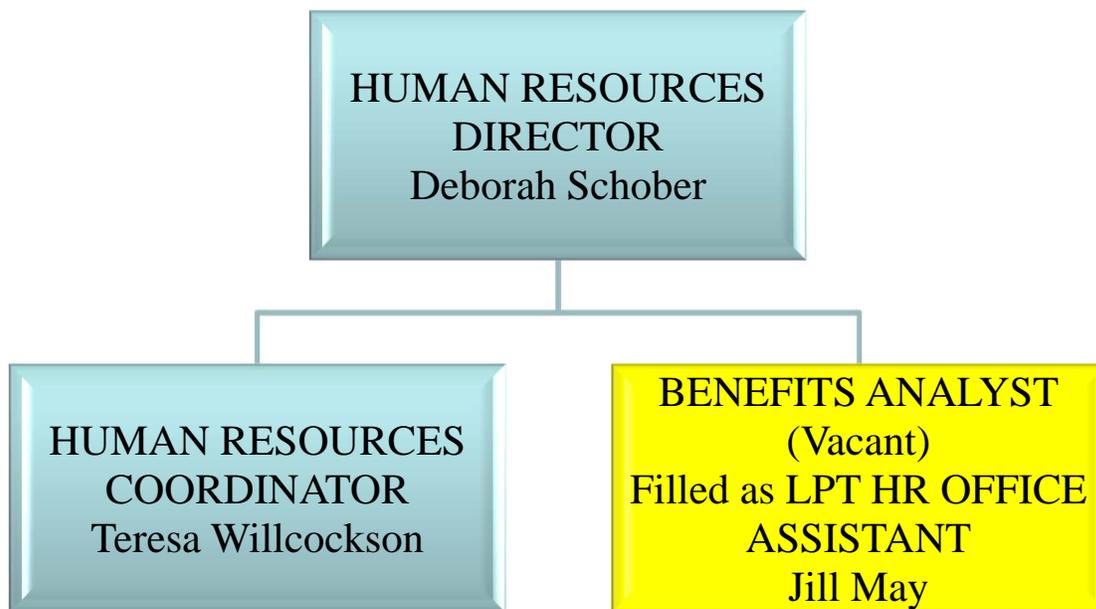
Weave ethnic backgrounds together into the rich fabric of community in a manner that celebrates ethnic diversity, promotes a better understanding of each other, and supports “One Woodstock”...Offer artistic and cultural facilities and “programs” that serve all citizens. The HR Department will continue to serve as liaison to the Cultural and Social Awareness Commission (formerly the Cultural Diversity Commission) as economic conditions improve to encourage greater community and corporate support for activities. Furthermore, as the City continues to fill positions as they turn over, rather than keep them vacant as was done up until FY12/13, more hiring is anticipated to occur during FY13/14; therefore, the HR Department is committed to promoting a more diverse workforce in our hiring practices.

Offer equitable paying job opportunities. In an effort to maintain an excellent complement of well qualified employees, the HR Department will promote the City of Woodstock as an employer of choice and continue to update and modify job descriptions that support the mission of the City, evaluate new methods of career planning, recruitment, retention and succession planning that are efficient and effective and in line with the current mission of the City. A new opportunity encompasses cross-training opportunities for current members of the workforce, providing stability and sustainability.

Maintain strong, ethical, professional leadership dedicated to the community vision and maintain active citizen participation and engagement in the accomplishment of its vision.

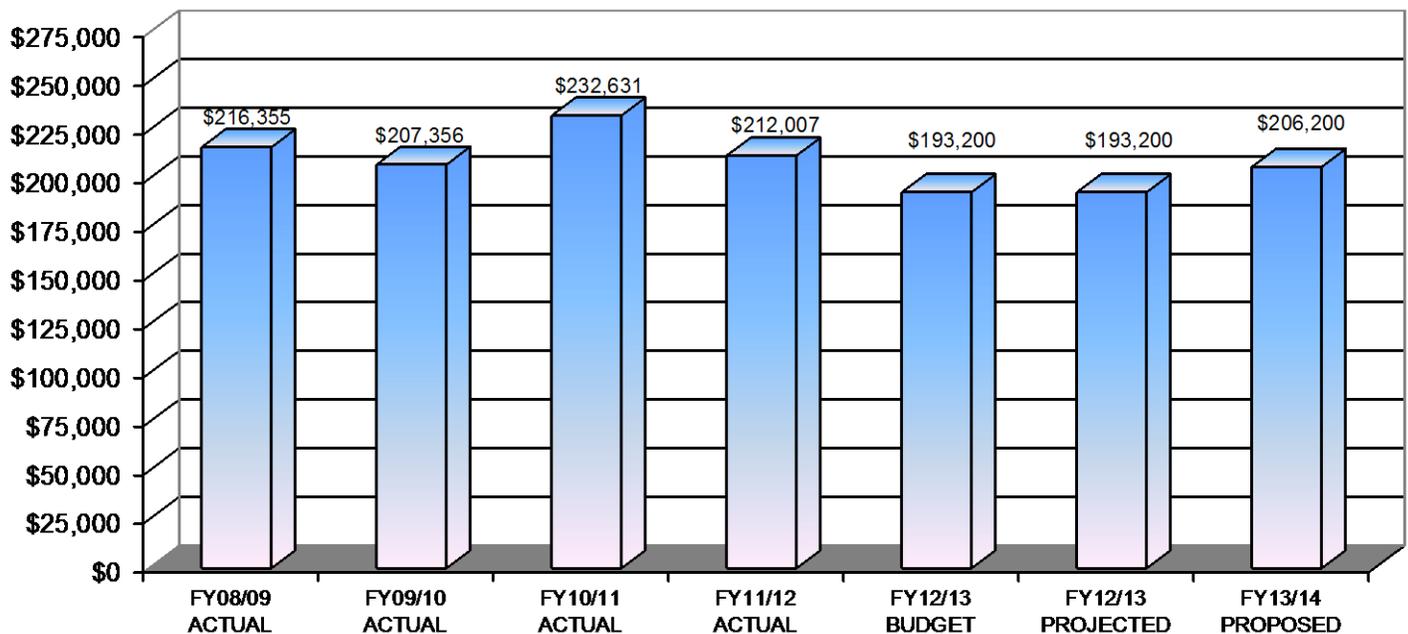
Ethics is the core of any successful organization; therefore, the Human Resources Department will actively pursue avenues that protect the City of Woodstock, its residents and employees, based on honesty, integrity and sound ethical practices that support a culture of transparency.

HUMAN RESOURCES ORGANIZATIONAL CHART



HUMAN RESOURCES DEPARTMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Human Resources Director	1	1	1	1	1	0
Human Resources Coordinator	1	1	1	1	1	0
Benefits Analyst	1	1	0	0	0	0
HR Office Assistant – LPT	0	0	0	0	0.5	0.5
TOTAL FULL TIME	3	3	2	2	2	0
TOTAL PART TIME	0	0	0	0	0	0
TOTAL LPT	0	0	0	0	0.5	0.5

**HUMAN RESOURCES DEPARTMENT
BUDGET COMPARISON**



FY12/13
DEPARTMENT OF HUMAN RESOURCES

ACCOMPLISHMENTS/HIGHLIGHTS

In addition to those mentioned in the budget letter, some of the more notable achievements for the Human Resources Department in FY12/13 include the following:

- Thorough review and analysis of the newly-enacted IUOE Local 150 contract in Public Works, including reasoned interpretation of contract language, and numerous meetings with staff and representatives to negotiate workplace implementation of revised rules and regulations, thereby avoiding grievance activity after some initial grievances in January 2012. No grievances were filed during FY12/13 as a result of these efforts to establish a harmonious partnership with IUOE Local 150.
- On behalf of Woodstock BOFPC, the Human Resources Department handled all aspects of the statute-directed, extensive process to establish a 2-year Patrol Officer Eligibility List. An increased application fee (\$40), and targeted exposure to returning veterans, resulted in a new list of 29 highly-qualified candidates, 21 of which were eligible to apply preference points for military and/or educational achievements. With 75 applications submitted, \$3,000 of the \$3,706 recruitment and testing fees were recouped.
- With a 2-year hiring freeze modified to allow replacement of essential vacant positions, a recruitment to fill eight (8) Public Works Maintenance Worker positions resulted in 140 applications and 34 interviews. Due to falling short of the original eight new employees needed by one and subsequent attrition in Public Works, a second recruitment effort to fill three (3) additional Public Works Maintenance Worker positions, which required possession of a valid Commercial Driver's License (CDL), resulted in 32 applications, and 3 qualified hires, saving the City much time and expense in resolving the need to subsequently train and test for this fundamental skill requirement.
- Assisted all Departments with staffing replacement and succession strategies to fill service needs created following 6 Retirements, 7 Resignations and 3 performance-based/City initiated terminations, including onboarding activity for all new employees: 16 full-time, 4 part-time, 21 limited part-time, and the annual seasonal workforce of 100 additional employees.
- At the direction of Mayor Sager, the Human Resources Director participated in a peer-based search committee to elicit candidates to replace a 20-year tenured City Manager position, and further initiated recruitment for a 28-year tenured Public Works Director position. These executive recruitments were performed at a professional level utilizing in-house skills, effectively saving the public tens of thousands of dollars.
- Coordinated and presented the City's annual 2-day Wellness Days health assessment event, achieving a high participation rate of 125 employees and dependents. Health-related and/or

wellness articles written for the weekly City Manager's Newsletter continue to encourage employee awareness of positive dietary and lifestyle choices.

- Ongoing discussion with the City's insurance broker, Corporate Benefit Consultants, continues to be needed, to research and analyze numerous Affordable Care Act mandated changes, and resulting increased costs for employers to provide health insurance programs. Every effort is being made to continue offering the best possible plan to employees, utilizing highly-responsible financial controls to ensure publicly-funded support.
- Enhanced programs developed this year for New Employee Orientation and Public Works Safety Training increase the City's image of professionalism, its respect for adhering to mandated compliance efforts, and most importantly, its concern for employee safety and security.
- The Fall Benefits Fair was clarified to be an Annual Open Enrollment Benefits Fair so that City employees are more informed about benefit choices for the upcoming calendar year. The Human Resources Director requested that a benefits presentation be made by representatives from Allied and Corporate Benefits Consultants so that City employees are educated on the basics of our health insurance program. The Human Resources Director created new enrollment forms specifically for this purpose which were mail merged from data in the MSI system for each employee so that each employee could see his/her current deductions and plan for the upcoming year appropriately.
- More formalized and stringent processes for requesting and tracking Family Medical Leave Act (FMLA) and leave of absence users has ensured fair and equitable treatment of all employees when extended time off is required.
- Consolidated production of all personnel-related paperwork, such as Personnel Action Forms (PAFs), now originates in the Human Resources Department, to provide consistency and oversight of all requested changes in employee status and pay rates. To accommodate annual fiscal year changes, a total of 242 PAFs were created, coordinated through approvals, reviewed, processed and input into MSI by the Human Resources Coordinator.
- Continued to diligently monitor risk management duties, including Workers Compensation incidents, and Personal or Property Liability claims, resulting in majority of claims for minor injuries or events handled in-house to avoid costs of filing with CCMSI. Greater emphasis is further placed on identifying "light duty" work opportunities for injured employees, which discourages long-term paid absences for workers comp recipients. The Human Resources Director continued to actively participate in MCMRMA and regularly shared her wealth of information and experience with workers compensation in an effort to promote more diligent review and investigation of injuries, a more robust return to work/light duty program, and settling claims in a more expeditious manner for as low as possible considering the climate at the Illinois Workers Compensation Commission.
- The Human Resources Director served as staff liaison for the renamed Cultural & Social Awareness Commission, to promote respect and inclusion for all community residents, now meeting on a quarterly basis.

- Conducted the City's annual United Way campaign, with 60% increased participation and 7% increased donations over last year, an indication of City employees' continued commitment to supporting community residents during this prolonged economic downturn.
- The Human Resources Director continued professional relationships with Society for Human Resources Management (SHRM), while expanding networking and knowledge of municipal issues through attendance at the annual Illinois Public Employers Labor Relations Association (IPELRA) conference, IPELRA seminars, and involvement with McHenry County Municipal Risk Managers Association (McMRMA). The City relationship with D200 continued with participation in Junior Job Shadowing and Senior Service Days, as well as middle school Reality Store events.

**FY13/14
HUMAN RESOURCES DEPARTMENT**

GOALS, OBJECTIVES & PROGRAMS/PROJECTS

Goal #1: Customer Service: Serve as the concierge for all employees, prospective employees and the public concerning employment and benefits, in addition to promoting community and educational partnerships.

Objectives:

- A. Serve as Ombudsman and Liaison for employees, including requests for information from outside parties.
- B. Provide hands-on assistance to employees and family members of the workforce with enrollment, re-enrollment and usage of benefits.
- C. Support local workforce development in cooperation with D200 and MCC.
- D. Promote a sense of community within and outside the organization with assistance from and to the Cultural and Social Awareness Commission.
- E. Focus the City workforce on the value of providing the highest level of customer service. Insure all training addresses customer service, and expands and enhances the City's ability to deliver services.

Programs/Projects:

- 1. Work with D200 and other community partners in providing individuals with first-hand knowledge of the many opportunities in and around the City of Woodstock. Partner with future members of the workforce, which is an avenue for stability and economic development in a growing community, by developing and offering internships to the extent possible.
- 2. Expand the annual Open Enrollment Benefits Fair participation through increased publicity, including messages to spouses, to maximize employee benefit savings.
- 3. Follow up with the aggregate report from the wellness initiative with information on health and lifestyle changes distributed to the employees. Increase awareness of City programs and/or community resources to promote wellness. Move the wellness effort to a more active, incentivized model after wellness directives/activities are successfully completed rather than merely rewarding assessment participation.
- 4. Serve as an Ambassador of diversity through work with the Cultural and Social Awareness Commission and promote educational awareness to strengthen developed relationships with Guadalupe/Zacatecas, Mexico.
- 5. Work with local workforce development programs to identify new employment opportunities for individuals with special needs to foster a community of inclusion.
- 6. Continue to enhance tracking mechanisms (e.g. leaves of absence, worker's compensation, certifications, expiration of CDLs, immunizations, time and attendance, applicant tracking, etc.) for the Human Resources Department.

Goal #2: Workforce Development: Coordinate, deliver and maintain training initiatives to develop a well-trained and productive work force.

Objectives:

- A. Implement a Strategic Plan for training initiatives for Directors, Managers and employees.
- B. Conduct annual training to cover topics, including but not limited to, sexual harassment, communication, customer service, emergency preparedness, leadership, benefits, safety, compliance and legislative updates. Develop a training partnership through MCMRMA.
- C. Identify and recommend training opportunities that instill and promote personal growth and improved job opportunities with the City of Woodstock.
- D. Maintain professional affiliations in an effort to maintain the expected industry standards in human resources and gain immediate knowledge of legislative or compliance changes.

Programs/Projects:

- 1. Help prepare for the eventual retirement of a number of seasoned employees, by developing career succession training initiatives. Evaluate creative options to avoid the loss of experiential knowledge in an effort to minimize vulnerability to the City. Initiate in-house training options to maximize workforce development. For example, a job shadowing program in a different department to allow members from various departments the opportunity to learn a new skill, or cross-train current employees, etc.
- 2. Expand what was called the Annual Summer Training Camp program for all members of the City's workforce with an in-house innovative training program, by using City employees as a resource. Initiate quarterly training programs for Directors, Managers and Supervisors, with a three-year strategic plan, to include recent changes in employment law relevant to them, the many changes from the Federal and State governments, as well as any basic supervisory training needs identified.
- 3. Identify and recommend training opportunities that instill and promote personal growth for improved job opportunities with the City of Woodstock, by identifying members who are interested in new opportunities and working with other communities who might offer cost-effective training techniques and programs.
- 4. Assist the Recreation Department with a seasonal/summer employment process that is efficient and effective and continue assisting with the Summer Employee Orientation.
- 5. Maintain professional affiliations in an effort to continue expected industry standards in human resources and gain immediate knowledge of legislative or compliance changes.

Goal #3: Employee Retention: Implement and maintain a classification program that attracts, provides and retains a complement of well qualified employees, which supports the City of Woodstock as a preferred employer.

Objectives:

- A. Maintain up-to-date job descriptions for all full-time positions within the City.
- B. Adjust the Salary Range Schedule to remain competitive in the marketplace and coordinate a Wage and Classification Study, when applicable.
- C. Maintain an excellent complement of employees by providing and identifying comparable wages and benefits.
- D. Provide up-to-date information about workforce needs and development via interpretation of legislative requirements and communicate the impact of these legislative changes to both management and the employees.

Programs/Projects:

- 1. Review all job descriptions during FY13/14 and identify positions that could job share or support programs for realization of efficiency and sustainability. This will include individual department reviews.
- 2. Obtain information and program materials from the Management Association (formerly Management Association of Illinois) for the updated Job Factor Analysis program used for job classification in the public sector and as recommended by IPELRA conference attendees. Begin to conduct the job classification project for non-represented jobs at the City.
- 3. Support, assist, and partner with all Department Directors by maintaining a full-time, part-time and seasonal Salary Range Schedule, as well as all applicable bargaining agreement salary schedules.
- 4. Continue to research and review community comparables in an effort to maintain an excellent complement of employees. Continue to maintain the database system on *PublicSalary (TechSalary2)* that will identify and provide comparables for the City of Woodstock.
- 5. Develop assessment tools that can be used for different positions to assist in the selection of candidates using “real-life” application procedures.

Goal #4: Assist departments with recruitment, selection, and placement in an effort to develop a highly motivated and productive workforce through sound hiring practices, effective management practices and equitable administration of personnel policies, practices and procedures.

Objectives:

- A. Provide guidance, evaluate position needs, conduct exit interviews and implement personnel and policy changes as needed.
- B. Update and maintain the Employee Handbook consistent with compliance and legislative needs.
- C. Continue to conduct cost-effective, in-house recruitment for all department needs.
- D. Assist with hiring and promotional practices for the various departments.
- E. Capitalize on the updated version of the Department's HR software to be an effective human resources tool. Ensure that other modules are effectively brought on board and implemented, and employees are trained in a timely manner.
- F. Continue to develop the newly created orientation program to include videos related to customer service and successful employee practices.

Programs/Projects:

- 1. As the new workforce demographics begin to change, prepare for a more competitive recruitment environment, including evaluative tools for job application.
- 2. The HR Department plans to review and update the current Employee Handbook, which will include the annual review of the Summer/Seasonal Employee Handbook.
- 3. Create, update and maintain the Human Resources Policy and Procedure manual that supports employee relations and succession planning.
- 4. Review and update, as appropriate, the newly implemented "best practices" performance evaluation tool, which will include management input on effectiveness and further training for supervisors and directors.

Goal #5: Employee Benefits: Coordinate and administer a comprehensive health benefit plan and risk management program that protects the City of Woodstock and its employees.

Objectives:

- A. Review and monitor risk management and health-related trends and identify potential wellness initiatives.
- B. Monitor, promote and distribute safety and preventive information.
- C. Maintain control of all personnel and private healthcare records, necessary for legislative compliance and disaster recovery.
- D. Review, evaluate and follow-up on claims brought against the City and respond accordingly.
- E. Review and update the Employee Health Insurance Summary Plan Document (SPD) on an as needed basis.

Programs/Projects:

- 1. Using the summaries from the Wellness Program, initiate programs that promote wellness, building a more productive workforce. Work collaboratively with all departments in implementing a brown bag educational lunch program (lunch n' learns.)
- 2. In working towards the overall goal to increase employee health insurance contributions, the FY13/14 employee contributions for non-represented / non-bargaining unit employees will increase by 25%.
- 3. Partner with Finance during FY13/14 to implement the new modules for timekeeping and applicant tracking that were part of the updated financial/accounting/HR system upgrade purchase during FY12/13.
- 4. Continue to maintain a more vigilant approach and maintain stronger partnership with claimants, CCMSI, MCMRMA, and area providers to ensure that workers' compensation costs are contained to the extent possible. Continue to foster the relationship with Centegra, the new Occupational Health provider for the City of Woodstock. Evaluate, propose and implement a light duty/limited duty program for workers' compensation injuries.

**FY13/14
HUMAN RESOURCES DEPARTMENT**

01-04-0-000 LINE ITEM DESCRIPTIONS (\$ 206,200)

SALARIES:

01-04-3-401 HUMAN RESOURCES DIRECTOR \$ 106,100

FY10/11 Actual:	\$ 91,950	FY11/12 Actual:	\$ 101,781
FY12/13 Budget:	\$ 103,000	FY12/13 Projected:	\$ 103,000

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit. The FY11/12 actual figure includes the accrued benefit payout for the departing HR Director.

01-04-3-402 HUMAN RESOURCES COORDINATOR \$ 53,600

FY10/11 Actual:	\$ 50,721	FY11/12 Actual:	\$ 51,219
FY12/13 Budget:	\$ 52,300	FY12/13 Projected:	\$ 52,300

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-04-3-431 HUMAN RESOURCES BENEFITS ANALYST \$ 9,200

FY10/11 Actual:	\$ 34,377	FY11/12 Actual:	\$ 1,611
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 2,800

Reflective of reduced staffing in other City Departments in response to the economic conditions, and the anticipated implementation of a new electronic/automated/HR benefit software package, this position was removed from the HR budget as of the FY11/12 budget. The FY11/12 actual amount reflects the accrued benefit payout to the individual in this role when it was eliminated. A Human Resources Office Assistant was hired from volunteer status in January 2013 to work on an LPT basis for the City. This hire was recommended by the City Manager due to the excellent skill set and attitude this volunteer could provide to the City for future succession into any administrative role due to turnover. The FY13/14 budget includes a 1% pay increase to ensure that the employee does not fall below the minimum for the pay grade due to the pay structure movement of 1%.

PERSONAL SERVICES:

01-04-4-451 SICK LEAVE CONVERSION \$ 700

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 9,357
FY12/13 Budget:	\$ 600	FY12/13 Projected:	\$ 600

The City provides for the accumulation of a maximum of 800 hours (100 days) of sick leave. In accordance with the City Manager's Budget Directions and in response to the tumultuous economy the City reduced this benefit beginning in FY11/12. This benefit is again proposed to remain at the reduced level in the upcoming budget year from the 50% reimbursement threshold to 25% reimbursement of any unused sick time accumulated in excess of the 100 days at the end of the calendar year. The FY11/12 actual amount represents the final accounting for sick leave for the departing HR Director.

01-04-4-452 TRAVEL AND TRAINING \$ 5,000

FY10/11 Actual:	\$ 535	FY11/12 Actual:	\$ 576
FY12/13 Budget:	\$ 5,000	FY12/13 Projected:	\$ 2,000

Beginning in FY11/12, in an effort to continue to control costs, requests for employee training for all Departments (with the exception of the Library and Police Department) are centralized in the HR Department. All requests for training will require pre-approval by the Department Director, HR Director and the City Manager. This oversight will ensure required annual certifications and safety training is provided for risk management controls; it will further encourage appropriate staff development and assist in providing career opportunities for motivated employees. It will also identify opportunities for succession planning to address an increasing number of retirement-eligible employees.

01-04-4-453 PHYSICAL EXAMINATIONS \$ 1,000

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 1,177
FY12/13 Budget:	\$ 1,200	FY12/13 Projected:	\$ 1,200

This line item includes funds for all pre-placement, fitness-for-duty and Department of Transportation (DOT) Commercial Driver's License (CDL) physicals with local health care providers. Some outcomes may warrant additional health-related assessments as normal follow-up. Pre-placement physicals are required for all full-time employees hired for Police Patrol or Public Works CDL positions. This includes a NIDA-5 for CDL drivers, and NIDA-like drug screens for the Police Patrol new employees, which will most likely be assessed against the drug testing line item moving forward. This line item also includes the Hepatitis series for employees who fall into a high-risk safety sensitive category. This item now includes an allowance for annual fitness for duty testing as part of the IUOE Local 150 contract.

01-04-4-454 DUES AND SUBSCRIPTIONS **\$ 1,100**

FY10/11 Actual:	\$ 730	FY11/12 Actual:	\$ 1,055
FY12/13 Budget:	\$ 1,200	FY12/13 Projected:	\$ 900

This line item is for the City's/Human Resource Director's annual membership and/or dues for the following:

- Society of Human Resource Management (SHRM national level) - \$ 180
- Stateline SHRM, the local chapter affiliate - \$ 225
- Illinois Public Employer Labor Relations Association - \$ 200
- Public Salary website membership, which provides up-to-date comparable compensation and employee data necessary for bargaining discussions - \$ 400

01-04-4-455 CUSTOMER SERVICE **\$ 200**

FY10/11 Actual:	\$ 56	FY11/12 Actual:	\$ 57
FY12/13 Budget:	\$ 200	FY12/13 Projected:	\$ 100

This line supports communication with employees and encourages participation regarding organization-wide annual customer service training and benefit enrollment opportunities offered during Summer Training Camp, the Benefits Festival and the Wellness Program.

CONTRACTUAL SERVICES:

01-04-5-501 COMMUNICATIONS **\$ 900**

FY10/11 Actual	\$ 66	FY11/12 Actual:	\$ 347
FY12/13 Budget	\$ 500	FY12/13 Projected	\$ 800

The communication expense is adjusted by the Finance Department, based on usage. The HR Director is reimbursed by the City for a cellular phone, thus the FY13/14 budgeted amount for such is indicated and includes both cell phone and office phone anticipated expenses.

01-04-5-502 LEGAL SERVICES **\$ 5,000**

FY10/11 Actual:	\$ 44,532	FY11/12 Actual:	\$ 5,106
FY12/13 Budget:	\$ 5,000	FY12/13 Projected:	\$ 10,000

Professional affiliations (as listed in the Dues and Subscriptions line Item) afford the Human Resources Department several avenues of research capabilities before the use of legal counsel is required. The HR Department explores many issues relating to personnel concerns and employment law on a daily basis in addition to the multitude of consultations with directors regarding staff-related situations and other confidential matters. Legal counsel will only be sought once professional affiliations and the HR Director's knowledge of the situations are exhausted. The actual amount for FY10/11 was higher than current budget levels due to a protracted and ongoing legal issue with a former patrolman, legal counsel involvement in the HR Director recruitment and interviewing process, as well as many employee relations situations for which legal

counsel was sought. The FY12/13 projected amount is higher than budgeted due to City Attorney involvement in the City Manager recruitment processes, which was not anticipated during this fiscal year. Legal services, excluding those related to the City Manager search were well below \$1,000 during FY12/13.

01-04-5-503 LABOR RELATIONS **\$ 5,000**
 FY10/11 Actual: \$ 0 FY11/12 Actual: \$ 26,238
 FY12/13 Budget: \$ 7,000 FY12/13 Projected: \$ 3,000

As the IUOE Local 150 contract is now in place until April 30, 2014, this line item was reduced below the FY11/12 budget for negotiation and/or arbitration legal costs. The certification of union representation for IUOE Local 150 in Public Works, in addition to the continuing Police representation through the Fraternal Order of Police, necessitates dedicated available funds for Labor Relations be made available. Research and negotiations expenses involved in developing proposals, as well as any subsequent arbitration and litigation-related expenses, will be covered through this line. Responsible professional involvement in handling labor relations issues at the early contract implementation stage conceivably limits expensive and time-consuming response to grievances later. The FY11/12 actual amount is higher than currently budgeted due to the protracted negotiations and early implementation issues with the IUOE Local 150 collective bargaining agreement in Public Works.

01-04-5-509 TESTING AND BACKGROUND CHECKS **\$ 3,100**
 FY10/11 Actual: \$ 42 FY11/12 Actual: \$ 2,684
 FY12/13 Budget: \$ 6,100 FY12/13 Projected: \$ 5,500

This line item was increased in FY12/13 over the FY11/12 budget to accommodate police and sergeant candidate testing directed by the Board of Fire and Police Commissioners which was anticipated to cost approximately \$5,000. This item also includes additional examinations, recruiting/on-boarding testing for newly hired Police employees and criminal background checks for new employees, as well as applicable skill-set testing to fill identified position vacancies.

01-04-5-510 DRUG TESTING **\$ 4,000**
 FY10/11 Actual: \$ 1,127 FY11/12 Actual: \$ 935
 FY12/13 Budget: \$ 2,000 FY12/13 Projected: \$ 3,800

Commercial Driver’s License (CDL) drivers are required to undergo a series of pre-determined tests for drugs and alcohol on an annual basis. Government entities are exempt from some of the mandates under the DOT; however, according to the by-laws with McHenry County Municipal Risk Management Association (MCMRMA), drivers are not exempt. According to the by-laws, the CDL drivers for the City of Woodstock follow the 50/10 rule, which requires random drug testing for 50% of the members in the random pool and random testing of 10% of the members in the pool for alcohol use, while on the job, in the performance of their duties. Further, this fund includes the costs for post offer drug tests for new hires, post-accident, and reasonable suspicion drug

testing, which can create a scenario that requires follow-up testing. During late FY12/13, post offer drug testing requirements were extended to all city hires, including seasonal temporary hires that had not been tested in the past, thus the budgeted amount is increased to accommodate this new practice which is in the City's best interest.

01-04-5-536 ADVERTISING **\$ 2,000**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 1,387
FY12/13 Budget:	\$ 2,000	FY12/13 Projected:	\$ 2,000

The fluctuation in this account cycles with the need for recruitment, police testing coordinated with the Board of Fire and Police Commission, coupled with the use of on-line resources and the City's website. Costs included in this line item include: newspaper ads, professional journals, magazines, newsletters, websites and other necessary publications aimed at attracting a qualified diverse group of applicants; however, the HR Department will continue to be very successful in finding ways to recruit at nominal costs to the City. As retirements of long tenured employees continue, a need for an advertisement budget at this level is anticipated.

01-04-5-537 PRINTING SERVICES **\$ 300**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 85
FY12/13 Budget:	\$ 300	FY12/13 Projected:	\$ 0

Applications, interest cards and *Employee Handbooks* fall under this line item. Printing is done on an "as needed" basis; however, as the applicant and hiring process fluctuates, the costs mirror the need. Department business cards are also expensed under this line item. As an updated Employee Handbook is necessary, this modestly increased amount was originally reserved for printing of such during FY12/13, but is now anticipated during FY13/14.

01-04-5-560 CLASSIFICATION PLAN MAINTENANCE **\$ 2,200**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

As this is a sizeable project that is anticipated to commence during FY13/14 as outlined in the goals, objectives, and projects/programs section, relevant costs to obtain information and materials from the Management Association are anticipated.

01-04-5-570 EMPLOYEE ASSISTANCE PROGRAM (EAP) **\$ 0**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

The City of Woodstock had historically provided employees with an Employee Assistance Program (EAP) since 1999 with a utilization history of approximately 30%. This line item was driven by the number of approved and filled positions within the City of Woodstock. On some occasions, additional counseling was required for the benefit of the employee, the City, or was mutually beneficial for both parties. However, the Federal

government passed legislation several years ago regarding mental health parity which has required the City to offer EAP services through the City's regular insurance benefit channels. Therefore, beginning in FY10/11, these expenses are recorded in the Health/Life Insurance Fund.

COMMODITIES:

01-04-6-601 POSTAGE				\$ 300
FY10/11 Actual:	\$ 237	FY11/12 Actual:	\$ 201	
FY12/13 Budget:	\$ 300	FY12/13 Projected:	\$ 200	

This is an allocated expense based on usage as determined by the Finance Department. The costs have continued to decrease as a result of more technology. The postage costs include mailings for the application packets sent upon request, rejection letters as a customer-service courtesy, insurance information and opportunity notices. As the HR Department continues to take advantage of more efficient and effective use of technology in such situations, this cost is anticipated to decrease further.

01-04-6-606 SUPPLIES				\$ 1,500
FY10/11 Actual:	\$ 2,844	FY11/12 Actual:	\$ 3,386	
FY12/13 Budget:	\$ 1,500	FY12/13 Projected:	\$ 1,000	

The allocated cost for this line item is determined by previous usage of paper, the copier and other related supplies. This line item includes functional supplies such as ink cartridges for printers and fax machines and necessary software updates. A time clock system was purchased during FY11/12 and charged to this line item.

CAPITAL OUTLAY:

01-04-7-720 EQUIPMENT				\$ 0
FY10/11 Actual:	\$ 205	FY11/12 Actual:	\$ 0	
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0	

HR was using the Recreation Center badge system for badges for City of Woodstock employees since the inception of the hiring freeze. However, the badges produced by the system were not at an acceptable quality level. During FY12/13, a new badge system was purchased as part of an IT expenditure for the MSI upgrade. Therefore, moving forward, after all employee badges are updated using the new system, the printer will be housed at the Recreation Center and used for employee badges once again thereafter. Costs are not anticipated after the original purchase (under the IT system) due to minimal usage by HR for this purpose.

01-04-8-811 EMPLOYEE RECOGNITION**\$ 5,000**

FY10/11 Actual: \$ 5,208

FY11/12 Actual: \$ 4,805

FY12/13 Budget: \$ 5,000

FY12/13 Projected: \$ 4,000

Funds in this account pay for the length of service pins and/or gift certificates, bereavement acknowledgements, get well wishes and retirement gifts. In addition, in most cases, cards are now being sent in lieu of flowers, and United Way campaign awards reflect mostly in-house donations.

DATE: 01/28/2013
 TIME: 12:56:45
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
HUMAN RESOURCES EXPENSES							
SALARIES							
01-04-3-401	HUMAN RESOURCES DIRECTOR	91,950	101,781	103,000	67,312	103,000	106,100
01-04-3-402	HUMAN RESOURCES COORDINATOR	50,721	51,219	52,300	34,142	52,300	53,600
01-04-3-431	BENEFITS ANALYST	34,377	1,611	0	0	2,800	9,200
TOTAL SALARIES		177,048	154,611	155,300	101,454	158,100	168,900
PERSONAL SERVICES							
01-04-4-451	SICK LEAVE CONVERSION	0	9,357	600	0	600	700
01-04-4-452	TRAVEL AND TRAINING	535	576	5,000	1,180	2,000	5,000
01-04-4-453	PHYSICAL EXAMINATIONS	0	1,177	1,200	588	1,200	1,000
01-04-4-454	DUES AND SUBSCRIPTIONS	730	1,055	1,200	805	900	1,100
01-04-4-455	CUSTOMER SERVICE	56	57	200	0	100	200
TOTAL PERSONAL SERVICES		1,321	12,222	8,200	2,573	4,800	8,000
CONTRACTUAL SERVICES							
01-04-5-501	COMMUNICATIONS	66	347	500	595	800	900
01-04-5-502	LEGAL SERVICES	44,532	5,106	5,000	2,419	10,000	5,000
01-04-5-503	LABOR RELATIONS	0	26,238	7,000	0	3,000	5,000
01-04-5-509	TESTING	42	2,684	6,100	3,823	5,500	3,100
01-04-5-510	DRUG TESTING	1,127	935	2,000	903	3,800	4,000
01-04-5-536	ADVERTISING	0	1,387	2,000	1,409	2,000	2,000
01-04-5-537	PRINTING SERVICES	0	85	300	0	0	300
01-04-5-560	CLASSIFICATION PLAN MAINT.	0	0	0	0	0	2,200
01-04-5-570	EMPLOYEE ASSISTANCE PROGRAM	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		45,767	36,782	22,900	9,149	25,100	22,500
COMMODITIES							
01-04-6-601	POSTAGE	237	201	300	179	200	300
01-04-6-606	SUPPLIES	2,844	3,386	1,500	843	1,000	1,500
TOTAL COMMODITIES		3,081	3,587	1,800	1,022	1,200	1,800
CAPITAL OUTLAY							
01-04-7-720	EQUIPMENT	205	0	0	0	0	0
TOTAL CAPITAL OUTLAY		205	0	0	0	0	0

DATE: 01/28/2013
 TIME: 12:56:45
 ID: BP430000.WOW

CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
HUMAN RESOURCES							
CAPITAL OUTLAY							
01-04-8-811	EMPLOYEE RECOGNITION	5,208	4,805	5,000	3,281	4,000	5,000
TOTAL CAPITAL OUTLAY		5,208	4,805	5,000	3,281	4,000	5,000
TOTAL HUMAN RESOURCES		232,630	212,007	193,200	117,479	193,200	206,200

COMMUNITY and ECONOMIC
DEVELOPMENT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

February 1, 2013

To: Timothy Clifton, City Manager

From: Cort Carlson, Director
Department of Community & Economic Development

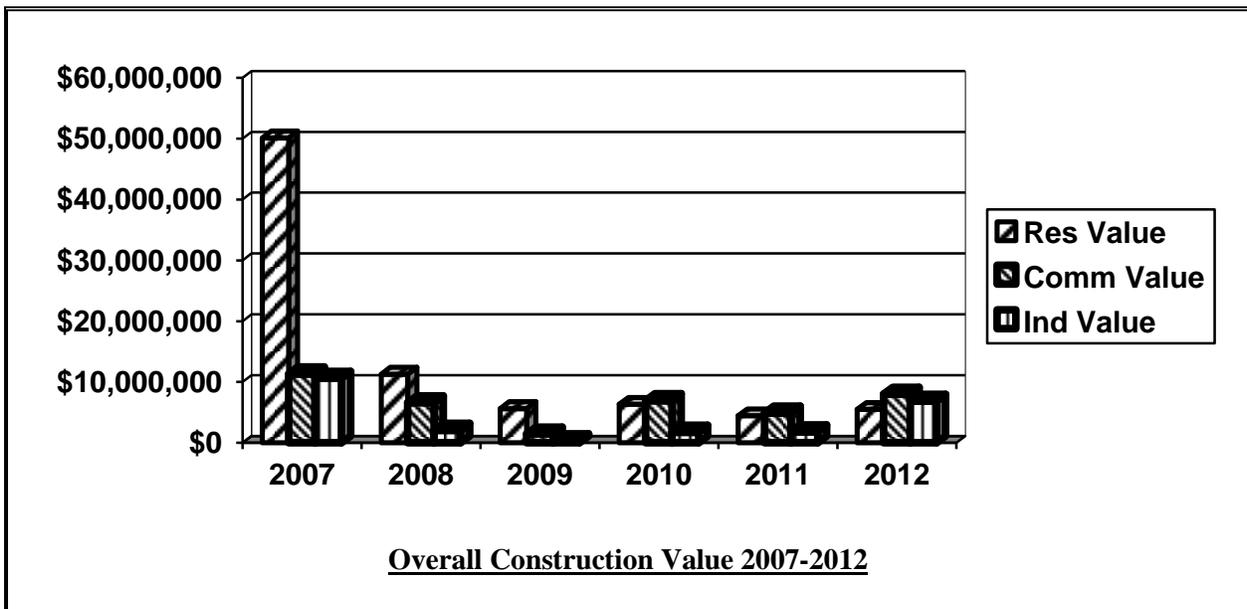
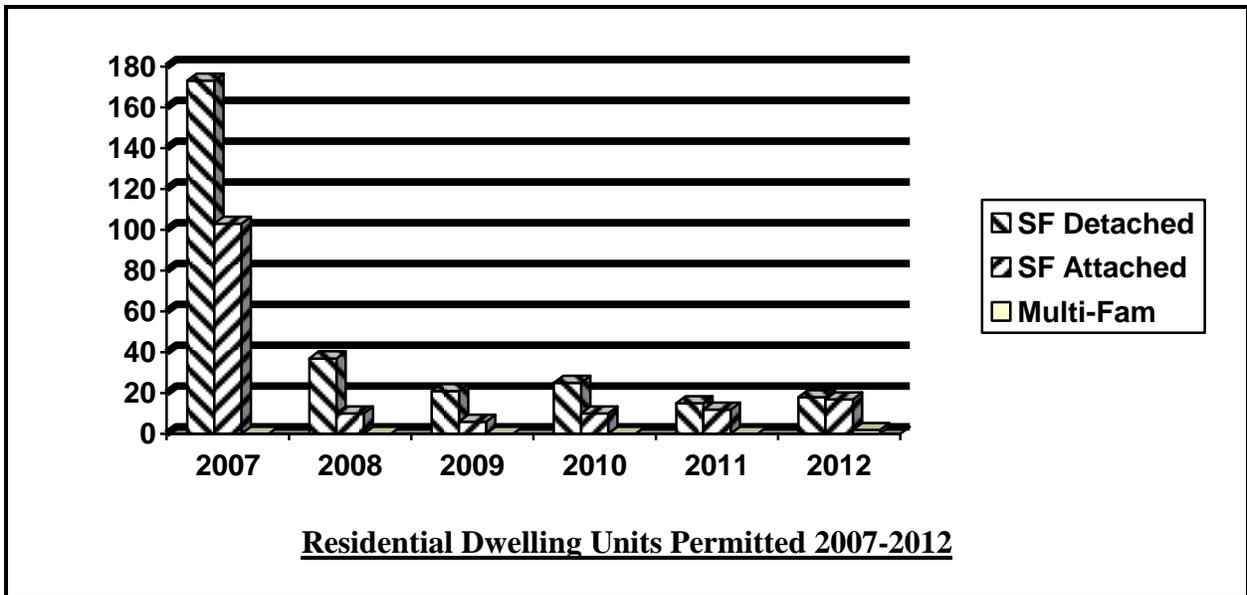
**DEPARTMENT OF COMMUNITY & ECONOMIC
DEVELOPMENT FY13/14 BUDGET**

Attached for your review and approval is the proposed FY13/14 budget for the Department of Community & Economic Development.

The FY12/13 Department of Community & Economic Development Budget reflects the ongoing economic challenges that have impacted both the City of Woodstock and the entire country for the past five years. Construction and development activity during the past year has remained at low levels and the majority of new commercial and industrial construction activity has, with few exceptions, been comprised of remodeling projects and the upgrading of existing facilities. The new Panera Bread restaurant and the Advance Auto Parts store are the exceptions.

The number of permits for new residential construction has remained similar compared to previous years, with most new dwellings being built in only three developments (*Sweetwater, the Maples at the Sonatas, and Prairie Terrace*). Because of a variety of factors, including a surplus of both new and existing homes for sale, lower home values, and more rigorous requirements for obtaining mortgage financing, housing demand remains slow and housing starts continue to remain low. The majority of residential building permits issued by the Department have been for remodeling, accessory structures, service upgrades, and additions.

Several residential development projects remain inactive, while a number of development firms were unable to adapt to a changing economic climate and no longer exist. The following tables provide a graphic depiction of new residential construction activity and overall construction value in the City for the previous six years. Because of Federal and State reporting requirements, the data collected and reported by the Department is organized on a calendar year basis, rather than according to the City's fiscal year.



As with residential building activity, most of the Woodstock’s commercial and industrial permits have been for remodeling and expansion, such as the work done at Burger King, Jewel-Osco, BBQ King, Rosatis Pizza, the Classic Cinemas theatre expansion, La Placita Restaurant, Habitat for Humanity ReStore, the DCFS office expansion, and Catalant Pharma Solutions. The construction of the Panera Bread restaurant and the new Advance Auto Parts store are obvious exceptions.

The slow rate of building and development activity which has continued over the past 5 years in the City, as well as in other municipalities, is likely to continue as the economy remains uncertain and the housing market struggles. In 2013 the pattern depicted in the above tables are expected to be similar as the economic uncertainty continues and the housing market attempts to

absorb surplus lots and residences. The amount of development activity will continue to have a direct impact on the building, planning, zoning, and inspection activities of the Department. Despite this and to meet these challenges, the Department will continue to focus its activities on responding to the needs of the community and the demand for services.

Throughout the past year and to more efficiently and fully utilize the abilities and talents of departmental personnel, the Department engaged in a number of significant activities. These are in addition to normal day-to-day tasks and include:

- Assisted the new owner of the undeveloped portion of Apple Creek Estates regarding the use of existing model homes on Route 47 and Lucas Road for training exercises by the Woodstock Fire Rescue District. Also met with representatives of the owner and the US Army Corps of Engineers concerning the completion of outstanding wetland mitigation and improvement requirements.
- Enhanced and improved the Administrative Adjudication and Code Enforcement procedural and software programs. Implemented a payment plan program for individuals required to pay fines and court costs.
- Continued the implementation of the Downtown Facade Improvement Grant Program in conjunction with building plan review and inspection activity for several new and renovated businesses in the downtown area.
- Reviewed and approved plans and procedures for the expansion of the Classic Cinemas theatre on Main Street. Established measures to accommodate construction traffic and the delivery of materials to the site without inconveniencing business owners or having to close Main Street. Arranged for the City to acquire a proposed pedway site connecting Main Street with the municipal parking lot on the east side of Throop Street and coordinated infrastructure work on Main Street to be done prior to major work on the expansion site. Departmental personnel will continue to provide building inspections and construction activity oversight for this project.
- Implemented an essential maintenance and upkeep program for the Old Courthouse on North Johnson Street, and assisted the Public Works Department with the demolition of the garage structure at the rear of the site and with the installation of water main and service improvements. Department staff members have engaged in site monitoring and maintenance, as well as historic research and documentation pertaining to the site. Additional work involved the review of preliminary plans for the restoration of the dome and limestone entryway steps, and several projects relating to the stabilization and preservation of the existing exterior and interior features and the building's infrastructure, including:
 - Temporary repair of roof features, soffits, downspouts, the dome, and the front steps.

- Remediation of pigeons and cleaning in the Old Courthouse dome and attic.
 - Demolition and removal of rotted floors and wall partitions in former boiler room on west side of Old Courthouse.
 - Restoration of heat and electricity to building, repaired and replaced air conditioning units and ducts, and installed functional fire alarm panel.
 - Removal of deteriorated and unsafe garage structure on west side of site.
 - Removal of leaking water service and installation of new water service and service for future fire suppression system.
 - Cleanup and demolition in basement of Sheriff's house.
 - Repair of rotted valley rafters in Old Courthouse attic and stabilization and reinforcement of falling courtroom ceiling
 - Removal of exterior awning and nuisance plantings on front of structure.
- The Department continues to provide plan review and inspection support for the Village of Richmond and was reimbursed for the cost of this activity. The City received over \$7,200 in payment for over 100 hours of plan review and inspection services during the 2012 calendar year. Building Inspector Rob Walkington also continued providing building and custodial services for the Woodstock Library in order to reduce costs pertaining to the hiring of an outside firm to do this and to more quickly and efficiently respond to the Library's needs. Approximately 18 hours per week are devoted to addressing the Library's service and maintenance needs.

The consolidation of the Department of Business Development into the Department of Community Development in FY06/07 continues to generate a coordinated and efficient building and development review and approval process. This action has yielded increased protection of the health, safety, welfare of the City, and an improved and higher quality of life for our residents and property owners. As mandated by the City Manager, it has also enhanced the customer service efforts of departmental personnel. This continues as a result of the ongoing development and implementation of the City's ordinances and policies, especially those concerning the enforcement of building and construction regulations, zoning and nuisance code compliance, land use approvals, business retention and recruitment, and the expansion of Woodstock's tax base. Nevertheless, even with the duties and tasks discussed above, it is expected that a slow building and development climate will continue to impact the activities and responsibilities of the Department.

In response to fiscal concerns confronting the City in FY08/09, the Department of Community & Economic Development reduced its operating budget through the vacancy and freezing of two full-time positions (Clerical Support and Economic Development Coordinator), as well as through reductions to other operating expenses. These actions resulted in a mid-year decrease of \$63,700 or 9% in the amount budgeted for FY08/09. This was in addition to the 8.1% decrease in the Department's budget from FY07/08 to FY08/09.

In FY09/10 the approved budget was \$637,200, which represented an additional reduction of \$62,053 or 8.1% when compared to the budget amount for FY08/09 and a decrease of \$9,100 or

1.3% when compared to the FY08/09 mid-year decrease. The FY10/11 budget of \$600,000 represented additional reductions in departmental expenditures. Part of this decline was been due to the transfer of roughly \$12,000 from the Library Building Fund to the General Fund CIP to offset costs for a Building Inspector assigned to the Woodstock Public Library to coordinate building maintenance and custodial activities. The approved budget for FY11/12 was also \$600,000 or the same as the budget amount for the previous fiscal year. For FY12/13 the budget was \$600,000, although it is anticipated that the Department will end FY12/13 under the budgeted amount with projected expenditures of \$581,000. This is due in part to the departure of the former department director and the hiring of a new Director.

In an effort to meet the continued financial limitations facing the municipality, the budget amount proposed for FY13/14 is \$596,000, an increase of \$6,000 or 1% from the FY12/13 budget. The proposed amount allows the Department to provide enhanced services to the community and emphasize business recruitment activities, while at the same time accommodating projected salary increases.

Besides maintaining the budget at or near previous amounts, the Department continues to ensure that quality services are delivered to City residents and property owners despite ongoing economic challenges. The FY13/14 proposed budget emphasizes activities directly related to furthering the goals and priorities established by the City Council. The FY13/14 Department of Community & Economic Development budget will continue addressing many of the recommendations set forth in the Vision 2020 Statement. These are discussed below:

- Facilitating the development of a diverse range of housing opportunities throughout the community which will provide a stable economic foundation to support the local school system. In FY13/14 the Department will continue to address this recommendation by ensuring that the City's residential housing stock is based on comprehensive land planning principles and that opportunities for varying densities of future housing development are provided. The Department will remain cognizant, however, of the high percentage of rental housing in the City and the preference by the Plan Commission and City Council for an increase in the number of owner-occupied dwelling units. Activity regarding the City's housing stock will focus on Woodstock Christian Life Services, doing business as Hearthstone Communities, and the second phase of its duplex replacement program. Other activity will focus on additional housing units at Sweetwater and at the Maples at the Sonatas project.
- Ensuring that new housing, commercial and industrial developments take into consideration and emphasize green space and environmental sustainability. During the past fiscal year, the Department emphasized the benefit to property owners and the desire on the part of the City for the use of "green" building and development practices, and encouraged the use of LEED certified building and construction technologies. Department personnel also encouraged builders to consider using sustainable development practices in their projects, and referenced recommendations in the Woodstock Environmental Plan 2010. State of Illinois energy code requirements, applicable to all municipalities, were also enforced for

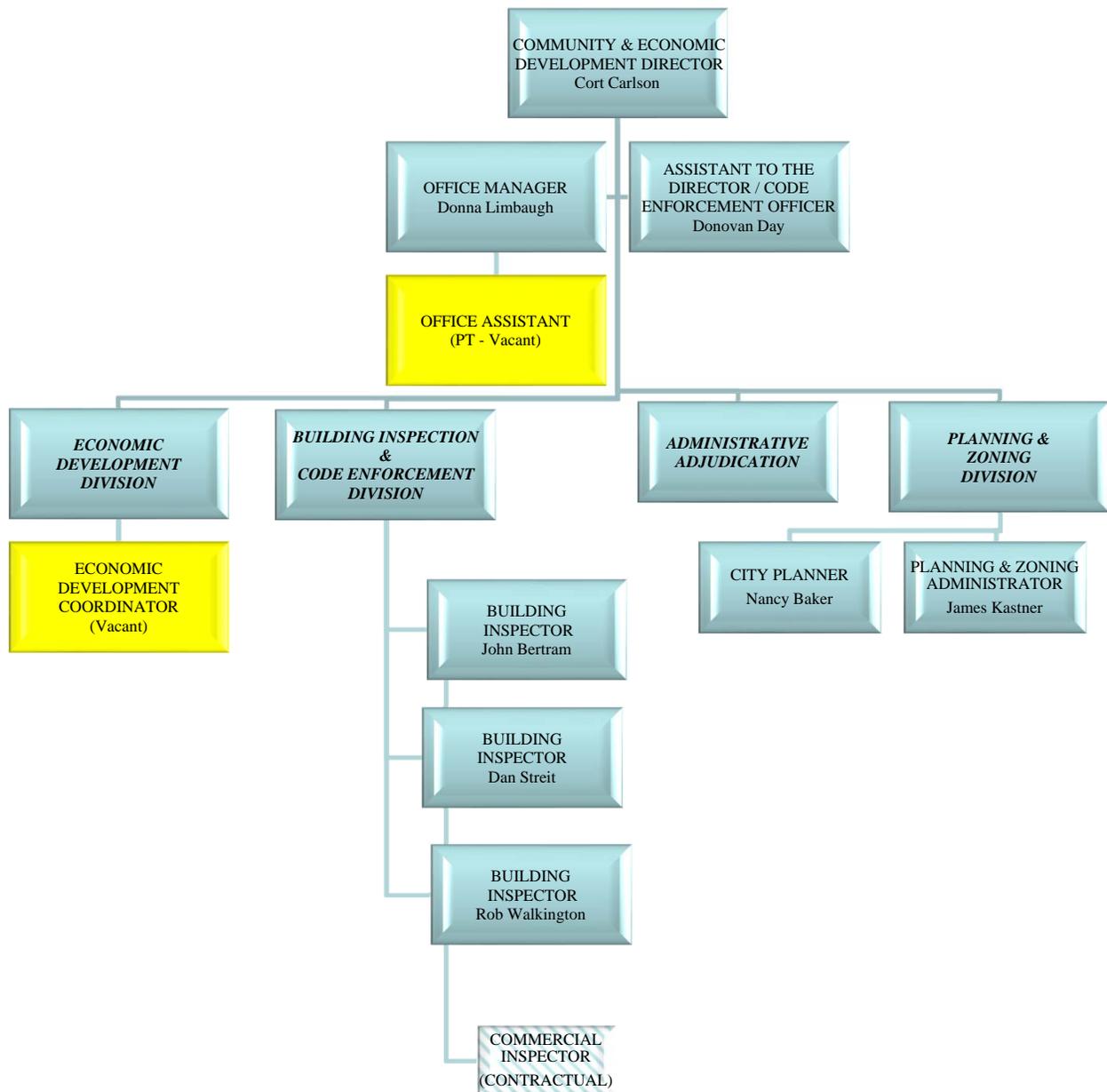
new and substantially upgraded buildings. These efforts, as well as reference to the City's "green infrastructure and buffer zone plan", will continue.

- Maintaining a strong commitment to the protection of natural resources through responsible stewardship characterized by strong city planning and sensible annexation practices. The Department will continue to acknowledge this in FY13/14 by recognizing sections of the community and surrounding areas which are important natural resources and ensuring they are protected from the potentially negative impacts of future development. Ongoing efforts will continue to make residents and land owners aware of Woodstock's emphasis on conservation design, tree preservation, and natural resources protection. The Department will also keep referencing the Woodstock Environmental Plan 2010, as well as the proposed "green infrastructure and buffer zone plan" which is expected to be conveyed to the City Council during FY13/14. Work with local conservation and environmental groups, including the Land Conservancy of McHenry County and the McHenry County Conservation District, will continue and will emphasize these priorities.
- Pursuing innovative sources of funding to preserve and maintain the historic character of significant buildings and the Square. In FY13/14 the Department will continue to acknowledge this recommendation by advising the City's residents and property owners within the downtown area of the fiscal benefits that they can realize by preservation activities. The Department will also continue to implement the Downtown Facade Improvement Grant Program which provides cost sharing opportunities for exterior elevation improvements for downtown buildings. In addition, the Department will continue to investigate funding opportunities for the stabilization and rehabilitation of the Old Courthouse site.
- Promoting commercial and industrial development opportunities which offer a variety of employment opportunities for all worker age groups and skill levels, support strong workforce development partnerships, and result in growing, sustainable property and sales tax revenues. In FY13/14 the Department will continue its proactive business retention efforts. Despite a less than positive economic climate, departmental efforts will continue to emphasize sustaining the existing tax base and engaging in business attraction efforts to expand the tax base and maintain employment opportunities. Businesses which complement existing commercial and industrial uses will be encouraged to consider locating in Woodstock. This has occurred during the past year regarding outlots adjacent to the Kohl's site, outlot sites at Country Club Shopping Center (*Route 47 and Country Club Road*), the former K-Mart site, and lots in Cold Headers Industrial Park. This activity will include the continued surveying of existing businesses to identify their needs and targeting new complementary businesses for location in the community.

The Department looks forward to FY13/14 in terms of both residential and commercial/retail activity in the community. In addition to ongoing residential building activity occurring on the northeast side of Woodstock, the expansion of the Classic Cinemas theatre should be completed

by the end of the current fiscal year and it is anticipated that the expansion of Rosatis Pizza will be starting prior to the start of FY13/14.

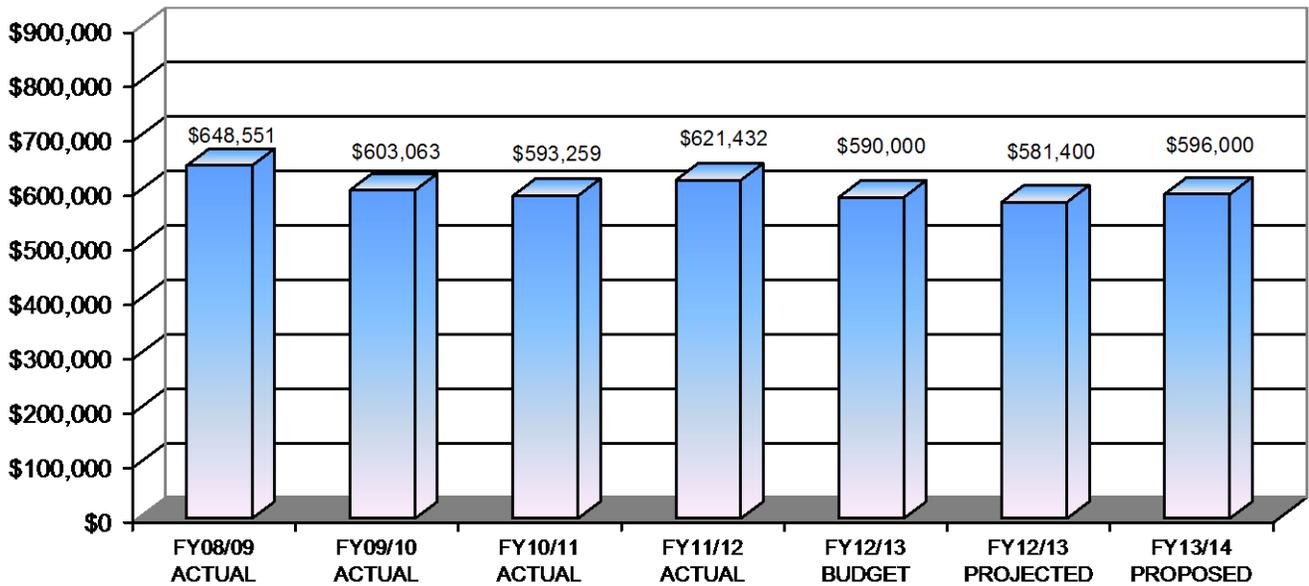
COMMUNITY & ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



2013

COMMUNITY and ECONOMIC DEVELOPMENT DEPARTMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Community & Economic Development Director	1	1	1	1	1	0
Assistant to the Director/Code Enforcement Officer	1	1	1	1	1	0
Planning and Zoning Administrator	1	1	1	1	1	0
City Planner	1	1	1	1	1	0
Economic Development Coordinator	0	0	0	0	0	0
Office Manager	1	1	1	1	1	0
Building Inspectors	3	3	3	3	3	0
Commercial Inspector (Contractual)	1	1	1	1	1	0
Office Assistant (PT)	0	0	0	0	0	0
TOTAL FULL TIME	8	8	8	8	8	0
TOTAL PART TIME	0	0	0	0	0	0
TOTAL CONTRACTUAL	1	1	1	1	1	0

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
BUDGET COMPARISON**



**DEPARTMENT OF
COMMUNITY & ECONOMIC DEVELOPMENT**

**FY12/13
HIGHLIGHTS & ACCOMPLISHMENTS**

The Department of Community & Economic Development is comprised of the following three divisions: Building Inspection & Code Enforcement, Planning & Zoning, and Economic Development. Its overall mission is to protect, promote, and enhance the health, safety, welfare, and quality of life of Woodstock's citizens, property owners, visitors, and business interests, through the development and implementation of the City's adopted ordinances and policies, particularly those pertaining to the enforcement of building and construction codes, zoning and nuisance code compliance, land use development approvals, business retention and recruitment, and expansion of the local tax base.

The following are highlights of the Department's accomplishments, across divisions, for FY12/13.

Customer Service

1. Ongoing efforts continued regarding the implementation and enhancement of permitting, inspection, and nuisance tracking functions were completed. Software for these functions was "fine-tuned" to create greater efficiency and responsiveness to customer inquiries regarding permit status, scheduling, inspection results, code enforcement visits, and nuisance abatement activity.
2. The process to digitize and store final plat documents in electronic format were continued, thereby reducing the need for additional storage space, and allowing these documents to be copied and electronically distributed without the time and expense involved in using "snail mail". Started same process for surveys and easement documents stored in the Department's archives.
3. Revised and updated changes and updates to demographic data and information included on the City's website and handed out to the public. When information from the 2010 Census became available, it was also used and included on the website and in departmental handouts. This ensures that such information is relevant and up-to-date and that it can be used by the public.

Building Inspection & Code Enforcement

4. The City's back-flow prevention device inspection and certification program continues to be conducted for all applicable properties in the City by Woodstock's Plumbing Inspector (*who is also a State certified cross-connection control device inspector*). During the past year, over 544 inspections were conducted throughout the City and over \$40,500 in inspection fees were generated for this activity. The Department maintains an upgraded software program to keep a record of inspection

and certification activity, and to schedule required necessary visits. In addition, the backflow prevention inspection and certification program was improved with the application and use of enhanced software which facilitated on-line scheduling and record keeping. These activities will continue to ensure that Woodstock complies with State Plumbing Code and Illinois Department of Health requirements pertaining to public water systems.

5. Generated over \$7,200 in reimbursement payments for inspection and plan review services provided to the Village of Richmond. Over 100 hours of review, meetings, and inspection activity were provided in order to allow Richmond to enforce its building and construction codes and regulations. This has been accomplished without any reduction in services for Woodstock's residents and property owners.
6. Department personnel investigated approximately 457 nuisance complaints and inquiries received by the City Administration from Woodstock's citizens and land owners. The majority of these were handled by the Code Enforcement Officer with assistance from other City personnel, as well as from the McHenry County Health Department and the Woodstock Fire/Rescue District. This activity involved the analysis of numerous code enforcement issues, including a variety of questions and complaints from the public regarding code compliance issues and problems. Efforts in this area include education of the public about Woodstock's nuisance laws and the need to maintain property in an acceptable and legal manner.

Planning & Zoning

7. Completed preparation of a "green infrastructure inventory and buffer plan" for Woodstock and the surrounding area. The information contained in this document includes a "buffer zone strategy" for the City and its planning jurisdiction. This task was performed with assistance from a Grand Victoria Foundation Grant, and technical support from the Chicago Wilderness Sustainable Watershed Action Team and McHenry County, and the participation of the City's Environmental Commission. It is expected to be presented to the City Council by the end of the 2013 calendar year.
8. Continued participating in efforts by the City Administration to monitor the Multi-Purpose Event Venue site, including the enforcement of gravel extraction standards and requirements, and the processing of steps and actions necessary for the construction of a proposed baseball stadium and access to it from Doty Road. Right-of-way for the extension of Doty Road to serve this site was obtained during the past year and an Intersection Design Study (IDS) was prepared.
9. Continued to administer the National Flood Insurance Community Rating Service Program. This program is administered by the Federal Emergency Management Agency and requires eligible communities to implement pro-active efforts to educate residents, property owners, financial institutions, and real estate firms on the benefits of obtaining flood insurance. It also requires that the City provide

technical assistance and guidance to individuals who experience flooding or who wish to protect their property from potential flood damage. The City, which is evaluated each year to verify that it remains in compliance, successfully completed this process in late November. Although the number of properties in Woodstock with flood insurance is relatively small (less than 30), these property owners continue to realize significant savings in their flood insurance premiums as a result of the Department's efforts.

Economic Development

10. The Department maintains portions of the City of Woodstock website, including sections related to the build permit process, economic development, and planning and zoning activities. Ongoing updates to these sections were accomplished during FY12/13, including the "Shop Woodstock" on-line directory, revised handout materials, and application forms and instructions.
11. Despite current economic conditions, the Division of Economic Development remained active in participating in business organizations and assisting in business location and expansion efforts. The Director continues his service on the Woodstock Chamber of Commerce and Industry, the informal downtown retail committee, and the McHenry County Convention and Visitors Bureau, and serves as liaison to the Economic Development Commission. The City Planner serves as liaison to the Historic Preservation Commission and coordinates the City's Facade Improvement Program in the Downtown Tax Increment Financing District. Both of these individuals, as well as the Planning and Zoning Administrator, continually provide assistance to individuals and firms considering new commercial and industrial ventures in the City or examining the expansion of existing businesses. During the past fiscal year this occurred with representatives of Panera Bread, Classic Cinemas, McHenry County Classic Cars, La Placita Restaurant, and Advance Auto Parts.
12. After acquiring the Old Courthouse property on North Johnson Street, efforts to stabilize and maintain the building commenced. Additional work involving the formulation of lease agreements and the repair of basic building infrastructure were started. During the FY12/13 an assessment of the building was made to determine the extent and a prioritized list of essential repair work. Several activities were undertaken by the City, including the replacement of deteriorated water mains, structural repairs to the roof and building, and the demolition of the deteriorated garage at the rear of the site. The City's ultimate goal continues to be the building's preservation and to then market it for redevelopment purposes.
13. Several new businesses were permitted in FY12/13, including but not limited to La Placita Restaurant, Advance Auto Parts, the Panera Bread restaurant, BBQ King, the Habitat for Humanity Restore and Rosati's Restaurant.

14. After several years of being on hold, the Woodstock Theatre expansion and remodel project began in earnest in FY12/13. Economic Development assisted with maintaining continued traffic flow on Main St. throughout the demolition, wall panel delivery, structural steel delivery and RTU delivery/install process and communicating project status with surrounding businesses. Staff was on-site to answer questions and field comments from area business owners throughout the project. During FY12/13 ED staff has been working with Tivoli Enterprises to establish a plat of dedication for the future Pedway and is working to have the plat recorded with the county. Tivoli Enterprises is working the clear up an outstanding tax payment at which time the plat can be recorded. It is anticipated that the recording will be done before the end of FY12/13.

**DEPARTMENT OF
COMMUNITY & ECONOMIC DEVELOPMENT**

**FY13/14
GOALS, OBJECTIVES,
PROGRAMS & SERVICES**

Besides the on-going building inspection and code enforcement, planning and zoning, and economic development activities implemented through the Department of Community & Economic Development, additional programs and services are being recommended for FY13/14. These will improve the services provided by the Department, generate increased customer service, enhance efficiency, and provide enhanced services to Woodstock's residents and business owners' property.

Building Inspection & Code Enforcement Division

GOAL #1: CUSTOMER SERVICE

Provide guidance and assistance to citizens, builders, and developers regarding the building permitting process and how to be in compliance with Woodstock's building codes and regulations.

Objectives:

- A. Identify and explain Woodstock's building code standards, requirements, and policies so that they can be understood by residents who are planning a building project, hiring a building contractor, preparing construction plan submittals, and/or applying for a building permit.
- B. Convey information to the building community regarding the most efficient means to move through the building plan review and permit approval process and to identify what information and materials are required by the City for both residential and commercial projects. Be available for other City personnel to provide guidance and discuss proposed building and development projects.
- C. Ensure that on-line materials pertaining to Woodstock's building plan review and inspection functions are up-to-date, complete, easily retrievable, and user friendly, and that citizens and property owners are advised and educated as to what actions and behaviors constitute compliance with the City's zoning and nuisance regulations.

- D. Adjust inspection and code enforcement personnel schedules in order to make personnel available during a wider time range and in order to increase the amount of time that staff members are available for meetings and inspections.
- E. Promote the enhanced maintenance and rehabilitation of existing structures, including those used for both housing and business purposes, through the implementation of various public education/information programs and procedures.

FY13/14 Programs & Services:

1. Provide Opportunity for 24/7 Customer Service.

In part because of the ongoing decline in housing activity and in an effort to be more responsive to local service requests, the Department will consider providing its services outside of normal business hours. On a number of occasions during the past fiscal year, the departmental staff members were called out on holidays, Saturdays, and during late evening hours to respond to emergency situations involving the safety and integrity of structures in the City. This will continue in FY13/14 and efforts will also be made to create the ability to access information and application materials from the City's internet website for 24/7 service. It will also include making specific staff available during non-working hours and weekends on an "as-requested basis" to provide inspection services or to meet with the public. This has been done in the past for individuals engaged in "weekend projects" where an inspection is needed to allow a project to move forward. This will provide an additional convenience to residents and homeowners who are engaging in their own "do-it-yourself" activities.

2. Continue Electrical Testing and Licensing Program

The Department will maintain its electrical testing and licensing program for electrical contractors. During FY12/13, over 36 individuals applied for and tested for a City of Woodstock Electrical License and received a license which authorizes them to work as an electrician throughout the State (*except for the City of Chicago*). The City currently issues over 350 licenses a year and in addition to receiving \$3,600 in testing fees, collects approximately \$25,000 in license renewal fees.

3. Enhanced Informational Handout Materials.

During the past year, special use permit, miscellaneous permit, and temporary use permit applications and handout materials were updated. During FY13/14 the Department will continue this task and be adding to its informational handout materials. Topics such as the recently effective State energy code, as well as material regarding accessory uses and structures, remodeling and build-out requirements, and permit inspection standards will all be addressed.

GOAL #2: DEVELOPMENT REVIEW & BUILDING CODE COMPLIANCE

Initiate and complete the review and approval of building plans in a timely manner and in accordance with City policies and standards and ensure the protection of the public welfare through compliance with building codes.

Objectives:

- A. Improve and promote public understanding of and compliance with applicable building regulations adopted by the City.
- B. Prepare and evaluate proposed amendments or revisions to building and construction codes and policies, and provide recommendations regarding their adoption by the City Council.
- C. Complete the initial review of building plans and permit applications for new construction activity within specific time deadlines established by the City. Ensure that responses to builder or contractor plan submittals are timely and provide applicant with appropriate feedback for revision and resubmittal.
- D. Provide citizens, builders, and contractors with input regarding plan review reports and building code standards, and explain various options for meeting code requirements.

FY13/14 Programs & Services:

1. **Review Building/Development Plans for Specific Projects and Conduct Required Building and Site Inspections.**
As building projects are proposed and construction activity commences, it is anticipated that projects occupying a major portion of the Department's time during FY13/14 will include additional residential dwellings anticipated as part of Woodstock Christian Life Services redevelopment activities, and in the Maples at the Sonatas development and the Sweetwater Subdivision.
2. **Richmond Plan Review and Inspection Services**
Inspection personnel will continue to provide plan review and building inspection services to the Village of Richmond on an as-needed basis. During the past year, this has been accomplished without any loss or decline in services to Woodstock. Opportunities for providing similar service to other communities in the area will be considered if the opportunity arises and if current departmental staff can accommodate additional obligations outside the City.

3. Backflow Prevention Inspection & Certification Program.

This program began during the end of FY11/12. During FY12/13, it was upgraded and fine tuned by implementing a computerized scheduling and billing module. In FY13/14 efforts will be made to coordinate inspection and certification visits with ongoing building inspection activities in order to make more efficient use of staff time. This will ensure that backflow inspection and certification activities do not interfere with other essential inspection duties.

GOAL #3: INSPECTION & NUISANCE ABATEMENT

Provide guidance to construction professionals and make regular visits to development sites to verify that building and construction activities are being carried out in accordance with applicable building codes, regulations, and policies. In addition, ensure that properties in the City meet environmental and safety standards and comply with Woodstock's nuisance and zoning regulations.

Objectives:

- A. Provide required inspections at building and construction sites when requested by builders or contractors and within established periods; coordinate inspection activities and visits in order to increase efficiency and effectiveness of inspection personnel.
- B. Ensure that builders and contractors have up-to-date materials and information regarding improvements required with each inspection.
- C. Inform builders and contractors of inspection results and findings in a timely manner, and be available to address questions or concerns generated as a result of such inspections.
- D. Receive requests from the public regarding potential non-compliance with the City's zoning and nuisance regulations; conduct inspections of properties of alleged non-compliance; and, provide guidance to citizens in addressing confirmed non-compliance situations.

FY13/14 Programs & Services:

1. Revise Nuisance Tracking and Remediation Protocols and Procedures

Upgrading the Department's computer program for tracking and monitoring code violations and nuisance complaints began in early FY12/13 and will continue into FY13/14. This is an on-going process which will allow the Code Enforcement Officer and other departmental staff to revise and enhance procedures and to develop specific standards for organizing the various violations and nuisances handled by the Department. This activity will continue throughout the year and will create greater efficiency in the

tracking of nuisance complaints/violations and responses to resident and property owner inquiries.

2. Improved Code Enforcement Efforts.

As a result of increased participation by all Department personnel, as well as by the Woodstock Fire Rescue District and other City departments, the Department will continue to provide enhanced enforcement of the City's building, fire safety, and nuisance regulations. With additional participation by WFRD personnel and the use of the Administrative Adjudication process, a quicker and more efficient response to code violations and nuisance complaints has been achieved and will continue, along with greater fire code and safety compliance.

Planning & Zoning Division

GOAL # 1: CUSTOMER SERVICE

Respond to inquiries and requests from the public and the development community with accurate information, guidance, recommendations, and suggestions in an efficient, timely, and professional manner.

Objectives:

- A. Respond to public inquiries for information and service requests within time parameters established by the City Manager.
- B. Ensure that educational and procedural handout materials distributed by the Department, including those pertaining to regulations, procedures, development standards and application requirements, are accurate, up-to-date, and understandable.
- C. Engage in follow-up contact with members of the public and development community to ensure that requests for information have been satisfactorily addressed.

FY13/14 Programs & Services:

1. Maintain Awareness of Local Planning Documents and Priorities.

In response to public inquiries, departmental personnel continue to promote the goals, priorities, and objectives of the City's comprehensive planning documents. As part of this task, the need to acknowledge the natural environment and to take natural features and characteristics into account when considering the design and use of new projects will continue to be emphasized. This will also include describing the advantages and benefits of using a conservation design approach when developing land within the City, and accentuating the City's emphasis on natural resource preservation and the establishment of buffer zones, and development that complements existing and planned transportation

features. Documents used in this activity will include the Woodstock Comprehensive Plan 2008, the Environmental Plan, and the Unified Development Ordinance, as well as various county planning and natural resource materials.

2. Scan and Digitally Store Final Plat and Survey Documents.

With the accumulation of a growing number of documents pertaining to land use proposals and development approvals, the Department will continue to electronically scan and digitize all final plat documents currently stored as “hard copies”. This will eliminate the need to find additional room and storage space, and will allow these documents to be electronically distributed without the time and expense involved in using “snail mail”. This will be an ongoing activity throughout FY13/14, and will be complemented by the electronic storage of lot and parcel surveys acquired by the Department.

GOAL #2: LAND PLANNING

Utilize the latest edition of the *Woodstock Comprehensive Plan* and other planning documents adopted by the City to maintain and enhance the long term planning efforts of Woodstock and to maintain a strong commitment to the protection of natural resources and sustainable development through responsible stewardship characterized by strong city planning and sensible annexation.

Objectives:

- A. Participate with and guide the Plan Commission during the implementation of the *Woodstock Comprehensive Plan 2008* and the City’s Comprehensive Plan maps.
- B. Prepare and present policies and ordinances that implement the planning and land use goals and objectives set forth in the City’s comprehensive plan documents.
- C. Publicize Woodstock’s comprehensive plan documents and maps, and ensure that they are easily available both on-line and as hard copies for use by the public, as well as the building and development community.
- D. Emphasize the importance of protecting natural amenities and the need to minimize the impact of land disturbing activities on environmental resources.
- E. Promote the advantages and benefits of using conservation design methods and techniques when designing and constructing new development projects.
- F. Maintain an active dialogue with neighboring communities regarding mutual concerns and support land use planning that complements regional transportation systems and natural ecosystems.

FY13/14 Programs & Services:

1. **Green Infrastructure Inventory and Buffer Plan** This task was started in late FY11/12 and the majority of it was completed in late 2012. It was facilitated with assistance provided by a Grand Victoria Foundation Grant and technical support provided by the Chicago Wilderness Sustainable Watershed Action Team and the McHenry County Department of Planning and Development. This project has also involved the participation of the Plan Commission and Environmental Commission, and is expected to be conveyed to the City Council during the early part of FY13/14.
2. **Maintain Flood Program Community Rating Services**
This is the third year that the City will be participating in the Federal Flood Insurance Program's Community Rating Service initiative. This effort requires Woodstock to implement pro-active efforts to educate residents, property owners, financial institutions, and real estate firms on the benefits of obtaining flood insurance. It also requires that the City provide technical assistance and guidance to individuals who experience flooding or who wish to protect their property from potential flood damage. The City is evaluated each year to verify that it remains in compliance. The number of Woodstock properties with flood insurance is small; however, they continue to realize significant savings in their flood insurance premiums as a result of the Department's efforts.

GOAL # 3: DEVELOPMENT COMPLIANCE & STANDARDS

Maintain and enhance the short term and immediate planning efforts of Woodstock through the implementation of the Unified Development Ordinance (UDO), by providing development review and approval services in an efficient and timely manner, ensuring compliance with Woodstock's appearance, site engineering standards, and implementing high quality development priorities when processing individual development projects.

Objectives:

- A. Ensure that up-to-date information regarding the private development approval process required by the City is available both on-line and in a hard copy format for public use.
- B. Initiate individual site development review and approval processes by communicating the City's procedures and standards to citizens, builders, and developers and explain to developers and property owners the development approval process and Woodstock's submittal requirements.
- C. Coordinate review activities with property owners and developers, the Department of Public Works and the City Manager so that the City's recommendations regarding new

development activity is coordinated, unified, and in compliance with Woodstock policies and priorities.

- D. Emphasize the importance of high quality growth and development that is attractive in appearance and historically and environmentally sensitive; and review new development to ensure that it is compatible with the natural and built environment and enhances the City's economic base.
- E. Encourage high quality architectural design and a mix of diverse architectural styles and materials, which emphasizes the City's identity and reflects Woodstock's commitment to aesthetically pleasing, high quality, and traditional building design and appearance.
- F. Implement and apply the specifications and criteria set forth in Woodstock's adopted appearance review guidelines and standards, including those set forth in the "*Project Review Regulations and Standards*" and the "*Design Review Guidelines for Properties in the Downtown Business Historic Preservation District*" publications.
- G. Process land use approval requests, including those pertaining to both residential and business development, in an efficient and timely manner and within established periods and in accordance with Woodstock's appearance review standards and quality guidelines.
- H. Utilize design methods and construction techniques for public improvements that take into account the natural environment and contribute to the conservation of natural resources.

FY13/14 Programs & Services:

1. **Review and Provide Administrative Approvals for Development Activity.**

Although formal submittals for the approval of new development have declined, Department members continue to meet with landowners, developers and other interested parties regarding proposed development activity. Staff will review and provide comments regarding proposed development activity prior to formal submittal before the City Administration, Plan Commission, Historic Preservation Commission, and City Council. This will allow an applicant seeking development information and approval to have a better understanding of the City's policies, requirements, and expectations, and will ultimately result in an expedited and more efficient review and approval process.
2. **Monitor US Route 14 Multi-Purpose Event Venue Activities.**

The Department will continue oversight and monitoring activities pertaining to the proposed multi-purpose venue site on US Route 14 and Lily Pond Road. Departmental personnel, in conjunction with the Department of Public Works, will process and evaluate the northerly extension of Doty Road into the site and its use for access to the baseball stadium location and to other development areas within and next to the subject property. Although activity at the gravel extraction site has slowed, monitoring of it will also continue so that compliance with the approved special use permit can be verified.

3. **Continue Efforts for Maintenance of Old Court House site.**

Departmental staff will be engaged in several activities regarding the maintenance and upkeep of the Old Court House property which was acquired by the City in December 2011. The Director will be overseeing maintenance and stabilization activities, including masonry and window repair and restoration, and restoration of the roof and dome. The goal of the City remains to stabilize the structure, create an ongoing maintenance program, and make it suitable for private sector use and redevelopment.

4. **Ensure Timely Plan Review and Inspection Process for Woodstock Theatre Project.**

As the expansion and renovation of the Woodstock Theatre continues it will be imperative for the Department to continue to provide plan review and inspections as needed and in a timely manner in order to keep the project on schedule as much as is in the control of the City. Much of the emphasis in FY13/14 will be in the restoration of the historic theatre building and will include electrical, demolition, construction, plumbing and fire suppression reviews, permitting and inspection.

Economic Development Division

GOAL #1: CUSTOMER SERVICE

Maintain and convey up-to-date population, income and other market demographics about Woodstock to residents, existing businesses and/or new businesses interested in locating in the community.

Objectives:

- A. Collect data from a variety of local, state and national sources which highlight Woodstock's population and market trends.
- B. Synthesize and summarize population and market data and organize this information in a useful and understandable manner.
- C. Publish population and market data via memorandums, reports, brochures and the City's internet website.

FY13/14 Programs & Services:

1. **Update Demographic Information and Community Profile Materials.**

The Economic Development Division will revise current demographic data and information which is included on the City's website and also handed out to the public. Information from the 2012 Economic Census (*initial data available in December 2013*), as well from various business and retail reporting agencies and institutions, will also be

used and included on the City’s website and in departmental handouts as it is updated and becomes available. This will be done to ensure that the information is relevant and up-to-date. This material will also be used to augment the Annual Development Report prepared with assistance from the Finance Department and will be used to identify quantitative and qualitative outcomes for commercial and industrial development activities within the community. The information will also be “packaged” and made available to existing businesses and businesses considering locating in Woodstock.

2. Cooperative Partnerships.

In FY13/14 the Economic Development Division will continue its efforts to strengthen and establish new cooperative relationships with local, regional, state and national economic development partners. These relationships are especially important in light of current economic conditions and to ensure that Woodstock is well-positioned to understand and benefit from existing and future elements of continued economic development growth in the community.

3. On-line Shopping and Business Directory

Departmental staff will be enhancing the City’s website by continuing to solicit additional local participation in the online “shopping and business directory”. This is provided at no cost to the City and offers local businesses interactive exposure on Woodstock’s popular website. Businesses will continue to have the ability to voluntarily register on our website, thereby allowing residents to obtain and download information about these businesses according to business name, type, and category. This task will be conducted on an ongoing basis throughout FY13/14.

GOAL #2: BUSINESS RETENTION AND ATTRACTION

Improve Woodstock’s economy to ensure a vigorous local business climate; ample employment, qualified workforce; business and investment opportunities for all our customers; and a tax base that is sufficient to meet the needs of the City, its residents and other customers.

Objectives:

- A. Build and maintain partnerships with local, state and national economic development stakeholders through informal and formal meetings, workshops, conferences and professional development seminars.
- B. Coordinate with other municipal departments to clarify the development process for existing and new businesses to ensure that business expansions and/or locations can occur in the most efficient manner possible.

- C. Implement strategies and programs (such as business visitation surveying and site selection) to identify the needs of existing businesses to ensure that these businesses can remain and expand in Woodstock.
- D. Take efforts to identify deficits in the local commercial/retail and industrial market and develop and implement strategies that will promote the community and attract new businesses to Woodstock.

FY13/14 Programs & Services:

1. **Engage in Business Retention and Support Efforts.** The City will continue to implement its Business Retention Survey Program whereby meetings are held with existing businesses on a regular basis. This ongoing activity acknowledges the importance of successful business ventures and how existing businesses serve as the foundation of a vibrant community and account for the vast majority of new job creation.
2. **Provide New and Updated Web Site Data.** The Department will regularly provide new information and update current content on the City's website in order to create and maintain a complete informational center for businesses and residents seeking to engage in building activity and development projects in Woodstock. Information on the web site pertaining to available land and building sites, aerial images of perspective locations, detailed property information, and statistical data, will be reviewed and, when necessary, updated. Links to other web sites that highlight or enhance the City's business resources and demographics will also be reviewed and expanded.
3. **Development Marketing**
The Department will continue its efforts to identify and contact commercial/retail and restaurant users that would be appropriate for several locations in the City. Specific demographic information will be prepared and site visits will be arranged to market available sites to these potential users. The Department will also work with local real estate firms to attract new industrial users to sites in Woodstock that are or may become available.

**FY13/14
DEPARTMENT OF
COMMUNITY & ECONOMIC DEVELOPMENT**

LINE ITEM DESCRIPTIONS

01-05-0-0000

\$596,000

SALARIES

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-05-3-401	Comm. & Economic Development Director	\$81,700
	FY10/11 Actual: \$98,280	FY11/12 Actual: \$122,961
	FY12/13 Budget: \$90,100	FY12/13 Projected: \$77,100

This line item is used to pay the salary of the Director of Community and Economic Development, who is responsible for the administrative, budget and operational oversight of the Department. This is an exempt salaried position and does not include compensation for after-hours meetings or work conducted on weekends. The salary amount requested for FY13/14 is based on the City's Wage and Classification Schedule, and reflects the departure of the former Deputy City Manager and the hiring of a new Department Director to fill this position.

01-05-3-402	Planning and Zoning Administrator	\$101,000
	FY10/11 Actual: \$100,060	FY11/12 Actual: \$101,050
	FY12/13 Budget: \$103,100	FY12/13 Projected: \$101,000

This line item is used to pay the salary of the Planning and Zoning Administrator. The FY13/14 proposed amount is based on the City's Wage and Classification Schedule.

01-05-3-404	City Planner	\$75,600
	FY10/11 Actual: \$71,212	FY11/12 Actual: \$71,918
	FY12/13 Budget: \$73,400	FY12/13 Projected: \$73,400

This line item is used to pay the salary of the City Planner. The salary requested for FY13/14 is based on the City's Wage and Classification Schedule.

01-05-3-406 Office Manager				\$50,800
FY10/11 Actual:	\$52,842	FY11/12 Actual:	\$53,350	
FY12/13 Budget:	\$49,200	FY12/13 Projected:	\$49,100	

This line item is used to pay the salary of the Department's Office Manager. The amount requested is in accordance with the City's Wage and Classification Schedule. It does not include \$5,300 which is paid from the Administrative Adjudication budget.

01-05-3-416 Building Inspectors (3)				\$194,000
FY10/11 Actual:	\$195,448	FY11/12 Actual:	\$187,674	
FY12/13 Budget:	\$190,800	FY12/13 Projected:	\$191,000	

This line item is used to pay the Department's three building inspectors. The amount proposed for FY13/14 is based on the City's Wage and Classification Schedule and continues to reflect that one of the building inspectors provides maintenance and upkeep services for the Woodstock Public Library (\$13,000). This activity is funded by the Library Building Fund. Costs for contractual commercial plan review and inspection activities are not included here, but are paid by individual permit applicants directly to a third party plan reviewer/inspection firm.

01-05-3-420 Asst. to the Director/Code Enforcement Officer				\$51,500
FY10/11 Actual:	\$40,996	FY11/12 Actual:	\$41,399	
FY12/13 Budget:	\$42,300	FY12/13 Projected:	\$49,800	

This position is responsible for addressing zoning and nuisance code violations and complaints, and also assisting the Director with administrative activities and special projects. The amount proposed for FY13/14 is based on the City's Wage and Classification Schedule.

SALARIES TOTAL \$554,600

PERSONAL SERVICES

01-05-4-451 Sick Leave Conversion				\$3,100
FY10/11 Actual:	\$3,674	FY11/12 Actual:	\$2,936	
FY12/13 Budget:	\$3,900	FY12/13 Projected:	\$3,100	

This line item is a reimbursement to employees of a portion of accumulated sick leave in excess of 100 days (with a maximum of 12 days) during the 2012 calendar year. The proposed amount reflects the current reimbursement rate of 25% of unused sick leave for these employees.

01-05-4-452 Travel and Training				\$600
FY10/11 Actual:	\$431	FY11/12 Actual:	\$385	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$600	

This line item is for professional conferences and training materials used by departmental personnel. The requested budget amount also includes funds for International Code Council (ICC) and National Electrical Code (NEC) training seminars, as well as continuing education and required training classes for building inspector and plumbing inspector certifications.

01-05-4-454 Dues, Subscriptions, Books				\$1,000
FY10/11 Actual:	\$1,286	FY11/12 Actual:	\$1,808	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$1,000	

The costs of professional memberships (*ICMA, IEDC, ICC, NFPA, National Trust for Historic Preservation, National Main Street Program, etc.*), subscriptions to professional publications, and the purchase of building and construction codes (*ICC, State Plumbing Code, NEC, etc.*) used by departmental personnel are included in this line item.

PERSONAL SERVICES TOTAL \$4,700

CONTRACTUAL SERVICES

01-05-5-501 Communications				\$2,500
FY10/11 Actual:	\$3,149	FY11/12 Actual:	\$2,672	
FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$2,500	

This line item covers the Department's cost for pro-rated local and long-distance telephone charges and communications equipment. The requested budget amount is based on previous costs.

01-05-5-502 Legal Services				\$4,000
FY10/11 Actual:	\$4,115	FY11/12 Actual:	\$12,437	
FY11/12 Budget:	\$4,000	FY12/13 Projected:	\$4,000	

Dollars in this line item depend to a great extent on the amount of development activity processed by the Department. This line item covers the cost of legal services provided by the City Attorney for the review of new development and land use proposals, ordinance preparation, legal research, and code enforcement assistance. Although much of this activity is reimbursed by individual developers, this is not depicted as part of the Department's budget. FY11/12 was unusually high due to \$8,510 in legal fees for Apple Creek Estates bond dispute being charged to this account as well as \$3,090.50 for legal review to create mobile kitchen (food truck) ordinance. The City has established an escrow account program for the

collection, tracking, and disbursement of all legal costs related to development activity. The requested amount for FY13/14 reflects this and does not include development activity costs.

01-05-5-510 Expansion/Retention Services				\$0
FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
FY12/13 Budget:	\$0	FY12/13 Projected:		\$0

In the past, this line item was used to coordinate the development of the new Kohl's store with attracting of additional users to this general location and to vacant parcels/buildings within close proximity. It is anticipated that the synergy created by the opening of the Kohl's store, as well as existing business uses in this area, will lead to interest by additional commercial, retail, and restaurant uses. The services previously provided and funded by this line item will be absorbed by other departmental functions.

01-05-5-515 Strategic Planning/Marketing Services				\$1,000
FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
FY12/13 Budget:	\$0	FY12/13 Projected:		\$0

Similar to the Expansion and Retention line item above, this line item includes proposed funds for the development of informational items/brochures and marketing/sales efforts that can be used to market specific development opportunities to users and potential sales efforts. In order to be competitive it is necessary for Woodstock to be at traditional retail recruitment marketplaces such as the recently attended Retail Live-Chicago and future ICSC regional marketplaces. A professionally designed City profile sheet would be appropriate to increase the promotional efforts of Woodstock to potential commercial developers.

01-05-5-523 Nuisance Abatement Services				\$800
FY10/11 Actual:	\$552	FY11/12 Actual:		\$545
FY12/13 Budget:	\$800	FY12/13 Projected:		\$800

This item is used to pay for nuisance abatement activities, including the mowing of vacant parcels not maintained by owners, weed and trash removal, and the removal of garbage and debris. Work in this area and money spent will vary from year to year, and is often based on weather conditions and the ability and willingness of property owners to comply with local regulations. The amount requested reflects historic expenditures for this account, the expected need for abatement action by the City, and the ability of the City to recover costs through the Administrative Adjudication Program.

01-05-5-537 Printing Services				\$2,500
FY10/11 Actual:	\$145	FY11/12 Actual:	\$2,176	
FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$2,500	

This line item covers the cost of printed materials used by the Department, including permit applications, informational and procedural guidelines and handouts, copies of the City’s comprehensive planning documents and maps, zoning and base maps, and the Unified Development Ordinance.

01-05-5-552 Service to Maintain Equipment				\$6,000
FY10/11 Actual:	\$5,221	FY11/12 Actual:	\$5,211	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$6,000	

This item covers the expense of minor upgrades and repair for the Department’s equipment, as well as electrical and mechanical testing equipment used by inspectors. The proposed FY13/14 amount also includes the cost of an annual copier maintenance contract and maintenance costs, as well as lease payments for the Department’s wide format printer.

01-05-5-553 Service to Maintain Vehicles				\$500
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$300	

This line item funds preventive maintenance on the vehicles used by the Building Inspectors, Code Enforcement Officer, and departmental staff. The amount requested for FY13/14 is indicative of the aging fleet and the anticipated maintenance costs.

01-05-5-566 Software Support				\$12,000
FY10/11 Actual:	\$8,621	FY11/12 Actual:	\$6,073	
FY12/13 Budget:	\$12,000	FY12/13 Projected:	\$12,000	

Money in this category is for the cost of specialized inspections (*elevators*) and software upgrades/updates used specifically by the Department, including the LAMA maintenance and service contract (\$8,400), Bruce Harris tax maps (\$700), Laredo property search software (\$1,200), and GIS upgrades (\$3,600). The requested budget amount reflects actual costs. This line item account is reimbursed by fees charged for annual elevator inspections.

CONTRACTUAL SERVICES TOTAL \$29,300

COMMODITIES

01-05-6-601 Postage				\$1,800
FY10/11 Actual:	\$1,503	FY11/12 Actual:	\$1,981	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,700	

This line item is used for postage expenses incurred by the Department and includes the cost of mailings to Boards and Commissions staffed by the Department. A major portion of the mailings is in regard to the renewal of electrical licenses and also for notices pertaining to backflow inspections and certification. The proposed budget amount reflects these costs and is based on historic trends.

01-05-6-601 Gasoline and Oil				\$3,000
FY10/11 Actual:	\$2,898	FY11/12 Actual:	\$3,540	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,200	

This item covers the expense of fuel for departmental vehicles. The amount requested reflects the need to visit inspection and violation sites, as well as changes in fuel costs. This amount reflects increased fuel costs, as well as additional travel time involved in administering the City's backflow prevention certification program and providing inspection services to the Village of Richmond.

01-05-6-606 Supplies				\$1,800
FY10/11 Actual:	\$2,293	FY11/12 Actual:	\$2,231	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,800	

Expenses covered in this line item include general office, printer, copier, and computer supplies. The amount requested is based on previous expenditures and reflects anticipated supply costs for FY13/14.

01-05-6-622 Material to Maintain Vehicles				\$500
FY10/11 Actual:	\$88	FY11/12 Actual:	\$891	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$200	

Dollars in this line item are used for the cost of materials and parts pertaining to vehicle maintenance, including brakes, windshield wipers, lights, tires, etc. The amount used varies based on the age and condition of the individual vehicle. The proposed amount reflects the expected need for scheduled maintenance and service work during FY13/14.

COMMODITIES TOTAL \$7,100

EQUIPMENT

01-05-7-720 Equipment				\$300
FY10/11 Actual:	\$445	FY11/12 Actual:	\$194	
FY12/13 Budget:	\$300	FY12/13 Projected:	\$300	

The proposed budget amount includes dollars for essential computer hardware, for mechanical and electrical testing equipment used by inspection personnel, and equipment needed for the backflow prevention program.

EQUIPMENT TOTAL \$300

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT TOTAL \$596,000

DATE: 02/06/2013
 TIME: 14:32:24
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
COMMUNITY & ECONOMIC DEV. EXPENSES							
SALARIES							
01-05-3-401	COMM. & ECON. DIRECTOR	98,280	122,961	90,100	49,605	77,100	81,700
01-05-3-402	PLANNING/ZONING ADM.	100,060	101,050	103,100	66,083	101,000	101,000
01-05-3-404	CITY PLANNER	71,212	71,918	73,400	47,939	73,400	75,600
01-05-3-406	OFFICE MANAGER	52,842	53,350	49,200	35,562	49,100	50,800
01-05-3-416	BUILDING INSPECTORS (3)	195,448	187,674	190,800	124,943	191,000	194,000
01-05-3-420	CODE ENFORCEMENT OFFICER	40,996	41,399	42,300	32,494	49,800	51,500
TOTAL SALARIES		558,838	578,352	548,900	356,626	541,400	554,600
PERSONAL SERVICES							
01-05-4-451	SICK LEAVE CONVERSION	3,674	2,936	3,900	0	3,100	3,100
01-05-4-452	TRAVEL AND TRAINING	431	385	500	555	600	600
01-05-4-454	DUES/SUBSCRIPTIONS/BOOKS	1,286	1,808	1,000	250	1,000	1,000
TOTAL PERSONAL SERVICES		5,391	5,129	5,400	805	4,700	4,700
CONTRACTUAL SERVICES							
01-05-5-501	COMMUNICATIONS	3,149	2,672	2,500	930	2,500	2,500
01-05-5-502	LEGAL SERVICES	4,115	12,437	4,000	1,461	4,000	4,000
01-05-5-510	EXPANSION/RETENTION SERVICES	0	0	0	0	0	0
01-05-5-515	STRAG. PLAN/MARKETING SERVS.	0	0	0	0	0	1,000
01-05-5-523	NUISANCE ABATEMENT SERVICES	552	545	800	524	800	800
01-05-5-537	PRINTING SERVICES	145	2,176	2,500	1,294	2,500	2,500
01-05-5-552	SERVICE TO MAINTAIN EQUIPMENT	5,221	5,211	6,000	3,685	6,000	6,000
01-05-5-553	SERVICE TO MAINTAIN VEHICLES	0	0	500	0	300	500
01-05-5-566	SOFTWARE SUPPORT	8,621	6,073	12,000	6,586	12,000	12,000
TOTAL CONTRACTUAL SERVICES		21,803	29,114	28,300	14,480	28,100	29,300
COMMODITIES							
01-05-6-601	POSTAGE	1,503	1,981	1,800	789	1,700	1,800
01-05-6-602	GASOLINE AND OIL	2,898	3,540	3,000	2,275	3,200	3,000
01-05-6-606	SUPPLIES	2,293	2,231	1,800	1,240	1,800	1,800
01-05-6-622	MATERIAL TO MAINTAIN VEHICLES	88	891	500	62	200	500
TOTAL COMMODITIES		6,782	8,643	7,100	4,366	6,900	7,100

DATE: 02/06/2013
 TIME: 14:32:24
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
COMMUNITY & ECONOMIC DEV.							
CAPITAL OUTLAY							
01-05-7-720	EQUIPMENT	445	194	300	0	300	300
TOTAL CAPITAL OUTLAY		445	194	300	0	300	300
TOTAL COMMUNITY & ECONOMIC DEV.		593,259	621,432	590,000	376,277	581,400	596,000

STREETS



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Dale Behm, Street Supervisor
Jeff VanLanduyt, Interim Director of Public Works

RE: **Street Maintenance FY13/14 Budget Transmittal**

Attached is the FY13/14 budget for the Street Maintenance Division of the Department of Public Works. This Division provides the costs and staff to maintain the City's streets, street lights, traffic signage, traffic signals, pavement markings, sidewalks, parking lots, storm sewers, rights-of-way, and snow removal.

Projected end of year expenses for FY12/13 of \$1,282,400 are \$122,900 (8.7%) less than the amount of the approved budget as a result of decreased staffing, expected cost savings in overtime resulting from the mild winter weather, and a savings of street lighting costs. As described in greater detail in the accompanying report, there were several personnel changes in the Street Division during FY12/13 which resulted in a significant reduction of the work experience of our staff. Even with the number of vacant positions that remained for a portion of the year and the turnover of employees, there were several important and beneficial accomplishments by the Street Maintenance Division during FY12/13 in addition to their daily duties of providing clean and safe roadways.

1. Resurfaced approximately 4.4 miles of streets which was the **largest annual street resurfacing ever approved in Woodstock**;
2. Completed annual maintenance and replacement of approximately 258,300 feet of pavement marking, crosswalks, stop bars, and turn lane markings to improve safety of both pedestrians and motorists;
3. City employees replaced 5,240 square feet of sidewalks at 37 different locations, which was more than the amount of sidewalk replacement completed the previous year;
4. Replaced or repaired 360 square feet of sidewalks at 3 different locations using contracted services;
5. Continued to provide regular cleaning of downtown streets, parking lots, and all City streets using the two street sweepers. The City collected a total of 288.6 tons of grit and debris from the streets during 2012 which prevented this material from entering the streams and waterways;
6. Employees repaired or replaced 38 storm sewers and/or storm sewer structures;
7. Utilized 160 tons of pavement patching material for the maintenance of street pavement and responded to requests from residents for pavement patching;
8. Repaired or replaced 390 traffic signs for our residents;
9. Received a total of 839 service requests from our residents;

10. Completed the annual leaf collection program for our residents and collected 5,200 cubic yards of leaves for our residents;
11. Provided essential snow removal services for the community that was based on the increased number of vacant positions; and
12. Provided extensive training for all new employees to assist with driving skills, snow plow operation, sidewalk replacement, repair of storm sewers, and necessary safety programs and skills.

The proposed FY13/14 Street Maintenance Budget request of \$1,405,300 is **the same as** the FY12/13 budget. Even with the hiring of new employees to fill some of the vacant positions, and the increase of labor costs, other cost savings and budget reductions have allowed the City to properly manage costs and to keep this budget the same during the upcoming year.

The primary goal for this Division during FY13/14 will continue to be the daily delivery of service to our residents. The Street Maintenance Division receives the greatest number of service requests from our residents and, therefore, the annual goals and objectives need to emphasize the importance of quality service delivery for the daily needs of our residents. Funds in the budget are provided to complete the required maintenance of the City's 125 centerline miles of streets including patching, street sweeping, maintenance of traffic signs, and right-of-way maintenance. Employees will continue to sweep and clean the downtown area and public parking lots. Routine activities such as street sweeping, pavement repairs, pavement markings, maintenance and replacement of street signage, and right-of-way cleaning are the activities important to our residents and must remain the focus of this division.

Some of the major projects and beneficial improvements related to street maintenance during FY13/14 include:

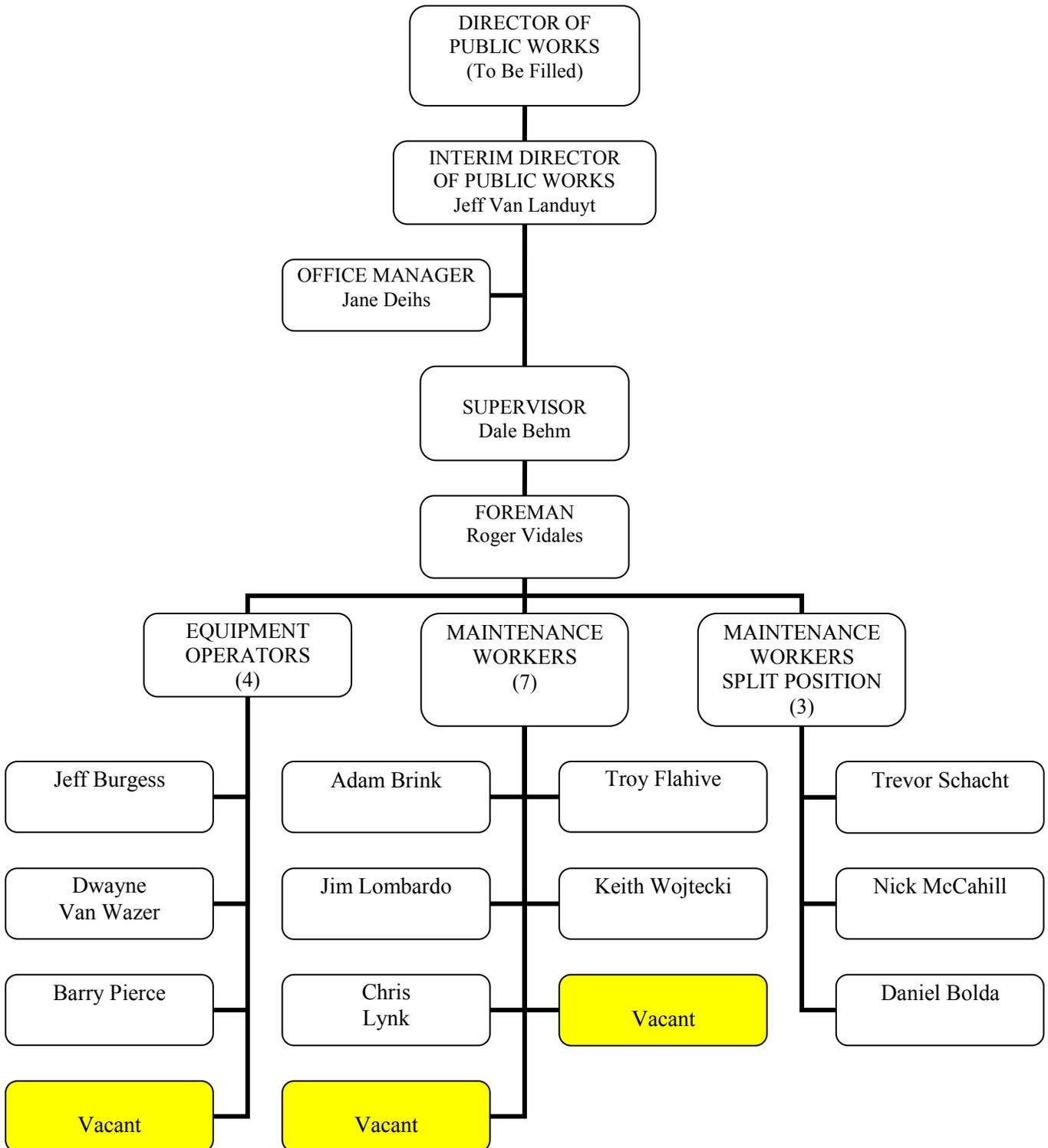
- Continued participation in the IDOT planning process for the Phase 1 design study report for Illinois Route 47 from US Route 14 to Charles Road which is scheduled to be completed during FY13/14.
- Continue planning and coordination of IDOT roadway improvements for US Route 14, which is scheduled to be awarded sometime during 2013.
- Resurfacing of one public parking lot in the TIF District.
- Continue construction of new sidewalks utilizing Safe Routes To Schools grant funds, pending approval of construction plans and final funding approvals.
- Providing funds to perform the annual street maintenance and resurfacing contract.
- Replacing and repairing hazardous sidewalks in the downtown area.
- Continuation of the program to maintain brick pavements in downtown.

- Complete storm sewer maintenance and repairs to provide normal drainage within the rights of way. A specific location proposed for storm sewer replacement has been identified for West Judd Street.
- Continue to plan and complete annual replacement of pavement marking to provide for safe use of City streets. Employees will be scheduled to complete pavement marking in some of the downtown parking lots to save costs and provide necessary service for residents that could not be completed by the contractor.
- Continue to schedule Street Maintenance employees to work on weekends to provide better service to the public on those days which will also reduce overtime costs.
- Continue to provide annual leaf collection services to the community without any direct user fee.

The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the **City's Vision 2020 Statement** as documented with the following examples:

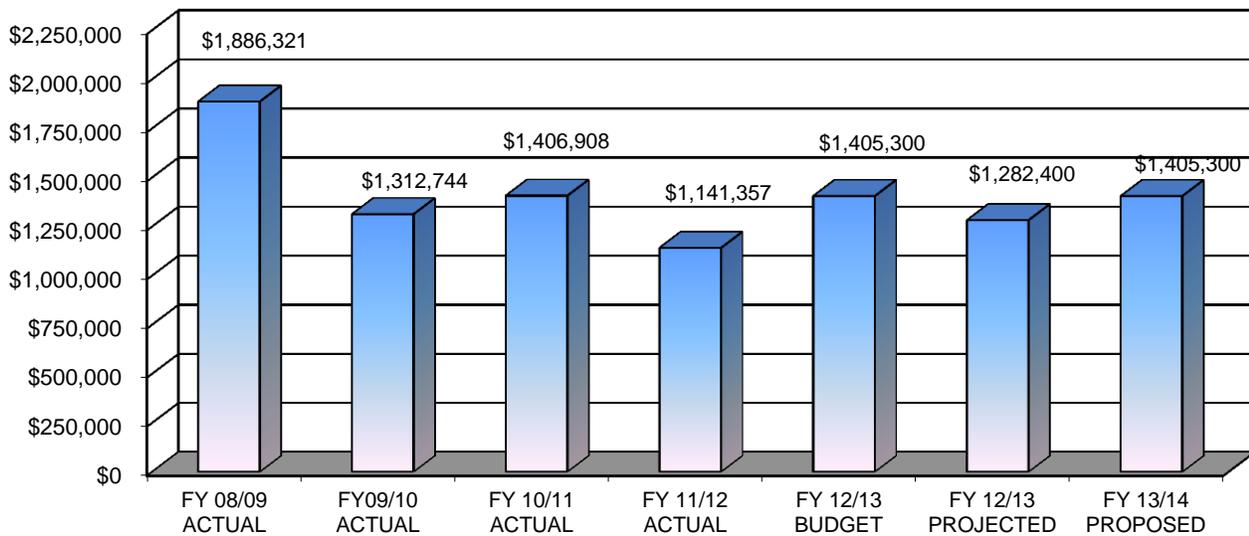
- ***Woodstock is a place to call home where street by street, our neighborhoods reflect a pride of ownership in the care of yards and homes.*** This pride of ownership starts with the City's responsibility for the proper maintenance and care of the public rights of way. During FY13/14 employees will continue to focus efforts on patching of streets, repair of sidewalks, maintenance of traffic signs, and maintenance of sidewalks as expected by our residents.
- ***In accessibility and environmental sensitivity, Woodstock will aggressively work with IDOT and county, state and federal elected officials to re-design and improve Route 47 as an efficient transportation corridor.*** The need for capacity improvement for Illinois Route 47 through Woodstock will remain a high priority for the community during FY13/14. Representatives of the City will continue to participate in the planning process for the proposed Route 47 improvements and will help shape the scope of those necessary improvements. The Mayor, City Council, and City Manager will continue to coordinate efforts with county, state, and federal officials to help manage the construction schedule and continue efforts to obtain funding commitments for this important project.

**PUBLIC WORKS
STREET MAINTENANCE DIVISION
ORGANIZATIONAL CHART**



STREET MAINTENANCE DIVISION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Supervisor	1	1	1	1	1	0
Streets Foreman	1	1	1	1	1	0
Equipment Operator	4	4	4	3	3	0
Forestry Technician	1	1	0	0	0	0
Maintenance Worker	7	6	5	5	5	0
Shared Position: Streets/Parks	2	2	2	3	3	0
Seasonal/LPT Employees	3	2	3	3	2	(1)
TOTAL FULL TIME	14	13	11	10	10	0
TOTAL SHARED POS.	2	2	2	3	3	0
TOTAL SEASONAL/LPT	3	2	3	3	2	(1)

**STREET MAINTENANCE DIVISION
BUDGET COMPARISON**



STREET MAINTENANCE DIVISION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS

The Street Maintenance Division is responsible for all maintenance, repair, and improvements to the City's streets, rights-of-way, street lights, traffic signage, pavement marking, storm sewers, sidewalks, traffic signals, and parking lots. In addition, this division provides the equipment and manpower for many of the special projects undertaken by Public Works. Normal duties will vary from routine maintenance activities such as sweeping and patching to more complete construction projects with an emphasis placed on prompt services to our residents. Following are some of the major accomplishments related to Street Maintenance activities during FY12/13:

- Continued to participate in IDOT stakeholder meetings for the preparation of the Phase 1 planning report for Illinois Route 47 from US Route 14 to Charles Road.
- Resurfaced approximately 4.4 miles of streets using funding provided through the Motor Fuel Tax fund, General Fund, and Tax Increment Financing Fund. This represented the largest annual street maintenance contract ever awarded by the City and helps to confirm the commitment to proper maintenance of City streets.
- City employees replaced 5,240 square feet of sidewalks at 37 different locations to eliminate hazardous sidewalk and improve pedestrian access and safety.
- Replaced or repaired 360 square feet of sidewalks at 3 different locations in the downtown area using contracted services to improve pedestrian access and safety.
- Completed annual maintenance and replacement of approximately 258,300 feet of pavement markings including edge lines, center lines, parking spaces, school crosswalks, pedestrian cross walks, stop bars, and turn lane markings.
- Received approval of the City's next Safe Route 2 Schools grant and began coordination and detailed design work with IDOT to construct new sidewalks on Dean Street from Prairie Ridge Drive to Kimball Avenue.
- Employees repaired or replaced 38 storm sewers and/or storm sewer structures that had deteriorated or failed to properly drain.
- Continued with scheduled sweeping of streets and parking lots to improve the appearance of the community and to keep our streets clean. Employees removed 288.6 tons of grit and debris from the City streets and parking lots which kept this material out of the streams and waterways.
- Repaired or replaced 390 traffic signs for our residents including signage for street names, speed limits, school zones, no parking zones, stop signs, warnings signs, and more.

- Received a total of 839 service requests from our residents related to a wide variety of services provided by the Street Division. Typical examples include snow removal, mail box damage, right of way maintenance, right of way cleanup, right of way drainage issues, pothole patching, signage, and more.
- Completed the annual leaf collection program for our residents and collected 5,200 cubic yards of leaves for the residents.
- Provided essential snow removal services for the community that was based on the increased number of vacant positions. Modified and updated the City's snow plan to provide essential snow removal services with several new employees. Continued to provide snow removal services with overall goal of reducing the amount of salt used and to reduce overtime costs.
- Completed the third year of the on-going program to repair brick pavements around the Square.
- Hired four new employees in Street Division and three new employees who share time between Streets and Parks to provide proper staffing necessary to serve the community. Initial training for each of these employees was completed during FY12/13 with an emphasis on safety and snow removal operations, and those training efforts will be continued during 2013.

**STREET MAINTENANCE DIVISION
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide prompt, professional, and efficient customer service to all residents, motorists, and pedestrians.

Objectives:

- A. Respond to service requests from residents, motorists, and pedestrians within 24 hours.
- B. Provide information to residents in advance, when possible, for construction and maintenance activities.
- C. Provide information on a regular basis to the general public regarding services offered by the Street Maintenance Division and general activities that will be of interest to the public and motorists.
- D. Identify and implement management practices to improve service to residents including snow removal, leaf collection, signage maintenance, and pavement maintenance activities.
- E. Provide labor and equipment to support community events including temporary signage, barricades, sweeping of streets, electrical service, and general cleanup.

FY13/14 Programs:

1. Street Maintenance Division employees will be asked to focus on the importance of completing routine maintenance and cleaning as a means to anticipate customer needs and to focus on the prompt response to requests that are received. Employees will be asked to respond to all service requests received within 24 hours and to then keep the customer informed of the action that will be taken and the schedule for completion.
2. Communication with our residents is one of the critical aspects of good customer service, and a greater emphasis will be placed on communication during the upcoming year. The Street Maintenance Division will be asked to provide regular information to the general public through the City Web site, City Manager's Newsletter, and other means to inform the public about street activities of interest.
3. At all times, Street Maintenance employees will be expected to perform their duties and provide services to our residents in a professional and friendly manner.

Goal #2: Maintain safe and clean rights-of-way for our residents and motorists.

Objectives:

- A. Plan, schedule, and complete regular sweeping of all City streets and public parking lots.

- B. Provide general cleaning and collection of litter from downtown streets, sidewalks, and parking lots seven days a week. Complete roadside cleanup and collection of litter and debris along all City streets to keep the community clean.
- C. Complete pavement patching and repairs to provide safe and usable streets within limits of funding.
- D. Plan, schedule, and oversee annual pavement maintenance contracts including resurfacing and pavement patching programs.
- E. Identify and replace hazardous sidewalk conditions within limits of funding provided.
- F. Complete annual curbside leaf collection program for residents.
- G. Provide regular cleaning and maintenance of City storm sewers necessary to minimize flooding of City right-of-way. Repair storm sewer pipes and storm inlets as needed.

FY13/14 Programs:

1. The division will continue efforts to convey to our residents the importance of keeping leaves out of the street gutters during the annual leaf collection program. Leaves that are raked into the street by our residents can then block storm sewer intakes and result in street flooding and/or flooding of private property. Public Works will provide additional information to all residents prior to the leaf collection program to encourage them to stop placing leaves into the streets which can result in severe drainage problems.
2. Regular and on-going sweeping of the streets and cleaning of the rights-of-way is an important service provided by the City. Residents expect the streets to be kept clean, and regular sweeping helps to improve the overall appearance of every neighborhood. There are other benefits to regular sweeping beyond just the appearance. Sweeping and removal of leaves, trash, and litter reduces the frequency of storm intakes becoming plugged and reduces flooding problems. In addition, regular street sweeping is one of the positive proactive measures the City can complete to improve the quality of storm water runoff through the removal of grit and oils from the pavement before the contaminants can enter into the sewer.
3. In conjunction with the City's streetscape program, the Street Maintenance Division will complete routine maintenance activities in the downtown area. This will include the repair and painting of some of the existing handrails in the downtown as well as continuation of the annual program for the repair and replacement of brick pavers. Funds for both material purchases and contracted services for brick paver maintenance and repairs will be provided from the Tax Increment Financing budget.
4. The Street Maintenance Division will continue efforts for the replacement of hazardous sidewalk within the limits of approved funding. It is not possible for the City to provide the funding needed, or the manpower needed, to replace all hazardous sidewalks within any single year. The Department of Public Works and the Street Maintenance Division will receive requests from residents during the year regarding sidewalks in poor condition and then assign priority for replacement based on condition and availability of resources.
5. One of the most visible responsibilities for the Division is the regular repair and patching of streets. Potholes are very visible to our residents and can create a nuisance as well as

a hazard under severe conditions. Employees will be assigned to fill potholes and complete pavement patching throughout the year in response to requests from our residents but also before problems are reported to be more proactive in our service.

6. One of the responsibilities of the City is to mow rights-of-way at locations to improve visibility at driveways and at intersections and also to maintain an attractive roadway. In most areas of the City, the right-of-way is mowed and maintained by the adjoining property owner, and the City does not need to provide labor and equipment. In 'rural' settings (e.g. Dean Street south of Rt. 14, Lucas Road, Castle Road, Country Club Road, McConnell Road, Lily Pond, Banford Road, Raffel Road, Lamb Road, Rose Farm Road, portions of South Street, Zimmerman Road, etc.), the adjoining property owner does not mow the right-of-way, and it is the City's responsibility to provide some maintenance.

Goal #3: Provide timely and cost effective snow removal and ice control services to provide safe streets for our residents and motorists.

Objectives:

- A. Respond to each snow and ice event, using best judgment for appropriate response needed for labor and equipment, based on changing weather and roadway conditions.
- B. Allocate and mobilize appropriate response of manpower and equipment necessary to provide reasonable snow removal without incurring unnecessary expenses.
- C. Evaluate and change snow removal plan and routes on an annual basis to accommodate additional streets added to the City's jurisdiction and to make adjustments based on changing staff.
- D. Provide training and instructions for new employees and backup personnel.
- E. Continue to evaluate best management practices and new developments for ice control material and snow removal procedures to provide the best service possible at the least cost.
- F. Provide information to the public each year, through a variety of means, regarding snow removal procedures and snow parking regulations.
- G. Plan, schedule, and complete follow-up work and restoration after each snow event and keep the residents informed of the action to be taken.
- H. Provide regular inspection and services of snow removal equipment with goal of preventative maintenance to better ensure reliability when needed.

FY13/14 Programs:

1. The Assistant Director and the Street Maintenance Supervisor will continue to define and refine the City's snow removal plan. Through this management effort, the City will be better able to train and utilize backup drivers to assist the primary snow route drivers for long duration storm events and to fill in when needed. While it will never be financially reasonable for the City to provide the staff and equipment to meet every snow event possibility, the Division does need to be prepared to provide expected services under a wide variety of conditions. This requires proper planning for both equipment and

manpower. The snow plan used by the Street Maintenance Division is a good tool to achieve that goal by defining backup options for employees and allows the City to provide additional trained drivers for long term storm events.

2. The Street Maintenance Division will continue with efforts to utilize best management practices for snow removal services. Attention will continue during the upcoming year on documentation of materials used, application rates, and weather conditions to better assess the effectiveness of the new materials. The overriding goal will still be to provide the best service possible to our residents for snow removal and ice control in a cost effective manner under a wide variety of weather and temperature conditions.
3. Public Works will be challenged to assess every storm event and provide a best judgment decision that balances the level of service expected by our residents with the urgent need to reduce costs. This will require continued efforts to reduce work hours, delay start times for the response to a storm event, and to better manage material costs – all at the same time meeting the expectations of our residents.

Goal #4: Install and maintain signage and pavement markings within the public rights-of-way, in accordance with all state and federal regulations and standards, to promote public safety and to respond to the needs of our residents.

Objectives:

- A. Review and understand all federal and state regulations pertaining to the use and placement of all traffic control signage.
- B. Respond to all requests from residents for signage maintenance and replacement. Notify residents if there will be a delay in completion of the service requests as a result of material availability or other factor.
- C. Promptly clean or replace signage that has been vandalized with graffiti.
- D. Maintain an inventory of most commonly used traffic control signage, or material that can not be readily ordered, to enable prompt customer service.
- E. Identify, schedule, and complete maintenance of pavement marking on all City streets and all public parking lots including oversight of contracted services.

FY13/14 Programs:

1. Street Maintenance employees will continue to respond to all service requests or traffic control issues in a prompt and professional manner. The first response will normally be within 24 hours with the resident to be kept informed of the action to be taken and the schedule for completion. Priority will be assigned for the maintenance and replacement of regulatory signage which includes stop signs, yield signs, one way signs, and do not enter signage for public safety. Maintenance and replacement of non-regulatory signage will have a lower priority in terms of manpower and funding.

2. The maintenance and use of proper pavement marking is as important to safe traffic movements as proper signage. During the upcoming year, Street Maintenance employees will plan and oversee the annual contract work for pavement markings which will include centerlines, lane markings, cross walks, stop bars, and some parking spaces. In addition, employees will complete in-house replacement of pavement markings in public parking lots and parking areas at Woodstock Water Works, Community Recreation Center, Police Station, and City Hall.
3. At all times, employees will be required to review federal and state standards for the use and placement of all signage before installation.

Goal #5: Develop and maintain a highly motivated and productive staff that is capable of providing friendly, prompt, and efficient customer service that takes pride in their work and responsibilities to our residents.

Objectives:

- A. Continue to provide instructions and set specific performance goals for all Street Maintenance employees to establish importance of quality customer service.
- B. Provide instructions, proper tools and equipment, and personal protective equipment to promote a safe work environment for all employees. Continue to provide funding for specialized training and educational seminars specific to Street Maintenance activities and responsibilities.
- C. Continue to provide uniforms and City clothing to all employees to identify a professional work force and maintain a suitable public image.
- D. Recruit, select, and train seasonal employees with an emphasis on customer service and proper public conduct.

FY13/14 Programs:

1. In order to provide quality service and proper maintenance of the streets and rights-of-way, employees will be encouraged to take specialized training throughout the year specific to their tasks and responsibilities. Examples include flagger training, sign regulations and requirements, concrete construction and finishing, operation and maintenance of street sweepers, driver training and safety, snow removal, and general customer service training. To reduce those training costs, out of state travel and overnight stays for training will not be provided. Public Works will continue to build on the in-house training programs already established, to utilize our own employees to share their knowledge with co-workers.
2. The supervisor and employees will continue to stress the importance of following established safety programs. Providing a safe and accident free work environment is one of the City's responsibilities, and efforts will continue during FY13/14. Funds have been included in the accompanying budget to provide all necessary personal protective equipment (PPE) for employees needed for their daily assignments.

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3. Funds have been included to hire two (2) seasonal employees. Each of these individuals will receive specific instructions and information from the supervisor regarding their duties and responsibilities, the City's expectations for conduct in a public setting, and customer service goals.

**FY13/14
STREET MAINTENANCE DIVISION
LINE ITEM DESCRIPTIONS**

01-06-0-000 STREET MAINTENANCE \$1,405,300

SALARIES

01-06-3-408	Street Supervisor		\$84,400
	FY10/11 Actual:	\$80,124	FY11/12 Actual: \$80,329
	FY12/13 Budget:	\$82,000	FY12/13 Projected: \$81,900

The FY13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-06-3-415	Maintenance		\$426,300
	FY10/11 Actual:	\$507,366	FY11/12 Actual: \$379,210
	FY12/13 Budget:	\$392,700	FY12/13 Projected: \$384,600

There have been several changes in the number of positions included in this line item that have reduced the total annual costs, when compared to FY10/11. Responsibilities for the City’s forestry services were reassigned from the Street Division to the Parks Division beginning in 2010, which resulted in one less employee paid from this line item beginning in FY11/12. In addition, one long term employee with 35 years of service retired in FY12/13

However, the most significant reasons for the fluctuation of salary cost has resulted from the number of vacant positions in the Street Division and the salary expense paid from this line item. As shown earlier in this budget document with the Personnel Summary table, the number of employees in the Street Division has changed annually each of the previous three years. Following is a summary of those changes:

- In FY10/11 there were twelve (12) full time employees paid from this line item plus one-half of the salary costs for two (2) full time employees shared between the Street Division and the Parks Division.
- The FY11/12 there were ten (10) full time employees paid from this line item plus one-half of the salary costs for two (2) full time employees shared between the Street Division and the Parks Division.

- The FY12/13 budget was prepared to include nine (9) full time employees and one-half of the salary costs for three (3) full time employees shared between the Street Division and the Parks Division being paid from this line item. However, several of these positions were vacant for much of the budget year.

In summary, the number of full time employees paid from this line item has changed from twelve (12) employees and three (3) shared position employees in FY10/11 to the current staffing of nine (9) full time and three (3) shared position employees. The last remaining vacant position in Streets was filled in January 2013 and there are no further hirings proposed for FY13/14

In addition to the impact that these personnel changes have had on expenses, there has been a noticeable change in employee longevity. **Seven (7) of the current twelve (12) Street and shared position employees now have less than six months of experience with Woodstock.** These employees are well qualified and are eager to work for the City, but their lack of direct Woodstock Public Works experience needs to be mentioned. Training of these new employees and development of skills will need to be a continued focus during FY13/14.

The budget request is based on the approved Collective Bargaining Agreement for nine (9) Street Division employees and one-half of the salary of three (3) ‘shared’ position employees. Those employees work six months of each year in the Street Maintenance Division and then six months of each year in the Parks Division.

01-06-3-431 Temporary Labor				\$12,700
FY10/11 Actual:	\$ 4,556	FY11/12 Actual:		\$12,714
FY12/13 Budget:	\$12,700	FY12/13 Projected:		\$17,700

This line item will be used for the salaries for the seasonal employees who provide additional assistance during the summer months. The normal work year for most of the seasonal employees is assumed to be from mid-May to mid-August, and the total hours will be limited to a maximum of 1,000 hours per employee for the entire year. Funds have been requested for FY13/14 to hire two seasonal workers.

Due to the number of vacant positions in the Street Division during the summer of 2012 and the amount of time that was necessary to hire new employees to fill approved vacancies, there were three seasonal employees hired. This was one more than included with the approved budget, but did provide additional staff during the busy summer months to better serve our residents. As a result, the projected end of year expense for FY12/13 is

greater than the amount of the approved budget.

Following are just a few examples of the job duties and type of work that is completed by the seasonal employees each year:

- Trash removal from rights-of-way.
- Provide labor assistance with sidewalk replacement program.
- Assist with pavement marking and painting in parking lots.
- Roadside mowing and trimming weeds in rights-of-way.
- Right-of-way maintenance.
- Downtown maintenance including painting of rails and posts.

01-06-3-445 Overtime				\$95,000
FY10/11 Actual:	\$ 81,730	FY11/12 Actual:	\$31,626	
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$70,000	

Due to the need to respond to emergency calls such as stop sign replacements, traffic accidents, street flooding, storm sewer problems, and seasonal work (such as snow removal), overtime charges are unavoidable and provide funds for the City to respond to the after hours needs of our residents. Most of these requests are initiated by our residents, and therefore, the funds allocated in this line item allow the Division to respond in a timely manner for our customers.

This line item includes more than just the overtime costs for employees normally paid by the Street Maintenance Division. In addition to the overtime hours for the employees in this division, overtime costs for time worked by other divisions on Street Division activities, such as snow removal, are charged directly to this line item. This includes overtime hours worked by employees of the Sewer and Water Maintenance Division, Fleet Maintenance Division, Water Treatment, Wastewater Treatment, and Parks Division when working on street activities. Overtime costs for Street Maintenance Division employees who work on special events and leaf collection are not charged to this line item.

The City must provide services expected by our residents in response to all weather conditions and emergency problems, and the cost of overtime is necessary to support customer service. Street maintenance, maintenance of storm sewers, replacement of traffic signage, and snow removal are truly 24 hour a day activities, and adequate funds must be provided within the budget to provide this service. The amount of overtime will vary from year to year, and most of this variation is a result of weather conditions such as storms, rain events, and snow.

Actual overtime costs during FY11/12 and projected end of year costs for overtime during FY12/13 are less than normal annual expenses as a result

of the favorable winter weather conditions. That has allowed the City to spend less in overtime but is not a cost savings that can be expected year after year. The amount of funds requested for FY13/14 has been reduced slightly and is based on typical annual costs and normal winter weather conditions. The City can not realistically expect to have the mild winter weather that has occurred during the past two season every year and it is financially prudent to include adequate funds that will be needed to serve the residents based on typical winter conditions.

PERSONAL SERVICES

01-06-4-451 Sick Leave Conversion				\$2,800
FY10/11 Actual:	\$2,339	FY11/12 Actual:	\$2,444	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$2,600	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There are four (4) employees eligible for sick leave conversion pay in FY13/14.

01-06-4-453 Uniforms				\$4,600
FY10/11 Actual:	\$4,908	FY11/12 Actual:	\$4,172	
FY12/13 Budget:	\$7,500	FY12/13 Projected:	\$8,000	

In an effort to improve the overall appearance of the Public Works employees and to further the professional image and approach of the employees, the City provides uniform items for Public Works employees. This program includes the use of uniforms provided by the contracted service as well as the purchase of additional clothing and protective coats provided by the City. All uniforms and clothing identifies the individual as an employee of the City, presents a very positive professional image to the public, and is a visual representation of the City’s commitment for quality customer service delivered by a professional staff.

Funds are requested to provide uniform rental for those employees who elect to utilize that service and also some funds for the replacement of current uniform items, the replacement of protective gear and equipment, as well as necessary protective wear items.

Uniform costs were greater than normal during FY12/13 as a result of the number of new employees hired this year. There have been four new Street Division employees hired and three new shared position employees hired during FY12/13 and they had to be provided with proper safety equipment, PPE, and uniform items. Those initial costs will be completed during FY12/13 and costs during FY13/14 are expected to decrease.

CONTRACTUAL SERVICES

01-06-5-543	Equipment Rental				\$95,000
	FY10/11 Actual:	\$186,637	FY11/12 Actual:	\$71,730	
	FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$75,000	

This line item is used to pay for the rental of equipment needed for maintenance and special construction projects. Each year a small amount of funds are needed for the rental of specialized equipment to be used by City employees to complete repairs and maintenance work. Typical costs each year could include rental stump grinder equipment, equipment for pavement grinding, or trenching equipment. However, those rental costs incurred for maintenance and construction projects are only a small portion of the costs in this line item and typically account for less than 1% of the annual expenses.

The most significant portion is the cost of equipment rental for snow removal in the downtown including rental of front-end loaders, snow pushers, pickups for parking lots, and trucks for hauling snow. The contracted services required for the downtown snow removal, and therefore the expenses, are significant. Due to the need to keep sidewalks, curb lines, parking spaces, and the streets clear, all snow has to be pushed into piles and windrows and then loaded into rental trucks for disposal at one of the City parks. That work has to be completed within a few short hours, usually starting at midnight with a goal to be completed by 6:00 a.m. All available City trucks are utilized to clear streets throughout the City. In order to complete the specialized snow removal and snow hauling from the downtown area and the public parking lots, the City hires additional loaders, trucks, and snow removal equipment.

Costs during FY10/11 were much greater than the amount of the approved budget and from previous annual costs due to the cost of removing snow from downtown streets and parking lots following the February 2 blizzard. Due to the volume of snow that fell, contract employees worked two nights to haul snow from the downtown. In addition, the City hired loaders and contract operators to clear snow drifts on several streets so that City trucks could then clear the roadway, used contracted loaders to push back and widen streets, and also used contracted equipment to push snow back at intersections to improve visibility. Fortunately, the City was reimbursed for the majority of those extra expenses.

The opposite impact of weather on the costs for this line item has occurred during FY11/12 and again in FY12/13 resulting in a reduction of costs due to less snowfall the past two seasons. The City can not expect to realize

similar cost savings every year, and the requested amount for FY13/14 once again includes funds to provide contract services for downtown snow removal based on a typical winter.

01-06-5-552	Service To Maintain Equipment				\$5,000
	FY10/11 Actual:	\$4,215	FY11/12 Actual:	\$3,851	
	FY12/13 Budget:	\$5,500	FY12/13 Projected:	\$4,200	

This line item will be used to pay all costs for outside services needed for the maintenance of equipment assigned to the Street Maintenance Division. (See Fleet Maintenance Budget for list of equipment.) Typical expenses in this line item include outside services for the repair of the backhoe, maintenance of sewer cleaning equipment, and maintenance of the paint machine.

Services for the repair and maintenance of the two street sweepers by an authorized factory representative as well as service costs for the four (4) leaf collection machines are to be charged to the Environmental Fund Budget. (See Environmental Fund Budget for explanation of those costs.)

01-06-5-553	Service To Maintain Vehicles				\$8,300
	FY10/11 Actual:	\$6,539	FY11/12 Actual:	\$2,008	
	FY12/13 Budget:	\$8,300	FY12/13 Projected:	\$8,000	

This line item will be used to pay all costs for outside services needed for the maintenance of the vehicles assigned to the Street Maintenance Division. (See Fleet Maintenance Budget for list of vehicles.) The majority of all vehicle repair work is completed in-house by the Fleet Maintenance employees, but some outside services are necessary each year. Costs will vary year to year due to unexpected repairs for transmissions, engines, damage repairs, or other outside service.

The replacement of vehicles in the City's fleet has been changed from a scheduled replacement cycle, based only on age, to now include an evaluation of cost to maintain each vehicle. As a result, some vehicles will be kept longer. This change will save substantially in the capital cost to replace vehicles but could result in a small increase of maintenance costs.

01-06-5-555	Service To Maintain Pavements				\$50,000
	FY10/11 Actual:	\$ 1,474	FY11/12 Actual:	\$20,309	
	FY12/13 Budget:	\$50,000	FY12/13 Projected:	\$50,000	

Costs for materials and supplies used by Street Maintenance Division employees for the maintenance and repair of pavements will continue to be charged to the material account, and this line item is limited to the payment of contracted services. Typical costs for contracted services include repair

or replacement of the handrails in the downtown, contracted pavement patching, and contracted curb replacement work in the downtown.

Funds during both FY12/13 and FY13/14 have been increased in order to complete more pavement patching work in response to an increased number of requests received from residents regarding condition of pavements.

01-06-5-557 Service To Maintain Street Lights \$18,000
 FY10/11 Actual: \$ 8,316 FY11/12 Actual: \$21,869
 FY12/13 Budget: \$15,000 FY12/13 Projected: \$16,000

The majority of all street lights are owned and maintained by Commonwealth Edison with a monthly fee paid by the City, and those costs are paid within the Street Maintenance Division budget line item for “Street Lighting”. In addition, the City owns (and is responsible for maintenance) all street lights in the downtown area, Woodstock Station, lights in all public parking lots, and the street lights along Illinois Route 120 east of Illinois Route 47. This line item is used to pay for the outside services for the maintenance and repair of the street lights and electrical system owned by the City. The charges include only work performed by a contractor and do not include any cost of the purchase of material to be used for street light maintenance by City employees.

01-06-5-559 Service To Maintain Traffic Controls \$30,000
 FY10/11 Actual: \$22,174 FY11/12 Actual: \$21,884
 FY12/13 Budget: \$30,000 FY12/13 Projected: \$30,000

This line item is used to pay for the City’s portion of the contract with IDOT for the maintenance of traffic signals and the cost for the maintenance of “City-owned” traffic signals. The City is required to pay a portion of the maintenance of traffic signals based on the ratio of state streets and local streets. The Illinois Department of Transportation is responsible for the maintenance and service of these traffic signals under their annual maintenance contract, and the City is billed for our local share of the contract maintenance costs based on the following percentages:

SIGNAL LOCATION	CITY SHARE	SIGNAL LOCATION	CITY SHARE
Rt 47 & Russel Court	50%	Rt 14 & Dean	50%
Rt 47 & Rt 120	none	Rt 14 & Lake	50%
Rt 47 & Judd/Irving	50%	Rt 14 & W. Lake Shore	25%
Rt 47 & Country Club	50%	Rt 14 & Kishwaukee Vly	25%
Rt 47 & McConnell	50%	Rt 14 & Doty	33%
Rt 47 & Lake	50%	Lake & Menard’s	100%
Rt 47 & Rt 14	none	Lake & Kilkenny	100%
Rt 120 & Raffel	50%		

Additional funds have been included to install emergency backup systems at the two (2) traffic signal locations that are the City's responsibility (Lake Avenue at Kilkenny and Lake Avenue at Menard's.) IDOT is in the process of installing emergency backup systems in the traffic signals that are included as their maintenance responsibility. This new system will allow for continued operation of traffic signals for a short period of time (typically four hours) in the event of a power outage. The City did experience power outages at the remaining two locations during 2011 and again during 2012 which did result in traffic congestion and safety concerns, and it is recommended that emergency backup systems be provided for the two City-owned signals.

01-06-5-560	Service To Maintain Storm Sewers			\$30,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$35,000	FY12/13 Projected:	\$26,000

The majority of the maintenance and repair for storm sewers is completed annually by City employees. However, there are occasions where the repairs can not be completed by the City due to manpower limits, need to complete other essential services for the community, depth of the storm sewer, special access problems, or other conditions, and the City will need to contract for these services. A new line item was created beginning in FY12/13 to better account for those costs, and funds have been requested to pay for contracted storm sewer repairs as well as for contracted television inspection services.

01-06-5-563	Tree Trimming and Removal			\$ - 0 -
	FY10/11 Actual:	\$9,120	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

Beginning in FY11/12, those expenses have been transferred to the Parks Division, and no funds are requested in this budget for FY13/14.

01-06-5-5664	Street Lighting			\$250,000
	FY10/11 Actual:	\$253,501	FY11/12 Actual:	\$240,439
	FY12/13 Budget:	\$270,000	FY12/13 Projected:	\$230,000

This line item is used to pay for the operating (electric service) cost of the street lights owned by the City and for the monthly maintenance charge for the street lights owned by Commonwealth Edison. The City owns the street lights in the downtown area, public parking lots, in Woodstock Station, and along east Route 120. Electricity for these City-owned street lights is metered, and the City is billed for the amount of energy used for those locations, but does not pay any maintenance fees to Commonwealth Edison for those locations.

For the vast majority of the remaining street lights in the City, the light poles, fixtures, and electric service lines are owned and maintained by Commonwealth Edison. The City is charged a specific dollar amount, typically ranging from \$10.00 per month to \$35.00 per month, for each street light. This monthly charge includes a maintenance fee, and Commonwealth Edison is responsible for the maintenance of these street lights, poles, fixtures, and electric service lines.

There is no increase of electric rates or the maintenance fee charged for street lights predicted for FY13/14.

COMMODITIES

01-06-6-602 Gas and Oil				\$75,000
FY10/11 Actual:	\$66,362	FY11/12 Actual:	\$68,567	
FY12/13 Budget:	\$75,000	FY12/13 Projected:	\$71,000	

This line item includes the Street Maintenance Division's share of diesel fuel used from the Public Works Center. In addition, a portion of the costs for bulk oil and lubrication products used by the mechanics for routine maintenance and service of vehicles and equipment is charged to this line item.

As shown with the comparison of past expenses, annual costs will vary from year-to-year as a result of weather conditions, fuel consumption, and price per gallon. Diesel fuel prices are expected to increase during FY13/14 by an average of 2%.

01-06-6-605 Tools				\$1,300
FY10/11 Actual:	\$1,073	FY11/12 Actual:	\$1,104	
FY12/13 Budget:	\$1,300	FY12/13 Projected:	\$1,100	

This line item will be used for the purchase of small hand tools and equipment (less than \$500 per purchase) needed for the Division to complete their daily tasks and services to our residents. Typical annual purchases will include rakes, shovels, brooms, hand tools, power tools, etc.

01-06-6-606 Supplies				\$2,800
FY10/11 Actual:	\$1,988	FY11/12 Actual:	\$2,501	
FY12/13 Budget:	\$2,800	FY12/13 Projected:	\$2,800	

This line item is used to purchase a wide variety of items needed for daily activities. Typical purchases will include employee safety equipment, first aid supplies, fasteners and bolts, lumber, paint, glass cleaner, weed killer, graffiti remover, batteries, tape, oil dry, office materials, etc. Supplies needed for vehicles and equipment are not included with this line item.

01-06-6-621	Material To Maintain Equipment			\$24,000
	FY10/11 Actual:	\$26,617	FY11/12 Actual:	\$20,049
	FY12/13 Budget:	\$24,000	FY12/13 Projected:	\$21,000

This line item will be used to purchase all material, parts, and supplies needed for the maintenance of the equipment assigned to the Street Maintenance Division. Typical costs will vary from filters, batteries, belts, & hoses to parts to completely rebuild snowplows and salt spreaders. The majority of the expenses within this line item each year are for snow plow parts and material for salt spreaders.

Materials for the repair and maintenance of the two street sweepers and also the maintenance and repair of the four leaf collection machines have been removed from this line item and will now be charged to the Environmental Fund Budget. (See Environmental Fund Budget for explanation of those costs.)

01-06-6-622	Material To Maintain Vehicles			\$24,000
	FY10/11 Actual:	\$21,197	FY11/12 Actual:	\$19,428
	FY12/13 Budget:	\$24,000	FY12/13 Projected:	\$21,000

This line item is used to purchase all material, parts, and supplies for the maintenance of the vehicles assigned to the Street Maintenance Division. Typical costs will vary from filters, belts, batteries, tires, engine parts, and hoses to parts needed to rebuild an engine or to rebuild a truck.

01-06-6-625	Material To Maintain Storm Sewers			\$36,000
	FY10/11 Actual:	\$36,184	FY11/19 Actual:	\$40,288
	FY12/13 Budget:	\$36,000	FY12/13 Projected:	\$35,000

This line item is used for the purchase of all material and supplies needed for the repair and maintenance of the City's storm sewer system. Typical charges will include sewer pipe, culverts, manhole block, castings, mortar, and material for the reconstruction of several storm sewer intakes each year.

There are approximately 83 miles of storm sewers that are maintained by the City along with approximately 2,200 inlets and structures. Many of the storm sewer pipes and structures are more than 50 years old, and many of those structures have to be repaired or replaced each year. The repair of storm sewers and storm structures is not a cost that can be eliminated or even deferred. If a storm pipe fails, it must be repaired in order to reduce flooding and drainage problems. Storm structures and manholes that collapse each year must also be repaired to ensure proper drainage of the street right-of-way as well as repair the hole that is created in the street surface.

The cost to complete television inspection of storm sewer pipes at locations where improvements or changes have been requested by residents or to identify problem locations is to be charged to the Service To Maintain Storm Sewer line item in this budget along with all other contracted services related to storm sewers.

01-06-6-627	Material To Maintain Pavements				\$70,000
	FY10/11 Actual:	\$39,181	FY11/12 Actual:	\$36,099	
	FY12/13 Budget:	\$75,000	FY12/13 Projected:	\$68,000	

This line item is used for the purchase of materials to be used by City employees for the maintenance of the approximately 125 centerline miles of streets. The largest expense within this line item is for patching materials (both hot and cold) used by the City employees, which is a necessary expense for the patching and maintenance of the streets.

01-06-6-629	Material To Maintain Traffic Controls				\$40,000
	FY10/11 Actual:	\$35,346	FY11/12 Actual:	\$48,914	
	FY12/13 Budget:	\$38,000	FY12/13 Projected:	\$40,000	

This line item is used for the purchase of all signage material including special signs, street name signs, regulatory traffic signs, barricades, sign posts, and hardware as well as the purchase of traffic paint for pavement marking.

The number of requests received from our residents for some type of street signage remains one of the highest categories on an annual basis. Residents notice missing or damaged signs and expect the City to respond whether it be for traffic control (stop signs and speed limit signs), for missing street name signs, or graffiti on a sign. Funds are needed to have the necessary material on hand to respond to these service requests in a timely manner.

Funds are requested again during FY13/14 to continue the purchase of supplies and paint to increase the amount of pavement marking that is completed by City employees. As explained with the Motor Fuel Tax budget, funds to hire a contractor to complete pavement marking maintenance will continue to be funded through that budget. However, to save costs, some of the pavement marking should continue to be completed by City employees each year.

01-06-6-630	Material To Maintain Street Lights				\$2,000
	FY10/11 Actual:	\$ 943	FY11/12 Actual:	\$4,044	
	FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$1,500	

This line item will be used for the purchase of all repair and maintenance

items needed for the street lights owned by the City. Typical charges include bulbs, lenses, fixtures, shields, ballasts, photocells, wiring, etc. As explained previously with the line item for Street Lighting, the City pays Commonwealth Edison for the maintenance of the majority of the street lights in Woodstock. However, the street light system in the downtown area, the public parking lots, Woodstock Station, and Il. Route 120 east of Route 47, are owned by the City and are our maintenance responsibility.

01-06-6-635 Ice Control				\$ - 0 -
FY10/11 Actual:	\$3,978	FY11/12 Actual:		\$ - 0 -
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:		\$ - 0 -

Typically the only costs charged to this line item has been for the purchase of ice control material used for the maintenance of sidewalks at public buildings and the downtown area. Since that material is only used by the Parks Division, these costs have been moved to the Parks budget beginning in FY11/12, and no funds have been requested for this line item.

CAPITAL OUTLAY

01-06-7-720 Equipment				\$18,100
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:		\$ 7,778
FY12/13 Budget:	\$15,000	FY12/13 Projected:		\$17,000

One of the most prominent services provided by the Street Maintenance Division is snow removal, and the City must replace that equipment on a regular basis to meet the expectations of our residents. Funds are requested to renovate or replace two small snow plows and one large snow plow due to age and condition during FY13/14 if needed. Additional funds are requested for the purchase of a new bucket for the backhoe utilized by Street Division employees during pavement repairs, sidewalk removal, storm sewer reconstruction projects, and much more. The requested budget also includes funds for the purchase of two computer tablets to be used by Street Division employees in the field to help with locating and maintenance of storm sewers, inventory and replacement of street signs with the ability to confirm City Code traffic regulations while in the field, and also to aid in snow route and snow assignment information.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
STREETS DIVISION EXPENSES							
SALARIES							
01-06-3-408	STREET SUPERVISOR	80,124	80,329	82,000	53,537	81,900	84,400
01-06-3-415	MAINTENANCE	507,366	379,210	392,700	243,129	384,600	426,300
01-06-3-431	TEMPORARY LABOR	4,556	12,714	12,700	17,721	17,700	12,700
01-06-3-445	OVERTIME	81,730	31,626	100,000	1,011	70,000	95,000
TOTAL SALARIES		673,776	503,879	587,400	315,398	554,200	618,400
PERSONAL SERVICES							
01-06-4-451	SICK LEAVE CONVERSION	2,339	2,444	3,500	0	2,600	2,800
01-06-4-453	UNIFORMS	4,908	4,172	7,500	4,197	8,000	4,600
TOTAL PERSONAL SERVICES		7,247	6,616	11,000	4,197	10,600	7,400
CONTRACTUAL SERVICES							
01-06-5-543	EQUIPMENT RENTAL	186,637	71,730	100,000	1,398	75,000	95,000
01-06-5-552	SERVICE TO MAINTAIN EQUIPMENT	4,215	3,851	5,500	99	4,200	5,000
01-06-5-553	SERVICE TO MAINTAIN VEHICLES	6,539	2,008	8,300	6,483	8,000	8,300
01-06-5-555	SERVICE TO MAINTAIN PAVEMENTS	1,474	20,309	50,000	34,820	50,000	50,000
01-06-5-557	SERVICE TO MAIN. STREET LIGHTS	8,316	21,869	15,000	11,070	16,000	18,000
01-06-5-559	SERVICE TO MAIN. TRAFFIC CTRLS	22,174	21,884	30,000	7,912	30,000	30,000
01-06-5-560	SERVICE TO MAIN. STORM SEWERS	0	0	35,000	8,802	26,000	30,000
01-06-5-563	TREE TRIMMING & REMOVAL	9,120	0	0	0	0	0
01-06-5-564	STREET LIGHTING	253,501	240,439	270,000	92,206	230,000	250,000
01-06-5-566	PREVENTIVE TREE MAINTENANCE	1,040	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		493,016	382,090	513,800	162,790	439,200	486,300
COMMODITIES							
01-06-6-602	GAS & OIL	66,362	68,567	75,000	31,698	71,000	75,000
01-06-6-605	TOOLS	1,073	1,104	1,300	190	1,100	1,300
01-06-6-606	SUPPLIES	1,988	2,501	2,800	1,773	2,800	2,800
01-06-6-621	MATERIALS TO MAIN. EQUIPMENT	26,617	20,049	24,000	7,633	21,000	24,000
01-06-6-622	MATERIALS TO MAIN. VEHICLES	21,197	19,428	24,000	8,221	21,000	24,000
01-06-6-625	MATERIALS TO MAIN. STORM SWRS	36,184	40,288	36,000	17,178	35,000	36,000
01-06-6-627	MATERIALS TO MAIN. PAVEMENTS	39,181	36,099	75,000	34,432	68,000	70,000
01-06-6-629	MATERIALS TO MAIN. TRAFFIC CTL	35,346	48,914	38,000	15,925	40,000	40,000
01-06-6-630	MATERIALS TO MAIN. STREET LGTS	943	4,044	2,000	249	1,500	2,000
01-06-6-635	ICE CONTROL	3,978	0	0	0	0	0
TOTAL COMMODITIES		232,869	240,994	278,100	117,299	261,400	275,100

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET

STREETS DIVISION							
CAPITAL OUTLAY							
01-06-7-720	EQUIPMENT	0	7,778	15,000	1,154	17,000	18,100

TOTAL CAPITAL OUTLAY		0	7,778	15,000	1,154	17,000	18,100
TOTAL STREETS DIVISION		1,406,908	1,141,357	1,405,300	600,838	1,282,400	1,405,300

FLEET MAINTENANCE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Bill Kreutz, Fleet Maintenance Supervisor
Jeff Van Landuyt, Interim Director of Public Works

RE: **Fleet Maintenance FY13/14 Budget Transmittal**

Attached is the FY13/14 Budget for the Fleet Maintenance Division of the Department of Public Works. This Division provides the staff and facilities to service the entire fleet of vehicles and equipment owned by the City (Police, Public Works, Opera House, Recreation, Community and Economic Development, and City Hall Administration) as well as the maintenance of the Public Works Center. This Division provides service to virtually all departments of the City, and the employees also assist other Public Works divisions when needed.

This budget is included as part of the City's General Fund operation and is funded through General Fund revenues. As a result, there is no direct charge or transfer of funds from General Corporate operations such as Community and Economic Development, Finance, Recreation, Opera House, Police, Streets, and/or Parks to pay for the services provided by this Division. However, since the Division does provide services for all City departments, including those not operated through the General Fund, a portion of this annual budget is paid through the use of fund transfers. This includes services provided for the Water and Sewer Utility Fund, and a description of that fund transfer can be found within the General Fund Revenue budget.

This budget includes the cost to pay wages for mechanics and to maintain and operate the mechanics' area. However, this budget does not include funds for the actual operation, maintenance parts, or replacement of the City's fleet. All costs for parts, materials, and outside repairs of vehicles and equipment are paid by each individual department or division, and those costs are included in their respective budgets. When the mechanics purchase repair parts or materials to service vehicles and equipment, those costs are then charged by the mechanics to the appropriate department's line item.

The Fleet Maintenance Division was able to complete a number of programs, services, and improvements during FY12/13 and at the same time remain within the amount of the approved budget. The projected end of year expense for **FY12/13 is \$1,600 (0.8%) less** than the amount of the approved budget. Following are some of the major accomplishments during FY12/13:

1. The Fleet Maintenance Supervisor planned and coordinated the sale of surplus vehicles and equipment at the annual McHenry County Council of Governments auction which resulted in net revenue of \$32,427 for the City.
2. The Fleet Maintenance Supervisor evaluated the condition, reliability, and cost to operate all vehicles and major equipment as part of the annual Five Year CIP update. This

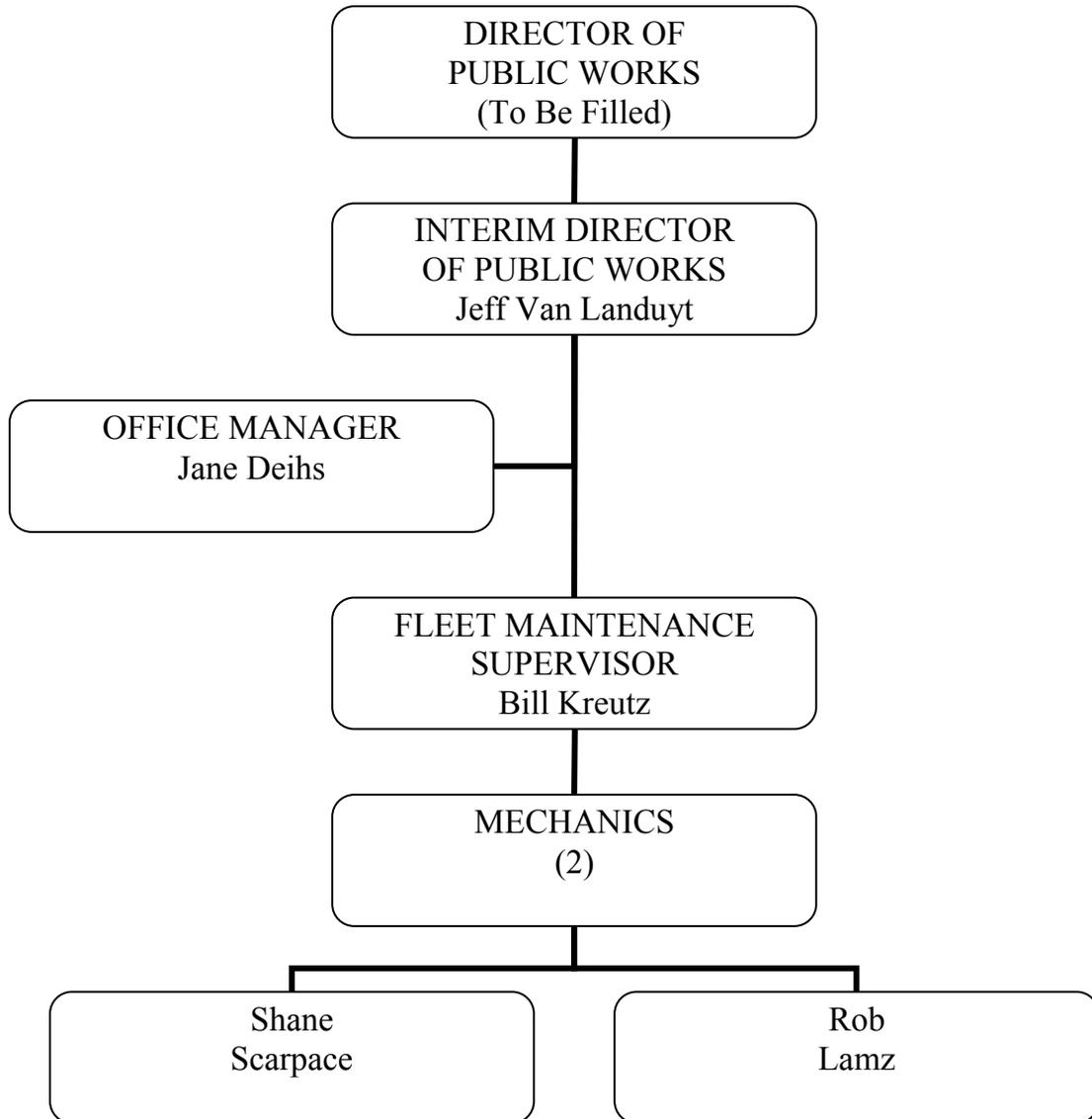
‘condition based’ evaluation allows the City to provide better management of the fleet, when compared to an ‘age based’ evaluation.

3. Employees prepared training programs and completed in-house training for new hires in Public Works related to safety programs, vehicle operation, vehicle safety, snow plow vehicle operation and maintenance, and much more.
4. Employees completed the conversion of four new squad cars for the Police Department which resulted in a substantial cost savings to the City.
5. Evaluated alternate fuel options and organized and installed a propane fueling station at Public Works, with the conversion of two vehicles to propane fuel systems.

The proposed FY13/14 budget request of **\$208,200 is \$3,400 (1.6%) more** than the current budget year. The primary goal of the Fleet Maintenance Division will continue to be the daily service and maintenance of the City’s fleet of vehicles and equipment. The attached budget report provides a summary of the accomplishments completed by this division during FY12/13 as well as goals and objectives for the upcoming year, an overview of the City’s fleet of vehicles and equipment that are maintained and serviced by this division, and a detailed description of the funds requested for FY13/14.

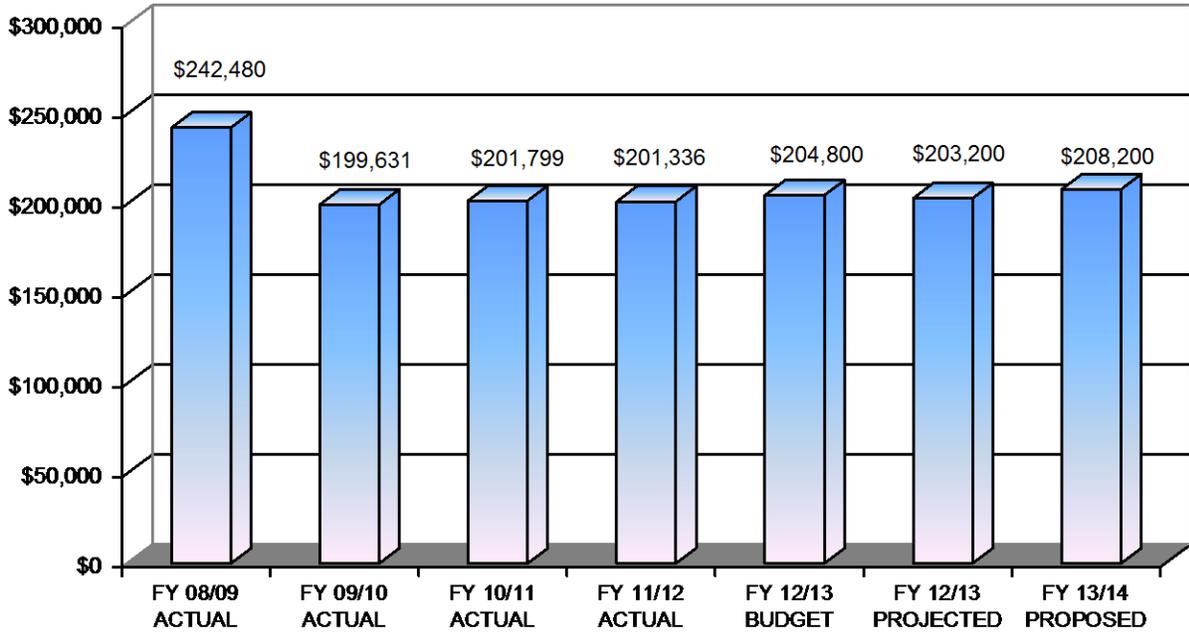
In addition to the normal information that is expected within the budget document, this report provides a summary, in one centralized location, of the vehicles and equipment owned by the City. This includes a description by each department of the City’s fleet of 78 vehicles and 56 pieces of major equipment.

**PUBLIC WORKS
FLEET MAINTENANCE DIVISION
ORGANIZATIONAL CHART**



FLEET MAINTENANCE – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Supervisor	1	1	1	1	1	0
Mechanic	2	2	2	2	2	0
TOTAL FULL TIME	3	3	3	3	3	0

**FLEET MAINTENANCE
BUDGET COMPARISON**



DEPT. OF PUBLIC WORKS/FLEET MAINTENANCE DIVISION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS

The Fleet Maintenance Division is responsible for the maintenance, repair, and reconstruction of all City vehicles and equipment. That included 78 vehicles, 56 pieces of major equipment, and numerous small hand tools and power equipment. Normal duties vary from routine service work and inspections to engine repairs, body work, and complete reconstruction of vehicles. Employees in this division have worked on special construction projects and assisted other Public Works divisions as needed for emergency problems or special projects.

Following is a summary of the accomplishments of Fleet Maintenance during FY12/13:

- Planned, organized, and completed the City's participation in the annual MCCG surplus vehicle auction which resulted in \$32,427.14 of net revenue to the City. This included the sale of five vehicles, three pieces of equipment, and other miscellaneous items.
- Completed review of City's vehicles and equipment and provided recommendations for replacement schedules that were included with the Five Year CIP. This annual review evaluates the overall condition and maintenance cost of vehicles and equipment to determine replacement schedules instead of relying on a fixed ten year cycle.
- Completed regular 3,000 mile service and inspection of Police vehicles to better ensure reliability of service and to protect the City's investment in the Police fleet.
- Completed regular service and inspection of all City vehicles and equipment to protect the investment in the City's fleet.
- Planned, scheduled, and completed annual service and preparation of seasonal equipment to ensure that the equipment was ready and in good working order to provide services to residents. This included seasonal inspection and preparation of Parks mowing equipment, roadside mowers, street sweepers, leaf collection equipment, and snow removal equipment.
- Performed on-going maintenance and repair of snow removal equipment to allow completion of services expected by the community.
- Worked with local vendor to organize and coordinate the installation of a propane fueling station at our facility. We also worked with an EPA certified installer to up fit two of our newer vehicles with propane conversion kits; these vehicles are currently in service and will be evaluated as to the cost savings that are generated from these vehicles.
- Completed in house training with new hires that focused on ladder safety, snow plow driver operation, loader operation and CDL testing preparation.

- Completed the conversion of four new squad cars moving equipment from old vehicles to new vehicles and the installation of new computer docking stations and radar units in all existing vehicles.
- Evaluated and put into place two new ways of achieving overall cost savings with our service change intervals. The first change was to increase the mileage of our truck fleet to 12,000 miles; this was accomplished by the use of oil analysis samples that indicated that this was a realistic goal. The second change was with our transmission service intervals using the same procedure we concluded that we could safely increase the mileage interval change time with this service work also.
- Completed maintenance of Public Works facility at 326 Washington Street and worked with contractors on upgrading interior lighting, also the replacement of one main overhead door was completed.

**DEPT. OF PUBLIC WORKS/FLEET MAINTENANCE
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide prompt, professional, and efficient customer service to all City departments and employees for the service, maintenance, and repair of the City's vehicles and equipment.

Objectives:

- A. Respond to requests for vehicle service and repair received from City employees.
- B. Plan, schedule, and complete services based on priority and need of the various departments and importance to the City's operation.
- C. Keep appropriate department and/or employee informed of status of repairs and expected completion time.
- D. Provide appropriate department and/or employee with information of work completed once the vehicle/equipment has been returned.

FY13/14 Programs:

- 1. Just like all divisions in Public Works, the primary responsibility of the Fleet Maintenance Division is quality customer service. The customers are other City employees and departments, but the focus for quality customer service remains the same as for all Public Works employees. Almost all of the costs included with the accompanying budget request are essential to the division's ability to meet this important goal. It is important that the City continue to provide the funding necessary to provide the staff, material, supplies, equipment, and tools that allows the mechanics to provide these services for our internal customers.
- 2. One of the most important objectives for the supervisor during the upcoming budget year will be to continually evaluate priorities and set work schedules for vehicle service and repairs. When a vehicle is in for any type of maintenance work, the vehicle is obviously out of service and unavailable for customer service duties for the appropriate department. When multiple vehicles are in the shop for service and repair, it is then necessary for the supervisor to set priorities based on the importance of the vehicle to the City's overall operations. While some service and repair may need to wait, the supervisor will use good judgment to better ensure that there will be minimum interruption to essential services.

Goal #2: Plan, schedule, and complete all preventive maintenance services and necessary repairs for City owned vehicles and equipment to provide a safe and reliable fleet.

Objectives:

- A. Assess the condition of all vehicles and promptly notify appropriate department if the vehicle or equipment is considered to be unsafe for use.
- B. Plan, schedule, and complete all routine preventative maintenance on all vehicles and equipment to protect the City's investment in the fleet.
- C. Receive requests from various departments for vehicle and equipment repair needs. Plan, schedule, and complete repairs on a priority basis based on current work load and importance of vehicle/equipment to the City's overall operations.
- D. Set work schedules and maintenance schedules to minimize the amount of down time for vehicle and equipment during repairs.
- E. Follow standard quality control practices to better ensure that work is done completely the first time and to improve the reliability of vehicles and equipment used by all departments.
- F. Plan, schedule, and complete seasonal preventative maintenance including leaf collection, snow removal, street sweepers, and mowing equipment.

FY13/14 Programs:

1. Employees will plan, schedule, and complete service and preparation of seasonal equipment to ensure reliability for the various activities. This will include advance planning and scheduling to ensure that all parts have been ordered and are in stock prior to the start of the seasonal service and to ensure that the vehicles and equipment are properly prepared prior to the seasonal activity.
2. All normal preventive maintenance will be scheduled and completed on time to help extend the useful life of vehicles and equipment. This activity will be coordinated with the respective City department based on their needs and activities, and Fleet Maintenance employees will strive to have the service work completed and returned to the department the same day so that the vehicle can be returned to service for the benefit of the residents.
3. As a result of the continued need to reduce costs within the CIP motor pool budgets, the City will need to keep the existing fleet of vehicles and equipment for a longer period of time. Based on the current condition of the fleet and the level of service and maintenance that has been provided in the past, the replacement cycles can be extended with no anticipated reduction in services to our residents. However, that change will require an increased effort by the Fleet Maintenance staff and will impact the amount of maintenance and repair work to be performed during the upcoming year.
4. Employees will utilize skills learned in training programs to complete more repairs in-house and reduce costs to City departments when compared to outside service repairs.

Goal #3: Evaluate existing condition of all City owned vehicles and equipment on an annual basis and provide recommendation for replacement schedules, based on cost to operate and maintain equipment, to manage the annual motor pool replacement schedule in a cost effective manner.

Objectives:

- A. Identify vehicles and equipment that should be replaced based on frequency of repairs, cost to repair and maintain, reliability for use, and safety.
- B. Evaluate and assess every vehicle and equipment to be replaced to determine if it can be used by other City departments and functions.
- C. Prepare surplus vehicles and equipment to be sold by the City. Prepare bid documents and organize public sales.

FY13/14 Programs:

- 1. The Department of Public Works has moved away from a fixed-time replacement schedule (e.g. ten year cycle for most vehicles) to a replacement schedule that allows more flexibility based on actual condition and cost to operate and maintain. The benefit to the City is expected to be an overall decrease of vehicle maintenance and repair cost by replacing the most expensive vehicles first. In addition, the City can extend the use of some vehicles which do not have excessive costs for operation and maintenance thereby postponing the large capital cost of replacement.

The Supervisor will evaluate, on an annual basis, vehicles and equipment in all Public Works Divisions scheduled to be replaced. The recommended replacement schedule will then be determined based on overall condition, cost of repair, frequency of downtime, and safety.

- 2. The City has been successful in using vehicles and equipment, being replaced by one department, in a different manner. The most common application is the use of former Police vehicles by other departments, but there are also other beneficial examples. By assigning the vehicle and/or equipment to other functions where reliability may not be as critical or where the amount of use is less demanding, the City can save money when compared to purchasing more new vehicles and equipment. The supervisor will continue with this program by considering alternate use of all vehicles and equipment being replaced before sold as surplus material.
- 3. The Supervisor will recommend vehicles and equipment that should be sold by the City as surplus items and then organize and prepare those vehicles to be included with the annual MCCG surplus vehicle auction.

Goal #4: Develop and maintain a motivated and productive staff that is capable of providing skills necessary for the safe and efficient maintenance of the City's fleet.

Objectives:

- A. Identify and schedule training for mechanics for changes in manufacturers' systems and current model year information.
- B. Identify and schedule specialized training for mechanics to learn new skills and to learn about new products and equipment.
- C. Complete training of mechanics for the service and maintenance for all new vehicles and equipment purchased by the City annually.
- D. Provide instructions, proper tools and equipment, and personal protective equipment to promote a safe work environment for all employees.
- E. Utilize new skills learned to complete more service and repair work in-house to reduce the amount of down time required for repairs.
- F. Assisted with in-house training of Public Works employees for proper and safe use of vehicles and equipment.

FY13/14 Programs:

- 1. Any time that the City purchases new equipment or new vehicles, there are different service and maintenance needs. As a result, mechanics will be provided with information and training material with each new purchase made by the City during the upcoming year to provide instructions for that specific item. This will include a detailed review of the specific maintenance schedules that are necessary for each piece of equipment and each vehicle. In addition, employees will obtain repair and parts information for the new equipment so that repairs can be promptly completed when needed.
- 2. The Fleet Maintenance Supervisor will continue to provide training and instruction to CDL drivers and newly assigned employees in advance of the winter snow removal season. This will include instructions on pretrip inspection requirements, safe operation of the vehicle and plow equipment, and proper vehicle maintenance.

Goal #5: Plan, schedule, and complete the regular maintenance and upkeep of the Public Works facility.

Objectives:

- A. Plan, schedule, and complete building repair service to ensure the continued operation of the Public Works facility.
- B. Complete in-house building maintenance projects.

FY13/14 Programs:

1. As a result of the need to postpone the planned construction of a new Public Works facility, an additional effort will be needed to maintain the current facility as well as accommodate more vehicles and more employees at this site. The Fleet Maintenance Division will oversee and complete necessary building maintenance projects as well as changes to the current facility to accommodate more vehicles and equipment.
2. Coordinate and oversee the collection and disposal of special waste products and provide proper documentation to ensure regulatory compliance. Fleet Maintenance will also identify and promote in-house recycling efforts for the Public Works facility which were recently expanded.

Goal #6: Reduction of overall costs and management of City's financial resources.

Objectives:

- A. Identify vehicles and equipment that are no longer needed for daily operation and/or have excessive maintenance cost and complete surplus sale.
- B. Control costs so that end of year expenses do not exceed authorized amount.
- C. Research price options and coordinate portions of Public Works central purchasing options.
- D. Coordinate repairs of Fire/Rescue vehicles if requested.

FY13/14 Programs:

1. The Fleet Maintenance Supervisor is not only responsible for the purchase of supplies and materials for this Division, but also assists other Public Works Supervisors with central supply items. Efforts will continue during FY13/14 to contact multiple vendors and to look at alternate products to ensure the best use of City funds when making these purchases.
2. During FY13/14 the Fleet Maintenance Supervisor will monitor both short term and long term contract options or fuel supplies to better manage and stabilize fuel costs.
3. The previous intergovernmental agreement to share services between the City and the Woodstock Fire/Rescue District will be continued during FY13/14 on an as-needed basis. Under this program, Fleet Maintenance will provide some services for the repair and maintenance of District vehicles using City employees and City facilities. The City will be reimbursed for all material costs and for labor costs providing a new revenue source to the City. It is expected that most of these services can be completed less than 'market rates' which would then decrease costs for the District.

**DEPT. OF PUBLIC WORKS/FLEET MAINTENANCE
FY13/14 SCHEDULE OF VEHICLES & EQUIPMENT**

The following table provides a summary of the City's current inventory of vehicles and major equipment, and the tables on the following pages then provide a detailed listing of vehicles and equipment for each City department:

DEPARTMENT	# OF VEHICLES	# OF EQUIPMENT	TOTAL
Fleet Maintenance	2*	1	3
Community & Economic Development	4*	0	4
Finance/City Hall	1*	0	1
Opera House	1	0	1
Parks	8	23	33
Police	20	6	26
Public Works Administration	2*	0	2
Recreation	2*	0	2
Streets	23	15	38
Sewer & Water Maintenance	10*	6	16
Water Treatment	2	1	3
Wastewater Treatment	3*	4	7
TOTALS	78*	56**	134

* Includes the re-use of 10 former Police vehicles.

** Includes the re-use of 2 pieces of equipment previously used by other departments.

STREET MAINTENANCE DIVISION - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
1	2012 Ford Super Duty 4x4, Pickup Truck, with plow	FY18/19 or later
2	2006 Chevy K-2500 Pickup Truck, with plow	2016 to 2017
3	2008 Chevy K-2500 Pickup Truck, with plow	FY18/19 or later
4	2008 Chevy K-2500 Pickup Truck, with plow	FY18/19 or later
6	2006 Chevy K-2500, extended cab Pickup, with plow	2015 to 2017
7	2003 International 7400 Series Dump Truck, plow & spreader	2015 to 2016
8	2001 International 4900 Series Dump Truck, plow & spreader	2013 to 2014
9	2005 International 7400 Series Dump Truck, plow & spreader	2016 to 2017
10	2001 International 7400 Series Dump Truck, plow & spreader	FY18/19 or later
11	2006 International 4900 Series Dump Truck, plow & spreader	2017 to 2018
12	2002 International 4900 Series Dump Truck, plow & spreader	2014 to 2015
14	2007 Chevy K-2500, Pickup with lift gate	2017 to 2018
15	2007 International 7400 Series Diesel Dump Truck, plow & spreader	FY18/19 or later
17	2008 International 4900 Series Dump Truck, plow & spreader	FY18/19 or later
19	2009 International 7400 Series Dump Truck, plow & spreader	FY18/19 or later
20	2011 Chevrolet K-2500, Pickup Truck with plow	FY18/19 or later
23	2006 International 7400 Series Dump Truck, wing plow & spreader	FY18/19 or later
24	2007 International 7400 Series Dump Truck, plow & spreader	FY18/19 or later
25	2005 Chevy C4500 Sign Truck w/crane lift	FY18/19 or later
26	2011 International 7400 Dump Truck, wing plow & spreader	FY18/19 or later
50	2001 Elgin Geo-Vac Series Street Sweeper	
51	2001 Elgin Eagle Series Street Sweeper	
52	1997 Int. 4900 Vactor Sewer Cleaner (formerly W & S vehicle)	No Replacement
TOTAL NUMBER OF VEHICLES = 23		

* Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

STREET MAINTENANCE DIVISION – EQUIPMENT		
EQUIPMENT #	DESCRIPTION	REPLACEMENT YEAR*
100	1991 Spaulding RM, 4 Ton Trailer Hot Patcher	2014 to 2015
101	1998 Case 580 Backhoe (former W&S backhoe)	No Replacement
102	1992 1 Ton Case Vibratory Roller	2013 to 2014
103	2003 Graco Striper, Model #3500	FY18/19 or later
108	2004 MC90 Volvo Skid Steer Loader	2016 to 2017
115	2009 John Deere 524K Front End Loader	FY18/19 or later
116	1999 Spaulding RMV 4 ton hot patcher	2015 to 2016
129	2000 Giant Vac 20 Yard Leaf Machine	2013 to 2017
130	1998 Giant Vac 20 Yard Leaf Machine	2013 to 2017
131	2006 Giant Vac 14 Yard Leaf Machine	2013 to 2017
132	1996 Giant Vac 20 Yard Leaf Machine	2013 to 2017
184	2007 JD 5225 Utility tractor with mower	FY18/19 or later
185	2005 Ingersoll Rand Air Compressor	2017 to 2018
186	1994 Sullair Model 185 Air Compressor	No Replacement
187	2002 Sidewalk sweeper	FY18/19 or later
TOTAL NUMBER OF EQUIPMENT = 15		

* Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

PARKS DIVISION - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
16	1998 Chevy C-3500 Bucket Truck with service body	2013 to 2014
22	2006 Chevy C5500 Dump Truck, plow and spreader	After 2018
44	2009 Ford F-450 1 Ton dump truck	After 2018
45	2005 Chevy K-2500 pickup	2015 to 2016
46	2004 Chevy K-2500 extended cab pickup	2014 to 2015
47	2005 Chevy K-2500 extended cab pickup	2016 to 2017
48	2006 Chevy K-2500 pickup truck	2017 to 2018
49	2008 Chevy K-2500 pickup truck	After 2018
TOTAL NUMBER OF VEHICLES = 8		

* Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

PARKS DIVISION - EQUIPMENT		
EQUIPMENT #	DESCRIPTION	REPLACEMENT YEAR
106	1998 Bobcat 753 Skid Steer Loader	2015 to 2016
107	2002 Vermeer BC 1400 brush chipper	2013 to 2014
147	2007 JD 1200 ballfield tractor	After 2018
148	2007 JD 1200 ballfield tractor	After 2018
149	2007 Kubota zero turn mower	After 2018
150	2007 Kubota zero turn mower	After 2018
153A	1998 John Deere Gator 4 x 2	2017 to 2018
153B	2002 John Deere Gator 4 x 6	After 2018
153C	2007 John Deere Gator 4x6	After 2018
154	1999 John Deere 4500 with Mower	After 2018
154A	2005 Rhino TX 165 Finish Mower	After 2018
156B	2007 John Deere 1200 ballfield tractor	After 2018
156C	2002 John Deere 1200 ball field tractor	2015 to 2016
157	2006 Kubota 3680 with front mower	After 2018
158	1997 John Deere 935 with Mower	2014 to 2015
159	2001 Kubota 2560 Front Mower	2014 to 2015
160	2002 Kubota 2560 tractor with mower	After 2018
161	2003 Kubota Zero Turn Mower	2016 to 2017
162	2004 Kubota Zero Turn Mower	After 2018
163	2006 Kubota RTV 900 4x4	After 2018
164A	2006 Kubota MX 5000F Tractor	After 2018
164B	2006 Befco 315-FLX 15 foot gang mower	After 2018
183	1998 JD 5210 Utility tractor with mower	2017 to 2018
TOTAL NUMBER OF EQUIPMENT = 23		

* Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

SEWER & WATER MAINTENANCE - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
30	2005 Chevy K-2500, extended cab pickup	2015 to 2018
32	2003 Chevy pickup with utility box	2013 to 2016
33	2007 Chevy K-2500, pickup	2017 to 2020
34	2006 Chevy K-2500 pickup	2016 to 2019
35	2008 Chevy K-2500 pickup with service body	2018 to 2021
37	2006 Chevy pickup with utility box	2016 to 2019
38	2007 Crown Victoria (former police vehicle)	No Replacement
41	2007 International Series 7400 dump truck	2017 to 2020
41A	1995 International dump truck	No Replacement
42	2008 International 7400 Series with Vactor Sewer Cleaner	2018 to 2021
TOTAL NUMBER OF VEHICLES = 10		

- Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

SEWER & WATER MAINTENANCE - EQUIPMENT		
EQUIPMENT #	DESCRIPTION	REPLACEMENT YEAR
104	1998 Case 580 4 x 4 Backhoe	2013 to 2015
109	Wells Cargo enclosed equipment trailer	2017 to 2022
110	Trailer mounted Generac generator	No Replacement
111	Trailer mounted Energy Dynamic generator	No Replacement
112	Trailer style Empire generator	No Replacement
113	Shoring equipment trailer	No Replacement

WASTEWATER TREATMENT - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
70	2005 K-2500 Chevy pickup truck	2015 to 2018
71	2006 K-2500 Chevy pickup truck with lift gate	2016 to 2019
72	2007 Ford Crown Victoria (former Police vehicle)	No Replacement

WASTEWATER TREATMENT - EQUIPMENT		
EQUIPMENT #	DESCRIPTION	REPLACEMENT YEAR *
173	1998 Kubota Mower	2013 to 2014
174	1999 Volvo L-35 Loader	2013 to 2016
175	2003 Zero turn mower	2013 to 2014
176	1991 Wacker PT6 pump	2014 to 2017

WATER TREATMENT - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
67	2005 K-2500 Chevy pickup	2015 to 2018
68	2012 Ford F-250 Pickup with plow and lift gate	2022 to 2025

WATER TREATMENT - EQUIPMENT		
EQUIPMENT #	DESCRIPTION	REPLACEMENT YEAR*
175	2007 Kubota zero turn mower	2019 to 2024

* Actual replacement schedule will be determined by Fleet Maintenance Supervisor annually based on vehicle condition and cost of maintenance.

FLEET MAINTENANCE - VEHICLES		
VEHICLE #	DESCRIPTION	REPLACEMENT YEAR*
98	2009 Chevy Impala, former police vehicle	No replacement
99	2003 Chevy HD 2500 pickup truck	2013 to 2016

FLEET MAINTENANCE - EQUIPMENT	
VEHICLE #	DESCRIPTION
105	2003 Hyster Fork Lift

OPERA HOUSE - VEHICLES	
VEHICLE #	DESCRIPTION
65	2002 Dodge Van

FINANCE/CITY HALL - VEHICLES	
VEHICLE #	DESCRIPTION
58	2008 Ford Crown Victoria (former Police vehicle)

RECREATION DEPARTMENT - VEHICLES	
VEHICLE #	DESCRIPTION
73	2000 Ford Crown Victoria (former Police vehicle)
74	2003 Chevy 14 passenger bus

COMMUNITY & ECONOMIC DEVELOPMENT - VEHICLES	
VEHICLE #	DESCRIPTION
63	2000 Ford Crown Victoria (former Police vehicle)
64	2007 Chevy Hybrid extended cab pickup
66	2007 Ford Crown Victoria (former Police vehicle)
76	2002 Chevy K-2500 pickup (former WT vehicle)

PUBLIC WORKS ADMINISTRATION - VEHICLES	
VEHICLE #	DESCRIPTION
60	2007 Honda Civic Hybrid
61	2007 Ford Crown Victoria (former Police vehicle)

WOODSTOCK POLICE DEPARTMENT	
VEHICLE #	DESCRIPTION
10	2012 Chevy Impala
11	2002 Chevy Impala
12	2002 Chevy Impala
13	2009 Chevy Impala (training vehicle)
14	2004 Chevy Impala
15	2007 Chevy Impala
16	2007 Chevy Impala
17	2004 Chevy Impala
18	2009 Ford Crown Victoria
19	2002 Chevy Van
20	2011 Ford Crown Victoria
21	2012 Chevy Impala
22	2013 Ford Police Interceptor
23	2011 Ford Crown Victoria
24	2012 Ford Crown Victoria
25	2011 Ford Crown Victoria
26	2011 Ford Crown Victoria
27	2008 Ford Crown Victoria
28	2011 Ford Crown Victoria
29	2008 Ford Crown Victoria (K-9 Patrol vehicle)
30, 31, and 33	Bicycles
34 and 35	Motorcycles
38	2001 Speed trailer

**FY13/14
DEPT. OF PUBLIC WORKS/FLEET MAINTENANCE
LINE ITEM DESCRIPTIONS**

01-07-0-00 FLEET MAINTENANCE \$208,200

SALARIES

01-07-3-408 Supervisor				\$78,400
FY10/11 Actual:	\$73,846	FY11/12 Actual:	\$74,570	
FY12/13 Budget:	\$76,100	FY12/13 Projected:	\$76,100	

The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-07-3-415 Maintenance				\$90,400
FY10/11 Actual:	\$84,904	FY11/12 Actual:	\$84,683	
FY12/13 Budget:	\$86,900	FY12/13 Projected:	\$86,600	

The budget request is to pay the annual salary costs for the two Mechanics based on the approved Collective Bargaining Agreement.

01-07-3-445 Overtime				\$ - 0 -
FY10/11 Actual:	\$ 117	FY11/12 Actual:	\$ 30	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

This line item is to be used only for the overtime cost associated with the maintenance and repair work performed by the Division. Overtime worked when performing other duties (i.e. snow removal, leaf collection, park maintenance, water main breaks) is charged to the appropriate division.

01-07-4-451 Sick Leave Conversion				\$ 400
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ 400	FY12/13 Projected:	\$ 200	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There is one employee eligible for sick leave conversion pay in FY13/14.

01-07-4-453 Uniforms				\$2,100
FY10/11 Actual	\$2,228	FY11/12 Actual	\$2,280	
FY12/13 Budget:	\$2,100	FY12/13 Projected:	\$2,000	

Charges to this line item include contract cost for weekly uniform service and a small amount for the purchase of a limited number of T-shirts, jackets

and coats, and other clothing items for the three full-time employees.

CONTRACTUAL SERVICES

01-07-5-550	Service To Maintain Building			\$18,000
	FY10/11 Actual:	\$17,210	FY11/12 Actual:	\$18,863
	FY12/13 Budget:	\$20,500	FY12/13 Projected:	\$20,000

This line item is to fund any outside contract services needed for the maintenance of the Public Works Center buildings and grounds at 326 Washington Street. A decision has been made to postpone the construction of the new facility indefinitely, and as a result, expenses in this line item to maintain the current Public Works buildings and grounds have increased when compared to two years ago. However, that increase is appropriate when compared to the very high cost of constructing a new facility.

Following are the estimated costs that have been included in this line item for the upcoming budget year.

Service/replacement of overhead doors	\$ 5,000
Window replacements	\$ 1,500
Electrical service and improvements	\$ 800
Plumbing repairs and replacements	\$ 600
Extinguisher service	\$ 300
Service of 6 heating/cooling units	\$ 1,500
Carpet cleaning & floor scrubbing	\$ 500
Stipend for janitorial service \$650/mo.	<u>\$ 7,800</u>
	\$18,000

01-07-5-552	Service To Maintain Equipment			\$2,500
	FY10/11 Actual:	\$2,361	FY11/12 Actual:	\$1,517
	FY12/13 Budget:	\$2,600	FY12/13 Projected:	\$2,500

This line item is used to pay the cost of service and repair of the equipment in the mechanics shop. Items covered include lift hoists, tire changer, lubrication system, scope, welders, etc. As well as preventive maintenance services of parts washers, power washer, and fuel pump repairs. When critical pieces of equipment fail, such as the lift for vehicle repairs, it must be repaired for safety reasons and to allow the employees to complete their work assignments.

01-07-5-553	Service To Maintain Vehicles				\$200
	FY10/11 Actual:	\$ 99	FY11/12 Actual:	\$ 99	
	FY12/13 Budget:	\$200	FY12/13 Projected:	\$ - 0 -	

This line item is used for outside service and repair costs on two vehicles for the division which includes one pickup truck and a former police car. As shown by the past costs in this line item, all of the service and repairs have been typically completed by the employees without the need for any outside repair service costs. However, it is recommended that a small dollar amount be included each year in the event of an unexpected repair that can not be completed in-house.

COMMODITIES

01-07-6-602	Gas and Oil				\$800
	FY10/11 Actual:	\$599	FY11/12 Actual:	\$880	
	FY12/13 Budget:	\$800	FY12/13 Projected:	\$600	

This line item includes fuel charges for two vehicles in this division as well as LP fuel for the fork lift used at the Public Works Center.

01-07-6-605	Tools				\$2,000
	FY10/11 Actual:	\$1,995	FY11/12 Actual:	\$1,457	
	FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$2,000	

This line item is to be used for the purchase of hand tools and small power tools essential for the maintenance of the City's fleet with a value less than \$500 per item. This will include wrenches, hand tools, power wrenches, small testing/diagnostic tools, etc. For budgeting purposes, tools with a value greater than \$500 per item are included with the "Equipment" line item in this budget. There is no anticipated change in the amount, type, or value of tools to be purchased during the upcoming budget year.

01-07-6-606	Supplies				\$3,500
	FY10/11 Actual:	\$4,014	FY11/12 Actual:	\$3,061	
	FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$3,400	

Purchases charged to this line item include supplies used by the mechanics for the daily work as well as general building supplies used at the Public Works facility. Purchases will include hand cleaner, oil dry, paper goods, light bulbs, soap, floor wax, floor cleaners, building cleaning fluids, paper goods, and first aid supplies. In a typical year, the greatest expense within this line item is for building and bathroom cleaning supplies.

Supplies for vehicles and equipment (e.g. brake fluid, car soap, car wax, degreasers, etc.) are charged to other departments where they originate.

01-07-6-613	Water and Sewer				\$900
	FY10/11 Actual:	\$851	FY11/12 Actual:	\$773	
	FY12/13 Budget:	\$900	FY12/13 Projected:	\$800	

Since the Sewer & Water Fund is, by law, a separate fund of the City, the General Corporate activities pay sewer and water fees. Just like every other water and sewer customer, the Fleet Maintenance Division makes a payment to the City's Utility Fund based on metered usage.

01-07-6-620	Material To Maintain Building				\$3,000
	FY10/11 Actual:	\$3,048	FY11/12 Actual:	\$3,650	
	FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,000	

This line item is used for the purchase of material and repair parts for work to be performed by City employees. The need to postpone the construction of a new Public Works facility requires that the City continue to provide funds for the necessary maintenance of the existing facility at 326 Washington Street. Anticipated costs for FY13/14 are estimated as follows:

Lumber	\$ 500
Bulbs and ballasts	\$ 400
Ceiling fans	\$ 500
Normal building maintenance costs	\$ 600
Masonry supplies and repairs	\$ 300
Tables and chair replacements	\$ 300
Light fixtures	<u>\$ 400</u>
	\$ 3,000

01-07-6-621	Material To Maintain Equipment				\$1,200
	FY10/11 Actual:	\$ 756	FY11/12 Actual:	\$2,169	
	FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$1,200	

This line item will be used for the purchase of material for the in-house repair of the shop equipment. This includes the lifts, power wash equipment, welders, drills, saws, air tools, etc.

01-07-6-622	Material To Maintain Vehicles				\$300
	FY10/11 Actual:	\$239	FY11/12 Actual:	\$215	
	FY12/13 Budget:	\$300	FY12/13 Projected:	\$300	

This is used to purchase normal maintenance/service items such as filters, belts, hoses, tires, brakes, etc. for the two vehicles in this division.

01-07-6-628	Material To Maintain Fire/Rescue			\$ - 0 -
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

The City and the Woodstock Fire/Rescue District have entered into an agreement that will benefit taxpayers and residents in both jurisdictions. Select vehicle maintenance work will be performed by Fleet Maintenance for the District. Costs for material used for these maintenance and repair services will be charged to this line item and the City will then be reimbursed by the District.

01-07-7-720	Equipment			\$4,500
	FY10/11 Actual:	\$9,532	FY11/12 Actual:	\$7,089
	FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,500

AllData subscription renewal	\$1,500
Bosch scan tool subscription renewal	\$1,500
Annual software subscription renewals	\$1,500

All of these costs are related to annual fees for software and the purchase of software that is needed by the employees to diagnose vehicles and to collect information from on-board computers for maintenance and repairs.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
FLEET MAINTENANCE EXPENSES							
SALARIES							
01-07-3-408	SUPERVISOR	73,846	74,570	76,100	49,696	76,100	78,400
01-07-3-415	MAINTENANCE	84,904	84,683	86,900	56,558	86,600	90,400
01-07-3-445	OVERTIME	117	30	0	7	0	0
TOTAL SALARIES		158,867	159,283	163,000	106,261	162,700	168,800
PERSONAL SERVICES							
01-07-4-451	SICK LEAVE CONVERSION	0	0	400	0	200	400
01-07-4-453	UNIFORMS	2,228	2,280	2,100	1,693	2,000	2,100
TOTAL PERSONAL SERVICES		2,228	2,280	2,500	1,693	2,200	2,500
CONTRACTUAL SERVICES							
01-07-5-550	SERVICE TO MAINTAIN BUILDINGS	17,210	18,863	20,500	12,558	20,000	18,000
01-07-5-552	SERVICE TO MAINTAIN EQUIPMENT	2,361	1,517	2,600	2,139	2,500	2,500
01-07-5-553	SERVICE TO MAINTAIN VEHICLES	99	99	200	0	0	200
01-07-5-561	RENTAL PROPERTY EXPENDITURES	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		19,670	20,479	23,300	14,697	22,500	20,700
COMMODITIES							
01-07-6-602	GAS & OIL	599	880	800	288	600	800
01-07-6-605	TOOLS	1,995	1,457	2,000	1,113	2,000	2,000
01-07-6-606	SUPPLIES	4,014	3,061	3,500	1,603	3,400	3,500
01-07-6-613	WATER AND SEWER	851	773	900	415	800	900
01-07-6-620	MATERIAL TO MAINTAIN BUILDINGS	3,048	3,650	3,000	1,240	3,000	3,000
01-07-6-621	MATERIAL TO MAINTAIN EQUIPMENT	756	2,169	1,000	721	1,200	1,200
01-07-6-622	MATERIAL TO MAINTAIN VEHICLES	239	215	300	266	300	300
TOTAL COMMODITIES		11,502	12,205	11,500	5,646	11,300	11,700
CAPITAL OUTLAY							
01-07-7-720	EQUIPMENT	9,532	7,089	4,500	2,336	4,500	4,500
TOTAL CAPITAL OUTLAY		9,532	7,089	4,500	2,336	4,500	4,500
TOTAL FLEET MAINTENANCE		201,799	201,336	204,800	130,633	203,200	208,200

PUBLIC WORKS ADMINISTRATION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Jeff Van Landuyt, Interim Director of Public Works

RE: **Public Works Administration FY13/14 Budget Transmittal**

Attached is the FY13/14 budget report for the Administration Division of the Department of Public Works. This division and budget provides for the costs to staff and operate the Public Works office, administrative and management assistance to the six (6) Public Works operating divisions, training and support for all 49 Public Works employees, and administration of capital improvements and engineering services. Consequently, many of the activities and costs included with this budget involve all Public Works employees and all divisions of the Department of Public Works.

FY12/13 brought several personnel changes to Public Works including retirements, employee resignations, employee promotions, transfers of current employees to new positions, and hiring of new employees. There were 12 new employees hired during 2012. An additional seven (7) employees have been in a new position for less than one year, following the retirement of several long-term Public Works employees. **Approximately 39% of the entire Public Works staff has been in their current positions for less than one year.** Our residents will benefit from the filling of some positions that had been vacant for a few years, but the number of employees in new positions presents some challenges.

As described in greater detail in the accompanying report and other Public Works budget reports, there were several important and beneficial projects and goals completed by the Public Works Administration office and all Public Works divisions during FY12/13. These included the following major construction projects and goals:

1. Transportation

- 1.1. City Administration serves as a stakeholder and active participant of IDOT's Phase 1 study for Illinois Route 47 improvements from Charles Road to US Route 14;
- 1.2. Prepared the Intersection Design Study (IDS) and submitted final report to IDOT for planned improvements at the intersection of Doty Road and US Route 14;
- 1.3. Completed 4.4 miles of street resurfacing using Motor Fuel Tax, TIF, and General Funds budgets which provided for the largest annual street maintenance program ever completed in Woodstock;
- 1.4. Completed the maintenance, repair, and new construction of sidewalks to improve pedestrian safety;
- 1.5. Completed brick pavement replacement and restoration around the square;
- 1.6. Received grant approval of Safe Routes To School funds and began final design and preparation of contract document for construction of new sidewalk on Dean Street from Kimball Avenue to Prairie Ridge Drive;

- 1.7. Reviewed preliminary engineering plans, provided comments to IDOT, and assisted with the preparation of final cost sharing agreements for the proposed roadway improvements on US Route 14 from Woodstock to Crystal Lake; and
- 1.8. Submitted new applications for use of STP roadway funds to the McHenry County Council of Mayors in response to their call for projects.

2. Parks

- 2.1. Purchased and installed replacement playground equipment at two locations in Emricson Park;
- 2.2. Provided field maintenance and preparation services for more than 1,401 scheduled ball games and 1,193 practices on City fields;
- 2.3. Provided field maintenance and preparation services for 309 soccer games;
- 2.4. Planned, scheduled, and completed the installation and maintenance of holiday decorations in the downtown for the enjoyment of the entire community;
- 2.5. Provided regular cleaning and maintenance of downtown streetscape features as well as the Park in the Square throughout the year;
- 2.6. Completed maintenance of trees within rights of way and on City property, as well as provided forestry services to the community;
- 2.7. Assisted The Land Conservancy with the ongoing program to improve the quality and condition of City-owned passive park sites;
- 2.8. Provided regular grounds maintenance services and assisted The Land Conservancy with planning and improvements of Hennen Conservation Area; and
- 2.9. Installed new landscaping on the Throop Street side of City Hall.

3. Utilities

- 3.1. Achieved 100% compliance with all federal and state regulations for water treatment quality during 2012;
- 3.2. Achieved 100% compliance with all federal and state regulations at both wastewater treatment plants during 2012;
- 3.3. Monitored, maintained, and operated the water system during an extended drought period during the summer of 2012 to meet the needs of the community without any loss of service;
- 3.4. Implemented odd-even water restrictions, provided educational material, and promoted water conservations efforts to help protect and conserve our water supply;
- 3.5. Purchased and installed two on-site emergency generators for lift stations to provide better service to the sewer customers during periods of power outages;
- 3.6. Completed annual maintenance of one ground water supply well and to ensure reliable service and supply for our customers; and
- 3.7. Completed planned maintenance and infrastructure CIP at both wastewater treatment plants.

4. Environmental

- 4.1. Enforced the City's stormwater management ordinance which allowed the City to remain compliant with the County standards;
- 4.2. City Engineer documented locations of stormwater facilities in Woodstock with goal of providing educational information and instructions for property owners to improve

- 4.3. Continued efforts to promote water conservation through the preparation of educational articles to promote importance of water conservation; and
- 4.4. Provided public education tours at the water treatment plant and wastewater treatment plant to promote the importance of our treatment facilities and stress the environmental benefits provided by the City.

5. Administration

- 5.1 In conjunction with the Human Resources Director, administered the first full year of the Collective Bargaining Agreement for Public Works employees;
- 5.2 Continued to provide essential services to the community with fewer employees than in the past. At the start of FY12/13, there were a total of fourteen (14) vacant positions in Public Works;
- 5.3 Evaluated internal applicants and promoted or transferred current employees to fill seven (7) positions in Public Works following the retirement or resignation of several long-term employees;
- 5.4 In conjunction with the Human Resources Director, evaluated and hired twelve (12) new employees to fill vacant positions in Public Works;
- 5.5 Director, Assistant Director, and Supervisors worked to develop employee job expectations, training goals, and work assignments for all new employees;
- 5.6 Managed and provided oversight of all Public Works budgets so that projected end of year costs for all six operating budgets of Public Works will be less than the amount of the approved budget;
- 5.7 Revised and updated the annual Snow Plan during 2012 which included necessary adjustments of the routes resulting from vacant positions and new employees hired in Public Works. Increased education and training efforts for new snow route drivers in preparation of their first winter at Woodstock Public Works;
- 5.8 Continued efforts for in-house employee training to improve safety, meet regulated training schedules, and reduce accidents. This included training for employee right to know, chipper training, chain saw operation and safety, and snow removal safe driving;
- 5.9 Evaluated work schedules in all divisions of Public Works and made adjustment of those schedules to reduce overtime costs;
- 5.10 Changed employee assignment and made intradepartmental temporary transfers of employees to meet special work load needs, encouraged employee cross-training, and evaluated how work is done to continue to provide essential services to residents with a reduced staff; and
- 5.11 Coordinated with local volunteer and service organizations for the completion of numerous community service projects and negotiated four new Adopt-A-Highway Agreements.

The proposed **FY13/14 budget request of \$392,800 is \$13,900 (3.4%) less** than the current year's budget. As described in greater detail with each of the individual Public Works budget documents, FY13/14 will again be a very busy year with improvements in all aspects of Public Works services with a strong emphasis placed on proper management and use of our financial resources. FY13/14 will also be a challenging year as all Public Works divisions continue to look at new ways to provide essential services, to train and develop new employees, and grow

following the hiring of a new Director during the first quarter of FY13/14. The funding allocated for the entire Public Works organization seeks to address a number of recommendations contained in the *Vision 2020 Statement*, for example:

Woodstock is a place to call home where the spirit of the community is enhanced through the seasons as everyone comes together to enjoy the Fourth of July, Memorial Day and the celebrations of Christmas. The Department of Public Works provides support for all of the special events held in Woodstock each year that promotes the important spirit of the community through efforts from the Public Works Administration office, Street Division, and Parks Division. These goals and the related funding are identified in the Community Events Budget.

Woodstock is a place to call home where street by street, our neighborhoods reflect a pride of ownership in the care of yards and homes. The City strives to set the standard for the appearance of the neighborhoods and to support the efforts of the responsible property owners. This will include attention to detail and attention to the appearance of the public rights-of-way, park land, and City-owned grounds. That community pride of ownership will be led by the City's efforts for maintenance and care of streetscapes, parks, rights-of-way, public buildings, and public grounds.

Woodstock is a place to call home where everyone feels welcome and is anxious to be involved and give back as we work together to preserve the special place of Woodstock. The Department of Public Works supports several community service organizations and activities each year and supports these programs where residents can give back to our community. Again during FY13/14 this will include all of the organizations who participate in the Adopt-A-Highway programs, local garden clubs, scout organizations, student community service projects, and much more.

Woodstock will have no tolerance for gang, graffiti, or drug activities. The Department of Public Works will promptly respond to the removal of graffiti on any traffic control sign and in all park facilities. All efforts for graffiti removal will be coordinated with the Woodstock Police Department to better ensure proper documentation and followup by law enforcement where appropriate.

In housing, health, and safety, Woodstock will promote a “get fit” community with walking and connected bicycle paths and sidewalks throughout the City. In accessibility and environmental sensitivity, Woodstock will have walking and bicycling paths running throughout the City and connecting to regional systems that extend miles in multiple directions. The Department of Public Works will work to support all aspects of this goal that is a critical portion of the services provided for a good quality of life. This will include the use of sidewalks and/or paved paths with the design of City roadway improvement projects and require the construction of sidewalks and/or paved paths with all new private development projects. Funds have been included with the TIF Budget for the repair and replacement of sidewalks in the downtown area to improve pedestrian access.

Woodstock is a place with lifelong learning second to none where schools, businesses and government have strong bonds and a shared vision of providing excellence in our educational programs. There are several ways that the Department of Public Works supports the local schools. Both the Water Treatment and Wastewater Treatment Divisions of Public Works will continue to work with the schools to provide facility tours. The City and School District 200 will work together for the continued improvement and maintenance of the Albert/Gerry Street Nature Area as an outdoor classroom, and the City will provide staff support to assist with student community service projects during the year. The City will once again provide numerous park and athletic facilities for high school athletic programs including baseball fields, softball fields, soccer fields, cross country meets, picnic pavilions, and open space for class events.

Woodstock is a connected green community where all natural resources are valued as essential assets of the community and new developments are critically analyzed to evaluate environmental impacts. Through the application and enforcement of regulatory standards, the City will work to protect important environmental resources such as flood way, wetlands, wooded areas, and surface waters. During FY13/14, the Department of Public Works will again undertake efforts to encourage our residents to conserve groundwater and to assume a greater responsibility for the proper use of this critical natural resource. Educational information will be distributed to residents via a variety of means for the use of rain gardens, importance of water conservation, tips and tools for water conservation, and proper disposal of special waste products. The City and The Land Conservancy will again partner to enhance the open space on City-owned land such as Westwood Park, Albert property, Ryders Woods, and Hennen Conservation Area.

Woodstock will aggressively work with IDOT and county, state and federal elected officials to re-design and improve Route 47 as an efficient transportation corridor. Transportation improvements in general, and specifically improvements to Illinois Route 47, have been identified as a high priority by the City Council. The City Administration is working diligently to accomplish the following planned roadway improvements:

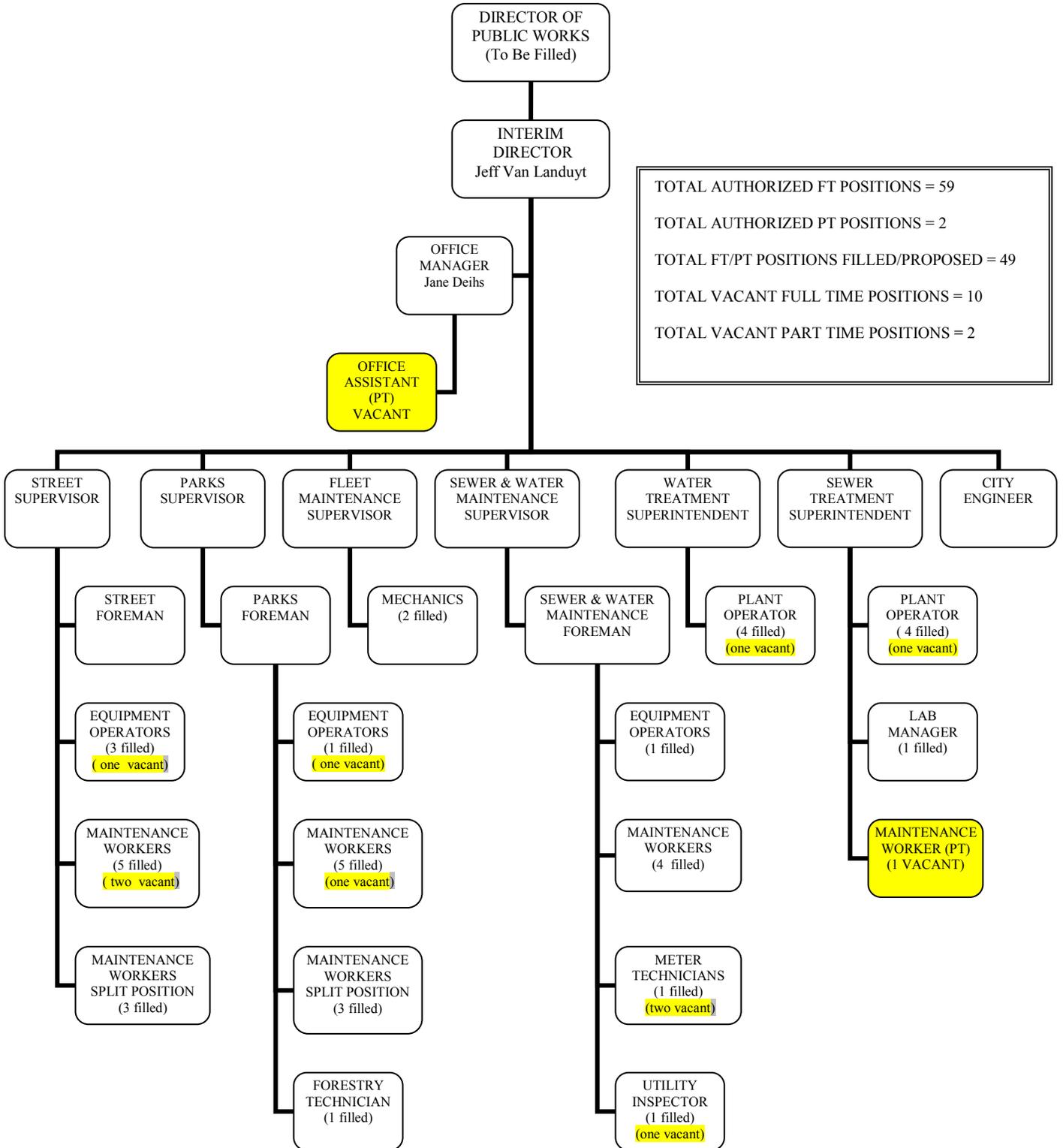
- ◆ Utilization of the Route 47 railroad overpass feasibility study to promote a joint effort project using local, county, state, and federal funding for construction;
- ◆ Participation in IDOT's Phase 1 studies for Route 47 from Huntley to Route 14; and
- ◆ Participation as a stakeholder and leader for public input in the Phase 1 study being prepared by IDOT for Illinois Route 47 from US Route 14 to Charles Road.

Woodstock will have a large, inviting park system providing community "green space", as well as a variety of active and passive recreational opportunities. Currently, the City of Woodstock provides approximately 550 acres of park land for our residents at 23 different locations. This includes a range of facilities from active athletic fields to passive park sites to provide a variety of choices for the residents and a variety of activities. Goals identified for FY13/14 have been identified in the Parks Budget and will focus on daily maintenance efforts and providing daily service to the park users as well as field maintenance and preparation on 20 ball fields and 8 soccer fields.

Woodstock is a culturally enriched environment and will set the stage of the downtown area with historic architectural detail and colors, cobblestone streets, and period lighting and attractive multi-season streetscape plantings. In investment, tourism, and economic vitality, Woodstock will recognize, promote and protect the Square as the “crown jewel” and major identity element of the City. Public Works provides services to maintain the overall appearance and quality of the downtown area throughout the entire year. The Parks Division maintains the Park in the Square, provides assistance for the maintenance of the streetscape areas, and installs banners and decorations in the downtown. The Street Division maintains the brick streets and the sidewalks, sweeps the downtown, and maintains the street lights,. The City will use TIF funds to maintain brick streets around the square, and funds have been included in the Parks Budget to purchase landscape material needed for the maintenance of the streetscape islands.

Woodstock is a premier destination and in investment, tourism, and economic vitality Woodstock will be a community of choice for residents, visitors, and investors. Many of the services provided by the Department of Public Works on a daily basis are what our residents, visitors, and investors look for when evaluating a community of choice. This includes the type and quality of our parks, variety of recreational activities provided, quality of street pavement, appearance of rights-of-way, reliability of utility service, community events, and responsiveness of our organization to their needs.

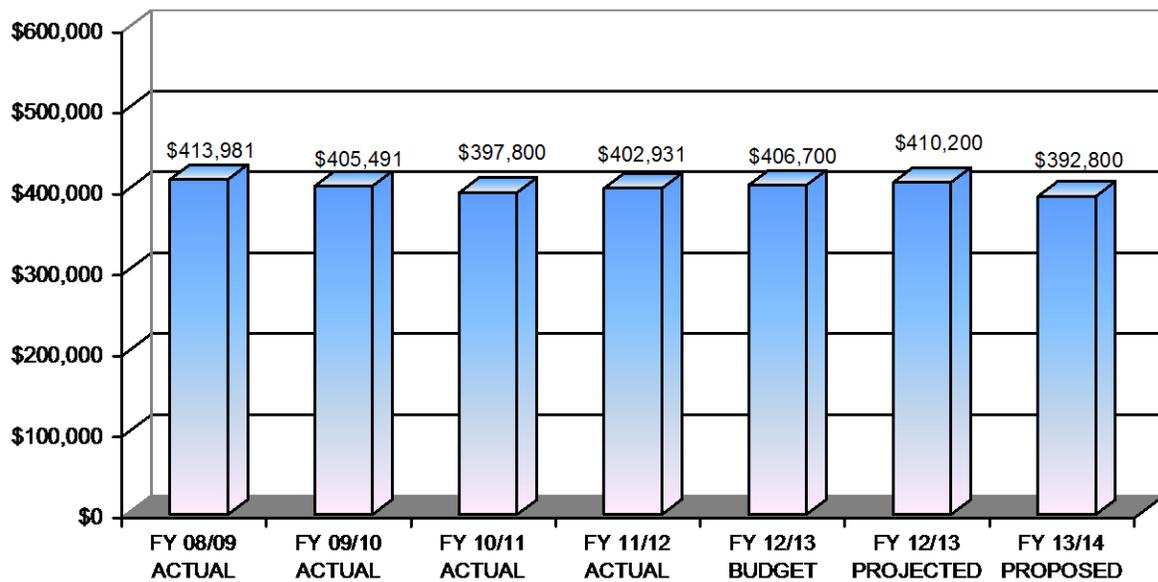
PUBLIC WORKS ADMINISTRATION ORGANIZATIONAL CHART



<p>TOTAL AUTHORIZED FT POSITIONS = 59</p> <p>TOTAL AUTHORIZED PT POSITIONS = 2</p> <p>TOTAL FT/PT POSITIONS FILLED/PROPOSED = 49</p> <p>TOTAL VACANT FULL TIME POSITIONS = 10</p> <p>TOTAL VACANT PART TIME POSITIONS = 2</p>

PUBLIC WORKS ADMINISTRATION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Director	1	1	1	1	1	0
Assistant Director	1	1	1	1	1	0
City Engineer	1	1	1	1	1	0
Office Manager	1	1	1	1	1	0
Office Assistant – PT	0	0	0	0	0	0
TOTAL FULL TIME	4	4	4	4	4	0
TOTAL PART TIME	0	0	0	0	0	0

**PUBLIC WORKS ADMINISTRATION
BUDGET COMPARISON**



**PUBLIC WORKS ADMINISTRATION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

The Department of Public Works Administration Division and budget provides the funds to staff and operate the Public Works office, provide administrative and management assistance to the six (6) Public Works operating divisions, training and support for all Public Works employees, and development engineering reviews. Consequently, many of the activities and costs included with this budget involve all Public Works employees and the activities of all divisions of the Department of Public Works.

One of the major accomplishments during FY12/13 has been the completion of several personnel changes in all Divisions of Public Works. There were several long term employees who retired during the past year and those positions were filled via internal candidates who were either transferred or promoted to their new duties. In addition, funds in the FY12/13 allowed the City to fill some critical positions that had been vacant for a few years by hiring new employees. The previous Director of Public Works retired in FY12/13 and the Assistant Director of Public Works has served as the Interim Director for the last half of this budget year. Thanks to his efforts and abilities, Public Works has been able to continue to provide a high level of service to our residents.

Following is a summary of the significant accomplishments achieved by the entire Public Works organization during FY12/13:

Services and Programs for Residents:

- Public Works did provide regular information to the general public throughout the fiscal year to share information, useful tips, and notices about upcoming programs and projects (e.g. street resurfacing, sidewalk replacement, block parties, snow removal policies and regulations, leaf collection, hydrant flushing, and more.)
- Identified and offered an optional, low cost, warranty program to utility customers that could be applied to private sewer and water services.
- Responded to resident requests for service in a prompt manner. There were over 1,500 service requests recorded by Public Works in 2012.
- Public Works successfully completed the annual collection of leaves for our residents, which was once again provided without any direct fee to the residents.
- Public Works managed and supervised the annual mosquito abatement program to help reduce the nuisance impact to our residents.
- Performed street sweeping throughout the year to improve the appearance of City rights-of-way.
- Provided supplies and materials for resident block parties throughout the year.
- Assisted with coordination and provided staff support for special events held during the year.
- Planned, scheduled, and completed installation of holiday decorations in the downtown for the enjoyment of the entire community.

Street and Right of Way Projects:

- There were several programs and projects completed relating to the City's effort to improve both the quality and the quantity of sidewalks provided for our residents.
- Completed the annual downtown brick maintenance and replacement program using TIF funds.
- Completed 4.4 miles of street resurfacing using Motor Fuel Tax, TIF, and General Funds budgets.
- Completed annual pavement marking program to provide for safer streets and to improve pedestrian safety.
- Completed the maintenance, repair, and new construction of sidewalks to improve pedestrian safety.
- Planned and completed improvements within Main Street right of way to support the redevelopment of the downtown movie theater.
- Started preparation of detailed plans and coordination with IDOT for the construction of new sidewalk on Dean Street from Kimball Avenue to Prairie Ridge Drive.
- Continued efforts for cleaning and maintenance of downtown streets and collection of trash and litter on a daily basis.

Parks:

- The City and The Land Conservancy worked jointly in the maintenance and enhancement of Ryder's Woods, Westwood Conservation Area, and City-owned land near Dean and Prairie Ridge Drive (e.g. removal of invasive species at Ryder's Woods, City property at Dean and Prairie Ridge, and at Westwood; controlled burns to improve vegetation at Westwood, adjacent to the Highlands, and property at Dean and Prairie Ridge; and distribution of educational information to residents adjacent to the City property.)
- Parks employees provided grounds maintenance and site improvements for Hennen Conservation Area and assisted The Land Conservancy with the preparation of a master plan for future improvements.
- The Department of Public Works now provides daily services for the maintenance and cleaning of 550 acres of park land at 23 sites.
- Installed new playground equipment at two locations in Emricson Park.
- Provided tree maintenance and care for trees in City rights of way and on City property
- Provided forestry services and recommendations to residents regarding trees located on private property.
- Installed and maintained banners throughout the year in the downtown and banners and holiday decorations during the Christmas season.
- Planned and installed landscape improvements along the Throop Street side of City Hall.

Utility Operations:

- The recommendations and long term goals identified in the Sewer and Water Master Plans were utilized with the annual update of the Capital Improvement Plan, the Capacity Capital Improvement Plan, and the annual budget.
- The City did achieve 100% compliance in all state regulations established under the Safe Drinking Water Act at both water treatment facilities.
- The City did achieve 100% compliance for all monitoring and discharge limits

established by IEPA for both wastewater treatment plants.

- The City completed essential capital improvements in all three utility divisions during FY12/13 to better ensure compliance and reliable facilities.
- Purchased and installed two on-site emergency generators for lift stations to provide better service to the sewer customers during periods of power outages.
- Planned and completed the first City-wide unidirectional flushing program in Woodstock to improve quality of water delivered to our customers.
- Completed annual maintenance of one ground water supply well and emergency repairs for a second water supply well to ensure reliable service and supply for our customers.

Administration and Management:

- There were several accomplishments completed moving forward with improvements to Route 47, both in the short-term as well as the long-term. The City is actively promoting and supporting regional efforts for the improvement of Illinois Route 47 while also implementing local improvements that can be accomplished by Woodstock:
 - IDOT has initiated the Phase 1 study on Route 47 from Huntley to US Route 14;
 - IDOT has initiated the Phase 1 study on Route 47 from Route 14 to Charles Road; and
 - Intersection improvements were completed at Route 47 and Ware Road.
- Planned, prepared, and completed a formal orientation program for all new employees to support the City's customer service goals and to document job expectations.
- Planned, developed, and completed extensive training programs for new employees related to job safety and new skills necessary in Woodstock Public Works.
- The Assistant Director of Public Works has provided staff support and coordination efforts for the Woodstock Transportation Commission.
- The Department of Public Works provided recommendations and project information for City facilities, parks, motor pool, stormwater, streets and sidewalks, environmental projects, and utility fund infrastructure for the 5-Year CIP.
- Administered the first full year of the Collective Bargaining Agreement for Public Works employees.
- There were several training and development programs completed by Public Works employees during the past year that have improved their skills and provided new ideas to aid in our services to the residents. Examples include tree maintenance, park athletic field turf care, snow removal programs, technical automotive classes, water operator certification courses, wastewater operator certification, flagger training, snow plowing driver training, and much more.

Budget and Financial:

- The City received notice of approval of the second \$250,000 Safe Routes 2 Schools grant for the construction of new sidewalks.
- In order for the City to construct the planned local improvements, it is essential that financial help be obtained from the state and federal levels. The primary source of these funds is through the McHenry County Council of Mayors, and Woodstock submitted new applications for STP roadway funds during 2012 to continue with our local roadway improvement programs.

**PUBLIC WORKS ADMINISTRATION
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Deliver prompt, professional, and efficient customer services to all residents.

Objectives:

- A. Receive service requests and requests for information from our residents and forward to appropriate Public Works staff for a response within 24 hours.
- B. Maintain record of service requests received, document action taken, and provide regular follow-up information to appropriate Public Works staff until request has been completed.
- C. Provide regular updates and share information regarding Public Works activities and projects with the public using the City Manager's Newsletter, City Scene, City Web site, press releases, and information sent directly to target residents.
- D. Plan, schedule, and complete specific educational and promotional activities as identified by the City Council and City Manager including water conservation, environmental protection, and other programs.
- E. Provide instructions and specific assignments to all Public Works employees to emphasize the importance of quality customer service in all aspects of the Public Works operations.

FY13/14 Programs:

1. Our residents rely on Public Works to meet many of their daily needs including a safe and dependable water supply, safe and clean streets, parks for leisure activities, adequate facilities for wastewater disposal, and much more. The Department of Public Works receives more direct requests for services from our residents than any other portion of the City Administration, and therefore, a strong commitment to excellence in customer service is required by all Public Works divisions and all Public Works employees.
2. During the past few years, the Public Works Department has developed several tools and management practices to emphasize the importance of good customer service and to implement this goal. The Department will continue to utilize these tools, policies, and data recording procedures that have been successful and, hopefully, improve on what we are currently doing for customer service.
3. Employees will be asked to respond to all service requests within 24 hours and to then keep the customer informed of the action that will be taken and the schedule for completion.
4. The results provided by Public Works for customer service is the product of the efforts of each individual employee. One means of improving that service is to encourage a more direct one-on-one responsibility by the employee with the resident. In simple terms, when a customer service request is assigned to an employee, that employee is held accountable to see that the request is completed to the resident's satisfaction if possible.

5. The City's Web site has become a valuable resource where information can be shared in a convenient manner with all residents. The Department of Public Works will continue to provide information on the Web site regarding normal activities and services that are provided for the residents. Throughout the year, the Department of Public Works will provide announcements of seasonal events (leaf collection, hydrant flushing, Christmas tree collection), annual programs which residents may want to participate in (sidewalk replacement and block parties), and special projects. Regularly updated information pertaining to construction projects and street closures will also be provided as a communication tool with our residents.
6. The Department of Public Works will continue to utilize the City's 'Good Neighbor' flyers as a means of communication and to provide educational instructions on specific topics. This could include new flyers and instructional information pertaining to groundwater and surface water protection, property owner responsibilities related to I/I reduction, and brush collection options.

Goal #2: Provide and maintain adequate street infrastructure with proper pedestrian facilities for the safe and convenient movement of our residents where all roadway corridors are accessible and attractive.

Objectives:

- A. Support the *Vision 2020 Statement* that “*Woodstock will aggressively work with IDOT and county, state, and federal elected officials to re-design and improve Route 47 as an efficient transportation corridor*”.
- B. Continue to pursue federal funding of local highway projects as a member of the McHenry County Council of Mayors through the use of STP funds.
- C. Provide staff assistance and support to the Woodstock Transportation Commission for the implementation and use of the Woodstock Transportation Plan.
- D. Manage and implement the City's efforts to construct new sidewalks, offer a cost sharing program for interested residents, and the continued replacement of some hazardous sidewalks.
- E. Implement annual downtown streetscape improvements to improve the overall appearance and quality of the community.
- F. Plan, schedule, and complete the annual street resurfacing program.

FY13/14 Programs:

1. Improvements to Illinois Route 47 continue as the number one transportation priority for the community and will remain as the primary focus with several objectives to be completed (pending budget approval) including:
 - Actively participate in development of IDOT's Phase 1 study for Route 47 from Huntley to US Route 14;
 - Actively participate in development of IDOT's Phase 1 study for Route 47 from Charles Road to US Route 14 as stakeholder representatives;

- Finally, the City Administration will actively work with County, State, and Federal officials to continue to promote the importance and urgent need of improving Illinois Route 47 to increase capacity and decrease congestion.
2. Pending approval of funds, the downtown brick pavement maintenance program will continue.
 3. Due to the number of pedestrians that use the downtown area of Woodstock on a daily basis, the repair and replacement of hazardous sidewalk in the TIF District will continue during FY13/14.
 4. The City will continue efforts for street maintenance and annual street resurfacing to improve the quality of the streets under the City's jurisdiction. Funds have been included with the Motor Fuel Tax Budget for the annual resurfacing contract. In addition, the City will be able to complete the resurfacing of some streets and a public parking lot with funds allocated in the Tax Increment Financing Budget.

Goal #3: Assist the City Manager and the City Council with strategic planning for all public facilities to meet the needs of a growing community.

Objectives:

- A. Assist the Parks and Recreation Commission with the implementation of the approved Park Master Plan. Review and administer the Master Plan to implement recommendations and long term goals.
- B. Prepare master plans for water and sewer systems and facilities to ensure that the infrastructure meets the demands of a growing community. Review and administer the master plans to implement recommendations and long term goals.
- C. Assist the Transportation Commission with the preparation of a Transportation Plan. Review and administer the Transportation Plan to implement recommendations and long term goals.
- D. Provide recommendations and information for the annual review and update of the City's Five Year CIP for all facilities and infrastructure managed by Public Works.

FY13/14 Programs:

1. The Assistant Director of Public Works will continue to provide staff support and assistance to the Transportation Commission for the implementation and use of the City's first comprehensive Transportation Plan looking to the present and future growth of the City. The Ordinance establishing the Commission states that such plan should include and identify Illinois routes, alternative and regional arterials, railroads, railroad crossings and overpasses, municipal pathways with regional pathway connections, and public transportation routes.
2. The City's comprehensive Five Year Capital Improvement Plan has already proven to be a valuable planning tool for the City Administration, City Council, and the general public.

Through this process, the City is able to describe and document a broad range of improvement projects that should at least be considered and discussed. Following that format, the City is then able to set priorities for these improvements that can be followed as a guide during the budget process. The Department of Public Works will again provide recommendations and project descriptions for the capital planning areas of streets and sidewalks, parks, motor pool, storm water, sewer and water utilities, and environmental projects.

Goal #4: Identify and implement an efficient organizational structure and to maintain a professional and responsive staff that is capable of providing friendly, prompt, and efficient customer service for our residents.

Objectives:

- A. Evaluate the organizational structure, positions, and means of service delivery within all areas of Public Works to identify improvements that can be made to better serve the residents.
- B. With assistance from Human Resources, complete the recruitment, selection, and integration of new employees within Public Works to provide the staffing needed for services to the community.
- C. Plan, schedule, and complete training and development for all Public Works employees to provide a professional and responsive department.
- D. Identify new programs and management practices to recognize the special efforts of employees and to celebrate their accomplishments and extra efforts to the community.

FY13/14 Programs:

1. In order to be successful, any organization (whether in the public or the private sector) must continue to question how business is conducted and continue to evolve to better serve their customers. The Woodstock Public Works Department is no exception and actually faces a stronger need to improve and change than some other organizations due to changing preferences and priorities of our customers and the very broad range of services that we provide to the residents. Therefore, one of the objectives each year is to look at the overall organization, how we use our resources (both dollars and time), and how we provide services to our residents – to see if we can improve.
2. The Public Works profession is changing and advancing, and providing proper training for our employees is more critical. In order for the employees to have the skills and education needed to better serve the residents, the City must continue to provide the employees with training options. Specialized classes and seminars in technical skills, safety programs, maintenance operations, vocational training, and customer skills will allow the City to provide different and better services to our residents.
3. Public Works employees provide essential services to our community, and collectively, Woodstock Public Works employees are truly dedicated to serve the residents. The department wants to recognize their hard work and to recognize special performance by

employees who have taken the extra step for quality customer service. The department will again celebrate National Public Works Week in May as a means of recognizing those employees. Throughout the year, special recognition will be provided to employees who have performed in some extra way or provided an extra effort for our residents.

Goal #5: Provide professional engineering services for the planning and maintenance of City facilities, as well as the review and approval of improvements proposed by the private sector, to ensure that all public and private facilities are built for the betterment of the community.

Objectives:

- A. Review project submittals for new developments and specific grading plans to ensure compliance with the City’s Stormwater Management Ordinance.
- B. Provide project review for all commercial and industrial development projects in an expedited manner to support the City’s overall economic development goals.
- C. Review engineering plans for the construction of public facilities to ensure that the infrastructure to be installed by the private sector and owned by the City is built to acceptable standards.
- D. Coordinate construction activities for new development projects with existing residents and resolve any issues or concerns by our residents.
- E. Plan, schedule, and complete engineering services to construct and complete each of the capital improvement projects approved with the annual budget.

FY13/14 Programs:

- 1. The Department of Public Works will continue to administer the requirements of the City’s Stormwater Management Ordinance for all public and private construction projects. This objective is important for two different reasons. First and foremost is the need to utilize the stormwater regulations to help protect the environment and to minimize impacts created by construction activity on surface water runoff. Second, without proper administration of the ordinance, the City could lose the Certified Community designation which would then require all construction projects to obtain permit approvals from McHenry County.
- 2. One of the objectives of the City’s *Vision 2020 Statement* is to see that the “overall economy will be sound and vital”. This requires a commitment to economic development, and the Department of Public Works will work to support that commitment and effort by placing a high priority on the review and approval of plans for commercial and industrial development projects. The same level of effort and same standards for quality will still apply, but the department understands that time is important for these development projects, and it is important that the City consistently demonstrates cooperation by being available for meetings and by completing the reviews in a timely manner.

3. In addition to the public improvements being constructed by the private sector, the Department of Public Works is responsible for the planning and completion of many of the capital improvement projects approved by the City each year. The projects for FY12/13 are described in greater detail in the General Fund CIP budget, Sewer and Water CIP budget, and Sewer and Water Capacity CIP budget. Public Works will have the necessary design and bid documents completed, submit contract award information to the City Council, and then coordinate and oversee the construction activity. During FY13/14, the Department of Public Works will provide management and oversight of the approved capital projects to ensure completion within the budget year.

Goal #6: Plan, build, and maintain safe, clean, and attractive park and recreational facilities for the enjoyment of our residents and park users.

Objectives:

- A. Provide assistance and support to The Land Conservancy for the management of park land.
- B. Plan, schedule, and complete the construction of the new park facilities to provide additional fields for the user groups who rely on the City for their programs and additional park facilities for the entire community.
- C. Provide maintenance and preparation services for all scheduled park activities including baseball fields, softball fields, soccer fields, and pavilions.
- D. Provide daily services for the care, cleaning, and maintenance of all park sites and amenities so that our residents can enjoy safe, clean, and attractive facilities and park settings.
- E. Provide labor and equipment to support the various community events and activities held in the community throughout the year that promotes the unique spirit of community in Woodstock.

FY13/14 Programs:

1. An exciting and on-going effort to improve our park facilities is the partnership with The Land Conservancy to improve and provide long term management of several natural park settings. This includes Westwood Conservation Area, Ryder's Woods, Albert/Gerry Street Nature Area, City-owned open space near Dean and Prairie Ridge Drive, City-owned open space near The Highlands on the Park, and Silver Creek Conservation Area. Each of these properties contains unique and attractive natural features that offer different leisure activities for our residents. The City has hired The Land Conservancy to provide services to restore these areas and to provide long term management to preserve and enhance the park land.
2. A new partnership between the City and The Land Conservancy was created in 2009 for the management and operation of Hennen Conservation Area. Under this partnership, Parks employees will continue to provide grounds maintenance and site improvements for the 25 acres of park land that is now open to the public.
3. The Parks Division of Public Works will focus on maintenance and quality of grounds care throughout the park facilities. The City's inventory of park land and also the number of facilities provided for our residents has substantially increased during the past few years.

Work schedules and work hours now need to emphasize the importance of maintaining what we have and upgrading existing facilities with less effort devoted for construction and development of additional facilities.

4. The use and popularity of the City's park facilities continues to grow. Each year there are new organized user groups who expect to use the City's facilities, often with no advance discussion with the City. While Public Works will work to accommodate new user groups, it is not possible to always serve new organizations and at the same time provide facilities for long-term groups to expand their activities. New programs and new user groups will be evaluated based on a policy that was adopted by the City during FY11/12.
5. Parks employees will continue to provide labor and maintenance effort for the maintenance of downtown streetscape areas, collection of trash in downtown, maintenance and care of the Park in the Square (which is the focal point of the downtown area), and assistance for the special events held in the downtown during FY13/14.

<p>Goal #7: Provide and maintain reliable utility services for all customers in a cost effective manner.</p>

Objectives:

- A. Oversee the operation of water treatment plants to ensure 100% regulatory compliance.
- B. Oversee the operation of wastewater treatment plants to ensure 100% regulatory compliance.
- C. Provide financial and budget management to ensure that actual costs incurred do not exceed approved budget amounts.
- D. Provide management and supervision of daily operations of treatment plants to ensure reliable service to our customers and to maintain quality of our product.

FY13/14 Programs:

1. Sewer and Water Maintenance employees will continue their efforts to improve the reliability of sanitary sewer lift stations.
2. Proper measurement and documentation of water pumped and treated versus water billed is an important management tool to help assess the efficiency of our water system and to accurately measure consumption by our users. A water audit will again be prepared by Public Works Administration during FY13/14. From that information, the City can determine if there are significant areas where water use is not metered and/or significant amounts of lost water that should be investigated.
3. The City will plan, schedule, and complete the inspection and maintenance of one groundwater supply well. Since the water customers rely on six wells to provide the needed supply, this planned preventative maintenance is an important program for a reliable utility.

Goal #8: Support the City-wide effort for the protection of the environment and to provide professional management of public facilities and utilities for the protection of our natural resources.

Objectives:

- A. Identify and implement specific programs and educational information to promote the importance of water conservation and to encourage our customers to protect their most important natural resource which is drinking water.
- B. Identify and implement specific programs and educational information to promote the importance of stormwater best management practices to help protect surface water and to reduce the impacts of stormwater runoff on water quality.
- C. Identify, evaluate, and implement alternative materials and management practices to minimize the impact of ice removal products on water quality.

FY13/14 Programs:

- 1. At the request of the City Council, Public Works Administration and the Water Treatment Superintendent will continue our efforts to promote the importance of water conservation to our customers to protect that important natural resource. These efforts will include several different implementation strategies to convey that message to a wide range of users. Some of the programs already identified include increasing the number of tours provided to students and the general public at the water treatment plant and including water conservation measures with each tour. Educational information and flyers will be made available by the City to interested teachers and student groups. Information describing the importance of water conservation and tips on how to conserve water will be provided on a regular basis on the City's Web site and City Manager's Newsletter.
- 2. The City has applied fertilizers to specific park sites such as ball fields in the past in order to maintain turf that can withstand the wear and tear of daily use for sports fields. Rather than continuing to use common fertilizer products with standard application rates, the City will utilize soil test information at these locations to match the type of fertilizer and application rates with the actual soil conditions. This effort would then minimize nutrient runoff from the fields that could be harmful to streams and wetland areas.

**FY13/14
PUBLIC WORKS ADMINISTRATION
LINE ITEM DESCRIPTIONS**

01-08-0-000 PUBLIC WORKS ADMINISTRATION \$392,800

SALARIES

01-08-3-402	Public Works Director		\$110,000
	FY10/11 Actual:	\$128,236	FY11/12 Actual: \$128,040
	FY12/13 Budget:	\$130,600	FY12/13 Projected: \$135,600

The budget request is based on the mid-point of the salary range for this position as defined in the City’s approved Wage and Classification for FY13/14. It is anticipated that the Director’s position will be filled during the 1st quarter of FY13/14.

01-08-3-403	Assistant Public Works Director		\$108,800
	FY10/11 Actual:	\$ 97,692	FY11/12 Actual: \$ 99,150
	FY12/13 Budget:	\$100,600	FY12/13 Projected: \$104,100

The FY13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-08-3-404	City Engineer		\$89,500
	FY10/11 Actual:	\$84,367	FY11/12 Actual: \$85,195
	FY12/13 Budget:	\$86,900	FY12/13 Projected: \$86,900

The FY13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-08-3-406	Office Manager		\$50,200
	FY10/11 Actual:	\$55,513	FY11/12 Actual: \$56,139
	FY12/13 Budget:	\$57,300	FY12/13 Projected: \$54,000

The FY13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

PERSONAL SERVICES

01-08-4-451 Sick Leave Conversion				\$1,800
FY10/11 Actual:	\$1,665	FY11/12 Actual:	\$3,292	
FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$1,700	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There are two employees eligible for sick leave conversion pay in FY13/14.

01-08-4-452 Travel and Training				\$2,500
FY10/11 Actual:	\$1,188	FY11/12 Actual:	\$1,346	
FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$2,200	

Costs for travel and training for all General Corporate Public Works divisions are centralized in this Administration budget. Therefore, no training costs are included in the individual divisions' budgets, and this line item includes training for all Public Works employees in the General Fund divisions which includes Public Works Administration, Streets, Parks, and Fleet Maintenance. Travel and training expenses for the Utility Fund/Public Works employees are not included with this line item and instead are recorded in the Utility Fund Administration and Debt budget.

The City is required to provide annual training for specified safety programs and OSHA programs. In addition, the City encourages employees to consider advancement of their training and education for areas that are relevant to their duties and responsibilities. Proper funding of this line item is needed in order to make improvements in our quality of service, employee safety, productivity, and employee skills. The number of new employees hired during FY12/13, as well as the number of employees transferred to new positions has resulted in the need to increase training efforts. Approximately 25% of the Public Works employees have been with the City less than one year, and an additional seven (7) employees have been in a new position for less than one year. It is important that the City provide the training necessary for these employees to better serve the residents.

Only training and classes held in Illinois or southern Wisconsin will be approved during the upcoming year to reduce travel costs, and training will be selected to avoid overtime costs where possible. The City will continue to provide much of the employee safety training in-house to save costs.

01-08-4-453	Uniforms					\$300
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -		
	FY12/13 Budget:	\$ 100	FY12/13 Projected:	\$ 100		

Charges to this line item are for uniform items needed for the Administration staff which can include safety vests, rain coats, gloves, and shirts. Even though the employees in Administration are considered primarily as ‘office staff’, they also are required to go out in all weather conditions to evaluate problems and requests from residents. Funds have been requested for FY13/14 to purchase replacement items when needed.

01-08-4-454	Dues and Subscriptions					\$1,800
	FY10/11 Actual:	\$2,340	FY11/12 Actual:	\$1,521		
	FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,600		

All costs for dues, subscriptions, and reference materials for all General Fund/Public Works Divisions have been centralized in this budget. Costs for dues and subscriptions for the Utility Fund employees are centralized and charged to the Water and Sewer Administration budget. Typical annual expenses include membership dues in American Public Works Association, Illinois Parks and Recreation Association, and International Society of Arboriculture. Additional costs will be incurred for engineering license fees and CDL license fees for employees.

CONTRACTUAL SERVICES

01-08-5-501	Communications					\$14,000
	FY10/11 Actual:	\$15,787	FY11/12 Actual:	\$12,432		
	FY12/13 Budget:	\$14,000	FY12/13 Projected:	\$14,000		

All costs related to the maintenance and replacement of phones and phone usage costs for the Public Works Center (326 Washington Street) are charged to this line item as well as the monthly phone service charges for the General Corporate/Public Works divisions (e.g. Administration, Streets, Parks, and Fleet Maintenance). The largest expense is the monthly charges for the Verizon phones which are used extensively by Public Works employees. All cell phone use by the ‘General Fund’ employees in Parks, Streets, Fleet Maintenance, and Public Works Administration is charged to this line item.

In addition to the phone costs, this line item includes expenses for the maintenance and repair of portable radios. Public Works expects to utilize radios as the primary means of communication in the future and that transition may begin prior to the end of calendar year 2013.

01-08-5-502	Legal Expenses				\$500
	FY10/11 Actual:	\$413	FY11/12 Actual:	\$929	
	FY12/13 Budget:	\$500	FY12/13 Projected:	\$300	

This line item is used to pay legal fees directly attributable to Public Works Administration - General Corporate activities. These fees only include general legal services separate from specific projects and CIP projects. Legal fees for a specific project, such as review of bid documents, are charged directly to that appropriate line item. In addition, legal services may be required for claims submitted by property owners for encroachment problems, documentation of easements, and verification of rights-of-way. All traffic ordinances, City Code amendments, and resolutions pertaining to Public Works are prepared by the Administration which does help reduce costs in this line item.

01-08-5-503	Engineering Services				\$2,500
	FY10/11 Actual:	\$2,279	FY11/12 Actual:	\$3,948	
	FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$2,600	

This line item is to be used for the payment of engineering fees for general services relating to Public Works general administration responsibilities. Charges for specific construction projects are not included with this line item, and all costs for engineering services related to new development are paid through a separate escrow account funded by deposits made by the appropriate applicants.

In the past, typical examples of project costs would include traffic studies and general engineering services requested by current residents, park development, property surveys, map preparations, engineering exhibits for City Manager and/or City Council, etc. Most of these charges will be costs to provide information to residents, prepare a response for residents, traffic studies for residents, or preliminary engineering services for project planning for the City Council or the City Manager.

01-08-5-537	Printing Services				\$400
	FY10/11 Actual:	\$306	FY11/12 Actual:	\$430	
	FY12/13 Budget:	\$400	FY12/13 Projected:	\$400	

This line item is used to pay for all printing costs needed for the department. This includes copy charges of large plans for developers and contractors, copying and printing for presentation materials and exhibits, printing of base maps, and copying color exhibits. Printing costs for Utility Fund requests and activities are charged separately and have been included with the Water and Sewer Administration budget.

01-08-5-552	Service To Maintain Equipment & Vehicles				\$1,100
	FY10/11 Actual:	\$1,374	FY11/12 Actual:	\$1,194	
	FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$1,000	

Costs within this line item include the maintenance for the copy machine and large format copy machine used by the Public Works Administration office as needed. Also, beginning in FY10/11 Service to Maintain Vehicles is now included in this line item for the two vehicles assigned to the Administration office.

COMMODITIES

01-08-6-601	Postage				\$1,100
	FY10/11 Actual:	\$ 605	FY11/12 Actual:	\$849	
	FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$900	

Large mailings, such as customer service mailings for project information, are done using the postage machine in City Hall, and a portion of these City Hall postage meter fees are then assigned to Public Works by the Finance Department, but stamps are purchased for all other mailings done from Washington Street. Other costs include overnight delivery charges.

01-08-6-602	Gasoline and Oil				\$1,000
	FY10/11 Actual:	\$ 993	FY11/12 Actual:	\$817	
	FY12/13 Budget:	\$1,100	FY12/13 Projected:	\$800	

Charges to this line item are for the two vehicles used by Public Works Administration.

01-08-6-606	Supplies				\$ 4,000
	FY10/11 Actual:	\$4,053	FY11/12 Actual:	\$3,985	
	FY12/13 Budget:	\$4,100	FY12/13 Projected:	\$3,900	

Typical charges include general office supplies used by this office such as paper, notebooks, binders, file folders, computer supplies etc. Much of the costs charged to this line item are assigned by the Finance Department as shared costs of centralized purchases made for office supplies and general products.

One additional expense within this line item is the purchase of supplies for the celebration of National Public Works week. The City had provided a small amount of supplies and materials for that event which has proven to be a good way to recognize our employees and to thank them for their contributions to the community.

01-08-6-622	Material To Maintain Vehicles				\$300
	FY10/11 Actual:	\$ 5	FY11/12 Actual:	\$ 66	
	FY12/13 Budget:	\$300	FY12/13 Projected:	\$100	

This line item is used for the purchase of material needed for the maintenance of the two vehicles used by this division.

CAPITAL OUTLAY

01-08-7-720	Equipment				\$3,000
	FY10/11 Actual:	\$984	FY11/12 Actual:	\$3,598	
	FY12/13 Budget:	\$500	FY12/13 Projected:	\$ - 0 -	

It is anticipated that a new Director of Public Works will be hired during the first quarter of FY13/14. The current office equipment, desk, and office space designated for the Director has been in use for almost 25 years and some upgrades and replacement are needed. Funds are requested to replace some of the office furniture and to renovate the office prior to the new employee starting work.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

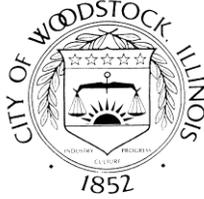
FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
PUBLIC WORKS ADMINISTRATION EXPENSES							
SALARIES							
01-08-3-402	PUBLIC WORKS DIRECTOR	128,236	128,040	130,600	127,595	135,600	110,000
01-08-3-403	ASST. PUBLIC WORKS DIRECTOR	97,692	99,150	100,600	65,749	104,100	108,800
01-08-3-404	CITY ENGINEER	84,367	85,195	86,900	56,780	86,900	89,500
01-08-3-406	OFFICE MANAGER	55,513	56,139	57,300	37,282	54,000	50,200
TOTAL SALARIES		365,808	368,524	375,400	287,406	380,600	358,500
PERSONAL SERVICES							
01-08-4-451	SICK LEAVE CONVERSION	1,665	3,292	3,600	0	1,700	1,800
01-08-4-452	TRAVEL & TRAINING	1,188	1,346	1,200	1,267	2,200	2,500
01-08-4-453	UNIFORMS	0	0	100	48	100	300
01-08-4-454	DUES & SUBSCRIPTIONS	2,340	1,521	1,800	460	1,600	1,800
TOTAL PERSONAL SERVICES		5,193	6,159	6,700	1,775	5,600	6,400
CONTRACTUAL SERVICES							
01-08-5-501	COMMUNICATIONS	15,787	12,432	14,000	9,322	14,000	14,000
01-08-5-502	LEGAL EXPENSES	413	929	500	75	300	500
01-08-5-503	ENGINEERING SERVICES	2,279	3,948	1,500	2,040	2,600	2,500
01-08-5-537	PRINTING SERVICES	306	430	400	376	400	400
01-08-5-552	SERVICE TO MAINTAIN EQUIPMENT	1,374	1,194	1,200	274	1,000	1,100
TOTAL CONTRACTUAL SERVICES		20,159	18,933	17,600	12,087	18,300	18,500
COMMODITIES							
01-08-6-601	POSTAGE	605	849	1,000	601	900	1,100
01-08-6-602	GASOLINE & OIL	993	817	1,100	438	800	1,000
01-08-6-606	SUPPLIES	4,053	3,985	4,100	2,399	3,900	4,000
01-08-6-622	MATERIALS TO MAINTAIN VEHICLES	5	66	300	88	100	300
TOTAL COMMODITIES		5,656	5,717	6,500	3,526	5,700	6,400
CAPITAL OUTLAY							
01-08-7-720	EQUIPMENT	984	3,598	500	0	0	3,000
TOTAL CAPITAL OUTLAY		984	3,598	500	0	0	3,000
TOTAL PUBLIC WORKS ADMINISTRATION		397,800	402,931	406,700	304,794	410,200	392,800

RECREATION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock
Health Fitness & Recreation Department

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820 Lake Avenue
Woodstock, Illinois 60098

Dave Zinnen
Recreation Director

MEMORANDUM

TO: Tim Clifton, City Manager
FROM: Dave Zinnen, Recreation Director
DATE: January 26, 2013
RE: FY 13/14 RECREATION DEPARTMENT BUDGET TRANSMITTAL

Attached is the FY 13/14 budget request from the Recreation Department. The primary goal of the Recreation Department is to provide recreation and leisure opportunities for the public that are of the highest quality, and to service as diverse a population as possible at the lowest reasonable cost. The Recreation Department provides trained and qualified leadership to plan and direct recreation activities -- activities which are not necessarily always generated from within the department, but also serve to complement external activities for the good of the community. This budget proposal provides for the costs to staff and operate all departmental programs and services, which number over 300, as well as community cooperative programming efforts identified by full and part-time staff, to be implemented in the coming fiscal year. The Recreation Department **services approximately 3,000 families per year directly through recreation programs; serves over 49,000 visitors at the Aquatic Center; over 1,000 members at the Recreation Center as well as thousands more who participate in the 300+ programs that are offered annually by the Rec Department.** Excluding staff at Woodstock Water Works and the Woodstock Recreation Center, Recreation employs five full-time staff members, approximately 80 program instructors, program leaders and supervisors, as well as utilizes the volunteer services of approximately 200 individuals per year.

FY12/13 was another exciting year for the Recreation Department. The Department remained an integral part of a number of successful special community events including Woodstock's involvement with the Challenge Road Races, Mercy Health Kids Fest/Friday Family Fun Nights, the Halloween Costume Contest, Girls Fast Pitch Softball Tournament, Touch a Truck, the D200 Fitness for Life event, the Memorial Day Parade Bicycle Decorating Contest and numerous charitable runs/walks.

A number of programs were added or expanded this year including Kids Cooking II, Baby Bites, Beginner Poms, Cute as a Cupcake, Adult Basket Weaving, Fundamentals of Couponing, Trotting Tots, 7-8th grade Girls Developmental Basketball program, Family Archery, Speed and Agility training, Running Club, Hitting Leagues, Infant Massage, Little Dragons Karate Class, Home School Swim, Swim Team Prep, Adult Fitness Swim and Kids Fitness.

The Department also oversaw another successful year of operation for Woodstock Water Works and the tenth year of operation for the Woodstock Recreation Center.

The Department is operated in the same manner as a not-for-profit business in that it generates revenues by selling a product - recreation programs. Our competition includes surrounding recreation departments and park districts, health clubs, and other private businesses. The Department must market, price, and administer programs in such a way as to be competitive enough to attract and retain customers understanding that families are paying for programs with discretionary income.

Whereas private businesses sell their products using profit maximization pricing models, the Recreation Department, by policy, utilizes a break-even plus 25% cost method (increased from 20% in previous years) to determine appropriate program fees. By utilizing this fee policy, **most programs cover their direct cost plus generate additional revenues to cover the Department's administrative expenses (overhead) while keeping the programs affordable.** Unfortunately, as a result of the recession and the elasticity of demand for the Department's programs, the price increases resulted in lower participation, especially for nonresidents who pay 50% more for Rec programs than residents, and lower overall revenues. As a result, instead of setting a rigid pricing policy, fees are evaluated on a program by program basis to ensure the fees are market competitive and revenues are maximized.

Without a crystal ball, it is difficult to accurately predict the precise enrollment in the **over 300 programs offered for the coming year** and, therefore, difficult to estimate exact figures for revenues and expenses. To compensate for this lack of predictability, a budget is prepared for each program, setting a minimum number of registrants required for the program to at least break-even. If the program does not meet the minimum and the loss is considered too high, in those cases the program is cancelled.

Another way that revenues and expenses are tracked throughout the year is utilizing quarterly cost accounting reports. This report provides the revenues and expenses of all programs after their completion. In this way, if expenses incurred were higher than budgeted and a program loses money, a review process is undertaken to determine the cause and make adjustments accordingly, up to and including termination of the program due to a lack of participants and/or lack of financial solvency.

Customer service remains the number one priority for the Recreation Department, and continues to be evident at every level of the organization. Program supervisors, playground leaders, program instructors, contracting vendors, lifeguards, and all administrative staff, as well as every other employee solicit participant input and new program ideas, and display professionalism and concern for the operations to help the Recreation Department service the community at optimum levels. The Department pools resources with community service agencies, School District #200, Marian Central, and businesses to bring the most fun and recreation to our residents with the minimal amount of

subsidy from the General Fund.

Based on year-end budget projections for FY12/13, expenses are projected to be \$476,000 with revenues of \$232,000; including the NISRA transfer of \$17,000 to compensate the Recreation Department for NISRA related expenses reduces the projected General Fund subsidy to \$227,000 which is \$19,000 less than the pre-recession FY07/08 subsidy of \$246,000.

For FY13/14, the Recreation Department requests \$482,600 to fund operational expenses and anticipates generating \$238,000 in revenues; again including the NISRA transfer of \$18,000 reduces the projected General Fund subsidy to \$226,600.

In essence, the General Fund subsidy covers the salaries of four full-time Rec staff: the Director, Rec Center Manager, and two Program Coordinators (the third Program Coordinator is funded by the Aquatic Center and the Rec Center) **All other expenses including instructors, program aides, sports officials, program supplies, equipment, office expenses, marketing materials, transportation, and personal services are all paid for by program fee revenues and sponsorship income.**

With the acquisition of the Rec Center and the construction of the Aquatic Center, the total operating budget of the Recreation Department, including the Rec Fund, Aquatic Center, and Rec Center, is over \$1,000,000. However, due to the profitability of the Aquatic Center and the Rec Center, the only subsidized operation is the Recreation Department. **Combining all three funds, for FY12/13, the Department is projected to offset 80% of its operating expenses with fee based revenues. For FY13/14, the Department projects 81% of its operating expenses will be offset with fee based revenues. Until this year, (\$15,000 for a lighted interchangeable information sign in front of the Rec Center) the Department has not requested funds from the General Fund CIP since FY01/02. All capital improvements for the Department have been funded by revenues generated through operation of the Aquatic Center and Recreation Center.**

The FY13/14 Recreation Department budget seeks to address a number of the recommendations contained in the *Vision 2020* statements including:

In housing, health, and safety, Woodstock will promote a “get fit” community. There are several programs and projects to be initiated during FY13/14 to promote the overall goal of promoting fitness in Woodstock Recreation.

- ◆ The Recreation Department will continue to offer programs for all age groups that encourage physical fitness including basketball, soccer, swimming, aerobics, dance, tae kwon do and volleyball.
- ◆ The Department will host the 36th annual Woodstock Road Runs in June which includes a 10K and 5K run for all age groups. A successful addition in 2009 was the 1-mile and ½-mile kids/family run. This will be improved upon in 2013 by involving the school’s gym classes where the kids will train for the run.
- ◆ The Department will host the 15th annual Woodstock Girls Softball Tournament in July which includes five age groups - 18 & under, 16 & under, 14 & under, 12 & under and 10& under; an event which annually attracts 64 teams from all over northwest Illinois and southern Wisconsin.

- ◆ Low income Woodstock residents were given the opportunity to participate in recreation and fitness programs through the Department's financial aid program. Financial aid recipients were enrolled in sixty various recreation programs and seventy-five families qualified for free or discounted programs. The value of these free/discounted programs is projected to exceed \$7,000 in FY12/13.
- ◆ As an operation of the Recreation Department, the Recreation Center offers its members water and land group fitness classes, cardio work-outs, weightlifting, walking/jogging, racquetball, swimming, as well as a number of wellness programs including Weight Watchers, the Weight Loss Challenge, and for the senior population, Lite-N-Lively, Gentle Exercise, Basic Yoga, and the Arthritis Foundation Aquatic Exercise.

Pursue "Stronger Partnerships Toward Better Results."

- ◆ The Department will continue to co-sponsor numerous special events with various community agencies and other City departments including the Memorial Day Parade Bicycle Decorating Contest, the Teen Midnight Ski Trip, Coffee at the Café, and the Halloween Costume Contest.
- ◆ Staff will continue to participate in District 200 programs such as the Reality Store, Career Days, Sixth Grade Literature Circle, the Mentoring Program, and Reading Awareness Week.
- ◆ The Department will continue to assist the City Manager's office with the annual City Employees Picnic at Woodstock Water Works.
- ◆ Full-time staff will continue their involvement in state and national professional associations- IPRA and NRPA- helping to generate new ideas, stay on top of current and future trends, and promote professionalism within the staff. Staff members are active in IPRA committees that are relevant to their programming areas - teens, seniors and athletics. As a member of the IPRA, the department is able to offer IPRA sponsored programs such as the Teen Midnight Ski Trip, field activities for T-Ball participants at a Cubs game, and trips to Great America.
- ◆ The Department will be responsible for scheduling fields for all the various athletic organizations that utilize City facilities. This is a very time consuming and onerous task as there are competing interests among the various user groups' field usage and continuous rescheduling due to rain-outs. As will be noted in the Parks report, approximately 3,000 games (*not including practices*) will be played on City fields during the year, all of which are scheduled through the Recreation Department.
- ◆ In conjunction with the scheduling responsibilities, the Recreation Director will continue to chair the Outdoor Athletic Facilities Committee, which is made up of City staff plus representatives from D200, Marian Central, and the various user groups. The group will meet to discuss scheduling and field maintenance concerns and also provide input to staff regarding future outdoor facilities.
- ◆ The Department's Recreation Director will serve on NISRA's Office Building Task Force, Finance, and Strategic Planning Committees. NISRA will be a co-sponsor of the Woodstock Challenge as a way of involving NISRA participants.
- ◆ The Director will continue as a member of the Executive Board for the Community Connections for Youth Coalition, which is a grassroots organization that is focusing on building and providing character assets for Woodstock's youth.
- ◆ The Department will be a co-sponsor of the Community Partnership Coalition (CPC) that provides activities for at-risk youth. The coalition is spearheaded by District 200 and includes

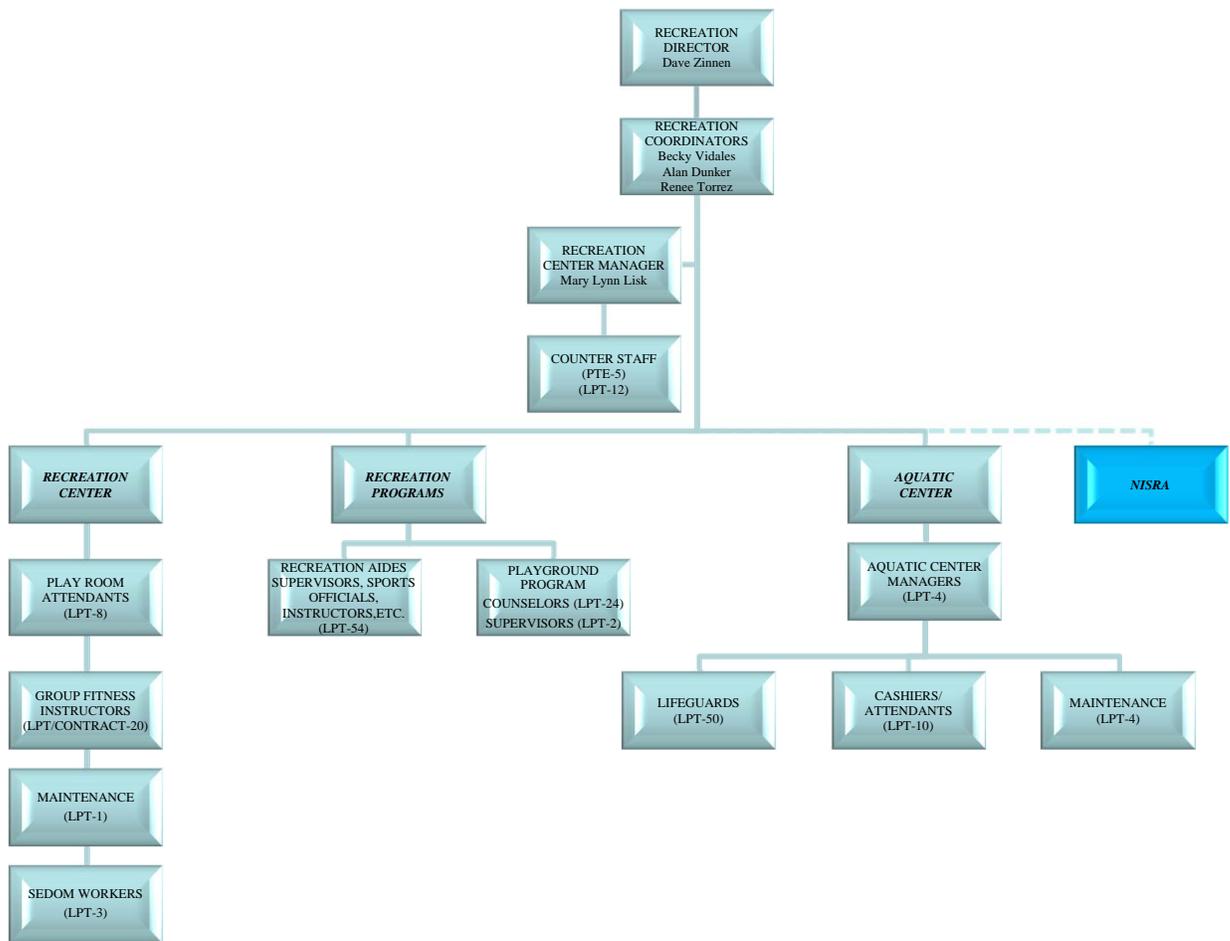
over twenty social service agencies in Woodstock. The "R" Search Program, which is funded by a Federal Drug Free Communities Support Program Grant, is designed to assist students with the "R" skills of responsibility and respect by providing opportunities for academic assistance, life skills training, and recreation. The Recreation Department provides instructors for after school recreational activities to over 50 middle schoolers at Northwood and Prairiewood Schools four days a week. The Recreation Director serves on the Executive Board of the CPC.

- ◆ The Department will continue to accept community service workers from the McHenry County Courts. During FY12/13, community service workers worked a total of 275 hours. As noted in the Aquatic Center Fund Budget narrative, the City saved thousands of dollars painting the pool shells in-house, many of those hours provided by a community service worker who is a professional painter.
- ◆ With a grant provided by the Illinois Department of Public Health, the Recreation Department will co-sponsor with the McHenry County Health Department, the Heart Smart for Women program designed to help women identify their personal cardiovascular risks plus help them develop healthy behaviors and techniques that promote heart health.
- ◆ Pursuit of alternative funding, including grants, donations, and corporate sponsorships will continue as a priority to help fund programs and facility improvements. Corporate sponsors will continue to be an integral funding source for the Girls Softball Tournament, Mercy Friday Family Fun Nights, the Playground Program, Touch a Truck, and the Woodstock Challenge.
- ◆ As noted in the Aquatic Center narrative, staff assisted the organizers of various community fundraisers including the "Run/Walk 4 Recovery 5K," a fundraiser for Rebekah's House; the "Walk for Hunger" 5K Run, a fundraiser for the Woodstock food pantry; the second annual we.can.tri triathlon, a fundraiser for the Heart Association; and the inaugural D200 "Fitness for Life" event. Borrowing on the success from the "Pool Party" theme for the Challenge, Woodstock Water Works served as race headquarters with the registration/check-in and post-race festivities occurring at the pool. In exchange for use of the facility and the cost of the lifeguards, the City and the Aquatic Center receive major sponsor designation/benefits for these charitable events.
- ◆ The Department will continue to sponsor two blood drives a year through Heartland Blood Centers, the exclusive supplier of Centegra Health Systems.
- ◆ The Rec Center will continue to be a site for the Centegra "Wellness on the Move" mobile health bus that offers participants a comprehensive vascular screening package to check for risk of stroke or heart disease.

Woodstock is a premier destination and in investment, tourism, and economic vitality Woodstock will be a community of choice for residents, visitors, and investors. Many of the programs offered at the Woodstock Recreation Department are what our residents, visitors and investors look for when evaluating a community of choice. This includes the variety and quality of recreational activities provided, appearance of public facilities, and responsiveness of our organization to their needs.

In FY13/14, the Department will focus on meeting its goal of reducing the General Fund subsidy to do its part to alleviate the financial challenges facing the City; complete the on-line registration and payment project to provide convenience for our customers and generate additional revenues; identify potential new revenue producing programs; and to evaluate and adjust program fees throughout the year to again attempt to generate additional revenues.

RECREATION ORGANIZATIONAL CHART

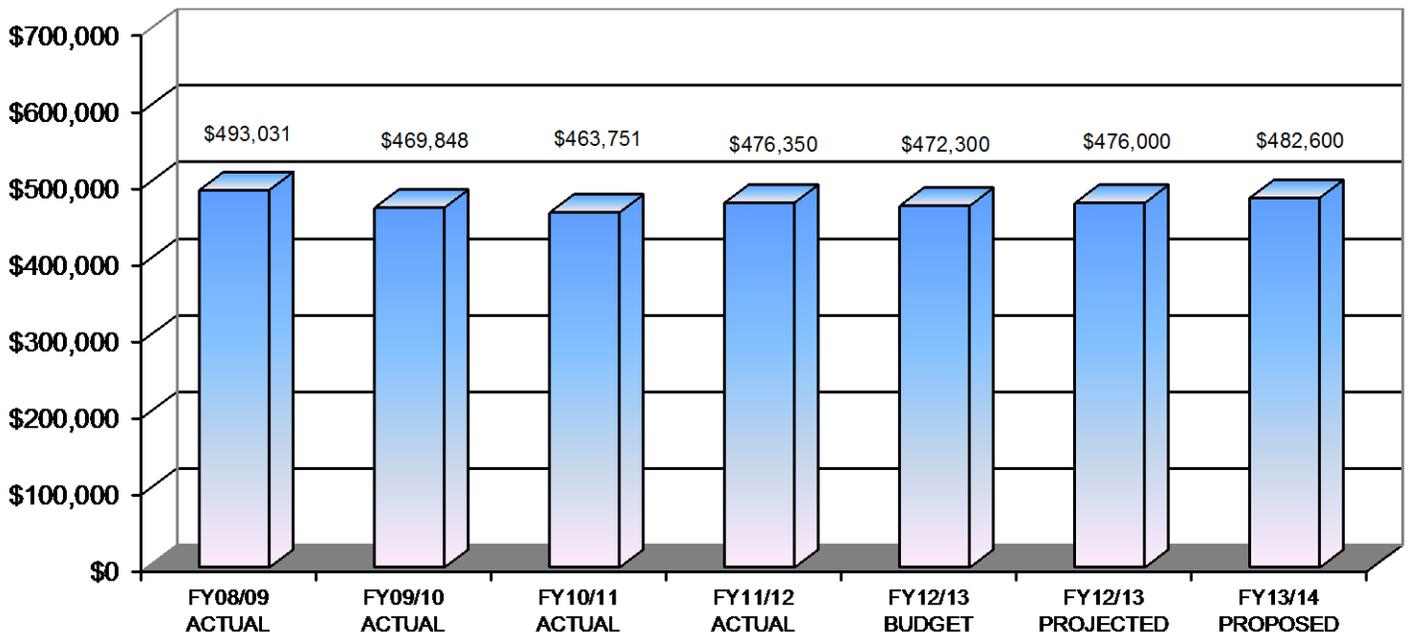


2013

RECREATION DEPARTMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Recreation Director	1	1	1	1	1	0
Program Coordinator	2	2	2	2	2	0
Office Manager/Recreation Center Manager	1	1	1	1	1	0
Counter Staff ¹ – PT	2.5	2.5	2.5	2.5	2.5	0
Counter Staff ¹ – LPT	6	6	6	6	6	0
Recreation Aides - LPT	40	40	40	40	40	0
TOTAL FULL TIME	4	4	4	4	4	0
TOTAL PART TIME	2.5	2.5	2.5	2.5	2.5	0
TOTAL LPT	46	46	46	46	46	0

¹ The Counter Staff is 1/3 funded by the Recreation Budget and 2/3 by the Recreation Center Budget.

**RECREATION DEPARTMENT
BUDGET COMPARISON**



RECREATION DEPARTMENT FY12/13 HIGHLIGHTS & ACCOMPLISHMENTS

The primary goal of the Recreation Department is to provide recreation and leisure opportunities for the public that are of the highest quality, and to service as diverse a population as possible at the lowest reasonable cost. The Recreation Department provides trained and qualified leadership to plan and direct recreation activities -- activities which are not necessarily always generated from within the department, but also serve to complement external activities for the good of the community.

FY12/13 Highlights:

- The Rec Department processed **over 34,000 receipt transactions in the 2012 calendar year** serving close to 3,000 different households. This requires that customer service is of primary importance in every aspect of program and service delivery. Participants in Recreation Department programs who register at the Rec Center also double as prospective Recreation Center members, therefore friendly and helpful customer service is not only imperative to uphold the City's image but good business practice. Full-time staff volunteered to each work an evening at the Rec Center to ensure a full-time staff member is available Monday through Thursday evenings to help supervise the facility and assist with registration questions. Staff meetings were held to discuss improving customer service, updating staff on program changes and/or policy changes to ensure they are disseminating accurate information to customers. The move to the Rec Center has improved customer service as participants can register for programs any time the Center is open, which is approximately 100 hours per week.
- The Rec Department offered over seventy-five programs per session that serviced approximately 6,000 participants. (See attached Programs Offered Table that illustrates the number and breadth of programming). Programs were organized and assigned to the three Program Coordinators and the Director through a division of the eleven (11) program areas: sports, preschool, school age, teens, aquatics, special interest, art, dance, health & fitness, seniors, and special events. This led to better administration of the programs and better service to participants resulting from targeting each staff member's area of expertise and interest in specific program areas. During the pre-session planning and post-session evaluation meetings, departmental policies were reviewed to determine if additional programs need to be adjusted or eliminated. For example, the most frequent policy complaint the Department receives is the age limits to allow children into a program and whether exceptions are available so this is an area that is closely scrutinized. New goals and objectives were established for some of the overall program areas, providing redirection, stronger validity, and productive end results to each program. The goals and objectives are reviewed annually to reaffirm the direction of the Department and all programs and services. Program evaluation and brainstorming occurs on a regular basis to provide all staff the opportunity to plot the direction and priorities of the Department.

- The City Scene, which is produced three times per year, is coordinated by the Recreation Department. The publications include general City information and articles on current projects taking place in the City that are submitted by various City departments plus program and event information for the Challenger Learning Center, the Library, NISRA, and the Recreation Department. With the addition of the Recreation Center and the expansion in program offerings, the brochure numbered a record 72 pages for the summer edition, 54 pages for the fall edition, and 64 pages for the Winter/Spring edition. Due to the wide array of programs offered, the Rec Department section generally accounts for 2/3's of the brochure. The Rec Department is responsible for direct mailing the City Scene to over 15,000 residents in the 60098 zip code and the west side of Wonder Lake, which are the District 200 boundaries and our primary service area.
- The Department took a major step towards improving technology and customer service by upgrading the RecTrac registration software program. The upgrade allows the Department to now accept credit card payments for Recreation programs and for Woodstock Water Works. The upgrade also allows for the implementation of WebTrac, which allows Rec program participants, Rec Center members, and Aquatic Center patrons, the ability to register and pay for programs and activities via the Internet. Further upgrade benefits will be discussed in the Marketing section and in the Rec Center and Aquatic Center Accomplishment sections.
- The Rec Department's boys and girls developmental basketball program for first through sixth graders continues to grow and is now attracting participants from Hebron and East Wonder Lake. The developmental basketball leagues are now the largest winter program offered by the Rec Department with a total of 46 teams and over 400 participants which generates close to \$30,000 in revenues.
- The Playground Program served 297 kids ages four through twelve at Olson Elementary School last summer. *Eighty-two percent of the 297* participants were Woodstock residents. Due to aggressive sponsor solicitation (sponsorship donations *exceeded \$3,850*) and increased program fees, this year's revenues *covered 76%* of the program's expenses, resulting in a subsidy of ***just 24% for a total of \$9424.54.*** The registration fee was increased by \$20 for the 2012 season with an added week of camp.
- Administered the Fourteenth Annual Woodstock Recreation/Heatwave Girls Softball Tournament which drew 64 teams. During the three-day event, a total of 186 games were played using twelve fields and four different locations. This tournament is considered one of the top tournaments in northern Illinois and attracts approximately 1,000 families to Woodstock to not only enjoy the tournament but to lodge, shop, and eat.
- A number of the changes made to the Woodstock Challenge Road Run during the last few years have proven to be successful and will remain as part of the event to increase participation, exposure, sponsors, and volunteers. The changes/additions included applying and receiving designation by the Chicago Area Runners Association as one of its CARA-Registered races; the "Beat the Mayor" challenge which is now part of the Kids' 1-mile run; incorporating the Ty the Turtle in the Kids' half-mile run; Internet registration through the signmeupsports web site; using

Woodstock Water Works as race headquarters, post race refreshments, awards ceremony, and the pool party, and most importantly, eliminating the 2-mile run and replacing it with the more popular 5K distance. These improvements have resulted in the race attracting over 500 participants in FY12/13.

- The Spring Dance Recital was held at Woodstock High School with over 130 dancers and 600 in the audience. A fee of \$5 was charged at the door to cover the costs of staff, costumes, and printing associated with the recital. Additional Little Dancers and Hip/Hop classes were added to accommodate waitlisted participants.
- The Department is responsible for scheduling fields for all the various athletic organizations that utilize City facilities. This is a very time consuming and onerous task as the request for field usage far exceeds the available facilities. As will be noted in the Parks report, **approximately 3,000 field reservations were scheduled through the Recreation Department.** The Department calculates and collects nonresident charges in accordance with the Ballfield Facility User Fees ordinance for the approximately fifteen athletic associations which use City fields. In an effort to identify alternative revenue sources to reduce the General Fund subsidy, these fees have been implemented for nonresidents who use City fields for baseball, softball, and soccer. This is a means to have nonresidents reduce the burden on local taxpayers in direct proportion to their use of City facilities. The Recreation Director chairs the Outdoor Athletic Facilities Committee (OAFC), which consists of City staff plus representatives from D200, Marian Central, and the various user groups. The group meets to discuss scheduling and field maintenance concerns and also to provide input to the Parks & Recreation Commission and the City Council regarding future athletic field development. Department is also responsible for accepting the approximately 200 annual reservations and payment for the City's five picnic pavilions in Emricson Park.
- A Woodstock Recreation Dept Facebook page was created which currently has over 550 "friends." Facebook is used to send out timely updates on programs such as weather related cancelations, promote and provide information on upcoming programs, and send interesting links to our members at no cost to the department.

Recreation Programs Offered 2012-2013

*New programs in bold

PROGRAM	Summer 2012	Fall 2012	Winter 2013	Spring 2013
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Aquatics

Bubble Club				
Home School Swim				
Intro to Swim				
Level I-IV Swim Lessons				
Level V-VI Swim Lessons				
Parent-Tot Swim Lessons				
Private/Semi Private Lessons				
Swim Team Prep				
Water Explorers				

Adult Leagues

5 on 5 Basketball				
Co-Ed Softball				
Men's Softball				
Women's Softball				

Adult Programs

Adult Golf Lessons				
Adult Tae Kwon Do				
Adult Tennis Lessons				
Archery				
Baby Bites/Toddler Bites				
Beginning Crochet				
Basket Making				
Beginning Salsa				
Bridge				
Couponing				
Swim for Fitness				
Horseback Riding				
Infant Massage				
Morning Lap Swim				
Open Volleyball				

PROGRAM	Summer 2012	Fall 2012	Winter 2013	Spring 2013
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Adult Programs (Continued)

Running Club				
Weight Loss Challenge				
Yoga in the Park				

Dance

Ballet I				
Ballet II				
Beginning Poms				
Hip Hop				
Kidz Pop				
Little Dancers				
Little Dancers II				

Early Childhood

Fruits and Veggies to the Rescue				
Tot/Kid Rock				
Letters to Santa				
Little Dragons Karate				
Messy Hands				
Start Smart Sports Camp				
Super Striker Soccer				
Touch a Truck				
Tot Gym				
Trotting Tots				

PROGRAM	Summer 2012	Fall 2012	Winter 2013	Spring 2013
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Fun for Kids

1 st -6 th Grade Boys B-Ball				
1 st -6 th Grade Girls B-Ball				
Archery				
All Sports Camp				
All Star Basketball				
Babysitting Training				
Bump and Bowl				
Cooking with Kids				
Cute as a Cupcake				
Daddy/Daughter Dance				
Dodgeball Club				
Floor Hockey				
Football Fitness				
Homework Help				
Horseback Riding				
Kickball Club				
Kids Garage Sale				
Kid Newton Science				
Mother Son Soc Hop				
Playground Program				
Printmaking				
Skills First Soccer				
Soccer Academy				
Speed/Agility				
Tae Kwon Do/Karate				
Tee Ball/Bittie Ball				
Tennis Lessons/Camp				
Youth Golf Lessons				

Middle School Madness/Tweens

Counselor in Training				
Group Gaming				
Hitting League				
Overnight Ski Trip				
Overnight Teen Canoe Trip				
Tween Nights				

PROGRAM	Summer 2012	Fall 2012	Winter 2013	Spring 2013
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Seniors

Coffee at the Cafe				
Flower and Garden Show				
Thursday Thread				

Special Events

Breakfast with Santa				
Family Fun Night at Rec Center				
Halloween				
Memorial Day Bike Parade				
Woodstock Challenge				

RECREATION DEPARTMENT
GOALS, OBJECTIVES
&
FY 13/14 PROGRAMS/PROJECTS

<p>Goal #1: Customer Service: Provide the Highest Levels of Customer Service to Program Participants, User Groups, and Other Government Agencies</p>
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Objectives:

- A. Respond to all customer inquiries promptly and courteously with a high level of customer satisfaction.
- B. Encourage and support public input for all Recreation Department activities and events.
- C. Provide proper training and maintain high standards of performance by staff to provide a safe and fun environment.
- D. Explore alternative methods to improve service delivery through staff training and the disbursement of educational materials.
- E. Conduct regular review of the policies governing the Recreation Department so participant's expectations are met or exceeded.
- F. Upgrade technology throughout the department to increase efficiency and to provide better customer service.

Programs:

- 1. The on-going goal for the department in this coming fiscal year is the daily implementation of improved customer service. While staff believes that customer service standards are extremely high, well adhered to and effective, they also realize that improvements can be made. Through the instructor, program, and staff evaluation process, significant improvements have been made in identifying deficiencies in operations that could relate to customer service and have resulted in improvements to customer service such as adding a recital for the dance programs; moving Saturday swim lessons from the Rec Center to the high school to allow Rec Center members and their families use of the pool; charging a higher entry fee for the Rec Department/Heatwave Softball Tournament and eliminating the gate fee, etc.
- 2. The Department will once again host a recognition pool party for volunteers and sponsors this summer at Woodstock Water Works along with the City Employees Family Picnic. Both events will include a cookout, plus games and activities for kids.
- 3. The three Program Coordinators and Rec Center/Office Manager will each continue to work one evening per week at the Rec Center, Monday through Thursday, to assist the part-time staff by providing registration assistance and answering questions for customers.

4. The Department will continue to look at new ways to use the RecTrac system to improve communications with participants and ensure the registration program and web site are user friendly. With the upgrades that occurred in FY11/12, on-line registration was offered beginning with the FY12/13 spring session.

Goal #2:
Develop and maintain a well-rounded, diverse, and varied offering of recreation programs which encourages citizen participation and interest.

Objectives:

- A. Annually update and revise slate of program offerings prior to the beginning of each session.
- B. Develop, offer, and administer quality special events that the community recognizes as excellent.
- C. Provide programming that includes a balance of target groups throughout the community.
- D. Establish an ongoing evaluation process to determine participant satisfaction and the tools to address participant's concerns.

Programs:

1. The Department will continue to evaluate the breadth and depth of its program offerings to assure that all age and demographic groups are served as well as possible within the constraints of facility and instructor availability. As outlined in "Recreation Programs Offered, 2012/13" in the Program Accomplishments section, in addition to operating the Rec Center, Woodstock Water Works, plus undertaking the various administrative tasks assigned to the department, Recreation will continue to offer approximately 75 programs per session, which includes over 100 classes, and numerous special events and leagues.
2. The City Council recommended that incremental fee increases for the Playground Program be implemented to reduce the program's subsidy. In keeping with this request, the fee for the now seven week (due program participant request 1 week was added)/Monday through Friday program in 2013 will remain \$90 for residents and \$110 for nonresidents. The rate for this quality youth program is about 90 cents per hour for residents and \$1.10 per hour for nonresidents. Five years ago the Recreation Department began soliciting sponsorships from area businesses to help support the program. It has been extremely successful with over \$4,000 raised annually to help defray the costs of the program.
3. New programs that are being developed for FY12/13 include *Recycled Art*, Challenge Series runs, Fruits and Veggies to the Rescue, Middle School art camps, *Running Club Training Classes*, *Family Archery*.

Goal #3:
Encourage increased attendance by developing multi-layered, timely, promotional strategies informing customers of Recreation Department programs and special events.

Objectives:

- A. Provide accurate and substantive information in the three issues of the City Scenes and the flyers distributed through the schools.
- B. Develop informative and creative radio and newspaper advertisements.
- C. Provide accurate and updated information on the City's Web page.
- D. Develop creative ways to promote programs and events within the facility through signage and announcements.
- E. Develop new methods to communicate with members.

Programs:

1. The Department will construct its dedicated Web page specifically for the Recreation Department, Recreation Center, and Woodstock Water Works. The dedicated Web page will provide additional marketing opportunities for the Department's various programs and services. In conjunction with the dedicated Web site, on-line registration was introduced for the spring Recreation programs to enhance customer service. Registration for the Challenge Road Races has already been established on the Internet through links with various registration services and accounted for 20% of the pre-registrations last year. The Internet has been vital in disseminating information beyond the community for special events such as the Girls Softball Tournament, which is a regional event.
2. The Department's marketing plan will be evaluated and refined to ensure that program registration is maximized. In addition to the dedicated Web page and on-line registration that was introduced in FY12/13, other creative means of reaching target audiences will be utilized. The Department's Teen Program Coordinator regularly visits each middle school to talk to the students to promote recreation programs and events and to develop rapport with this age group; the Recreation Director attends Teachers' Institute days to discuss programs with the P.E. teachers; a newsletter has been established for the Seniors and Middle School programs; and direct emailing will be utilized to target previous program participants. The Department submits articles promoting programs and events to the Woodstock Independent and the Northwest Herald. Additional efforts will also include direct mailing reminder notices to participants in programs that do not meet on a regular basis.
3. The Department will continue to offer Program Demonstration Nights at the Rec Center. Prior to the start of a new programming session and in conjunction with Friday Family Fun Nights, a number of instructors demonstrate their classes free of charge. This offers families the opportunity to "sample" programs prior to registration. In addition, swim lesson proficiency testing is also held to ensure

- participants register in the proper level reducing the number of students who have to be switched the first day of class.
4. As requested by Council, staff will continue to research options for reducing the cost of disseminating the City Scene information to the Woodstock community. Currently, the City Scene is published three sessions per year- summer, fall, and a combined winter/spring issue that is direct mailed to over 15,000 households encompassing the District 200 school boundaries. To design, print, and mail the City Scene currently costs approximately 85 cents for the summer and winter/spring brochures and approximately 65 cents for the smaller fall brochure. The City Scene is the primary marketing tool to promote programming for the Recreation Department, Rec Center, Woodstock Water Works, NISRA, and the Library. As such, a majority of the costs associated with issuance of the City Scene is paid by these funds with the remainder paid by the General Government Activities Fund.
 5. Continue to grow Facebook members and provide interesting links and information to keep Facebook members interested in our page. Also continue to promote specials and programs on Facebook page for free advertising.
 6. The Department will study alternatives to fund the Department's financial aid program. As noted in the Budget Narrative, the Department offers low income Woodstock residents the opportunity to participate in recreation and fitness programs through the Department's financial aid program. Unfortunately, due to the economy, the value of offering these free or discounted programs has risen to over \$8,000. In the past, the Rec Fund has been able to absorb these costs; however, with reduced budgets this service is becoming more of a strain on the Department's budget and its ability to meet its General Fund subsidy goals.

**Goal #4:
Develop and foster positive public/private partnerships by providing assistance for the delivery of services that improves the quality of life and enjoyment for all residents.**

Objectives:

- A. Serve on the Outdoor Athletic Facilities Committee (OAFC) to discuss and plan short and long term outdoor facility needs for the community's various user groups.
- B. Continue to schedule City fields for the various athletic organizations and to calculate and collect nonresident charges in accordance with City ordinances.
- C. Staff will continue to participate in various programs offered by District 200.
- D. Provide administrative assistance and support for City sponsored and community sponsored special events.

Programs:

1. With the current budget constraints, pursuit of alternative funding, including grants, donations, and corporate sponsorships will continue as a priority to help fund

- programs and facility improvements. Corporate sponsors will continue to be an integral funding source for the Girls Softball Tournament, Touch a Truck, the Playground Program, and the Woodstock Challenge.
2. Cooperative use agreements with District 200 and Marian Central Catholic High School will continue on an ongoing basis. Discussions with Marian Central will also continue regarding departmental/community use of the Fields of Dreams athletic fields. Cooperation with businesses and other facility owners within the community will still be a priority to optimize facility availability and limit program costs. In conjunction with the Human Resources Department, additional efforts have been made to recruit bi-lingual staff at the Aquatic and Recreation Centers.
 3. The Department will assist organizers of fundraising events that occur in Emricson Park including the Run for Hunger, we.can.tri triathlon, the Alzheimer's Duck Race event, D200 Fit For Life, and the Cyclocross races.
 4. With the renovations completed in the summer of 2010, the Playground Program will return to Olson School. The Department will work with D200 staff to ensure adequate facilities and amenities are available for this program which draws over 300 kids per year.
 5. The Department will continue to work with the Thunder Football program on improvements at the football fields including the possibility of erecting a portable ice skating rink on one of the fields and a permanent concession/storage facility on the old rec building pad.

**FY13/14
RECREATION DEPARTMENT
LINE ITEM DESCRIPTIONS**

01-09-0-000 RECREATION DEPARTMENT \$482,600

01-00-3-327	Recreation Program Fees		\$230,000
	FY10/11 Actual:	\$210,106	FY11/12 Actual: \$221,289
	FY12/13 Budget:	\$223,000	FY12/13 Projected: \$225,000

All registration fees assessed by the Recreation Department are credited to this line item, as are miscellaneous fees associated with recreation programs. Each program is evaluated quarterly and the fees adjusted as necessary to guarantee that each program is as self sufficient as possible. Generally, if a specific program does not pay for itself through fees, the program is discontinued. In addition, miscellaneous fees are also collected for individual programs and include team forfeiture fees in league play, payment for extra supplies such as T-shirts, or business/corporate donations to help fund an event.

Program registration fees are charged for the majority of programs offered by the Recreation Department with the exception of miscellaneous special events such as the D.A.R.E. Gym n' Swim, Scare on the Square, the Memorial Day Bike Decorating Contest, and the Halloween Costume Contest. For most programs, nonresidents of the City are charged an additional 50% of the fee assessed to residents (not to exceed \$20). The administrative fee recovers approximately an additional \$20,000 above and beyond actual program expenditures on all programs and helps to reduce the Department's subsidy. The Community Recreation Center has allowed the Recreation Department to expand their program offerings to take advantage of the additional space. Listed below are the anticipated revenues for FY12/13 by season:

Summer	\$ 85,000
Fall	45,000
Winter	70,000
Spring	<u>30,000</u>
Total	\$230,000

(Note: This line item is located in the General Fund Revenue budget activity as distinct from the Recreation Department. It is included here for comparison purposes only.)

**FY13/14
RECREATION DEPARTMENT
LINE ITEM DESCRIPTIONS**

01-09-0-000 RECREATION DEPARTMENT

SALARIES

01-09-3-402 Recreation Director				\$96,000
FY10/11 Actual:	\$91,269	FY11/12 Actual:	\$90,884	
FY12/13 Budget:	\$92,700	FY12/13 Projected:	\$92,700	

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-09-3-405 Program Coordinators (2)				\$111,200
FY10/11 Actual:	\$104,470	FY11/12 Actual:	\$105,503	
FY12/13 Budget:	\$107,600	FY12/13 Projected:	\$107,600	

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-09-3-406 Recreation Center Manager				\$55,400
FY10/11 Actual:	\$51,985	FY11/12 Actual:	\$52,489	
FY12/13 Budget:	\$53,600	FY12/13 Projected:	\$53,600	

The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

01-09-3-431 Clerical Support (P-T)				\$24,300
FY10/11 Actual:	\$23,000	FY11/12 Actual:	\$23,000	
FY12/13 Budget:	\$23,800	FY12/13 Projected:	\$23,800	

This line item covers all ten of the part-time front counter staff at the Rec Center. The Rec Center Fund is charged 2/3 of the front counter costs and 1/3 charged here to the Recreation Department. As noted in the budget narrative, over 31,000 receipt transactions were processed in 2012, primarily by front counter staff. Consistent with the City-wide proposal, a 2% wage increase is requested for front counter staff for FY13/14.

01-09-3-440 Recreation Aides (P-T)				\$58,100
FY10/11 Actual:	\$59,376	FY11/12 Actual:	\$59,510	
FY12/13 Budget:	\$57,000	FY12/13 Projected:	\$57,000	

This line item reflects all part-time, payroll personnel who work recreation programs either on a seasonal or more permanent basis. This represents 50+ individuals across approximately 140 programs throughout the entire year. Nearly all site and program supervisors and Playground Program Leaders are included here, as are many instructors who are not independent contractors. **Most costs associated with these program staff personnel are covered by program fees.** Exceptions include the Playground Program which will be about 29% subsidized. Consistent with the City-wide proposal, a 2% wage increase is requested for Recreation Aides.

PERSONAL SERVICES

01-09-4-451 Sick Leave Conversion				\$2,400
FY10/11 Actual:	\$1,638	FY11/12 Actual:	\$1,952	
FY12/13 Budget:	\$2,700	FY12/13 Projected:	\$2,700	

In FY12/13, three employees (compared to two in FY10/11) are eligible for this benefit, which due to budgetary constraints has been reduced from 50% to 25%.

01-09-4-452 Travel & Training				\$500
FY10/11 Actual:	\$514	FY11/12 Actual:	\$745	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$1,000	

The staff development portion of the budget continues to show additional training services provided to the part-time Program Instructors, Supervisors, Leaders and volunteers. Since the Department relies heavily on these part-time individuals for the ultimate success of its programs, training and recognition is included in the budget, including the purchase of support materials such as publications, videos, etc. to complement the staff development program for an overall heightened level of service provided by the Department. Staff and volunteer recognition is given at training meetings. A policy that allows for the partial reimbursement of training expenses with successful completion of the training program for selected personnel is recommended to continue to be funded. The program assists in achieving overall instructor professionalism and maintenance of fitness certification, reducing liability for the programs.

01-09-4-454 Dues & Subscriptions				\$500
FY10/11 Actual:	\$781	FY11/12 Actual:	\$718	
FY12/13 Budget:	\$ 500	FY12/13 Projected:	\$500	

Membership in the Illinois Parks & Recreation Association is included so that the Department can participate in the state-wide co-op purchasing program. All other professional memberships have been eliminated. Subscriptions to the Northwest Herald and Independent are also included.

01-09-5-501 Communications				\$3,500
FY10/11 Actual:	\$4,051	FY11/12 Actual:	\$4,214	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$3,500	

This line item reflects the cost of the Department's telephone lines at the Recreation Center. The costs associated with the Department's cell phones are also reflected. The Recreation Department and the Recreation Center Fund each pay half of the phone costs at the Recreation Center.

01-09-5-502 Professional Services				\$4,000
FY10/11 Actual:	\$3,898	FY11/12 Actual:	\$4,002	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$7,300	

This line item reflects the cost of the finish line services for the Challenge Road Races, the *Independent's* commission for selling ads for the City Scene and the annual maintenance fee for the Department's registration software. Working with the Illinois Department of Public Health and a vendor to design two new mandated automated chemical feeder systems for the pool and whirlpool resulted in the increase in FY12/13 from the budget amount.

01-09-5-512 Instructor Contracts				\$41,000
FY10/11 Actual:	\$41,589	FY11/12 Actual:	\$35,760	
FY12/13 Budget:	\$41,000	FY12/13 Projected:	\$41,000	

Instructors for the Department's various programs such as karate/tae kwon do, arts and drawing, gymnastics, dancing, bowling, golf, some off-season swim programs, athletics, and music are paid out of this line item. Aerobics instructors for Rec Center members and personal trainers are paid out of the Rec Center budget. **All costs associated with contract personnel are recovered through program fees.**

01-09-5-513 Athletic Officials				\$23,000
FY10/11 Actual:	\$18,664	FY11/12 Actual:	\$22,378	
FY12/13 Budget:	\$23,000	FY12/13 Projected:	\$23,000	

These services relate to umpires and referees or other sports officials for softball, basketball, volleyball, etc. for which we contract “out-of-house” specifically for that sport-related expertise. Athletic officials are paid as independent contractors. **All costs associated with contractual officials are recovered through league or tournament entry fees.**

01-09-5-536 Rec Supplement to Newsletter (60%)				\$6,000
FY10/11 Actual:	\$9,091	FY11/12 Actual:	\$6,562	
FY12/13 Budget:	\$7,000	FY12/13 Projected:	\$5,000	

This line item covers the cost of the three seasonal City Scene brochures which include information on City services, contacts, maps and ongoing projects plus Opera House events; Library activities; and programming information for the Rec Department and NISRA. The Recreation Department coordinates the City Scene with submittals by the various City departments and community organizations. The publication is direct mailed to over 15,000 households in the 60098 zip code and the west side of Wonder Lake. The General Government Activities portion of the City’s budget pays for 40% of the fees associated with the publication and distribution of the City Scene and the Library, WWW, NISRA, and the Rec Center also contribute to the cost. It costs about 85 cents per household for the Summer and Spring/Winter editions and about 65 cents per household for the Fall edition for each booklet to be designed, printed, and mailed. As directed by Council, staff will research options to lower the cost of disseminating the information in the City Scenes in a more cost effective manner.

01-09-5-537 Printing Services/Advertising				\$3,000
FY10/11 Actual:	\$3,015	FY11/12 Actual:	\$3,986	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,000	

This line item accounts for the costs associated with marketing or publicizing programs. Increased printing services are required as the Department continues to expand its marketing efforts and to process promotional materials. A flyer for Seniors programs is also produced quarterly. Office forms such as field usage applications, pavilion applications, building usage, accident reports, registration forms, etc. are included in this line item.

01-09-5-544 Building Rental				\$3,000
FY10/11 Actual:	\$2,535	FY11/12 Actual:	\$935	
FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$3,000	

For recreation programs held “out-of-house” and not in City-owned facilities, building rental costs are factored into the operating budget and program fee. Another cost within this line item is for the rental of portable toilet units for special events. **All costs associated with Building Rental are recovered through program fees.**

01-09-5-552 Service to Maintain Equipment				\$500
FY10/11 Actual:	\$99	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

A copier service contract is included in this amount, plus expenses related to computer maintenance.

01-09-5-553 Service to Maintain Vehicles				\$500
FY10/11 Actual:	\$286	FY11/12 Actual:	\$215	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$1,100	

The Public Works Department performs routine maintenance on the Rec car and mini-bus. The amount in this line item reflects the possibility that a repair may be needed that is beyond the scope available at Public Works.

COMMODITIES

01-09-6-601 Postage				\$3,000
FY10/11 Actual:	\$3,263	FY11/12 Actual:	\$4,473	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,000	

This line item includes direct mailing the City Scene to over 15,000 area residents. The Rec Center and the Aquatic Center cost share mailing the City Scene. As with the printing costs of the City Scene, the Recreation Department pays 60% of the mailing cost and the General Government Activities portion of the City’s budget pays the remaining 40%. The Department is also charged for general usage of the postage meter at City Hall.

01-09-6-6020 Gas & Oil				\$1,200
FY10/11 Actual:	\$956	FY11/12 Actual:	\$1,173	
FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$1,200	

This amount reflects the cost of gas and oil for the Recreation Department automobile and the mini-bus. Personnel are reimbursed for gasoline costs incurred by use of their personal vehicle while traveling around town to monitor and administer programs. Additionally, reimbursements for work related travel made in personal vehicles, necessary when the Department car is otherwise in use, is also issued from this line item. Programs using the mini-bus are charged \$1.00 per mile.

01-09-6-606 Office Supplies				\$3,000
FY10/11 Actual:	\$3,110	FY11/12 Actual:	\$2,966	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,000	

A pro rata amount of office supplies is assigned to the Recreation Department by the Finance Department for general supplies. Supplies specific to the Department include such items as laser printer cartridges, colored paper for fliers, continuous feed computer labels, name badges for programs, message and receipt pads, computer disks, etc.

01-09-6-611 Recreation Equipment				\$2,000
FY10/11 Actual:	\$183	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$2,000	

Equipment purchased in this line item is typically used for more than one season and is generally more expensive than items charged to "Program Supplies." Examples include baseball helmets, portable scoreboards, portable basketball goals, etc. **All equipment costs are covered by program fees.**

01-09-6-612 Program Supplies				\$40,000
FY10/11 Actual:	\$39,857	FY11/12 Actual:	\$45,027	
FY12/13 Budget:	\$38,000	FY12/13 Projected:	\$40,000	

This line item includes supplies used for recreation programs including T-shirts, awards, baseballs, softballs, tennis balls, sporting event and entertainment admission tickets, art, workbooks, special event supplies, first aid products, Woodstock Challenge supplies, Great America and Noah's Ark ticket consignments, food for seniors programs, etc. With the increase in the number of programs and participants, there has been a corresponding increase in program supplies. **All program supplies costs, except for free events such**

as Halloween Costume Contest, Memorial Day Parade Bike Decorating prizes, and the subsidized Playground Program, are recovered through program fees.

01-09-6-621 Equipment Maintenance				\$0
FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$33	
FY12/13 Budget	\$100	FY12/13 Projected:	\$100	

This line item reflects the costs of parts necessary to maintain recreation & office equipment.

01-09-6-622 Materials to Maintain Vehicles				\$500
FY10/11 Actual:	\$121	FY11/12 Actual:	\$171	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

This line item reflects the cost of parts necessary to maintain the Rec automobile and mini-bus.

TOTAL RECREATION EXPENSES				\$482,600
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
RECREATION DIVISION EXPENSES							
SALARIES							
01-09-3-402	RECREATION DIRECTOR	91,269	90,884	92,700	60,582	92,700	96,000
01-09-3-405	PROGRAM COORDINATORS (2)	104,470	105,503	107,600	72,029	107,600	111,200
01-09-3-406	RECREATION CENTER MANAGER	51,985	52,489	53,600	34,989	53,600	55,400
01-09-3-431	CLERICAL SUPPORT (P-T)	23,000	23,000	23,800	0	23,800	24,300
01-09-3-440	RECREATION AIDES (P-T)	59,376	59,510	57,000	58,242	57,000	58,100
TOTAL SALARIES		330,100	331,386	334,700	225,842	334,700	345,000
PERSONAL SERVICES							
01-09-4-451	SICK LEAVE CONVERSION	1,638	1,952	2,700	0	2,700	2,400
01-09-4-452	TRAVEL & TRAINING	514	745	500	900	1,000	500
01-09-4-454	DUES & SUBSCRIPTIONS	781	718	500	383	500	500
TOTAL PERSONAL SERVICES		2,933	3,415	3,700	1,283	4,200	3,400
CONTRACTUAL SERVICES							
01-09-5-501	COMMUNICATIONS	4,051	4,214	3,500	3,420	3,500	3,500
01-09-5-502	PROFESSIONAL SERVICES	3,898	4,002	4,000	7,259	7,300	4,000
01-09-5-512	INSTRUCTOR CONTRACTS	41,589	35,760	41,000	27,516	41,000	41,000
01-09-5-513	ATHLETIC OFFICIALS	18,664	22,378	23,000	11,718	23,000	23,000
01-09-5-536	REC. SUPPLEMENT TO NEWS. (60%)	9,091	6,562	7,000	9,631	5,000	6,000
01-09-5-537	PRINTING SERVICES/ ADVERTISING	3,015	3,986	3,000	2,753	3,000	3,000
01-09-5-544	BUILDING RENTAL	2,535	935	3,600	1,894	3,000	3,000
01-09-5-552	SERVICE TO MAINTAIN EQUIPMENT	99	0	500	0	500	500
01-09-5-553	SERVICE TO MAINTAIN VEHICLES	286	215	500	1,087	1,100	500
TOTAL CONTRACTUAL SERVICES		83,228	78,052	86,100	65,278	87,400	84,500
COMMODITIES							
01-09-6-601	POSTAGE	3,263	4,473	3,000	2,145	3,000	3,000
01-09-6-602	GAS & OIL	956	1,173	1,200	680	1,200	1,200
01-09-6-606	OFFICE SUPPLIES	3,110	2,966	3,000	2,171	3,000	3,000
01-09-6-611	RECREATION EQUIPMENT	183	0	2,000	120	2,000	2,000
01-09-6-612	PROGRAM SUPPLIES	39,857	45,027	38,000	36,811	40,000	40,000
01-09-6-621	EQUIPMENT MAINTENANCE	0	33	100	0	0	0
01-09-6-622	MATERIALS TO MAINTAIN VEHICLES	121	171	500	0	500	500
TOTAL COMMODITIES		47,490	53,843	47,800	41,927	49,700	49,700

DATE: 02/07/2013
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
RECREATION DIVISION							
CAPITAL OUTLAY							
01-09-7-720	EQUIPMENT	0	9,654	0	356	0	0
TOTAL CAPITAL OUTLAY		0	9,654	0	356	0	0
TOTAL RECREATION DIVISION		463,751	476,350	472,300	334,686	476,000	482,600

COMMUNITY EVENTS



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



CITY OF WOODSTOCK Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

RE: **Community Events FY13/14 Budget Transmittal**

Attached is the FY13/14 Budget for the City's support of 'community events'. At the request of the City Council, this budget activity provides a separate accounting of costs and additional descriptions of the community events that utilize City services. This budget provides for overtime costs for City employees to assist with approved community events and also includes the cost for any materials, contracted services, and rental of equipment required for the community events. Costs for City employees who assist with these community events during their normal work hours, the value of any City owned equipment used during the events, and overtime costs and material costs associated with City of Woodstock-sponsored community events are NOT reflected in this budget. **AS A RESULT, THE TOTAL CONTRIBUTION MADE BY THE CITY ANNUALLY TO SUPPORT THESE EVENTS IS ACTUALLY MUCH GREATER THAN THE AMOUNT INCLUDED WITH THE ACCOMPANYING BUDGET.**

The City of Woodstock has a long-standing tradition of supporting local community organizations and special events through the use of City staff and equipment. For example, the Fair Diddley[®] Craft Show has been held on the Square since 1969. At the same time, the community continues to establish new events that involve more residents, as demonstrated with the addition of Seniors @ Stage Left, Gavers Barndance, and recently the Care4 Breast Cancer Run/Walk. The variety and diversity of these events provide fun and educational venues for the City's residents, are a destination point for non-residents, and help support beneficial local fund raising events.

The support and services provided by the City for these community events involve the City Manager's Office, Opera House, Police Department, Recreation Department, and Public Works. While the planning and coordination is initiated through the City Manager's Office, the achievements are a result of the team work and collective support provided by each of these City Departments.

During FY12/13, there were numerous venues and community events held in Woodstock that provided a wide variety of entertainment for our residents and drew visitors and shoppers to the community on a regular basis. Although all of these events are coordinated by the City and must receive approval for scheduling and use of public property, not all community events request or require any other support or assistance by the City. Only those community events that have historically received support from the City either in the form of overtime costs or provision of services by the City are identified and included with this budget. Expenses for events that involve and benefit the community, but which are sponsored by the City (e.g. Touch A Truck, Challenge Road Run, National Night Out, Halloween on the Square, etc.) are not funded within this budget and instead are provided in the respective Department's budget each year.

There is no way of measuring the importance of each of these community events to our residents and to the downtown business community, but they draw large numbers of new people to Woodstock each year and provide our residents with a diverse variety of entertainment and activities that help to make Woodstock unique.

Projected end of year expenses for FY12/13 are **\$4,200 (9%) more** than the amount of the approved budget. This additional expense is primarily a result of an unexpected increase in the contract cost for the installation and maintenance of the annual holiday lights in the downtown. The City did not receive any bids for this annual contract in 2012 following the normal bidding policy. However, the City Administration was able to negotiate for these services with a local contractor so that the holiday lights could still be enjoyed by the entire community, but the costs did increase when compared to previous years.

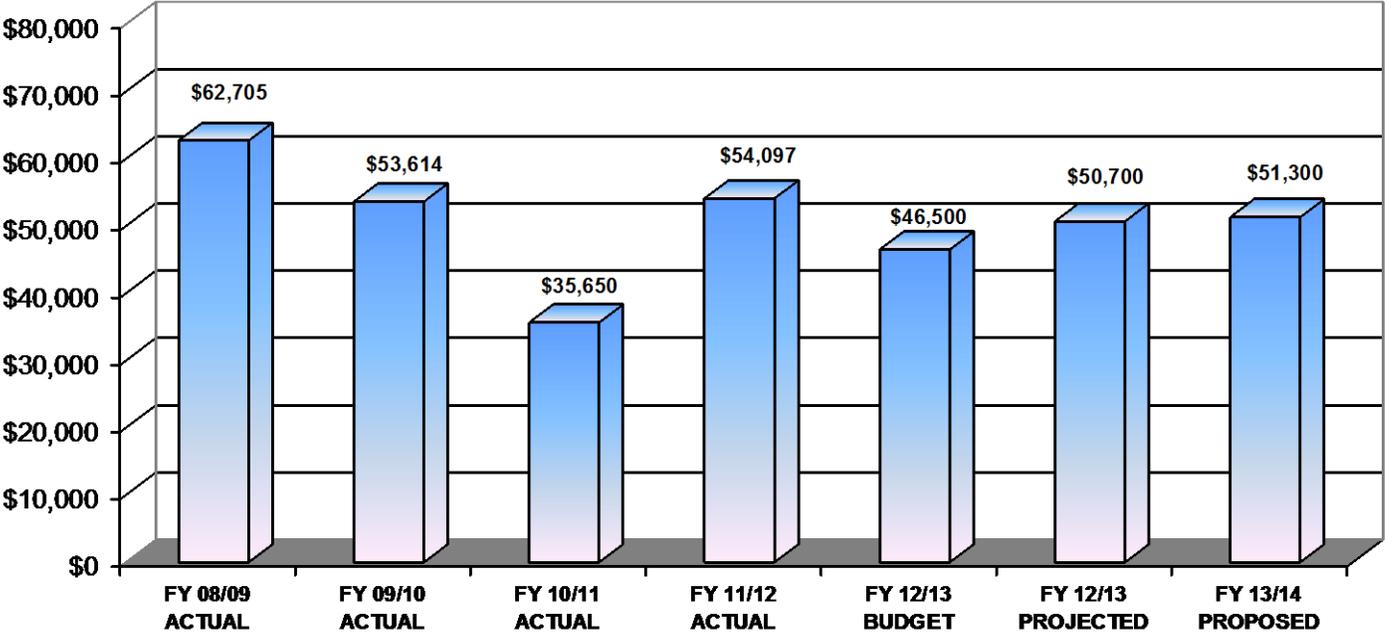
The proposed FY13/14 budget request of **\$51,300 is \$4,800 (10.3%) more than the previous budget year**. This increase of funds is appropriate and will allow the City to continue to support these events which are important to the community. The management efforts to control and limit the use of overtime hours to support these events will continue in FY13/14 while still providing essential services to the event organizers. As described in greater detail with the accompanying budget report, the City also provides support of these community events with access to public streets, parking lots, and parks, by providing labor assistance during normal work hours, provisions of free dumpster services, and coordination assistance.

Through the continued efforts of the City Administration to provide support services and to assist with coordination of these events, there are many positive benefits to the community in part to the City's continued support. Gavers Barndance was once again very successful and well received by the community. Since FY10/11, the Family Health Partnership Clinic held their annual Care4 Breast Cancer Run/Walk in Woodstock. The City is proud to be able to host this fund raiser and program to increase awareness of breast cancer issues, and the event once again is planned to be held in Woodstock in 2013. The City of Woodstock will continue to provide the holiday season decorations and tree lights that help to make Woodstock special.

The City Administration continues to receive comments thanking Woodstock for the use of the downtown, for the use of City facilities, planning and coordination assistance, and the support services provided by the City that help make the events a success. That cooperative effort for use of City facilities, support by City Administration and staff, assistance with planning efforts, and assistance with City equipment will continue to be provided where possible.

COMMUNITY EVENTS – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no personnel assigned specifically to this activity					

**COMMUNITY EVENTS
BUDGET COMPARISON**



**COMMUNITY EVENTS
FY12/13 HIGHLIGHTS and ACCOMPLISHMENTS**

This Community Events Budget provides funds for artistic and cultural opportunities which benefit both Woodstock residents and visitors to the City. These events bring tourism to the City, help build neighborly relationships within the community, and showcase the community while at the same time providing a boost to the local economy. The Community Events Budget was created to provide a separate accounting of costs and additional descriptions of the community events that utilize City services. This budget provides for overtime costs for City employees to assist with approved community events and also includes the cost for any materials, contracted services, and rental of equipment required for the community events. The support and services provided by the City for these community events involve the City Manager’s Office, Opera House, Police Department, Recreation Department, and Public Works. While much of the planning and coordination is initiated through the City Manager’s Office, the achievements are a result of the team work and collective support provided by each of these City Departments.

Following is a list of the community events held during calendar year 2012 with the support of the City:

Groundhog Days	Community Easter Egg Hunts	Child Advocacy Walk/Run
Fair Diddley® Craft Show	L’il Angels Run	Touch A Truck
Lightning Tournament	Memorial Day Service & Parade	Challenge Road Run
Music Fest	Movies in the Park	Fourth of July Fireworks
Heatwave Tournament	Girls Softball Tournament	Gaver’s Barndance
Folk Festival	County Youth Tournament	Mozart Festival
McHenry County Fair	we.CAN.tri Triathlon	On The Square Car Show
D200 Cross Country Meet	Jazz Festival	VFW Car Show
South of the Border Fiesta	Homecoming Parades	Byrne Cross Country Meet
Harvest Fest/Fair in Square	D200 Fit for the Future Walk	McHenry Cty Community Fest
NAMI Walk	CHARGE Syndrome Walk	Care4 Breast Cancer Walk/Run
Halloween on the Square	Cyclocross	Lighting of the Square
Christmas Parade		

Only costs for overtime by City employees (for non City-sponsored events and events detailed in the Line Item Descriptions) and the purchase/rental of supplies, contractual services, and materials are charged to this fund. Labor costs for City employees working on community events during normal work hours are not charged to this budget. Rather, labor during normal work hours is charged directly to the respective department/division’s budget. **IN ADDITION TO THE EXPENSES PAID BY THE CITY FROM THIS BUDGET, THE CITY TYPICALLY PROVIDES MORE THAN 1,000 HOURS OF SERVICES EACH YEAR DURING REGULAR WORK HOURS TO SUPPORT COMMUNITY EVENTS, AND THOSE HOURS AND COSTS ARE NOT REFLECTED IN THIS BUDGET. AS A RESULT, THE AMOUNT OF SUPPORT PROVIDED BY THE CITY IS GREATER THAN JUST THE EXPENSES INCLUDED WITH THE ACCOMPANYING BUDGET.**

**COMMUNITY EVENTS
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide prompt, professional, and efficient service to all community events customers.

Objectives:

- A. Continue to provide courteous and professional expertise to the organizers of all community events during their planning stages and through coordination meetings with City staff.
- B. Respond to emergency and/or unknown needs of the events' organizers on the day(s) of the event with a courteous and willing attitude.
- C. Continue to listen and respond to the concerns and/or requests of the downtown business community and convey or discuss these concerns with event organizers.
- D. Continue to assist organizers to provide a variety of interesting and diverse options for activities and events for the Woodstock community.

FY13/14 Programs:

- 1. Provide courteous and professional expertise to the organizers of all community events during their planning stages and through the coordination meetings with the City's staff. At the same time, the City Administration must carefully evaluate requests for City services or funding to help ensure efficient use of taxpayer resources.
- 2. Respond to emergency and/or unknown needs of the events' organizers on the day(s) of the event with a courteous and willing attitude, within budget constraints.
- 3. Listen and respond to the concerns and/or requests of the downtown business community and convey or discuss these concerns with event organizers. This will include coordination of placement of dumpsters and portable toilets to minimize the impact on downtown businesses as well as evaluation of parking and access to businesses during the events.
- 4. Continue to assist organizers to provide a variety of interesting and diverse options for activities and events for the Woodstock community.

Goal #2: Assist the community events' organizers by providing support services.

Objectives:

- A. Continue to fund the cost for dumpsters and toters, by utilizing free services provided by the franchise waste hauler, and arrange to have them available for a number of events that draw larger attendance to ensure that trash collection is accomplished.

- B. Continue to arrange for the delivery and placement of portable toilets and wash stations to have them available for several events that draw a large audience to ensure the proper and least disruptive placement of these facilities and to reduce the use of downtown business sanitation facilities.
- C. Continue to fund the cost of electrician's services to professionally connect all electrical needs on the day of the event and to troubleshoot any electrical problems that may occur.
- D. Provide electrical upgrades, when necessary, to ensure the continued flow of power for the holiday lighting display and other events.
- E. Prepare and distribute information regarding the existing availability and location of electricity.

FY13/14 Programs:

- 1. Arrange for the order and placement of dumpsters and toters and have them available for a number of events that draw larger attendance to ensure that trash collection is accomplished. City employees coordinate the location for each event, order the dumpster(s) from the vendor, and coordinate delivery and removal.
- 2. Arrange for the order and placement of portable toilets to have them available for several events that draw a large audience to ensure the proper and least disruptive placement of these facilities and to reduce the use of downtown business sanitation facilities. City employees coordinate the location for each event, order the toilets from the vendor, and coordinate delivery and removal. The costs for the portable toilets are to be paid by the event organizer.
- 3. Continue to fund the cost of electrician's services to professionally connect all electrical needs on the day of the event and to troubleshoot any electrical problems that may occur.
- 4. Provide electrical upgrades, when necessary, to ensure the continued flow of power for the holiday lighting display and other events. Provide information to organizers regarding the existing availability and location of electricity.

<p>Goal #3: Create a festive downtown Christmas display making Woodstock a holiday season destination.</p>

Objectives:

- A. Continue to fund the cost of adequate light strings for the trees in the Park in the Square, City Hall evergreen, and one tree at McHenry/Newell, light strings for the Springhouse and Bandstand in the Park in the Square, and light strings for Sesquicentennial Park.
- B. Work with a lighting contractor to ensure that all lights on the deciduous trees are placed on the branches and removed in a safe, secure method with minimal damage to the trees.
- C. Provide adequate funding for fresh greenery to adorn the downtown and Sesquicentennial Park light poles.

- D. Maintain (and replace when necessary) the building perimeter lighting.
- E. Continue to maintain and install the light pole decorations and replace or enhance when necessary. Coordinate installation of decorations on new street light poles.
- F. Continue to organize and implement the Lighting of the Square and the Christmas Parade for the enjoyment of all Woodstock residents.

FY13/14 Programs:

- 1. Fund the cost of Christmas light strings for the trees in the Park in the Square, City Hall evergreen, light strings for the Springhouse and Bandstand in the Park in the Square, lights for McHenry triangle, and light strings for Sesquicentennial Park.
- 2. Work with a lighting contractor to ensure that all lights on the deciduous trees are installed and removed in a safe, secure method with minimal damage to the trees.
- 3. Provide adequate funding for fresh greenery to adorn the downtown and Sesquicentennial Park light poles.
- 4. Maintain (and replace when necessary) the building perimeter Christmas lights. This maintenance service was previously performed jointly by the Chamber of Commerce and each building owner. However, the City has now assumed that responsible due to increasing costs and to better coordinate the annual maintenance with each property owner.
- 5. Maintain and install the holiday banners, snow flake decorations, and light pole decorations.
- 6. Organize and implement the Lighting of the Square and the Christmas Parade for the enjoyment of all Woodstock residents. These two events which kick-off the holiday season are planned, organized, and managed by the Opera House staff for the enjoyment of the entire community.

<p>Goal #4: Assist our residents with a variety of services to enhance their quality of life.</p>
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Objectives:

- A. Provide the funding and support services for the summer Movies in the Park festival.
- B. Continue to enhance the City's year-round downtown banner program.
- C. Provide support services for unknown events as they are approved by the City Council.
- D. Fund the purchase of materials and supplies to support the senior citizen program offered by the City at Stage Left.

FY13/14 Programs:

- 1. Fund and provide support services for the summer Movies in the Park. The program is planned and managed by the Office of the City Manager.

2. Enhance the City's year-round downtown banner program. The Department of Public Works will continue to provide labor and equipment to install banners provided by event organizers throughout the year such as Fair Diddley[®], Mozart Festival, Care4 Breast Cancer Walk/Run as well as seasonal banners purchased by the City.
3. City employees from the City Manager's Office, Recreation Department, and Opera House will continue to work together during the upcoming year to plan and hold weekly events at the Stage Left Café for senior citizens. This program was started in 2010 and has already proven to be popular and beneficial.

<p style="text-align: center;">Goal #5: Reduction of overall costs and management of City's financial resources based on efficient use of resources.</p>

Objectives:

- A. Properly plan and schedule labor support to meet the essential needs of each event while also reducing overtime costs.
- B. Notify event organizers of need to reduce City cost and work with the organizers to limit City expenses while also supporting the events.

FY13/14 Programs:

1. Continue to work with each event organizer to limit the amount of overtime required from the City to support the events while still supplying essential services that should be provided by the City. Encourage the event organizers to increase the use of their volunteers to perform duties that previously were provided by City employees.
2. As a result of the limited financial resources of the City, new community events that require staff time or funding will require City Council approval and assurances that the City will be reimbursed.

**FY13/14
COMMUNITY EVENTS
LINE ITEM DESCRIPTIONS**

01-11-0-000 COMMUNITY EVENTS \$51,300

01-11-3-403 Overtime for Police Services			\$12,000
FY10/11 Actual:	\$6,803	FY11/12 Actual:	\$ 7,869
FY12/13 Budget	\$9,000	FY12/13 Projected:	\$11,700

This line item is used to pay overtime costs incurred by the Police Department to provide the necessary services for approved Community Events that are identified in this budget or authorized by the City Manager during the year. Typical charges would include overtime costs related to providing the necessary traffic direction and control services for community parades, fairs, and celebrations for some of the planned events during FY13/14.

As described earlier in this budget report, overtime costs incurred by the Police Department associated with general community services and general community events not specifically identified with this budget are paid directly by the Police Department and are not charged to this line item. That includes overtime costs to support City-sponsored events such as Touch A Truck, Challenge Road Run, National Night Out, Halloween on the Square, Homecoming Parades, and many other activities.

Expenditures have been reduced in this line item in direct response to the decreased revenues resulting from the ongoing economic recession. Those efforts to reduce costs will continue again during FY13/14, while still providing adequate support for these events. The Police Department will diligently evaluate each individual response plan for each community event to insure that the City is providing only those police services which are necessary to provide for the safety and security of our community and our citizens.

Compensation for some overtime hours dedicated to community events each year is requested and taken by employees in the form of compensatory time as opposed to cash compensation. Therefore, it must be recognized that this line item does not account for all overtime hours worked by employees for community events, but rather the funding requested is based on a review of the historical data. In addition, three event organizers (Woodstock Music Fest, McHenry County Fair, and Care4 Breast Cancer) reimbursed the City for police services during the past year, which further reduced the City's costs.

01-11-3-406 Overtime for Public Works Services				\$2,000
FY10/11 Actual:	\$ 787	FY11/12 Actual	\$2,685	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$1,100	

This line item is used to pay any overtime costs incurred by Public Works employees to provide necessary services outside of their regular work hours for approved community events. Typical charges would include (but are not limited to) overtime costs to set up barricades and signage for community events, sweep streets and clean up City property prior to and following these events, and setting up for the Fourth of July fireworks show. As the majority of the community events are held over a weekend or a holiday, some Public Works overtime costs will continue.

Expenditures have been reduced in this line item in direct response to the decreased revenues anticipated as the result of the ongoing economic recession. Those efforts to reduce costs will continue again during FY13/14 and services will be provided by Public Works employees during normal work hours where possible. Even though the City did reduce the number of overtime hours, no community event had to be cancelled, and each event organizer was able to continue with their planned event without disruption or any noticeable impact on attendance and participation. The City Administration will continue to work with each event organizer to minimize the need for overtime hours by employees.

Overtime costs for Public Works employees assisting with City-sponsored events (i.e. Touch A Truck, Challenge Road Run, Scare on the Square, and Recreation Department Heatwave league tournament) will not be charged to this line item but rather to the respective division's budget.

01-11-6-600 Fair Diddley® Craft Show				\$400
FY10/11 Actual:	\$400	FY11/12 Actual	\$200	
FY12/13 Budget:	\$200	FY12/13 Projected:	\$400	

Fair Diddley® is a very popular, widely attended event held in the downtown on the Sunday after Mother's Day in May. Public Works employees provide services for trash collection, to close the square and on-street parking spaces, and deliver and setup of directional signage and picnic tables. Recently the City made some reductions to the services provided as a result of our need to reduce costs. Some services that were previously provided by the City to the event sponsors, such as portable toilets and dumpsters, are now provided by the City but those costs are reimbursed. In addition, labor support provided by the City was changed where possible to provide services during regular work hours to reduce overtime expenses. The only funds that have been requested for FY13/14 are to provide an electrician prior to the start of their event to provide proper connections.

The City will also continue to support this event through the continued access to the downtown streets and parking lots, labor assistance for street closure and setup, obtaining dumpster services without charge to the event organizers, police services as appropriate, and assistance with coordination. The City will also order and coordinate the placement of portable toilets, but the cost for those facilities will be charged to the event.

01-11-6-602 Fourth of July				\$700
FY10/11 Actual:	\$550	FY11/12 Actual	\$400	
FY12/13 Budget:	\$700	FY12/13 Projected:	\$700	

Thousands of residents enjoy the annual Fourth of July fireworks display held in Emricson Park. The event is planned and sponsored by a local volunteer organization who solicits donations for the purchase of the fireworks. Public Works employees provide and install an extensive area of temporary fencing/barricading in the park, which serves as safety barriers, and place a large number of temporary no parking signs in the park and along Jackson and South Streets. Woodstock Police Department provides surveillance, traffic control, and security for the large crowds which attend this popular event.

The City provides staff hours by the Police and Public Works Department, and labor costs are the largest single cost that the City incurs to support this event. Overtime costs are included previously in this budget while labor costs for work completed during normal work hours is paid by the respective department.

Funds are requested for the rental of portable toilets for this event as well as for some supplies (e.g. wood stakes, barricade ribbon) used to limit access and parking in the park. Due to the popularity of this event and the number of spectators, funds were increased in 2012 to provide a greater number of portable toilets than in the past. The waste hauler provides dumpsters for special events at no charge to the City. As a result, no funds have been requested in this line item during FY13/14 to pay the cost of dumpsters.

01-11-6-605 Car Show				\$100
FY10/11 Actual:	\$240	FY11/12 Actual	\$ 185	
FY12/13 Budget:	\$200	FY12/13 Projected:	\$ - 0 -	

The McHenry County Youth Service Bureau, in conjunction with the Kroozers Car Club, previously held a car show on the square as a fund raising event the third Saturday in August. Some sponsorship changes were made for this event in 2012, but the Woodstock on the Square car show continued the fund raising tradition with the annual event. Public Works provides services to reserve parking spaces and to set up barricades for traffic control. This event is different than most of the summer community event programs held on the Square in that it is held on a Saturday night. This does present some unusual

challenges for parking and traffic control during the daytime and the transition to closing the Square for the special event at night. However, organizers and members of the car club provide the volunteers needed during Saturday afternoon to manage and control the on-street parking restrictions. Many of the downtown businesses and restaurants greatly benefit from the large number of people drawn to the Square on a Saturday night for this event.

Toter services will be provided by the franchise waste hauler at no charge during FY13/14. The City will schedule and order portable toilets for this event, but those costs are to be reimbursed by the event organizers. Funds have been requested for FY13/14 to pay the cost of an electrician to prepare the City's electrical service, and some funds for the purchase of temporary signage. The City will also continue to support this event through the continued access to the downtown streets and parking lots, labor assistance for street closure and setup, obtaining toters without charge to the event organizers, police services as appropriate, and assistance with coordination.

01-11-6-607 Harvest Fest/Fair In The Square				\$100
FY10/11 Actual:	\$- 0 -	FY11/12 Actual	\$- 0 -	
FY12/13 Budget:	\$- 0 -	FY12/13 Projected:	\$ 100	

This "old fashioned" event includes fiddle, guitar, and banjo contests; continuous music throughout the day; old time crafts and demonstrations; a craft fair; and antique tractors ~ a little something for everyone.

Dumpster services will be provided at no cost to the City. To reduce expenses, the City will not pay any portion of the cost to provide portable toilets, and the event sponsor will be required to pay those costs. Use of electrical service for this event was coordinated with the event sponsor, and no funds are requested for an electrician to assist on this day. The City will also continue to support this event through the continued access to the downtown streets and parking lots, labor assistance for street closure and setup, obtaining dumpster services without charge to the event organizers, police services as appropriate, and assistance with coordination.

01-11-6-608 Christmas Lighting				\$30,000
FY10/11 Actual:	\$21,261	FY11/12 Actual	\$37,743	
FY12/13 Budget:	\$25,100	FY12/13 Projected:	\$33,500	

This budget provides the funds for the community's annual Christmas lighting and decorations. In the past, this has included approximately 160,000 clear lights on fifteen (15) deciduous trees in the Park in the Square and one (1) tree in the McHenry Avenue triangle; over 6,000 colored lights on the City Hall evergreen, the new Memorial Tree in the Park in the Square, and 7 evergreens in Sesquicentennial Park; decorative lighting on the bandstand and Spring House; lit snowflake decorations and holiday banners installed on street light

poles; holiday decorations in the sidewalk planters; live, lit wreaths on the new streetscape light poles; and fresh garland wrapped around light poles.

All decorations and lighting are coordinated by Public Works and installed by Public Works staff, Opera House staff, and a contractor prior to the annual lighting ceremony (which is coordinated by the Opera House). The result is a beautiful display that the city and community are very proud of.

It was necessary to complete some electrical system repairs and improvements prior to the 2011 holiday season which did result in an additional cost during FY11/12. Changes were made to the method used for the installation of the Christmas lights from wrapping of the tree limbs to draping of the lights on the trees in FY12/13 as a result of increased contract costs. Despite these efforts, the cost for installation did increase even more than expected and the projected end of year expense for FY12/13 is greater than the amount of the approved budget.

As a result of the decision that was made in FY12/13 to drape the lights, fewer lights were used on the trees than during previous years. The unused lights have been saved and will now be used during FY13/14 which reduces material costs for the upcoming year. Also, as a direct result of this change and the reduced number of lights utilized by draping, the existing electrical system can accommodate more trees. It is expected that the City will be able to decorate two or three additional trees in the Park in the Square during FY13/14 than in previous years.

01-11-6-611 Movies In The Park				\$1,600
FY10/11 Actual:	\$1,813	FY11/12 Actual:	\$1,463	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,600	

Annual expenses include costs to put on the three (3) movies per year which are now held at the Woodstock Water Works during June, July, and August (weather permitting). Funds are requested to rent the movies from the licensing agent, secure pre-movie entertainment, and pay for advertising.

01-11-6-612 Baseball Tournament \$100

FY10/11 Actual:	\$ 80	FY11/12 Actual:	\$ - 0 -
FY12/13 Budget:	\$200	FY12/13 Projected:	\$ - 0 -

For many years, the Continental Amateur Baseball Association (CABA) annually conducted an international youth baseball tournament that utilizes City fields and facilities at Merryman Fields Park and Emricson Park. The City provided field maintenance and field preparation services, as well as dumpsters provided via the City's waste hauler, at no cost to the event organizer. The annual CABA event was moved out of Woodstock and beginning in 2012 a new youth baseball tournament sponsored by the McHenry County Youth Sports Association was held in Woodstock and McHenry County in lieu of the previous CABA event.

As with the previous CABA event, the City will continue to provide fields for this event (subject to availability and scheduling) and provide the staff support and equipment for field maintenance and preparation as set with the City's park facility user policies. Dumpster service will be provided by the City's waste hauler and the event organizers will be responsible for cost to rent portable toilets, some ball field material, assistance for field preparation, and overtime costs associated with the field maintenance and preparation.

01-11-6-613 Music Fest \$ - 0 -

FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

This privately sponsored event was first approved by the City Council in 2010 and is held on Main Street and it is anticipated that the Music Fest sponsored by a local merchant will again be held in 2013. The City provides the street and parking area for the event and assists with setup during normal work hours. However, since this is a commercial event there are no other non-reimbursable City services provided, and no funds have been requested in support of the Music Fest during FY13/14.

01-11-6-615 Other Community Events \$500

FY10/11 Actual:	\$1,094	FY11/12 Actual:	\$2,018
FY12/13 Budget:	\$ 500	FY12/13 Projected:	\$ 200

Each year, the City receives requests to hold new events that might require assistance from City staff as well as provide assistance for events that have been held in previous years but not specifically defined by a line item in this budget. In order to accommodate any new requests that are approved by the City Council, in previous budget years this line item allocated funds for the purchase of supplies or the rental of materials to provide services for these unexpected events. In addition, a small amount of funds is included for items related to community events that do not have a specific line item within this budget but that have been approved by the Mayor and City Council.

This line item also includes the monthly electrical cost for the Community Event Sign on Route 47. A small amount of funds has been requested for the purchase of supplies such as warning tape or portable fencing that would not be directly attributable to one single event. Other costs within this line item are to support various community events that have been approved by the City but are smaller in scope. Examples include South of the Border Fiesta, Memorial Day ceremony, Groundhog Days, and Fit for the Future Walk.

Actual costs incurred during FY11/12 were greater than the normal expense due to repairs needed for the Route 47 community event sign and also replacement of some banner rods. Both of these were unexpected and unusual cost which are not included with the annual budget.

01-11-6-617 Sister City Program \$2,000

FY10/11 Actual:	\$2,409	FY11/12 Actual:	\$ 73
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$- 0 -

Funds have again been requested in FY13/14 to support the City’s Sister City program as determined by the Mayor and City Council. As in previous years, it is anticipated that the majority of the cost of hosting the visitors will be paid by donations received from the private sector and only a small amount would be paid by the City during FY13/14 if needed.

01-11-6-618 Gavers Barn Dance \$200

FY10/11 Actual:	\$145	FY11/12 Actual:	\$- 0 -
FY12/13 Budget:	\$500	FY12/13 Projected:	\$- 0 -

The vast majority of the expenses for this important and beneficial community event are paid by the organizers, and the City has not been requested to offset any costs to hold the event or provide cost to rent facilities. The City’s normal annual expenses are limited to a small amount of material and supplies used to identify parking and no parking areas within the park and to identify staging areas for crowd and traffic control.

The City will also continue to support this event through the continued use of Emricson Park, labor assistance for street closure and parking control, obtaining some dumpster services without charge to the event organizers, police services as appropriate, and assistance with coordination.

01-11-6-619 Care4 Breast Cancer \$200

FY10/11 Actual:	\$ 68	FY11/12 Actual:	\$ 37
FY12/13 Budget:	\$500	FY12/13 Projected:	\$- 0 -

The City Council granted permission to Family Health Partnership Clinic to hold their annual Care4 Breast Cancer Run/Walk in Woodstock beginning in

2010. Like the Gavers Barndance event, this event transcends the boundaries of Woodstock and has raised thousands of dollars to combat breast cancer. This important event helps to increase public awareness of breast cancer issues in McHenry County, improve access to screening and treatment resources, and provides greater access to mammograms for women in McHenry County. Participation of this beneficial fund raising event has increased annually and the City is pleased to host the event again in 2013.

01-11-6-620 Seniors @ Stage Left				\$1,400
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:		\$1,424
FY12/13 Budget:	\$1,800	FY12/13 Projected:		\$1,400

In response to requests to provide a place for seniors to meet, the City began a weekly program for seniors in the community called ‘Coffee at the Café’ in 2010. Seniors gather each Tuesday for different presentations, usually highlighting people or businesses in Woodstock, and to socialize. There is no cost to the participants and funds in this line item will be used to purchase refreshments and small prizes.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: GENERAL CORPORATE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
COMMUNITY EVENTS EXPENSES							
PERSONAL SERVICES							
01-11-3-403	POLICE SERVICES	6,803	7,869	9,000	11,635	11,700	12,000
01-11-3-406	PUBLIC WORKS SERVICES	787	2,685	3,000	1,070	1,100	2,000
TOTAL PERSONAL SERVICES		7,590	10,554	12,000	12,705	12,800	14,000
MATERIALS / SERVICES							
01-11-6-600	FAIR DIDDLEY	400	200	200	440	400	400
01-11-6-602	4TH OF JULY	550	400	700	716	700	700
01-11-6-605	YSB CAR SHOW	240	185	200	0	0	100
01-11-6-607	HARVEST FEST	0	0	0	140	100	100
01-11-6-608	CHRISTMAS LIGHTING	21,261	37,743	25,100	31,505	33,500	30,000
01-11-6-610	DIVERSITY DAY	0	0	0	0	0	0
01-11-6-611	MOVIES IN THE PARK	1,813	1,463	1,800	1,638	1,600	1,600
01-11-6-612	BAEBALL TOURNAMENT	80	0	200	0	0	100
01-11-6-613	MUSIC FEST	0	0	0	(110)	0	0
01-11-6-615	OTHER COMMUNITY EVENTS	1,094	2,018	500	80	200	500
01-11-6-617	SISTER CITY PROGRAM	2,409	73	3,000	0	0	2,000
01-11-6-618	GAVERS BARN DANCE	145	0	500	0	0	200
01-11-6-619	CARE 4 BREAST CANCER	68	37	500	0	0	200
01-11-6-620	SENIORS @ STAGE LEFT	0	1,424	1,800	905	1,400	1,400
TOTAL MATERIALS / SERVICES		28,060	43,543	34,500	35,314	37,900	37,300
TOTAL COMMUNITY EVENTS		35,650	54,097	46,500	48,019	50,700	51,300

AUDIT

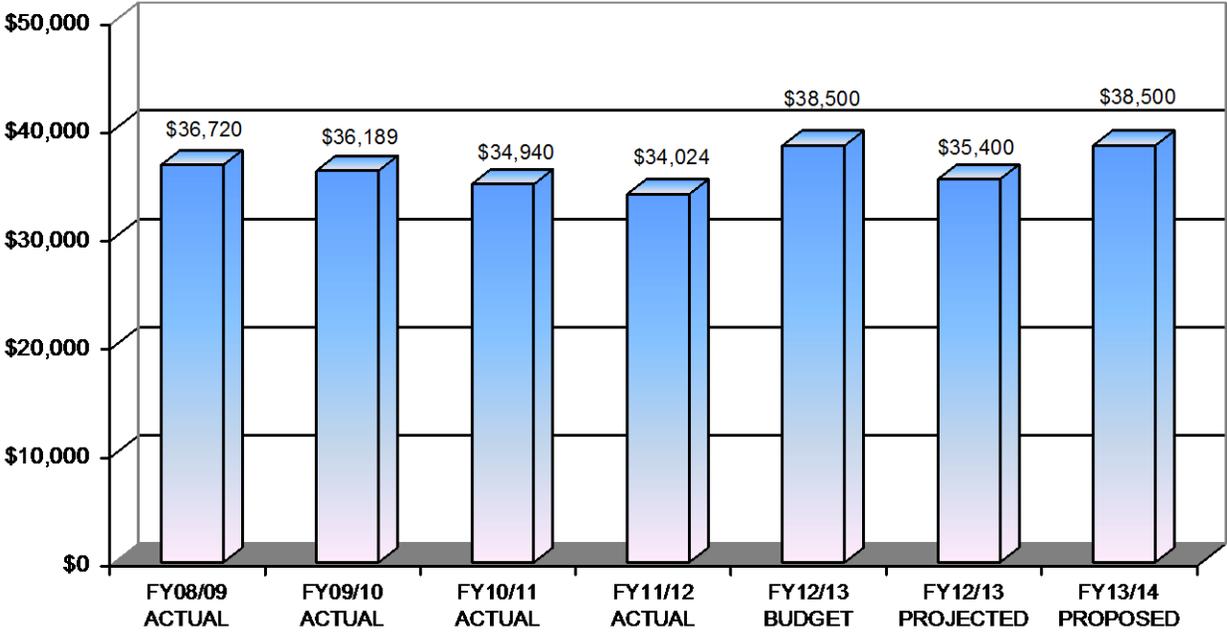


CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

MUNICIPAL AUDIT FUND – PERSONNEL SUMMARY

POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**MUNICIPAL AUDIT FUND
BUDGET COMPARISON**



**FY13/14
MUNICIPAL AUDIT FUND**

In accordance with Illinois law (65 ILCS 5/8-8-3), an annual audit of the funds and accounts of the City is required to be completed by a Certified Public Accountant. Annually, the City receives an unqualified audit opinion on its financial statements. The audit is required to be submitted within 6 months after the close of the fiscal year. The City levies a property tax for the payment of related audit fees in accordance with State law.

The City historically engages an accounting firm for three (3) years to provide for both consistencies in reporting, as well as, discounts received in pricing for a multi-year contract. The previous contract with the City's accounting firm, Sikich Gardner, LLP has expired with the conclusion of the FY11/12 audit. The City Administration will be conducting an RFP process for the selection of an audit firm to conduct the FY12/13 audit. The future auditing firm's contract would be expected to continue through the completion of the FY14/15 audit.

In 2004, the Governmental Accounting Standards Board (GASB) issued GASB Statement 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions*. In the past, retiree benefits were accounted for on a "pay as you go" basis by local governments. In the case of the City, State law requires that retirees be allowed to continue on the City's group plan at the same rate paid by the employer, creating an inherent subsidy. In the past, these costs were paid on behalf of the retirees through the additional costs incurred by the Employee Health/Life Insurance Fund. GASB Statement 45 requires the completion of an actuarial valuation to determine the costs of the inherent subsidy for the City's workforce and recognize this value as an accounting liability at year end.

In accordance with this accounting standard, the City completed its first actuarial valuation in FY09/10 and the results determined an outstanding Other Postemployment Benefit Obligation of \$19,180. However, the need to complete an actuarial valuation each year has necessitated the requirement to include additional budgetary resources to address the associated costs, hence the increase in expenditures reported within this line item in FY10/11. The actuarial valuation must be updated every three years to comply with current accounting standards. Therefore, the actuarial valuation was updated and this obligation has increased to \$37,775 at the end of FY11/12.

In addition to the base contract amount, funds have been included to submit the City's annual financial report to the Government Finance Officers Association for its review and consideration for the Certificate of Achievement for Excellence in Financial Reporting Award. The City has consistently received this national award over the past ten years. Also, if the City receives a significant amount of grant funds from Federal sources or State funds that originate from the Federal Government, a single audit would need to be conducted for the FY12/13 audit, which would subsequently be reflected in an increase to the City's costs in FY13/14. Finally, \$500 has been included to complete the TIF Compliance Report required by the State.

In addition to the annual audit, the Municipal Audit Fund also includes funding for the design, printing and distribution of the City's Popular Annual Financial Report (PAFR). While the rating agencies and bond markets are able to utilize the City's Comprehensive Annual Financial Report (CAFR) and annual budget document and specific reports are designed to

provide information to management and the City Council, residents, arguably one of the most important user groups, are at times often overlooked. The City's PAFR is specifically designed to meet the needs of the residents by conveying an overview of the City's financial position outlined in "layman" terms. This report is designed to provide the residents with an understanding of the City's finances.

The Finance Department works in conjunction with the Community and Economic Development Department and the City Manager's Office to provide not only financial information, but also to inform the public of future development projects that would bring new businesses to Woodstock. Overall, the City's PAFR has been well received by the public and the City has received several compliments from residents. The City Administration will continue to strive toward informing and educating the public concerning the City's financial condition.

Remaining funds reported as fund balance within the Municipal Audit Fund are used to pay for costs involved with the implementation of new standards and specialty audits when necessary.

DATE: 01/31/2013
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: MUNICIPAL AUDIT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							21,800
BEGINNING BALANCE							
MUNICIPAL AUDIT							
REVENUES							
TAXES							
02-00-1-311	PROPERTY TAXES	34,859	33,201	33,300	33,519	33,500	33,500
-----							-----
TOTAL TAXES		34,859	33,201	33,300	33,519	33,500	33,500
OTHER REVENUES							
02-00-5-381	INTEREST INCOME	470	247	100	108	100	100
-----							-----
TOTAL OTHER REVENUES		470	247	100	108	100	100
TOTAL REVENUES: MUNICIPAL AUDIT		35,329	33,448	33,400	33,627	33,600	33,600
EXPENSES							
CONTRACTUAL SERVICES							
02-00-5-507	MUNICIPAL AUDIT	29,559	28,643	32,500	21,910	30,000	32,500
02-00-5-510	POP. ANNUAL FIN. REPT. (PAFR)	5,381	5,381	6,000	5,406	5,400	6,000
-----							-----
TOTAL CONTRACTUAL SERVICES		34,940	34,024	38,500	27,316	35,400	38,500
TOTAL MUNICIPAL AUDIT		34,940	34,024	38,500	27,316	35,400	38,500
TOTAL FUND REVENUES & BEG. BALANCE		35,329	33,448	33,400	33,627	33,600	55,400
TOTAL FUND EXPENSES		34,940	34,024	38,500	27,316	35,400	38,500
FUND SURPLUS (DEFICIT)		389	(576)	(5,100)	6,311	(1,800)	16,900

POLICE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

WOODSTOCK POLICE DEPARTMENT ANNUAL BUDGET

FY 2013 / 2014



**“Providing the Highest Quality Police Services
By Working with Our Community
And Sharing Our Mutual Responsibilities
For Safety, Service, and Problem Resolution”**



City of
WOODSTOCK

Police Department

Robert W. Lowen, Chief of Police
John L. Lieb, Deputy Chief of Police

656 Lake Avenue
Woodstock, Illinois 60098
phone 815.338.6787
fax 815.334.2275
policedept@woodstockil.gov
www.woodstockil.gov

To: Mr. Timothy J. Clifton, City Manager

From: Robert W. Lowen, Chief of Police

Re: Fiscal Year 13/14 Budget Transmittal Letter

Date: February 1, 2013

POLICE DEPARTMENT

The Woodstock Police Department is responsible for the regulation of both criminal and non-criminal conduct by the most cost effective means possible. The Police Department supports the prevention of crime, the investigation of reported crime, the apprehension of offenders, the prosecution of offenders, and the recovery of stolen property. The mission of every City of Woodstock employee is to consistently deliver exceptional customer service to all customers, internal as well as external. The Police Department will strive to provide customer service that goes beyond what is minimally required; to treat each customer as the Department Members would expect to be treated. Every action of every day will be undertaken in support of this mission. Department members are expected to master their work and keep current in it. Members will constantly strive to be the best because when one succeeds, all succeed. Members must work with others to accomplish this mission. Members must be innovative, flexible, and adaptive because conditions will not always be ideal. However, the primary mission remains constant.

Attached is the FY 13/14 budget report for the Woodstock Police Department. It is my intent by submitting this report that you have a clear understanding of the many and varied accomplishments for FY 12/13, as well as the primary goals, objectives, new programs, and justifications for FY 13/14.

In summary, the FY 13/14 budget of **\$4,418,000 proposes a 1.7% increase** over the FY 12/13 budget of **\$4,342,300**. There are no new positions recommended for FY 13/14.

With regard to FY 12/13, major accomplishments included:

- 1) The continuation of a Boy Scouts of America Police Explorer Scout Program. The program has 15 area youths who are active in Police Career Exploring.
- 2) Finalized a paperless Report Management System, in-car ticket writing program, and an in-car traffic crash report system. These programs will reduce record keeping redundancy, store records in an electronic format, and reduce Officers time completing the documents.
- 3) The continuation and refinement of the Permanent Beat Officer (PBO) Program including assigning a Patrol Sergeant as a Team Leader in each of the patrol beats to monitor problems and successes in the individual patrol beats.
- 4) The introduction of a Crime Prevention Notice Program. Officers are on the alert to observe when the opportunity for crime exists and notify residents prior to being victimized.
- 5) Completed the reorganization of the Evidence Storage Room. Introduced a bar coding system for impounding property. Destroyed numerous firearms and cleared out numerous pieces of unessential evidence items.
- 6) Participated in the Illinois Traffic Safety Challenge with similarly sized police agencies.
- 7) Completed three tobacco compliance checks and four synthetic drug compliance checks.
- 8) Participated with the Drug Enforcement Agency (DEA) in two successful prescription drug take back programs and collected over 180 pounds of unwanted pharmaceuticals that had the potential to be abused and/or disposed of in landfills.
- 9) Continued an Administrative Bail Bond Fee, Fingerprinting Fee, and an Administrative Impound Fee which continue to defray the costs of processing custodial arrests.
- 10) Trained four new bicycle officers.
- 11) Completed the narrow banding radio project which ensured WPD, Woodstock Public Works Department and the WFRD met the federal government narrow banding radio frequency deadline of January 2013.
- 12) The continuation of numerous community programs including: DARE and Gang Resistance and Education Training (GREAT) Programs, School Resource Officer Program in Woodstock High Schools, Coffee with the Chief, Coffee with the Merchants, mandatory Liquor License Holders meeting, relationship building with PBOs and the business community, informational gang presentations, home and business security checks, and personal safety talks at various venues throughout Woodstock.

- 13) Hired one police recruit who will complete Police Academy and Field Training in the early summer of 2013. This recruit replaced the position vacated due to the retirement of a long term employee.

Significant changes and/or fluctuations in the projected revenues and expenditures for FY 12/13 include:

The areas that showed a relatively significant decrease were as follows:

Police Officers' salary is expected to be \$5,500 less than budget due to the release of a probationary police officer during field training.

Police Officers' overtime payments are expected to be \$17,000 less than budget due to the judicious use of overtime, decreasing the minimum manpower levels, and not back-filling for sick time usage whenever possible.

The communications line item is expected to be \$12,400 less than budget due to the transition in telephone service from AT&T to CallOne.

Service to maintain equipment is expected to be \$2,600 less than budget due to the changeover to the Countywide Report Management System and the ability to drop a service agreement for the WPD in-house record management system.

Adjudicated fines are expected to be \$10,800 less than budget due to less than expected amounts collected from Adjudication Court.

An evaluation of the year-end revenue and expenditure projections reveals increases of \$2,000 or more in the following:

Police Fines are projected to increase \$40,500 more than budget due to impoundment of vehicle fees and collection of past due parking citations.

Reimbursements from Police Training Institute (recruit training) are \$10,000 more than expected due to the 100% reimbursement of recently trained police recruits.

Miscellaneous income is expected to be \$6,700 more than budget due to the Bail Bond Processing Fee recently imposed.

Travel & Training line item is expected to expend \$4,800 more than budget due to the unexpected necessity of sending an additional recruit to basic training school. (This fee is expected to be reimbursed.)

Service to maintain building is expected to expend \$6,400 more than budget due to unforeseen issues with the 11 year old HVAC system.

Revenues for FY 12/13 increased from a budgeted amount of **\$2,127,000** to a projected amount of **\$2,272,500**.

Significant changes and/or fluctuations in the Proposed revenues and expenditures for FY 13/14 include:

Revenues are projected to **increase 14%** from a FY 12/13 budgeted amount of **\$2,127,000** to a proposed FY 13/14 budget amount of **\$2,426,100**

Expenditures, meanwhile, are budgeted to **increase 1.7%** from a FY 12/13 budget of **\$4,342,300** to a proposed FY 13/14 of **\$4,418,000**. This budget has been prepared while recognizing the ongoing economic conditions and challenges placed upon the City, and, therefore, contains budgeting levels which provide for the Department to continue to operate at less than authorized staffing in all divisions for the entire FY 13/14

Transfer from the General Corporate Fund will **decrease 2.3%** from the FY 12/13 budget of **\$3,657,300** to a FY 13/14 budget of **\$3,573,700**. Contributions to the Police Pension Fund of **\$875,000** and to the Employee Insurance Fund of **\$706,800** are included in this transfer.

The FY 13/14 Police Department Budget seeks to address a number of the recommendations contained in the *Vision 2020 Statement*, for example:

Woodstock will maintain a vigilant Police Department committed to and accountable for providing public safety and security. To accomplish this we will maintain a highly motivated and professional workforce through sound hiring practices, effective management practices and equitable administration of personnel policies, practices and procedures by:

- ◆ Prompt recognition of accomplishments and achievements of personnel by City Council, City Manager and letters of commendation by Chief of Police.
- ◆ Additional training opportunities for personnel such as hosting on-site training seminars for Certified Gang Officer classes, Criminal Law and Search and Seizure Updates, Community Policing Seminars, and the availability of tuition reimbursement for employees seeking opportunities for higher education.
- ◆ Address and update several high liability Departmental General Orders such as Response to Resistance, Operation of Police Vehicles, Domestic Violence Procedures and updated rules and regulations.
- ◆ Continued emphasis on personal character and high qualifications for patrol officers and civilian personnel among existing personnel.

- ◆ Utilize technological advancements in Computer Aided Dispatch and Mobile Data Browsing to enhance accountability standards and position police resources where needed.
- ◆ Continue to refine the City Emergency Plan and incorporate National Incident Management System (NIMS) criteria into plan.
- ◆ Provide outstanding customer service where citizens will be greeted by a “real person” and calls for service will be answered as quickly as possible.

Woodstock will offer a safe environment secured through Community Policing and determined public-private partnerships. The Department will develop and foster partnerships to address the needs of the community by engaging in Community Policing and enhancing public and private partnerships through the following means:

- ◆ The Permanent Beat Sergeant and Beat Officer Program will continue to evolve as permanently assigned officers take “ownership” for their beats and familiarize themselves and partnership with residents and business owners.
- ◆ Directed Patrol Initiatives will place the responsibility of correcting neighborhood problems with the Permanent Beat Officers and deploying police resources to identified areas.
- ◆ Coffee with the Chief Program, Coffee with the Merchants and Liquor License holders meetings continue to address community concerns and form partnerships with the residential and business community.
- ◆ “Walk and Talks” by patrol officers on the Square, mandated visits to Liquor establishments, and unannounced visits by patrol officers in business establishments.
- ◆ The DARE/GREAT Officer continues to deliver a wide range of programs in our community’s schools supplemented by the School Resource Officer assignment at Woodstock High School and Woodstock North High School.
- ◆ Higher visibility and openness to the community through the Bicycle Patrol Unit and Motorcycle Patrol Unit.

Woodstock will have no tolerance for gang, graffiti, or drug activity. The Police Department will reduce and prevent crime and the fear of crime and protect the lives and property of those who live, work, and visit the City of Woodstock by the following means:

- ◆ The continuation of the GREAT Program in our schools.
- ◆ Continue to hold presentations on variety of crime prevention topics including gang information presentations.
- ◆ Aggressive enforcement efforts and vigilant monitoring of gang related activity.
- ◆ In-car accessible gang photo/information files.

- ◆ Zero tolerance stance on gang crime and related activities.
- ◆ Constant monitoring of locations known to have a propensity for gang related activity.
- ◆ Partnerships with high school students, community members and Woodstock Public Works Department for the immediate removal of graffiti.
- ◆ Utilization of Police Canine Unit for Drug Interdiction efforts.
- ◆ Cooperation with McHenry County Sheriff's Police and surrounding police agencies for information sharing and enforcement assistance.

The Woodstock Police Department will embrace the tenets of Vision 2020 and assure that, "Our Police Department is a vigilant guardian of our peaceful city and businesses and citizens are actively involved in maintaining peace and security."

It is my firm belief that by following the programs and justifications outlined in this budget we will meet our goal of, "To Provide the highest quality of police services by working with our Community and sharing our mutual responsibilities for safety, service, and problem resolution."

The budget process is a challenging, yet rewarding experience. I thank you, the Mayor, and all the members of the City Council for allowing me the opportunity to present my eighth budget proposal.

Respectfully submitted,

Robert W. Lowen
Chief of Police

MISSION STATEMENT

**The Mission of the Woodstock Police Department
Is to Provide the Highest Quality Police Services
By Working with Our Community
And Sharing Our Mutual Responsibilities
For Safety, Service, and Problem Resolution**

To accomplish the Mission of the Woodstock Police Department we hold these values that guide our work and decisions.

Leadership: The Woodstock Police Department is committed to being a leader among departments in McHenry County.

Teamwork: We believe in teamwork among ourselves, members of the community, and other City departments to achieve common goals.

Respect: Our department respects the cultural and ethnic diversity of the Department and the Community we serve and protect.

Empowerment: We will concentrate on utilizing the strengths and innovations of our department members at every level of the organization.

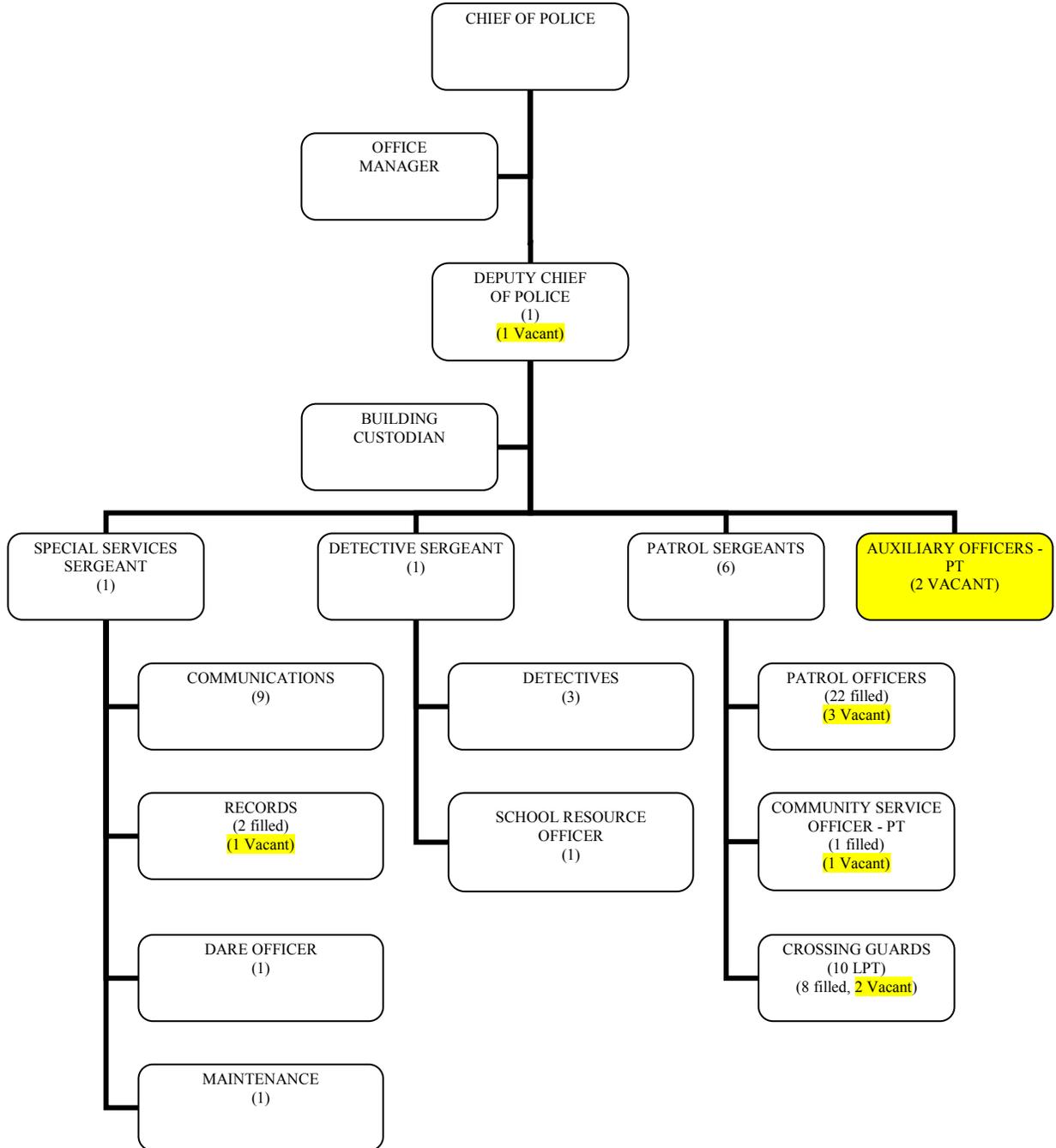
Community Partnerships: We must be an integral part of the community. We will pursue community partnerships and strive to enhance and improve existing programs. We must engage in Community Policing and Problem Solving Policing initiatives.

Creativity: Our department must be creative and innovative in accomplishing goals and carrying out our mission. We will look for ways to improve the way we perform and deliver our services. We should try new ideas and strive to be more effective and efficient in our operations.

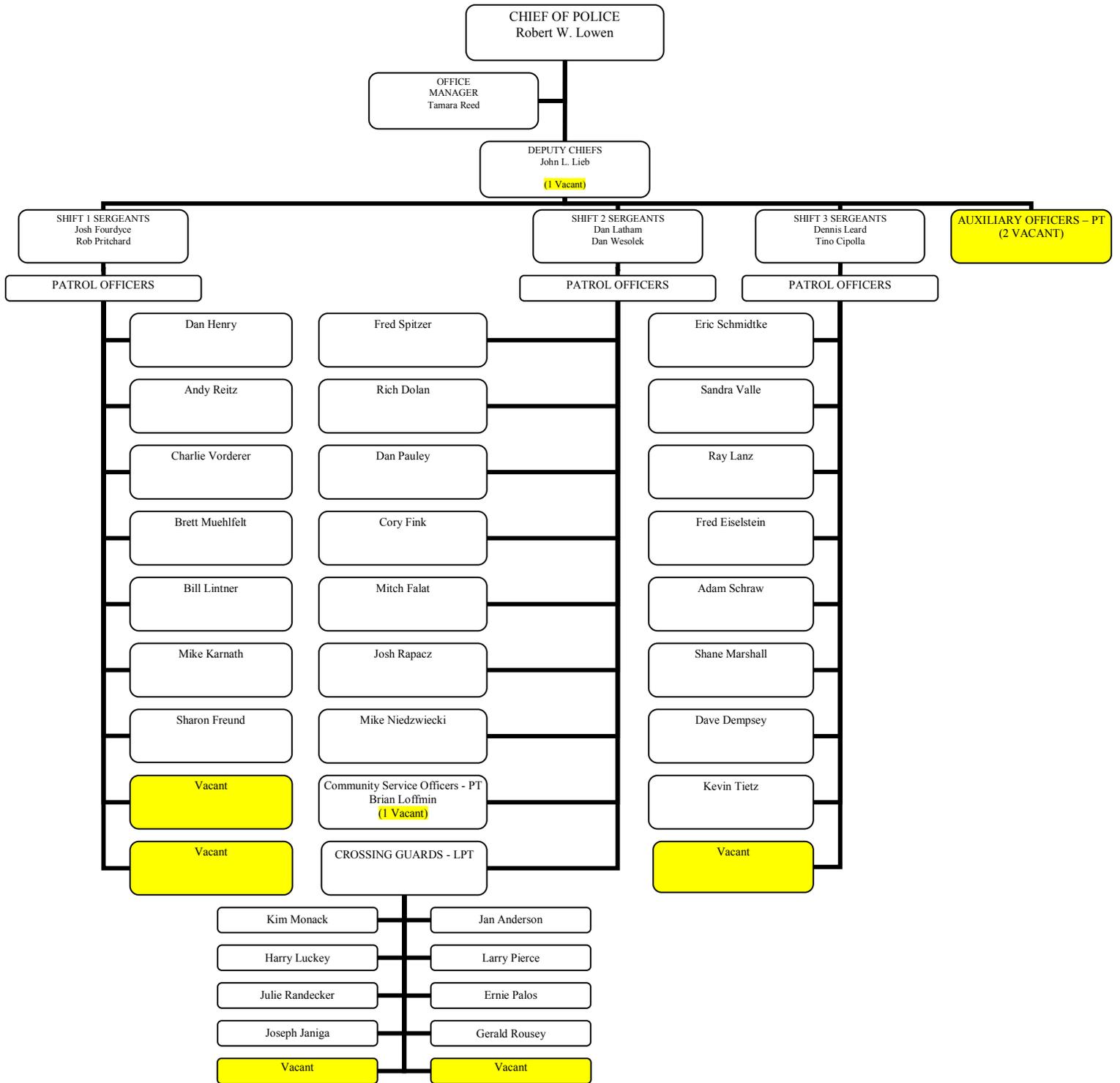
Excellence: Our department will strive for personal and professional excellence, dedication to duty, and service to the public.

Career Development: We must develop our employees for future leadership and management roles. Employees must be well trained, challenged, and motivated to enhance the reputation of the Woodstock Police Department.

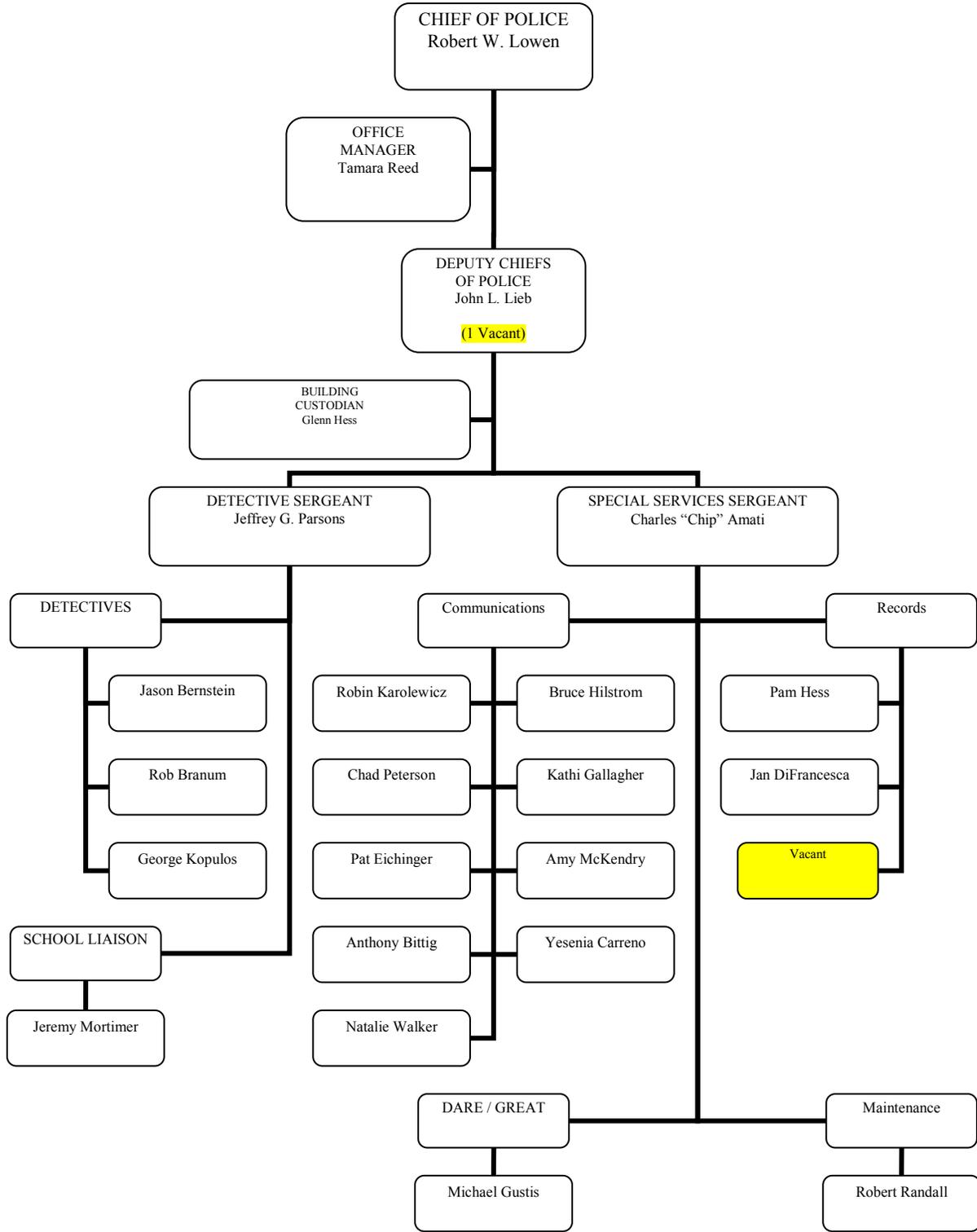
POLICE ORGANIZATIONAL CHART



POLICE – FIELD OPERATIONS / PATROL ORGANIZATIONAL CHART



POLICE – SUPPORT SERVICES ORGANIZATIONAL CHART



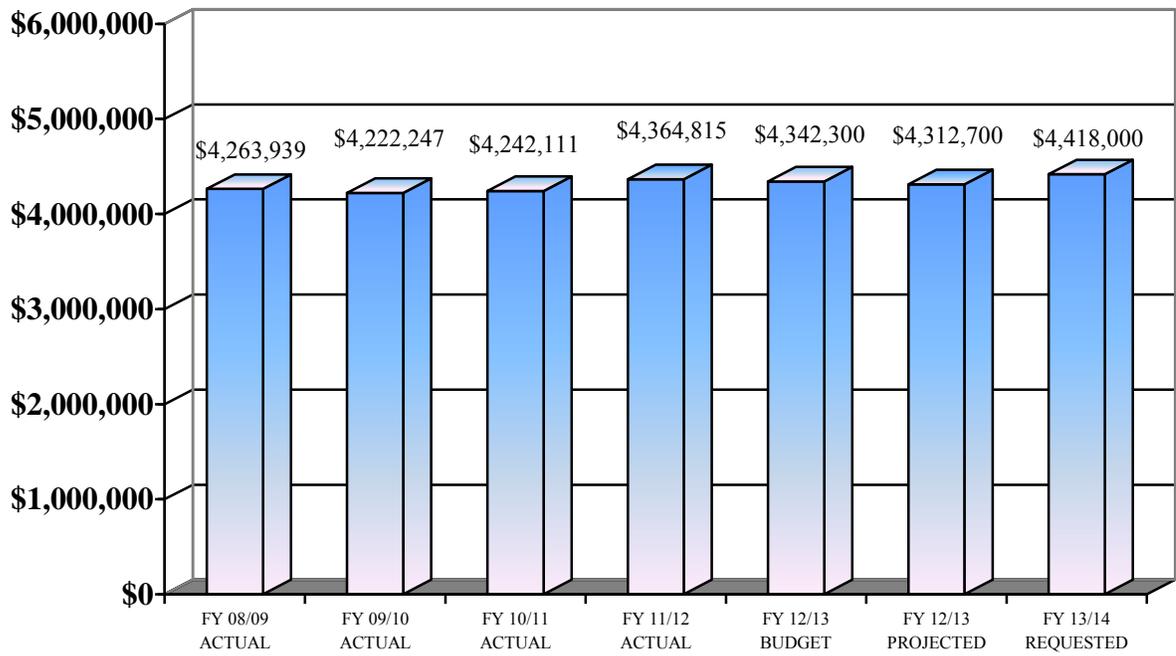
POLICE DEPARTMENT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Chief of Police	1	1	1	1	1	0
Deputy Chief	1 (*)	1 (*)	1 (*)	1 (*)	1 (*)	0
Administrative Office Manager	1	1	1	1	1	0
Patrol Sergeant	6	6	6	6	6	0
Detective Sergeant	1	1	1	1	1	0
Special Services Sergeant	1	1	1	1	1	0
Patrol Officers	24 (*)	23 (**)	22 (***)	22 (***)	22 (***)	0
Detectives	3	3	3	3	3	0
D.A.R.E. Officer	1	1	1	1	1	0
School Liaison Officer	1	1	1	1	1	0
Telecommunicators	9	9	9	9	9	0
Records Clerk	2 (*)	2 (*)	2 (*)	2 (*)	2 (*)	0
Custodian	1	1	1	1	1	0
Community Service Officer-PT	0.5 (*)	0.5 (*)	0.5 (*)	0.5 (*)	0.5 (*)	0
Maintenance Worker- PT	0.5	0.5	0.5	0.5	0.5	0
Auxiliary Officers-PT	1.0	0	0	0	0	0
Crossing Guards - LPT	5	4 (**)	4 (**)	4 (**)	4 (**)	0
TOTAL FULL TIME	52	51	50	50	50	0
TOTAL PART TIME	2.0	1.0	1.0	1.0	1.0	0
TOTAL LPT	5.0	4.0	4.0	4.0	4.0	0
TOTAL SWORN	41	41	41	41	41	0

(*) One additional authorized position in each of these categories remains unfilled due to budgetary constraints.

(**) Two additional authorized positions in this category remain unfilled due to budgetary constraints

(***) Three additional authorized positions in this category remain unfilled due to budgetary constraints

POLICE DEPARTMENT BUDGET COMPARISON



**POLICE DEPARTMENT
FY12/13**

HIGHLIGHTS & ACCOMPLISHMENTS

The Woodstock Police Department is responsible for the regulation of both criminal and non-criminal conduct by the most cost effective means possible. The Police Department supports the prevention of crime, the investigation of reported crime, the apprehension of offenders, the prosecution of offenders, and the recovery of stolen property. The mission of every City of Woodstock employee is to consistently deliver exceptional customer service to all customers, internal as well as external. The Police Department will strive to provide customer service that goes beyond what is minimally required; to treat each customer as the Departmental Members would expect to be treated. Every action of every day will be undertaken in support of this mission. Departmental members are expected to master their work and keep current in it. Members will constantly strive to be the best because when one succeeds, all succeed. Members must work with others to accomplish this mission. Members must be innovative, flexible, and adaptive because conditions will not always be ideal. However, the primary mission remains constant.

The following are highlights of accomplishments of the Police Department for FY12/13:

- **Drug Take Back Program** - The Police Department joined with the U.S. Drug Enforcement Agency (DEA) in two prescription drug take back programs. One-Hundred and Eighty pounds of various pharmaceuticals were collected at WPD and were properly disposed of by the DEA. The Police Department was assisted by various local community groups in this effort. The initiative not only properly destroys commonly abused prescription drug medications but also protects the environment by keeping the pharmaceuticals out of landfills and ultimately the groundwater supply.
- **Tobacco/Synthetic Drug Compliance** - Conducted three tobacco compliance checks in conjunction with the McHenry County Department of Health and performed quarterly synthetic drug and bath salts compliance checks.
- **Woodstock Police Explorer Post** – The Police Department continued a Boy Scouts of America Police Explorer Post. The program has fifteen residents aged 14-21 years who are learning firsthand the ins and outs of a career in law enforcement.
- **Woodstock Square Patrol** - The Permanent Beat Officer (PBO) Program continues and Officers continue to scan, analyze, respond and assess the

“quality of life” issues in their assigned areas. This initiative includes enhanced levels of patrol on the Woodstock Square. The Patrol Division deserves recognition for bringing order to the late night – early morning activity in and around the liquor establishments on the Woodstock Square.

- **Prisoner Processing Fee** – Illinois State Law now allows non-home rule communities the ability to charge a fee for those individuals who choose to violate the laws of our community. A \$20.00 fee is now charged to offset the costs of processing prisoners.
- **Impounded Vehicle Fee** – Illinois State Law now allows non-home rule communities the ability to impound and charge a fee of up to \$500 to the owners of vehicles who use those vehicles in the commission of certain crimes in the community. The fee will offset the overhead costs of the Police Department associated with these violators.
- **Senior Citizen Call In Program** – The department offers a program to senior citizens, who live alone, the opportunity for daily contact from the Police Department to assure their well being.
- **Care Trak Program** - The Police Department joined other police agencies in McHenry County in a “Care Trak” Program. The Care Trak Program allows family members to track loved ones who are impaired with Alzheimer’s and dementia related diseases and have a history of wandering away from home.
- **New Technology** - Finalized a paperless Report Management System, in-car ticket writing program, and an in-car traffic crash report system. These programs will reduce record keeping redundancy, store records in an electronic format, and reduce Officers time completing the documents.
- **Bicycle Officers** – Trained and deployed four additional bicycle officers and continue to utilize the motorcycle officer providing higher visibility and partnership building with the community.
- **GREAT and DARE Programs** - The Police Department continues to deliver the Gang Resistance and Education Training (GREAT) to the 7th Grade middle-school students at Creekside and Northwood Middle Schools. Additionally, the DARE Program was presented to all of the 5th grade students in Woodstock’s Schools.
- **Traffic Safety** - The Police Department continues in the International Association of Chiefs of Police “Traffic Safety Challenge” for similarly sized police agencies in Illinois. The program is headed by Sergeant Dennis Leard. The police department continues to target traffic violations that contribute to traffic crashes.

- **Volunteer Services** – The Police Department secured the services of a retired Madison, Wisconsin Police Detective who now resides in our community. The retired Police Officer, Lou Gebler, volunteers 20 hours weekly assisting the department in the reorganization and upkeep of our evidence and impounded property storage facility.
- **Critical Position Replacements** – Deputy Chief John Lieb, Special Services Sergeant Chip Amati, and Detective Sergeant Jeff Parsons have all transitioned into their new positions and are performing admirably offering a fresh perspective to the positions.
- **Narrow Banding Radio Project** – Completed the U.S. Government mandated narrow banding radio project. In-house systems have been upgraded and existing mobile and portable equipment was narrow banded in advance of the January 2013 deadline. Project included radio communication with WPD, Woodstock Public Works, and the WFRD.
- **Community Interaction** - The Police Department continues to interact with the community in a number of methods. Informational gang presentations, home and business security checks, personal safety talks at various venues, Coffee with the Chief, Coffee with the Merchants, Liquor License holders meeting, tobacco and alcohol compliance checks, and the formal recognition of employees including Officer George Kopulos as the Moose Lodge's Officer of the Year and nominee for the McHenry County Police Officer of the Year.
- **Crime Prevention** – Officers are on the alert to observe opportunities for crime to take place in the community. When noted, the officer alerts the resident via a Crime Prevention Notice prior to being victimized.
- **Permanent Beat Sergeants** - The Permanent Beat Officer Program will continue to evolve as Officers become more engaged with the constituency of their beats and continue to resolve neighborhood conflicts. A Permanent Beat Sergeant has been assigned to each of the four patrol beats to assure accountability.

FY 13/14
WOODSTOCK POLICE DEPARTMENT

GOALS, OBJECTIVES
&
PROGRAMS/PROJECTS

Contained within this New Programs and Justifications section of the FY 13/14 budget proposal will be a combination of new programs, new equipment, and significant changes that are planned for the department. Some of the new programs and justifications from FY12/13 will be reintroduced for implementation during this fiscal year. As in years past, there will also be brief narratives regarding successful programs and services from previous years that are being recommended for continuation. The main focus and efforts of the Police Department for FY 13/14 will be working toward attaining the goals outlined in this section.

<p>GOAL #1: Customer Service: Provide professional, courteous, timely, fair, and impartial law enforcement service to our community</p>

Objectives:

- A. Receive, dispatch and respond to police calls for service in a timely manner.
- B. Respond to citizen complaints and inquiries regarding police service within twenty-four hours.
- C. Provide in-person walk-up service, telephone service, and dispatch fire and police calls to the community.
- D. Develop, review and implement standard operating procedures dealing with customer service strategies.
- E. Collaborate with other City Departments to coordinate effective and efficient service delivery to the community.

Programs:

- 1. The continued goal of the WPD will be to provide outstanding customer service to our community. Staffing levels will be maintained in our initial point of service Communications Section where customers will be greeted with a “real” person upon contacting the Police Department. WPD will continue to strive to answer calls for service in a timely manner. Additionally, any citizen complaints/inquiries will be responded to within a twenty-four hour period.
- 2. The Permanent Beat Officer Program will continue to evolve as Officers become more engaged with the constituency of their beats and continue to resolve neighborhood conflicts. A Permanent Beat Sergeant has been

assigned to each of the four patrol beats to assure accountability. The Directed Patrol Initiative will continue to deploy police personnel to issues that are worthy of extra attention.

3. WPD will engage with other City Departments as we join together in a team approach to providing service to the community and band together to attack problems that frequently cross departmental jurisdictional boundaries.
4. WPD will strive to encourage positive relationships with the media through timely press release activity whenever possible. When press releases are not possible, calls to press outlets will be made explaining confidentiality of issues under consideration.
5. Members of the Police Department are called on to deal with a wide spectrum of human behaviors in a wide range of circumstances. WPD will consistently deliver exceptional customer service that goes beyond what is expected and treat each person as the Departmental Member would expect to be treated.

GOAL #2 Personnel Services:
Maintain a highly motivated and professional workforce through sound hiring practices, effective management practices and equitable administration of personnel policies, practices and procedures

Objectives:

- A. Continue enhanced communications to employees on accomplishments and achievements.
- B. Develop management and supervisory skills through training and education.
- C. Encourage employee development through training and education programs as well as tuition reimbursement for college coursework.
- D. Review and update General Orders, Administrative Policies, and Rules and Regulations as necessary.
- E. Continue emphasis on personal character and high qualifications for new hires and promotions.

Programs:

1. WPD will continue to be prompt in recognizing the accomplishments and achievements of personnel utilizing a variety of mechanisms including recognition by City Council, City Manager, Moose Lodge and McHenry County's Officer of the Year programs and through letters of commendation by Chief of Police.

2. Supervisory personnel will attend training conferences and applicable seminars at a wide range of venues. WPD will continue to host on-site training seminars and maintain our relationship with Northeast Multi-Regional Training.
3. Staff will review and overhaul the majority of the critical, high liability Departmental General Orders as well as the administrative policies that are issued on new programs and procedures. Departmental Rules and Regulations will be adhered to and fair, impartial, and timely discipline will be initiated as warranted.
4. The continued emphasis on personal character and high qualifications for new and existing officers and civilian staff will be adhered to.

**GOAL #3: Community Partnerships:
Develop and foster partnerships to address the needs of the community by engaging in Community Policing and by enhancing public and private partnerships**

Objectives:

- A. By engaging in Community Policing efforts, identify, address, and resolve community and neighborhood concerns to enhance the overall quality of life and to reduce the fear of crime in our neighborhoods.
- B. Continue the Permanent Beat Sergeant and Permanent Beat Officer Program and beat meetings with resident groups.
- C. Hold Coffee with the Chief, Coffee with the Merchants and liquor license holder meetings.
- D. Partner and work closely with other City Departments to address problems of mutual concern.
- E. Continue Neighborhood Watch Programs, Senior Citizen Call in Program, bar checks and walk and talks on the Woodstock Square.
- F. Enhance and continue DARE/GREAT programs in Woodstock Schools.
- G. Continuation of the School Resource Officer Program in the Woodstock High Schools.

Programs:

1. The Permanent Beat Program continues to evolve as permanently assigned officers become more familiar with their areas of assignment and begin to take “ownership” of their beats. Permanent Beat Sergeants have been added to oversee each of the four patrol beats to assure accountability. A revised Directed Patrol Initiative places the responsibility of correcting neighborhood problems with the Permanent Beat Officers (PBO’s) and enables the department to deploy police resources to identified areas. The

program also emphasizes the frequent unannounced visits by PBO's to identified areas with the propensity of problems such as the Library, Train Depot, and the Woodstock Square. PBO's continue to establish relationships with commercial partners, homeowner associations, apartment complex managers and have addressed Scout Programs and Church groups. The Police Department continues to be involved with the Turning Point Domestic Violence Center to combat domestic violence, and the Crisis Intervention Team of McHenry County.

2. The Coffee with the Chief Program continues to be well attended by the community. Special guests have included the Canine Unit, PBO's, Field Training Officers, Investigation Personnel, School Resource Officer, Communications Section, et.al., as the program continues to highlight to the community the different resources of their police department. An annual Coffee with the Merchants is held to address any concerns the business community may have and an annual meeting with liquor license holders will be held that will mandate the attendance by liquor license holders.
3. The Police Department and the Code Enforcement Department continue to band together addressing issues crossing departmental jurisdictional boundaries. A cooperative effort existing between the Police Department and Parks and Recreation, Public Works and the Library continues as the departments of the City join together to assure quality service to the community takes place.
4. Walk and talks on the Woodstock Square by uniformed patrol officers continue to be a priority as well as the mandated liquor establishment visits by patrol officers. Newly established Neighborhood Watch Programs and additional Senior Citizen Call In participants will be encouraged.
5. The Police Department's Officer Gustis will continue to deliver the DARE Program to all 5th grade students in the community. The Gang Resistance Education and Training (GREAT) Program will be delivered to the 7th grade students at Northwood Middle School and Creekside Middle School. This is one of the efforts taking place by WPD to stay ahead of gang issues and the perceptions of gang issues in the Community (fear of crime).
6. The School Resource Officer Program currently in place with shared time between WHS and Woodstock North High School continues to show value to the police department and the community. Officer Mortimer completed his third year in that assignment. Officer Mortimer supports the 10th year of the Crime Stoppers Program within the High School as well as takes part in the Drug Free and Safe Schools Program.
7. The Police Department continues to host a Boy Scouts of America Police Explorer Post. The program consists of fifteen residents aged 14-21 years

who will learn firsthand the ins and outs of a career in law enforcement. Police Explorers are used in a wide array of community events and act as assistants to sworn officers and ambassadors of the City of Woodstock.

GOAL #4: Technology:
Research, obtain, and implement the use of technology and practices to enhance the Department's emergency response capabilities

Objectives:

- A. Attain equipment and technology that assures the safety of employees.
- B. Utilize practices that improve our service to the Community.
- C. Continue the development of timely and accurate reporting statistics.
- D. Update the City Disaster Plan and incorporate Homeland Security measures in the Community.

Programs:

1. Officers will continue to train and become safe and effective with patrol rifles and firearms. Range Officers continue to update safety practices and employ innovative courses for firearm range qualifications. Video recorders in all marked police vehicles have been installed. This new technology records on a dedicated computer server rather than the cassette tapes of previous technology. This allows for easier access, storage and a more complete recording.
2. An in-car computer generated traffic citation, traffic crash report and general case report will be utilized allowing Patrol Officers to computer generate, print, and transmit documents to the State of Illinois, the McHenry County Court and Woodstock PD records division. This system will produce error free citations in a timelier manner and eliminate the duplication of entry by records staff for record keeping necessities.
3. Improvements continue on the Computer Aided Dispatch system through the use of a mobile data browser, new in-car computers and other upgrades. More information regarding the police calls and/or the subjects encountered by Officers on the street is processed and recorded in a more timely fashion with the advent of the mobile data browser system. Improved statistical reports, more accurate crime data, and the tracking of Officers activities level will also be accomplished by the improvements.
4. The Police Department joins with the City's Information Technology Director for the above listed information system improvements and for the continual upgrades and improved capabilities of the existing information

system. Out of date work stations are replaced and operating systems are upgraded as necessary.

5. The City's Disaster Plan continues to be updated and National Incident Management System (NIMS) criteria incorporated. The NIMS criteria are a requirement for municipalities by the Federal Government. The Police Department will join with other City Department's to hold a live exercise allowing City personnel to become familiar with and have a working knowledge of Disaster Planning.
6. The Police Department continues with the Woodstock Public Works Department and the Woodstock Fire/Rescue District to develop a Local Incident Management Team (LIMT). The LIMT will develop emergency operating procedures for a wide array of Community Events as well as disaster procedures for critical incidents that should be encounter by the City.

**GOAL #5: Crime Prevention:
Reduce and prevent crime and the fear of crime and to protect the lives and property of those who live, work, and visit the City of Woodstock**

Objectives:

- A. Conduct seminars in the community on a wide range of topics relative to the safety and reduction of crime.
- B. Monitor and aggressively enforce graffiti and gang related issues taking place in the community.
- C. Deploy resources to areas with a high incidence of criminal behavior via directed patrol initiatives.
- D. Utilize Canine Unit to further drug interdiction efforts in our community.
- E. Investigate, recover property and coordinate with outside law enforcement agencies on crimes of significance that have impacted our community.

Programs:

1. Department members will continue to take advantage of opportunities to hold presentations on a wide range of crime prevention subjects including gang information, identity theft, home and office security, child safety sessions, personal crime prevention talks, internet security, and continue to work with District #200 Schools on security plan updates.
2. Aggressive enforcement and vigilant monitoring of gang related activity continues to take place. In-car accessible gang information upgrades are complete, seminars and informational talks will take place at schools,

churches, Coffee with the Chief and homeowner association meetings. A zero tolerance stance on gang activity and related crime exists. Continued monitoring of locations known for the propensity of gang activity and the joining with McHenry County Sheriff and surrounding communities for information exchange exists. The early recognition and immediate removal of graffiti is given priority. The Department joins together with high school and citizen groups for assistance in the removal of graffiti in instances when the property owner is physically or financially challenged with the removal of damage.

3. An important tenet of the Directed Patrol Initiative and the PBO is to become familiar with and identify areas of a police beat that need special attention. The Directed Patrol Initiative documents these problem areas, assigns responsibility for the solution of these problem areas, and holds Patrol Officers responsible for those remedies. Significant oversight of the Directed Patrols is accomplished by Permanent Beat Sergeants. The opportunity to ask for additional resources such as more police officers, detectives, bike patrol units, code enforcement, and assistance from other County, State, or Federal Law enforcement Agencies and/or any other City resource exists. The initiative relies heavily on partnerships with community members and typically a high visibility stance by the Police Department to not only solve the issue but dispel any sense of fear of criminal activity present in a given neighborhood.
4. The acquisition and use of the Canine Unit continues to further the Department's drug interdiction efforts in the community. The availability of a Canine Unit has been beneficial. Future efforts include work at WHS, WNHS, during routine traffic stops, building searches, and the capability of searching out both lost/missing individuals and the apprehension of fleeing suspects.
5. Detective Division Personnel continue a 4-year rotation schedule. This not only brings fresh faces and ideas to the division but allows seasoned investigators to return to the patrol function with a wide range of experiences. The Investigations Division continues to oversee the evidence and property recovery and inventory system. This division also oversees the sex offender registry program and continues to make periodic checks on registered sex offenders to assure of their compliance with State Law. Investigators are also involved in presenting pertinent presentations and seminars to the public, remain in direct contact with the School Resource Officer and establish relationships with members of the community who provide information on gang activity and other criminal activity that is occurring in Woodstock. The investigation division continues to coordinate with outside law enforcement agencies to investigate crimes that cross jurisdictional borders. WPD plays an active role in the Major Investigation Assistance Team of McHenry County and will continue to foster

relationships with State Police and Federal Agencies for issues of mutual concern.

6. A goal of the records division is to provide timely and accurate statistics on reported crime to enable the Police Department to be both proactive and reactive to crime trends. Recent and planned upgrades to reporting systems will allow the records division to accomplish this goal.
7. Continue a “Crime Prevention Notice” program. When Officers observe the opportunity for crime to exist on a residential or commercial property, the owner is notified via a Crime Prevention Notice prior to the crime occurring.

GOAL #6: Traffic Enforcement
Insure the safety and efficiency of vehicular traffic through the community by the enforcement of traffic and parking violations

Objectives:

- A. Provide an appropriate level of traffic enforcement to assure the motoring safety and the efficient movement of traffic in the community.
- B. Prevent and reduce fatal and injury motor vehicle accidents.
- C. Uniformly enforce parking violations in the community.
- D. Provide extra enforcement efforts at high accident locations.

Programs:

1. A high priority is given to traffic enforcement which assures the motoring safety and the efficient movement of traffic in the community. Patrol Officers are held to a standard of expected traffic enforcement. PBO’s continue a partnership with community members to identify neighborhood traffic issues and address those issues with several resources; through the continued use of the Department Speed Trailer, which is assigned to problem areas; by the acquisition of an unmarked police vehicle assigned to the patrol division for the stealth enforcement of traffic violations; via directed patrol initiatives that identify problem areas; and through the use of police motorcycles for traffic enforcement efforts.
2. WPD continues to monitor areas that have experienced fatal and injury motor vehicle accidents. A priority is given to violations such as DUI and speeding that have shown to be major contributing factors to fatal and injury accidents. The Department looks forward to competing in the Illinois Traffic Safety Challenge whereas the Department can highlight the current enforcement efforts and engage in proven tactics to assure motoring safety in Woodstock.

3. As the community continues to grow a more firm stance on parking violations has become necessary. A continued uniform enforcement of parking violations in the City continues.
4. Representatives from the Police Department, Public Works, and the School District carefully screen and adjust school crossing guard locations. Crossing guards are in place and school crossing locations are evaluated by the Police and Public Works Departments to provide safe routes to and from Woodstock Schools.
5. The Department continues to engage in public presentations on a wide variety of Police related issues including traffic and pedestrian safety. Department personnel will take part in the annual "Bike Safety Rodeo."
6. The Police Department will continue to participate with Finance Department in an Administrative Adjudication Program. The towing and impoundment of vehicles used in the commission of driving under the influence, driving while suspended or revoked and driving without auto insurance, as well as for select criminal offenses, continues to be an effective measure in combating critical driving offenses.
7. Continued assistance is sought from the Illinois Department of Transportation for Traffic Safety Grants. The grants support additional enforcement activities in the area of occupant safety as well as DUI saturation patrols and motorist safety check points.

Capital Improvement Program Police Vehicle Replacement Chart – January - 2013

Assigned	Squad Number	Year	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018
Chief of Police	10	2012					
Deputy Chief #1	11	2002	2013				
Training	13	2002	*	*	*	*	*
Detective Sgt.	14	2004		2014			
Detective # 1	15	2007					2017
Detective # 2	16	2007				2016	
Detective # 3	17	2004			2015		
Community Service Officer	18	2009	*	*	*	*	*
DARE/ GREAT	19	2002				2016	
Patrol Sgt.	20	2011	2013		2015		2017
Patrol	21	2012		2014		2016	
Patrol	22	2013			2015		2017
Patrol	23	2011	2013		2015		2017
Patrol	24	2012		2014		2016	
Patrol	25	2011		2014		2016	
Patrol	26	2009		2014		2016	
Patrol	27	2008	2013		2015		2017
Patrol	28	2011		2014		2016	
Patrol	29	2008	2013		2015		2017
Bicycles	31, 33, 34	2002 1995					
Motorcycles	35, 36	2012	**	**	**	**	**
Speed Trailer	38	2001					

* supplied from Patrol Vehicles taken out of service

** Lease agreements with Woodstock Harley Davidson

**FY 13/14
WOODSTOCK POLICE DEPARTMENT
LINE ITEM DESCRIPTIONS
REVENUES**

TAXES

03-00-1-311 Property Taxes – Police Protection	\$930,000
FY10/11 Actual: \$688,521	FY11/12 Actual: \$712,798
FY12/13 Budget: \$723,000	FY12/13 Projected: \$747,500

This revenue line item reflects the anticipated property tax revenue received through the property tax levy for Police Protection and School Crossing Guards, as projected by the Finance Department. The increase for FY13/14 represents the reallocation of property taxes from several funds that will be impacted by the combination of reductions in equalized assessed values and the associated property tax rate caps.

03-00-1-312 Property Taxes – Police Pension	\$875,000
FY10/11 Actual: \$770,821	FY11/12 Actual: \$854,862
FY12/13 Budget: \$800,000	FY12/13 Projected: \$862,700

This revenue line item reflects the anticipated property tax revenue received through the property tax levy for the Police Pension Fund, as projected by the Finance Department. These property taxes are restricted and can only be used to meet the employer’s contribution for the police officers. Pursuant to applicable accounting requirements, a corresponding transfer of these dollars to the Police Pension Fund is provided for in Expenditure Account Code 03-00-9-888 which follows later in this document. The amount proposed for FY13/14 has benefitted from a modification to the methods prescribed by State Statute that are used to determine the employer contribution, specifically extending the amortization period for paying any unfunded liabilities.

FEES

03-00-2-321 Police Fines	\$400,000
FY10/11 Actual: \$330,886	FY11/12 Actual: \$367,700
FY12/13 Budget: \$380,000	FY12/13 Projected: \$420,500

This revenue line item reflects fines collected from all offenses including criminal arrests, traffic citations, administrative vehicle impound tow fees, and parking tickets. The authorized staffing level of Police Officers for the

Police Department is thirty (30), with twenty five (25) of those Officers normally assigned annually to patrol duties. Due to continuing budgetary challenges, the Police Department has been required to operate at less than full staff throughout FY 12/13. The Department started the fiscal year with a compliment of twenty seven (27) Police Officers, of which four were new recruit officers who were either in the Field Training Program or enrolled at the police academy, thus they were not readily available to conduct solo patrol activities; these four recruit officers were replacements for four recently retired officers. With twenty one (21) Officers committed to patrol assignments, significant patrol officer effort and time has continued to be called upon throughout the summer and fall months to address the security and safety of the Square area and the neighborhoods of the community. Foot patrol of the Woodstock Square remained a high priority in order to deter criminal and nuisance-type behavior. Other Officers were Field Training Officers for the new recruit officers, thus their priority was not always issuing traffic and parking citations. The ongoing reduced staffing and the redirection of time, effort, and focus have resulted in a reduction in the overall amount of time available to be directed toward traffic and parking enforcement activities similar to those that had been achieved in past fiscal years. The FY 13/14 budget proposal limits funding levels that will require that the three (3) currently vacant Police Officer positions continue to remain unfilled, and, therefore, the Department will continue to operate at less than full staff. Even though the lower staffing levels continue to impact the amount of fines assessed, the newly implemented Administrative Vehicle Impound Tow Fee has provided a noticeable increase to the amount of police fines assessed. Another factor that provided increased income for this fiscal year was a renewed effort by the Special Services Sergeant in locating and notifying people who had unpaid parking tickets from previous years. Considering the projected amount for FY 12/13, the FY 13/14 amount may seem conservative. This cautiousness comes from the newness of the vehicle impound program and the likely drop-off of income from past unpaid parking tickets.

03-00-2-322 Adjudicated Fines				\$10,000
FY10/11 Actual:	\$18,405	FY11/12 Actual:	\$11,211	
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$9,200	

This revenue line item reflects fines collected through the Administrative Adjudication hearing process for certain police enforced municipal ordinance violations which have been identified as being appropriate, as well as allowed by State Statute, to be adjudicated through such a process. The City of Woodstock implemented the local Administrative Adjudication hearing process in October of 2009. For the past three years, the program continues to find its foundation. Although the program is, in theory, a good

method to adjudicate minor infractions, it has yet to become a viable source of assessed and collected fines. As the program continues to attempt to strengthen in the future, then perhaps the proposed amount will grow with it. Woodstock Police Department Officers will continue to be encouraged to utilize this program as an enforcement tool. There is also anticipation that the City will become more successful in the collection of the fines which are levied through the use of a collections process.

03-00-2-355 Confidential Property Revenue				\$-0-
FY10/11 Actual:	\$1,710	FY11/12 Actual:		\$-0-
FY12/13 Budget:	\$5,500	FY12/13 Projected:		\$-0-

This revenue line item used to be for asset forfeitures commonly seen in drug related investigations resulting in arrests. As per State Statute, all forfeited funds received through this process can be maintained in a separate escrow account, and the funds are mandated to be spent only on further enforcement of the drug laws of Illinois. These asset forfeiture account funds are now accounted for in line item #72-00-0-236.

FUNDS RECEIVED FROM OTHER GOVERNMENTS

03-00-4-339 Fire / Ambulance District Contribution				\$75,000
FY10/11 Actual:	\$60,000	FY11/12 Actual:		\$65,000
FY12/13 Budget:	\$70,000	FY12/13 Projected:		\$70,000

As per the City’s current agreement with the Woodstock Fire/Rescue District, the City receives compensation from the District for providing emergency dispatching services. The incremental increases reflected since FY 09/10 are the result of continuing efforts to more accurately account for the actual costs incurred by the City per emergency call dispatched for the Fire/Rescue District. The Woodstock Fire/Rescue District, while faced with much of the same current financial challenges as the City, has recognized the need for these increases and has continued to graciously cooperate with the City in this regard.

03-00-4-344 Police Training Institute (P.T.I.) Reimbursement				\$4,800
FY10/11 Actual:	\$-0-	FY11/12 Actual:		\$-0-
FY12/13 Budget:	\$9,200	FY12/13 Projected:		\$19,200

This line item accounts for the receipt of reimbursement from the State of Illinois for some of the costs related to sending a recruit police officer to basic police training. The typical reimbursement for sending one recruit

officer through a State approved basic police training academy course would currently amount to approximately \$4,800. During recent years, and as the result of the ongoing State of Illinois budget challenges, municipalities have not been able to expect to receive reimbursement funds until the fiscal year following the year in which the Officer actually attended the training. However, during FY 12/13, four new recruit officers completed the police academy, reimbursement was requested, and that reimbursement was received in a relatively short period of time. There is currently a new recruit officer at PTI, and if the State continues to reimburse in a relative short period of time, then it should be received during FY 13/14.

03-00-4-354 Community School District # 200 \$48,000

FY10/11 Actual:	\$42,400	FY11/12 Actual:	\$43,400
FY12/13 Budget:	\$45,500	FY12/13 Projected:	\$45,500

This line item is based upon an annual contractual agreement between the City and the school district which provides reimbursement to the City for two-thirds (equivalent to the school year) of the cost of a High School Resource Officer’s salary. Updated salary adjustments are factored in prior to the signing of each annual contract, and are based upon the actual expenditures of the City. Woodstock North High School opened in the fall of 2008, and had four full year classes of students in attendance beginning in the fall of 2010. Current staffing levels within the Police Department do not provide the ability to staff both Woodstock High School and Woodstock North High School with their own individual full time School Resource Officers. Therefore, by agreement between the City and the School District, one High School Resource Officer currently splits his work efforts and time between the two schools. This dual assignment began as a pilot/trial program during the 2010/2011 school year and to date has been found to be successful and beneficial to the City and the School District. The FY 13/14 budget proposal provides for a continuation of the program in the current format and form.

03-00-4-448 Police Grant Revenue \$15,500

FY10/11 Actual:	\$20,420	FY11/12 Actual:	\$15,725
FY12/13 Budget:	\$12,000	FY12/13 Projected:	\$28,000

In August of every year, The Illinois Department of Transportation offers grant opportunities on an annual basis to pay overtime costs associated with local Police Departments participating in special traffic enforcement campaigns intended to make the State’s roadways safer. Such campaigns typically target seatbelt and driving while under the influence violations.

The Woodstock Police Department first applied for and received grants during FY 07/08. The Police Department has applied for grants during every fiscal year since. During the preparation of the FY 12/13 Budget, the Department had applied for grants totaling \$12,000. Subsequently, the Department was awarded grant funding for an additional \$8,000. The expenditure of these grant funds are documented later in this budget document in the "Overtime Grant Officers" expenditure account # 03-00-3-448. Due to the success that we have experienced not only in applying for these grants, but also in the resulting positive enforcement activities during the past six fiscal years, the Woodstock Police Department has submitted an application for similar grants in FY 13/14. The continued success of our application and the quantity of revenue received in this line item will be completely contingent upon the availability of funding through the State of Illinois during the coming fiscal year. The Department also received a \$7,200 grant from the Department of Justice for the purchase of new bullet resistant vests for all sworn personnel and the Community Service Officer.

OTHER REVENUES

03-00-5-360 DARE Contributions				\$-0-
FY10/11 Actual:	\$1,314	FY11/12 Actual:		\$-0-
FY12/13 Budget:	\$-0-	FY12/13 Projected:		\$-0-

Since FY 06/07, this line item has included the donations and cash contributions received from the community to continue the commitment and efforts in teaching the DARE and GREAT programs in the community's schools. Prior to FY 06/07, funding received and spent on the DARE program was located in an escrow account. During FY 11/12, the current DARE Officer requested that the escrow account system be reinstated, as he is highly confident that he is able to successfully fundraise at a level in which he can sustain enough funds to purchase the school materials and DARE items that he requires. Also, because of the continued lack of funding which was previously available via Federal and State Grants, fundraising efforts will continue to be required of the DARE Officer and the Department. Supplies previously funded from grants now continue to need to be funded through contributions from the community, area businesses, PTOs (Parent-Teacher-Organizations), and creative revenue sources and fundraising efforts. A small amount of court ordered DARE fines/donations which are occasionally ordered by Judges against some criminal offenders make up the remainder of the revenue received for DARE. The corresponding DARE expenditure account will reflect the "zero balance" that is now indicated above for FY 13/14 as we reinstate the escrow account.

03-00-5-370 Wireless Alarm Fees				\$54,000
FY10/11 Actual:	\$50,639	FY11/12 Actual:	\$51,996	
FY12/13 Budget:	\$52,000	FY12/13 Projected:	\$53,600	

Wireless Alarm fees have traditionally been documented in the “Miscellaneous Income” line item. For a more practicable accounting system, beginning in FY 12/13, this line item has stood on its own, apart from the Miscellaneous Income line item. The revenue documented in this line item is generated from the result of a quarterly reimbursement fee which previously totaled approximately \$12,200 annually from an alarm company to the Police Department. The company then contracted with the City to provide service to the police alarm panel. During FY 09/10, the City implemented an internalization of the process by which alarms are transmitted from the community and received at the Police Department. The wireless technology system which was implemented by the City at that time has eliminated a vast majority of false alarms which typically occurred with the previously utilized landline telephone-based outside vendor monitoring services. The transition to the wireless system has provided not only a more efficient and effective response to the alarms in our community, but it also has created a new revenue stream. This has become a viable and reliable revenue source which will continue during FY 13/14.

03-00-5-380 Miscellaneous Income				\$7,000
FY10/11 Actual:	\$5,637	FY11/12 Actual:	\$5,566	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$9,700	

The revenue stream documented in this line item has historically been generated from a number of miscellaneous sources of income received by the City as the result of Police Department services and functions. These funds have historically reflected such items as: Charges for copies of police reports, fees for sex offender registration list copies, and Subpoena fees. This line item also includes the relatively new Bail Bond Processing Fee. The fee is designed to defray a fraction of the cost borne by the City onto the arrested persons. The FY 12/13 projected amount surpasses the budgeted amount because of the unknowns that are associated with how many persons will actually be arrested in any given year. Due to that uncertainty, the FY 13/14 amount will remain relatively conservative until the program has a history that can be tracked. New to this line item will be the recently implemented fingerprinting fee.

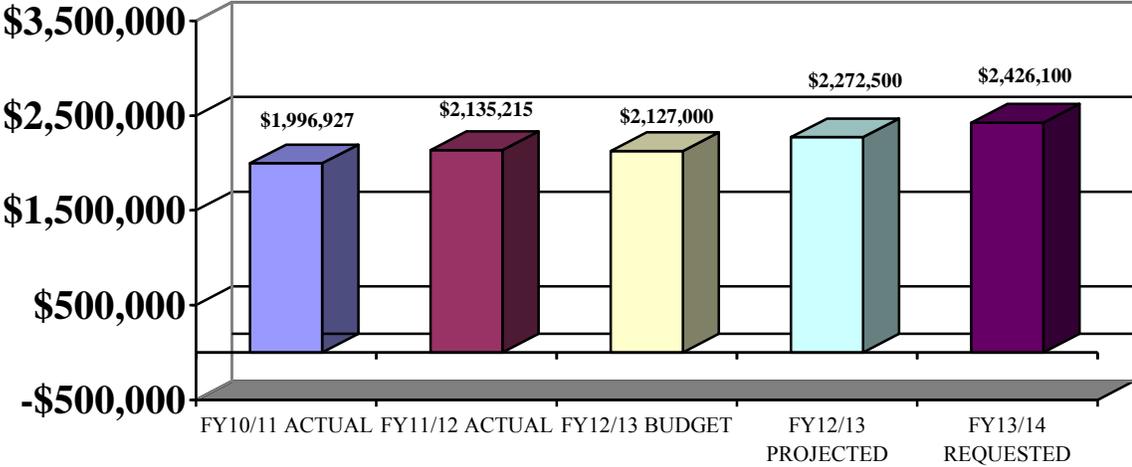
03-00-5-382 Extra Police Duty Charges

\$6,800

FY10/11 Actual:	\$6,174	FY11/12 Actual:	\$6,958
FY12/13 Budget:	\$6,800	FY12/13 Projected:	\$6,600

This is the revenue line item in which all payment is to be received for any extra police duty provided at the request of a specific sponsor, and the sponsor of that event is paying for the officer's time to provide that police service. These extra duty events are, by way of example, high school sporting events, high school dances, and community picnics in the parks. The revenue generated from this account is paid to the officer assigned to the extra duty through expenditure account #03-00-3-433. In general, over the most recent years, we have experienced declining revenues in this account as the Schools, through cost saving measures, have cut back on the number of details that they were requesting. In FY 09/10, as Woodstock North High School began participation in varsity sports for the first time, we experienced a temporary increase in the number of requests for security details at sporting events. During FY 10/11, we have again seen a concerted effort on the part of the Schools to save money by reducing such requests. More than being just a revenue source, it is a benefit to the City and the Police Department that we have officers regularly working details at these types of events. Such events draw large crowds and the presence of police officers on site deters criminal activity and mob mentality. Annually, we review the rates charged for such services and attempt to keep the rate comparative to the overtime rate of a starting officer. The rate for extra duty for FY 12/13 was set at \$35.00 per hour, of which \$1.00 per hour is charged to the sponsor to cover processing and billing costs, and the remaining \$34.00 per hour provides for the actual compensation to the officer. This budget proposes a rate increase to charitable and school organizations for FY 13/14 to \$37.00 per hour, of which \$1.00 per hour will be charged to the sponsor to cover processing and billing costs and the remaining \$36.00 per hour provides for the actual compensation to the officer. This budget proposes a rate increase to private/corporate organizations for FY 13/14 to \$46.00 per hour, of which \$10.00 per hour will be charged to the sponsor to cover processing and billing costs and the remaining \$36.00 per hour provides for the actual compensation to the officer.

**Police Protection Fund
Total Revenues (less transfers)**

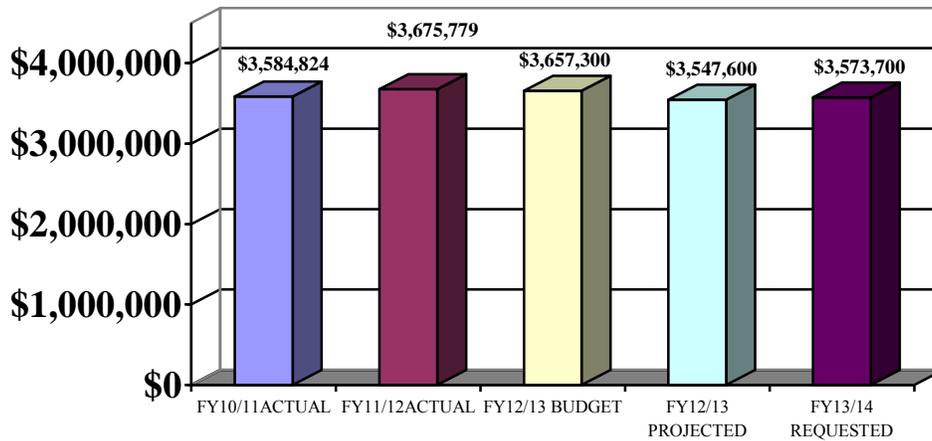


TRANSFERS TO / FROM OTHER FUNDS

03-00-9-392 Transfer From General Corporate Fund \$3,573,700
FY10/11 Actual: \$3,584,824 FY11/12 Actual: \$3,675,779
FY12/13 Budget: \$3,657,300 FY12/13 Projected: \$3,547,600

This is the amount of the anticipated transfer that will be needed at the end of the fiscal year in order to subsidize the Police Protection Fund. This transfer represents the difference between the revenues generated for Police Protection services (e.g., property taxes, fines, grants) and the corresponding expenditures required to provide the community with public safety services. The remaining difference is transferred annually as a subsidy from the General Corporate Fund.

**Police Protection Fund
Transfers From General Corporate Fund**

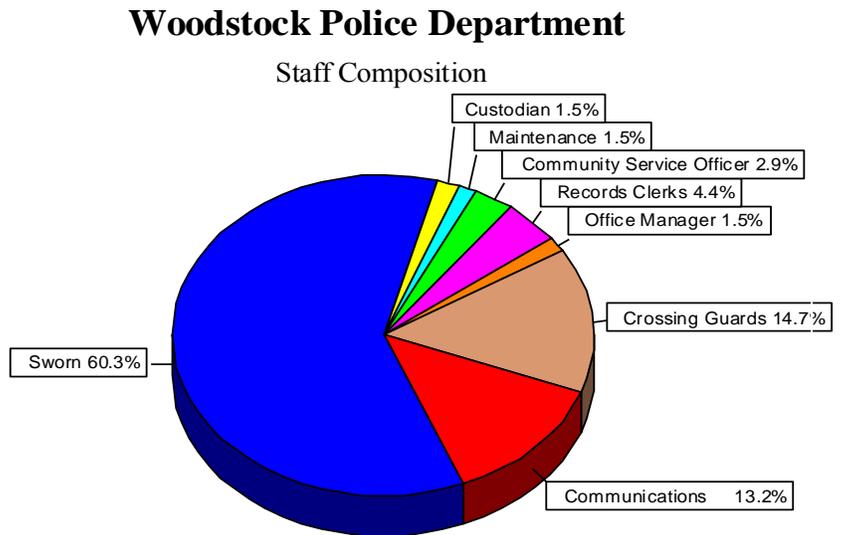


**FY 13/14
WOODSTOCK POLICE DEPARTMENT
LINE ITEM DESCRIPTIONS**

EXPENDITURES

SALARIES

The following twelve (12) line items relate directly to the salaries of all of the employees of the City of Woodstock who are paid from the Police Protection Fund. This budget document reflects funding which provides for the Woodstock Police Department to be staffed in just fifty (50) of the fifty-five (55) authorized full-time positions, and in just ten (10) of the thirteen (13) authorized part-time positions, which is a total authorized staffing level of sixty eight (68) employees. Full time authorized positions consist of forty-one (41) sworn police officers (thirty seven staffed), nine (9) civilian communications operators, three (3) civilian records clerks (two staffed), one (1) administrative office manager, and one (1) custodian. Part time authorized positions consist of two (2) community service officers (one staffed), ten (10) school crossing guards (eight staffed) and one (1) maintenance worker.



Salary funding for these positions is as follows:

03-00-3-406 Office Manager		\$49,300
FY10/11 Actual:	\$46,172	FY11/12 Actual: \$46,625
FY12/13 Budget:	\$47,600	FY12/13 Projected: \$47,600

This line item is the salary for the Office Manager of the Administrative Division of the Police Department. The FY 13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2 % increase plus the opportunity for an additional 1.5% maximum based on merit. The Office Manager reports directly to the Chief of Police and on a daily basis works with the Chief of

Police and the Deputy Chief of Police in conducting the functions of the Administrative Division of the Department. The Office Manager is generally responsible for coordinating the daily operation of the administrative offices to include reception, file organization and maintenance, and general secretarial duties.

03-00-3-407	Records / Communications				\$650,000
	FY10/11 Actual:	\$600,153	FY11/12 Actual:	\$611,992	
	FY12/13 Budget:	\$625,900	FY12/13 Projected:	\$625,900	

This line item reflects the salaries for nine (9) Communications Operators and two (2) Records Clerks. The Communications Operators provide dispatching of all calls for police, fire, and rescue services, as well as answering tens of thousands of non-emergency telephone calls and many hundreds of walk-in inquiries. The Communications Operators additionally complete a number of data entry functions as well as accepting parking citation, vehicle impound, and fingerprinting fee payments during the hours when the records division is closed. The Records Clerks process, record, file, and transmit all arrest and report data, conduct informational data entry, maintain and record court call information for officers, and log dispositions on arrests and citations. Each of these eleven (11) employees serves as the “first contact” that the vast majority of people have when they call or visit the Police Department in need of assistance. The salaries funded in this line item are determined pursuant to the provisions of the collective bargaining labor agreement.

03-00-3-418	Maintenance Personnel				\$50,000
	FY10/11 Actual:	\$47,891	FY11/12 Actual:	\$48,360	
	FY12/13 Budget:	\$49,300	FY12/13 Projected:	\$49,400	

This line item reflects the salaries for the personnel needed to perform the necessary cleaning and maintenance services required for the upkeep of the police facility and the police vehicle fleet. The FY 13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2 % increase plus the opportunity for an additional 1.5% maximum based on merit. This line item provides funding for one (1) full-time custodian who is responsible for the general cleaning, maintenance, and minor repairs associated with the police facility. This line item also provides funding for one (1) part-time maintenance worker who is responsible for the general cleaning of the police facility garage area and the squad car fleet, as well as for providing general lawn maintenance for the Police Facility. The part-time maintenance worker is

also called upon to conduct some general cleaning within the police facility in the absence of the custodian.

03-00-3-421 Police Chief				\$130,800
FY10/11 Actual:	\$123,873	FY11/12 Actual:	\$123,862	
FY12/13 Budget:	\$126,400	FY12/13 Projected:	\$126,400	

This line item is the salary for the Chief of Police, who is the Department Director, and who is responsible for all functions of the Police Department. The FY 13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2 % increase plus the opportunity for an additional 1.5% maximum based on merit. The Chief of Police reports directly to the City Manager.

03-00-3-423 Supervisory Officers				\$830,300
FY10/11 Actual:	\$808,176	FY11/12 Actual:	\$945,139	
FY12/13 Budget:	\$805,900	FY12/13 Projected:	\$805,900	

This line item reflects the salaries for the supervisory staff. The FY 13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2 % increase plus the opportunity for an additional 1.5% maximum based on merit. This line item provides funding for the salaries of one (1) Deputy Chief, and eight (8) Sergeants, who perform a variety of supervisory functions within the department. The Deputy Chief position functions as "second in command" of the Department. The eight (8) Sergeant positions are allocated within the Department in the following assignments: One (1) Detective Sergeant, one (1) Special Services Sergeant, and six (6) Sergeants assigned to the Patrol Division. The Detective Sergeant is in charge of, and provides first line supervision of, the daily operation of the investigations division and the activities of the school resource officer. The Special Services Sergeant is in charge of, and provides first line supervision of, the daily operation of the communications center, the records division, the DARE/GREAT Officer, the building custodian, and the Vehicle Maintenance Worker. The six (6) Sergeants assigned to the Patrol Division are allocated at two (2) Sergeants to each of the three patrol shifts. In addition to providing first line supervision of each of the patrol shifts, these Sergeants also are in charge of the daily activities of the School Crossing Guard staff, and the Community Service Officer. In March of 2007, the Department added a second Deputy Chief position to the command structure. This provided the Department the ability to assign a Deputy Chief of Patrol Operations and a Deputy Chief of Support Services. With the supervisory staff assigned in this manner, the Department was able to

provide not only a higher level of continuity in supervision, but also the first line supervisory direction needed to accomplish the best possible service to those citizens that we serve. The Department operated with the two Deputy Chief positions until December of 2008 when one of the Deputy Chiefs retired. While the second Deputy Chief position is needed within the Police Department it has not been filled since that departure due to the ongoing budget challenges caused by the struggling economy. This budget proposal recognizes that the economic forecast continues to be uncertain for the coming fiscal year, and, as such, funding for the second Deputy Chief position is not included in the FY 13/14 figure.

03-00-3-424 Police Officers				\$2,050,000
FY10/11 Actual:	\$1,987,427	FY11/12 Actual:	\$1,886,371	
FY12/13 Budget:	\$2,000,000	FY12/13 Projected:	\$1,994,500	

This line item reflects the salary of twenty seven (27) current sworn Police Officers, who are allocated within the Department in the following assignments: Twenty-two (22) Officers assigned to Patrol, three (3) Officers assigned as Detectives, one (1) Officer assigned to instruct DARE / GREAT, and one (1) Officer assigned as the High School Resource Officer. In addition to base salaries, this salary line item also reflects all salary costs related to required court appearances, and all salary costs associated with attendance at training. Although this line item includes the High School Resource Officer, it should be noted that approximately two-thirds of that Officer's salary and benefits, in the amount of \$48,000, appears as revenue in line item #03-00-4-354 as the result of an annual reimbursement agreement with Community School District #200. The authorized staffing level of the Police Department is thirty (30) sworn Police Officers however the Department is currently operating at the staffing level of twenty-seven (27) Police Officers. As the direct result of the current economic climate facing the City, this budget does not include a request for the replacement of the twenty-eighth, twenty-ninth or thirtieth police officers. It will, however, continue to be prudent for the City and the Police Department to continue efforts to look ahead and effectively and efficiently plan for the future with regards to additional personnel.

03-00-3-425 Community Service Officers				\$30,300
FY10/11 Actual:	\$28,501	FY11/12 Actual:	\$28,781	
FY12/13 Budget:	\$29,400	FY12/13 Projected:	\$28,000	

This line item, as proposed, provides for the salary for one (1) of two (2) authorized part-time Community Service Officers who are unarmed, non-

sworn, uniformed civilian employees who provide basic police related services to the community that sworn police officers do not have the available time to perform, or which are not cost effective to have sworn officers perform. The FY 13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2 % increase plus the opportunity for an additional 1.5% maximum based on merit. The Community Service Officer position works approximately 32 hours per week, conducting vacation house checks, city park facilities inspections/patrol, parking enforcement on the Square, vehicle lockout assistance, band concerts, as well as other duties and assignments as the Department determine fits the position. While the second Community Service Officer position is needed within the Police Department, it has not been filled since the departure of a Community Service Officer in September of 2008 due to budget challenges caused by the struggling economy. This budget proposal recognizes that the economic forecast continues to be uncertain for the coming fiscal year and as such funding for the second Community Service Officer position is not included in the FY 13/14 budget figure.

03-00-3-430 School Crossing Guards				\$39,400
FY10/11 Actual:	\$36,470	FY11/12 Actual:	\$36,383	
FY12/13 Budget:	\$38,800	FY12/13 Projected:	\$37,100	

This line item provides for school crossing guards at six school crossing location assignments throughout the community during one hundred and seventy six (176) school days each year. Currently, five (5) of these school crossing locations/assignments require compensation for three (3) hours of work per day, and one of the school crossing locations/assignments requires compensation for five (5) hours of work per day. The hourly rate for these positions is reviewed and determined annually by the City's seasonal / part-time wage and compensation plan. An authorized levy with a maximum levy rate of .020 actually pays for the cost of the school crossing guard service. These levy funds are included in the property tax "Police Operations" line item of the Police Department Budget. Each year the City and the Police Department receive at least a few requests from residents/parents to add school crossing guards at various additional locations throughout the community. Each request is carefully screened and evaluated collaboratively by the City, the School District, and the Police Department before any recommendations are made to adjust, relocate, reduce or add crossing guard locations.

03-00-3-433 Extra Police Duty				\$6,800
FY10/11 Actual:	\$6,120	FY11/12 Actual:	\$6,815	
FY12/13 Budget:	\$6,800	FY12/13 Projected:	\$6,600	

This line item provides for the payments made to officers working extra duty assignments. These extra duty assignments are those which are requested by an outside sponsor and which are out of the scope of services that the Department can provide with on-duty personnel. Annually, the vast majority of these types of requests are received from the community's schools. Woodstock Community High School, Woodstock North High School, Marian Central Catholic High School, and the Middle Schools of District #200 request police officers to work extra duty assignments which are necessary to provide for the safety and security of persons attending school related extra-curricular events and activities. Upon completion of the assignment, officers are paid from this line item, the Department/City bills the sponsor of the extra duty, and the revenues generated are deposited into account #03-00-5-382. Typical duty assignments relating to this line item are traffic direction, crowd control, and general security details for high school athletic events and middle school or high school dances. Officers are also detailed to provide general security services and crowd control for a few private company or organization picnics held in the City Park system. In previous budgets this line item has included an annual scheduled increase in the hourly rate for such assignments based on an evaluation of the applicable salary schedules of the Police Department. It is proposed within this budget to increase the rate for these services for the coming fiscal year. The rate for extra duty for FY 12/13 was set at \$35.00 per hour, of which \$1.00 per hour was charged to the sponsor to cover processing and billing costs and the remaining \$34.00 per hour provided for the actual compensation to the officer. This budget proposes a rate increase to charitable and school organizations for FY 13/14 to \$37.00 per hour, of which \$1.00 per hour will be charged to the sponsor to cover processing and billing costs and the remaining \$36.00 per hour provides for the actual compensation to the officer. This budget proposes a rate increase to private/corporate organizations for FY 13/14 to \$46.00 per hour, of which \$10.00 per hour will be charged to the sponsor to cover processing and billing costs and the remaining \$36.00 per hour provides for the actual compensation to the officer.

03-00-3-445 Overtime Dispatchers				\$50,900
FY10/11 Actual:	\$46,355	FY11/12 Actual:	\$51,297	
FY12/13 Budget:	\$49,900	FY12/13 Projected:	\$49,900	

This line item reflects the anticipated costs associated with overtime for communications operators and records clerks. While records clerks work typical "general office" work hours and schedules, the communications operators work eight hour shifts that cover the communications center

twenty four hours a day, three hundred sixty five days a year. Each of the three Communications Division work shifts is scheduled to meet standard mandatory minimum staffing requirements. Overtime costs can fluctuate dramatically if one or more communications operator(s) or records clerk(s) are out on an extended illness, or one or more communications operator(s) or records clerk(s) leaves the employ of the City. In those cases, overtime becomes a necessity to fulfill mandatory staffing requirements and provide the proper level of service to the community. The FY 13/14 budget estimates that approximately the same amount of overtime will need to be expected as in FY 12/13 for the communications / records division, totaling \$50,900.

03-00-3-447 Overtime Officers \$165,900

FY10/11 Actual:	\$178,706	FY11/12 Actual:	\$211,474
FY12/13 Budget:	\$184,000	FY12/13 Projected:	\$167,000

This line item reflects the anticipated overtime cost associated for all sworn Officers, and is based on projections made from the review of overtime requirements experienced during previous fiscal years, as well as specific planning for the upcoming fiscal year. As with the Communications/Records Division, having just one vacancy in the patrol division can significantly impact the overtime account. The patrol shifts are scheduled to meet mandatory minimum staffing requirements which are determined in order to ensure efficient, effective, and prompt public safety services to the community. Overtime becomes necessary at times to maintain not only these minimum staffing requirements but also the quality of the service that the community expects. Administratively, we continuously work to evaluate staffing, activity/call load statistics, and manpower distribution, to assign, schedule and utilize our patrol staff in the most efficient and economical manner all while working to maintain the proper and necessary service to the community. The FY 13/14 budget proposes the funding in this line item for about 2,870 hours of overtime at an average overtime rate of \$57.79 per hour totaling \$165,900. The Department will continue to diligently explore options to reduce incidents of overtime and maintain the proposed level of these expenditures despite being three patrol Officers short of the authorized staffing strength throughout the upcoming fiscal year.

03-00-3-448 Overtime Grant Officers \$15,500

FY10/11 Actual:	\$20,311	FY11/12 Actual:	\$16,220
FY12/13 Budget:	\$12,000	FY12/13 Projected:	\$21,000

The Illinois Department of Transportation historically has offered grant opportunities on an annual basis to pay overtime costs associated with local Police Departments participation in special traffic enforcement campaigns intended to make the State's roadways safer. Such campaigns typically

target seat belt violations and driving while under the influence. The Woodstock Police Department first applied for and received grants during FY 07/08. Every year, the department has applied for and received varying amounts over the years. The funds that were received as reimbursement were then paid out to the Officers who worked the overtime assignments. This line item reflects those costs. Due to the success that we have experienced, not only in applying for these grants, but also in the resulting positive enforcement activities during the past five fiscal years, the Woodstock Police Department has submitted application for similar grants in FY 13/14. Obviously, the level of success of our applications, the amount of revenue granted/received, and the subsequent level of expenditures in this line item will be completely contingent upon the availability of funding through the State of Illinois during the coming fiscal year.

PERSONAL SERVICES

03-00-4-451 Sick Leave Conversion				\$10,000
	FY10/11 Actual:	\$9,287	FY11/12 Actual:	\$8,265
	FY12/13 Budget:	\$10,200	FY12/13 Projected:	\$8,700

This line item is based on the potential annual employee conversion of sick leave benefits into cash compensation pursuant to the provisions of the Labor Agreement and the City of Woodstock Employee Handbook. These provisions provide for a payment to personnel who achieve the level of one hundred (100) accumulated sick days, or upon the final conversion of accumulated sick leave benefits at retirement / resignation in good standing. A review of the current attendance and benefit records of the Police Department indicates that fifteen (15) employees may be eligible for the annual compensation during FY 13/14 as the result of the accumulation of more than 100 days. At a twenty five percent annual conversion rate the associated total potential cost of approximately \$11,700. Of the six (6) employees who are retirement-eligible, none have announced any intention to retire for this upcoming fiscal year, and as such, no associated potential sick leave conversion is included.

03-00-4-452 Travel & Training \$19,500
 FY10/11 Actual: \$10,526 FY11/12 Actual: \$16,993
 FY12/13 Budget: \$19,500 FY12/13 Projected: \$24,300

NEMRT Membership	\$3,700
MIAT Training	\$1,000
Command & Staff	\$7,000
Training Ammo & Supplies	\$4,000
Tuition Reimbursement	\$2,000
Other Training & Travel	\$1,800

This line item is to provide for the training of all police personnel during the fiscal year. The continuing, and on-going, training of our police personnel is necessary to keep abreast of constantly changing law enforcement and criminal justice issues. In addition to seminars and continuing education, this line item covers training related travel costs, firearm training ammunition, and firearm supplies. A continuing focus for the Department during this upcoming fiscal year will be to make cost effective efforts to continue the frequency of in-service training opportunities for all of our staff at the necessary reduced expenditure levels. Efforts will continue to be directed toward coordinating and implementing the use of our training facility, not only for in-house training, but also to host regional training courses which will in turn provide for greater opportunity for our Officers to more economically attend and receive training.

03-00-4-453 Uniform Allowance \$38,000
 FY10/11 Actual: \$38,196 FY11/12 Actual: \$42,047
 FY12/13 Budget: \$38,000 FY12/13 Projected: \$38,000

Sworn Personnel	\$ 28,000
Communications/Records	\$ 7,150
Uniform Rental	\$ 1,560
Patch Order	\$ 1,100
Uniform Initial Issue	\$ 1,100
CSO Replacement Uniforms	\$ 200

This line item is the annual uniform allowance for all department personnel

that provides for the replacement of worn out uniforms and equipment. The continual replacement of uniforms and equipment is very costly to the individual employee and the uniform allowance assists not only the employee, but the City as well, in maintaining a professional image in the eyes of the public. The annual uniform allowance for sworn personnel and communications/records personnel is based on a fixed rate pursuant to the Collective Bargaining Agreement. Also included in this line item are the funds dedicated toward uniform rental for the maintenance worker and the police facility custodian. In the interest of ready public identification, and the ability for all employees of the police department to present a professional image, the maintenance worker and the custodian are required to wear a standardized maintenance-style uniform while on duty. Lastly, funds are included in this budget proposal to partially replenish the Department's supply of shoulder patches.

03-00-4-454 Dues & Subscriptions				\$2,600
FY10/11 Actual:	\$3,177	FY11/12 Actual:	\$3,153	
FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$2,600	

This line item includes the expenses involved in the purchase of updated statute books, law enforcement journals and publications that assist the department in correctly interpreting and enforcing legislation such as, Illinois Compiled Statutes, Illinois Traffic Law, manuals on drug identification, labor relations, and arbitration issues. It further provides related association dues for Juvenile Officers, Training Officers, the Chief, the Deputy Chief, the Public Information Officer, and the Investigators. Another part of this account is a "subscription" to TLO which is an investigative "people finder" personal information data base utilized by the Investigations Division.

03-00-4-455 Board of Fire & Police Commissioners				\$2,000
FY10/11 Actual:	\$375	FY11/12 Actual:	\$375	
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$1,600	

This line item provides for any costs associated with initial hire testing and promotional examinations authorized by the Board of Fire & Police Commissioners and the City that have not been budgeted by the Human Resource Department. Additionally, this line item further provides for dues, subscriptions and training seminars for members of the Board of Fire & Police Commissioners. This line item also funds board attorney costs and court reporter expenses that may be associated with any disciplinary matters which require the participation of the board. The Department

currently has a valid list for Police Officer candidates and a will soon have a current list for potential Sergeant promotional matters. There are currently not any outstanding disciplinary issues involving sworn personnel that we would expect would carryover into the new fiscal year and therefore we can minimally fund this line item in FY 13/14.

CONTRACTURAL SERVICES

03-00-5-501 Communications				\$26,900
	FY010/11 Actual:	\$34,471	FY11/12 Actual:	\$38,127
	FY12/13 Budget:	\$37,700	FY12/13 Projected:	\$25,300

This line item presently provides for the cost of the internal telephone lines, shared city hall lines and the cellular telephone services associated with the day-to-day operation of the Police Department. The Department will continue to monitor and evaluate the communications needs, costs, and usage patterns on a monthly basis in the coming fiscal year to ensure that the Department is receiving the most economical communications service, while providing for the best communication with, and service to, the community. With the City’s move away from AT&T to CallOne, there initially appears to be a substantial cost savings for future fiscal years.

03-00-5-502 Legal Expenses				\$58,000
	FY10/11 Actual:	\$49,224	FY11/12 Actual:	\$60,214
	FY12/13 Budget:	\$58,000	FY12/13 Projected:	\$58,000

This line item is for all costs stemming from attorney fees. This line item mainly covers the costs incurred by the City for the City Attorney’s services relative to traffic and criminal prosecution as well as other legal matters arising from the actions of the department. The line item also covers a portion of the costs incurred when needed by the City for the services of a Labor Attorney for Collective Bargaining Contract negotiations, personnel and employment issues, grievances, and arbitration. As a Department, we will continue our dedication to attentive and effective traffic law enforcement in our efforts to make our community safe and this will ultimately result in a continuation of this level of prosecution expenses. Also, the current Collective Bargaining Agreement is set to expire on April 30, 2013, therefore, some Labor Attorney costs may be included.

03-00-5-543 Equipment Rental				\$6,600
FY10/11 Actual:	\$4,491	FY11/12 Actual:	\$4,557	
FY12/13 Budget:	\$4,900	FY12/13 Projected:	\$4,900	

ALECS -LEADS Access	\$250.00 month	\$ 3,000
CIMIS Software Lease		\$ 500
Postage Meter Lease		\$ 600
Annual Motorcycle Lease		\$ 2,100
Annual Haines Lease		\$ 350

This line item provides for the lease of equipment utilized by the Department to conduct daily activities and to provide efficient service to the community. Equipment leased each year includes, the postage meter which is utilized in our postage machine, the Haines reverse telephone directory and the Police Motorcycle from Harley Davidson. This line item also provides for the annual lease and access to the "Law Enforcement Agency Data System" (L.E.A.D.S.) computer network as provided by the Illinois Public Safety Agency Network. The information received via this system is from the state and nationwide law enforcement computer data bases and information systems. This service is owned and operated by the State, and provides access via the use of a dedicated telephone line to provide in-house access to the computer information.

03-00-5-550 Service to Maintain Building				\$15,000
FY10/11 Actual:	\$11,773	FY11/12 Actual:	\$7,267	
FY12/13 Budget:	\$12,000	FY12/13 Projected:	\$18,400	

This line item provides the funding for the overall services required to maintain the Police Facility building which include: Building systems service contracts, an elevator service contract, an emergency generator service contract, repair/replacement costs, building fire extinguisher systems service, and other building maintenance related services. The amount proposed for this line item in this budget year provides the funding necessary for the purchase of the following service maintenance agreements:

Elevator Service Agreement & testing	\$ 3,000
FM 200 Fire Suppression System Inspection	\$ 1,620
Plumbing Backflow Prevention Inspection	\$ 250
Heating & Cooling Systems Inspections/service	\$ 1,400
Emergency Generator Service Contract	\$ 1,500
Tox Alert system inspection/testing	\$ 330
Fire Extinguisher service	\$ 300

The funding being requested will also provide for the annual certification, inspection and testing of building Fire Extinguishers, the Elevator, and the Fire Alarm System. Lastly, this line item will provide funding in the amount of \$6,600 to make the other necessary repairs or service to the building on a time and materials basis as needed throughout the year to properly maintain this City facility.

03-00-5-552 Service to Maintain Equipment				\$15,000
FY10/11 Actual:	\$14,960	FY11/12 Actual:	\$16,932	
FY12/13 Budget:	\$17,500	FY12/13 Projected:	\$14,900	

This line item provides for the anticipated repair and maintenance costs associated with all non-fixed department owned equipment. It provides for the ability to purchase maintenance agreements, or provide maintenance services for all radio equipment, the telephone system, computer equipment, and some limited office equipment. The testing and certification of all radar equipment, vehicle fire extinguishers, and outside repairs to computers, copy machines and office equipment are also included in this line item. Additionally, the costs incurred by the Police Department/City for all annual maintenance and repairs required for the city-wide emergency siren system are included in this line item. Three of the major expenditures in this account on an annual basis are related to the purchase of annual service contracts to maintain the Department's current computerized parking ticket tracking system at an annual cost of \$3,000, the purchase of an annual service contract for the Uninterrupted Power Supply (UPS) system at a cost of \$1,700, and the purchase of a service contract for the police facility telephone system at a cost of \$2,000. Service and repairs to other equipment such as the speed radars and in-car camera systems are taken care of on a time and materials basis. We are continually evaluating the costs/benefits of extended warranties vs. time and materials repairs for all important equipment.

03-00-5-553 Service to Maintain Vehicles				\$8,000
FY10/11 Actual:	\$5,820	FY11/12 Actual:	\$4,052	
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$8,200	

This line item provides for all outside repairs needed to maintain the police vehicle fleet. All expenses related to licensing and titling of the Police Department fleet are included, as well as, funds for covering the \$1,000 insurance deductible resulting from any potential accidents. Also included, and what is typically a major portion of this line item, are the costs associated with the transfer/replacement of all equipment from the vehicles

leaving the fleet to the new vehicles, at an annual cost of approximately \$1,200 to \$1,500 per vehicle. The funding in this account is generally expended in the late winter to early spring at the tail end of each fiscal year as these funds are used primarily for the transfer/replacement of all equipment from the old to the new police vehicles. The Police Department historically takes delivery of the vehicles in February or March. The annual replacement of a portion of the police fleet is necessary to maintain the safety of our officers and the Department's ability to serve the public. The Police Department and the City maintain a regular vehicle maintenance service schedule including oil and fluid changes, belt and tire replacements, and other minor repairs for all vehicles in the fleet which is generally provided by personnel from the City's public works Department. Additionally, in a cost savings measure the Police Department worked in conjunction with the Public Works Department to begin initial efforts in FY09/10 to internalize more of the service and work required to transition the fleet. It is anticipated that this will continue in FY13/14.

COMMODITIES

03-00-6-601 Postage				\$1,700
	FY10/11 Actual:	\$1,469	FY11/12 Actual:	\$1,655
	FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,700

This line item pays for all costs associated with mailings which are necessary to accomplish the day to day functions of the Police Department. The daily outgoing mail produced by the department typically relates to late notices on parking citations and related fines. Other mailings include correspondence with other governmental agencies and private entities such as insurance companies.

03-00-6-602 Gasoline & Oil				\$92,300
	FY10/11 Actual:	\$84,671	FY11/12 Actual:	\$97,570
	FY12/13 Budget:	\$94,200	FY12/13 Projected:	\$95,600

This line item provides for the cost of all petroleum products used by the police vehicle fleet on an annual basis. The police department fleet will log in excess of 350,000 miles of patrol during FY 12/13. Since November of 2000, the City has participated in a cooperative joint purchasing agreement with Woodstock Community Unit School District #200 for the purchase of bulk gasoline supplies in an effort to save money for both organizations. This has resulted in a cost savings for the City as compared to what the City would be paying as an individual entity. For FY 13/14, the Finance

Community Services \$ 1,000

These funds are used for items related to community programs such as junior police badges, pencils, magnets, child I.D. film, posters, and safety flyers. Programs funded through these expenditures include: The monthly Coffee with the Chief meetings, the Permanent Beat Officers meetings, the annual Halloween program, the Senior Citizen Fair, and National Night Out.

General Office Supplies \$ 2,500

This cost is incurred for the purchase of general office supplies. This includes such items as: Copy paper, computer printer cartridges, pens, pencils, notebook pads, correction fluid, paper clips, rubber bands, desk calendars, file folders, and other miscellaneous items.

Printing Report / Forms / Tickets \$ 4,000

This will cover the cost relating to the printing of incident report forms, warning citations, traffic citations, parking citations, training materials, complaint forms, envelopes, tour cards, incident cards, flyers, etc.

Maintenance/Cleaning Supplies \$ 5,000

This will cover the cost for the purchase of general supplies and materials for the maintenance of the police building. This will primarily fund the purchase of cleaning supplies, paper towels, tissue, soap, light bulbs, and other sundry items. Additional items such as a vacuum cleaner bags, floor polisher pads, replacement brooms, mops, buckets, etc., will also be funded from this account.

03-00-6-610 DARE

\$-0-

FY10/11 Actual:	\$1,796	FY11/12 Actual:	\$-0-
FY12/13 Budget:	\$-0-	FY12/13 Projected:	\$-0-

Between FY 06/07 to FY 10/11, this line item provided for the purchase of supplies necessary for the instruction of DARE and GREAT in the community's schools. Typical expenditures from this account included instruction workbooks, graduation certificates, DARE graduation t-shirts, balloons, pencils, and general office supplies. Prior to FY 06/07, funding received and spent on the DARE program was located in an escrow account. During FY 11/12, the current DARE Officer requested that the escrow account system be reinstated, as he is highly confident that he is able to successfully fundraise at a level in which he can sustain enough funds to purchase the school materials and DARE items that he requires. Also, because of the continued lack of funding which was previously available via Federal and State Grants, fundraising efforts will continue to

be required of the DARE Officer and the Department. Supplies previously funded from grants now continue to need to be funded through contributions from the community, area businesses, PTOs (Parent-Teacher-Organizations), and creative revenue sources and fundraising efforts. A small amount of court ordered DARE fines/donations which are occasionally ordered by Judges against some criminal offenders make up the remainder of the revenue received for DARE. The corresponding DARE expenditure account will reflect the “zero balance” that is now indicated above for FY 13/14 as we continue with the reinstated escrow account.

03-00-6-613 Water & Sewer			\$1,200
FY10/11 Actual:	\$1,519	FY11/12 Actual:	\$730
FY12/13 Budget:	\$1,300	FY12/13 Projected:	\$1,100

This line item is used to pay the water and sewer costs associated with the police facility. The City is recommending a 1.9% increase in water and sewer rates for the coming fiscal year and as such that increase is reflected in the requested number for FY 13/14. The Police Department will continue to make efforts to recognize savings through conservation efforts.

03-00-6-622 Materials to Maintain Vehicles			\$19,500
FY10/11 Actual:	\$18,964	FY11/12 Actual:	\$21,081
FY12/13 Budget:	\$19,500	FY12/13 Projected:	\$19,500

This line item provides for all costs associated with materials used by the Public Works Department and the Police Department’s vehicle maintenance worker to maintain the police vehicle fleet, including brakes, lights, batteries, tires and miscellaneous fluids. One of the problems with accurately determining a budgetary amount for this line item is that the Woodstock Police Department has little control over the purchases charged to this account, since they are determined on an as needed basis by the Public Works Department which maintains the vehicles. Annually, the Police Department makes approximately \$400 in purchases out of this account for car wash supplies.

CAPITAL OUTLAY

03-00-7-715 Computer Systems Upgrades				\$4,000
FY10/11 Actual:	\$-0-	FY11/12 Actual:	\$3,628	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$4,000	

This line item has historically been used is to provide for necessary computer systems upgrades, replacements and additions that are needed to maintain our computer system and capabilities. The Department will need to continue to replace, upgrade, or repair computer hardware and software within the Department for FY 13/14.

03-00-7-720 Equipment				\$7,000
FY10/11 Actual:	\$-0-	FY11/12 Actual:	\$5,120	
FY12/13 Budget:	\$5,100	FY12/13 Projected:	\$5,100	

This line item has historically been used is to provide for the purchase of necessary equipment needed by the Department to efficiently operate and serve the needs of the community. The Department is presently in need of a number of necessary items of equipment to replace items that have failed or that are failing. This budget requests funding in FY 13/14 for several items which have been identified for the efficient operation of the Department. These items are as follows: 1. A new multiplexer for the E911 Communications Center which will replace the failed one; the multiplexer directs the CCTV security camera feeds to two monitors watched by the Communications Operators to readily see any suspicious activity around the facility. 2. Two new chairs for the Communications Center; two of the three chairs are broken, and repairs have not been successful. 3. There is a need to obtain an adequate Booking Room Camera for when arrested persons are photographed; the last camera stopped working, and the interim camera takes images at an inferior level. 4. Replacement parts for a Department shotgun and less-than-lethal bean bag rounds; the department has seen an increase in incidents where lethal force was not justified but the situation was too dangerous to go “hands-on.” The replacement parts for the shot gun are of a bright color and intended to clearly indicate that the weapon is solely used for less-than-lethal ammunition.

OTHER CHARGES

03-00-8-801 Contingencies				\$500
FY10/11 Actual:	\$-0-	FY11/12 Actual:	\$-0-	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

This line item is a contingency fund to provide for unusual costs or expenses incurred over the fiscal year resulting from unexpected incidents. Medical services for prisoners, specialized temporary equipment rental costs, or other associated expenses resulting from unusual, or extensive major case investigations are all examples of potential contingency costs.

03-00-8-829 Confiscated Property Expenditures				\$-0-
FY10/11 Actual:	\$2,111	FY11/12 Actual:	\$-0-	
FY12/13 Budget:	\$5,500	FY12/13 Projected:	\$-0-	

These expenditures are associated with the confiscation of property, funds, or assets as the result of court ordered forfeitures related to drug enforcement investigations. This expenditure line item corresponds directly with the Confiscated Property Revenue line item #03-00-2-355. As was mentioned in the revenue section, the vast majority of such seizures that do occur in our community are as the result of a joint investigation by the Woodstock Police Department and the North Central Narcotics Task Force or the Woodstock Police Department and the McHenry County Sheriff's Departments Narcotics Unit. In either case, the majority of the seizure assets or money would typically become the property of those outside agencies. The Woodstock Police Department does however on occasion make drug related seizures in "on-view" arrest situations which are not typically the result of a targeted undercover operation. Some of these arrests result in the seizure of cash and other assets, which then ultimately become subject to court ordered forfeiture and become available for expenditure in this account. By Statute, any funds received as revenue as the result of seizures must be used for the furtherance of the drug related enforcement. This asset forfeiture account is now tracked in an escrow account, as dictated by State Statute.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: POLICE PROTECTION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							0
POLICE PROTECTION REVENUES							
TAXES							
03-00-1-311	PROPERTY TAXES - POLICE OPER.	688,521	712,798	723,000	747,492	747,500	930,000
03-00-1-312	PROPERTY TAXES - POLICE PENS.	770,821	854,862	800,000	862,720	862,700	875,000
TOTAL TAXES		1,459,342	1,567,660	1,523,000	1,610,212	1,610,200	1,805,000
FEES							
03-00-2-321	POLICE FINES	330,886	367,700	380,000	280,362	420,500	400,000
03-00-2-322	ADJUDICATED FINES	18,405	11,211	20,000	4,792	9,200	10,000
03-00-2-355	CONFIDENTIAL PROPERTY REVENUE	1,710	0	5,500	0	0	0
TOTAL FEES		351,001	378,911	405,500	285,154	429,700	410,000
FUNDS REC'D FROM OTHER GOVT'S							
03-00-4-339	FIRE/AMBULANCE DISTRICT CONT.	60,000	65,000	70,000	35,000	70,000	75,000
03-00-4-344	PTI REIMBURSEMENT	0	0	9,200	19,198	19,200	4,800
03-00-4-354	DIST. 200 REIMBURSEMENT	42,400	43,400	45,500	22,750	45,500	48,000
03-00-4-448	POLICE GRANT REVENUE	20,420	15,725	12,000	24,260	28,000	15,500
TOTAL FUNDS REC'D FROM OTHER GOVT'S		122,820	124,125	136,700	101,208	162,700	143,300
OTHER REVENUES							
03-00-5-360	DARE CONTRIBUTIONS	1,314	0	0	0	0	0
03-00-5-370	WIRELESS ALARM FEES	50,639	51,996	52,000	13,392	53,600	54,000
03-00-5-380	MISCELLANEOUS INCOME	5,637	5,566	3,000	6,516	9,700	7,000
03-00-5-382	EXTRA POLICE DUTY CHARGES	6,174	6,958	6,800	5,717	6,600	6,800
TOTAL OTHER REVENUES		63,764	64,520	61,800	25,625	69,900	67,800
TRANS (TO) FROM OTHER FUNDS							
03-00-9-392	TRANS. FROM GENERAL CORP. FUND	3,584,824	3,675,779	3,657,300	0	3,547,600	3,573,700
03-00-9-888	TRANS. (TO) POLICE PENSION	(770,821)	(854,862)	(800,000)	(862,720)	(862,700)	(875,000)
03-00-9-889	TRANS. (TO) EMPLOYEE INS. FUND	(568,818)	(591,318)	(642,000)	(432,143)	(644,700)	(706,800)
TOTAL TRANS (TO) FROM OTHER FUNDS		2,245,185	2,229,599	2,215,300	(1,294,863)	2,040,200	1,991,900
TOTAL REVENUES: POLICE PROTECTION		4,242,112	4,364,815	4,342,300	727,336	4,312,700	4,418,000
EXPENSES							

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: POLICE PROTECTION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
POLICE PROTECTION SALARIES							
03-00-3-406	OFFICE MANAGER	46,172	46,625	47,600	31,079	47,600	49,300
03-00-3-407	RECORDS/COMMUNICATIONS	600,153	611,992	625,900	413,243	625,900	650,000
03-00-3-418	MAINTENANCE PERSONNEL	47,891	48,360	49,300	34,192	49,400	50,000
03-00-3-421	POLICE CHIEF	123,873	123,862	126,400	82,564	126,400	130,800
03-00-3-423	SUPERVISORY OFFICERS	808,176	945,139	805,900	523,549	805,900	830,300
03-00-3-424	POLICE OFFICERS	1,987,427	1,886,371	2,000,000	1,305,662	1,994,500	2,050,000
03-00-3-425	COMMUNITY SERVICE OFFICER	28,501	28,781	29,400	17,790	28,000	30,300
03-00-3-430	CROSSING GUARDS	36,470	36,383	38,800	21,926	37,100	39,400
03-00-3-433	EXTRA POLICE DUTY	6,120	6,815	6,800	6,264	6,600	6,800
03-00-3-445	OVERTIME DISPATCHERS	46,355	51,297	49,900	31,207	49,900	50,900
03-00-3-447	OVERTIME OFFICERS	178,706	211,474	184,000	112,918	167,000	165,900
03-00-3-448	OVERTIME GRANT OFFICERS	20,311	16,220	12,000	18,153	21,000	15,500
TOTAL SALARIES		3,930,155	4,013,319	3,976,000	2,598,547	3,959,300	4,069,200
PERSONAL SERVICES							
03-00-4-451	SICK LEAVE CONVERSION	9,287	8,265	10,200	0	8,700	10,000
03-00-4-452	TRAVEL & TRAINING	10,526	16,993	19,500	16,550	24,300	19,500
03-00-4-453	UNIFORM ALLOWANCE	38,196	42,047	38,000	35,237	38,000	38,000
03-00-4-454	DUES & SUBSCRIPTIONS	3,177	3,153	3,600	1,403	2,600	2,600
03-00-4-455	BOARD OF FIRE/POLICE COM.	375	375	2,000	796	1,600	2,000
TOTAL PERSONAL SERVICES		61,561	70,833	73,300	53,986	75,200	72,100
CONTRACTUAL SERVICES							
03-00-5-501	COMMUNICATIONS	34,471	38,127	37,700	18,222	25,300	26,900
03-00-5-502	LEGAL EXPENSES	49,224	60,214	58,000	28,961	58,000	58,000
03-00-5-510	FILM PROCESSING	0	0	0	0	0	0
03-00-5-543	EQUIPMENT RENTAL	4,491	4,557	4,900	3,607	4,900	6,600
03-00-5-550	SERVICE TO MAINTAIN BUILDING	11,773	7,267	12,000	10,232	18,400	15,000
03-00-5-552	SERVICE TO MAINTAIN EQUIPMENT	14,960	16,932	17,500	9,071	14,900	15,000
03-00-5-553	SERVICE TO MAINTAIN VEHICLES	5,820	4,052	10,000	2,656	8,200	8,000
TOTAL CONTRACTUAL SERVICES		120,739	131,149	140,100	72,749	129,700	129,500
COMMODITIES							
03-00-6-601	POSTAGE	1,469	1,655	1,800	526	1,700	1,700
03-00-6-602	GASOLINE & OIL	84,671	97,570	94,200	57,973	95,600	92,300
03-00-6-606	SUPPLIES	19,126	19,730	21,000	12,581	21,000	21,000
03-00-6-610	DARE	1,796	0	0	0	0	0

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

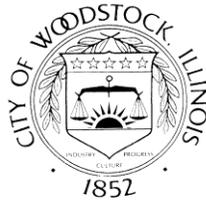
FUND: POLICE PROTECTION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
POLICE PROTECTION EXPENSES							
COMMODITIES							
03-00-6-613	WATER & SEWER	1,519	730	1,300	796	1,100	1,200
03-00-6-622	MATERIAL TO MAINTAIN VEHICLES	18,964	21,081	19,500	12,482	19,500	19,500
TOTAL COMMODITIES		127,545	140,766	137,800	84,358	138,900	135,700
CAPITAL OUTLAY							
03-00-7-715	COMPUTER SYSTEM UPGRADES	0	3,628	4,000	337	4,000	4,000
03-00-7-720	EQUIPMENT	0	5,120	5,100	4,710	5,100	7,000
TOTAL CAPITAL OUTLAY		0	8,748	9,100	5,047	9,100	11,000
OTHER CHARGES							
03-00-8-801	CONTINGENCIES	0	0	500	500	500	500
03-00-8-829	CONFISCATED PROPERTY	2,111	0	5,500	0	0	0
TOTAL OTHER CHARGES		2,111	0	6,000	500	500	500
TOTAL POLICE PROTECTION		4,242,111	4,364,815	4,342,300	2,815,187	4,312,700	4,418,000
TOTAL FUND REVENUES & BEG. BALANCE		4,242,112	4,364,815	4,342,300	727,336	4,312,700	4,418,000
TOTAL FUND EXPENSES		4,242,111	4,364,815	4,342,300	2,815,187	4,312,700	4,418,000
FUND SURPLUS (DEFICIT)		1	0	0	(2,087,851)	0	0

AQUATIC CENTER



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock
Health Fitness & Recreation Department

Phone (815) 338-4363 • Fax (815) 334-2279
dzinnen@woodstockil.gov
www.woodstockil.gov

820 Lake Avenue
Woodstock, Illinois 60098

Dave Zinnen
Recreation Director

MEMORANDUM

TO: Tim Clifton, City Manager
FROM: Dave Zinnen, Recreation Director
DATE: January 23, 2013
RE: FY 13/14 AQUATIC CENTER BUDGET TRANSMITTAL

Attached is the FY13/14 budget request from the Recreation Department for the City's municipal outdoor swimming facility, Woodstock Water Works Family Aquatic Center (WWW). WWW provides a variety of swimming opportunities during the outdoor pool season. The facility offers public, open swim during the afternoons and evenings; American Red Cross swimming lessons for all ages; the Dolphins Swim Club for youth; adult fitness classes and lap swim; as well as the opportunity for groups, organizations and families to rent the facility for private use.

Following the goals of the entire Recreation Department, the facility provides additional fun, safe, affordable, quality, and popular recreation and leisure opportunities to the public of Woodstock and surrounding communities. This budget proposal provides for the costs to staff and operate the swimming facility for the upcoming season.

The facility employs approximately 75 seasonal/part-time staff including American Red Cross certified lifeguards and Water Safety Instructors, attendants, and cashiers. The full-time Recreation Department staff assists in several areas of the operation, from hiring, training, supervising staff, marketing, and processing swim lesson registration, as well as establishing and approving all policies and procedures.

The facility, as originally built, received the Illinois Parks & Recreation Association's "Outstanding Facility of the Year Award" in 2002, features an eight-lane competition/lap pool with a one meter and a three meter diving board; a 9,000 SF recreation pool with zero depth entry, a jungle gym, boat slide, rain drop, tumble buckets, and a double flume water slide; a separate baby pool with a picnic shelter and adjoining tot play lot; food court, bathhouse, and large parking lot.

During FY03/04, an additional picnic shelter was built to accommodate more groups; additional Funbrellas were added in the tot lot; walkways were widened to accommodate large crowds; and additional parking was added adjacent to the facility and across the street to reduce overcrowding in the existing lot.

With attendance close to 49,000 visitors during the 2012 season, financially the facility had another good year and is expected to generate an operating surplus of approximately \$39,400 based on revenues of \$314,800 with operating expenses (less capital outlay) projected at year-end of \$275,400. Capital improvements in FY12/13 are projected to total \$32,300 leaving a projected surplus of \$7,100.

The beginning balance in the fund on May 1, 2012 totaled **\$88,200**. Adding in the FY12/13 projected surplus of \$7,100 leaves a projected year-end fund balance at April 30, 2013 of **\$95,300**.

The Aquatic Center operates as a Special Revenue Fund so any surplus funds generated through operations are retained in the Fund to finance scheduled maintenance and future capital improvement projects at the facility.

As in past years, the FY13/14 WWW budget was compiled in a conservative manner in the event the city experiences a season of poor swimming weather. Past experience and common sense indicates that if the temperatures are warm, revenues and expenses can be expected to increase. Conversely, if temperatures are cool, revenues and expenses will decrease.

For FY13/14 the Aquatic Center budget projects revenues of \$304,700 with operating expenses of \$272,500 for a projected operating surplus of \$32,200. There is \$14,500 projected for capital improvements which leaves the projected year-end fund balance at April 30, 2012 at **\$108,600**.

Due to economic conditions, pass rates were not raised for the 2012 season. Based on a fee survey of area water parks, season pass rates will be raised by \$5 for the 2013 season. The rate structure is evaluated on an annual basis based on the season's sales, the survey of area water parks, and economic conditions.

As with the Recreation Center, Woodstock Water Works continues to operate financially on a self-sufficient basis and does not require tax dollars to operate. The accumulating fund balance will be used to finance future maintenance and CIP projects.

The FY13/14 Aquatic Center Fund seeks to address a number of the recommendations contained in the *Vision 2020* statements including:

In housing, health, and safety, Woodstock will promote a "get fit" community. There are several programs and projects to be initiated during FY13/14 to promote the overall goal of promoting fitness programs at Woodstock Water Works.

- ◆ Morning, noon and evening lap swim will continue to be offered for adults.
- ◆ The Recreation Center's Monday and Wednesday Evening and Saturday Morning Aerobics

Class will continue to meet at Woodstock Water Works.

- ◆ Red Cross swim lessons for all age groups and skill levels will be offered.
- ◆ The facility will be open afternoons and evenings seven days a week for open public swim for the approximately 90 day season.
- ◆ Woodstock Water Works will remain the site of NISRA summer aquatics including swim lessons and open swim.
- ◆ Woodstock Water Works will remain the home of the Woodstock Dolphins swim team, which offers a competitive swim program for over 100 Woodstock youths.

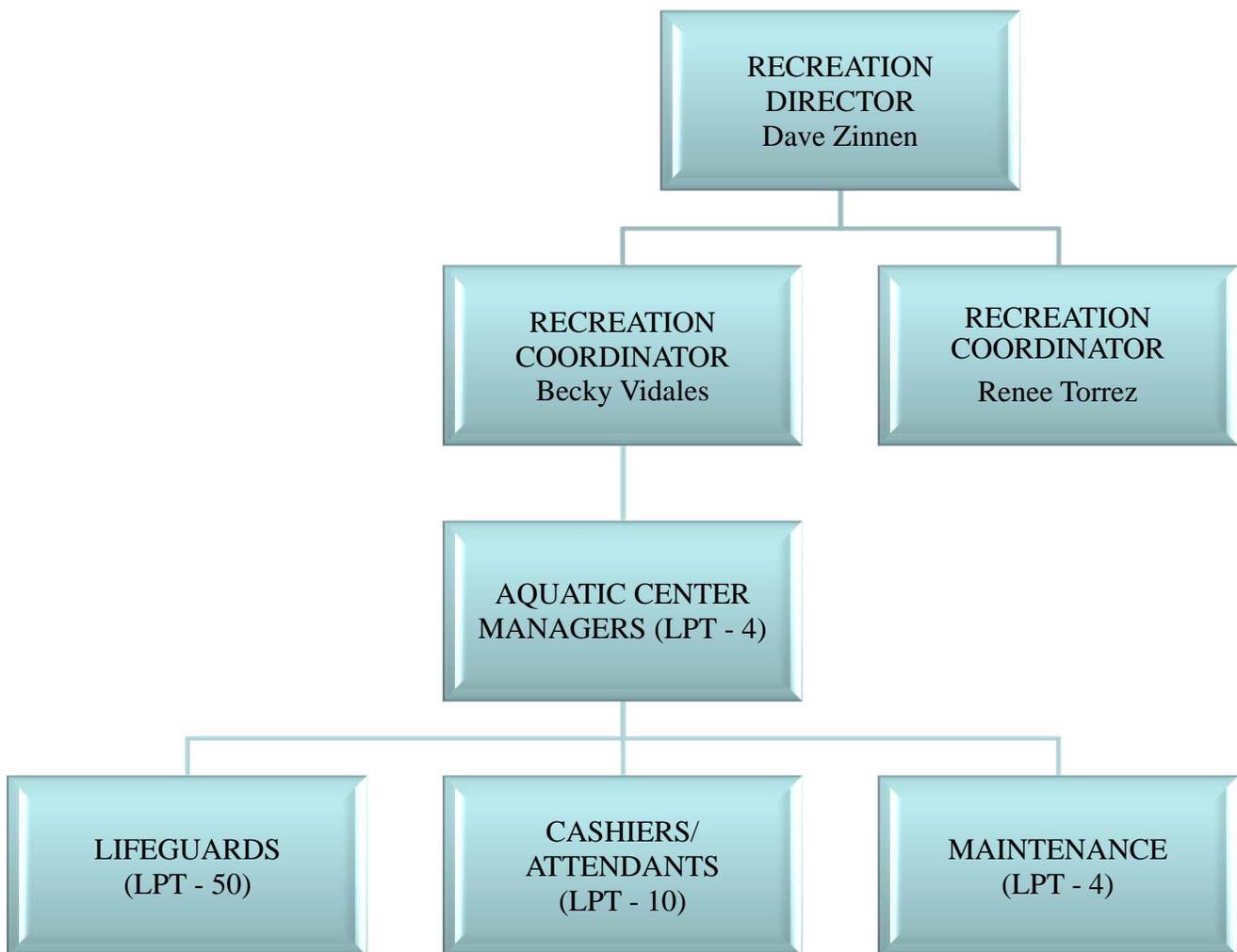
Pursue “Stronger Partnerships Toward Better Results.”

- ◆ As noted above, the aquatic center will be the home of the Woodstock Dolphins which is in its 33rd year of using the City’s aquatic facilities.
- ◆ Woodstock Water Works will remain the site of NISRA summer aquatics including swim lessons and open swim.
- ◆ The aquatic center will continue to be utilized on a continuous basis by the Recreation Department’s Playground Program; D200’s Kids Club, the House of Children day care, Boy Scouts, and the Girl Scouts. The facility will also be available to the Little League and Girls Softball programs for their annual end of the year parties.
- ◆ Woodstock Water Works will be the race headquarters/awards ceremony site for the Woodstock Challenge and other community events as requested.
- ◆ Woodstock Water Works will continue to host the Hospice of Northeastern Illinois Duck Race and Pool Party.
- ◆ The Fire/Rescue District will be requested to continue its assistance with updating the facility’s Emergency Action Plan and staff training that focuses on the proper treatment of spinal injuries. The Fire/Rescue District in turn uses the deep end of the lap pool for various training exercises.

Woodstock is a premier destination and with investment, tourism, and economic vitality Woodstock will be a community of choice for residents, visitors, and investors. Many of the programs offered at Woodstock Water Works during the summer are what our residents, visitors and investors look for when evaluating a community of choice. This includes the variety and quality of recreational activities provided, appearance of public facilities, and responsiveness of our organization to their needs. As indicated by Woodstock Water Works receiving the Illinois Parks & Recreation Association’s “Facility of the Year” Award upon its opening 2002, and by the thousands of nonresidents who not only visit the facility but purchase season passes annually, every effort will be made so that Woodstock Water Works continues to be one of Woodstock’s showcase destinations for visitors.

The focus for the 2013 season at Woodstock Water Works will be to add to the facility’s fund balance after taking significant hits for maintenance projects such as the pool painting in 2007, the HVAC projects in 2008, 2009, and 2012 and compliance with the Virginia Graham Baker Act in 2009. It is hopeful that over the next few seasons, capital improvement projects will be “fun” things such as new amenities in the zero depth pool that will generate new interest at the facility instead of maintenance projects that the public does not notice.

AQUATIC CENTER ORGANIZATIONAL CHART



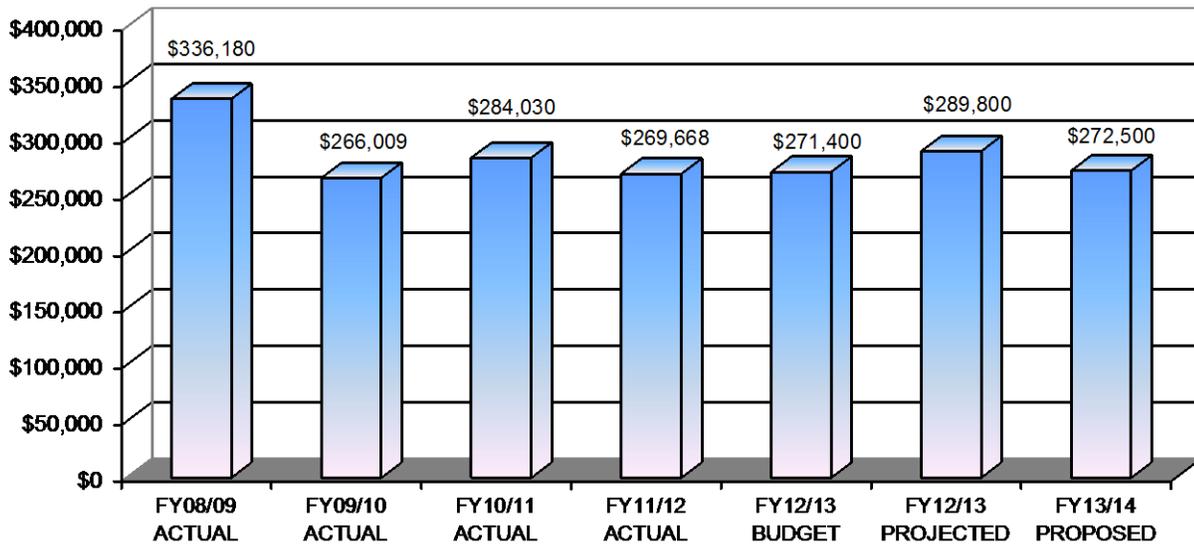
2013

AQUATIC CENTER – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Aquatic Center Managers-LPT	4	4	4	4	4	0
Maintenance - LPT	4	4	4	4	4	0
Lifeguards - LPT	60	60	50	50	50	0
Cashier/Attendants – LPT	10	10	10	10	10	0
Recreation Coordinator ¹	1	1	1	1	1	0
TOTAL FULL TIME	1	1	1	1	1	
TOTAL LIMITED PART TIME	78	78	68	68	68	0

Note: All employees above, with the exception of the Recreation Coordinator, are Seasonal and limited part-time, thus they are shown as whole persons rather than 0.5 each like other personnel summaries.

¹The Recreation Coordinator is funded 50% by the Aquatic Center and 50% by the Community Recreation Center.

**AQUATIC CENTER
BUDGET COMPARISON**



**DEPARTMENT OF RECREATION
AQUATIC CENTER FUND
FY12/13 HIGHLIGHTS & ACCOMPLISHMENTS**

The Recreation Department oversees operation of Woodstock Water Works (WWW), the City's municipal outdoor swimming facility. WWW provides a variety of swimming opportunities during the outdoor pool season. The facility offers the public, open swim during the afternoons and evenings; American Red Cross swimming lessons for all ages; the Dolphins Swim Club for youth; adult fitness classes and lap swim; as well as the opportunity for groups, organizations and families to rent the facility for private use. Following the goals of the entire Recreation Department, the facility provides additional fun, safe, affordable, quality, and popular recreation and leisure opportunities to the public of Woodstock and surrounding communities.

- Year-end operating profit is projected to be approximately \$39,400 based on revenues of \$314,800 and operating expenses of \$275,400. The FY12/13 capital improvement projects will cost approximately \$32,300 leaving a 2012-13 projected year end fund balance of **\$95,300**.
- Season pass sales for the Aquatic Center's eleventh season exceeded 4,000 with daily attendance totaling nearly 49,000 swimmers. Over 650 participants were enrolled in Red Cross swim lessons; the facility was rented by over 100 groups; the morning and noon lap swim program served approximately 50 adults.
- The surplus generated this season allowed the Rec Department to accomplish a number of capital improvement projects including completing painting the pool shell floors (in-house), resurfacing a portion of the bathhouse floor, the purchase of two new Funbrellas and a new pool vacuum, the annual replacement of deck furniture and costly repairs to the facility's boilers.
- As noted above, the pool shell walls, lap lines, and play features were painted in-house in 2010. The play features were painted by the Parks Division; the walls and lap lines by Rec Department staff and a community service worker. Last fall the pool shell floors were painted, again in-house. In FY06/07, this project was completed by a contractor for \$45,900. It is projected that completing the project in-house will cost approximately \$19,000 saving the City approximately \$27,000.
- The Red Cross swim lesson program generated over \$39,000 in revenues and based on the 80/20 pricing policy, revenues exceeded expenses by approximately \$8,000. The Red Cross swim lesson program served kids as young as six months old as well as adults. Seventeen classes from Parent Tot Swim to advanced lessons were offered during four, two-week sessions. Of the 80 classes offered, over 40 were at capacity and most of the remaining classes were at 80% of maximum or higher. Evening classes were offered to accommodate working parents. The swim lesson program is not only an integral safety program for the community's youth, it also acts as a feeder program for kids and their families to use the Aquatic Center. In general, people that don't know how to swim do not feel comfortable around water.
- All staff received the necessary Red Cross credentials. The pool managers were certified in Lifeguard Instructor Training, which allows additional training

- opportunities and flexibility to accommodate the staff of over 70, most of whom are high school/college age. Water Safety Instructor Training (WSI) was offered to the pool staff at the beginning of the summer allowing the newly hired staff to teach swim lessons for the entire summer. It also gives the instructors the opportunity to teach during the off season, preferably at the Rec Center.
- Woodstock Water Works was a sponsor and host site for the 3rd Annual Duck Races for Hospice. Along with the races and prizes, there were many other activities for participants including a DJ, face painting, balloon artists and hair braiding. The event brought people from all over McHenry County and from Barrington, where the other Duck Race event is held during the summer. These programs and special events helped to draw new patrons to the facility and also provided fresh activities for regular users.
 - The Aquatic Center was headquarters for the Recreation Department's thirty-fourth annual Woodstock Challenge Road Races in June. Parking, registration, and the awards ceremony were all held at the facility making it easier for staff to communicate and organize the event. Following the awards ceremony, runners, volunteers, and their families were invited to use the facility. The "Pool Party" theme helps draw runners to the race and also exposes area runners and their families to the facility.
 - In addition to the Challenge, WWW was also race headquarters and aquatic staff assisted the organizers of various community fundraisers- the Child Advocacy Center Walk/Run, Take CHARGE For Alivia 5K Walk, Bright Hope Walk, the National Alliance for Mental Health (NAMI) Walk, the Walk for Hunger 5K run, and the 3rd annual we.can.tri triathlon.
 - The City sponsored Movies in the Park were held at Woodstock Water Works. The Aquatic Center provides movie goers with plenty of parking, an aesthetic location, washrooms, good lighting, and access to a concession stand.
 - Entered in to the following "nontraditional" marketing agreements: a) STAR 105.5 provided promotional spots for both the Aquatic Center and the Challenge Road Runs in exchange for exclusive play of the radio station at WWW during open swim. b) The Rec Department provided daily passes that WRMN radio station out of Elgin gave out as prizes to listeners in exchange for Aquatic Center promotional spots. c) In exchange for placing ads at the Aquatic Center and the Rec Center, Overall Media placed ads for the Aquatic Center in restaurants from March to August and for the Rec Center from September to February. d) Participated in two Check Awards gift-checkbook fundraisers for Woodstock North High School and Johnsburg High School athletics. The checks for WWW entitled the purchaser to one free admission. All four of these programs are trade agreements and there is no out of pocket cost to participate.
 - The facility received a high inspection rating from the Illinois Department of Public Health that inspects the pool facility, bathhouse, and mechanical rooms.

**DEPARTMENT OF RECREATION
AQUATIC CENTER FUND**

**GOALS, OBJECTIVES
&
FY13/14 PROGRAMS/PROJECTS**

**Goal #1:
To provide the highest level of customer service to the general public, program participants, and visitors.**

Objectives:

- A. Respond to all customer inquiries about pool operations promptly and courteously.
- B. Encourage and support public input for all Woodstock Water Works activities and events.
- C. Provide proper training and maintain high standards of performance by staff to provide a safe and fun environment.
- D. Explore alternative methods to improve service delivery through staff training and the disbursement of educational materials.
- E. Continue regular review of the policies governing the use of Woodstock Water Works so that both the users and employees understand what is required for an enjoyable and safe operation of the facility.

Programs:

1. Pool staff is organized to assure that Woodstock Water Works will operate in a safe, customer friendly, and efficient manner. One of four managers will be present at all times during open swim hours. To provide better line management on crowded days, two cashiers will be assigned to the front desk; the “slide attendant” position will now be included in the lifeguard rotation; and a maintenance “attendant” will maintain the pool decks, picnic areas and locker rooms.
2. Although these duties will overlap, each of the four managers will be assigned “an area of focus” of either training, maintenance, swim lessons, or special events.
3. Customer service will guide every element of the facility operation, such as training, program implementation, fee collections, cooperation with the Dolphin Swim Club and other community organizations, first aid treatment, etc.
4. Staff will meet regularly with the pool concessionaires to ensure that the operation is running smoothly, that customer service standards are being met, and that the food court is kept clean.

Goal #2:
Operate the facility in a cost effective manner by balancing operational and capital costs with user charges.

Objectives:

- A. Generate sufficient revenues to cover the operating expenses and to generate a fund balance to finance future capital improvements.
- B. Review each program to define profitability and participation.
- C. Continue to ensure programs are administered in compliance with departmental pricing policies.

Programs:

1. Every attempt will be made to operate the facility in the black. To maximize revenues, increasing programs and special events, such as Four Bucks on the Fourth of July and Teen Open Swim Nights will be encouraged and heavily marketed through a variety of media sources. Expenses will be kept to a minimum by judicious staffing, and by purchasing supplies and chemicals in conjunction with other departments.
2. Programs will be reviewed during the planning and development stages to define a minimum level of profitability.
3. Programs will be administered in compliance with departmental pricing policies to ensure maximum revenue receipts. Rates will be reviewed upon completion of the season's operations.
4. A new multi-year concession lease will be let. Although the lease generates additional revenue for the facility, just as important is to ensure the lessor understands the concessions operation is an integral part of the service provided by the City to its constituents and facility patrons, and as such is expected to manage the concessions in a first-class manner.

Goal #3:
Develop and offer quality programs and special events that utilizes the facility to its optimal potential and that customers will want to participate/enroll.

Objectives:

- A. Develop programs that will encourage increased attendance and season pass sales.
- B. Offer a professional, well managed swim lesson program that encompasses all skill and age levels.
- C. Develop programs that include a balance of diverse groups throughout the community.
- D. Develop programs that encourage swimming as a lifelong fitness alternative.
- E. Promote rental of the facility by user groups, families, businesses and other organizations.
- F. Quarterly update and revise individual program goals and objectives prior to the

beginning of each season. Identify programming deficiencies and develop programs to address.

Programs:

1. The pool staff will continue in its aggressive pursuit of creative programming, including water aerobics, to generate new revenues and increase the services offered to the public.
2. In addition to expansion of the rental program, new efforts will be spent on trying to attract new groups to attend open swim at discounted rates (day camps, day cares, youth sports clubs, scouts, etc.).
3. As mentioned above, special events and activities will be organized throughout the season to renew enthusiasm for the facility. \$4 on the Fourth of July, Teen Open Swim Nights, Movies in the Park. The concessionaire will coordinate the special events with the fare served at the concession stand. The concessionaire will also be offering cook-outs on Tuesday nights throughout the season.
4. The Red Cross swim lesson program will continue to be an integral facet of the operation. Lessons will be offered for toddlers through lifeguard training.
5. Use by groups such as NISRA, the Woodstock Dolphins swim team, USSSA, the Playground Program, day-care facilities, and District 200 will be encouraged.
6. Woodstock Water Works will offer to sponsor the 4th Annual Duck Race and Pool Party benefiting Hospice of Northeastern Illinois.

Goal #4:
Encourage increased attendance by developing multi-layered, timely, promotional strategies informing customers of Woodstock Water Works programs and special events.

Objectives:

- A. Provide information about the Aquatic Center in the Spring and Summer City Scenes and flyers distributed through the schools.
- B. Develop informative and creative radio and newspaper advertisements.
- C. Provide accurate and updated information on the City's Web page.
- D. Develop creative ways to promote programs and events within the facility through signage and announcements.
- E. Develop new methods to communicate with members.

Programs:

1. The Spring and Summer City Scenes will be the dominant marketing tool for the facility as well as flyers that are distributed to students throughout the area.
2. Ads in the area newspapers will be run in the spring advertising season pool passes and swim lessons.
3. The agreement with Overall Media will continue where ads are traded at the Rec Center and Aquatic Center for ads in area restaurants promoting our two facilities.
4. A Woodstock Water Works Facebook page with 648 followers was created to promote events, weather related closings, and up to date information on the pool,

at no cost. Constant Contact is used to inform patrons of special events, openings and closings. This is an inexpensive, quick and effective way to provide information to a large number of people.

5. As part of a reciprocal marketing agreement with STAR 105.5, the pool's P.A. system will again be tuned to 105.5 during regular open swim hours. In return, the station agrees to sponsor special events and commit \$1,000 of in-kind ad spots for the Challenge Road Race.
6. Ty the Turtle will continue to make appearances in the community, such as Touch a Truck and Halloween, to pass out information regarding Woodstock Water Works.

<p>Goal #5: Maintain a safe, clean, and attractive facility for swimmers, visitors, and staff.</p>
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Objectives:

- A. Perform regular, daily cleaning of the building and grounds including trash disposal, disinfecting the bathhouse locker rooms and family changing rooms, vacuuming the pools, and hosing down the pool decks.
- B. Regularly inspect and evaluate the pool equipment, shelters, playground equipment, and other mechanical apparatus to identify and promptly solve problems and perform needed repairs.
- C. Perform required testing and inspection of safety-related systems and equipment and comply with building, fire and life safety codes, regulations, and accepted practices.
- D. Develop and implement incident management and emergency planning and training, in conjunction with the City Safety Committee and the Department of Public Health.
- E. Work with the Department of Public Works to complete projects as outlined in the Aquatic Center's ten year maintenance schedule and update the document as needed.

Programs:

1. The Department will work with the Department of Public Works to complete projects as outlined in the Aquatic Center's ten year maintenance schedule and will also make any necessary unscheduled repairs to ensure uninterrupted operations.
2. There will be an added emphasis on maintaining a clean and attractive facility. Two maintenance workers will vacuum the pools and shelters prior to morning lap swim. The buildings and grounds will be cleaned throughout the day by the cashiers to maintain a positive appearance for patrons. This will include trash disposal, disinfecting the bathhouse locker rooms, vacuuming the pools, and hosing down the pool decks.

3. The pool equipment, shelters, playground equipment, and other mechanical apparatus will be inspected on a daily basis by pool personnel. Problems will be identified and needed repairs will be promptly performed.
4. Pool and Public Works personnel will conduct the required testing and inspection of safety-related systems and equipment to ensure compliance with the State of Illinois Department of Public Health codes.

**FY13/14
RECREATION DEPARTMENT
LINE ITEM DESCRIPTIONS**

04-00-0-000 AQUATIC CENTER FUND \$272,500

REVENUES

04-00-3-326 Season Passes			\$125,000
FY10/11 Actual:	\$120,660	FY11/12 Actual:	\$114,591
FY12/13 Budget:	\$120,000	FY12/13 Projected:	\$131,400

Due to economic conditions, pass rates were not raised for the 2012 season. Based on a fee survey of area water parks, season pass rates were raised \$5 for the 2013 season. The rate structure will be evaluated next fall based on the season's sales and economic conditions.

04-00-3-328 Rentals/Groups			\$18,000
FY10/11 Actual:	\$18,599	FY10/11 Actual:	\$18,868
FY12/13 Budget:	\$18,000	FY12/13 Projected:	\$15,300

This line item accounts for the private pool rentals before/after normal operating hours, admission fees paid by groups during open swim, and Dolphin fees.

04-00-3-329 General Admission			\$120,000
FY10/11 Actual:	\$134,207	FY11/12 Actual:	\$115,462
FY12/13 Budget:	\$115,500	FY12/13 Projected:	\$127,000

The daily fee schedule is based on a survey of area aquatic centers. This line item is very sensitive to weather conditions and as mentioned earlier, projected revenues are conservatively estimated. General admission rates will remain the same for the 2013 season with a review of the rates slated for the fall.

04-00-3-332 Swimming Instructions			\$39,000
FY10/11 Actual:	\$42,050	FY11/12 Actual:	\$39,328
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$38,700

Fees for swim lessons were raised slightly in 2012 but will not be raised on 2013 and will remain one of the lowest cost swim lesson programs in the area. Swim lessons are priced using the same formula used for most Recreation Department programs: break-even plus 25%. Rates for lessons will be reviewed and adjusted after the 2013 swim season. Swim lessons act as a feeder program by constantly generating new patrons who will visit the facility.

04-00-3-334 Aquatic Concession Lease				\$2,700
FY10/11 Actual:	\$1,800	FY11/12 Actual:	\$1,800	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$2,400	

In 2012, Council awarded a new three-year contract to James Baker of Napoli Pizza to operate the concessions at WWW through the 2014 season.

04-00-3-335 Vending Receipts				\$0
FY10/11 Actual:	\$108	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

Historically, the City received the proceeds from the vending machines located throughout the Aquatic Center. Due to the poor performance of the past two vendors (Pepsi and Coke), the confusion resulting when the machines don't work, and the drop in revenues, the new lessee has controlled the vending machines beginning in FY11/12.

TRANSFERS

04-00-9-901 Transfer (To) Water & Sewer Fund				(\$9,000)
FY10/11 Actual:	(\$6,000)	FY11/12 Actual:	(\$6,000)	
FY12/13 Budget:	(\$9,000)	FY12/13 Projected:	(\$9,000)	

This line item represents the transfer to compensate the Utility Fund for the cost for the City's Water Treatment employees to monitor and control the water quality and to maintain the mechanical systems at the Aquatic Center.

04-00-9-889 Trans (To) Employee Ins. Fund				(\$9,900)
FY10/11 Actual:	(\$7,356)	FY11/12 Actual:	(\$8,064)	
FY12/13 Budget:	(\$8,900)	FY12/13 Projected:	(\$8,900)	

This line item represents the transfer made to the Employee Health and Life Insurance Fund for the insurance coverage for one Program Coordinator position whose salary is cost shared by the Aquatic Center and Rec Center.

TOTAL REVENUES/TRANSFERS	\$ 285,800
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EXPENDITURES

SALARIES

04-00-3-431 Maintenance			\$8,200
FY10/11 Actual:	\$5,440	FY11/12 Actual:	\$6,206
FY12/13 Budget:	\$6,700	FY12/13 Projected:	\$8,000

This line item includes personnel costs associated with daily maintenance of the facility during the 90-day operating season plus the costs associated with pre-season facility preparation and pool close-out/winterization. Pre-season pool preparation and end of season winterization will be conducted by lifeguards and Parks Division staff. Two maintenance attendants will conduct daily maintenance during the season. Parks staff maintains the grounds and bathhouse and are available for repairs that require mechanical expertise. In the mechanical room, the Water Treatment Department oversees the chemicals and water quality.

04-00-3-433 Management			\$13,300
FY10/11 Actual:	\$12,313	FY11/12 Actual:	\$13,339
FY12/13 Budget:	\$13,000	FY12/13 Projected:	\$13,600

The facility operates under the general direction of four pool managers, who are supervised by a Recreation Department Coordinator. The managers provide the primary supervisory role at the facility. Managers will be assisted by head lifeguards to allow them to handle the larger tasks associated with managing the facility. A manager is on duty for swim lessons, open swim, private rentals, special events, and Dolphin meets. The only time a manager is not on duty is for morning and noon lap swim. A 2% wage increase is scheduled for FY13/14.

04-00-3-435 Guards and Attendants			\$110,000
FY10/11 Actual:	\$115,739	FY11/12 Actual:	\$104,139
FY12/13 Budget:	\$107,000	FY12/13 Projected:	\$110,900

This line item includes lifeguards (approximately 75 total on staff), swim instructors and cashiers. The pay rates are based on the seasonal/part-time pay plan. This line item is very dependent on the weather. If attendance is light, staff is reduced and in cases of inclement weather, the facility is closed. The amount budgeted in FY13/14 assumes a summer of normal temperatures. However, a new shift rotation policy will result in a cost savings. A 2% wage increase is scheduled for FY13/14.

04-00-3-436 Recreation Coordinator				\$25,500
FY10/11 Actual:	\$23,865	FY11/12 Actual:	\$24,102	
FY12/13 Budget:	\$25,000	FY12/13 Projected:	\$25,000	

One of the Recreation Department's Coordinator's positions is funded 50% by the Aquatic Center and 50% by the Recreation Center. This position was added in 2006 due to additional responsibilities assumed by the Recreation Department of managing the Aquatic Center and the Recreation Center. **As the position is funded from the revenues generated by the two Enterprise Funds, this position was added at no expense to the taxpayers.** The FY13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

PERSONAL SERVICES

04-00-4-452 Training				\$5,500
FY10/11 Actual:	\$5,280	FY11/12 Actual:	\$5,681	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$5,000	

This line item includes expenses related to CPR and first-aid training, which all employees receive. Guards and swim instructors must be re-certified annually. Staff must attend weekly in-house training. Guards are required to swim training laps three times per week.

04-00-4-453 Uniforms				\$5,000
FY10/11 Actual:	\$3,194	FY11/12 Actual:	\$4,175	
FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$5,400	

The City provides one suit for each lifeguard and manager. One suit is also provided for each swim lesson instructor in addition to his/her guarding suit. Guards, instructors, and cashiers may purchase additional suits at their own expense. One whistle and corresponding lanyard will be provided for each staff person. Each staff person also receives a Woodstock Water Works uniform T-shirt. Because Woodstock Water Works remains open during cooler weather, each staff person also receives a sweatshirt.

CONTRACTUAL SERVICES

04-00-5-501 Communications				\$1,500
FY10/11 Actual:	\$1,231	FY11/12 Actual:	\$924	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,500	

This line item includes the phone system, Internet charges, pay phone and one cell phone issued to a Recreation Coordinator.

04-00-5-504 Professional Services				\$1,000
FY10/11 Actual:	\$1,090	FY11/12 Actual:	\$150	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$1,100	

This line item includes the Red Cross "Authorized Provider" fee, which is similar to a licensing fee and allows the City to offer Red Cross swim lessons. Also included is funding of contractual entertainers for special events.

04-00-5-537 Printing Services				\$5,000
FY10/11 Actual:	\$6,017	FY11/12 Actual:	\$5,320	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$4,900	

This line item includes the cost of promotional materials, such as school fliers, rules, safety and directional signs, and the printing of forms for administering specific programs. This line item also includes paying a portion of the printing and distribution of the Summer City Scene and other advertising costs.

04-00-5-550 Service to Maintain Building				\$3,000
FY10/11 Actual:	\$4,358	FY11/12 Actual:	\$2,463	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$4,400	

This line represents funds spent on contractual labor to repair or maintain the bathhouse building including plumbing, HVAC units, etc. The increase in FY11/12 was the result of lightning damage to a transformer that feeds the mechanical building.

04-00-5-552 Service to Maintain Equipment				\$4,500
FY10/11 Actual:	\$4,498	FY11/12 Actual:	\$4,075	
FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,500	

This line item represents funds to be spent on contractual labor to repair any mechanical parts and equipment related to the pool plant operation. This includes service to pumps, gauges, work on the automatic chemical feed system--both the controller and on the chlorine booster pump, service to the filtration system, and water pipes.

04-00-5-558 Service to Maintain Pool				\$1,500
FY10/11 Actual:	\$100	FY11/12 Actual:	\$1,280	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,000	

The actual pool shell requires seasonal repair, year-end winterization, and caulking and painting. This line item also includes maintaining the ladders, lifeguard chairs, and play features.

COMMODITIES

04-00-6-601 Postage				\$1,500
FY10/11 Actual:	\$1,500	FY11/12 Actual:	\$1,500	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,500	

A portion of the cost of mailing both the Summer and Winter/Spring City Scene is charged to the Aquatic Center, as information regarding the facility is featured in both seasonal brochures.

04-00-6-603 Fuel – Heating				\$17,000
FY10/11 Actual:	\$15,407	FY11/12 Actual:	\$20,307	
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$13,000	

This line item is for bills paid to Northern Illinois Gas to heat the pool water, concession stand water and bathhouse water. The dramatic reduction in FY10/11 is attributed to higher energy efficiency of the new boilers that were installed in 2008 and 2009, and an extremely warm summer. The budget for FY13/14 reflects typical summer temperatures.

04-00-6-604 Electric				\$18,000
FY10/11 Actual:	\$19,778	FY11/12 Actual:	\$19,894	
FY12/13 Budget:	\$23,000	FY12/13 Projected:	\$18,000	

This line item includes the cost of electricity used specifically at the facility. Since the facility is a revenue producing operation, electric costs are not included in the franchise agreement with ComEd.

04-00-6-606 Office/Janitorial Supplies				\$6,000
FY10/11 Actual:	\$7,277	FY11/12 Actual:	\$6,166	
FY12/13 Budget:	\$6,200	FY12/13 Projected:	\$6,000	

This line item reflects costs associated with cleaning supplies, paper products (paper towels, toilet tissue), and miscellaneous office supplies, etc. Fluctuations in this line item reflect the number of visitors using the facility.

04-00-6-607 Chemicals				\$16,000
FY10/11 Actual:	\$11,132	FY11/12 Actual:	\$16,293	
FY12/13 Budget:	\$16,000	FY12/13 Projected:	\$17,000	

This line item reflects the cost of chlorine, caustic soda, stabilizer, algaecide, clarifier, and other chemical agents that are used to treat the pool water. Total use of these chemicals generally varies according to swimmer load, weather conditions, and balance of influent water. Projections are based upon estimates supplied by the Water Treatment Department, who maintains the chemicals and water quality.

04-00-6-610 Safety Equipment				\$1,000
FY10/11 Actual:	\$486	FY11/12 Actual:	\$683	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$1,000	

This line item reflects the replacement of personal floatation devices, rescue tubes, ring buoys, rubber gloves, first aid supplies, etc.

04-00-6-612 Program Supplies				\$5,000
FY10/11 Actual:	\$5,535	FY11/12 Actual:	\$4,379	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$6,400	

The cost of the supplies for ongoing programs, special events, and swim lessons are included in this line item. **Program supply costs are recovered through program fees.**

04-00-6-620 Material to Maintain Building				\$3,500
FY10/11 Actual:	\$3,498	FY11/12 Actual:	\$2,534	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$3,800	

The winterization of the bathhouse calls for the purchase of paint, blue board, and antifreeze, and the purchase of ongoing maintenance supplies such as light bulbs, as well as glass panes are included in this line item.

04-00-6-621 Material to Maintain Equipment				\$3,000
FY10/11 Actual:	\$3,308	FY11/12 Actual:	\$7,344	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$3,000	

This line item includes miscellaneous parts for any work to be done on the equipment. In FY11/12, boiler repairs (\$3,700) were charged to this line item. In FY12/13, all work associated with the boiler repairs were paid from 04-00-7-721, Capital Outlay, Aquatic Center Boiler Replacement/Repairs.

04-00-6-622 Material to Maintain Pool				\$3,000
FY10/11 Actual:	\$3,357	FY11/12 Actual:	\$3,051	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$2,500	

This line item includes safety paint to mark the pool deck and gutters for water depth and safety zones, touch up paint and caulk as part of the annual maintenance that must be performed each spring in preparation for opening the facility.

CAPITAL OUTLAY

04-00-7-720 Pool Painting/Bathhouse Floor Repair				\$3,500
FY10/11 Actual:	\$11,539	FY11/12 Actual:	\$10,911	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,500	

As noted in the budget narrative, the pool shell walls, lap lines, and play features were painted in-house in 2010 with the pool shell floors painted in 2011, again in-house. The play features were painted by the Parks Division; the walls and lap lines by Rec Department staff and a community service worker. In FY06/07, this project was completed by a contractor for \$45,900. Completing the project in-house cost approximately \$16,500 (\$11,500 in FY10/11 and \$8,400 in FY11/12) saving the City approximately \$26,000.

Due to the unsightliness of the epoxy floor in the bathhouse, this project will be conducted in stages as needed. \$2,500 was expended in FY11/12 with an additional \$3,000 budgeted for FY12/13.

The Department will continue painting the pool shells and bathhouse floors in-house annually on an as needed basis.

04-00-7-721 Aquatic Center Boiler Replacement/Repairs				\$5,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$14,000	

In FY07/08 the boiler that services the zero depth pool required total replacement (unscheduled) at a cost of \$23,800 and in FY08/09 the boilers that service the lap pool and baby pool also required replacement (unscheduled) at a cost of \$37,000.

Despite being relatively new and the units receiving annual scheduled maintenance, the boilers are experiencing expensive annual repairs- \$3,700 in FY11/12 charged to 04-00-6-621 and \$14,000 charged to this line item in FY12/13. Based on these annual charges, funds will be budgeted beginning in FY13/14 to cover repairs to the boilers.

04-00-7-723 F F & E				\$6,000
FY10/11 Actual:	\$18,088	FY11/12 Actual:	\$4,752	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$14,800	

Additional chaise lounges and chairs are purchased on an annual basis to increase the inventory and to replace broken chairs.

In FY10/11, two Funbrellas were replaced; a copier/printer/scanner was purchased, and chairs were replaced.

In FY11/12, one Funbrella was replaced in addition to the annual deck chair replacement.

In FY12/13, due to the positive financial condition of the facility additional purchases were made including two Funbrellas, a new vacuum, outdoor lockers, additional bleachers, a storage shed for the swim lesson equipment, an additional card printer, an office air conditioner and over 50 deck and lounge chairs.

In FY13/14, additional lounge and deck will be purchased and two Funbrellas will be replaced.

AQUATIC CENTER TOTAL \$272,500

DATE: 02/07/2013
 TIME: 14:33:45
 ID: BP430000.WOW

CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: AQUATIC CENTER FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							88,200
AQUATIC CENTER REVENUES							
SALES OF GOODS AND SERVICES							
04-00-3-326	SEASON PASSES	120,660	114,591	120,000	98,593	131,400	125,000
04-00-3-328	RENTALS/GROUPS	18,599	18,868	18,000	15,300	15,300	18,000
04-00-3-329	GENERAL ADMISSION	134,207	115,462	115,500	127,067	127,000	120,000
04-00-3-332	SWIMMING INSTRUCTIONS	42,050	39,328	40,000	38,713	38,700	39,000
04-00-3-334	AQUATIC CONCESSION LEASE	1,800	1,800	1,800	2,400	2,400	2,700
04-00-3-335	VENDING RECEIPTS	108	0	0	0	0	0
TOTAL SALES OF GOODS AND SERVICES		317,424	290,049	295,300	282,073	314,800	304,700
TRANSFERS (TO)/FROM OTHER FUND							
04-00-9-901	TRANSFER (TO) WATER & SEWER FD	(6,000)	(6,000)	(9,000)	(6,000)	(9,000)	(9,000)
04-00-9-902	TRANSFER (TO) EMPLOYEE HEALTH	(7,356)	(8,064)	(8,900)	(5,956)	(8,900)	(9,900)
TOTAL TRANSFERS (TO)/FROM OTHER FUND		(13,356)	(14,064)	(17,900)	(11,956)	(17,900)	(18,900)
TOTAL REVENUES: AQUATIC CENTER		304,068	275,985	277,400	270,117	296,900	285,800
EXPENSES							
SALARIES							
04-00-3-431	MAINTENANCE	5,440	6,206	6,700	15,302	8,000	8,200
04-00-3-433	MANAGEMENT	12,313	13,339	13,000	616	13,600	13,300
04-00-3-435	GUARDS & ATTENDANTS	115,739	104,139	107,000	116,631	110,900	110,000
04-00-3-436	RECREATION COORDINATOR	23,865	24,102	25,000	15,215	25,000	25,500
04-00-3-445	OVERTIME	0	0	0	0	0	0
TOTAL SALARIES		157,357	147,786	151,700	147,764	157,500	157,000
PERSONAL SERVICES							
04-00-4-452	TRAINING	5,280	5,681	6,000	4,483	5,000	5,500
04-00-4-453	UNIFORMS	3,194	4,175	4,500	5,412	5,400	5,000
TOTAL PERSONAL SERVICES		8,474	9,856	10,500	9,895	10,400	10,500
CONTRACTUAL SERVICES							
04-00-5-501	COMMUNICATIONS	1,231	924	1,500	1,152	1,500	1,500
04-00-5-504	PROFESSIONAL SERVICES	1,090	150	1,000	1,075	1,100	1,000
04-00-5-537	PRINTING SERVICES	6,017	5,320	5,000	2,380	4,900	5,000
04-00-5-550	SERVICE TO MAINTAIN BUILDING	4,358	2,463	3,000	4,349	4,400	3,000
04-00-5-552	SERVICE TO MAINTAIN EQUIPMENT	4,498	4,075	4,500	4,502	4,500	4,500
04-00-5-558	SERVICE TO MAINTAIN POOL	100	1,280	1,500	110	1,000	1,500
TOTAL CONTRACTUAL SERVICES		17,294	14,212	16,500	13,568	17,400	16,500

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

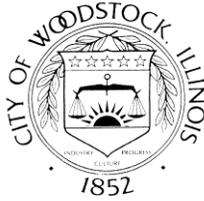
FUND: AQUATIC CENTER FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
AQUATIC CENTER							
COMMODITIES							
04-00-6-601	POSTAGE	1,500	1,500	1,500	0	1,500	1,500
04-00-6-603	FUEL - HEATING	15,407	20,307	20,000	11,799	13,000	17,000
04-00-6-604	ELECTRIC	19,778	19,894	23,000	16,665	18,000	18,000
04-00-6-606	OFFICE/JANITORAL SUPPLIES	7,277	6,166	6,200	1,938	6,000	6,000
04-00-6-607	CHEMICALS	11,132	16,293	16,000	16,577	17,000	16,000
04-00-6-610	SAFETY EQUIPMENT	486	683	1,000	367	1,000	1,000
04-00-6-612	PROGRAM SUPPLIES	5,535	4,379	4,000	6,397	6,400	5,000
04-00-6-620	MATERIAL TO MAINTAIN BUILDING	3,498	2,534	3,500	3,737	3,800	3,500
04-00-6-621	MATERIAL TO MAINTAIN EQUIPMENT	3,308	7,344	5,000	2,762	3,000	3,000
04-00-6-622	MATERIAL TO MAINTAIN POOL	3,357	3,051	3,500	2,448	2,500	3,000
TOTAL COMMODITIES		71,278	82,151	83,700	62,690	72,200	74,000
CAPITAL OUTLAY							
04-00-7-720	POOL PAINTING/ BATHROOM REPAIR	11,539	10,911	3,000	3,411	3,500	3,500
04-00-7-721	REC POOL BOILER REPLACEMENT	0	0	0	13,716	14,000	5,000
04-00-7-723	FURNITURE, FIXTURE & EQUIPMENT	18,088	4,752	6,000	14,737	14,800	6,000
TOTAL CAPITAL OUTLAY		29,627	15,663	9,000	31,864	32,300	14,500
TOTAL AQUATIC CENTER		284,030	269,668	271,400	265,781	289,800	272,500
TOTAL FUND REVENUES & BEG. BALANCE		304,068	275,985	277,400	270,117	296,900	374,000
TOTAL FUND EXPENSES		284,030	269,668	271,400	265,781	289,800	272,500
FUND SURPLUS (DEFICIT)		20,038	6,317	6,000	4,336	7,100	101,500

RECREATION CENTER



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Recreation Department

Phone (815) 338-4363 • Fax (815) 334-2269
dzinnen@woodstockil.gov
www.woodstockil.gov

820 Lake Avenue
Woodstock, Illinois 60098

Dave Zinnen
Recreation Director

MEMORANDUM

TO: Tim Clifton, City Manager
FROM: Dave Zinnen, Recreation Director
DATE: January 21, 2013
RE: FY 13/14 COMMUNITY RECREATION CENTER BUDGET TRANSMITTAL

Attached is the FY13/14 budget request from the Recreation Department to fund operations of the Woodstock Recreation Center. The City took possession of the facility on May 1, 2003 and immediately began converting the facility from a private health club to a Community Recreation Center. The facility sits on a 2.5-acre site and includes two parking lots, a 21,100SF building with exercise equipment and free weights, an indoor swimming pool with whirlpool and sauna, aerobics/dance floor, one tanning room, two racquetball courts, a full-size basketball/volleyball court, indoor track, two multi-purpose rooms, locker rooms, a nursery and offices.

The acquisition and renovation of the original facility is being financed entirely by cash flows generated by the membership dues and user fees while Park Development Impact Fees from new development finance the gym/track/multi-purpose rooms addition. **The project was completed and continues to operate without the use of tax dollars.**

The business continues to operate under competitive pressures from private fitness centers. To retain membership and to maintain the facility's financial viability in the face of this competition, strategy sessions are routinely held with the Rec Department professional staff, front counter staff, the aerobics instructors, and the personal trainers to formulate strategies to compete against these private facilities' pricing advantage. Discussions occurred about lowering the Rec Center's monthly membership fees, however management concluded that cutting the monthly fees "was a race to the bottom" and instead has employed different, successful strategies.

As outlined in the "FY12/13 Accomplishments" section, these strategies included:

1) Emphasizing in our marketing material and prospective member tours that the Rec Center is "Woodstock's Most Complete Fitness Center" highlighting the additional services available including the land and water aerobics programs, the pool/whirlpool/sauna, gym/track, and

racquetball courts.

- 2) Focusing on family relationships by continuing a policy that member's children, ages 13 years & younger, can join for free. This policy allows families to use the gym, pool, and racquetball courts, features that the competition does not have.
- 3) Building on the family relationship, continued offering "Friday Family Fun Nights" where a number of family oriented activities are offered in the gym and multi-purpose room, and the pool and racquetball courts are also available for use.
- 4) Continued popular creative activities such as the "Biggest Loser Contests," "Boot Camp" and "Count Down to Christmas" fitness programs/contests.
- 5) One-week free flyers are distributed to participants in the Recreation Department's programs and events. Again, as most of the rec programs are family oriented, this promotion focuses on our prime membership base.
- 6) Upgraded the Rec Center's inventory of fitness equipment including the purchase of a new elliptical and Stairmaster.
- 7) Strove to improve customer service by conducting phone surveys for new and established members to gauge their satisfaction with the facility and to address any concerns regarding use of the equipment, user policies, and facility cleanliness.
- 8) As the only local fitness center that offers group land and water fitness programs, continued with promotions such as "Bring a Friend" and free demo days to draw those participants to the Rec Centers.
- 9) Hosted the annual "Member Appreciation Day," at Woodstock Water Works, which included serving food and refreshments, raffles, and chair massages.
- 10) For the third year, Mercy Health Systems was the financial and in-kind sponsor for the annual Friday Family Fun Night Kick-Off in January. The event included a number of inflatable play apparatuses in the gym, swimming, ping pong, racquetball, walleyball, and refreshments.

These strategies appear to be working as membership levels are once again on the brink of breaking 1,200 full-time members; monthly membership revenues in January exceeded \$30,000 and total revenues for the month exceeded \$40,000.

Revenue projections for FY12/13 total \$435,000 with operating expenses of \$347,600 leaving an operating surplus of \$87,400. Subtracting the annual bank payment of \$67,500 and capital improvement expenditures of \$17,500 leaves a projected carry-over balance of \$2,400.

The FY13/14 Recreation Center Budget projects operating revenues of \$445,000 with operating expenses of \$346,600, payment of the bank loan of \$67,700 and a transfer to the Utility Fund of \$9,900 projects a carry-over balance of \$44,000.

Similar to the Aquatic Center, the Recreation Center is a successful profit center and has been established as a separate fund of the City to record revenues and expenses. It is important to note that both operations are self-sufficient and require no subsidy from the General Fund. The fund balance is established to be used in the future years to pay for maintenance and capital improvements as distinct from operational expenses at the Recreation Center.

The FY13/14 Recreation Center Fund seeks to address a number of the recommendations contained in the *Vision 2020* statements including:

In housing, health, and safety, Woodstock will promote a “get fit” community. There are several programs and projects to be initiated during FY13/14 to promote the overall goal of promoting fitness programs at the Woodstock Recreation Center.

- ◆ In addition to housing the Rec Department’s administrative offices and the site of most indoor Recreation programs, the Recreation Center is also a fitness center offering floor and water group fitness classes, weight lifting, cardio machines, racquetball courts, a gym/track, lap swim, and sauna. The Rec Center recorded over 62,000 visits from the approximately 1,200 members. A total of 2,024 land and water group fitness classes were held.
- ◆ As noted above, the Rec Center is the site of 155 of the Rec Department’s indoor programs including basketball, volleyball, dancing, tae kwon do, and indoor soccer, which provide participants with intense physical conditioning.
- ◆ Red Cross swim lessons for all age groups and skill levels will be offered throughout the year.
- ◆ The Mercy Friday Family Fun Nights will be offered in the winter months allowing families to participate in any number of activities in the gym, multi-purpose room, walleyball courts, or swimming pool.
- ◆ The Recreation Center will remain the site of NISRA’s weightlifting and fitness program and indoor aquatics including swim lessons and open swim.
- ◆ Weight Watchers meetings will be offered at the Recreation Center with special benefits for City of Woodstock employees.

Pursue “Stronger Partnerships Toward Better Results.”

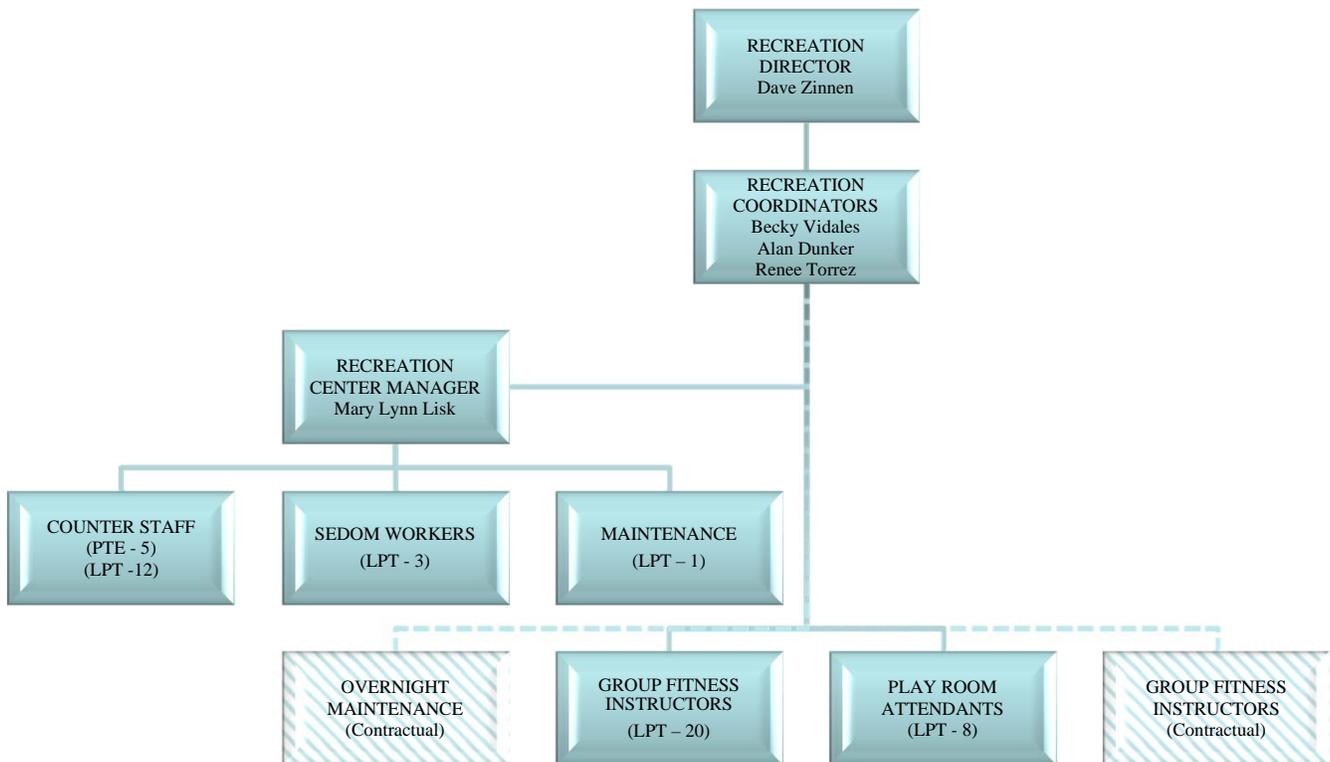
- ◆ The Recreation Center will continue to be utilized by D200, the various traveling basketball and football teams, the Miss Woodstock Pageant, Little League, Girls Softball, WAYSO, Girl Scouts, Boy Scouts, and other community groups for practices, games, programs, and meetings.
- ◆ The Recreation Department and Thresholds, a nonprofit provider of mental health services, will work cooperatively to promote healthy lifestyles for their members. Due to the beneficial relationship with the Recreation Department, Thresholds has secured a grant to purchase twelve one-year memberships annually to the Recreation Center. A Recreation Program Coordinator assists Thresholds staff to track usage. About half of the Thresholds participants that have gone through the year-long program continue their memberships with the Recreation Center at their own expense.
- ◆ The Recreation Center is utilized as a job training site for S.E.D.O.M. students. The students, accompanied by coaches, assist the front counter staff during peak hours with the laundry and light cleaning duties.

Woodstock is a premier destination and in investment, tourism, and economic vitality Woodstock will be a community of choice for residents, visitors, and investors. Many of the programs offered at the Woodstock Recreation Center are what our residents, visitors and investors look for when evaluating a community of choice. This includes the variety and quality

of recreational activities provided, appearance of public facilities, and responsiveness of our organization to their needs.

In FY13/14, the Department will focus on continuing to add additional new members and retain the existing members by offering fun and innovative programming, and by maintaining and upgrading fitness equipment and the building/infra structure. All aspects of the business will continue to be evaluated such as marketing strategies, pricing policies, customer service, programming, and expenditures to maintain the facility's financial viability in a very competitive local market and a depressed national economy.

COMMUNITY RECREATION CENTER ORGANIZATIONAL CHART



2013

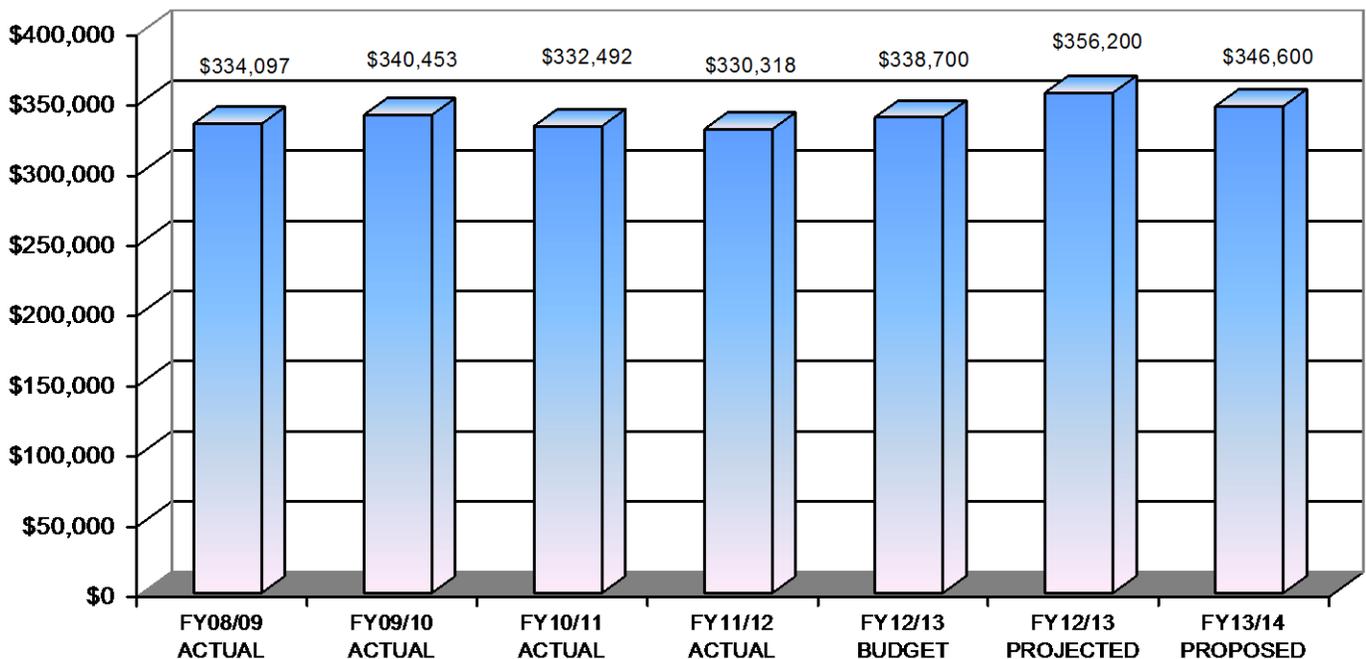
COMMUNITY RECREATION CENTER – PERSONNEL SUMMARY

POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Recreation Center Manager ²	1	1	1	1	1	0
Recreation/Aquatic Center Coordinator ²	1	1	1	1	1	0
Playroom Attendants (LPT)	4	4	4	4	4	0
Instructors (LPT)	10	10	10	10	10	0
Counter Staff ² (PT)	2.5	2.5	2.5	2.5	2.5	0
Counter Staff ² (LPT)	5	5	6 ¹	6	6	0
Maintenance (LPT)	0.5	0.5	0.5	0.5	0.5	0
SEDOM Workers (LPT)	1.5	1.5	1.5	1.5	1.5	0
TOTAL FULL TIME	2	2	2	2	2	0
TOTAL PART TIME	2.5	2.5	2.5	2.5	2.5	0
TOTAL LPT	21	21	22	22	22	0

¹ The increase of LPT employees in FY11/12 was to eliminate the need/cost for overtime and benefits.

² The Recreation Center Manager is 100% funded by the Recreation Budget. The Recreation/Aquatic Center Coordinator is 50% funded by the Recreation Center Budget and 50% by the Aquatic Center Budget. Counter Staff is 1/3 funded by the Recreation Budget and 2/3 by the Recreation Center Budget.

COMMUNITY RECREATION CENTER BUDGET COMPARISON



WOODSTOCK RECREATION CENTER

FY12/13 HIGHLIGHTS

The Recreation Department operates the Woodstock Recreation Center, which the City took possession on May 1, 2003 and immediately began converting the facility from a private health club to a Community Recreation Center. The facility includes a 2.5-acre site, two parking lots, a 21,100SF building with exercise equipment and loose weights, an indoor swimming pool with whirlpool and sauna, aerobics/dance floor, one tanning room, two racquetball courts, a full-size basketball/volleyball court, indoor track, two multi-purpose rooms, locker rooms, a nursery and offices. The Rec Center houses the Recreation Department offices, is the site of most of the Recreation Department's in-door programs, and is operated as a community fitness center.

FY12/13 Highlights:

- The facility continues to remain profitable despite a tough economic climate and aggressive local competition by concentrating on providing value to its members. Year end operating surplus is projected to be approximately \$87,400. Subtracting the annual transfers for debt payment of \$67,500 and capital expenditures of \$17,500 leaves a projected balance of \$2,400 to be added to the fund reserves.
- As of January 31, 2013 there are 1,189 full-time members, 60 punch cards, and 25 temporary. There are 172 non-paying youth memberships as part of the "Kids are Free" promotion to attract adults with kids. Rec Center members visited the facility a total of 57,868 times. There were over 2,000 land and water fitness classes offered.
- Weekly staff meetings were held with full-time staff to discuss operational concerns and new promotions. A monthly staff meeting was held for part-time staff to discuss ways to improve customer service, promotions, facility cleanliness, etc. N.I.S.R.A. presented "The Impact of First Impressions" at the January staff meeting to review their role in community recreation and "Person First Language/Disability Etiquette. All staff received training from a personal trainer on how to use all the various exercise equipment and how to properly instruct members on their use. For improved customer service, as well as management and operational efficiency, bilingual staff was hired as Front Counter Attendants and supervisors in the Play Room to help communicate with the Hispanic population. Per federal regulations, all staff received CPR and defibrillator training.
- The addition of the competition from private clubs prompted the Recreation Department to increase customer service awareness among staff and to increase marketing strategies to focus on the Rec Center's additional assets that the other facilities lack – a swimming pool, whirlpool, sauna, tanning bed, racquetball courts, water and floor aerobics, gym, and the track. High intensity fitness programs such as Boot Camp and Ropes & Kettlebells, TRX and Barbell Strength designed by the Center's fitness instructors, continued for members looking for a vigorous and different workout routine. The classes are an intense physical challenge that includes a combination of endurance, agility, and strength training.

Recreation Center fitness staff began offering on-site yoga classes at the schools as a Recreation Department class. There is a discounted fee for Recreation Center members. The first two schools to offer the class are Verda Dierzen and Northwood Jr High. The Recreation Center continues to offer a FREE Land and Water Group Fitness Demo Day each session. Each area schedules a Saturday morning of ½ hour classes for participants to sample the variety of classes the Recreation Center offers and check out the teaching styles of each of the instructors. In keeping up with the fitness trends, Ropes Gone Wild and Kettlebells were added to the Recreation Center equipment inventory. Both the ropes and kettlebells are used in the high intensity classes that are offered and available for members use.

- A family friendly policy was continued where member's children, ages 13 & younger, can join the Rec Center for free. This promotion was designed to encourage member retention of adults with children who can now bring the kids to the gym and take them swimming. Not only is it a good marketing tool but it also encourages kids to exercise and be active, one of the Recreation Department's goals of improving youth fitness. In conjunction with the free membership promotion for kids, "Mercy Friday Family Fun Nights" encourage families to use the Rec Center on Friday nights. A coordinator leads a number of different activities in the gym including basketball, baseball, football, soccer, floor hockey, ping-pong, and jump roping. The multi-purpose room is set up for younger kids with an inflatable jumping apparatus, gymnastic mats, tunnels, and tossing games. The racquetball courts are available for wallyball; the babysitting hours were added to Friday night; and, of course, the pool is available for use with a lifeguard on duty.
- IT projects completed include 1) Created a new website, www.woodstockrecreationdepartment.com to highlight all of the Recreation Department facilities, offerings and programs to the community which allows better communication with facility, class and league weather updates and class changes. 2.) RecTrac software was updated to accept on-line registration for activities.
- Entered in to the following "nontraditional" marketing agreements: In exchange for placing ads at the Aquatic Center and the Rec Center, Overall Media places ads for the Aquatic Center in restaurants from March to August and for the Rec Center from September to February. This program is an in-kind trade agreement and there is no out of pocket cost for the Rec Center to participate.
- *The facility passed inspections from the Illinois Department of Public Health that inspects the pool area, mechanical room, and tanning room; and from the State Fire Marshall who inspects the boilers. Working on verbiage for IDPH stipulations.*
- The "12 Days of Recreation" fitness contest was held in December encouraging members to workout more often and keep the pounds off during the holidays. Over 70 prizes were given out to members who worked out during the program. The "Battle of the Bulge" contest, a spin-off of the "Biggest Loser Contest" was held to coincide with New Years resolutions and preparing for the holidays. Over 50 participants registered to work together to try to lose weight. It's a fun way to

add a little competition to member's fitness routines and the contest has also received positive coverage in the press. Breast Cancer awareness was the theme of October. Participants were encouraged to work out in October to raise money for cancer Research. Winners of the program had money donated in their name to the Gavers Cancer Foundation.

- Created a Recreation Department Facebook page which currently has over 560 members who will receive updates, promotions, and informational items to their Facebook pages at no cost to the Recreation Department. The Constant Contact e-mail service is used to send out professional e-mails that get the attention of the recipient. Through the RecTrac email software, bundled emails were sent periodically to members and activity participants to promote various upcoming programs and special events. The RecTrac email software was used to email previous temporary membership holders (primarily high school and college students) to promote summer, fall, holiday, and spring break specials. These temporary memberships number in the hundreds. Ran numerous ads in the *Herald* and *Independent* promoting the Rec Center as "Woodstock's Most Complete Fitness Center" highlighting the wide array of fitness alternatives available to members as compared to Snap Fitness, which offers only cardio equipment, circuit weight machines, and free weights.
- Increased the Corporate membership accounts by marketing and promoting the Rec Center and employee health benefits to local businesses. Acquired four new Corporate Memberships including Panera Bread, Family Health Partnership, AT&T, and McHenry County Conservation District. Staff attends several health fairs throughout the year including SEDOM, Pioneer Center, McHenry County Government Center, City of Woodstock and District 200 to increase awareness of membership benefits among current Corporate account employees.
- Offered group fitness land classes at off-site location to open space at the Rec Center. Young Masters Martial Arts Studio, YMMA, located on the Woodstock Square offers a quiet room for Saturday Yoga, a TRX class with the use of their equipment and a bigger space for Turbo Kick.
- Created a program to allow members to earn Fitness Bucks for working out, volunteering, trying new classes, etc. Earning enough bucks can pay for a list prizes at the Rec Center.
- Included classes for youth members on the Group Fitness Schedule. Junior Fit incorporates games and fun exercises to keep kids moving. Junior Fit Swim encourages swimming as an exercise for youth in Level 5 swim lessons or above.
- Installed/replaced 114 high efficient and environmentally friendly interior lighting fixtures at the Rec Center which will dramatically reduce the facility's carbon footprint and reduce lighting costs. Due to available grants and the energy cost savings, it is anticipated that this project will pay for itself in approximately one year.

**WOODSTOCK RECREATION CENTER
GOALS, OBJECTIVES
&
FY 13/14 PROGRAMS/PROJECTS**

**Goal #1:
To provide the highest level of customer service to Rec Center members, Rec
Department program participants, the general public, and visitors.**

Objectives:

- A. Respond to all customer inquiries promptly and courteously with a high level of customer satisfaction.
- B. Encourage and support public and member input for all Woodstock Recreation Center activities and events.
- C. Provide proper training and maintain high standards of performance by staff to provide a safe and fun environment.
- D. Explore alternative methods to improve service delivery through staff training and the disbursement of educational materials.
- E. Continue regular review of the policies governing the use of the Recreation Center so that both the users and employees understand what is required for an enjoyable and safe operation of the facility.

Programs:

- 1. Interpersonal communication between staff and members will continue to be emphasized. Staff is encouraged to learn members' names, idiosyncrasies, favorite sports teams, etc. to create a bond between staff and the members.
- 2. Currently 243 members (20%) pay for a full year in advance; 481 (40 %) members pay their monthly dues by electronic funds payments (EFT's) through a credit card; 76 (9%) pay through a checking account, and 236 (22%) are corporate members, which leaves only 15% (approximately 150 members) who pay via check or cash. This is down from 45% from FY08/09 when almost half the membership paid via check or cash on a monthly basis. As auto deduct members are less likely to cancel their memberships, staff will continue to encourage and offer incentives to current and new members to sign-up for one of our auto deduct payment options.
- 3. Continue with phone surveys and other evaluation techniques to gauge member's satisfaction and as a tool to address member's concerns.
- 4. Update the member welcome packet which currently includes information regarding assessments, incentives to have a friend join, and guest passes. Add rules, general facility information, facility rental information, and additional Recreation Department activity information.

Goal #2:
Operate the facility in a cost-effective manner by balancing operational and capital costs with user charges.

Objectives:

- A. Generate sufficient revenues to cover the operating expenses and the annual debt payment.
- B. Generate sufficient reserves to build a fund balance to finance future capital improvements.
- C. Ensure programs are administered in compliance with departmental pricing policies.
- D. Review each program to define profitability and participation.

Programs:

1. A Capital Improvement Program was established for the Rec Center similar to the schedule developed for Woodstock Water Works. During FY13/14, the HVAC unit that services the locker rooms may be replaced with funds generated through operations. The cardio equipment will also be upgraded as needed.
2. Currently, a portion of the facility's profits go towards a "big ticket" improvement or machine that directly improves the viability and attractiveness of the business and a portion goes in to the fund reserve. This practice will continue in FY13/14 with the scheduled replacement of two ellipticals and a treadmill.
3. A review of member rates will be initiated in the fall. This evaluation will need to take into account the state of the economy and pricing by local competitors.

Goal #3:
Develop and offer quality programs and special events that utilize the facility to its optimal potential and that customers will recognize as excellent.

Objectives:

- A. Develop programs that will encourage membership retention and the growth of new memberships.
- B. Develop programs that encourage lifelong fitness and healthy lifestyles.
- C. Develop programs that include a balance of diverse groups throughout the community.
- D. Promote use of the facility during the day when the facility is not full.
- E. Promote rental of the facility by user groups, families, businesses and other organizations.
- F. Quarterly update and revise individual program goals and objectives prior to the beginning of each session. Identify programming deficiencies and develop programs to address.

Programs:

1. With the increased competition from the local private clubs, methods to retain membership and reduce turnover to provide a stable revenue stream will be a major focus. This will include contacting members not using the facility and communicating with users to collect feedback on how to improve the facility and operations. Staff will also consult with other public and private facilities concerning successful marketing, membership, and operational ideas that could be incorporated at the recreation center.
2. The Department will continue to evaluate and implement additional programming opportunities available with the expanded facilities such as men's and women's volleyball leagues, a women's basketball league, and a middle school basketball tournament. With the expanded programming taking place at the facility, the challenge now is to balance the use of the gym and the pool between Rec programs and use by the Rec Center members, coordinate the various activities to ensure compatibility with the various user groups using the facility, and to ensure there is enough parking to meet the needs of the clientele.
3. Fun activities to build member loyalty will continue with the Customer Appreciation Days, Friday Family Fun Nights, Biggest Loser Contests, and Demonstration Nights. Other activities under consideration include bus trips for members and tie-ins with Woodstock Water Works.

Goal #4:
Encourage increased attendance by developing multi-layered, timely promotional strategies informing customers of Recreation Center programs and special events.

Objectives:

- A. Provide Rec Center updates in the City Scenes and the flyers distributed through the schools.
- B. Develop informative and creative radio and newspaper advertisements.
- C. Provide accurate and updated information on the City's Web page.
- D. Develop creative ways to promote programs and events within the facility through signage and announcements.
- E. Develop new methods to communicate with members.

Programs:

1. Marketing the facility through increased advertising and special events will be a departmental focus. Additional print advertising will continue highlighting the additional amenities available at the Rec Center as compared to other private facilities.
2. Improving outreach for existing and potentially new corporate accounts will be emphasized. New corporate marketing packets will be produced. The director will make personal visits to businesses and corporations to encourage increased corporate membership.
3. With the IT improvements that occurred in FY12/13, the Department will pursue more effective ways to communicate with members and potential members through bulk emails. The Department will continue to focus on recruiting families

- that participate in Rec programs to join the Rec Center.
4. With a circulation of over 15,000, the City Scene will continue to be the dominant marketing tool used to promote the Rec Center.
 5. Continue to grow Facebook members and provide interesting links and information to keep Facebook members interested in our page. Also continue to promote specials and programs on Facebook page for free advertising.
 6. Continue using Constant Contact to send professional advertisement e-mails to the public to inform them of all the features and benefits offered at the Rec Center.

<p>Goal #5: Maintain a safe, clean, and attractive facility and equipment for members, visitors, and staff.</p>

Objectives:

- A. Perform regular, daily cleaning of the building and grounds including trash disposal, disinfecting the locker rooms and family changing room, mopping and/or vacuuming the exercise areas, cleaning the exercise equipment and vacuuming the pool.
- B. Regularly inspect and evaluate the exercise equipment and the mechanical apparatus to identify and promptly solve problems and perform needed repairs.
- C. Perform required testing and inspection of safety-related systems and equipment and comply with building, fire and life safety codes, regulations, and accepted practices.
- D. Develop and implement incident management and emergency planning and training, in conjunction with the City Safety Committee and the Department of Public Health.
- E. Work with the Department of Public Works to complete projects as outlined in the Recreation Center's ten year maintenance schedule and update the document as needed.

Programs:

1. Facility cleanliness will remain a major focus for staff. During down times, staff will continue to clean the common areas, exercise machines, and locker rooms.
2. Staff will continue to update cleaning schedules and coordinate in-house cleaning procedures with the contracted overnight service. Rec Center staff will be responsible for the nightly cleaning of the cardio machines and vacuuming the pool while the contracted service will be responsible for the common areas, weight lifting areas, and the locker rooms.
3. Quarterly maintenance of the cardio equipment by certified technicians will continue to increase machine life and dependability.
4. Staff will work with Public Works to ensure pool water standards in compliance with the Illinois Department of Public Health.

**FY13/14
RECREATION DEPARTMENT
LINE ITEM DESCRIPTIONS**

05-00-3-000 RECREATION CENTER

REVENUES:

05-00-3-326 Monthly Memberships			\$370,000
FY10/11 Actual:	\$340,364	FY11/12 Actual:	\$349,285
FY12/13 Budget:	\$350,000	FY12/13 Projected:	\$365,000

This line item includes revenues derived from the monthly dues paid by the approximately 1,200 full-time members. Dues are dependent on the members' use of the facility and range from \$20 to \$45 per month. The average membership is \$30 per month. Beginning January 1, 2009, group fitness classes were moved to the Executive Membership category for new members to attempt to defray the cost of instructors. Due to the economy and competitors' pricing strategies, no change in the fee structure is anticipated.

05-00-3-327 Short Term Memberships			\$30,000
FY10/11 Actual:	\$34,384	FY11/12 Actual:	\$29,469
FY12/13 Budget:	\$31,000	FY12/13 Projected:	\$28,000

This line item includes revenues derived from short-term memberships that are purchased primarily by college students during the summer and Christmas break, and for aerobics punch cards.

05-00-3-328 Facility Rental			\$10,000
FY10/11 Actual:	\$9,972	FY11/12 Actual:	\$9,993
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$10,000

This line item includes revenues derived from renting the facility to athletic user groups and to private parties and organizations.

05-00-3-329 Miscellaneous Revenues			\$35,000
FY10/11 Actual:	\$37,518	FY11/12 Actual:	\$37,061
FY12/13 Budget:	\$35,000	FY12/13 Projected:	\$32,000

The vast majority of the revenue generated in this line item is derived from initiation fees but also includes daily admission, babysitting, and the vending machine revenues. As membership has leveled off, turnover has been reduced resulting in the reduction of initiation fees. Also, to compete with competitor's promotions, the Rec Center offered a discount on new members' initiation fee throughout the year.

TRANSFERS:

05-00-9-401 Trans (To) Debt Service Fund (\$67,700)
 FY10/11 Actual: (\$67,500) FY11/12 Actual: (\$67,900)
 FY12/13 Budget: (\$67,500) FY12/13 Projected: (\$67,500)

This line item represents the amount transferred from the Community Recreation Center's operating revenues (membership dues and user fees) to pay the portion of the debt service specifically attributable to the purchase and renovation of the facility. The balance of the Debt Service payment for the addition is accounted for via a transfer of Park Impact Fees from the Park Development Fund.

Fiscal Year	Total Bond Payment	Park Development Fund	Recreation Center Fund
11/12	113,099	45,240	67,859
12/13	112,486	44,994	67,492
13/14	112,726	45,090	67,636
14/15	110,738	44,295	66,443
15/16	112,550	45,020	67,530
16/17	113,157	45,263	67,894
17/18	113,508	45,403	68,105
18/19	112,595	45,038	67,557
19/20	113,457	45,383	68,074
20/21	112,992	45,197	67,795
21/22	113,288	45,315	67,973
22/23	113,292	45,317	67,975

05-00-9-8890 Trans (To) Employee Ins. Fund (\$9,900)
 FY10/11 Actual: (\$7,356) FY11/12 Actual: (\$8,064)
 FY12/13 Budget: (\$8,900) FY12/13 Projected: (\$8,900)

This line item represents the transfer made to the Employee Health and Life Insurance Fund for the insurance coverage for one Program Coordinator position that is cost shared by the Aquatic Center and Rec Center.

Total Revenues & Transfers \$367,400

EXPENDITURES

SALARIES

05-00-3-4050 Program Coordinator (50%)				\$25,500
FY10/11 Actual:	\$23,865	FY11/12 Actual:	\$24,102	
FY12/13 Budget:	\$24,600	FY12/13 Projected:	\$24,600	

The salary for one Recreation Coordinator is funded 50% by the Aquatic Center and 50% by the Recreation Center. The FY13/14 budget amount is consistent w/the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

05-00-3-430 Front Desk				\$75,500
FY10/11 Actual:	\$72,018	FY11/12 Actual:	\$72,110	
FY12/13 Budget:	\$74,000	FY12/13 Projected:	\$74,000	

This line item includes part-time personnel who act as cashiers, program registrars, and perform light maintenance around the facility. The facility is open approximately 100 hours per week: 5 a.m.-9 p.m. Monday - Thursday, 5 a.m.-8 p.m. Friday, 7 a.m.-3 p.m. Saturday, and 8 a.m.-3 p.m. on Sunday. **The personnel in this position also handle Rec Department program registration and sell season pool passes.** The Recreation Center Fund is charged 2/3 of the front counter staff and 1/3 to the Recreation Department, and consistent with the City-wide proposal, a 2% wage increase is scheduled in FY13/14.

05-00-3-431 Instructors/Personal Trainers				\$77,000
FY10/11 Actual:	\$72,849	FY11/12 Actual:	\$74,567	
FY12/13 Budget:	\$77,000	FY12/13 Projected:	\$77,000	

This line item includes the cost of instructors who teach water and land aerobics at the Rec Center. Members may attend classes without an additional charge and nonmembers may attend by purchasing a punch card. This line item also includes personal trainers who conduct assessments for new members as part of their initiation fee. **Both the instructors and personal trainers’ costs are recouped through membership fees, punch cards, or new member initiation fees.** No increase is scheduled in FY13/14.

05-00-3-432 Nursery				\$26,000
FY10/11 Actual:	\$21,560	FY11/12 Actual:	\$24,191	
FY12/13 Budget:	\$23,000	FY12/13 Projected:	\$26,000	

This line item includes part-time attendants who staff the nursery. The nursery is available for four hours in the morning and evenings during floor aerobics, which is a popular program for women with children. During slow times in the nursery, the attendants assist at the front desk or do light cleaning. Due to popularity of this service, there are times when two attendants are provided. Consistent with the City-wide proposal, a 2% increase is scheduled for FY13/14.

05-00-3-445 Overtime				\$ 0
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$0	

No overtime is anticipated in FY13/14.

CONTRACTUAL SERVICES

05-00-5-501 Communications				\$4,500
FY10/11 Actual:	\$5,741	FY11/12 Actual:	\$4,939	
FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,500	

This line item reflects the Rec Center's share of the phone charges shared with the Recreation Department.

05-00-5-504 Professional Services				\$1,500
FY10/11 Actual:	\$1,319	FY11/12 Actual:	\$425	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$4,000	

This line item includes the cost of attorney, architect, engineering fees, etc. that are required infrequently to assist with such items plus the annual computer support fee charged by our registration software provider. Lifeguards who work facility rentals are also paid from this line item. Working with the Illinois Department of Public Health and a vendor to design two new mandated automated chemical feeder systems for the pool and whirlpool resulted in the increase in FY12/13 from the budget amount.

05-00-5-537 Printing Services				\$3,000
FY10/11 Actual:	\$70	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,000	

This line item includes the cost of promotional materials, such as fliers, rules, safety and directional signs specifically related to the Recreation Center. The Rec Center will also be charged \$2,000 to offset the cost of its share of the City Scene.

05-00-5-538 Advertising				\$3,000
FY10/11 Actual:	\$3,071	FY11/12 Actual:	\$2,525	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$3,000	

This line item includes the cost of newspaper advertising for the Rec Center's programs and services, and other promotional features to increase memberships at the facility. The increase was due to additional media advertising in addition to the City Scenes. This is important to maintain and increase membership, especially with a slowed economy and increased competition.

05-00-5-550 Service to Maintain Building				\$25,000
FY10/11 Actual:	\$18,282	FY11/12 Actual:	\$26,975	
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$25,000	

This line includes the cost of the contractual service to clean the facility after hours. A clean facility is an integral part of operating a successful rec center. The overnight cleaning includes a contractual relationship with a private firm which cleans the locker rooms, offices, hallways, carpet in the weight machine area, and the mats in the free weight area. The cardio machines and carpet, and the pool are cleaned by an individual who is also contracted. The dollars also represent the additional expense of maintaining the gym and multi-purpose rooms.

05-00-5-552 Service to Maintain Equipment				\$17,000
FY10/11 Actual:	\$13,721	FY11/12 Actual:	\$16,238	
FY12/13 Budget:	\$13,000	FY12/13 Projected:	\$14,000	

This line item includes the cost of maintaining and repairing primarily the nineteen pieces of cardiovascular equipment, the five HVAC systems, and the office/computer equipment. In FY12/13, over \$4,000 in unanticipated HVAC repairs were required.

05-00-5-558 Service to Maintain Pool				\$2,000
FY10/11 Actual:	\$3,320	FY11/12 Actual:	\$1,654	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$2,000	

This includes service and repair to the boilers, water heater, pumps, gauges, automatic chemical feed system, and the filtration system for both the pool and whirlpool.

COMMODITIES

05-00-6-601 Postage				\$1,500
FY10/11 Actual:	\$1,500	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,500	

This line item covers the cost of mailing invoices and other member info plus a percentage of mailing the City Scene, which advertises Rec Center programs and services.

05-00-6-603 Fuel – Heating				\$8,000
FY10/11 Actual:	\$7,971	FY11/12 Actual:	\$7,145	
FY12/13 Budget:	\$8,000	FY12/13 Projected:	\$8,000	

This line item includes the cost of heating the building and the hot water heaters, including the pool and whirlpool water heaters. Since the facility is a revenue producing operation, natural gas costs are not part of the franchise agreement with NICOR.

05-00-6-604 Electric				\$40,000
FY10/11 Actual:	\$49,897	FY11/12 Actual:	\$42,072	
FY12/13 Budget:	\$45,000	FY12/13 Projected:	\$45,000	

This line item includes the cost of electricity used specifically at the facility. The sauna, whirlpool, and parking lot lights are all on timers; the gym and racquetball lights are only turned on when occupied.

05-00-6-606 Office/Janitorial Supplies				\$7,500
FY10/11 Actual:	\$8,047	FY11/12 Actual:	\$6,442	
FY12/13 Budget:	\$7,500	FY12/13 Projected:	\$7,500	

This line item reflects the cost of office supplies charged to the Rec Center plus the cleaning supplies, paper towels, toilet paper, etc.

05-00-6-607 Pool Chemicals				\$4,000
FY10/11 Actual:	\$3,569	FY11/12 Actual:	\$3,657	
FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,000	

This line item reflects the cost of bromine, caustic soda, stabilizer, algaecide, clarifier, and other chemical agents that are used to treat the pool and whirlpool water. Consumption of these chemicals generally varies according to swimmer load and balance of influent water.

05-00-6-610 Safety Equipment				\$100
FY10/11 Actual:	\$361	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$100	FY12/13 Projected:	\$100	

This line item reflects the replacement of personal floatation devices, rescue tubes, ring buoys, rubber gloves, first aid supplies, etc.

05-00-6-612 Program Supplies				\$7,000
FY10/11 Actual:	\$5,204	FY11/12 Actual:	\$5,879	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$7,000	

This line item includes program supplies specifically related to the Rec Center such as aerobics equipment, exercise equipment, magazine subscriptions, weight lifting parts, athletic equipment, vending supplies, etc.

05-00-6-620 Material to Maintain Building				\$4,000
FY10/11 Actual:	\$3,653	FY11/12 Actual:	\$5,899	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$4,000	

This line item includes costs related to materials to maintain the building such as paint, light fixtures, ceiling tiles, paint, etc.

05-00-6-621	Material to Maintain Equipment				\$2,500
	FY10/11 Actual:	\$1,642	FY11/12 Actual:	\$1,406	
	FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$2,500	

This line item includes miscellaneous parts for any work to be done on the exercise equipment and parts for the HVAC systems.

05-00-6-622	Material to Maintain Pool				\$2,000
	FY10/11 Actual:	\$1,391	FY11/12 Actual:	\$2,706	
	FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$2,000	

This line item includes non-chemical materials to maintain the pool and whirlpool such as pool paint, replacement parts in the mechanical room for the heaters, filters, and pumps. The increase in FY09/10 was the result of bringing the facility in compliance with the Virginia Graham Baker Anti-Entrapment Act, an unfunded federal mandate. The Act required the installation of new anti-entrapment drain covers and pressure sensors and alarms on all five of the pumps for the pool and whirlpool.

CAPITAL OUTLAY

05-00-7-720	Capital Outlay Equipment				\$10,000
	FY10/11 Actual:	\$13,441	FY11/12 Actual:	\$7,386	
	FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$17,500	

This line item includes the replacement or addition of cardiovascular machines, large office equipment, and building repairs.

In FY10/11, due to the popularity of many of the high intensity group fitness classes, these classes were moved from the aerobics floor to the gym. This required the installation of mirrors, a sound system (also used for FFFN and special events in the gym) and protective padding in the gym. Weighted heavy ropes were purchased for boot camps and cardio equipment was replaced.

In FY11/12, for aesthetics and cleanliness, the carpet in the women’s locker room and two sides of the pool deck was replaced with an epoxy finish. Additional cardio equipment was also purchased.

In FY12/13, an automated chemical feeder system was installed, two new flat screen TVs were installed in the cardio room, and additional cardio equipment was replaced.

In FY13/14, cardio equipment will be replaced as needed.

RECREATION CENTER TOTAL \$346,600

DATE: 02/07/2013
 TIME: 14:45:03
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: RECREATION CENTER FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- 2013 8 MO. BUDGETED	----- 2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							20,800
RECREATION CENTER REVENUES							
SALES OF GOODS AND SERVICES							
05-00-3-326	MONTHLY MEMBERSHIPS	340,364	349,285	350,000	244,259	365,000	370,000
05-00-3-327	SHORT-TERM MEMBERSHIPS	34,384	29,469	31,000	20,542	28,000	30,000
05-00-3-328	FACILITY RENTAL	9,972	9,993	10,000	3,923	10,000	10,000
05-00-3-329	MISCELLANEOUS REVENUES	37,518	37,061	35,000	24,781	32,000	35,000
TOTAL SALES OF GOODS AND SERVICES		422,238	425,808	426,000	293,505	435,000	445,000
TRANS. (TO) FROM OTHER FUNDS							
05-00-9-401	TRANS. (TO) DEBT SERVICE FUND	(67,500)	(67,900)	(67,500)	(45,000)	(67,500)	(67,700)
05-00-9-889	TRANS (TO) EMPLOYEE INS. FUND	(7,356)	(8,064)	(8,900)	(5,956)	(8,900)	(9,900)
TOTAL TRANS. (TO) FROM OTHER FUNDS		(74,856)	(75,964)	(76,400)	(50,956)	(76,400)	(77,600)
TOTAL REVENUES: RECREATION CENTER		347,382	349,844	349,600	242,549	358,600	367,400
EXPENSES							
SALARIES							
05-00-3-405	PROGRAM COORDINATOR (50%)	23,865	24,102	24,600	15,215	24,600	25,500
05-00-3-430	FRONT DESK	72,018	72,110	74,000	67,395	74,000	75,500
05-00-3-431	INSTRUCTORS/PERSONAL TRAINERS	72,849	74,567	77,000	51,140	77,000	77,000
05-00-3-432	NURSERY	21,560	24,191	23,000	17,339	26,000	26,000
05-00-3-445	OVERTIME	0	0	0	23	0	0
TOTAL SALARIES		190,292	194,970	198,600	151,112	201,600	204,000
CONTRACTUAL SERVICES							
05-00-5-501	COMMUNICATIONS	5,741	4,939	4,500	2,500	4,500	4,500
05-00-5-504	PROFESSIONAL SERVICES	1,319	425	1,500	3,280	4,000	1,500
05-00-5-537	PRINTING SERVICES	70	0	3,000	41	3,000	3,000
05-00-5-538	ADVERTISING	3,071	2,525	4,000	1,522	3,000	3,000
05-00-5-550	SERVICE TO MAINTAIN BUILDING	18,282	26,975	20,000	18,306	25,000	25,000
05-00-5-552	SERVICE TO MAINTAIN EQUIPMENT	13,721	16,238	13,000	9,756	14,000	17,000
05-00-5-558	SERVICE TO MAINTAIN POOL	3,320	1,654	3,000	630	2,000	2,000
TOTAL CONTRACTUAL SERVICES		45,524	52,756	49,000	36,035	55,500	56,000

DATE: 02/07/2013
 TIME: 14:45:03
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: RECREATION CENTER FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
RECREATION CENTER							
COMMODITIES							
05-00-6-601	POSTAGE	1,500	0	1,500	0	1,500	1,500
05-00-6-603	FUEL - HEATING	7,971	7,145	8,000	1,723	8,000	8,000
05-00-6-604	ELECTRIC	49,897	42,072	45,000	18,516	45,000	40,000
05-00-6-606	OFFICE/JANITORIAL SUPPLIES	8,047	6,442	7,500	4,911	7,500	7,500
05-00-6-607	POOL CHEMICALS	3,569	3,657	4,500	356	4,000	4,000
05-00-6-610	SAFETY EQUIPMENT	361	0	100	21	100	100
05-00-6-612	PROGRAM SUPPLIES	5,204	5,879	6,000	6,159	7,000	7,000
05-00-6-620	MATERIAL TO MAINTAIN BUILDING	3,653	5,899	4,000	2,343	4,000	4,000
05-00-6-621	MATERIAL TO MAINTAIN EQUIPMENT	1,642	1,406	2,500	1,687	2,500	2,500
05-00-6-622	MATERIAL TO MAINTAIN POOL	1,391	2,706	2,000	400	2,000	2,000
TOTAL COMMODITIES		83,235	75,206	81,100	36,116	81,600	76,600
CAPITAL OUTLAY							
05-00-7-720	EQUIPMENT	13,441	7,386	10,000	16,281	17,500	10,000
TOTAL CAPITAL OUTLAY		13,441	7,386	10,000	16,281	17,500	10,000
TOTAL RECREATION CENTER		332,492	330,318	338,700	239,544	356,200	346,600
TOTAL FUND REVENUES & BEG. BALANCE		347,382	349,844	349,600	242,549	358,600	388,200
TOTAL FUND EXPENSES		332,492	330,318	338,700	239,544	356,200	346,600
FUND SURPLUS (DEFICIT)		14,890	19,526	10,900	3,005	2,400	41,600

PARKS



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Bob Hoadley, Parks Supervisor
Jeff Van Landuyt, Interim Director of Public Works

RE: **Parks Division FY13/14 Budget Transmittal**

Attached is the FY13/14 Budget for the Parks Division of the Department of Public Works. This budget provides for all costs for the operation and maintenance of the City's park properties, grounds maintenance, playground equipment, tree maintenance, landscaping of public grounds, and the maintenance and preparation of all athletic fields and recreational facilities.

Projected end of year expenses for FY12/13 are **\$17,100 (2.3%) less** than the amount of the approved budget. The majority of this savings resulted from personnel changes made in this Division and an overall reduction of labor costs. At the same time, the projected end of year transfer of funds from the General Fund revenues to support Park activities is \$21,500 less than the amount of the approved budget for FY12/13. Major accomplishments provided by the Parks Division during FY12/13 include:

- 1) Installation of new playground at Hilltop area in Emericson Park;
- 2) Installation of new playground at main play area in Emericson Park;
- 3) Providing support for 34 community and special events;
- 4) Responded to 229 requests for services from residents and park users;
- 5) Assisted with 14 block parties;
- 6) Cleaned and prepared park pavilions for 137 reservations;
- 7) Prepared ball fields for 1,401 games and 1,193 practices;
- 8) Maintained and prepared soccer fields for 309 games;
- 9) Installed and maintained Christmas decorations in downtown (exclusive of lights in the trees);
- 10) Cleaned and maintained streetscape islands in downtown;
- 11) Assisted with building and grounds maintenance at Hennen Conservation Park;
- 12) Cleared snow and ice from downtown sidewalks and sidewalks adjacent to City owned property;
- 13) Provided tree maintenance services to the community; and
- 14) Completed installation of new landscaping on the Throop Street side of City Hall.

The proposed FY13/14 Parks Budget of **\$747,000 is \$10,500 (1.4%) more than the FY12/13 budget.** The primary goal for the Parks Division during FY13/14 will be to continue serving the residents and user groups in an effort to provide high quality recreational facilities. Funds in the budget are provided to complete the required maintenance on the 550 acres of parkland at 23 different locations. Within these parks sites are four baseball fields, sixteen softball and youth baseball fields, eight soccer fields, nine tennis courts, nine basketball courts, a youth football

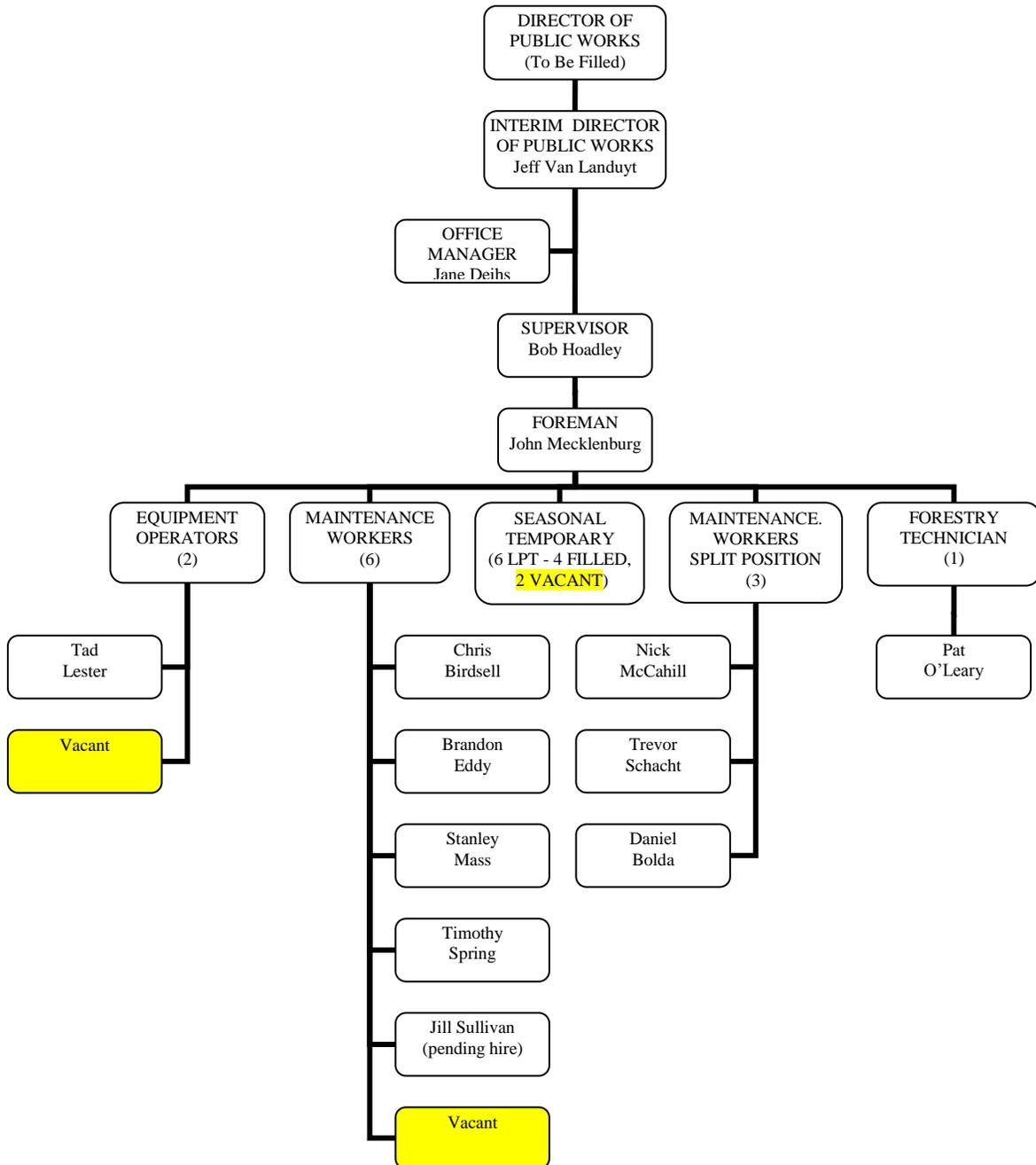
field, and 16 separate playground areas. Employees also provide support and assistance for Community and City sponsored events, block parties, picnic pavilion reservations, and scheduled ball games and soccer games. In addition to these recreational activities, these employees perform tree trimming, tree maintenance, and tree removal as necessary and required.

The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City's **Vision 2020 Statement** as documented with the following examples:

- ***Woodstock is a place to call home where the spirit of the community is enhanced through the seasons as everyone comes together to enjoy the Fourth of July, Memorial Day, and the celebrations of Christmas.*** The Parks Division of Public Works provides much of the staff and equipment to support scheduled community events (i.e. Memorial Day ceremony, Fourth of July celebration, Movies in the Park, Scare on the Square, and Christmas lighting, etc.) throughout the year, in addition to providing the daily maintenance of the Park in the Square which is the central location for many of these events. During FY13/14 Parks Division employees will provide labor and assistance to prepare Emricson Park for the Fourth of July fireworks display, install decorations for the Christmas season, and assist with scheduled block parties in addition to many other community events and celebrations.
- ***Woodstock will not have any tolerance for graffiti.*** Parks Division employees will keep park equipment, structures, and common areas free of graffiti. They will promptly remove any and all types of graffiti that is recognized or reported.
- ***Woodstock will promote a “get fit” community with walking and connected bicycle paths and sidewalks throughout the City.*** In several of the City's park sites, paved recreation paths are provided for the benefit of helping residents who aspire to “get fit”. Parks Division employees provide maintenance of paved recreation paths in Emricson Park, Merryman Fields Park, and McConnell Road Park, as well as other facilities constructed by the private sector. Other recreational facilities provided by the City and maintained by Park employees include 16 locations with play structures for children, 4 baseball fields, 16 softball/youth baseball fields, 8 soccer fields, 9 basketball courts, 9 tennis courts, sand volleyball areas, a youth football field, and open play areas throughout many of the park sites that can accommodate a variety of activities.
- ***Woodstock is a place with lifelong learning second to none.*** The Parks Division will continue to support the local schools and their students by providing and maintaining recreational facilities that are shared by the general public and students from many grade levels and age groups. These activities often include the use of softball fields, baseball fields, soccer fields, tennis courts, picnic pavilions and open space, all at no cost to the school itself. District 200 relies on the use of the City's athletic fields for many of their competitive games. On a regular basis, it is not uncommon to see cross country meets, spring “Olympic Day” events, and class picnics being held at one of the City's park sites.

- ***Woodstock is a connected green community where all natural resources are valued as essential assets of the community.*** The Parks Division partners with The Land Conservancy for the maintenance, enhancement, and protection of passive park space. This includes projects and programs at Ryder’s Woods, Westwood Conservation Area, Albert/Gerry Street Nature Area, City owned land adjacent to the Highlands on the Park, and City owned land just south of Prairie Ridge Drive near Dean Street. Based upon this partnership that began in 2009, the City and The Land Conservancy will continue to hold public meetings and classes at Hennen Conservation Area to promote conservation efforts and to share in the maintenance and upkeep of these passive park sites.
- ***Woodstock is a culturally enriched environment and Woodstock will set the stage of the downtown area with historic architectural details and colors, cobblestone streets, period lighting, and attractive multi-season streetscape plantings.*** During FY13/14 the Parks Division will continue to provide the labor, equipment, and supplies necessary for the daily cleaning and maintenance of the Park in the Square which is the “center stage” for many community events and celebrations. Efforts will focus on regular cleaning and improved maintenance of the streetscape islands that help to provide a special setting for the downtown. In addition, Parks employees will provide labor and setup assistance for scheduled community events.
- ***In investment, tourism, and economic vitality, Woodstock will be a community of choice for residents, visitors, and investors.*** The services provided by the Parks Division for the maintenance of all park grounds, playground structures, tennis courts, softball diamonds, baseball diamonds, soccer fields, picnic pavilions, open space, and quiet landscaped areas in 23 locations adds to the quality of life for residents and promotes Woodstock as a community of choice.

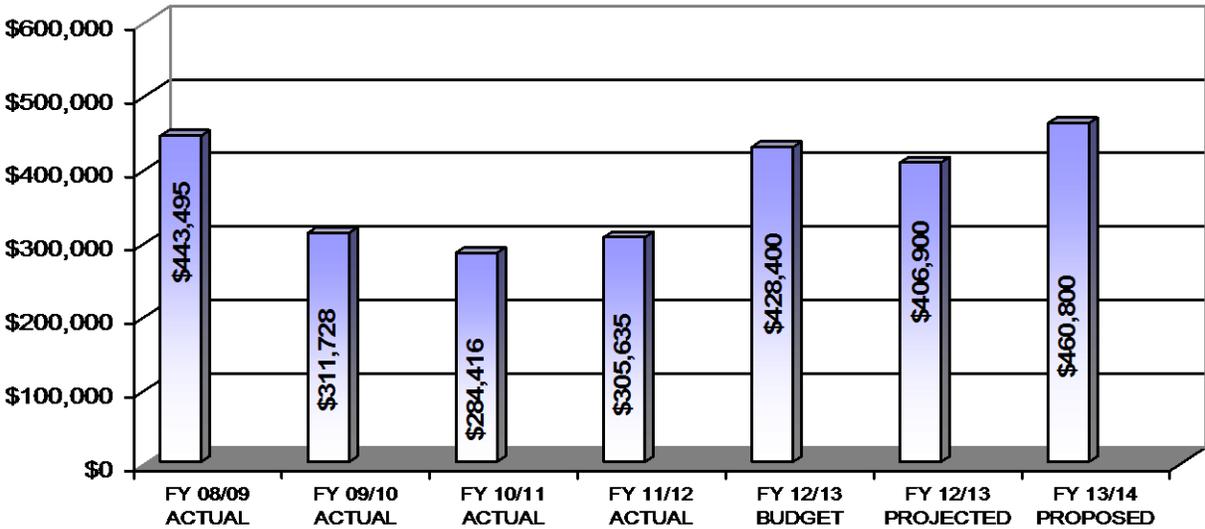
PUBLIC WORKS/PARKS DIVISION ORGANIZATIONAL CHART



PARKS DIVISION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Supervisor	1	1	1	1	1	0
Foreman	1	1	1	1	1	0
Equipment Operator	2	2	1	1	1	0
Forestry Technician	0	0	1	1	1	0
Maintenance Worker	6	5	5	5	5	0
Shared Position: Parks/Streets	2	2	2	3	3	0
Seasonal/LPT Employees	5	4	6	6	4	(2)
TOTAL FULL TIME	10	9	9	9	9	0
TOTAL SHARED POS.	2	2	2	3	3	0
TOTAL SEASONAL/LPT	5	4	6	6	4	(2)

**PUBLIC WORKS/PARKS DIVISION
BUDGET COMPARISON**

GENERAL CORPORATE TRANSFER



**PARKS DIVISION
FY12/13 HIGHLIGHTS & ACCOMPLISHMENTS**

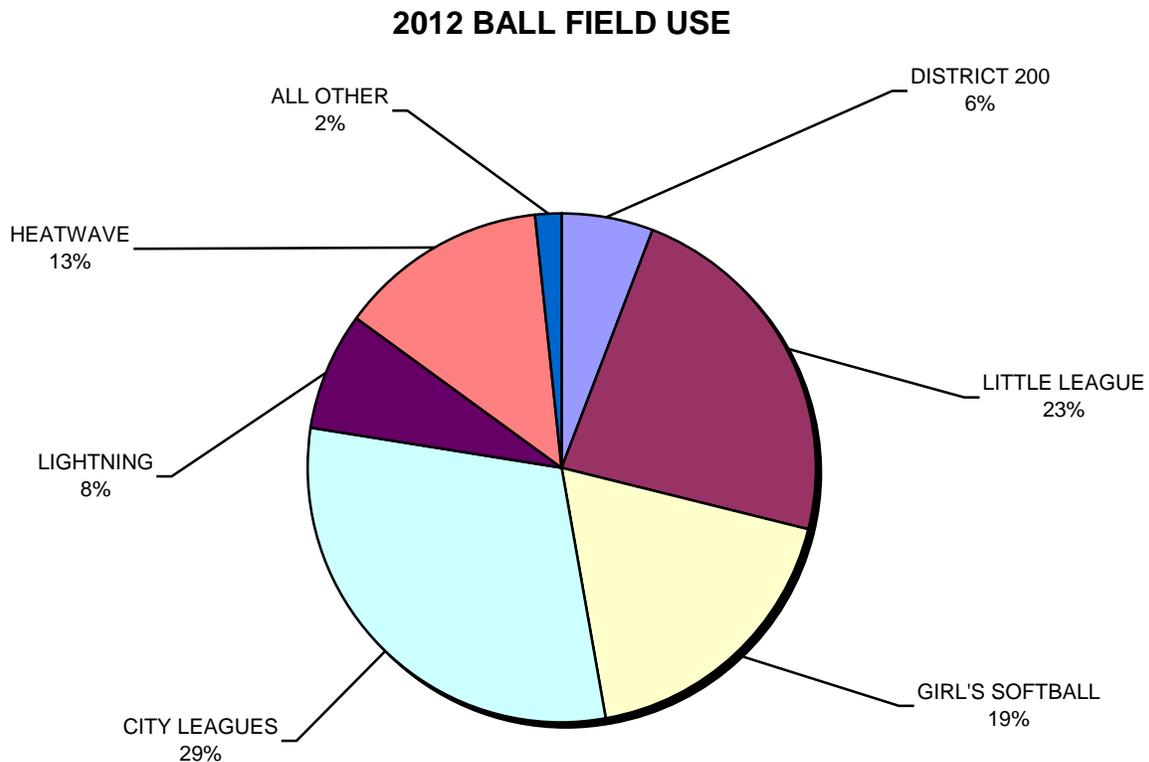
The Parks Division is responsible for all maintenance, repair, and improvements for the City's parks and recreational facilities which include 23 park sites and facilities, four baseball fields, 16 softball fields, eight soccer fields, nine tennis courts, nine basketball courts, seven picnic pavilions, 550 acres of park grounds, Woodstock Water Works, and Woodstock Community Recreation Center. In addition, the Parks Division maintains City owned vacant lots (e.g. Judd Street, Wheeler Street, Kimball Avenue), Public Works Center, all parking lots, areas beneath the wayfinding signage, and traffic islands. Normal duties will vary from routine activities such as ball field maintenance and preparation, mowing, trash collection, and maintenance of playground equipment to special construction projects and landscaping projects.

The City was able to fund and complete several significant long-term park and recreational facility improvements during FY12/13 that were an asset to the Woodstock community. The projects and improvements completed include:

- ✓ Provided support and assistance for 137 pavilion reservations, 1,401 scheduled ball games, and 309 scheduled soccer games;
- ✓ Provided assistance for MCYSA tournament held in Woodstock;
- ✓ Provided building and grounds maintenance at the aquatic center throughout the swimming season;
- ✓ Completed the installation and removal of Christmas decorations in the downtown;
- ✓ Managed all maintenance and turf restoration at the Davis Road soccer complex;
- ✓ Provided assistance with the "Movies in the Park" events;
- ✓ Oversaw the resurfacing of one basketball court and two tennis courts at Olson Park;
- ✓ Completed installation of two new playground structures at Emricson Park;
- ✓ Provided assistance with 34 community events;
- ✓ Provided materials and supplies for 14 block parties as requested;
- ✓ Assisted The Land Conservancy with nature area improvements for long term management goals at various locations throughout the City (e.g. Westwood Conservation Area, Ryder's Woods, Albert/Gerry Street Nature Area, City-owned property near Dean St. and Prairie Ridge Drive, and the Hennen Conservation Area);
- ✓ Completed landscape improvements on the Throop Street side of City Hall and renovated landscape islands adjacent to the parking lot; and
- ✓ Striped parking lot spaces at Emricson, Merryman, Bates, and Banford Road parks.

**2012 STATISTICAL INFORMATION
and
SUMMARY OF USER GROUP ACTIVITY**

The City of Woodstock provides, maintains, and prepares ballfield facilities for a wide variety of user groups throughout the year, and an effort is made to provide quality and safe fields for all scheduled games. **The Parks Division prepared baseball and softball fields for a total of 1,401 scheduled/reserved games during 2012** for District #200, Marian Central softball, Little League, City recreational leagues, Girls Softball, Greater Woodstock Baseball Association, Heatwave Softball, Woodstock Lightning, Over 40 baseball, and Over 30 baseball league. The percentage of total use by each of the user groups is illustrated in the following chart:

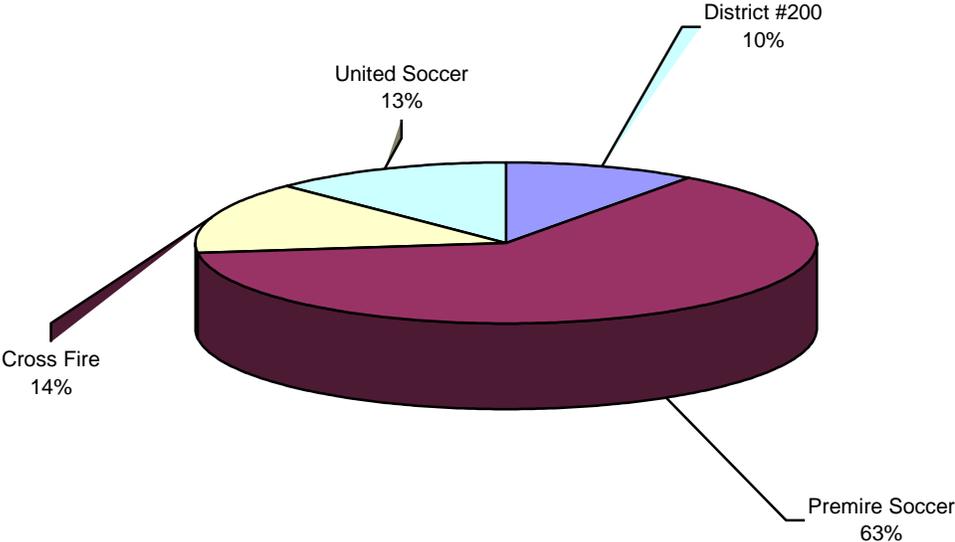


As shown with this chart comparison, the largest user during 2012 was the City of Woodstock's recreation programs and leagues. The % for each of the remaining users groups remained relatively stable and similar when compared to 2011 ball field use.

The City provides soccer fields during the normal spring and fall seasons for the schools and local youth organizations as well as extensive use by area adult leagues during the spring, summer, and fall. There were 309 scheduled soccer games played on the City's two fields in Emricson Park and the six fields at Davis Road Park by Woodstock Community Unit School District #200, Crossfire Soccer, and adult soccer leagues during 2012, which was a 27% increase

of the number of games played during 2011. The percentage of total use by each of the user groups during 2012 is illustrated in the following chart:

2012 SOCCER FIELD USE



The following pages provide a summary of the current facilities maintained by the Parks Division of Public Works and park locations.

**CITY OF WOODSTOCK
PARK SITE AND FACILITIES DATA**

	A.J. OLSON	ALBERT PROPERTY	BANFORD ROAD PARK	BATES PARK	CASTLE ROAD	DAVIS ROAD	DICK TRACY WAY	EMRICSON PARK	HENNEN CONSV. AREA	MERRYMAN FIELDS	MARY ANN STREET	McCONNELL ROAD	RAINTREE PARK	RYDERS WOODS	PRAIRIE RIDGE DRIVE	SILVER CREEK	PARK in the SQUARE	SESQUICENTENNIAL	SONATAS	SWEETWATER	SUNNYSIDE	TARA DRIVE	WESTWOOD	TOTAL
ACRES	2.25	25	1.35	23	4.20	40	2	130	25	82	1.66	14	25	21	2.58	67	2	0.20	7	2.98	0.46	0.75	64	543.43
# PICNIC TABLES	3		1	2				150	3		2	1	3								1	1		167
PICNIC SHELTER	0		1	1				4														1		7
TOILETS				1				2																3
PORT. TOILETS	1			2		6		5	1	6														20
PARKING SPACES	8		20	120		586		729	6	273			40	20										1802
AQUATIC PARK								Y																
FIELD SPORTS																								
BASEBALL				1				1		2														4
SOFTBALL/ YOUTH BASEBALL	1			5				4		5					1									16
SOCCER (Game)						6		2																8
SOCCER (Practice)								2					2											4
FACILITIES																								
TENNIS COURTS	2							5				1			1									9
BASKETBALL	1		1	2				2			1	1			1									9
PLAYGROUNDS	1		1	1			1	4			1	1	1		1				1	1	1	1		16
SPRAY POOL	1																							1
SLEDDING								Y					Y											
ICE SKATING								Y																
WARMING BLD								Y																
PONDS/FISHING								Y						Y										
PAVED PATH								Y		Y		Y												
TRAILS		Y		Y				Y	Y					Y		Y							Y	
NATURE AREA		Y						Y	Y					Y		Y							Y	
FOOTBALL								1																1

**DEPT. OF PUBLIC WORKS/PARKS DIVISION
FY13/14
GOALS, OBJECTIVES & PROGRAMS**

Goal #1: Provide prompt, professional, and efficient customer service to all park users and residents.

Objectives:

- A. Respond to service requests and requests for park information within 24 hours.
- B. Provide material and assistance for block parties when requested by residents and promote block party service to residents through the use of the City Manager's Newsletter, City Scene, and City Web site.
- C. Provide regular updates and share information of interest to residents and park users using the City Manager's Newsletter, City Scene, City Web site, and information to target groups to continue to provide effective communication to residents for park information and activities.
- D. Identify and implement management practices that include regular evaluation and inspection of all park grounds and facilities with the purpose of identifying and then solving problems before they are noticed and reported by the customers.
- E. Continue to stress importance of quality field maintenance and attention to detail for all tournament activities and encourage employees to provide an additional effort during tournaments due to the increased number of users participating in a short time period.
- F. Continue to support public input for all park activities and projects by providing information for the Parks and Recreation Commission. Prepare and complete direct mailings to residents and user groups when appropriate. Prepare and complete special information and notices for general discussions and public information meetings.

FY13/14 Programs:

The primary role and responsibility of the City's Parks Division is to provide quality customer service to our residents and all park users. This includes services for a wide range of property and facilities including ball fields, soccer fields, playground equipment, walking paths, nature areas, open space, tree and landscape bed maintenance, and much more; as well as a wide range of customers including the local schools, numerous organized user groups, and the general public. All of the costs included with the accompanying budget request are essential to the Parks Division's ability to meet this important customer goal, and it is important that the City continue to provide the funding necessary to provide the staff, material, supplies, equipment, and vehicles that allows the City to provide these services to our residents.

There are many routine activities that must be completed by the Parks employees on a daily basis that are important for the quality of customer service to the public. This includes daily cleaning of the Park in the Square and downtown streetscape areas, maintenance and care of playground equipment, maintenance and cleaning of picnic pavilions for rental use, trash and

litter pickup in all parks on a daily basis, tree removal and maintenance on public property, and an overall perspective that good grounds maintenance is a focus of employees. Too often the focus is on the major projects, new facility development, or services to the organized leagues (which are important), but the City would fail in its overall customer service goal by overlooking the contributions made by the employees for the daily, routine tasks and the services that are provided to the thousands of park users who enjoy the City's facilities for unorganized activities.

1. Parks employees will be asked to focus on daily cleaning and maintenance activities in all parks as a means to improve customer service. Attention will be given to cleaning, routine maintenance, and overall care of grounds and facilities, as well as the other goals identified later in this section.
2. The Parks Division will increase the sharing of information to the general public and the various user groups about the City's park facilities and services provided. Information throughout the year will include the promotion of block party services, picnic pavilion rentals, current information about park projects and improvements, and accomplishments of the City's Parks employees.
3. At all times, Parks Division employees will be expected to perform their duties and provide services to all park users in a professional and friendly manner.
4. The Parks Division provides critical support for the success of several private user group organizations who rely on the City to provide athletic fields for their activities and programs. Games for these user groups are scheduled by the Woodstock Recreation Department, and the Parks Division provides all labor, equipment, and material to maintain the fields and for preparation for the scheduled activities. Parks Division employees will continue to provide regular communication with the Recreation Department and the user groups to maintain fields and will work to assist the private user groups based on the resources allocated by the City.
5. Employees will respond to customer requests related to trees planted in the public rights-of-way, public facilities, and parks. The Forestry Technician shall review each request and determine the course of action to be taken based upon the desires of the resident and the proper care and preservation of City-owned trees.

Goal #2: Maintain safe, clean, and attractive park and recreation facilities for the enjoyment of our residents and park users.

Objectives:

- A. Complete a thorough visual inspection of all park playground features at least one time per week. Document each inspection and complete repairs promptly to help ensure a safe play environment for the park users.

- B. Complete trash collection and cleanup of all park grounds and facilities, seven days a week, in order to provide attractive park sites.
- C. Provide all services for the proper maintenance of trees, landscape plants, and materials in all parks and public grounds. This will include regular cleaning and removal of trash and litter, weeding, and maintenance of shrubs and trees necessary to provide attractive grounds.
- D. Continue to provide assistance and support to The Land Conservancy for the management of passive park land.
- E. Provide all equipment, material, and labor to remove snow from sidewalks adjacent to City buildings and some facilities to ensure pedestrian access.
- F. Parks employees will cancel scheduled soccer games if field and/or weather conditions are not suitable. Parks employees will provide reasonable judgment when making this determination and strive to provide adequate notice to affected user groups.
- G. Plan, schedule, and complete the maintenance and repair of all park buildings and structures to provide better facilities for park users.

FY13/14 Programs:

1. Employees will complete daily tasks focused on maintaining safe and clean park facilities and grounds for our residents and park users. All playground features and structures will be inspected at least one time per week and repairs promptly completed. Employees will clean every park site, seven days a week, removing trash and litter to provide attractive park settings.
2. The Parks Division will cancel scheduled soccer games if the fields are too wet and the play would unnecessarily impact the turf quality or the field conditions would be unsafe. This policy, which applies only to soccer fields and does not include baseball/softball fields, will help the City maintain quality soccer fields, provide a safer play surface for future games, and help to improve the overall appearance of the fields.
3. The City will continue to work with and support The Land Conservancy with the joint project to maintain and improve our passive park sites. Efforts during FY13/14 will focus on Ryder's Woods, Westwood Conservation Area, the former Albert property, and Hennen Conservation Area. With assistance from Parks employees and payment by the City, this organization will continue to remove undesirable plant material from the parks, complete controlled burns of wetland areas, and work to improve the overall quality of the natural areas.
4. Pending availability of funds allocated in the General Fund CIP budget, employees will remove an older playground structure at Bates Park.
5. Pending availability of funds allocated in the General Fund CIP budget, employees will oversee the repair and resurfacing of one tennis court and one basketball court at Prairie Ridge Drive Park.

Goal #3: Plan, maintain, and prepare soccer, softball, baseball, and football facilities for residents and user groups in a cost effective manner.

Objectives:

- A. Continue to provide mowing services for Sullivan Field as requested by Woodstock Little League. The League provides all field maintenance, including maintenance of fencing, backstops, lights, field preparation, and other similar responsibilities. The City will mow the field and also provide material to be used for the field maintenance.
- B. The Parks Division will continue maintenance of the Dream Field.
- C. Pending approval of funds with the proposed budget, the Parks Division will work with Woodstock Thunder Football to provide material and assistance for the on-going maintenance and care of the grass football fields at Emricson Park.
- D. Provide services and support for MCYSAA Tournament activities to be held in Woodstock.
- E. Provide all material, equipment, and labor for the maintenance and preparation of all softball, baseball, and soccer fields to provide the best quality facilities possible for the user groups within the limits of the resources allocated by the City.

FY13/14 Programs:

- 1. Parks Division employees will be responsible for mowing of Sullivan Field during the upcoming year. The Woodstock Little League (since that organization is the only user of this ball field) will be responsible for all other maintenance work including field preparation, field maintenance, turf care and maintenance, maintenance of lights, maintenance of the fence, and other activities.
- 2. Items that are now the sole responsibility of Parks Division employees at the Dream Field include but are not limited to: the operation and maintenance of the irrigation system, striping, mowing, applications of fertilizer, repairs to the infield and outfield, fence, dugouts, etc. Guidelines associated with the scheduled use of the field will remain the same and rules protecting the facility will remain in place (i.e. # of games played per day, ability to cancel due to inclement weather, etc.).
- 3. It is expected that some baseball games associated with the MCYSA Tournament will be played again in Woodstock in 2013. Most of the maintenance and preparation work for these games will be completed by the Parks employees and volunteers.
- 4. Parks employees will perform all maintenance work and field preparation for the 42 acres at Davis Road Park which provides six soccer fields. Parks employees will continue to place an increased focus for turf care and management including application of fertilizer to the fields and overseeding as needed. In addition, it will be necessary to remove one or more of the fields from scheduled use throughout the year to allow the turf to get reestablished. This will be done by taking one field out of service at a time or the fields will be rotated which would take one-half of the fields out of service for a few weeks.

Parks employees will set the schedule for the field maintenance and will coordinate the field closings with the Recreation Department to control schedules.

5. Parks employees will provide all grounds maintenance and field preparation for Merryman Fields Park again in FY13/14. The complex includes 84 acres with seven ball fields and will require an extensive amount of staff time to provide the services that have come to be expected by our user groups.
6. At the request of Woodstock Thunder Football organization, Parks employee will support their efforts for turf care and restoration of football fields at Emricson Park. The exact scope and details of the cooperative program will be developed during FY13/14 based on the needs of the organization and the City's ability to provide assistance.
7. Parks employees will continue to provide athletic field services to D200 within the policies set by the City Council.
8. This goal includes the expectation that the City will provide these facilities and services in a cost effective manner. The Parks Division will continue their efforts during FY13/14 to minimize the amount of overtime spent for field preparation on weekends which may decrease the level of service that some user groups expect. The City may not be able to provide field preparation services for all scheduled games on the weekend. Proper management and the smart use of ballfield maintenance material will be necessary to control costs. This need to reduce the purchase of products such as diamond dry may result in the need to postpone some scheduled games until the fields will dry without incurring extra material costs. The City may not be able to provide an unlimited supply of ballfield maintenance material to the user groups in the future.

Goal #4: Develop and maintain a highly motivated and productive staff that is capable of providing friendly, prompt, and efficient customer service that takes pride in their work and their responsibilities for the care of the City's park facilities.

Objectives:

- A. Revise and distribute instructions and set specific performance goals for all Parks employees to establish importance of quality customer service.
- B. Provide instructions, proper tools, equipment, and personal protective equipment to promote a safe work environment for all employees.
- C. Fund specialized training and educational seminars specific to park and grounds maintenance to develop a qualified staff with specialized skills.
- D. Encourage employees to take greater individual responsibility for their work assignments and promote employee ownership of all park facilities.
- E. Recruit, select, and train seasonal employees with an emphasis on customer service and proper public conduct.

FY13/14 Programs:

1. The supervisor and employees stress the importance of following established safety programs. Providing a safe and accident free work environment is one of the City's responsibilities, and efforts will continue during FY13/14.
2. Funds have been included to hire seasonal employees. Each of the individuals selected will receive specific instructions and information from the supervisor regarding their duties and responsibilities and the City's expectations for conduct in a public setting and customer service goal. All seasonal employees will also receive safety training at the start of the work season.

Goal #5: Aid other City Departments, community activities, and provide assistance for the delivery of vital services to improve the quality of life and enjoyment for all residents.

Objectives:

- A. Provide assistance and support for approved special events to be held throughout the year. Through this effort, the Parks Division is able to provide additional community support and aid in the logistics and setup of the events that are important to the quality of life for residents.
- B. Provide assistance and support for various community service projects throughout the year.
- C. Provide all equipment and labor for grounds maintenance at the Woodstock Water Works within the fenced enclosure as well as the parking lot and adjacent grounds. In addition, Parks employees provide assistance for building and facility maintenance when needed.
- D. Provide all equipment and material for grounds maintenance at Woodstock City Hall and Woodstock Community Recreation Center. In addition, employees provide some building maintenance services at both facilities when requested.
- E. Parks employees will provide staff support and labor to support the City's Movies in the Park program.
- F. Parks employee will provide labor and equipment to support City sponsored special events during the year.

FY13/14 Programs:

1. Parks employees will provide support for a wide variety of community projects and also assist other departments of the City. This will include support of all approved community events for FY13/14 many of which are held in the downtown area with the Park in the Square as the focal point. Park Division employees will provide preparation and maintenance of the park for these events as well as provide other assistance for the event such as electrical connections, road closed signs, barricades, trash receptacles, grooming of landscape, etc.
2. The division will assist local service organizations with community improvement projects. Throughout the year, the City receives the benefits of services provided by local

community organizations such as school student projects, eagle scout community service projects, and local garden club organizations. Parks Division employees will support these service projects by providing planning assistance.

3. Parks employees will again be responsible for the installation and removal of the Christmas decorations in the downtown area.

Goal #6: Provide forestry services for the care of trees within public rights-of-way for the protection and maintenance of urban trees and to respond to the needs of residents.

Objectives:

- A. Identify and remove low hanging limbs and trees that create line of sight obstructions at intersections or block visibility of stop signs and create a potential safety hazard to pedestrians and motorists.
- B. Respond to all requests for information or service received from residents within 24 hours.
- C. Respond to storm damage and clearing of limbs from trees on City rights-of-way or public property following storm events.
- D. Inspect and monitor trees within public rights-of-way. Identify trees that could be considered to be hazardous and complete appropriate action. Complete all stump removal and restoration as soon after tree removal as possible.
- E. Provide general oversight and coordination of all tree trimming in City limits to be completed by a utility company.
- F. Review and approve planting of trees within the right-of-way by residents and developers.
- G. Plan, schedule, and complete City's efforts to minimize impacts of insect and disease infestations on City trees.
- H. Maintain downtown streetscape including watering to keep trees and vegetation healthy and attractive.

FY13/14 Programs:

1. Parks Division employees will respond to all service requests in a prompt and professional manner. The first response will normally be within 24 hours with the resident to be kept informed of the action to be taken and the schedule for completion. In addition to providing a response to a resident regarding a City tree, the City's Forestry Technician will provide assistance to our residents regarding trees on private property. The City does not perform any work on private property, but the Forestry Technician is available to meet with residents to discuss their forestry problems and issues and to offer advice for action that the homeowner could then consider.
2. One of the important responsibilities of the City's Forestry Technician is to evaluate the condition of existing trees within the rights-of-way and identify hazardous conditions. This is an important responsibility to help reduce problems with downed trees, damage to

private property, damage to utility wires, and hazard risks to the general public. Based on this professional judgment, the removal of trees will then be scheduled and completed by a contractor hired by the City. Except under emergency conditions, written notice will be provided to the adjoining property owner before a tree is removed in the City right-of-way. Due to limited funding, tree removal is restricted to the removal of trees that are judged to be hazardous and that have the potential to damage a privately owned building. Trees that are dead and in danger of falling may not be removed if they are not expected to damage a building or structure.

3. Attention will be given to the importance of trimming trees to provide better service to motorists and pedestrians. Parks Division employees will identify and then trim low hanging limbs that create a sight obstruction at intersections as well as low hanging limbs over sidewalks that could result in a hazard to pedestrians.
4. Parks Division employees will perform maintenance service for the streetscape areas in the downtown. This will include regular watering of the trees and shrubs in these landscape areas and a new effort to provide preventative maintenance to better ensure the health of the trees in the Park in the Square.

<p>Goal #7: Reduction of overall costs and management of City's financial resources.</p>

Objectives:

- A. Control and limit overtime as much as possible without jeopardizing reasonable and necessary service to residents and user groups.
- B. When possible and appropriate, eliminate or reduce services being provided that may not be expected or necessary to residents or user groups.
- C. Continue to operate with a decreased number of employees until such time that increased growth requires an increase of services to residents and user groups.
- D. Perform as many tasks as possible without the use of outside contractors.
- E. Adjust employee work schedules to accommodate the needs and demands of park user groups.

FY13/14 Programs:

1. The Parks Supervisor and Foreman will continue their management efforts to limit the amount of overtime costs incurred for park activities.
2. Up to two Parks employees will be scheduled to work on weekends as part of their normal work week to complete necessary park maintenance and cleaning activities. Additional Park employees will be scheduled to work on Saturday as part of their normal work week when needed, to complete scheduled ball field maintenance. Both of these work schedules are allowed within the current Collective Bargaining Agreement and allow the City to save overtime costs.

3. In order to save costs, one vacant full-time position in Parks will not be filled. All remaining Parks employees have accepted the responsibility of increasing their work effort as a result of that decreased staff which has allowed the City to save money with no direct reduction of services to the residents.
4. Parks employees will install and remove Christmas decorations annually as part of their normal work day, without the need for overtime costs to complete this task.

**FY13/14
PUBLIC PARKS FUND
LINE ITEM DESCRIPTIONS**

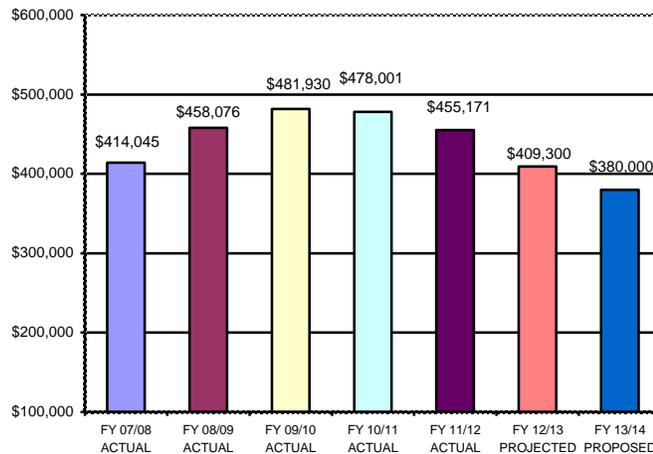
06-00-0-000 REVENUES and TRANSFERS \$747,000

REVENUE

06-00-1-311 Property Tax \$380,000
 FY10/11 Actual: \$478,001 FY11/12 Actual: \$455,171
 FY12/13 Budget: \$415,000 FY12/13 Projected: \$409,300

Included with the total property tax levied by the City is a tax levy designated for public parks at the rate of 0.075%. **Based on this tax rate, the owner of a \$200,000 home will pay approximately \$45.50 in property taxes each year for the maintenance and improvement of park facilities. That is a tremendous bargain for the number and type of park and recreational facilities provided for our residents.**

The accompanying chart provides a comparison of the property tax funds received during the past few years and the amount budgeted for FY13/14. As illustrated with this chart, the City's declining equalized assessed value coupled with the applicable tax



cap, property tax revenues to fund the City's parks is declining. The amount of property tax revenue projected to be received for FY13/14 will once again be less than the previous year, which has resulted in a larger increase of the funds needed from the General Corporate revenues as described later in this document. This trend is projected to continue until the housing market rebounds.

06-00-2-360 Facility Rental				\$21,000
FY10/11 Actual:	\$16,352	FY11/12 Actual:	\$26,729	
FY12/13 Budget:	\$18,000	FY12/13 Projected:	\$21,000	

Revenue for this line item is received from the rental fees charged for reserved use of park facilities. All park facilities (except the aquatic center and the Community Recreation Center) are open to the public free of charge on a first-come, first-served basis. However, the City does charge a rental fee for the reserved and exclusive use of facilities such as picnic shelters and ballfields. The City's user fee Ordinance does exempt the local high schools from paying these fees, and the City Council has approved a waiver of these fees for Woodstock Little League and other youth organizations as a credit for improvements they completed at their cost on City fields. Remaining user groups are charged a fee for the reserved and exclusive use of fields based on the number of non-resident participants. **The City does not charge any fee to the user groups for games played by resident youth.**

In addition to the use of ballfields, this line item includes pavilion rental fees and soccer fields. Historically, the City has received more annual revenue from adult soccer use than the other fees charged for field reservations and pavilion rentals.

06-00-5-380 Miscellaneous Income				\$100
FY10/11 Actual:	\$ 58	FY11/12 Actual:	\$ 60	
FY12/13 Budget:	\$100	FY12/13 Projected:	\$ - 0 -	

This line item is used to document any donations made to the City for park and recreational facilities or special revenue received for park facilities. One example is the sale of commemorative bricks. The City offers the opportunity for residents, service organizations, and interested parties to purchase engraved bricks that can be placed at Sesquicentennial Park. The bricks are sold by the City Manager's office, and once a year, Parks employees install all of the new bricks that have been purchased during that year. The material cost for the purchase of the bricks is paid from the Parks budget, and revenue received from the sale of the bricks is recorded in this line item.

06-00-5-381 Snow Removal				\$11,000
FY10/11 Actual:	\$11,463	FY11/12 Actual:	\$12,221	
FY12/13 Budget:	\$11,500	FY12/13 Projected:	\$11,000	

The Parks Division of Public Works provides sidewalk snow removal services for the business and property owners in the downtown area of Woodstock. Since this service directly benefits the business owners and the City is not responsible for removal of snow at other locations throughout

the town, the cost of that service is paid directly by the property owners. Invoices are sent to the appropriate party each fall, and this line item has been added within the Parks budget to document that revenue.

The City's cost to provide this service increases each year, however, in recognition of the difficult economic conditions faced by many small businesses, including the property and business owners in the downtown area, no increase in the amount charged for this service is proposed for FY13/14.

TRANSFERS TO/FROM OTHER FUNDS

06-00-9-392	Transfer From General Corporate Fund			\$460,800
	FY10/11 Actual:	\$284,416	FY11/12 Actual:	\$305,635
	FY12/13 Budget:	\$428,400	FY12/13 Projected:	\$406,900

This transfer of funds represents the annual subsidy required from the City's General Corporate Fund to balance the Parks budget to finance the operation and maintenance of the City's park system. As shown with the previous revenue line items, the City does receive money from the general property tax and a small amount of rental and user fees for the operation of the parks. However, these revenues are substantially less than the total annual expenditures, and it is necessary to subsidize the operation and maintenance of the parks through the use of General Fund revenues. That annual General Fund subsidy is both necessary and appropriate to allow the City to provide the quality and variety of park facilities that are important to the quality of life for our residents. **The amount of this annual fund transfer is variable from year to year as a result of changes in property tax revenue, the amount of funds needed to be transferred, and expenditures.**

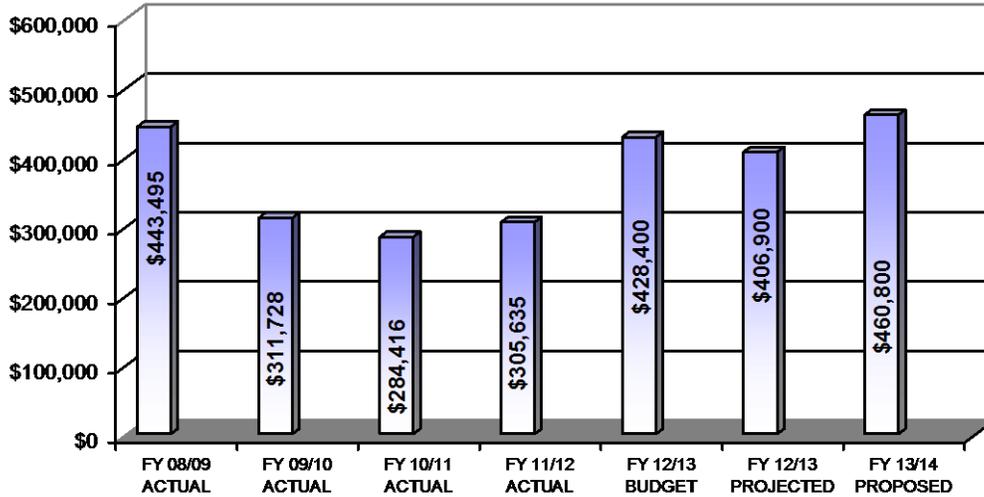
Despite efforts to control costs and the continued efforts by the City Administration to reduce annual expenses, the amount of the transfer from the City's General Fund Revenues will increase. The transfer from the General Fund for FY13/14 will increase from the funds needed in FY12/13. This is a result of the projected decrease of property tax revenue for the upcoming year as well as a small increase in expenses.

The following chart provides a comparison of the amount of funds transferred from the General Corporate Fund to support the Parks expenses in the past. The increase in the request for FY13/14 is due to the reduction of the equalized assessed value and the tax cap reducing the amount of annual taxes received to support the operation and maintenance of parks.

For FY12/13, the projected amount to be transferred from the General Corporate Fund is less than the amount that was budgeted. This savings can

be attributed to efforts to control costs during the past year and an overall reduction of expenses during the current budget year.

GENERAL CORPORATE TRANSFER



06-00-9-889 Transfer (To) Employee Insurance Fund \$(125,900)
 FY10/11 Actual: \$(104,842) FY11/12 Actual: \$(121,368)
 FY12/13 Budget: \$(136,500) FY12/13 Projected: \$(128,800)

This line item represents the transfer made to the Employee Health and Life Insurance Fund for the insurance coverage for the nine full-time employees in this division.

**FY13/14
DEPT. OF PUBLIC WORKS/PUBLIC PARKS FUND
LINE ITEM DESCRIPTIONS**

06-00-0-000 PARKS DIVISION \$747,000

SALARIES

06-00-3-408 Park Supervisor			\$92,700
FY10/11 Actual:	\$87,660	FY11/12 Actual:	\$88,230
FY12/13 Budget:	\$90,000	FY12/13 Projected:	\$90,400

The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

06-00-3-415 Maintenance			\$408,300
FY10/11 Actual:	\$397,102	FY11/12 Actual:	\$372,942
FY12/13 Budget:	\$405,000	FY12/13 Projected:	\$382,400

This line item pays the salary costs of eight (8) full-time, year-round maintenance employees in the Parks Division and 50% of the salary costs for three (3) positions that are shared between Parks and Streets. Funds allocated to this line item allows the City to provide the staffing that is needed to properly maintain the park facilities, meet the growing increase in scheduled activities by the user groups, and provide forestry and landscaping services for the community. Providing adequate funding for employee salaries is an obligation the City must meet if it is to provide quality park facilities, accommodate athletic events, support user groups, and to provide assistance for community events.

Expenses for FY12/13 are projected to be less than the amount of the approved budget as a result of personnel changes made during that budget year. One long term employee resigned during the past year and two employees elected to transfer to another division of Public Works. These positions were vacant for a few weeks which reduced costs and the hourly rate for the new employees selected to fill these vacancies resulted in a cost savings.

The budget request is based on the approved Collective Bargaining Agreement for Parks employees.

06-00-3-431 Extra Labor

\$15,600

FY10/11 Actual:	\$15,668	FY11/12 Actual:	\$22,305
FY12/13 Budget:	\$22,000	FY12/13 Projected:	\$24,200

This line item is used for the salaries for the seasonal employees who play a major role by providing labor during the height of the summer season. The normal work year for most of the seasonal employees is assumed to be from mid-May to mid-August for an average of 11 weeks, and no single employee will work more than 1,000 hours during a calendar year.

A shown earlier in this budget report, the number of seasonal employees normally used by the Parks Division will vary from four (4) to six (6), based on known project work load and the number of full time employees. The City hired six (6) seasonal working during FY11/12 to help offset an extended employee absence as a result costs that year were greater than normal. The City again hired six (6) seasonal employees during FY12/13 to help provide essential labor until vacant positions could be filled by full time employees.

The City has been able to hire additional full time employees to fill approved vacancies and as a result, there will be fewer seasonal employees needed during FY13/14. The FY13/14 budget request is based on hiring four seasonal maintenance workers, and the work schedule for some of the employees will include Saturday as part of the normal work week to help with weekend activities which will then reduce overtime hours related to weekend services. No increase in hourly rate is proposed for seasonal employees, but returning employees can advance one step during FY13/14. Following are just a few examples of the job duties and type of work that is completed by the seasonal employees each year:

- Trash removal from all city owned land daily.
- Bathroom cleaning at Emricson Park and Bates Park daily.
- Maintenance and field preparation on a daily basis for ball diamonds and soccer fields.
- Pavilion setup and cleaning for reservations daily.
- Assist with maintenance and ball fields on weekends.
- Mowing/weed eating of all city owned land.
- Assist with block party setup and special events.

06-00-3-445 Overtime				\$14,000
FY10/11 Actual:	\$13,545	FY11/12 Actual:	\$ 8,660	
FY12/13 Budget:	\$16,000	FY12/13 Projected:	\$11,500	

Overtime cost within the Parks Division primarily originates from three activities and services that are provided to residents. This includes snow and ice removal in the downtown and in parks, ball field maintenance for games scheduled on Sunday and holidays, and response for after-hours problems related to tree maintenance. These costs represent a commitment to providing quality facilities and quality service to our residents and park users. Funds allocated with this line item allows the City to provide additional employees to accommodate extra work and more scheduled activities for seven day a week staffing in the parks.

Parks employees maintain and prepare fields for reserved use on weekends, but that preparation was limited only to the start of the day. Employees do not return to prepare the fields later in the day if multiple games were scheduled or if multiple users had been scheduled for the same day. In addition, the current Collective Bargaining Agreement allows the City to schedule two Parks employees to work on Saturday and Sunday as part of the normal work week and allows the City to schedule employees for ball field preparation on Saturday as part of the work week, which reduces overtime costs.

Projected end of year expenses during FY12/13 are less than the amount of the approved budget as a result of weather and also scheduling of employees to work on weekends as part of their normal work hours.

PERSONAL SERVICES

06-00-4-451 Sick Leave Conversion				\$2,400
FY10/11 Actual:	\$2,368	FY11/12 Actual:	\$2,701	
FY12/13 Budget:	\$2,800	FY12/13 Projected:	\$2,300	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There are three employees eligible for sick leave conversion pay in FY13/14.

06-00-4-453 Uniforms				\$3,800
FY10/11 Actual:	\$2,598	FY11/12 Actual:	\$3,472	
FY12/13 Budget:	\$3,300	FY12/13 Projected:	\$4,500	

In an effort to improve the overall appearance of the Public Works employees and to further the professional image and approach of the employees, the City provides uniform items for Public Works employees.

This program includes the use of uniforms provided by the contracted service as well as the purchase of additional clothing and protective coats provided by the City. All uniforms and clothing identifies the individual as an employee of the City, presents a very positive professional image to the public, and is a visual representation of the City's commitment for quality customer service delivered by a professional staff.

Charges to this line item include the contract cost for weekly uniform service and purchase of T-shirts, jackets and coats, rain gear, boots and other items for full-time employees and split position employees. To save on costs, seasonal employees are not provided uniforms but they are provided Personal Protective Equipment (PPE) based upon the job duty they are asked to perform. Costs for providing PPE to seasonal employees is reflected in this line item.

Projected end of year costs for FY12/13 exceed the amount of the approved budget as a result of unexpected changes in the Parks staff. Following the unplanned transfer of two employees from the Parks Division and the resignation of an employee, the City had to hire three new employees. Each employee had to be provided with the required PPE and safety equipment as well as new uniform items, which resulted in an unexpected increase of costs in this line item.

CONTRACTUAL SERVICES

06-00-5-540 Electricity				\$20,000
FY10/11 Actual:	\$23,034	FY11/12 Actual:	\$12,950	
FY12/13 Budget:	\$22,000	FY12/13 Projected:	\$15,000	

Charges for electricity used at park facilities are separated between 'revenue' and 'non-revenue' public facilities. Electricity for non-revenue park facilities, such as security lights and parking lot lights, is provided to the City free under the Com Ed franchise agreement. However, the City is required to pay the standard rate charges for all park facilities where the City charges a fee for use (i.e. ball fields). Annual expenses will vary from year to year based on the amount of use of ball field lights. Costs for light and power to operate the aquatic center are separate from park utilities, and those costs are charged to the Aquatic Center Budget.

06-00-5-543 Equipment Rental				\$2,500
FY10/11 Actual:	\$ 60	FY11/12 Actual:	\$1,448	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$2,700	

This line item pays the costs to rent tools and small equipment such as a trencher, sod cutter, and stump grinder which are needed by Parks employees to complete maintenance projects throughout the year. Prior to

FY10/11, charges made to this line item related to traditional park activities. However, following the transfer of forestry responsibilities to the Parks Division, expenses in this line item now include rental of equipment related to tree maintenance and removal activities. As a result, costs have increased when compared to previous years.

Projected end of year costs for FY12/13 are greater than the amount of the approved budget as a result of the amount of tree removal being completed and a corresponding increase of rental costs for a stump grinder. This is primarily due to the removal of trees on public property that have been identified with Emerald Ash Borer which are being removed by employees to slow the spread of that insect.

06-00-5-551	Service To Maintain Grounds			\$26,000
	FY10/11 Actual:	\$22,546	FY11/12 Actual:	\$25,639
	FY12/13 Budget:	\$24,000	FY12/13 Projected:	\$25,700

This line item is used to pay all contracted costs for the maintenance of park grounds and park facilities. Annual costs typically include rental fees for portable toilets used at park sites, contracted services for fertilization and weed control on ball fields, chemical treatment of three ponds by a licensed contractor, repairs to the lightning detection systems, and contracted services for the repair of irrigation systems.

The following costs are expected for FY13/14, with the cost to provide portable toilets at various parks the largest expenses annually.

- Rental fees for portable toilets
- Chemical treatment of ponds
- Repair of irrigation systems
- Weed control for parks and athletic fields
- Repairs to lightning detection systems

06-00-5-553	Service To Maintain Vehicles			\$400
	FY10/11 Actual:	\$226	FY11/12 Actual:	\$837
	FY12/13 Budget:	\$400	FY12/13 Projected:	\$400

This line item includes all costs for the outside service and repair of the vehicles assigned to the Parks Division. Other than annual inspections required by the State of Illinois, there are no scheduled repairs planned for the upcoming budget year, and the funds requested are based on typical annual costs to perform preventive maintenance on these vehicles.

06-00-5-557	Service To Maintain Lights				\$7,500
	FY10/11 Actual:	\$7,660	FY11/12 Actual:	\$ 787	
	FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$9,300	

This line item is used to pay all costs for contracted services for the maintenance and repair of lights in all City parks. This includes security lights in Emricson Park, tennis court lights, lights at Main softball, lights at two Bigelow ball fields, security lights at Bates Park, ball field lights at Bates Park, and ball field lights at Sullivan field.

In addition to the normal annual maintenance of park and ball field lights, the City had to repair the high tension service wires that are located along the south side of Emricson Park during FY12/13. There were a total of three power outages in this portion of the park during the summer and repair costs were significant. As a result of this unexpected repair, projected end of year expenses for FY12/13 are greater than the amount of the approved budget.

Charges for the service of lights at Woodstock Water Works and Woodstock Community Recreation Center are not included with this line item. As with other 'service' line items, costs for this line item do not include material and supplies used by City employees for maintenance and repair of park lights.

06-00-5-563	Tree Trimming & Removal				\$11,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$15,213	
	FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$15,000	

Prior to FY10/11, all tree trimming and removal was performed by employees of the Street Maintenance Division. During FY10/11, these duties were transferred to the Parks Division in order to combine landscaping maintenance, tree maintenance, and forestry services in one location.

The trimming and removal of trees on public property is normally initiated by a property owner whose home is adjacent to a park, City facility, or public right-of-way. Trees are then inspected by the Forestry Technician (who is also a certified arborist), and a plan of action is determined. This program provides an important service to the community, and it is important that the City continue providing funds for the removal of hazardous trees. The City limits tree removal to those locations where a tree limb is found to be hazardous or the tree is of imminent danger to a building on private property.

During FY11/12 and also in FY12/13 several trees on public property were found to be infested with emerald ash borer. As a result, FY12/13 projected

end of year expenses will be greater than the amount of the approved budget for the removal of larger trees that are beyond the capacity of the City's equipment to remove. Based on current inventory information, there are several more trees that will need to be removed due to the infestation during the upcoming year.

06-00-5-566 Preventive Tree Maintenance				\$2,000
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$1,200	
FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$2,000	

Prior to FY10/11, all preventive tree maintenance was performed by employees of the Street Maintenance Division. During FY10/11, these duties were transferred to the Parks Division in order to combine landscaping maintenance, tree maintenance, and forestry services in one location.

Funds in this line item are used to pay for contracted services and management programs identified and recommended by the City's Forestry Technician for the Park In The Square. The proper maintenance and care of that inventory does require some proactive measures and management efforts to help offset the impact of the urban environment on some trees.

One example of where these funds will be used is to nurture 19 red maple trees along the outside perimeter of the Park in the Square. These mature trees are very important to the overall appearance of the downtown. Over the last few years, they have begun to exhibit signs of stress due to their size, the location where they are planted, and damage from the installation and removal of Christmas lights. Funds from this line item will be used to provide root feeding to these trees in order to boost their health and to help them overcome the stress that is being placed upon them.

COMMODITIES

06-00-6-602 Gasoline and Oil				\$36,800
FY10/11 Actual:	\$31,762	FY11/12 Actual:	\$41,171	
FY12/13 Budget:	\$33,000	FY12/13 Projected:	\$35,900	

This line item includes all fuel costs for the Parks Division's trucks, tractors, mowers, ball field maintenance equipment, power tools, and snow removal equipment. In addition, a portion of the costs for bulk oil and lubrication products used by the mechanics for routine maintenance and service of vehicles and equipment is charged to this line item. Fuel prices are projected to increase approximately 2.5% for FY13/14.

06-00-6-603 Fuel - Heating				\$8,500
FY10/11 Actual:	\$8,206	FY11/12 Actual:	\$6,985	
FY12/13 Budget:	\$9,000	FY12/13 Projected:	\$7,700	

This line item includes funds to pay for fuel to heat two buildings at Emricson Park (warming house and Parks maintenance garage) and one at Merryman Fields Park (maintenance garage).

06-00-6-605 Tools				\$300
FY10/11 Actual:	\$543	FY11/12 Actual:	\$143	
FY12/13 Budget:	\$200	FY12/13 Projected:	\$200	

The purchase of hand tools and small equipment (less than \$500 per purchase), necessary for the maintenance and care of park facilities and grounds, are charged to this line item. Typical annual purchases include rakes, shovels, brooms, ball field rakes, and small power tools.

06-00-6-606 Supplies				\$4,400
FY10/11 Actual:	\$3,371	FY11/12 Actual:	\$3,138	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$4,800	

This line item includes charges for the purchase of a variety of items and materials needed by the employees to provide daily cleaning and maintenance of park facilities. Typical purchases charged to this line item include cleaning supplies, bathroom supplies, light bulbs, paint and painting supplies, and first aid materials.

06-00-6-609 Landscape Materials				\$6,000
FY10/11 Actual:	\$3,086	FY11/12 Actual:	\$1,953	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$6,000	

This line item includes the purchase of materials needed to complete new landscape improvements in park sites and the replacement of existing landscape materials in existing areas. Beginning in FY12/13, additional funding has been included to allow for an increased emphasis on the maintenance and appearance of the downtown streetscape areas. It is anticipated that the spring application of wood mulch in the streetscape islands and landscape areas downtown can be completed prior to the end of FY12/13. Anticipated expenditures for FY13/14 include:

- Purchase of engraved bricks for Sesquicentennial Park
- Flowers & landscape material for Sesquicentennial Park
- Flowers and landscape material for streetscape islands
- Landscape material for Park in the Square maintenance
- Wood mulch for downtown landscape beds
- Flowers and landscape materials at the Train Depot

06-00-6-611 Recreation Supplies				\$4,800
FY10/11 Actual:	\$5,256	FY11/12 Actual:	\$4,867	
FY12/13 Budget:	\$4,800	FY12/13 Projected:	\$4,100	

The purchase of materials and supplies needed for the maintenance of the sport and recreational facilities (e.g. softball fields, baseball fields, basketball courts, tennis courts, and playgrounds) are included with this line item. Funds have been included during FY13/14 for repairs needed to provide safe facilities, as well as planned purchases for sports fields, and include the following charges:

- \$1,500 Bases for ball diamonds at Emricson, Bates, and Merryman Fields parks
- \$1,000 Replacement of soccer nets and goals
- \$1,500 Replacement of tennis court nets
- \$ 800 Parts for swings and playground equipment

06-00-6-613 Water and Sewer				\$1,000
FY10/11 Actual:	\$1,580	FY11/12 Actual:	\$231	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$700	

The City's water and sewer utility is required to be fully self supporting, and all operations of the City should pay the appropriate fee just like all other water and sewer customers. In addition, it is essential for the City to meter and record use of water in all park facilities in order to be able to more accurately measure total water consumption by the customers.

06-00-6-616 Lumber				\$500
FY10/11 Actual:	\$130	FY11/12 Actual:	\$171	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

The purchase of lumber for maintenance and repair of park projects such as picnic tables, benches, signs and sign posts, parking lot border posts, and informational kiosk signs are included with this line item. Lumber used for the maintenance and repair of buildings is charged to a separate line item within the Parks budget.

06-00-6-620 Material To Maintain Buildings				\$600
FY10/11 Actual:	\$656	FY11/12 Actual:	\$501	
FY12/13 Budget:	\$600	FY12/13 Projected:	\$500	

This line item includes charges for the purchase of materials to be used by City employees for building maintenance projects which includes Parks' maintenance garage in Emricson Park, Emricson Park warming house, Bates Park restroom and concession stand building, all picnic shelters, and

the house and garage located at the Hennen Conservation Area. Typical purchases will include paint and stain, window and door replacements, light fixtures, plumbing fixture replacements, and similar projects and materials.

\$13,000

06-00-6-621 Material To Maintain Equipment

FY10/11 Actual:	\$ 7,531	FY11/12 Actual:	\$21,053
FY12/13 Budget:	\$13,000	FY12/13 Projected:	\$12,000

This line item provides funds for the purchase of all materials and supplies for the proper maintenance and repair of all of the equipment necessary for the Parks employees to complete their assigned duties. In order for the City to continue to provide safe and well maintained park facilities and grounds, it is essential that they be provided with reliable equipment. The major costs each year are for the replacement of wire broom parts for snow removal equipment and parts for the maintenance of tractors and mowers.

The transfer of the forestry duties to the Parks Division in FY10/11 has necessitated an increase in this line item beginning in FY11/12. The transfer of duties included some equipment such as the brush chipper and several chain saws. Prior to FY11/12, costs to maintain this equipment was charged to the Street Maintenance Division budget.

06-00-6-622 Material To Maintain Vehicles

\$6,500

FY10/11 Actual:	\$5,771	FY11/12 Actual:	\$6,258
FY12/13 Budget:	\$6,500	FY12/13 Projected:	\$5,300

Most of the service and repair of the Parks' vehicles is completed in-house by the City's mechanics who then charge the purchase of repair parts and vehicle service supplies to this line item. Typical purchases each year include tires, batteries, belts, hoses, lights, filters, brake parts, and similar repair material.

06-00-6-623 Material To Maintain Grounds

\$51,400

FY10/11 Actual:	\$43,708	FY11/12 Actual:	\$30,279
FY12/13 Budget:	\$48,500	FY12/13 Projected:	\$44,000

All material purchased by the Parks Division for use by the employees for the daily maintenance and care of park grounds are charged to this line item. As shown with the following estimate of costs for FY13/14, the majority of these purchases are for the maintenance and care of the City's ball fields and include the following:

\$ 5,800	Field lining paint
\$ 3,600	Promound clay
\$ 7,400	Fertilizer and weed/feed for ball fields and soccer fields
\$ 900	Lawn lime for field marking
\$ 2,500	Ballfield mix for field maintenance
\$ 12,800	Ballfield drying material to prepare ball fields
\$ 10,500	Grass seed for soccer fields and ball fields
\$ 1,800	Roundup along ball field fence lines & warning tracks
\$ 1,200	Replacement of doggie bags
\$ 1,000	Sullivan Field ¹
\$ 1,000	Emricson Park football field ²
\$ 2,900	Bates Park Field #3 drainage improvements requested Girls Softball League

¹ The City provides material including grass seed, sod, topsoil, ball field mix, Turface, and diamond dry to Woodstock Little League for the maintenance and care of Sullivan Field.

² Similar to the maintenance of Sullivan Field by Woodstock Little League, the City has been asked to provide material including grass seed and fertilizer to Woodstock Thunder Football for the maintenance and care of football fields at Emricson Park.

The amount of funds requested for FY13/14 is greater than the normal annual costs as a direct result of the funds requested to support three (Woodstock Little League, Woodstock Thunder Football, and Woodstock Girls Softball) and to provide material specifically requested by these user groups.

06-00-6-630 Material To Maintain Lights			\$1,500
FY10/11 Actual:	\$450	FY11/12 Actual:	\$1,247
FY12/13 Budget:	\$500	FY12/13 Projected:	\$1,800

This line item includes all costs for the purchase of materials and supplies to be used by Parks employees for the maintenance of security lights and ball field lights in the parks. The primary expense each year is for the purchase of bulbs, but some additional expenses are incurred for purchase of ballasts and electrical material.

06-00-6-635 Ice Control			\$4,500
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$3,387
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$4,500

Prior to FY11/12, salt used on the downtown sidewalks was charged to the Street Maintenance Division budget. Because the revenue from this sidewalk maintenance service is used to offset expenditures in this Park's

budget, it is appropriate to charge costs to administer the service to this budget as well. Beginning in FY11/12, costs to purchase sidewalk salt (not road salt) is charged to this line item. In order to maintain efficiency, the Recreation Center, the Library, and City Hall all utilize this salt at their facilities. Those facilities are then invoiced so that costs are paid via the line items associated with its use at those locations.

CAPITAL OUTLAY

06-00-7-720 Equipment				\$1,000
FY10/11 Actual:	\$931	FY11/12 Actual:	\$ 682	
FY12/13 Budget:	\$900	FY12/13 Projected:	\$6,000	

After the FY12/13 budget had been prepared and approved by the City Council, Public Works received a request from residents of Apple Creek subdivision to install swings in their neighborhood park. This small park site is owned by the City but is currently maintained by the property owner association. Their request is reasonable and the volunteer efforts provided by the residents saves the City the weekly cost of mowing and cleaning the park site. Approximately \$2,500 will be spent from this line item during FY12/13 for the purchase of swing equipment to be installed by Park employees during the summer.

One of the unfortunate (but critical) responsibilities of the Parks Division for the past two years has been the removal of trees that are infested with emerald ash borer. The City follows the guidelines set by the State of Illinois for the management and control of this pest, which includes extensive inspection and inventory of publicly owned trees, followed by removal under strict guidelines. As a result, the City has completed more tree removal and tree maintenance work than in previous years which has resulted in wear and tear on equipment. Approximately \$2,500 will be spent for the replacement and purchase of new chain saws and tree maintenance equipment prior to the end of FY12/13.

This request is for funds to cover the cost of new equipment used in the maintenance of the parks, landscape beds, and tree maintenance. Only a small amount of funds is requested for FY13/14 which would allow the purchase of replacement weed eaters.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PUBLIC PARKS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							0
PUBLIC PARKS							
REVENUES							
TAXES							
06-00-1-311	PROPERTY TAX	478,001	455,171	415,000	409,293	409,300	380,000
TOTAL TAXES		478,001	455,171	415,000	409,293	409,300	380,000
FEES							
06-00-2-360	FACILITY RENTAL	16,352	26,729	18,000	18,125	21,000	21,000
TOTAL FEES		16,352	26,729	18,000	18,125	21,000	21,000
OTHER REVENUES							
06-00-5-380	MISCELLANEOUS INCOME	58	60	100	0	0	100
06-00-5-381	SNOW REMOVAL	11,463	12,221	11,500	10,270	11,000	11,000
TOTAL OTHER REVENUES		11,521	12,281	11,600	10,270	11,000	11,100
TRANS. (TO) FROM OTHER FUNDS							
06-00-9-392	TRANS. FROM GEN. CORP. FUND	284,416	305,635	428,400	0	406,900	460,800
06-00-9-393	TRANS. FROM SPECIAL REC. FUND	0	0	0	0	0	0
06-00-9-889	TRANS. (TO) EMPLOYEE INS. FUND	(104,842)	(121,368)	(136,500)	(92,673)	(128,800)	(125,900)
TOTAL TRANS. (TO) FROM OTHER FUNDS		179,574	184,267	291,900	(92,673)	278,100	334,900
TOTAL REVENUES: PUBLIC PARKS		685,448	678,448	736,500	345,015	719,400	747,000
EXPENSES							
SALARIES							
06-00-3-408	PARK SUPERVISOR	87,660	88,230	90,000	59,123	90,400	92,700
06-00-3-415	MAINTENANCE	397,102	372,942	405,000	246,215	382,400	408,300
06-00-3-431	EXTRA LABOR	15,668	22,305	22,000	24,216	24,200	15,600
06-00-3-445	OVERTIME	13,545	8,660	16,000	3,614	11,500	14,000
TOTAL SALARIES		513,975	492,137	533,000	333,168	508,500	530,600
PERSONAL SERVICES							
06-00-4-451	SICK LEAVE CONVERSION	2,368	2,701	2,800	0	2,300	2,400
06-00-4-453	UNIFORMS	2,598	3,472	3,300	3,074	4,500	3,800
TOTAL PERSONAL SERVICES		4,966	6,173	6,100	3,074	6,800	6,200

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PUBLIC PARKS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
PUBLIC PARKS							
CONTRACTUAL SERVICES							
06-00-5-540	ELECTRICITY	23,034	12,950	22,000	437	15,000	20,000
06-00-5-543	EQUIPMENT RENTAL	60	1,448	1,800	2,828	2,700	2,500
06-00-5-551	SERVICE TO MAINTAIN GROUNDS	22,546	25,639	24,000	26,589	25,700	26,000
06-00-5-553	SERVICE TO MAINTAIN VEHICLES	226	837	400	228	400	400
06-00-5-557	SERVICE TO MAINTAIN LIGHTS	7,660	787	4,500	10,029	9,300	7,500
06-00-5-563	TREE TRIMMING & REMOVAL	0	15,213	10,000	6,768	15,000	11,000
06-00-5-566	PREVENTIVE TREE MAINTENANCE	0	1,200	1,200	1,977	2,000	2,000
TOTAL CONTRACTUAL SERVICES		53,526	58,074	63,900	48,856	70,100	69,400
COMMODITIES							
06-00-6-602	GASOLINE & OIL	31,762	41,171	33,000	20,644	35,900	36,800
06-00-6-603	FUEL - HEATING	8,206	6,985	9,000	3,674	7,700	8,500
06-00-6-605	TOOLS	543	143	200	111	200	300
06-00-6-606	SUPPLIES	3,371	3,138	3,500	4,090	4,800	4,400
06-00-6-609	LANDSCAPE MATERIALS	3,086	1,953	6,000	839	6,000	6,000
06-00-6-611	RECREATION SUPPLIES	5,256	4,867	4,800	0	4,100	4,800
06-00-6-613	WATER AND SEWER	1,580	231	1,500	335	700	1,000
06-00-6-616	LUMBER	130	171	500	404	500	500
06-00-6-620	MATERIAL TO MAINTAIN BLDGS.	656	501	600	377	500	600
06-00-6-621	MATERIAL TO MAINTAIN EQUIPMENT	7,531	21,053	13,000	7,720	12,000	13,000
06-00-6-622	MATERIAL TO MAINTAIN VEHICLES	5,771	6,258	6,500	3,533	5,300	6,500
06-00-6-623	MATERIAL TO MAINTAIN GROUNDS	43,708	30,279	48,500	21,685	44,000	51,400
06-00-6-630	MATERIAL TO MAINTAIN LIGHTS	450	1,247	500	214	1,800	1,500
06-00-6-635	ICE CONTROL	0	3,387	5,000	1,851	4,500	4,500
TOTAL COMMODITIES		112,050	121,384	132,600	65,477	128,000	139,800
CAPITAL OUTLAY							
06-00-7-720	EQUIPMENT	931	682	900	1,051	6,000	1,000
TOTAL CAPITAL OUTLAY		931	682	900	1,051	6,000	1,000
TOTAL PUBLIC PARKS		685,448	678,450	736,500	451,626	719,400	747,000
TOTAL FUND REVENUES & BEG. BALANCE		685,448	678,448	736,500	345,015	719,400	747,000
TOTAL FUND EXPENSES		685,448	678,450	736,500	451,626	719,400	747,000
FUND SURPLUS (DEFICIT)		0	(2)	0	(106,611)	0	0

OPERA HOUSE

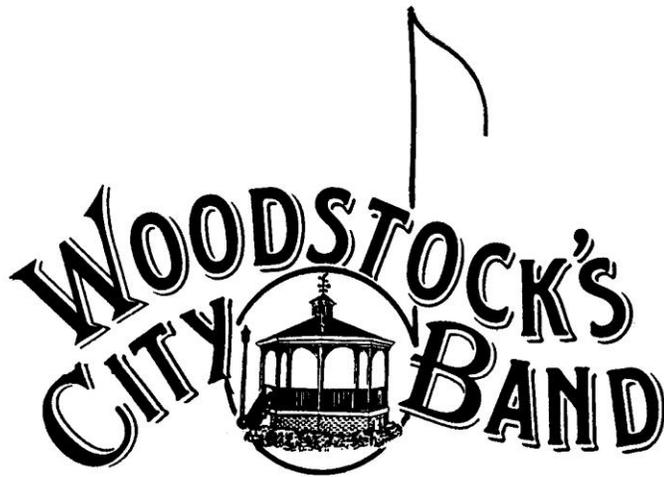
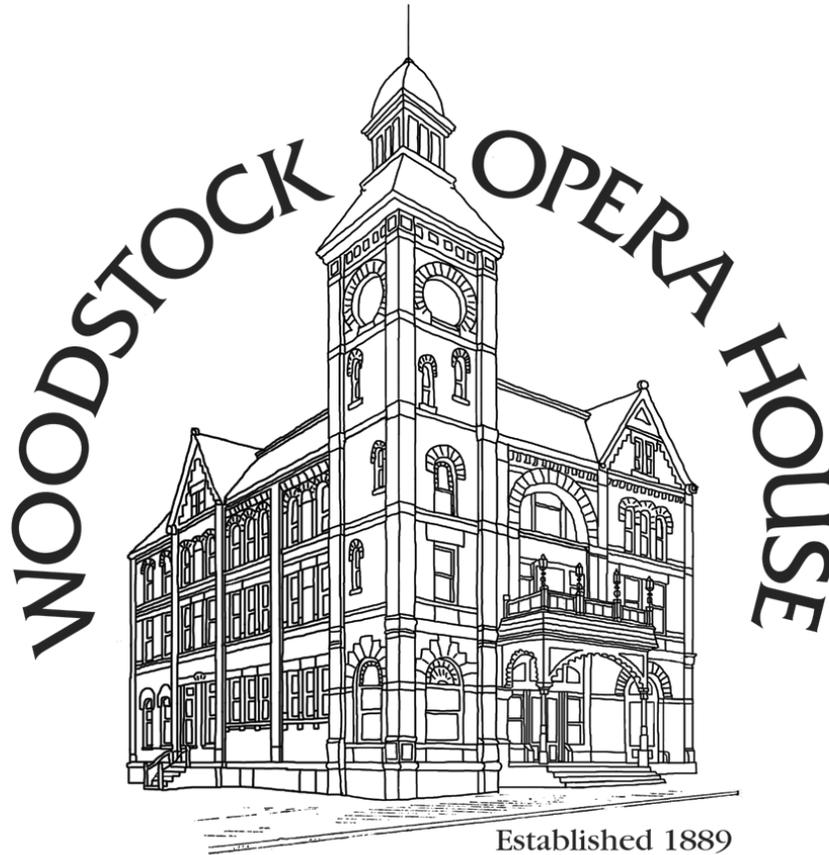


CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

WOODSTOCK OPERA HOUSE

BUDGET REQUEST

FY13/14



TO: Tim Clifton, City Manager
FROM: John H. Scharres, Opera House Director
RE: 2013/2014 Budget Transmittal
DATE: March 5, 2013

The past 12 months have presented the Opera House staff with difficult challenges and, at the same time, provided opportunities for progress. While the continued weak economic climate has caused financial hardship for some of our resident companies others have risen to the challenge. At the same time the department's limited financial resources have been supplemented by donations from the Friends of the Opera House and the Woodstock Fine Arts Association allowing us to complete renovations to the Managing Directors office, acquire new uniforms for the staff and replace outdated equipment. With consistently strong support from the community the facility's usage remains strong and the Opera House's long standing reputation for excellence continues to grow.

The FY 13/14 Opera House Budget request of \$618,000 represents an INCREASE (\$13,900) from the amount budgeted in FY12/13. This increase is attributed to a rise in the cost of labor and is consistent with the City's approved Wage and Classification Plan for non-unionized positions which incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit. All other expense lines are budgeted at the same amounts requested in FY12/13. Continued maintenance of a zero growth budget has been difficult but a necessary response to the financial restraints enacted by the City to help weather current economic conditions. To realize the Opera House's financial goals some line items will need to continue with zero dollar budgeted amounts. However, other line items are expected to remain stable or even be reduced for the next budget year. Yet, despite these continued financial restrictions, staff members plan to provide the same high level of service and support that has come to be expected by our business partners and patrons.

Revenues – The Performing Arts Fund includes three budgets: Woodstock Opera House, Woodstock City Band and the Stage Left Café. The Opera House and the Stage Left Café are both income generating facilities. Opera House revenues for FY12/13 are currently projected to be less than the established budget amount. This reduction is primarily due to a decrease in the property tax receipts assigned to the Performing Arts Fund. However, on the positive side, FY12/13 revenues for the Stage Left Café are projected to exceed expectations for the seventh consecutive year. With the continuing upward trend in profits from the Café, these funds can be used to help balance the Opera House budget by reducing the annual subsidy required from the General Corporate Fund.

Ongoing administrative refinements to the Stage Left Café's business plan have produced improvements in operational efficiency and income. By maintaining a well trained part-time staff, careful control of inventory and stringent methods of accounting, the Stage Left Café continues to operate with costs consistently exceeding expenses. These factors, in conjunction with a consistent flow of renters and a stable base of clients and patrons, are the primary reason

the Café revenues are expected to exceed its budgeted expenditures for FY12/13. Current projections indicate that total profits will be in excess of \$29,000, an increase of 8% over FY11/12. This growth is expected to continue into FY13/14 with the addition of a POS (Point of Sale) computer system to help manage sales and inventory in addition to a more aggressive approach to marketing.

Each year the Opera House staff reviews all current fees and charges for contractual services. Three years ago a few select fees were increased including a 50 cent increase to the cost of hourly labor. For the past two budget years there have been no additional fee increases as the continued weak economy has resulted in fewer rentals, along with some users finding ways to reduce their reliance on in-house services and/or requesting additional financial assistance. This has resulted in a decline of gross attendance due to the fewer number of staged performances which in turn has had a negative impact on rental and ticket services income. Raising prices and fees at this point would only add to the adverse financial pressure on current and potential producers. **With this in mind, the Opera House staff is not recommending any additional fee increases for FY13/14.** However, staff does propose the creation of a new rental fee for the combined use of the Stage Left Café and the Opera House Community Room/Library. Unlike the current fee structure that charges separate fixed rental rates on each venue, the new package would combine the two venues under one base price. This will allow the Opera House to resolve some current ambiguities regarding capacity issues and avoid problems with invoicing while offering our users a more attractively priced service.

Expenses – Current projections for FY12/13 indicate that all major budget lines except for two under Contractual Services will be at or below their budgeted amounts. The additional costs for Contractual Services is attributed to a minor increase in phone line services associated with the deferred charges for the Opera House voice mail system, installed three years ago, and for unanticipated repairs to the buildings heating and cooling systems. However, through savings obtained through several other budget lines, when all budget expense lines are totaled the Opera House operating costs are projected to be slightly below (\$1,000) the budgeted amount for FY12/13 with the City Band and the Stage Left Café projected to also have lower than budgeted expenses. These savings can be directly attributed to the Opera House's management's continued efforts to control and/or limit the cost of operation at every opportunity.

The Opera House budget also contains a cursory review of the FY12/13 activities carried out by the Opera House staff. It details both revenue and non-revenue generating public and civic events or projects for which the Opera House not only provides support but also sponsorship or management. In addition, throughout the year the Opera House staff provides labor and technical assistance to City Hall and other City departments. In this way the Opera House is a multi-faceted department that offers services and project support well beyond its role as an entertainment venue. Without the assistance, direction and sponsorship of the Opera House, many community events would either not exist or be far more limited in their scope. It should also be noted that the events and activities presented at the Opera House, Stage Left Café and Park-in-the Square make a significant contribution to the Woodstock economy. **By using 2012 overall attendance figures, FY12/13 operational costs and local population count then entering those numbers into the Arts & Economic Prosperity Calculator, developed by the**

national non-profit organization, Americans for the Arts, the current impact of the Opera House activities on the local economy is estimated at \$1,973,200.

Like similar City operations, e.g. Recreation, Parks, Police, etc., the Opera House receives an annual subsidy, by way of a transfer from the General Corporate Fund, to finance the breadth of the community services it provides. The General Fund subsidy for FY12/13 was budgeted at \$259,800 and is now projected to be \$260,600. The requested General Fund subsidy for FY13/14 is budgeted at \$303,900 which is a \$44,100 or a 14% increase from the FY12/13 budget projection. The increase is due to a substantial reduction in Property Tax revenues (\$18,300), an increase in the transfer required to the Employee Insurance Fund (\$8,900) and the additional 2% Cost of Living Adjustment for non-unionized positions plus the opportunity of an additional 1.5% maximum based on merit (\$15,200).

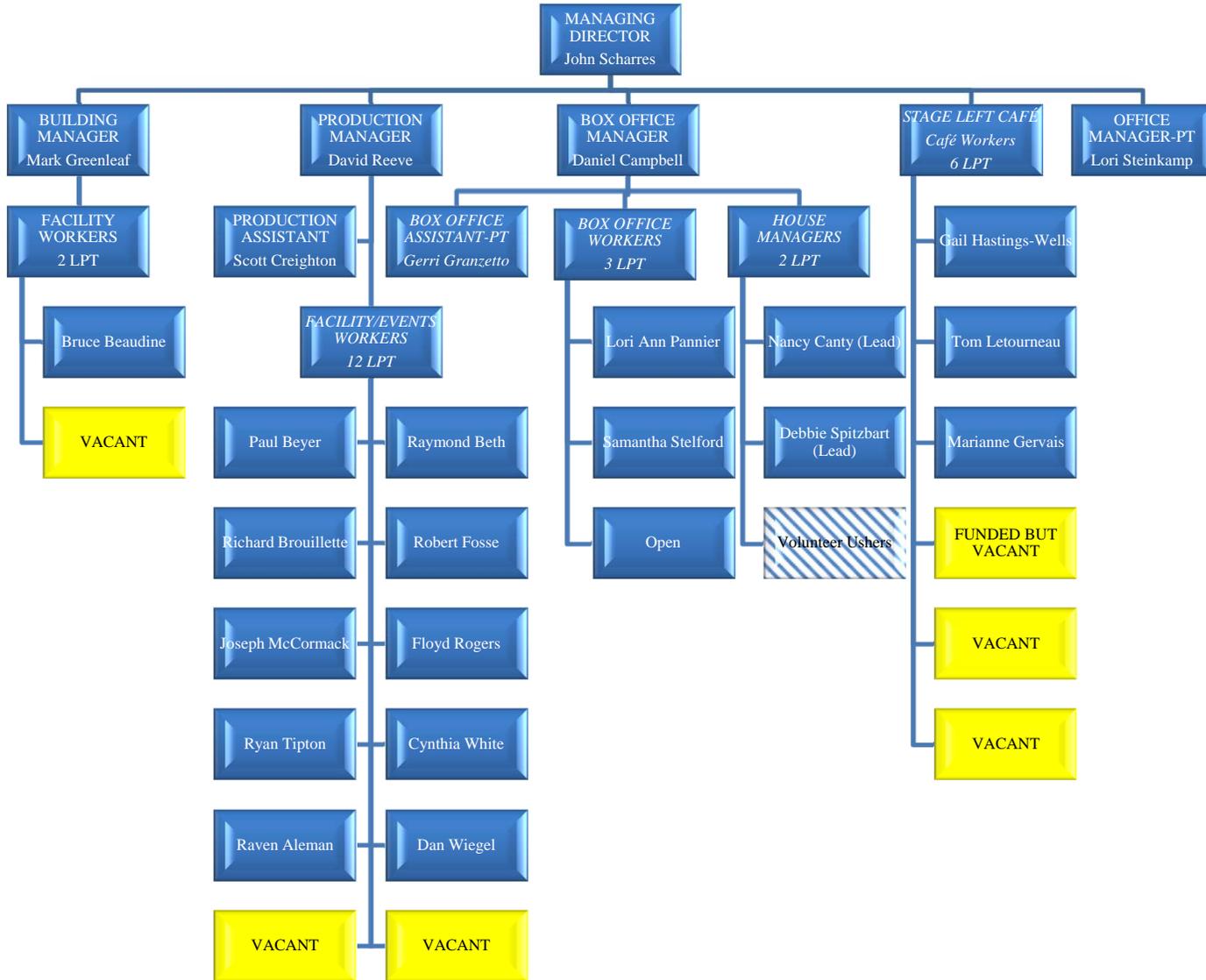
Events & Programs – While the FY12/13 programming continued to focus on events presented by our resident companies and community users, the Opera House, as a presenting organization, also hosted several renowned performers. These performers included; an evening of stories and music with internationally renowned musician Greg Lake, who was a founding member and lead vocalist of Emerson, Lake & Palmer and King Crimson; a great performance by legendary folk artist Tom Paxton; and a well-received December holiday show with the world famous Larry Gatlin & the Gatlin Brothers. For FY13/14 staff has already booked well known actress Loretta Swit who will present a one-women show entitled “Eleanor Roosevelt: Her Secret Journey” and in October the Opera House, in cooperation with the Friends of the Opera House, will present an exclusive Midwest appearance by television and film actor John Astin.

The FY13/14 Performing Arts Budget will continue to address recommendations contained in the City’s 2020 Vision statement. For example, in support of a culturally enriched environment, the staff will present twelve outdoor concerts featuring a wide range of music and cultural styles. These free public concerts will include eight performances by the Woodstock City Band, one of the oldest municipal bands in the country, who are currently preparing to present their 129th consecutive season in the Park-in-the-Square. The Opera House will also continue to be the home for its five resident companies, the Woodstock Fine Arts Association, TownSquare Players, Woodstock Musical Theatre Company, Judith Svalander Dance Theatre and the Woodstock Mozart Festival. Each of these organizations offer a wide variety of affordable performances and opportunities for local and regional citizens of all ages and cultures in the fields of dance, music, drama and the visual arts. In addition, the Stage Left Café will host 48 Open Mic and Jazz Nights along with monthly installments of the popular Spoken-Word Café and jam sessions with the official house band The Stage Leftovers. Also on the Café schedule is the weekly Coffee at the Café program for seniors which present food tastings, entertainment, games, lectures and other engaging activities at no cost to our older citizens.

With all of the challenges presented in the past few years of economic uncertainty, the Woodstock Opera House has maintained its prominent position as a vital component in the local economy. The pride and dedication shown by its staff, patrons, users, volunteers and local citizens continues to translate into a vast reservoir of support for the facility as a centerpiece of culture, art and history. In return the Opera House, as a department of the City, provides the

community with events, activities, services and opportunities in a unique setting that is unrivaled by other municipalities.

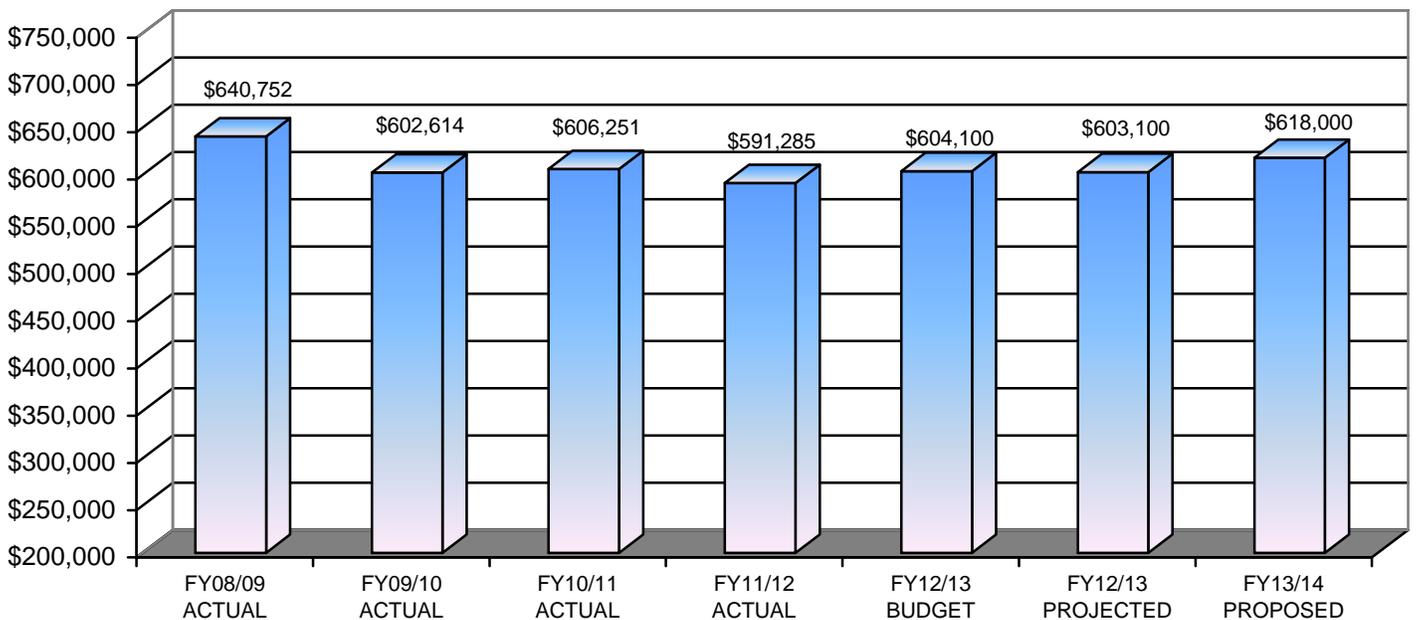
WOODSTOCK OPERA HOUSE ORGANIZATIONAL CHART



2013

OPERA HOUSE – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Managing Director	1	1	1	1	1	0
Building Manager	1	1	1	1	1	0
Production Manager	1	1	1	1	1	0
Production Assistant	1	1	1	1	1	0
Box Office Manager	1	1	1	1	1	0
Office Manager – PT	0.5	0.5	0.5	0.5	0.5	0
Box Office Assistant - PT	0.5	0.5	0.5	0.5	0.5	0
Box Office Worker – LPT	1.0	1.5	1.5	1.5	1.5	0
House Managers – LPT	1.0	1.0	1.0	1.0	1.0	0
Facility/Events Worker LPT	7	5	5	4	5	1
TOTAL FULL TIME	5	5	5	5	5	0
TOTAL PART TIME	1	1	1	1	1	0
TOTAL LPT	9.0	7.5	7.5	6.5	7.5	1

**OPERA HOUSE
BUDGET COMPARISON**



WOODSTOCK OPERA HOUSE
FY 12/13
HIGHLIGHTS & ACCOMPLISHMENTS

Business Administration

- The Woodstock Opera House hosted or assisted in the production of 516 events in the 2012 calendar year, including 154 Main Stage events, 244 Café events and an additional 82 activities in other areas of the building. In addition, the Opera House assisted in the coordination and technical support of 36 events in the downtown square as well.
- Ticket sales for Opera House events topped \$563,000 in the 2012 calendar year, with online web ticket sales contributing to more than 32% of the total transactions.
- The Opera House received a substantial donation from the estate of Audrey Masters Anderson in 2012. Audrey was a longtime patron and donor to the Opera House and upon her passing bequeathed roughly \$36,000 to the Opera House with specific instructions that the endowment be used for a substantive restoration project on the facility. With the approval of her estate manager, the funds have been earmarked to be used in the restoration of the original fire house double door entryway on the front façade of the Opera House in the FY 13/14 budget year.
- The Opera House successfully launched a new and updated website in June of 2012. A temporary website had been in place for the previous two years after the original site was discontinued as it could not be properly maintained and updated by the original web designers. The new site was designed and created in-house by the Box Office Manager and is a vast improvement both esthetically and functionally over the previous iterations.
- The Opera House administrative office continued to work closely with the Woodstock Opera House Advisory Commission to maintain open communication with the public and users of the facility. In keeping with The Commission's vision of increasing collaborative marketing strategies the commission worked with the administrative staff to review both existing and new marketing strategies which should have a positive impact for all user groups in the coming budget year.
- The Friends of the Opera House worked closely with Opera House administrative staff in the coordination and presentation of the Annual Lighting of the Square reception. The reception was shifted to a ticketed invitation only event and was used to promote the Friends membership drive.
- The administrative staff created and implemented a specialized contract for the purpose of hosting weddings at the Opera House. The contract was modeled after the existing contracts but was made to be all-inclusive with rental and services rendered established as a fixed fee. This allowed for better marketing and an increase in potential profits while making the facility a more attractive option for these types of events.
- As part of the 40th Anniversary Dance Celebration of the Judith Svalander Dance Theatre, premium seats were sold at the opening performance which included an exclusive tour of the facility with Opera House Director John Scharres and a private reception. Funds raised from the sale of these tickets allowed Judith Svalander to present the Opera House with a donation in the amount of \$1,200.

Theatre Events & Activities

- The Opera House hosted 105 performances and rentals on the main stage in calendar year 2012 with an additional 71 rehearsals and activities on stage and backstage. Additionally, over 25,000 tickets were sold with an average of 242 people per show in attendance.
- The Woodstock Opera House produced several notable performances in FY 12/13 including a rock & roll experience with legendary vocalist Greg Lake of Emerson, Lake & Palmer. Renowned folk artist Tom Paxton performed in coordination with the annual Woodstock Folk festival and the smooth country harmonies of Larry Gatlin & the Gatlin Brothers made for a spectacular holiday concert.
- Resident Producers of the Opera House continued to provide the bulk of the quality programming at the Opera House in FY 12/13 with Woodstock Musical Theater Company and TownSquare Players presenting a combined season of five theatrical plays on the Main Stage. The Judith Svalander Dance theatre presented their 40th Anniversary performance and the Nutcracker Ballet, with the Woodstock Fine Arts Association producing six guest speakers, the fall children's series and the annual talent show scholarship pageant. The Woodstock Mozart Festival presented three professional orchestral concerts which included two Grammy award winning artists.
- Independent producers provided many fine performances including music by, Al Stewart, Riders in the Sky, Leo Kottke, Bryan White, Loudon Wainwright III, Liza Day, Muriel Anderson and the Atlantic Harp Duo in addition to the annual Christmas Guitar Night, the Opera House Tribute Series, Woodstock Summer Theatre children's programming and appearances by humorist Michael Perry, storytelling by Megan Wells and a premier of a new play about Benjamin Franklin by regional playwright Tom Kelecus.
- The Friends of the Opera House held their first annual "Art, Antiques & Collectibles" auction fundraiser in April. Many unique and interesting items, including some from both the Opera House's and Woodstock's history, were sold with funds going towards the ongoing efforts of the Friends to support the Woodstock Opera House.
- Several other public events were held at the Opera House including a Woodstock Chamber mixer sponsored by the Mozart Festival, a Veterans Benefit Fair and an appearance by Orion Samuelson sponsored by Read Between the Lines.
- The Woodstock City Council granted approval to the request made by the Woodstock Celebrates Committee to dedicate the Opera House Stage in memory of Orson Welles, who performed on stage at the Opera House while attending the Todd School for boys and returned again to produce a series of plays in the early 1930's. On February 10th 2013, an official plaque was mounted in the auditorium with a short dedication ceremony that was filmed as part of an upcoming documentary entitled "Magician" that details the life of Orson Welles and is slated for national distribution.
- The Woodstock Fine Arts Association celebrated their 50th Anniversary with a reception and screening of a documentary film, created by local videographer Dean Rowe, detailing their history and narrated by Bill Kurtis.

Stage Left Café

- The Stage Left Café continues to enjoy wide spread popularity as a rental venue, concessionary and performance space. Income for the FY 12/13 budget year is expected to exceed expenses by more than 50%, making this its most successful financial year since it opened in 2003.
- Both Jazz On The Square & Off Square Music continue to provide a solid anchor for musical performances each Friday evening at the Stage Left Café. Alternating between Jazz Night and Open Mic Night respectively, they have built a solid foundation of support from the community and continue to thrive and draw new audiences to the Café.
- Storyteller Jim May continued his monthly presentations of the Spoken Word Café at Stage Left. Utilizing the talents of local, national and even international storytellers the program has grown in popularity over the past year.
- The self declared house band of the Stage Left Café, dubbed “The Stage Leftovers,” presented a multitude of performances throughout the year on Wednesday evenings. They continue to draw a diverse crowd and have become a staple act at the Café.
- Working with the Recreation Department the Stage Left Café has become the permanent home to a weekly senior program each Tuesday afternoon at 1pm. This program has grown in popularity among local seniors with the Recreation Department providing a diverse set of programs and events. This year, working in conjunction with Hearthstone Communities of Woodstock, the program expanded to include several additional Thursday afternoon events as well.
- The Café has become an integral part of many local festivals and events which utilize the facility as part of larger Square based activities including presentations in conjunction with both the annual Folk Festival and Jazz Festival, Ladies Night Out and Groundhog Days. The availability of this venue has served to expand the capabilities of each of these programs in various ways, contributing to the over all success of each event.
- Local musician Tricia Alexander sponsored a series of Monday night concerts geared towards “Celebrating Women in Music,” however after more than a year of experimentation with this idea, the program is set to be reconfigured for FY 13/14 to incorporate a wider audience demographic.
- Several local business’s and organizations continue to use the café to hold meetings, commissions and corporate functions on a regular or annual basis including, The Mental Health Resource League, Starbucks Coffee, the McHenry County Municipal Risk Management Agency (MCMRMA), Woodstock Independent, Woodstock Chamber of Commerce, Friends of the Opera House, Groundhog Day Committee, Gavers Community Cancer Foundation, Community School District 200, Woodstock High School Coffee House, McHenry County Council of Government, McHenry County Visitors Bureau, the Don Beyer Piano School and Read Between The Lynes bookstore.
- Friends Of The Opera House launched a fundraising campaign in FY 12/13 where donors could purchase a small personalized plaque to be placed on an individual brick on the Café’s East wall. The program has already met with measured success with over 16 plaques already purchased and mounted.

Building Preservation

- Phase I of the CIP Stage Lighting System was implemented in FY 12/13. Bids were accepted in August for the purchase of the system hardware and equipment which was delivered in December. Opera House staff used the first three weeks of January to remove old lighting fixtures and install the new LED fixtures and controls. The supplier also provided two 4-hour training sessions for the newly installed lighting control console. This new system uses less power, is more flexible in its capabilities, saves on labor and will be easier to operate for Opera House staff and various users of the facility. Completion of Phase I will allow for the implementation of Phase II of the CIP Stage Lighting System in FY 13/14 which will include purchase and installation of new dimmers and circuit hardware for the lighting system infrastructure.
- At the request of the Woodstock Fine Arts Association, the staff at the Opera House provided the specifications for a new, brighter digital projector to be used for main-stage performances. A new Epson Power Pro was selected and the purchase was made with funds provided by the Fine Art Assn. After installation, the Fine Arts Assn. also made available additional funds for the purchase of a brighter reflecting screen for the stage.
- The Managing Directors Office was remodeled in FY 12/13, with existing hardboard paneling, woodwork, shelves and track lighting removed and the north wall, west wall and ceiling resurfaced with plaster and a new coat of paint. Custom-manufactured lighting fixtures, custom-milled baseboard, casing and other wood trim elements were also installed to match the decor of the other public areas of the building. Most of the work was performed by Opera House employees while professional plastering services and the acquisition of Victorian-replica lighting fixtures were funded by the Friends of the Opera House. In addition, new office furniture was donated by Penelope Poehlman.
- Despite the regular and preventive maintenance practices of the Opera House, an unusually high number of unanticipated building system repairs were needed this year which required professional services. These included the replacement of the CPU board in the fire alarm panel and several aging fire alarm initiating devices, replacement of igniters in the Auditorium heating system, replacement of one steam boiler burner control unit, repair of A/C refrigerant leaks and the rodding and jetting of a clogged 6” underground sewer line.
- The Building Manager continued historical research and project planning for the replication of the original 19th century City Hall fire engine house doors on the front façade of the building to be implemented in FY 13/14 using the funds donated by the Audrey Masters Anderson Trust.
- With the City’s acquisition of the Old Courthouse building on the square, the Opera House was able to salvage and return to service many usable items from the building. Working with Community Development and Public works the opera house secured 200 wine & champagne glasses, 14 five foot round tables and several banquet service utensils. In addition 36 padded banquet chairs were retrieved to replace the old and worn out metal folding chairs used in the Opera House dressing rooms.

Events on the Square

- The Opera House staff produced and provided technical support for eight Woodstock City Band concerts, presented in the Park in the Square, this past summer. Celebrating their 128th season, the City band played a variety of themed concerts, including their annual Fourth of July tribute concert which featured pyrotechnic effects created and executed by the Opera House Managing Director and Staff.
- In August of 2012 the Opera House produced four additional summer concerts in the Band Stand in the Park in the Square. These included, Liberty Call Brass Band from the Great Lakes Naval Training Center, blues band Studebaker John & the Hawks, an evening of American honkey tonk music with CrazeeHeart and a rock and roll swing concert presented by the Stage Leftovers.
- On August 7th, the City hosted the first ceremonial observance of Purple Heart Day in Illinois. Working in concert with state and local officials, Opera House staff installed purple and white banners on the Spring House and Opera House Portico, provided the seating, lectern, sound system and technical support needed on the Bandstand and set up tables for a large travelling display honoring Illinois' fallen warriors. The event was well attended and well received by the general public, military and Gold Star families and news media.
- Opera House employees cleaned and repainted surfaces and ornamental elements of the Spring House and Bandstand. They also cleaned the area under the Bandstand, replaced the automatic timer which controls the ceiling lights and made minor repairs to the Bandstand doors.
- Working with welders at the Department of Public Works, Opera House staff repaired and painted several pieces of fencing, balusters & rails from the Band Stand in the Park in the Square. In addition, many sections of the fencing surrounding the Civil War monument were repaired, painted and several missing or broken pieces that had been lost to vandalism and corrosion over the years were restored.
- The Opera House coordinated with the local Chamber of Commerce and merchants to present several winter holiday activities including, the Lighting of the Square, visits from Santa Claus with the local Lions Club, the annual Christmas Parade and annual Opera House Christmas Tree exhibit.
- The Woodstock Opera House played a very active role in the production of the Annual Ground Hog Days in Woodstock 2013. Technical support was lent to the Awakening Of The Groundhog on the Opera House portico, complete with pyrotechnic effects. Opera House staff also provided sound engineering, props and press scaffolding for the Ground Hog prognostication in the Park on the Square. Additionally, the Opera House and Stage Left Café hosted the Chili Cook-off, Groundhog Symposium and a movie trivia contest. For the third time, WGN radio requested the use of the Stage Left Café as the staging area for their coverage of the event on their morning show. Their radio broadcast provided a tremendous amount of press coverage for the Opera House and Woodstock Merchants as well.
- The Opera House staff provided additional support services for many local events on the Square including Woodstock Band Camp, Woodstock Folk Festival, Woodstock Jazz Festival, Woodstock Harvest Fest, the Domestic Violence Vigil, Halloween on the Square and seven weddings.

WOODSTOCK OPERA HOUSE
FY 13/14
GOALS, OBJECTIVES & PROJECTS

The Woodstock Opera House hosts and provides support for a wide variety of events on its Main stage as well as in the Stage Left Café, Community Room, Woodstock Park in the Square and surrounding community. Registered as a national historic landmark, the Opera House is dedicated to the production, promotion and support of performing arts and civic events as a service to the community and the people of McHenry County and northern Illinois.

<p>Goal #1: Business Administration: Provide prompt, professional and efficient service to all Opera House users, patrons and guests with highly trained staff and a sound performing arts business model.</p>

Objectives:

- A. Conduct business in a professional manner with a high level of customer service.
- B. Ensure producers receive satisfactory service for contractual obligations, ticket office services, technical support and financial reconciliation on all programs presented.
- C. Promote the venue and its activities through appropriate marketing efforts with accurate and regularly scheduled event information presented to the public.
- D. Encourage and support public input for all Opera House activities and projects with specific attention paid to recommendations made by the Opera House Advisory Commission and financial support from the Friends of the Opera House fundraising organization, to promote a citizen-active community center.
- E. Recognize all donations and publicly contributed labor and material support which are implemented efficiently and to the benefit of all facility user groups.
- F. Follow a regular review of the policies and licensing contracts that govern the use of the Opera House, Café and Bandstand so that both users and employees understand what is required for the smooth and safe operation of these facilities.
- G. Continue to train staff on City policies, Opera House procedures and proper use of equipment with regular mid-term and yearly evaluations & performance reviews for all full time and permanent part-time staff.

FY 13/14 Projects:

1. Business Management

Weekly staff meetings will be held to coordinate all Opera House events and activities. Each manager will review and make use of the City's Employee Handbook to properly implement and enforce City policies. Customer Service will remain the priority of all staff members both in following established City goals in this area and in fulfillment of the Opera House's purpose as a public use facility whose purpose is to serve the community.

2. Contractual Obligations

The Opera House staff will utilize City Council approved contracts to coordinate all events at the Opera House. Staff will adhere to the requirements of each contract with careful attention paid to the needs of each producing agent. All paperwork will be completed in a timely fashion and special requests by producing agents will be met to the best of the staff's abilities.

3. Marketing Efforts

Opera House staff will continue to produce a printed schedule of events for mailing and dissemination on site. Social media sites like Facebook, Twitter and Constant Contact will be used to reach the public through digital media. The Opera House website will be updated weekly and new pages and content will be added to better serve the public and users of the facility. The Opera House will also continue to coordinate with local media groups such as the Woodstock Independent, Shaw Media Group, McHenry County Living Magazine, local radio stations, Copy Express and Crystal Lake Graphics to produce and present advertising material for events and activities.

4. Committee Meetings & Commissions

The Opera House Director will continue to meet with the City's appointed Opera House Advisory Commission on a regular basis to discuss ideas and share information on operations, goals and objectives. Staff will work closely with groups who provide financial, material and business support for the Opera House such as the Friends of the Opera House, the Woodstock Retailers Committee and the Woodstock Fine Arts Association.

5. Donations & Contributions

Donations made to the Woodstock Opera House will be recognized with a personnel letter of thanks to the donor and, at appropriate donation levels, plaques or signage commemorating their gifts for display in the Opera House. The staff will also work

closely with those who choose to make material donations of equipment, goods or services to see that they are utilized in a way that benefits all users of the facility.

6. Contract & Policy Review

The Director will review suggestions from staff regarding contractual changes and policy shifts and determine what changes if necessary will be implemented for FY 14/15. Any recommended fee changes will be submitted as part of the budget process for approval by City Council and major policy changes will be discussed with the Opera House Advisory Commission, City Manager, Personnel Director, City Attorneys or City Council where appropriate.

7. Training & Evaluation

Management will continue to instruct staff in all pertinent City and Opera House policies and procedures regarding customer service, cleaning, maintenance, repairs and the use of equipment and materials. Management will also continue ongoing discussions with the part-time staff concerning professional attitude and customer service as a part of their duties. With the installation of the new lighting system, there will be ongoing training for the new light control console and LED lighting instruments as well.

Goal #2: Facility Usage: Utilize the historic building and staff to support performing arts through live performances, artistic exhibits, educational outreach & diverse programming for both public and private events at the Woodstock Opera House.

Objectives:

- A. Actively seek to promote venue usage by members of the local and regional community as a service to the public.
- B. Provide for an adequate level of professional programming to balance the needs of the community who utilize the facility as paying customers.
- C. Sponsor programming that reflects ethnic and cultural diversity in the community.
- D. Extend the scope of facility usage to include multiple forms of artistic expression beyond the basis of live performances.
- E. Work with local schools and educational providers to provide a broad spectrum of educational opportunities to students and educators.
- F. Utilize specific & unique skills of staff members for special projects and events to exemplify the professional services of the facility.
- G. Provide technical services with a wide array of equipment and material support to provide renters and users of the facility with state of the art services

FY 13/14 Projects:

1. **Community Programming**

Opera House staff will continue to work with the resident companies of the Woodstock Opera House including the Woodstock Fine Arts Association, TownSquare Players, Woodstock Musical Theatre Company and Judith Svalander Dance Theatre to create a diverse selection of community based events and activities on the Main Stage throughout the year.

2. **Professional Programming**

Working as a producing agent and in conjunction with performances presented by independent producers, the Opera House will compliment local and regional community activities with a variety of professional programming. Loretta Swit, star of the television comedy Mash, will perform as Eleanor Roosevelt in May and the Woodstock Mozart Festival will bring national and international professional musicians to the Opera House in August. In addition, an engagement by film & television actor John Astin is under consideration for October as well.

3. **Cultural Diversity**

The Woodstock Opera House will seek to present a selection of programs and events that is both representative and supportive of our local culture. In addition, performances that can bring added diversity and cultural significance to the community will be pursued.

4. **Art Exhibits**

The Woodstock Opera House hosts a series of visual art throughout the year. The following artists will present ten unique art exhibits displayed in the Opera House Community Room in 2013:

<i>February</i>	- McHenry County Historical Society
<i>March</i>	- Diane Wlezien
<i>April</i>	- James Mansfield
<i>May</i>	- Northland Area Art League
<i>June</i>	- Marilyn Olsen
<i>July</i>	- Carol Keene
<i>August</i>	- The Rose Sisters
<i>September</i>	- Julie Janzen
<i>October</i>	- Tom Trausch's Art Students
<i>November / December</i>	- Christmas Tree Exhibit

The Office Manager will administrate the correspondence, scheduling and contracting of art exhibits. The Production Assistant will work with individual artists in the arrangement, hanging and removal of art exhibits in the Community Room.

5. **Educational Outreach**

Working with District 200, the Opera House will host the annual Children’s Summer Theatre production and the Woodstock Fine Arts Association fall school program. Management will also look for additional “family friendly” programs to add throughout the year.

6. **Special Projects**

Staff will continue to use their unique skills in the areas of stage lighting, sound engineering, carpentry, electrical engineering, Stage Management, House Management and various stagehand skills to service projects and presentations from users, patrons, city officials and the local community beyond the scope of normal operations.

7. **Technical Support**

Producers and production companies who do not have the technical equipment, personnel or required skills to present their events will have the services of the Opera House staff and equipment at their disposal under appropriate fee structures. In the case of the Community Theatre groups, the staff expects to spend extensive time in training their volunteers to operate the new, state-of-the- art lighting and sound systems.

Goal # 3: Building Preservation: Execute special renovation/restoration projects which will preserve and enhance the historic landmark building while maintaining a clean, attractive, safe and secure facility for public users, patrons and guests to enjoy.

Objectives:

- A. Provide for the maintenance and cleanliness of the physical plant, including its furnishings and grounds.
- B. Maintain compliance with building, fire and life safety codes and adherence to applicable Federal, State and Local regulations and accepted practices.
- C. Provide for the maintenance or improvement of life-safety, alarm systems, plumbing, heating, ventilation and air conditioning, electrical distribution, communications and data systems and specialized systems such as elevators and stage machinery.

- D. Develop and implement security procedures, incident management and emergency planning and training to prevent personal injury, reduce liability exposure and protect against criminal activity, property loss and related expenses.
- E. Maintain the character and provide for the continuing care of interior finishes and décor and develop such restoration and remodeling projects as may be in keeping with the landmark status of the historic building.

FY 13/14 Projects:

1. Janitorial Services

The Opera House will coordinate the professional services of HAAS Service System in conjunction with existing staff to perform daily, seasonal and special cleaning duties.

2. Codes & Regulations

The Building Manager will schedule and facilitate required inspections, testing and certification for fire and life safety protection systems, elevators, steam boiler and RPZ backflow valves and will also ensure the completion of any repairs or modifications which may be identified and mandated, while maintaining proper records of all such activities. He will also consult with local authorities and other sources to ensure ongoing compliance with public and occupant safety regulations.

3. Equipment & Systems

The Opera House will maintain service contracts for professional maintenance and inspection of fire alarm and fire suppression systems and extinguishers, elevators, emergency lighting, HVAC systems and pest control, and in-house staff will perform maintenance and repairs to such systems and equipment as appropriate. Opera House employees will work closely with City staff to prepare the site for, and facilitate the installation of; the City's approved voice-over-IP telephone system.

4. Security & Liability

Workplace safety, accident and incident prevention are of paramount concern to Opera House employees, contractual workers, user groups and guests. To this end, resources and training will be provided to staff and the Opera House will continue the development of incident management and emergency plans in cooperation with WPD and WFRD. Additional tours will be offered to WFRD and WPD personnel, with the goal of familiarizing all local first responders with the facility, identifying access and egress routes, location of the fire alarm panel, elevators, building systems, tactical considerations, storage and shelter areas and emergency equipment.

5. **Restoration & Remodeling**

The major restoration project scheduled for FY 13/14 will be the installation of accurate replica wooden engine house doors on the northeast corner of the Opera House building. This will provide the last major element in the restoration of that façade to its original 1890 appearance. Based on detailed historical research, Opera House staff will identify proper hardware, materials and construction methods, produce construction drawings and prepare the site. The doors will then be professionally manufactured and installed. This project will be funded by a gift from the Audrey Masters Anderson Trust.

Goal #4: Stage Left Café: Manage and operate the Stage Left Café as a venue to support existing Opera House activities in addition to providing a space for additional rentals and usages that serve the needs of patrons, producers, public organizations and the City of Woodstock.

Objectives:

- A. Administrate the Stage Left Café with rentals and activities that will enhance the Opera House's programming and provide the public with additional facility usage.
- B. Provide a properly trained staff to open, close and operate the Café service counter.
- C. Order and stock needed supplies and retail items and provide a clean, properly equipped and attractive, user friendly environment.
- D. Comply with all local, state and federal business, health and safety codes or ordinances.
- E. Collaborate with local businesses, organizations and users to maintain the Café's role as a service provided by the City for Woodstock citizens and the community.

FY 13/14 Projects:

1. **Rentals**

Off Square Music and Jazz on the Square will continue to produce their open mic and Jazz Nights on the first four Fridays of each month. There will also be regular installments of the popular Spoken-Word Café and jam sessions with the Stage Leftovers. Additional parties, meetings and performances will be scheduled throughout the year as they are requested.

2. **Staffing**

The Opera House will maintain the current service level of three at-will employees for the Café Staff positions. These three employees will be tasked with fulfilling the duties of the Café service counter and providing additional support for the estimated 200 plus events that will be held and hosted at the Café throughout the year. Opera House technical staff members will continue to provide maintenance and janitorial services for the café on a weekly basis as well.

3. **Supplies & Materials**

Utilizing current vendors and suppliers, the administrative staff will provide the necessary supplies and materials for normal operation of the Café service counter. Additional, services and material support will be arranged on a case by case basis to ensure a clean, well equipped and attractive facility for rental and use by the public.

4. **Codes & Licensing**

The Opera House business office will complete and submit all forms for licensing with State and local liquor commissions, McHenry County Health Department, ATF and SESAC.

5. **Collaborative Programs**

The Opera House will continue to provide the Recreation Department with the Café as the weekly location for the ongoing Senior Program. Working with Off Square Music, and with continued funding from a local grant, the Opera House will seek to promote additional opportunities for new artists to present public performances. For 2013, a celebration will also be planned to coincide with 10 year anniversary of the opening of the Stage Left Café in 2003.

Goal # 5: Community Outreach: Collaborate with the City and Local Community of Woodstock for support and services on public events, activities, and projects presented on the Woodstock Square and in the downtown business district.

Objectives:

- A. Produce and provide technical support for live summer concerts in the park featuring the historic Woodstock City Band.
- B. Produce and provide technical support for additional summer concerts in the Park in the Square that showcase a variety of music, ethnic and cultural styles.

- C. Assign sponsors for ice cream socials to run concurrently with Woodstock City Band concerts.
- D. Actively participate with local business and organizational committees to provide technical expertise, personnel and equipment for various projects and events throughout the community and downtown square.
- E. Provide maintenance and repair of the technical equipment and structures of the Springhouse and Bandstand in the Park in the Square.
- F. Collaborate and contribute technical expertise to City Hall and its various departments for building renovation, equipment repairs and other municipal projects.

FY 13/14 Projects:

1. City Band Concerts

The Opera House will coordinate and provide technical support for eight City Band concerts in the Park in the Square Band Stand. The following lists the concert dates and tentative themes for the 129th season of Woodstock’s City Band.

- Concert 1 June 12 – “Begin again” – The premier concert of the 129th season.
- Concert 2 June 19 – “Love is in the Air” – Romance and music.
- Concert 3 June 26 – “Streets” – Travelling the musical by-ways.
- Concert 4 July 3 – “Land of the Free, Home of the Brave” – Our Annual Patriotic Concert with Guest Xylophone soloist – Anthony DeMartinis
- Concert 5 July 10 – “Fun and Games” – Music’s lighter side.
- Concert 6 July 17 – “Wizards” – The magic of music.
- Concert 7 July 24 – “Islands” – Music amongst the waves.
- Concert 8 July 31 – “Musical Potpourri” – 129th Finale concert.

In addition, a review of band members will be made and appropriate honors will be awarded to members who have given long-term service. By way of thanks from the City, there will also be a reception for all band members after the closing performance of the season at the Stage Left Café.

2. Extended Concert Season

The Opera House staff will schedule four additional concerts for each Wednesday evening in August. These additional concerts will include performers drawn from local and regional artists and acts in order to provide a wide range of musical tastes and styles.

3. Ice Cream Socials

Each year local community organizations and groups are invited to participate by hosting an “ice cream social” in the Park in the Square, in conjunction with the City

Band concerts. The Opera House will coordinate the selection of applicants for each concert and provide technical assistance as needed.

4. **Local Events**

The staff will continue to provide equipment and technical expertise for Memorial Day, City Band Concerts, Halloween on the square, the Lighting of the Square, the annual Christmas Parade, and Ground Hog Day events and additional events that are yet to be scheduled. The staff will also be prepared to assist with any special late notice events or occasions such as military homecomings, etc.

5. **Park in the Square Maintenance**

The Bandstand cupola will be reconstructed in the Opera House shop to repair the effects of years of weathering. After being rebuilt and painted, it will be put in place in time for City Band concerts and summer activities. Other maintenance of the Bandstand and Spring House will include repairs to lighting and electrical systems and woodwork, and painting as needed.

6. **City Hall**

Staff members will continue to make repairs to the holiday lighting system on downtown buildings and will provide service to the audio system in Council Chambers as needed. Opera House labor and technical expertise will be made available for other projects upon request.

**WOODSTOCK OPERA HOUSE
FY 13/14
REVENUES
LINE ITEM DESCRIPTIONS**

07-00-1-311 Property Tax				\$200,000
FY 10/11 Actual	\$254,936	FY 11/12 Actual	\$242,756	
FY 12/13 Budget	\$225,000	FY 12/13 Projected	\$218,300	

This line item represents the expected property tax receipts for the performing arts, based on the maximum tax levy of .04 cents.

07-00-2-330 Gifts and Donations				\$ 2,000
FY 10/11 Actual	\$ 1,393	FY 11/12 Actual	\$ 2,578	
FY 12/13 Budget	\$ 2,000	FY 12/13 Projected	\$ 2,000	

This line item represents donations from private individuals, corporations, miscellaneous monetary gifts and grants received for programming or events.

07-00-2-360 Facility Rental				\$ 68,000
FY 10/11 Actual	\$ 68,376	FY 11/12 Actual	\$ 64,644	
FY 12/13 Budget	\$ 68,000	FY 12/13 Projected	\$ 67,000	

This line item includes all rentals from events on stage, meetings in the community room and library or for backstage rehearsals. The current stage rental charge is \$275 (not-for-profit) and \$300 (commercial) per performance plus 10% of gross ticket sales or a flat \$800 for non-ticketed events. Income is dependent upon the total number of annual shows and the total gross of tickets sold.

07-00-2-365 Materials and Services				\$ 45,000
FY 10/11 Actual	\$ 46,347	FY 11/12 Actual	\$ 44,043	
FY 12/13 Budget	\$ 43,000	FY 12/13 Projected	\$ 45,000	

This line item represents the recapture of costs from technical labor and commodities provided to various organizations using the Opera House, Stage Left Café, and Park in the Square. Income recaptured in this manner is used to reduce the cost of part-time labor in line 07-11-3-441 Facility & Events Workers.

07-00-2-366 Program Revenues				\$ 35,000
FY 10/11 Actual	\$ 36,780	FY 11/12 Actual	\$ 29,756	
FY 12/13 Budget	\$ 35,000	FY 12/13 Projected	\$ 37,100	

This income should be equal to or greater than expenses from 07-11-5-525 (Programming Fund). All Opera House sponsored programs are budgeted to break even at 60% of house capacity or less.

07-00-2-367 Ticket Office Services				\$ 8,000
FY 10/11 Actual	\$ 8,550	FY 11/12 Actual	\$ 7,875	
FY 12/13 Budget	\$ 8,000	FY 12/13 Projected	\$ 7,700	

A charge of \$75 is applied to each event that is processed by the Box Office. The amount of income earned will be dependent on the number of ticketed events produced in a given year. Income from this line is used to offset the cost of part-time labor in line 07-11-3-437 Box Office Workers.

07-00-5-380 Miscellaneous Income				\$ 14,000
FY 10/11 Actual	\$ 14,495	FY 11/12 Actual	\$ 13,735	
FY 12/13 Budget	\$ 14,000	FY 12/13 Projected	\$ 14,000	

This account reflects income derived from various sources other than those listed above, i.e. vending machines, the back-stage coin-operated washer and dryer, charges for ads in the seasonal brochures and the \$2 handling fee on all ticket orders taken at the Box Office.

07-00-9-392 Transfer from General Corporate Fund				\$303,900
FY 10/11 Actual	\$215,088	FY 11/12 Actual	\$228,466	
FY 12/13 Budget	\$259,800	FY 12/13 Projected	\$260,600	

This account represents the amount of the subsidy from the General Fund needed to operate the facility beyond the revenues generated above.

07-00-9-393 Transfer from Hotel/Motel Tax				\$ 30,000
FY 10/11 Actual	\$ 30,000	FY 11/12 Actual	\$ 30,000	
FY 12/13 Budget	\$ 30,000	FY 12/13 Projected	\$ 30,000	

This account represents funds distributed by the City of Woodstock from the hotel/motel tax, instituted by the City Council in 2007.

07-00-9-889 Transfer to Employees Insurance Fund				\$(98,300)
FY 10/11 Actual	\$(73,560)	FY 11/12 Actual	\$(80,640)	
FY 12/13 Budget	\$(88,700)	FY 12/13 Projected	\$(89,400)	

This line represents the transfer of funds from the Performing Arts Fund to the Employees Insurance Fund.

TOTAL REVENUES AND TRANSFERS				\$607,600
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**WOODSTOCK OPERA HOUSE
FY 13/14
EXPENDITURES
LINE ITEM DESCRIPTIONS**

SALARIES

07-11-3-402 Director			\$103,500
FY 10/11 Actual	\$ 98,803	FY 11/12 Actual	\$ 98,488
FY 12/13 Budget	\$100,500	FY 12/13 Projected	\$100,500

The annual salary based on the Wage & Class Plan of the Managing Director, who is the head administrator for this department. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

07-11-3-403 Production Manager			\$ 74,700
FY 10/11 Actual	\$ 70,380	FY 11/12 Actual	\$ 71,077
FY 12/13 Budget	\$ 72,500	FY 12/13 Projected	\$ 72,500

The annual salary based on the Wage & Class Plan of the Production Manager, who provides technical supervision for all Opera House. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

07-11-3-404 Building Manager			\$ 74,500
FY 10/11 Actual	\$ 70,215	FY 11/12 Actual	\$ 70,909
FY 12/13 Budget	\$ 72,300	FY 12/13 Projected	\$ 72,300

The annual salary based on the Wage & Class Plan of the Building Manager, who provides and oversees all building maintenance, operation and services. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

07-11-3-407 Box Office Manager			\$ 56,100
FY 10/11 Actual	\$ 52,890	FY 11/12 Actual	\$ 53,413
FY 12/13 Budget	\$ 54,500	FY 12/13 Projected	\$ 54,500

The annual salary based on the Wage & Class Plan of the Box Office Manager who oversees tickets sales, financial services, and front-of-house operations. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

07-11-3-413 Office Manager				\$ 32,500
FY 10/11 Actual	\$ 30,650	FY 11/12 Actual	\$ 30,404	
FY 12/13 Budget	\$ 31,600	FY 12/13 Projected	\$ 31,600	

This account covers a part-time business office employee incorporating the schedule as identified in the Wage and Class Plan. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

07-11-3-436 Box Office Assistant				\$ 27,400
FY 10/11 Actual	\$ 29,124	FY 11/12 Actual	\$ 29,170	
FY 12/13 Budget	\$ 28,900	FY 12/13 Projected	\$ 26,600	

This account covers a part-time box office employee incorporating the schedule as identified in the Wage and Class Plan. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for and additional 1.5% maximum based on merit.

This account is scheduled to come in under budget due to a reduction of the employee's hours as a result of a decrease in Box Office business hours on weekdays in FY 12/13.

07-11-3-437 Box Office Workers				\$ 21,500
FY 10/11 Actual	\$ 19,340	FY 11/12 Actual	\$ 19,160	
FY 12/13 Budget	\$ 19,000	FY 12/13 Projected	\$ 19,500	

This account covers two or more limited part-time box office workers who, combined, average 30-40 hours per week with wages identified in the Wage and Class Plan. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase.

A portion of the expenditures from this line item are offset through a \$75.00 fee applied to each ticketed performance scheduled on the main stage. Income generated in this manner is deposited in the revenues line 07-00-2-367 Ticket Office Services.

The request of \$21,500 for FY 13/14 is an increase of \$2,500 over the FY 12/13 budget and is offset by the savings in line 07-11-3-436 Box Office Assistant that was achieved FY 12/13. The increase will be used to allow for proper staffing of the box office during ticketed events and programs without increasing the over-all budget request in comparison to FY 12/13.

07-11-3-441 Facility and Events Workers				\$ 66,300
FY 10/11 Actual	\$ 72,357	FY 11/12 Actual	\$ 63,095	
FY 12/13 Budget	\$ 65,000	FY 12/13 Projected	\$ 65,000	

This account covers six or more limited part-time workers who are responsible for the general duties required to execute events and two House Managers who monitor the front-of-house during all ticketed events with wages identified in the Wage and Class Plan. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase.

A large portion of the expenditures from this line item are recaptured through a \$17.50/hour labor charge applied to all producing agents who rent the facility. Income recaptured in this manner is deposited in the revenues line 07-00-2-365 Materials and Services.

07-11-3-446 Production Assistant				\$ 43,500
FY 10/11 Actual	\$ 41,042	FY 11/12 Actual	\$ 41,441	
FY 12/13 Budget	\$ 42,300	FY 12/13 Projected	\$ 42,300	

The annual salary based on the Wage & Class Plan of the Production Assistant, who provides general and technical supervision for all Opera House events. The FY 13/14 budget amount is consistent w/the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

TOTAL SALARIES **\$500,000**

PERSONAL SERVICES

07-11-4-451 Sick Leave Conversion				\$ 3,400
FY 10/11 Actual	\$ 2,980	FY 11/12 Actual	\$ 2,610	
FY 12/13 Budget	\$ 2,600	FY 12/13 Projected	\$ 2,600	

This line covers payment to employees for 25% of unused sick leave accumulated in excess of 800 hours.

07-11-4-452 Travel and Training				\$ 0
FY 10/11 Actual	\$ 0	FY 11/12 Actual	\$ 0	
FY 12/13 Budget	\$ 0	FY 12/13 Projected	\$ 0	

This line accounts for all travel and registration expenses for employee attendance at professional conferences including, when appropriate: United States Institute for Theatre Technology, Association of Performing Arts Presenters, League of Historic American Theatres, National Trust for Historic Preservation,

International Ticketing Assn., educational seminars and the cost for educational materials for training of staff.

This expense line has been temporarily suspended due to budget constraints. Training is provided in-house or utilizes training opportunities generated by the H.R. Department.

07-11-4-454 Dues and Subscriptions					\$ 1,200
FY 10/11 Actual	\$ 737	FY 11/12 Actual	\$ 1,362		
FY 12/13 Budget	\$ 1,200	FY 12/13 Projected	\$ 1,200		

This account covers the membership, subscriptions and licensing fees for the following: United States Institute for Theatre Technology, League of Historic American Theatres, Pyrotechnics License from Dept. of Alcohol, Tobacco and Firearms, Historic Illinois and local newspaper/magazines.

TOTAL PERSONAL SERVICES **\$ 4,600**

CONTRACTUAL SERVICES

07-11-5-501 Communications					\$ 6,000
FY 10/11 Actual	\$ 6,644	FY 11/12 Actual	\$ 6,894		
FY 12/13 Budget	\$ 6,300	FY 12/13 Projected	\$ 7,000		

This line item covers telephone expenses for local and long-distance services, as well as equipment and line rental charges. These include a FAX line, emergency elevator phones, fire alarm system, the Cafe ZON line, and web hosting services.

07-11-5-502 Professional Services					\$ 4,000
FY 10/11 Actual	\$ 4,250	FY 11/12 Actual	\$ 3,463		
FY 12/13 Budget	\$ 4,000	FY 12/13 Projected	\$ 4,000		

This line covers the costs for the design of seasonal brochures, professional mailing services, piano tuning/repairs, consulting services and, when required, attorney fees.

07-11-5-525 Programming Fund					\$ 35,000
FY 10/11 Actual	\$ 36,692	FY 11/12 Actual	\$ 33,720		
FY 12/13 Budget	\$ 35,000	FY 12/13 Projected	\$ 37,100		

This line is used to fund performances produced by the Woodstock Opera House. It covers performance fees, travel and hotel accommodations, specialty lighting, set and sound requirements and catering. All events are budgeted to break-even with an average attendance of 60% or less. These funds are offset by revenue received from ticket sales that are deposited into Program Revenues 07-00-2-366.

07-11-5-526 Programming Fund - Advertising \$ 5,500

FY 10/11 Actual	\$ 4,960	FY 11/12 Actual	\$ 5,264
FY 12/13 Budget	\$ 5,500	FY 12/13 Projected	\$ 4,500

This line represents all advertising for Opera House special events in conjunction with publicity and marketing for the building and its programs. Additional costs include display ads in regional telephone directories, hotel/motel room directories and involvement in collective advertising with other downtown businesses.

07-11-5-537 Printing Services \$ 8,000

FY 10/11 Actual	\$ 8,969	FY 11/12 Actual	\$ 7,822
FY 12/13 Budget	\$ 8,000	FY 12/13 Projected	\$ 7,000

This line item covers the expense of printing of custom envelopes, office stationary, box office custom ticket stock, promotional materials and the production of 30,000+ seasonal brochures each year.

07-11-5-550 Service to Maintain Building \$ 30,500

FY 10/11 Actual	\$ 32,118	FY 11/12 Actual	\$ 31,561
FY 12/13 Budget	\$ 30,500	FY 12/13 Projected	\$ 33,300

This line item represents payments for contractual and professional services for the cleaning and maintenance of the building and building systems beyond the scope of maintenance performed by the Opera House facilities staff.

Contract cleaning services	\$18,700
Otis Elevator, maintenance (public elevator)	\$ 3,200
Schindler Elevator, maintenance (service elevator)	\$ 3,400
Pest control services	\$ 500
Elevator hydraulic test/inspector fee	\$ 200
Sprinkler system testing	\$ 300
Fire alarm system testing and certification	\$ 800
MG Mechanical, HVAC service	\$ 2,500
Boiler inspection fee	\$ 100
Unscheduled expenditures	\$ 800

Additional FY12/13 expenses in this line were the result of necessary service to several building systems beyond the scope of routine and preventive maintenance. These included repairs to heating and A/C systems, plumbing/sewer line service and replacement of fire alarm components.

07-11-5-552 Service to Maintain Equipment					\$ 2,400
FY 10/11 Actual	\$ 2,199	FY 11/12 Actual	\$ 1,709		
FY 12/13 Budget	\$ 2,400	FY 12/13 Projected	\$ 2,000		

This line represents professional contractual maintenance services to office equipment and emergency/safety devices. Also included are occasional services to maintain or repair the Opera House carillon, pianos, two-way radio equipment and lighting systems.

Fox Valley Fire & Safety, extinguishers, inspect and test	\$ 300
Carillon maintenance	\$ 100
Emergency floodlights/signage, inspect and test	\$ 1,300
Unscheduled maintenance/repairs	\$ 700

TOTAL CONTRACTUAL SERVICES **\$ 91,400**

COMMODITIES

07-11-6-601 Postage					\$ 9,000
FY 10/11 Actual	\$ 9,857	FY 11/12 Actual	\$ 7,935		
FY 12/13 Budget	\$ 9,000	FY 12/13 Projected	\$ 8,400		

This line item is used for the postage cost of mailing roughly 30,000+ seasonal brochures each year and participation with City Hall for metered postage mailing.

07-11-6-602 Gas and Oil					\$ 400
FY 10/11 Actual	\$ 298	FY 11/12 Actual	\$ 303		
FY 12/13 Budget	\$ 400	FY 12/13 Projected	\$ 300		

This fund is used to pay for the gas and oil needed to operate the department's passenger van. This request is based on anticipated vehicle usage and FY11/12 utility cost projections provided by the Finance Department.

07-11-6-606 Supplies					\$ 2,500
FY 10/11 Actual	\$ 1,565	FY 11/12 Actual	\$ 2,118		
FY 12/13 Budget	\$ 2,500	FY 12/13 Projected	\$ 1,500		

This line is used for obtaining office supplies from outside sources and participation with City Hall for general office furniture and supplies that are necessary for the function of the administrative office, box office and regular business operations.

07-11-6-607 Receptions					\$ 500
FY 10/11 Actual	\$ 720	FY 11/12 Actual	\$ 0		
FY 12/13 Budget	\$ 500	FY 12/13 Projected	\$ 100		

This line item is used to cover the costs of hospitality and receptions for various events at the Opera House.

07-11-6-613 Water and Sewer					\$ 1,000
FY 10/11 Actual	\$ 855	FY 11/12 Actual	\$ 811		
FY 12/13 Budget	\$ 1,000	FY 12/13 Projected	\$ 900		

This line item covers the cost of water and sewer usage by the Opera House. Consumption and costs are directly related to program activity and audience attendance.

07-11-6-620 Materials to Maintain Building					\$ 7,000
FY 10/11 Actual	\$ 7,069	FY 11/12 Actual	\$ 6,992		
FY 12/13 Budget	\$ 7,000	FY 12/13 Projected	\$ 7,000		

Consumable products such as paper goods, cleaning supplies, light bulbs, and materials needed for repair and maintenance of the Opera House and furnishings. Consumable supplies for the stage are also reflected in this line, these include, but are not limited to, such items as gaffer's tape, stage lamps, hardware, paint and lumber.

07-11-6-621 Materials to Maintain Equipment					\$ 1,500
FY 10/11 Actual	\$ 1,356	FY 11/12 Actual	\$ 1,466		
FY 12/13 Budget	\$ 1,500	FY 12/13 Projected	\$ 1,400		

This line item includes parts, materials and supplies needed to do in-house repair, maintenance and updating of Opera House equipment including, but not limited to, computers, shop equipment, stage rigging equipment, stage lighting equipment, and stage sound equipment.

07-11-6-622 Materials to Maintain Vehicle					\$ 100
FY 10/11 Actual	\$ 181	FY 11/12 Actual	\$ 98		
FY 12/13 Budget	\$ 100	FY 12/13 Projected	\$ 0		

This line item provides supplies and materials for maintenance/repairs to the City van.

TOTAL COMMODITIES **\$ 22,000**

CAPITAL OUTLAY

07-11-7-701 Building \$ 0

FY 10/11 Actual	\$ 0	FY 11/12 Actual	\$ 0
FY 12/13 Budget	\$ 0	FY 12/13 Projected	\$ 0

This account is used to provide funding for repair/renovation of the building, its equipment and systems, outside the scope of routine facilities work. Projects funded here generally exceed those of day-to-day maintenance, but are not extensive or costly enough to be considered for the CIP.

Due to current economic conditions, no such special building projects are proposed for FY11/12. However, if funds became available the following projects are in need of completion:

- Repairs to auditorium roof \$ 1,500
- HVAC phase monitor controls \$ 3,500
- Install fire hose connections (annex stairwell) \$ 4,500
- Professional Plaster repair to the Business Office \$ 2,000

07-11-7-720 Equipment \$ 0

FY 10/11 Actual	\$ 0	FY 11/12 Actual	\$ 0
FY 12/13 Budget	\$ 0	FY 12/13 Projected	\$ 0

This account provides funds for the purchase of new equipment used to expand services or replace older broken and/or outdated items.

Due to current economic conditions, no such purchases are proposed for FY11/12. However, if funds became available the following equipment is needed:

- Box Office Ticket Software \$ 2,500 +
- POE Security Cameras \$ 2,000
- Venue Management Software \$ 2,000
- Café POS Register \$ 1,200
- Replacement of 1 Laptop Computer \$ 1,100
- Wireless Access points (Café, Backstage, Stage) \$ 1,000
- Office Chair \$ 200

TOTAL CAPITAL OUTLAY **\$ 0**

TOTAL ALL EXPENSES **\$618,000**

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PERFORMING ARTS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							0
BEGINNING BALANCE							0
OPERA HOUSE							
REVENUES							
TAXES							
07-00-1-311	PROPERTY TAX	254,936	242,756	225,000	218,293	218,300	200,000
TOTAL TAXES		254,936	242,756	225,000	218,293	218,300	200,000

FEES							
07-00-2-330	GIFTS AND DONATIONS	1,393	2,578	2,000	1,400	2,000	2,000
07-00-2-360	FACILITY RENTAL	68,376	64,644	68,000	46,877	67,000	68,000
07-00-2-365	MATERIALS AND SERVICES	46,347	44,043	43,000	32,733	45,000	45,000
07-00-2-366	PROGRAM REVENUES	36,780	29,756	35,000	19,278	37,100	35,000
07-00-2-367	TICKET OFFICE SERVICES	8,550	7,875	8,000	5,250	7,700	8,000
07-00-2-368	ENDOWMENT FUND REVE	0	0	0	36,124	0	0
TOTAL FEES		161,446	148,896	156,000	141,662	158,800	158,000

OTHER REVENUES							
07-00-5-380	MISCELLANEOUS INCOME	14,495	13,735	14,000	9,713	14,000	14,000
TOTAL OTHER REVENUES		14,495	13,735	14,000	9,713	14,000	14,000

TRANS (TO)/FROM OTHER FUNDS							
07-00-9-392	TRANS. FROM GEN. CORP. FUND	215,088	228,466	259,800	0	260,600	303,900
07-00-9-393	TRANS. FROM HOTEL/MOTEL TAX FD	30,000	30,000	30,000	0	30,000	30,000
07-00-9-889	TRANS. (TO) EMPLOYEE INS. FUND	(73,560)	(80,640)	(88,700)	(59,560)	(89,400)	(98,300)
TOTAL TRANS (TO)/FROM OTHER FUNDS		171,528	177,826	201,100	(59,560)	201,200	235,600
TOTAL REVENUES: OPERA HOUSE		602,405	583,213	596,100	310,108	592,300	607,600

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PERFORMING ARTS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
OPERA HOUSE							
EXPENSES							
SALARIES							
07-11-3-402	DIRECTOR	98,803	98,488	100,500	65,651	100,500	103,500
07-11-3-403	PRODUCTION MANAGER	70,380	71,077	72,500	47,380	72,500	74,700
07-11-3-404	BUILDING MANAGER	70,215	70,909	72,300	47,268	72,300	74,500
07-11-3-407	BOX OFFICE MANAGER	52,890	53,413	54,500	35,605	54,500	56,100
07-11-3-413	OFFICE MANAGER	30,650	30,404	31,600	20,391	31,600	32,500
07-11-3-436	BOX OFFICE ASSISTANT	29,124	29,170	28,900	17,461	26,600	27,400
07-11-3-437	BOX OFFICE WORKERS	19,340	19,160	19,000	12,815	19,500	21,500
07-11-3-441	FACILITY AND EVENT WORKERS	72,357	63,095	65,000	47,328	65,000	66,300
07-11-3-445	OVERTIME	0	0	0	46	0	0
07-11-3-446	PRODUCTION ASSISTANT	41,042	41,441	42,300	27,624	42,300	43,500
TOTAL SALARIES		484,801	477,157	486,600	321,569	484,800	500,000
PERSONAL SERVICES							
07-11-4-451	SICK LEAVE CONVERSION	2,980	2,610	2,600	0	2,600	3,400
07-11-4-452	TRAVEL & TRAINING	0	0	0	0	0	0
07-11-4-454	DUES & SUBSCRIPTION	737	1,362	1,200	1,185	1,200	1,200
TOTAL PERSONAL SERVICES		3,717	3,972	3,800	1,185	3,800	4,600
CONTRACTUAL SERVICES							
07-11-5-501	COMMUNICATIONS	6,644	6,894	6,300	4,549	7,000	6,000
07-11-5-502	PROFESSIONAL SERVICES	4,250	3,463	4,000	3,947	4,000	4,000
07-11-5-525	PROGRAMMING FUND	36,692	33,720	35,000	36,330	37,100	35,000
07-11-5-526	PROGRAMMING FUND - ADVERTISING	4,960	5,264	5,500	3,485	4,500	5,500
07-11-5-537	PRINTING SERVICES	8,969	7,822	8,000	5,141	7,000	8,000
07-11-5-550	SERVICE TO MAINTAIN BUILDING	32,118	31,561	30,500	23,147	33,300	30,500
07-11-5-552	SERVICE TO MAINTAIN EQUIPMENT	2,199	1,709	2,400	1,947	2,000	2,400
TOTAL CONTRACTUAL SERVICES		95,832	90,433	91,700	78,546	94,900	91,400
COMMODITIES							
07-11-6-601	POSTAGE	9,857	7,935	9,000	7,899	8,400	9,000
07-11-6-602	GAS AND OIL	298	303	400	162	300	400
07-11-6-606	SUPPLIES	1,565	2,118	2,500	926	1,500	2,500
07-11-6-607	RECEPTIONS (ENTERTAINMENT)	720	0	500	92	100	500
07-11-6-613	WATER AND SEWER	855	811	1,000	391	900	1,000
07-11-6-620	MATERIAL TO MAINTAIN BUILDING	7,069	6,992	7,000	5,074	7,000	7,000
07-11-6-621	MATERIAL TO MAINT. EQUIPMENT	1,356	1,466	1,500	223	1,400	1,500

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PERFORMING ARTS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET

OPERA HOUSE							
EXPENSES							
COMMODITIES							
07-11-6-622	MATERIAL TO MAINTAIN VEHICLE	181	98	100	0	0	100
TOTAL COMMODITIES		21,901	19,723	22,000	14,767	19,600	22,000

CAPITAL OUTLAY							
07-11-7-720	EQUIPMENT	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY		0	0	0	0	0	0
TOTAL OPERA HOUSE		606,251	591,285	604,100	416,067	603,100	618,000

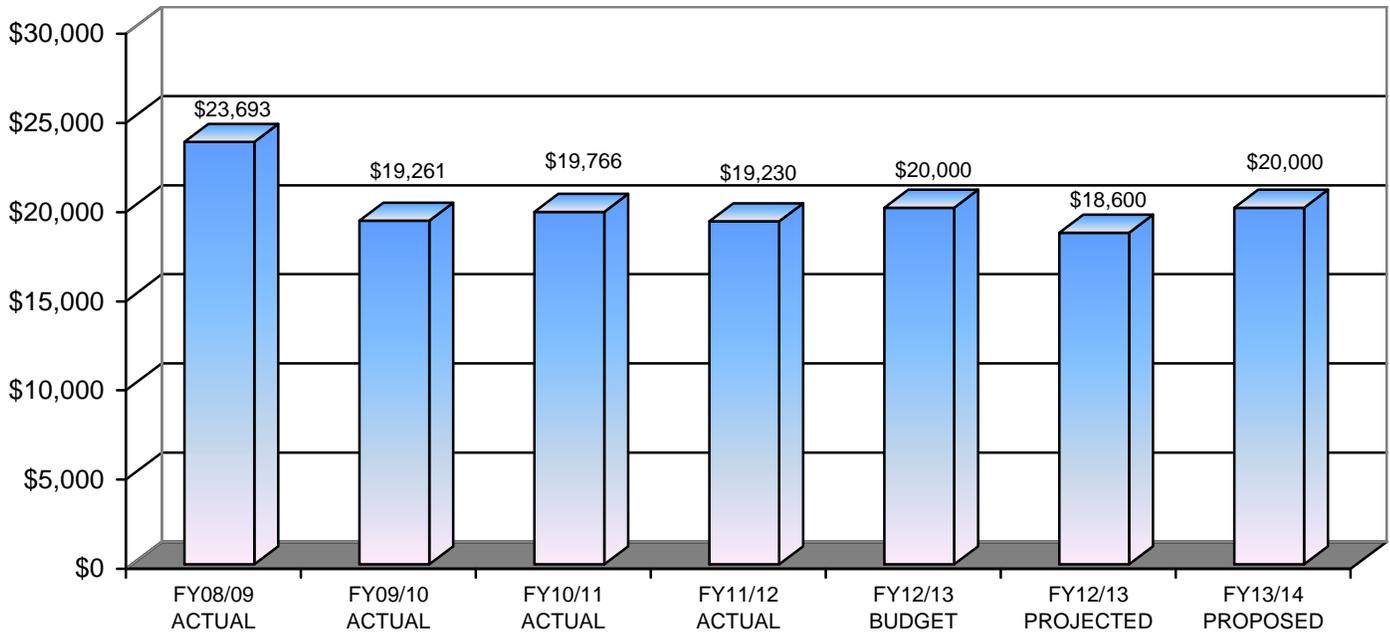
BAND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

MUNICIPAL BAND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**MUNICIPAL BAND
BUDGET COMPARISON**



**WOODSTOCK CITY BAND
FY 13/14
EXPENSES
LINE ITEM DESCRIPTIONS**

07-12-3-437 Band Members			\$ 16,000
FY 10/11 Actual	\$ 15,680	FY 11/12 Actual	\$ 15,440
FY 12/13 Budget	\$ 16,000	FY 12/13 Projected	\$ 14,900

This line represents the musician fees for the annual concert series in the park. It pays for the services of as many as 55 musicians for 8 consecutive concerts and rehearsals.

07-12-3-438 Other Concerts			\$ 2,000
FY 10/11 Actual	\$ 1,899	FY 11/12 Actual	\$ 1,750
FY 12/13 Budget	\$ 2,000	FY 12/13 Projected	\$ 2,000

This line item represents funds used to present additional live summer concerts and recorded music in the park on the square. A blanket performance license from the American Society of Composers, Authors and Publishers is also covered by this line.

07-12-5-552 Services to Maintain Equipment			\$ 0
FY 10/11 Actual	\$ 0	FY 11/12 Actual	\$ 0
FY 12/13 Budget	\$ 0	FY 12/13 Projected	\$ 0

This line item is used to cover the cost of repairs for sound equipment, chairs and band owned percussion instruments. Due to current economic conditions, no such purchases are proposed for FY13/14.

07-12-6-606 Supplies			\$ 2,000
FY 10/11 Actual	\$ 2,187	FY 11/12 Actual	\$ 2,040
FY 12/13 Budget	\$ 2,000	FY 12/13 Projected	\$ 1,700

This represents the cost of music arrangements, programs, decorations, pyrotechnic materials for the 4th of July concert and when needed the replacement of custom tee-shirts for all band members.

07-12-7-722 Sound System Improvements			\$ 0
FY 10/11 Actual	\$ 0	FY 11/12 Actual	\$ 0
FY 12/13 Budget	\$ 0	FY 12/13 Projected	\$ 0

This line item represents replacement or acquisition of new sound equipment to improve the general over-all quality of the sound reinforcement system that serves

summer concerts and other park events. Due to current economic conditions, no such purchases are proposed for FY13/14.

TOTAL EXPENSES

\$ 20,000

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PERFORMING ARTS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET

MUNICIPAL BAND							
EXPENSES							
SALARIES							
07-12-3-437	BAND MEMBERS	15,680	15,440	16,000	14,902	14,900	16,000
07-12-3-438	OTHER CONCERTS	1,899	1,750	2,000	1,992	2,000	2,000
TOTAL SALARIES		17,579	17,190	18,000	16,894	16,900	18,000

COMMODITIES							
07-12-6-606	SUPPLIES	2,187	2,040	2,000	1,507	1,700	2,000
TOTAL COMMODITIES		2,187	2,040	2,000	1,507	1,700	2,000
TOTAL MUNICIPAL BAND		19,766	19,230	20,000	18,401	18,600	20,000

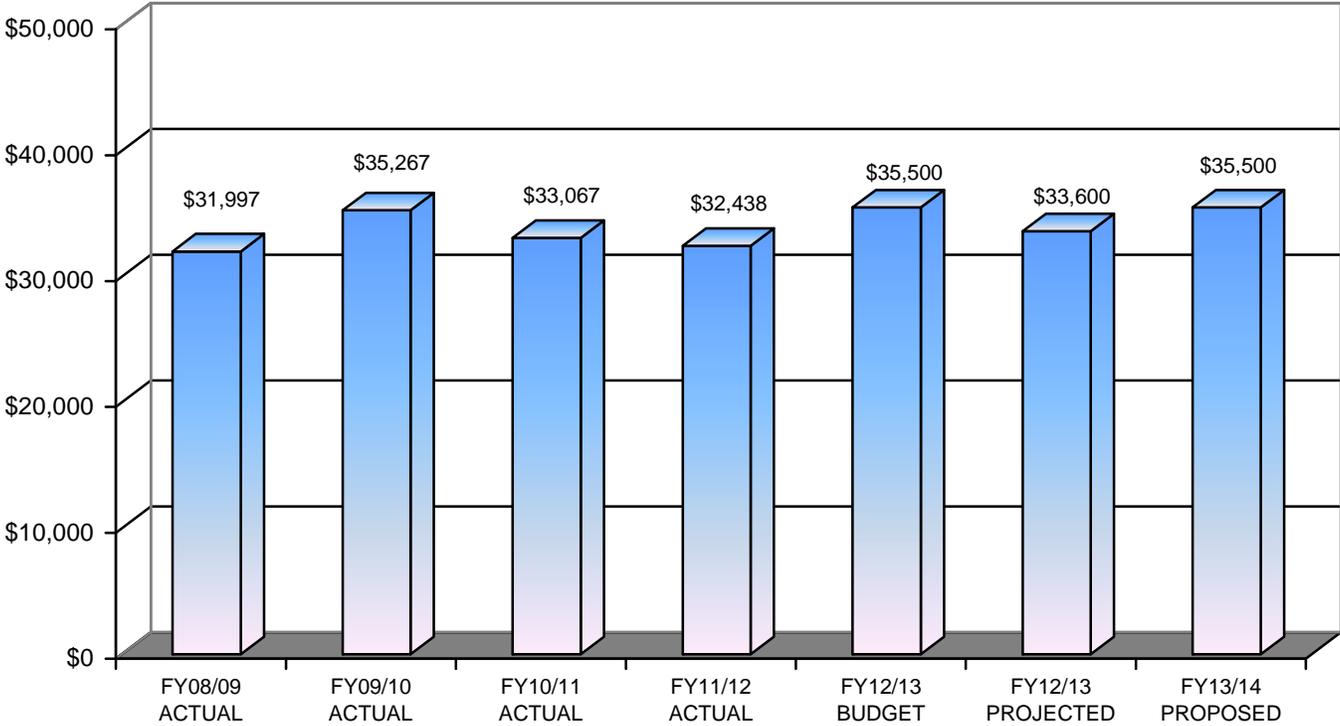
CAFÉ



**CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET**

STAGE LEFT CAFÉ – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Café Staff – LPT	2.5	2.5	2.0	2.0	2.0	0
TOTAL FULL TIME	0	0	0	0	0	0
TOTAL LPT	2.5	2.5	2.0	2.0	2.0	0

**STAGE LEFT CAFÉ
BUDGET COMPARISON**



**STAGE LEFT CAFÉ
FY 13/14
REVENUES
LINE ITEM DESCRIPTIONS**

07-13-2-330 Concessions				\$ 52,000
FY 10/11 Actual	\$ 44,582	FY 11/12 Actual	\$ 45,372	
FY 12/13 Budget	\$ 50,000	FY 12/13 Projected	\$ 50,000	

This line item represents income realized from the sale of items at the Café concession counter. This includes snack items, coffee, tea, wine, beer, soda, juice, bottled water and souvenirs.

07-13-2-360 Café Rental				\$ 9,500
FY 10/11 Actual	\$ 8,485	FY 11/12 Actual	\$ 10,295	
FY 12/13 Budget	\$ 9,000	FY 12/13 Projected	\$ 9,000	

This includes the projected income from rental of the Café. Rentals include receptions, parties, banquets, meetings, special events and live performances.

07-13-2-365 Labor Reimbursement				\$ 200
FY 10/11 Actual	\$ 302	FY 11/12 Actual	\$ 0	
FY 12/13 Budget	\$ 500	FY 12/13 Projected	\$ 0	

This line item represents the recapture of costs for additional labor, above the normal level provided, as billed out for Café rentals and activities.

07-13-2-380 Tip Donations				\$ 4,200
FY 10/11 Actual	\$ 3,309	FY 11/12 Actual	\$ 4,072	
FY 12/13 Budget	\$ 4,000	FY 12/13 Projected	\$ 4,000	

This line item represents tips made to the Stage Left Café and is deposited as donations for the Woodstock Opera House Stage Left Cafe.

TOTAL REVENUES	\$ 65,900
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**STAGE LEFT CAFÉ
FY 13/14
EXPENSES
LINE ITEM DESCRIPTIONS**

SALARIES

07-13-3-441 Café Staff				\$ 14,500
FY 10/11 Actual	\$ 13,869	FY 11/12 Actual	\$ 13,306	
FY 12/13 Budget	\$ 14,500	FY 12/13 Projected	\$ 14,000	

This line item covers the estimated annual costs of part-time employees to work the Café service counter.

CONTRACTUAL SERVICES

07-13-5-504 Insurance & Licensing				\$ 2,700
FY 10/11 Actual	\$ 2,670	FY 11/12 Actual	\$ 2,693	
FY 12/13 Budget	\$ 2,700	FY 12/13 Projected	\$ 2,700	

This line item covers the anticipated annual cost of Liquor Liability Insurance, Liquor License, Food Service Licensing and Music Licensing.

This line item will be significantly less than budgeted due to a reduction in the costs of Liquor Liability Insurance and the Municipal Liquor License fee. The budget request for FY 12/13 has been lowered to reflect these changes.

07-13-5-552 Services to Maintain Café Equipment				\$ 1,000
FY 10/11 Actual	\$ 828	FY 11/12 Actual	\$ 861	
FY 12/13 Budget	\$ 1,000	FY 12/13 Projected	\$ 800	

This line item covers the cost of maintaining Stage Left Café's Equipment. Such as the refrigerators, icemaker, freezer, coffeemaker, other miscellaneous equipment and contract services for plumbers.

COMMODITIES

07-13-6-606 Supplies & Materials				\$ 17,000
FY 10/11 Actual	\$ 15,256	FY 11/12 Actual	\$ 15,578	
FY 12/13 Budget	\$ 17,000	FY 12/13 Projected	\$ 16,000	

This includes the wholesale acquisition of all consumable items sold in the Café such as soda, wine, beer, juice, bottled water, coffee and prepackaged food items. It also includes service supplies like plastic glasses, napkins, plates, cutlery, coffee cups and disposables.

07-13-7-720 Equipment					\$ 300
FY 10/11 Actual	\$ 444	FY 11/12 Actual	\$ 0		
FY 12/13 Budget	\$ 300	FY 12/13 Projected	\$ 100		

This line item supports the purchase of new equipment for the Café. This line will vary from year to year based on the anticipated needs of the business.

TOTAL EXPENSES **\$ 35,500**

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PERFORMING ARTS FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							0
BEGINNING BALANCE							0
CAFE							
REVENUES							
SALES OF GOODS AND SERVICES							
07-13-2-330	CONCESSIONS	44,582	45,372	50,000	29,337	50,000	52,000
07-13-2-360	CAFE RENTAL	8,485	10,295	9,000	5,425	9,000	9,500
07-13-2-365	LABOR REIMBURSEMENT	302	0	500	0	0	200
07-13-2-380	TIP DONATIONS	3,309	4,072	4,000	2,745	4,000	4,200

TOTAL SALES OF GOODS AND SERVICES		56,678	59,739	63,500	37,507	63,000	65,900
OTHER REVENUES							
07-13-5-380	MISCELLANEOUS INCOME	0	0	0	0	0	0

TOTAL OTHER REVENUES		0	0	0	0	0	0
TOTAL REVENUES: CAFE		56,678	59,739	63,500	37,507	63,000	65,900
EXPENSES							
SALARIES							
07-13-3-441	CAFE STAFF	13,869	13,306	14,500	9,695	14,000	14,500
07-13-3-445	CAFE OVERTIME	0	0	0	0	0	0

TOTAL SALARIES		13,869	13,306	14,500	9,695	14,000	14,500
CONTRACTUAL SERVICES							
07-13-5-504	INSURANCE & LICENSING	2,670	2,693	2,700	1,242	2,700	2,700
07-13-5-552	SERVICES TO MAINTAIN CAFE	828	861	1,000	468	800	1,000

TOTAL CONTRACTUAL SERVICES		3,498	3,554	3,700	1,710	3,500	3,700
COMMODITIES							
07-13-6-606	SUPPLIES & MATERIALS	15,256	15,578	17,000	10,400	16,000	17,000

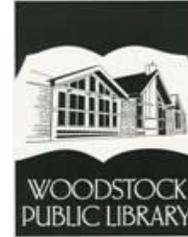
TOTAL COMMODITIES		15,256	15,578	17,000	10,400	16,000	17,000
CAPITAL OUTLAY							
07-13-7-720	EQUIPMENT	444	0	300	0	100	300

TOTAL CAPITAL OUTLAY		444	0	300	0	100	300
TOTAL CAFE		33,067	32,438	35,500	21,805	33,600	35,500

LIBRARY



CITY OF WOODSTOCK FISCAL YEAR 2013/2014 ANNUAL BUDGET



414 West Judd Street
Woodstock, Illinois 60098

TO: Tim Clifton, City Manager
FROM: Nick Weber, Library Director
RE: Public Library Annual Budget Proposal
DATE: February 12, 2012

Attached is the budget for the Woodstock Public Library. Included are the the funds that support the various segments of the library budget: The (08) Operating Fund which is used to finance library services, personnel, programs, and materials. The (09) Building Fund, which supports the building and grounds.

Prior to going to the City, the Woodstock Public Library budget(s) were reviewed by the Finance Committee. I anticipate approval by the City Library Board on February 7, 2013.

INTRODUCTION:

Revenues for the Library Operating Fund (08) increased only slightly over FY12/13, while revenues for the Building Fund (09) remained flat. Consequently, expenditures from the Operating Fund are proposed to remain flat, with the exception of the city's proposed salary and benefit increases. Similarly, expenditures from the Building Fund remain flat compared to FY12/13, and the proposed Building Fund budget reflects this reality.

The library is proposing a FY13/14 Operating Fund budget of \$1,158,800, a \$19,700 increase over the original FY12/13 budget. The revenue to fund this 1.7% increase comes from a combination of increased fees and fines, a slight increase in the amount received from the Rural Woodstock Public Library District, and anticipated grant and gift monies. There is no increase to the property taxes of Woodstock's residents in this proposal.

To overcome the challenges posed by stagnant revenue and increased library use by the public, the Library board and staff continues to find and implement new, more efficient, streamlined procedures. We are also finding ways to use technology to meet users' service needs.

1. Providing excellent service, access and materials to our community remains the primary goal of the library. At least 231,000 visitors came to the library last year, and the total may actually exceed a quarter of a million because of the limitations of our entry meter. We are open 68 hours a week, the same as in the previous year, but our website is increasingly becoming a 24/7 gateway to the library and its holdings. Well over one million users visited the library's website in FY12/13, and we continue to add services to our site.

2. Great service requires great staff, and maintaining adequate staffing levels remains one of the main challenges to meeting and exceeding our patrons expectations. By partnering with local groups and businesses, the library has been able to maintain quality programming despite flat staffing levels. Further outreach to outside agencies are planned in FY13/14 as additional funding sources are necessitated by the still struggling economic recovery.
3. Library staff utilized many local free or low-cost training opportunities in FY12/13. Participation in professional meetings and continuing education seminars is important to maintain the staff's skill level and familiarity with the rapidly changing technology arena.
4. The library staff remains committed to community involvement and in FY12/13 they continued to expand their partnerships with local government agencies such as the D200 district and individual D200 schools. Additionally, we built or strengthened relationships with area non-profit agencies like the Groundhog Committee, Woodstock Fine Arts Association, Friends of Woodstock Public Library, Bull Valley Garden Club and the Civil War Round Table. Local businesses have helped us defray the cost of some of our programs and presentations, an approach that the library will seek to expand in the FY13/14. We also utilize volunteers to assist with magazine filing, senior facility delivery, local history research and any other tasks. This allows us to offer a broader spectrum of services to the public, without increasing our staffing levels.

The Library Budget targets a number of goals contained in the Vision 2020 statement:

“Fostering lifelong learning for the entire community through materials, programs, and services”

Unfortunately, the economy remains weak and unemployment remains high. The library staff work hard to provide resources, programs and support to assist residents searching for jobs, preparing resumes or retraining for future opportunities. In particular, this year we were able to utilize grant monies from the McHenry County Community Foundation to provide job hunters with training on computer use and how to successfully apply online for positions. We also worked with other agencies to provide computer classes and resume writing classes. The library subscribes to online databases to assist business research, such as ReferenceUSA, Learning Express and others.

“Celebrating ethnic diversity”

The library supports ethnic diversity through such efforts as providing non-English speaking patrons with the ESL tutoring program and Spanish language collections and services. Spanish-speaking staff members hold special children's storytimes, visit schools to promote the library and help with groups visiting from schools or the McHenry Community College (MCC) and English as a Second Language (ESL) programs.

“Stronger partnerships toward better results”

The library staff works closely with area agencies including District 200, the McHenry County Community Foundation, Turning Point and many others. Staff visits schools to promote programs, sign up students for library cards, conduct training, and support D200 events such as “Love to Read Week.” Library staff also work with other McHenry County agencies such as the Heartland Blood Center, McHenry County Health Department, Rotary and similar groups to provide access to programs and services.

FY12/13 BUDGET HIGHLIGHTS LIBRARY OPERATING FUND (08)

The board and staff recognize the need to be frugal, to fund any new programs and services within the constraints of the existing budget or from externally solicited funds, and to implement new services with an eye toward sustainability. They also recognize that demand for library services continues to grow and that the library truly is a destination location in Woodstock.

Electronic Access: Library staff continues to renegotiate online database subscriptions in order to achieve savings, and one of our databases will not be renewed in FY14 as the cost per use is prohibitively high. Demand for downloadable content for e-readers and tablets continues to increase, and this budget reflects a shift of some of our funds from traditional formats to the new, digital formats. Staff continues reviewing software vendors looking for new ways to provide the services customers need, in a way that is easy for them to access using their technology.

Professional Services: Woodstock has been a leader in library service in Illinois, and we continue to work with other libraries to share contractual services for technology support and services. The Northern Illinois Cooperative (NIC) is one example of a group to which Woodstock Public Library belongs that provides access to our online catalog. The cost for this service has remained flat and is projected to increase by less than 1% this year despite increasing use of these services.

Library Materials: In FY12/13 the library staff, the Friends of the Library and a variety of agency partners have helped us promote the Woodstock Public Library as a resource to be *used and enjoyed* during this difficult economy. The message is resonating with our patrons, as demand has increased for materials related to resume writing, job searching, retraining, home schooling, stay at home entertainment, and supplemental healthcare information.

In FY12/13 the staff completed the process of reviewing each area of the library's collection and weeding out aging, out-of-date materials. Grant money helped fill some of the resulting gaps in the collection. Our collection development committee meets regularly to ensure the timely processing of requests and to review the appropriate targeting of our collection development funds.

LIBRARY BUILDING FUND (09)

The **Library Building Fund** was again impacted even more severely than the Operating Fund, with income from Developer Donations remaining limited. FY13/14 Developer Donation revenue is estimated to remain at roughly \$16,600, which is down from a high in FY06/07 of \$310,867. Money from this source is used to pay for capital building improvements.

Developer Donations are also used to pay off the Alternate Revenue Bonds incurred in 2001

and refinanced in 2010. The Building Levy (.02%) can only be used for construction and maintenance. The full-time custodian position was eliminated in FY09/10. Now part-time SEDOM workers and City staff provide maintenance, grounds upkeep and cleaning services.

Painting and Lighting the Building: In FY12/13 the library repainted portions of the interior and relamped a number of our older fixtures, some with LED lights. A comprehensive review of our lighting system and needs is planned in FY13/14.

Furniture and Equipment: The library has about 100 working computers in our building for staff and the public to use. Public computers are available for public use 68 hours a week, and each year we upgrade between 12 and 20 computers. No new computer stations are being added at this time. Funds are used to support the existing hardware and network infrastructure. Part of our technology expenses are covered by charges for printing and copying. In FY13/14 these charges will be increased and additional fees for scanning, wireless printing and fax services will be instituted.

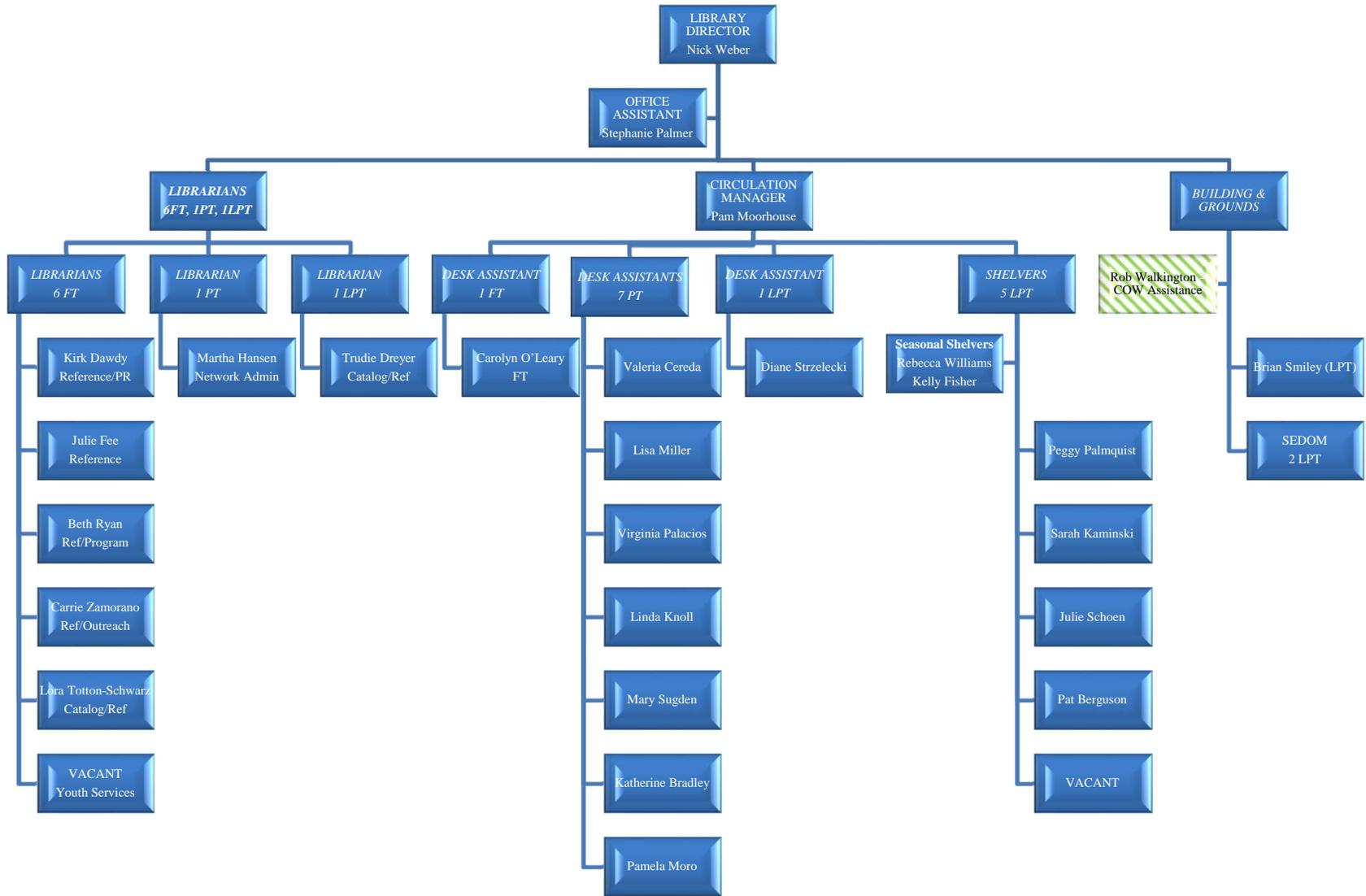
Additional upgrades to the library's technology infrastructure were made in FY12/13 including a new broadband regulating system and a switch from AT&T to Comcast. These changes both improved our overall ability to serve our patrons and also lowered our cost to provide internet access. Public demand for computers continues to increase, and in FY13/14 the library will be adding wireless printing, scanning and self-serve faxing to our current services. We will also be increases the fees for these services, as the rate has not changed in over a decade and some of our pricing levels are inconsistent.

Despite the challenges posed by the changing economy over the past few years, the library board and staff have consistently searched out and found ways to support existing services (books, magazines, audiovisual materials) and programs (storytimes, summer reading club, adult and young adult programs). We do this while continuing to plan for and offer new programs (eBooks and eAudiobooks) and technology such as wireless printing, scanning and fax service. This is in keeping with the "Vision 20/20" plan and our goal of providing great library service to the residents of the City of Woodstock.

Nicholas Paul Weber

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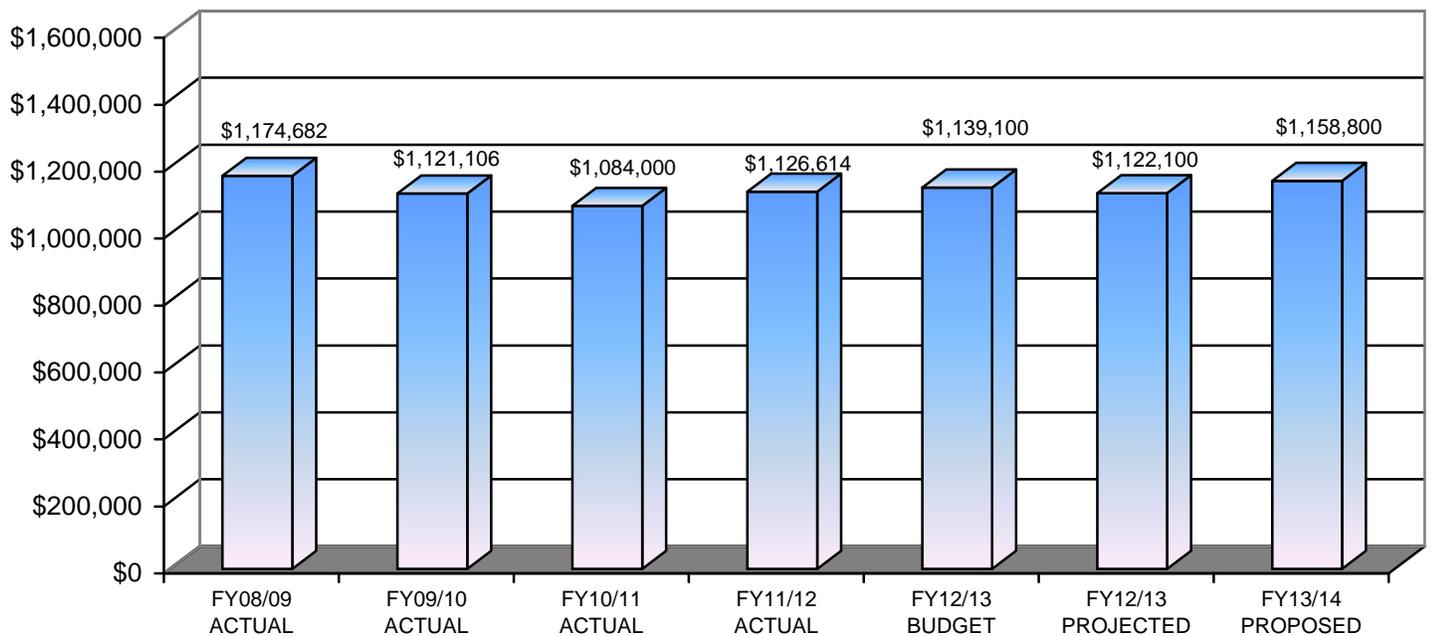
WOODSTOCK PUBLIC LIBRARY ORGANIZATIONAL CHART



2013

LIBRARY – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Director – FT	1	1	1	1	1	0
Assistant Director – FT	1	0	0	0	0	0
Professional Librarian – FT	4	3	3	5	5	0
Professional Librarian – PT	1.5	2.0	2.0	0.5	0.5	0
Professional Librarian - LPT	0.5	0.5	0.5	0.5	0.5	0
Youth Services Librarian–FT	0	1	1	1	1	0
Circulation Desk Manager-FT	1	1	1	1	1	0
Young Adult Asst. - PT	0.5	0	0	0	0	0
Circulation Desk Asst.- FT	1	1	1	1	1	0
Circulation Desk Asst.- PT	5.0	5.0	3.5	3.5	3.5	0
Circulation Desk Asst.- LPT	0	0	0	0	0.5	0.5
Shelvers - LPT	2.5	2.5	2.5	2.5	2.5	0
Office Assistant – FT	0	0	0	1	1	0
Office Assistant – PT	0	0.5	0.5	0	0	0
TOTAL FULL TIME	8	7	7	10	10	0
TOTAL PART TIME	10	10.5	9.0	7	7.5	0.5

**LIBRARY
BUDGET COMPARISON**



FY12/13
Woodstock Public Library
Highlights and Accomplishments

2012/13 was a busy year for the library, with some changes in staffing, a renewed focus on collection development and programming, and some significant technology upgrades.

1. Collection Management and Development

The staff of the Woodstock Public Library continued last year's initiatives for reviewing and upgrading our print, serials, and online collections. This is part of the "Vision 20/20" plan to be a 'user driven' Library where:

- our lifelong learning opportunities are second to none,
- we provide exceptional educational opportunities,
- there are artistic and cultural facilities and programs that serve all citizens, and
- where we help ensure that children are ready to read

This will be an ongoing process- one that will continue for years to come.

- The adult Spanish-language collection was weeded in FY11/12, and in FY12/13 the staff focused on both improving and enlarging our holdings in this area. Shifting of the materials in order to allow for better access to both non-fiction and fiction materials continued in FY12/13. The audiovisual rack that was installed near the books was expanded, and our Spanish e-books collection was significantly expanded.
- The adult reference section was reviewed section by section by library staff. The business collection was integrated into the main collection in FY 11/12, and many other items were moved from reference into the circulating non-fiction collection to make them more convenient for users. In FY12/13, the reference section was further weeded and several areas of the non-fiction collection were identified as candidates for placement in the old reference area. These moves would ease the "overstuffed" non-fiction shelves and allow greater visibility and access to the areas that are moved to the more visible shelves that used to house reference materials.
- Fifty-four feet of shelving were moved from the reference area to the picture book area of the Children's area to relieve overcrowding in that collection.
- The adult DVD collection was weeded of items which were damaged, duplicates and or no longer used. The collection was then shifted. VHS tapes were eliminated and replaced by DVD versions where appropriate. Plans were initiated to improve the browsing of the DVD collection by separating the TV Series holdings from the rest of the DVD movie holdings. Additionally, shelving was moved from the upper level to increase our AV shelving to further reduce the crowding in this area.



Our new mural, nearly complete, 2012

- The adult audiobooks collections was expanded, with many of the cassette versions of our audiobooks being replaced by CD or Playaway formats. The new formats are smaller, and once the conversion from cassette is complete, the materials will be shifted, providing us with room to grow the collection.
- The Young Adult section was first weeded, then shifted to improve the collection and its accessibility.
- In FY11/12, the serials collection was weeded, serials which had not circulated were not renewed. In FY12/13 new titles were added to replace some of those that were eliminated, while others supplemented the subject areas that the collection was found to be weak in.
- The juvenile pre-school easy fiction and non-fiction books were weeded in FY 11/12. Many new materials were purchased in FY12/13 to replace those removed the year previous, but the absence of a children's librarian for half of the year means that this process will continue in FY13/14.
- There were also some significant staffing changes during FY12/13, with both the director and the children's librarian leaving mid-year. A new director arrived just in time for the budgetary process, while the new children's librarian was selected shortly before the end of the fiscal year.

2. Programs and Services

Programs and services are critical parts of what makes libraries a warm, welcoming, vital



Children's programming has been expanded due to support from grants and gifts, 2012

civic institution. Programs educate and entertain our residents and draw individuals and families into the library where they can discover other services and browse our wonderful collections. Adult and juvenile programming was supported in large part by gifts, grants and in-kind donations. Groups such as the McHenry County Community Foundation, the Friends of Woodstock Public Library, Woodstock Fine Arts Association, D200 School District, Bull Valley Garden Club, McHenry County Health Department, McHenry Conservation District, Illinois Worknet and many other agencies and groups partnered with the library to provide programs for the community.

- Grants from the McHenry County Community Foundation allowed us to provide computer training classes to our patrons in FY12/13. Several of the classes focused specifically on how to utilize computers effectively when job hunting, while others were more general. The classes were very well attended.
- Access to library services for seniors living in area institutions and who are homebound grew in part due to cooperative efforts with institutional staff and volunteers. Our "homebound" program at local assisted living facilities is very popular, with residents eagerly anticipating the arrival of the library materials.
- Partnerships with local businesses have continued which allowed us to expand our juvenile and adult programming.
- Programming for our Spanish and Dual-language speaking patrons was expanded in FY12/13. We had a 2-day piñata making workshop and offered our first Spanish-

language Summer Reading program. Additionally, we increased the number of Spanish-language storytimes in FY12/13.

- Additional juvenile and adult pathfinders (bookmarks to assist patrons in finding books on a topic such as ‘read-a-likes’) were created on popular authors and subject areas.
- Out of date titles in the juvenile parenting section were weeded and replaced with new copies and many were moved into the adult non-fiction section in order to make these materials easier for patrons to locate.



D200 Art Show, 2012

- Display cases were used to promote services and programs, both juvenile and adult. The library continues to partner with D200, St. Mary’s School, McHenry County Mental Health and other groups to offer art displays which meet the goal of, “*provide and support the display of a wide range of public art throughout the community.*” These events are now promoted by the library staff using Flickr and Twitter.

3. Technology

Technology continues to change rapidly and constantly. At WPL we strive to move steadily forward, to engage with our users, to listen to their needs, to see what is working for them, to try to make it easier for them to use technology to access information, and to use emerging technology. At the same time we recognize the need to support and maintain those traditional formats our users are familiar with and still need. We continue to support the 68 public access computers we have, replacing them on a rotating schedule. As part of the “Vision 20/20” plan to offer “*innovative educational and vocational opportunities supported by modern technology for students of all ages in the community,*” library staff continue to develop and improve our technology infrastructure to make it easier for patrons to access and use.

- A total of 12 computers were upgraded this fiscal year. Computers are rotated in and set up in such a way as to be uniform in look and software so that they can easily be maintained by librarians and technical support staff.
- A mobile website was released in October, allowing our users an easy way to search our catalog and web page with cell phones, tablets and other smart devices.
- In an attempt to expand and better utilize existing computer equipment, juvenile homework stations were relocated and new internet/software was installed on them.
- Our new local history computer was quite popular and has received good reviews from our genealogists and local historians.
- The existing Fat Pipe software and hardware were replaced with a broadband connection via Comcast. This provides better support for mobile computer users, public computer users, the integrated library system and the



One of the piñatas from our workshop, 2012

security cameras. The new system has also proven to be more reliable than the previous set-up.

- Meraki, a new public access WiFi technology, allowed us to better control the bandwidth on our public networks, as well as providing us with statistics on usage.
- A grant from the McHenry County Community Foundation allowed the library to purchase resume writing software for the public access computers in the library.
- The e-audiobook subscription service offered by Recorded Books was dropped in FY12/13, allowing the library to focus its buying power and staff expertise on one vendor of downloadable content. Use of that service, MyMediaMall from Overdrive, rose dramatically this year, up 102% over the previous year. E-book and other downloadable content will remain a focal point for the library in FY13/14.

4. Administration and Management

The administration of the library, if done well, goes on behind the scenes with little patron knowledge. The goal in this area continued to be increased efficiency. Staff continues to review the processes that are required to select order and process materials. We have been rethinking our needs, reducing our dependency on certain supplies and improving the way in which we process materials to our users. Alternative vendors and purchasing methods have been investigated and, in some cases, utilized. Our goal remains to get users what they need, when they need it, in the most cost efficient way possible. As in all things relating to the library, this area is about multi-tasking and many staff members work to support the business of the library.

- With the resignation of both the Library Director and the Children's Librarian in the summer of 2012, the entire staff pitched in to cover the hours and responsibilities of these two positions for over half the year.
- A review of the programs and services supported by the Friends was undertaken and a system for invoicing them was put in place. Our Friends group supports many programs, and by invoicing them directly it is easier to manage the billing and keep the paperwork to a minimum.
- Standing orders have become more common in some areas, where they allow us to get high-demand items to the patrons faster. Through these systems the vendors send directly to the library high-demand authors and titles saving the staff time having to order these.
- While reviewing our standing orders, we also cancelled several. These orders were for materials that used to be vital reference sources, but are now marginal in usefulness because of online resources and searching capabilities.
- Through a variety of promotional activities, we have reduced the number of patrons that rely on phone calls and postal reminders regarding the status of their check-out materials. This has reduced our staffing needs in this area, as well as our postage costs. Further means of reducing staff involvement in this area will be explored in FY13/14, including the possible implementation of a text notification system.
- Collaboration and cooperation with the D200 school district were increased and strengthened during FY12/13, with library staff making several presentations at various school functions. Additionally, we initiated a "teacher" card program

allowing teachers who work in the D200 district to receive special-use library cards to check-out materials for their classes.

5. Facilities Management

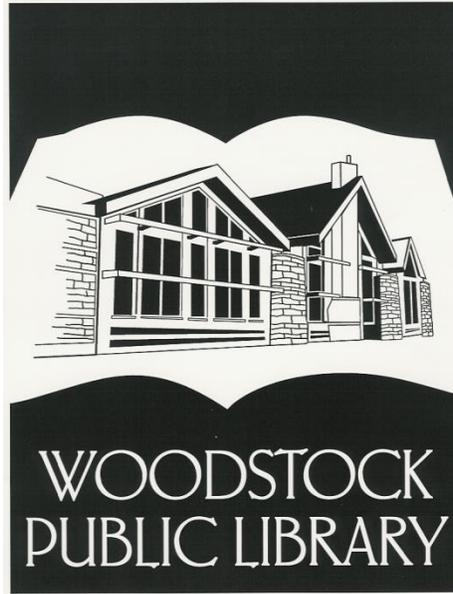
The library is a *premier destination* for visitors coming to Woodstock (Vision 20/20 Plan). Over 800 people come to the library on average day to make use of the facilities and the collection. The staff strives to provide a clean, safe, well-maintained building with well-kept landscape and grounds for our visitors to enjoy.



The finished product after the work on the front entry, 2012

City staff continues to partner and work with the library staff to provide maintenance for the library facilities and grounds. During this past year the city staff spent a great deal of time repairing and improving the rotunda area. Age and use has resulted in a number of equipment failures which required replacement of worn lights, heaters, ceiling tiles and many other items.

- Our front entry got a small temporary repair in the fall of 2012. The work addressed several places where the concrete had deteriorated badly. A long-term solution is included in the library's Capital Improvement Plan.
- A way to convert the pendant lights in the children's area to a different type of ballast was explored in FY12/13 as the original ballasts are no longer manufactured. An entire relamping/lighting plan will be initiated in FY13/14.
- SEDOM workers continued to be utilized to do additional cleaning in the building and public works staff was brought in to paint a number of areas in the library.
- City staff worked to fix bathroom fixtures and stall surrounds.
- The library building and awnings were painted and stained.
- Elevator improvements were made in order that the equipment meets the State code requirements for 2013.
- The shrubs in the front walkway were removed and grass was install in this area to create an attractive green space.



WOODSTOCK PUBLIC LIBRARY MISSION STATEMENT

Library users will have access to innovative and effective library services that will provide:

- Resources to support lifelong learning
- Materials, programs, and services to meet recreational needs
- Information services to answer questions for personal, business, or school-related purposes
- Resources and services that promote cultural awareness

Service will be provided on a fair and equitable basis to all individuals and groups regardless of race, gender, age, ethnic group, or religion. The library is committed to providing services to persons with disabilities and removing physical barriers that inhibit full use.

**WOODSTOCK PUBLIC LIBRARY
FY13/14 GOALS, OBJECTIVES and PROGRAMS**

**Goal #1: Provide prompt, professional,
and efficient customer service to all library patrons.**

Objectives:

- A. Respond to all requests for materials and information within 24 hours.
- B. Increase the use of library materials by children and adults by providing well-trained and customer-service oriented staff members.
- C. Review positions and hours of current staff to ensure that the growing community receives excellent service during all the hours the library is open to the public.
- D. Review technology uses and implementations to ensure that we are providing excellent customer service to our remote-access patrons as well as our traditional patrons.
- E. Train staff so that they are better able to assist all our patrons across the wide-ranging demographics of the Woodstock community.

Initiatives:

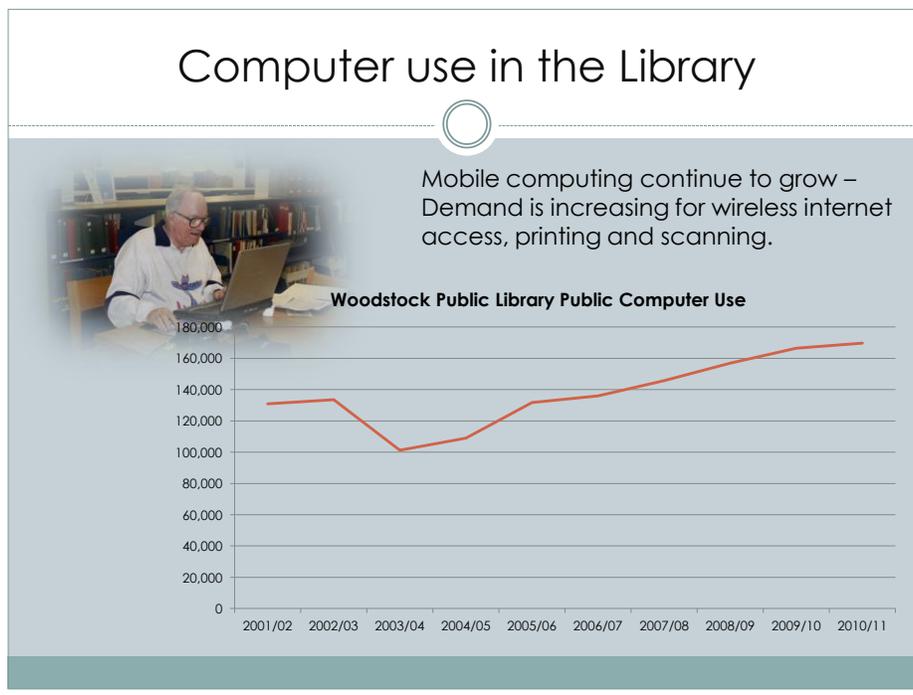
- 1. Expand access to the library by offering more ways for users to access library resources when they need them.



Library use continues to grow, with both online and in-person visits at very high levels in FY12/13. Library staff continues to improve and expand the ways that the public can access library resources 24/7. In FY12/13 we implemented Meraki, a software package that allows us much greater control of our bandwidth. This in turn provided our patrons with much better connection speeds and web browsing. In FY12/13 the library switched its broadband provision to Comcast, an option that provides more reliable connectivity and higher bandwidths than our previous connection.

2. Planning for the implementation of new systems to support expanded mobile computing.

Plans to increase scanning in administration were implemented in FY12/13 and further initiatives to provide our patrons with the ability to scan, fax and print wirelessly were reviewed. Implementation of a new scanning/faxing/printing service is planned for FY13/14.



3. Demand for all types of connectivity has increased. During periods of peak usage, the library system occasionally reaches maximum capacity.

Computers spaces were reworked in FY11/12 and FY12/13 to fully utilize existing electrical outlets and furniture. Further collection reorganization is planned in FY13/14 to provide access to additional outlets and data drops.

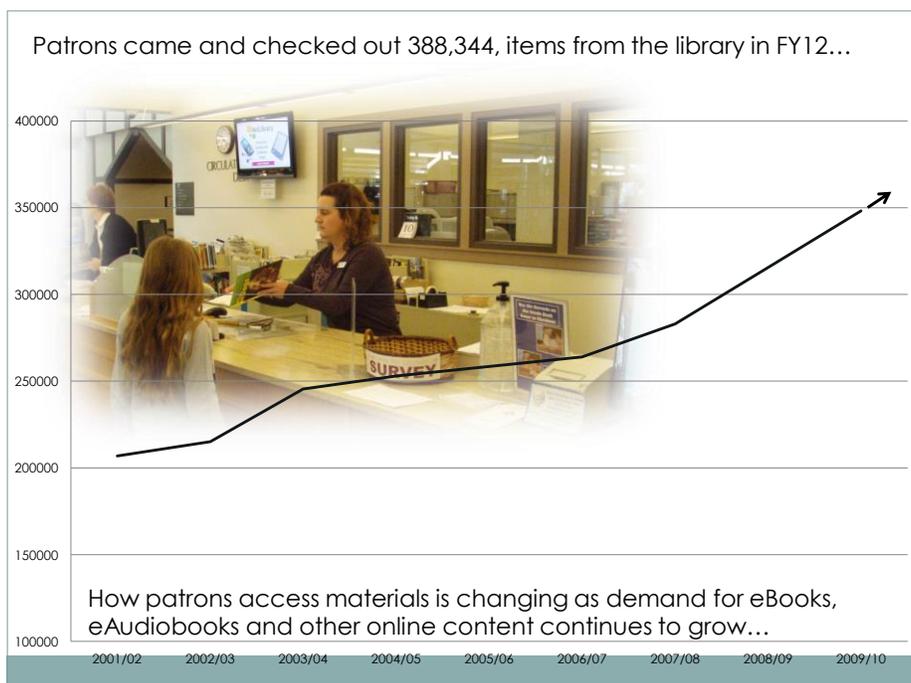
To keep up with demand, the library contracted with Comcast in FY12/13 to increase both our bandwidth and our system's reliability.

The latest Pew Research Center study done in January 2012 shows how much tablet and ereader use has grown in the past year. About 19% of the public now have one of these devices-

compared to just 2% of the population in 2009. As expansion of mobile computing, web based apps and streaming services continues to increase so too will demand for places with access to broadband.

4. Demand for traditional library check-out of books, magazines, DVDs and CDs remains the most popular service the library provides.

In order to reduce staff time spent supporting this service the library is utilizing a self-check out unit. Additionally, access to downloadable content was streamlined in FY12/13 by relying on only one provider of this service and focusing our resources. The library continues to work with the other member libraries of the Northern Illinois Consortium (N.I.C.) to provide our customers with access to materials not held at the Woodstock library.



Goal #2: All patrons will have the materials and services available for their personal information and lifelong learning needs.

Objectives:

- A. Improve our nonfiction collections in all formats by judicious purchasing of new items and the timely weeding of outdated materials.
- B. Provide more electronic resources for general information and to support lifelong learning through online resources.
- C. Provide varied programs that meet the needs of adults, young adults, and children.

- D. Expand residents' awareness, knowledge and use of technology to facilitate lifelong learning.

Initiatives:

- 1. An in-depth review of all collections began in FY11/12 and continued in FY12/13.

Standing order systems were tried in FY12/13 and found to be successful for high-demand items. Standing orders for reference materials and other annual publications were also reviewed and many were cancelled since online sources have supplanted the written materials. In FY12/13 the review of the collection continued and the juvenile fiction, juvenile non-fiction, adult career and job section and young adult Spanish-language collections were all weeded and then expanded.

- 2. Use of online resources will be evaluated and some databases may be eliminated in order to focus resources in areas of higher demand.

In FY12/13 the online databases were reviewed and one database was cancelled due to low use and high cost. Staff will continue to evaluate use and review database content in FY13/14 to ensure that we stay abreast of changes to the informational offerings available and their associated costs.

- 3. Staff continues to partner with area agencies and businesses in an effort to support quality programming in light of the demand for adult, young adult and juvenile programming.

FY12/13 programming included a wide variety of offerings, including some Spanish influenced workshops, additional teen programs and a number of computer training classes. The computer classes were supported by a grant from the McHenry County Community Foundation. In FY13/14, the library will look to further expand its programming offerings as part of our focus on being a community gathering place.

Goal #3: Adults and children will have access to materials, programs and services that meet their recreational needs.

Objectives:

- A. Expand the fiction collection in all formats to support programming and to meet patrons' needs for literature and reading for pleasure.
- B. Improve the audiovisual collection and explore purchasing books, music, and movies in new formats that meet the recreational needs of adults and children.
- C. Expand the use of eBooks and other new media formats and online services to the library and evaluate the use of these media in the community.

Initiatives:

1. Review of the fiction collections was begun in FY11/12 and was concluded in FY12/13.

Demand for fiction in all formats is growing. In FY11/12 the library expanded its large print collection with the assistance of the Friends group. During FY12/13, the staff upgraded the existing low vision reading computer, and expand the seating space near the large print materials in order to accommodate seniors. Other fiction genres were reviewed and weeded, and in FY13/14 the library hopes to move the fiction holdings to a more accessible location.



Magnification software for low-vision reading, 2012

2. Expand the audiovisual materials collection.

In FY11/12 juvenile DVDs were moved into their own section and juvenile books on CD and cassettes were shifted to create more space for growth in this collection. A campaign to get quality DVDs donations ensued and was continued in FY12/13.

The adult DVD collection was expanded due to donations from an area store that went out-of-business. In FY12/13 the DVDs were shifted again in an effort to continue to provide adequate from for the growing collection and to provide easier access to our patrons. During FY13/14, the DVD collection will be reorganized to further improve access and collection development.

3. Expand e-Book and other downloadable content.

e-Book use is increasing dramatically, while e-Audiobook and other downloadable content use continues to increase as well. To support this demand, subscriptions to eBook and eAudiobooks services grew in FY11/12. In FY12/13 we cancelled one of our two subscription services to focus more effectively on our principal eBook and eAudiobook service. An additional \$1,500 in titles were purchased for inclusion in MyMediaMall, our remaining provider of downloadable content, as a result of the cancelling of the other service.

<p>Goal #4: Provide information and resources that promote use by residents whose first language is not English.</p>

Objectives

- A. Make the library easier to use for users whose English is limited.
- B. Have at least one Spanish-speaking staff member available all hours the library is open.
- C. Provide collections and services that assist newcomers whose English is limited to help them integrate into the Woodstock community.

Initiatives:

1. Staff continues to seek out and engage in cooperative partnerships with libraries in the NIC consortium, RAILS, D200 and with other McHenry County agencies.

We continue to expand outreach services as part of our effort to develop relationships with other agencies in the community. In FY12/13 the library worked with D200 staff to promote a variety of programming materials, fliers and brochures for our ESL residents and their children.

In FY11/12, the number of hours that Spanish-speaking staff work at the library was increased in an effort to provide additional customer service to library users whose native language is not English. In FY12/13 several staff members expanded their ability to provide basic assistance to library users whose English is not their native language.

2. Expand the number of Spanish language materials, including: children's materials to support the D200 elementary dual language and the high school dual language programs.

In FY11/12, D200 Spanish-language teachers met at the library and worked with library staff to improve the adult, juvenile and young adult Spanish-language collections.

Library staff will continue to promote D200 events such as the *'Love to Read'* event and the Creekside Middle School Report program. In FY12/13 Library staff translated WPL promotional materials and distributed these to area agencies, schools and local government units to expand opportunities to engage in cooperative programming. Staff also work with McHenry County Community college staff and tutors to support literacy programs.



Working with McHenry Community College tutors, 2012

3. Expand and update materials on becoming part of the Woodstock community and on obtaining citizenship and on understanding American culture.

In FY11/12 library staff and staff of the McHenry County College's English as a Second Language (ESL) conducted tutor training programs and promoted the online databases: Learning Express and Tumblebooks. During FY12/13, the library expanded both our Spanish and English holdings relating to our community, citizenship and American culture.

In FY12/13 the library will be upgrading our existing telephones via the city's move to a VOIP system. Once complete, in early FY13/14, we will be including Spanish language options to telephone scripts. Also in FY13/14, we plan to increase our Spanish programming and cross-cultural initiatives.

Goal #5: Increase the use of library materials by advertising the availability of library resources and services in creative ways and to new constituencies.

Objectives

- A. Expand the use of the collection by creating brochures, pathfinders, displays, and web links that help patrons find new and interesting materials.
- B. Increase public awareness of the library's electronic resources and services.
- C. Create partnerships with organizations, businesses, and agencies to communicate library services and to learn community needs that the library may address.

Initiatives:

- 1. Explore new means of notifying our patrons of upcoming events and new materials.

In FY11/12, **online registration using a new online calendar was tested. Online registration was expanded in FY12/13 to include all of our events.** In FY13/14 the software for the public meeting room sign-up will be added. This will allow groups to sign-up for a room easier and will bring more groups into the library. Additionally, our e-newsletter goes out to all patrons that provide us with their email. We also utilize a Twitter account and other **social media** tools to help reach patrons in ways beyond traditional print brochures.

- 2. Expand the use of social networking tools and other means of promoting our electronic resources and other services to the community.

In FY12/13, the staff promoted our electronic resources through various **social media** tools and also through collaborations with the D200 district. We continue our JuddStreet Blog, <http://juddstreet.blogspot.com>, and have expanded our presence on Facebook (www.facebook.com/WoodstockPublicLibrary).

Additional content has been added to Flickr and Twitter (twitter.com/wpl_library.) They used Triblocal and other online news services to inform the community about library programs and services that is available to users 24/7. In FY13/14 the staff will expand the 'Snapshot' program that takes place during National Library Week. They are also working to network with other agencies to promote national library events.



Judd Street Blog: <http://juddstreet.blogspot.com>

- 3. Create partnerships with the D200 school district and other community organizations and businesses.

Library staff continues to promote programs and services through the D200 virtual backpack system. They work with other agencies such as Illinois Worknet, for example, to promote library programs and services. In FY13/14, the director and other staff members will reinforce existing ties to organizations like Turning Point and the area assisted living facilities. They will also reach out to new agencies and organizations, like the Rotary Club and the local Chamber of Commerce, to promote the library to a broader audience, including business people.

**Goal #6: Provide a safe, welcoming, safe, clean, well-equipped
and well-maintained building and landscape.**

Objectives:

- A. Clean, inspect and repair the building on a daily, weekly, and seasonal schedule.
- B. Expand access by providing attractive signage and displays in the library.
- C. Regular maintenance of computer equipment so that costs are more evenly distributed.
- D. Review the library's emergency response plan and update as needed.

Initiatives:

1. Repair and remediation of roof, elevator state requirements and other building problems.

The roof continues to leak and as part of the FY11/12 budget \$2K was set aside for roof repairs. In FY11/12 the elevator improvements were completed that were required to meet State License requirements for the elevator. In FY12/13 we worked with public works staff to repaint the library interior, focusing on heavy use areas such as the rotunda, meeting rooms, and young adult area. Also in FY12/13, we were able to repair the front entry to the library, eliminating a number of trip hazards and providing a safer, more attractive facility for the public. In FY13/14, the library will examine the overall building program, including various roofing options, opportunities to improve the lighting system, and the general health and efficiency of the physical plant.

2. Increase the visibility of library services by replacing temporary signs, improving overall signage, and creating better space allocations for ease of access within the library.

Most temporary signs were eliminated in FY11/12, with the balance being addressed in FY12/13. In FY12/13 the accuracy and visibility of the current permanent signs was reviewed and the signs in many areas of the library will be updated in FY13/14.

Under-utilized shelving was moved from the reference area to the children's area in FY12/13 to eliminate overcrowding in the children's area. Similar moves were completed in FY12/13 to expand our shelving in the Large Print collection and the A/V area. Additional shifting and repurposing of shelving and collections will occur in FY13/14 and the signage will be updated to reflect the changes.

3. Create a capital improvements schedule that addresses ongoing, and new, projects in order for the purpose of planning and budgeting.

In FY12/13, the areas of the library most in need of remediation were identified and incorporated into the library's Capital Improvement Plan. Additionally, a three year plan that includes a budget to support technology improvements has been developed so the library can adequately support the existing hardware and software, printers, fax, and public computer services it

provides and add new services such as scanning. An improved faxing, scanning and wireless printing system is anticipated in FY13/14.

4. Update the library's disaster plan, with particular attention to the active shooter protocols.

The entire disaster plan was reviewed and updated in FY12/13. Additionally, the fall staff training day focused on how to respond to an active shooter event or other major emergency situations. The Woodstock PD facilitated this training. In FY13/14, the staff will receive additional training on disaster response and we will upgrade some of our resources to better handle emergencies.



Technology support for the library, 2012

**FY13/14
WOODSTOCK PUBLIC LIBRARY
LINE ITEM DESCRIPTIONS**

**08-00-0-000 LIBRARY OPERATING FUND
REVENUES**

08-00-1-311 Property Tax				\$880,000
FY10/11 Actual:	\$849,796	FY11/12 Actual:	\$871,965	
FY12/13 Budget:	\$830,000	FY12/13 Projected:	\$880,100	

Projections on the maximum limit of the tax cap in FY12/13 were found to be inaccurate, accounting for the disparity between the projected FY12/13 budget and the actual revenues received. With the economy still sluggish, the same rate will be utilized in FY13/14, resulting in flat revenues.

08-00-1-312 Replacement Tax				\$11,000
FY10/11 Actual:	\$11,000	FY11/12 Actual:	\$11,000	
FY12/13 Budget:	\$11,000	FY12/13 Projected:	\$11,000	

This is a state-administered tax that replaced the personal property tax and the dollar amounts are determined by a formula fixed by state law. Both the amount and the actual receipt of these funds are in jeopardy. These taxes are based on business receipts (declining) and there is a possibility that the State of Illinois could withhold passing them on to local governments.

08-00-2-330 Fines, Fees and Printing				\$115,000
FY10/11 Actual:	\$78,936	FY11/12 Actual:	\$71,838	
FY12/13 Budget:	\$105,000	FY12/13 Projected:	\$80,000	

The sources of income for this line item include:

- Fines for late materials
- Fees for damaged and lost material
- Income from the copy machines, computer printers and microfilm reader printer
- Non-resident fees

The Public access computers are monitored by an aging Session Management System, which was installed in 2000 and is now costing the library money to maintain and support. Fees for printing were reviewed but the recommendation to increase the fines from .10 to .20 was not implemented in FY12/13, resulting in the revenue shortfall for this line. The recommended increases will be implemented in FY13/14. A new

scanner and wireless printing service will be installed in FY13/14 which will improve customer service and will also provide a new, though small, revenue stream from scanning and wireless printing.

Fines are .10 per day, and per the FY12/13 recommendation, they will be increased to .20 per day in FY13/14. The calculation for nonresident fee cards for Rural Woodstock Public Library District Residents is based on the amount paid by taxpayers in an average household in Woodstock. In FY12/13 this will be \$37.00. The \$100,000 transfer to IMRF and now the \$25,000 for Liability Insurance paid from the Library Operating Fund will reduce the basis by that same amount in the years to come. The nonresident fee per family remains at \$150.

Fines	\$58,700
Nonresident fees (\$150/household)	6,100
Rural User fees (\$35/household, May 1, 2011)	13,800
Lost materials	4,600
Faxing income	2,000
Printing income	25,000
Copy machine income	<u>4,800</u>
	\$115,000

08-00-2-331 Gifts and Donations			\$20,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$9,214
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$6,000

Gifts and donations have traditionally been tracked in the Fines, Fees, Printing and Fax line. Beginning FY11/12 these funds were tracked separately. Friends of Woodstock Public Library is a major donor as are many individuals who give regularly to the library. The Friends group did not contribute as much as anticipated in FY12/13 because of the resignation of the previous director and an extended review of a major expense that the Friends were anticipating offsetting. Those funds will be available in FY13/14.

The Margery Mills Estate bequeathed the library \$142,000 in 2007. The Margaret Marchi bequest of \$304,024 was gifted to the library in FY10/11 to be used for special projects. These monies are tracked separately in fund 08-00-4-348.

08-00-2-332 Grants				\$9,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$5,000	

This line includes any grants received by the library other than the Per Capita Grant. Grants received from Target, McHenry County Community Foundation and other non-State sources are included in this line. In FY13/14, the library will be pursuing grants for local history preservation and electronic access enhancements.

08-00-4-346 Rural District Contract				\$364,000
FY10/11 Actual:	\$340,745	FY11/12 Actual:	\$349,686	
FY12/13 Budget:	\$351,400	FY12/13 Projected:	\$357,000	

The District contract is set at 98.5% of the total income the District collects; the amount distributed to the library is anticipated to be \$364,000 in FY14. The District board spends the other 1.5% on administrative costs such as bonding, publishing legal notices, professional services, and periodic newsletters and marketing campaigns. Marketing is intended to increase the use and support of the library to improve the odds of passing a tax rate increase referendum.

08-00-4-347 Grants in Aid				\$25,400
FY10/11 Actual:	\$0	FY11/12 Actual:	\$29,983	
FY12/13 Budget:	\$25,300	FY12/13 Projected:	\$25,400	

This line includes the State Per Capita Grant received by the library. Traditionally, the library received approximately \$1.25 for each of the City's residents from the Illinois State Library in Per Capita Grants. The Per Capita Grant money may be used only for library operations and equipment, not for library building items.

08-00-4-348 Restricted Gift (Marchi/Mills)				\$5,000
FY10/11 Actual:	\$304,042	FY11/12 Actual:	\$355	
FY12/13 Budget:	\$300	FY12/13 Projected:	\$14,000	

The Margery Mills Estate bequeathed the library \$142,000 in 2007. The Margaret Marchi bequest of \$304,042 was gifted to the library in FY10/11 to be used for special projects. In FY12/13, the library spent \$14,000 of the Marchi/Mills bequests to offset the cost of the Library Director search. For FY13/14, it is anticipated that approximately \$5,000 will be used for collection and space reassignments to improve space use and customer service within the library.

08-00-5-381 Interest Income				\$4,000
FY10/11 Actual:	\$14,371	FY11/12 Actual:	\$7,139	
FY12/13 Budget:	\$3,800	FY12/13 Projected:	\$4,000	

Interest is accrued on library funds that are invested with other funds by the City. The Federal Reserve reduced interest rates to around 1% and this is likely to continue until 2014, keeping interest income low.

Total Revenues \$1,433,400

FUND TRANSFERS TO/FROM

08-00-9-889 Transfer to Employee Insurance Fund				(\$138,600)
FY10/11 Actual:	(\$87,164)	FY11/12 Actual:	(\$91,488)	
FY12/13 Budget:	(\$101,700)	FY12/13 Projected:	(\$97,600)	

The money in the Employee Insurance Fund covers both health and life insurance for full-time employees. The library has ten full-time employees for which contributions are made from this line item. Contributions to this fund are expected to rise 10% in FY13/14. Additionally, the budget includes the more expensive family rate for the new Library Director and the new Children's Librarian.

08-00-9-893 Transfer to General Corporate Fund				(\$11,000)
FY10/11 Actual:	(\$11,000)	FY11/12 Actual:	(\$11,000)	
FY12/13 Budget:	(\$11,000)	FY12/13 Projected:	(\$11,000)	

The transfers to the General Corporate Fund pay for that part of the payroll, invoice, and bill payment services from the Finance Office.

08-00-9-897 Transfer to IMRF Fund					(\$100,000)
FY10/11 Actual:	(\$100,000)	FY11/12 Actual:	(\$100,000)		
FY12/13 Budget:	(\$100,000)	FY12/13 Projected:	(\$100,000)		

Beginning in FY09/10, the City required the library to transfer \$100,000 directly to the IMRF (Illinois Municipal Retirement Fund) to cover a portion of the City's cost for library employees, citing both economic and philosophical reasons. The Library Board accepted the City's need for additional funding in these economic times and voted to make the transfer with the request that the City review this policy. This transfer also covers a portion of the employer's FICA contribution.

08-00-9-898 Transfer to Liability Fund					(\$25,000)
FY10/11 Actual:	(\$25,000)	FY11/12 Actual:	(\$25,000)		
FY12/13 Budget	(\$25,000)	FY12/13 Projected:	(\$25,000)		

FY10/11 reflects a new transfer for the Operating Fund in the amount of \$25,000. The \$25,000 transfer is approximately 40% of the cost for providing workers compensation and Liability Insurance.

Total Transfers					(\$274,600)
Total Revenues Less Transfers					\$1,158,800

FY13/14
WOODSTOCK PUBLIC LIBRARY
LINE ITEM DESCRIPTIONS

08-00-0-000 LIBRARY OPERATING FUND
EXPENDITURES

08-00-3-402 Director			\$90,200
FY10/11 Actual:	\$79,303	FY11/12 Actual:	\$78,765
FY12/13 Budget:	\$80,400	FY12/13 Projected:	\$69,000

The salary for the Library Director is consistent with the City’s approved Wage and Classification Plan. The FY13/14 rate is the same as the initial hire rate from January 2013 for the new director, plus a 2% COLA that has been proposed for all city employees. There were some cost savings in FY12/13 because of the resignation of the previous director.

08-00-3-406 Full-time Librarians			\$441,600
FY10/11 Actual:	\$289,569	FY11/12 Actual:	\$340,418
FY12/13 Budget:	\$428,800	FY12/13 Projected:	\$399,700

This account reflects the salaries and wages for nine full-time positions consistent with the City’s Wage and Classification Plan. Costs were lower than anticipated in FY12/13 due to a vacancy in the Children’s Librarian position for much of the year. Towards the end of FY12/13, the Children’s Librarian position was rehired. There has been a shift over the last few years from part-time to full-time staff, resulting in an increase in this line and concurrent decrease in 08-00-3-407. For FY13/14, there is a city-wide 2% COLA increase proposal, plus additional merit increases as appropriate.

08-00-3-407 Part-time Librarians			\$233,600
FY10/11 Actual:	\$336,406	FY11/12 Actual:	\$282,980
FY12/13 Budget:	\$235,000	FY12/13 Projected:	\$234,900

This account reflects the salaries and wages for ten part-time professional librarians and desk assistants which are consistent with the City’s Wage and Classification Plan. Three part-time staff moved to full-time in FY11/12. Additional adjustments were made to schedules in FY10/11. The library began closing on Sundays in late May-August (summer) in 2010, which allowed a shift in library staffing to peak demand days and times. For FY13/14, there is a city-wide 2% COLA increase proposal, plus additional merit increases where appropriate.

08-00-3-436 Shelves				\$41,000
FY10/11 Actual:	\$35,533	FY11/12 Actual:	\$48,677	
FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$45,000	

This account reflects the salaries and wages for 5 part-time shelvees which are consistent with the City's Wage and Classification Plan and incorporates a 2% increase. Shelvees maintain order and manage the inventory of the library. Each year they replace over a quarter of a million items on the shelves, they keep the library materials in order and the shelves neat. They also maintain the public spaces. Additionally, they support service desks, maintain library facilities and support library programs. Additional seasonal summer help is provided out of this line, as library use increases significantly during summer. This fund has been historically under-budgeted, thus the 33% increase beyond the FY12/13 budget.

08-00-4-451 Sick Leave Conversion				\$1,700
FY10/11 Actual:	\$950	FY11/12 Actual:	\$523	
FY12/13 Budget:	\$600	FY12/13 Projected:	\$600	

The City's policy allows employees to accrue up to 100 days of sick leave. Under the old system, 50% of accrued hours over the 100 days are paid to the employee. In FY10/11, the percentage was reduced to 25% where it remains. In FY13/14, three staff-members will be eligible for sick leave conversion, compared to only one in FY12/13.

08-00-4-452 Travel and Training				\$4,000
FY10/11 Actual:	\$1,901	FY11/12 Actual:	\$3,401	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$2,500	

This line item covers conference and workshop expenses, training for staff, travel for library business, and membership dues in professional organizations. In FY10/11 this line was cut to help balance the budget due to the IMRF charge.

Memberships in professional organizations were largely eliminated, with the exception of the Director's membership to the American Library Association and the Illinois Library Association. In addition, money for the McHenry County Librarians workshops and staff training for all staff members and library trustees remains low in FY13/14 to help offset staff raises.

Staff technology training is a critical aspect of library operations funded from this line. Relevant training on new technologies and information

delivery systems remains vital for the continued support and development of library programs and services in years to come. Library staff at all levels will require regular and ongoing instruction to be able to support technology in the library, assist patrons with the use of ever-changing online resources, provide supplemental technology support for the various software and hardware services, and provide routine maintenance to save costs of service contracts.

08-00-5-501 Communications				\$12,000
FY10/11 Actual:	\$10,670	FY11/12 Actual:	\$11,151	
FY12/13 Budget:	\$12,500	FY12/13 Projected:	\$11,200	

Previously, the library was a member of the Illinois Century Network (ICN), but changes at the state and regional level have drastically altered the communications and technology landscape for libraries. In FY12/13, the library contracted with Comcast cable to provide our broadband access.

In 2008 the library purchased access to the Teleforms Notification System (TNS) module provided through the Northern Illinois Consortia (NIC), which allows us to save money on telecommunications, staffing, postage and supplies. About 10,000 calls are made each year using this system. Sharing equipment and phone lines for the automatic phone message module is possible due to the generosity of the North Suburban Library District in Loves Park who is sharing their phone line. NSLD renegotiated the telecommunications contract with a new vendor in 2009 which saved an estimated \$2,000 in FY10/11. The library will continue to rework contracts, review hardware and software options, and look for ways to collaborate with other libraries in our ongoing effort to find ways to reduce the cost of broadband and communication costs.

08-00-5-502 Legal Services				\$500
FY10/11 Actual	\$773	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

This line item covers payment for the City Attorney's services pertaining to the Operating Fund. Expenditures for the property purchase and construction of the parking lot are reflected in the Building Fund. In FY10/11 the board used some of this money to retain legal advice to settle the Margaret Marchi gift. In FY13/14, it may be necessary to obtain legal advice regarding the dispute with AT&T, which is the reason for the \$500 that has been included in this line.

08-00-5-517 Electronic Access

\$79,000

FY10/11 Actual:	\$79,401	FY11/12 Actual:	\$77,510
FY12/13 Budget:	\$83,000	FY12/13 Projected:	\$85,000

This line item includes the amount spent on electronic access to information for our staff and patrons. It also includes consulting; computer software, licenses and maintenance; services provided by the national bibliographic utility (OCLC) for cataloging and interlibrary loan; online computer (NIC) usage costs; and some related supplies. Computers, servers, and other large pieces of equipment are purchased in the Library Building Fund Furniture and Equipment line item (09-00-7-720).

A large portion of this line item includes Woodstock's costs as a member of the NIC online computer system headquartered in Loves Park. NIC components include circulation, cataloging, and borrowing between the eight member libraries.

The library's public access computers, printers and wireless internet access continue to be heavily used, which makes the Electronic Access line critical to providing vital services. The library has 68 computers available for public use. These are used to access the Internet, library catalog and the online databases. Computers also have software for word processing and other applications to support job searching, continuing education and business. The library continues to work with TechSoup, a nonprofit software vendor, to purchase various Microsoft, Adobe and other vendor software for the public access computers at a much reduced price.

Children's computers also include software to support school projects as well as Internet access. Additionally, there are 15 laptops available for use in the wireless training lab for computer classes and other training programs. As equipment funds are reduced, the number of replacement PCs and laptops will most likely result in a reduction in public access computers and training computers.

The library's in-house computer installation requires a network (LAN) both for internal library operations and to connect to the NIC server in Loves Park. This network requires weekly maintenance, software upgrades, and troubleshooting. The library contracts with Stateline Technologies for this maintenance service. In FY13/14, the library has budgeted 80 hours per month, a number unchanged since FY10/11. As the equipment ages and patron use increases technology support will need to be increased. As the server, software applications and other supporting equipment need to be replaced these hours will need to be increased. To pay for these increases we have been renegotiating online contracts to achieve savings. However,

in FY10/11 the State of Illinois, which funded 15 databases for library use, started to drop subscriptions.

This line item includes network support, software upgrades and support for:

- Security; anti-virus, anti-spyware
- Backup and network management
- Time management and print management software
- Staff scheduling software

OCLC is a national library consortium that offers bibliographic records for computer catalogs and interlibrary loan. By purchasing catalog records in this manner, Woodstock is able to participate in the nationwide system for interlibrary loans.

NIC	\$25,000
Stateline Technologies	45,000
OCLC	2,000
Supplies/small equipment	600
Comprise Maintenance (SAM)	2,400
Maintenance/ Licenses/Software	<u>4,000</u>
Total	\$79,000

08-00-5-518 Professional Services				\$6,500
FY10/11 Actual:	\$6,174	FY11/12 Actual:	\$6,542	
FY12/13 Budget:	\$6,500	FY12/13 Projected:	\$16,500	

Professional services included in this line:

- Collection agency fees
- Translation services
- Marketing expenses
- City Scene newsletter (\$5,000)
- Web site and Email

In FY12/13, \$14,000 was expended from this line for the Library Director search. This amount was reimbursed from the Marchi endowment in revenue line (08-00-4-348).

08-00-5-543 Equipment Rental				\$800
FY10/11 Actual:	\$635	FY11/12 Actual:	\$818	
FY12/13 Budget:	\$800	FY12/13 Projected:	\$800	

The postage meter rental is the only expenditure from this line item.

08-00-5-552 Services to Maintain Equipment				\$3,500
FY10/11 Actual:	\$4,736	FY11/12 Actual:	\$3,260	
FY12/13 Budget:	\$3,500	FY12/13 Projected:	\$3,500	

This line item covers maintenance for the Minolta microfilm/fiche scanner/printers, two photocopiers (down from three in FY11/12), and any other equipment repair. Minolta maintenance is expensive but necessary to read the old newspapers and the reader printers are in constant use.

In FY10/11, we replaced our oldest copier, which had been in service for 15 years, in an effort to save toner and printing costs. In FY13/14 we will replace another copier with a self service system purchased in part by the Friends of the Library.

Minolta	\$1,900
Stans Office machines (2 copiers)	1,100
Projector and misc. repairs	<u>500</u>
Total	\$3,500

08-00-6-601 Postage				\$2,000
FY10/11 Actual:	\$2,392	FY11/12 Actual:	\$2,452	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,700	

Most of our postage is for mailing overdue notices and Interlibrary loan items. Due to the TNS system, postage costs went down in FY10/11. Simultaneously, the library began a campaign to have patrons give us their email addresses for receiving overdue notices in an effort to reduce costs, with some success. With postal rates again going up in spring 2013, a small increase was included in this line for FY13/14.

08-00-6-606 Supplies				\$39,000
FY10/11 Actual	\$33,041	FY11/12 Actual:	\$42,183	
FY12/13 Budget:	\$38,700	FY12/13 Projected:	\$38,700	

Library, office, and janitorial supplies are included in this line item. Library supplies include book jackets, book tape, spine labels, DVD, CD security cases and the like. Ink, toner and paper for copiers, printers, and receipt printers decreased since FY09/10 due to the new printing policies and an increase in scanning. In FY10/11 a new copier for the workroom area was purchased saving us the cost of purchasing two new printers and allowing the library to move the fax machine to the reference desk. In FY13/14 the Friends will assist us in purchasing a new fax, scanner, wireless printer that patrons can use unassisted. This will save staff time and the cost for this unit will be paid for by fees charged for this service(s).

Circulation/office supplies (Aging materials)	\$8,500
Paper products/ Ink for copiers/printers	9,500
Janitor/building supplies	6,500
Printing for slips, flyers	1,000
Security supplies	2,500
Children's/YA departments	3,000
Equipment	5,500
Barcodes for materials	2,000
Program supplies	<u>500</u>
Total	\$39,000

8-00-7-740 Books and Other Library Materials			\$156,400
FY10/11 Actual:	\$165,157	FY11/12 Actual:	\$169,187
FY12/13 Budget:	\$163,500	FY12/13 Projected:	\$163,000

Demand for print materials and audiovisual materials remains high, despite forecasts of a paperless world. Maintaining this line - which funds books, magazine and newspaper subscriptions, music and books on CD, DVDs, puzzles, puppets, toys, and backpack activity kits - remains critical.

Each year the library adds approximately 6,200 books to the collection in a variety of formats (large print, Spanish language, paperback, hardback, oversized), subscribes to over 220 periodicals and newspapers, and adds over 1,600 audiovisual items to the collection. Print formats and audiovisual materials remain the most popular service the library provides. To save money, a standing collection development committee was set up in FY10/11 to find ways to best manage these funds.

08-00-7-741 Materials in Electronic Format			\$42,000
FY10/11 Actual:	\$32,570	FY11/12 Actual:	\$53,629
FY12/13 Budget:	\$45,000	FY12/13 Projected:	\$45,000

This line item includes subscriptions to online databases that can be used by patrons on the library's computers or by accessing them on the library's web page. The fastest growing formats remain e-book and e-audiobooks. This line continues to see an overall increase in demand for materials, yet individual databases have seen a significant decline in use. These databases will not be renewed in FY13/14 in order to secure sufficient savings to cover wage and other increased costs. Little impact to the public should be incurred by these cuts, as they were never high use resources and had been declining in popularity for several years. Well-used and critical databases will be retained, and the purchasing of e-books and e-audiobooks will be increased in FY13/14.

Estimated costs for these resources:

MyMediaMall (e-books/e-audiobooks):	\$6,850
Ancestry	\$1,750
Automobile Repair	\$1,700
Bookletters	\$1,000
Chicago Tribune (contemporary)	\$3,900
Chicago Tribune (historic)	\$3,900
HeritageQuest	\$800
Literary Reference Center	\$1,850
MasterFile	\$3,500
Newsbank (local newspaper)	\$6,400
Novelist	\$1,200
Reference USA	\$3,300
Student Resources in Context	\$3,800
TumbleBooks	\$450
World Book	<u>\$1,600</u>
TOTAL:	\$42,000

08-00-8-812 Library Programs				\$5,000
FY10/11 Actual:	\$4,789	FY11/12 Actual:	\$5,118	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$5,000	

This line item pays for programs such as:

- Summer Reading Club Programs
- Computer instruction
- Adult, Teen, Middle school and Juvenile programs

The library Plan of Service places a high priority on providing creative programs such as McHenry County CSI, summer reading club, book clubs, computer classes and other educational, recreational and cultural programs to attract customers to the library. Programs assisting job seekers were added to programming in FY09/10 and remain an important part of our programming efforts.

Program supplies are expended from the supplies line item. Friends of Woodstock Public Library often pay for some Summer Reading Club programs and for selected adult programs.

Total Expenditures				\$1,158,800
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PUBLIC LIBRARY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							819,600
PUBLIC LIBRARY							
REVENUES							
TAXES							
08-00-1-311	PROPERTY TAX	849,796	871,965	830,000	880,078	880,100	880,000
08-00-1-312	REPLACEMENT TAX	11,000	11,000	11,000	11,000	11,000	11,000
TOTAL TAXES		860,796	882,965	841,000	891,078	891,100	891,000
FEES							
08-00-2-330	FINES AND FEES	78,936	71,838	105,000	51,060	80,000	115,000
08-00-2-331	GIFTS & DONATIONS	0	9,214	20,000	1,058	6,000	20,000
08-00-2-332	GRANTS	0	0	5,000	2,500	5,000	9,000
TOTAL FEES		78,936	81,052	130,000	54,618	91,000	144,000
FUNDS REC'D FROM OTHER GOVT'S							
08-00-4-346	RURAL DISTRICT CONTRACT	340,745	349,686	351,400	353,375	357,000	364,000
08-00-4-347	GRANTS IN AID	0	29,983	25,300	25,402	25,400	25,400
08-00-4-348	MARGARET M. MARCHI DISTRIB	304,042	355	300	0	14,000	5,000
TOTAL FUNDS REC'D FROM OTHER GOVT'S		644,787	380,024	377,000	378,777	396,400	394,400
OTHER REVENUES							
08-00-5-381	INTEREST INCOME	14,371	7,139	3,800	3,351	4,600	4,000
TOTAL OTHER REVENUES		14,371	7,139	3,800	3,351	4,600	4,000
TRANS (TO) FROM OTHER FUNDS							
08-00-9-889	TRANS. TO EMPLOYEES INS. FUND	(87,164)	(91,488)	(101,700)	(64,352)	(98,000)	(138,000)
08-00-9-893	TRANS. TO GENERAL CORP. FUND	(11,000)	(11,000)	(11,000)	0	(11,000)	(11,000)
08-00-9-897	TRANS. TO IMRF FUND	(100,000)	(100,000)	(100,000)	0	(100,000)	(100,000)
08-00-9-898	TRANS. TO LIABILITY INSURANCE	(25,000)	(25,000)	(25,000)	0	(25,000)	(25,000)
TOTAL TRANS (TO) FROM OTHER FUNDS		(223,164)	(227,488)	(237,700)	(64,352)	(234,000)	(274,000)
TOTAL REVENUES: PUBLIC LIBRARY		1,375,726	1,123,692	1,114,100	1,263,472	1,149,100	1,159,400
EXPENSES							
SALARIES							
08-00-3-402	DIRECTOR	79,303	78,765	80,400	38,564	69,000	90,200
08-00-3-406	FULL TIME LIBRARIANS	289,569	340,418	428,800	266,466	399,700	441,600
08-00-3-407	PART TIME LIBRARIANS	336,406	282,980	235,000	156,600	234,900	233,600
08-00-3-436	LIBRARY SHELVERS	35,533	48,677	30,000	34,428	45,000	41,000
TOTAL SALARIES		740,811	750,840	774,200	496,058	748,600	806,400

FUND: PUBLIC LIBRARY FUND

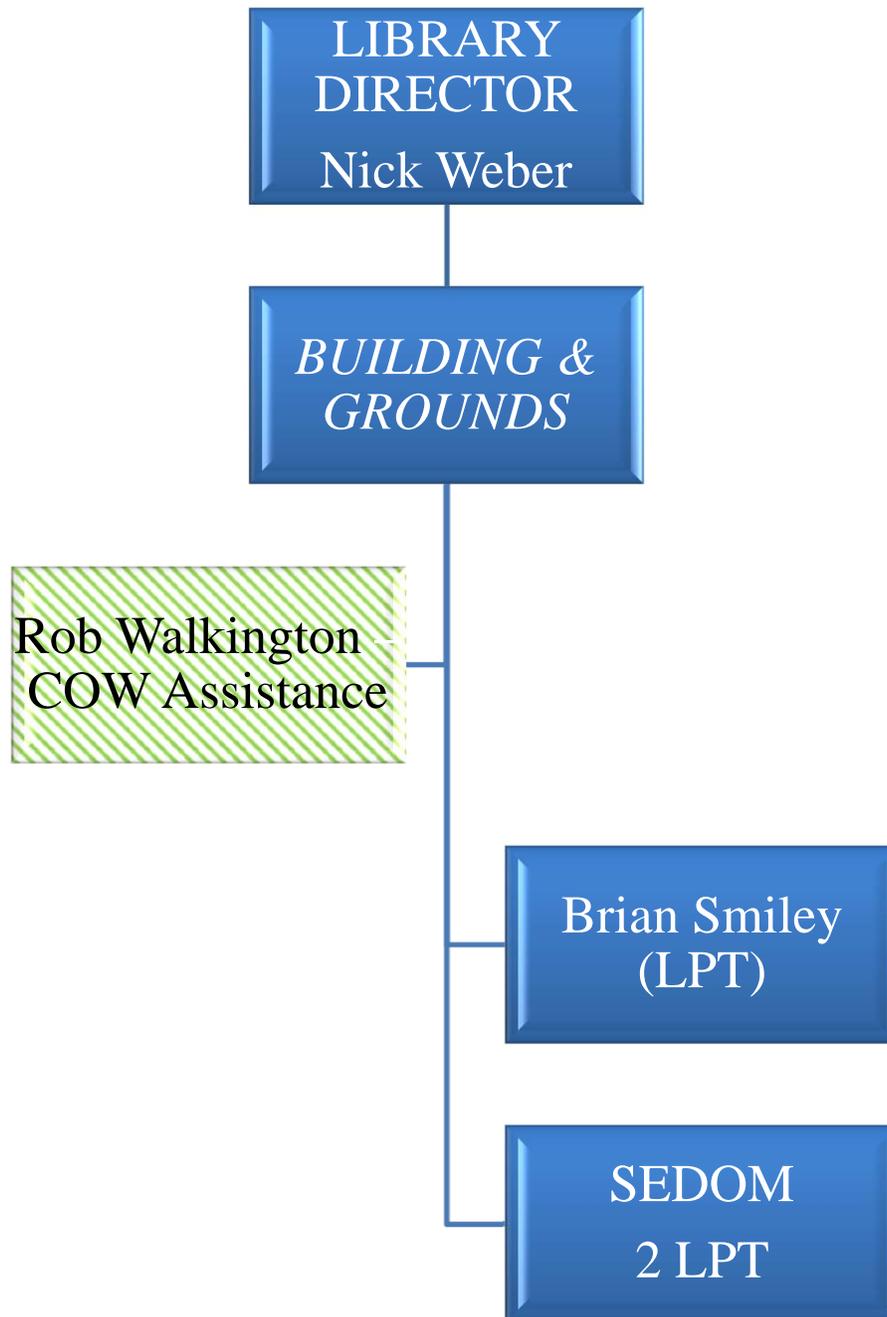
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
PUBLIC LIBRARY							
PERSONAL SERVICES							
08-00-4-451	SICK LEAVE CONVERSION	950	523	600	0	600	1,700
08-00-4-452	TRAVEL & TRAINING	1,901	3,401	4,000	1,420	2,500	4,000
TOTAL PERSONAL SERVICES		2,851	3,924	4,600	1,420	3,100	5,700
CONTRACTUAL SERVICES							
08-00-5-501	COMMUNICATIONS	10,670	11,151	12,500	7,207	11,200	12,000
08-00-5-502	LEGAL SERVICES	773	0	0	0	0	500
08-00-5-517	ELECTRONIC ACCESS	79,401	77,510	83,000	56,097	85,000	79,000
08-00-5-518	PROFESSIONAL SERVICES	6,174	6,542	6,500	15,114	16,500	6,500
08-00-5-543	EQUIPMENT RENTAL	635	818	800	504	800	800
08-00-5-552	SERVICE TO MAINTAIN EQUIPMENT	4,736	3,260	3,500	3,126	3,500	3,500
TOTAL CONTRACTUAL SERVICES		102,389	99,281	106,300	82,048	117,000	102,300
COMMODITIES							
08-00-6-601	POSTAGE	2,392	2,452	1,800	1,077	1,700	2,000
08-00-6-606	SUPPLIES	33,041	42,183	38,700	25,833	38,700	39,000
TOTAL COMMODITIES		35,433	44,635	40,500	26,910	40,400	41,000
CAPITAL OUTLAY							
08-00-7-740	BOOKS & OTHER LIBRARY MATERIAL	165,157	169,187	163,500	76,988	163,000	157,000
08-00-7-741	ELECTRONIC FORMAT	32,570	53,629	45,000	24,788	45,000	42,000
TOTAL CAPITAL OUTLAY		197,727	222,816	208,500	101,776	208,000	199,000
OTHER CHARGES							
08-00-8-812	LIBRARY PROGRAMS	4,789	5,118	5,000	3,516	5,000	5,000
TOTAL OTHER CHARGES		4,789	5,118	5,000	3,516	5,000	5,000
TOTAL PUBLIC LIBRARY		1,084,000	1,126,614	1,139,100	711,728	1,122,100	1,159,400
TOTAL FUND REVENUES & BEG. BALANCE		1,375,726	1,123,692	1,114,100	1,263,472	1,149,100	1,979,000
TOTAL FUND EXPENSES		1,084,000	1,126,614	1,139,100	711,728	1,122,100	1,159,400
FUND SURPLUS (DEFICIT)		291,726	(2,922)	(25,000)	551,744	27,000	819,600

LIBRARY BUILDING FUND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

WOODSTOCK PUBLIC LIBRARY BUILDING FUND ORGANIZATIONAL CHART

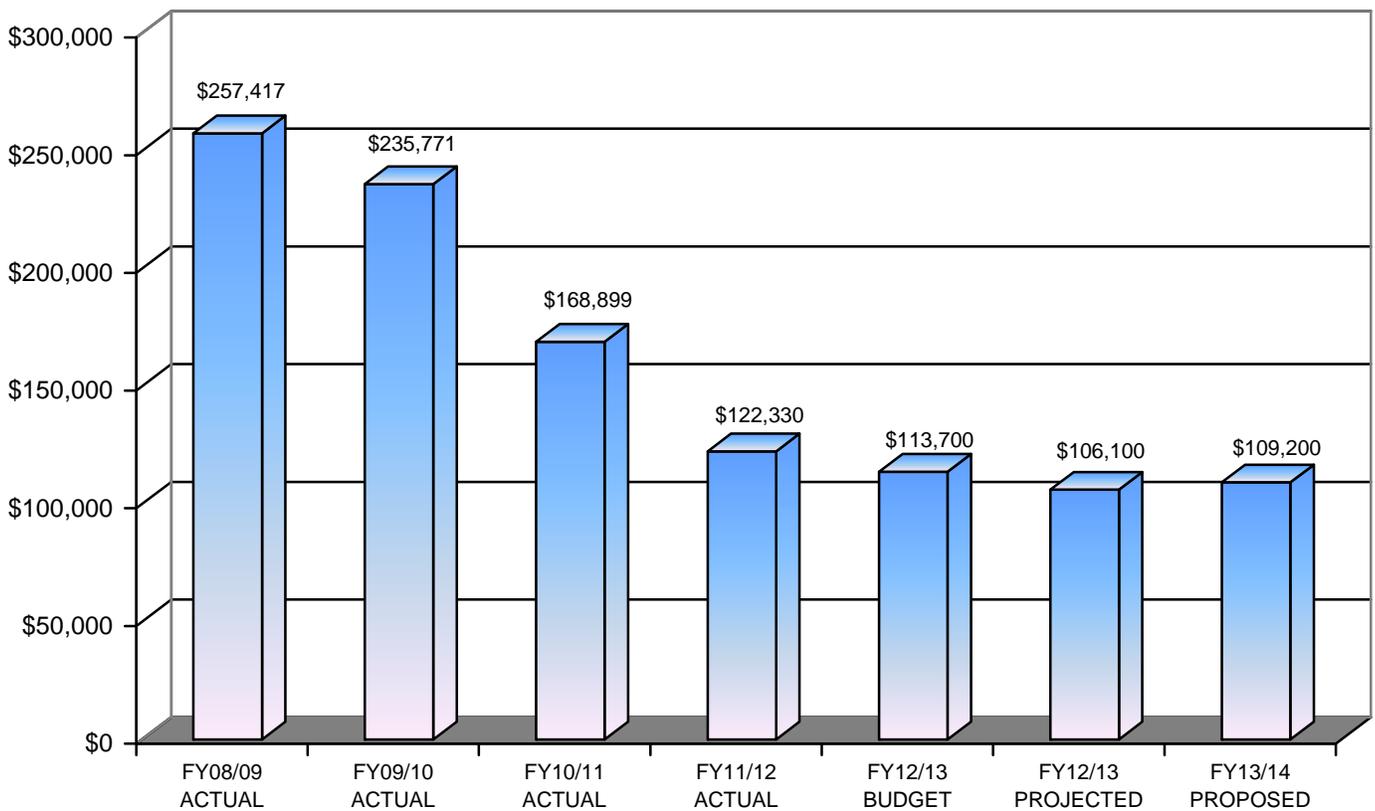


2013

LIBRARY BUILDING FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Custodian	1	0	0	0	0	0
City of Woodstock (Cont.)	0	0	1	1	1	
Building Help / SEDOM – LPT	0	1.5	1.5	1.5	1.5	0
TOTAL FULL TIME	1	0	0	0	0	0
TOTAL LPT	0	1.5	1.5	1.5	1.5	0

Beginning in FY09/10, the full-time custodial position was eliminated and replaced with contractual custodial services.

**LIBRARY BUILDING FUND
BUDGET COMPARISON**



Note: Increase in FY08/09 (and FY07/08 not shown) is for acquisition of property for, and construction of, additional parking lot.

**FY13/14
WOODSTOCK PUBLIC LIBRARY
LINE ITEM DESCRIPTIONS**

**09-00-0-000 LIBRARY BUILDING FUND
REVENUES**

09-00-1-311 Property Tax				\$88,000
FY10/11 Actual:	\$79,671	FY11/12 Actual:	\$81,745	
FY12/13 Budget:	\$87,500	FY12/13 Projected:	\$88,000	

The Building Fund levy can be used for:

- Accruing funds for purchasing land
- Constructing library building
- Building repair, and regular building and equipment maintenance

This tax has been levied since 1978 and is subject to an annual “back-door referendum.” The amount that can be levied is subject to the PTELL or tax cap. Money received goes toward maintenance of building and grounds.

The Library Building Fund balance at the end of FY12/13 is projected to be \$276,700. This income is used to support the library building which is an aging building with a number of repairs and improvements that need to be made in phases. Some of these repairs and maintenance items are under the \$10,000 required for CIP. However, taken in total the costs will require a long-term building repair and maintenance plan. Improvements to the building that will be needed in the upcoming years include:

- Painting of walls and interior woodwork, trim, and finishes
- Fabric on furniture recovered and tables re-laminated
- Chairs replaced as they wear out (Plastic and wood)
- Electrical and cable restrung and wire runs added
- Faucets replaced
- Tile and countertop areas in bathrooms resealed/grouted
- Ceiling tiles replaced
- Motors that move air through the ductwork replaced
- Ballasts replaced and lights re-lamped
- Carpet needs replaced in high-traffic areas
- Landscaping that is becoming overgrown replaced with new shrubs
- Parking lots resealed and restriped
- Exterior signs and HVAC exterior fence replaced
- Reorganization of certain areas of the library to improve services and accessibility

09-00-2-383 Developer Donations				\$18,500
FY10/11 Actual:	\$14,785	FY11/12 Actual:	\$24,738	
FY12/13 Budget:	\$16,600	FY12/13 Projected:	\$18,000	

These funds may be used for:

- Purchase of land
- Construction of library buildings and capital expenditures.

Developer Donations make up a percentage of fees paid to the City on new construction. This is predicted to remain relatively flat for the next few years, though there has been a small uptick in activity in the last year. The library has used these funds to purchase the property needed for the 2001 library expansion project. In 2008 money was used to purchase property at 451 W. Judd and to pay to build an overflow parking lot.

09-00-5-381 Interest Income				\$1,600
FY10/11 Actual:	\$5,876	FY11/12: Actual	\$2839	
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$1,600	

Money in the Library Building Fund earns interest with the funds that are invested with other City funds. Unfortunately, as with all investments, the interest return on these funds has steadily declined over the last several years, with little positive outlook for the next several.

TOTAL REVENUES				\$108,100
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FUND TRANSFERS TO/FROM

09-00-9-889 Transfer to Employee Insurance Fund			\$0
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0

This line was used for the health and life insurance for the custodian. In FY09/10, this full-time position was eliminated and replaced with a combination of contractual and part-time help which does not require insurance benefits.

09-00-9-890 Transfer to Library Debt Service Fund			(\$42,400)
FY10/11 Actual:	(\$0)	FY11/12 Actual:	(\$20,000)
FY12/13 Budget:	(\$35,000)	FY12/13 Projected:	(\$35,000)

Each year, money is transferred to the Library Debt Service Fund to pay the Principal and Interest payments for the Alternate Revenue Bonds. In FY10/11 the bonds were refinanced which will reduce the amount of revenue from Developer Donations that will be needed to pay the entire Debt Service cost. In FY11/12 and FY 12/13, the board used of the Library Debt Service Fund balance to pay some of the cost of the Alternate Revenue Bonds. This reduced the amount of the transfer in this line, 09-00-9-390 to \$20,000 in FY11/12 and to \$35,000 in FY12/13. The Debt Service Fund balance is not available to defray any of these costs in FY13/14 or moving forward.

TOTAL TRANSFERS			(\$42,400)
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TOTAL REVENUES LESS TRANSFERS			\$65,700
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**FY13/14
WOODSTOCK PUBLIC LIBRARY
LINE ITEM DESCRIPTIONS**

**09-00-0-000 LIBRARY BUILDING FUND
EXPENDITURES**

09-00-3-418 Building Cleaning Services			\$44,500
FY10/11 Actual:	\$38,060	FY11/12 Actual:	\$35,680
FY12/13 Budget:	\$44,000	FY12/13 Projected:	\$43,000

Historically, this line has been used to pay for the full-time custodian and service contracts for cleaning. In FY09/10, this full-time position was eliminated and the funds instead pay for part-time staff. The library utilizes SEDOM workers to keep costs down. With a 2% COLA proposed for FY2013/14, this line is increasing slightly.

09-00-5-502 Legal Services			\$0
FY10/11 Actual:	\$85	FY11/12 Actual:	\$145
FY12/13 Budget:	\$0	FY12/13 Projected:	\$100

Legal Fees specifically associated with the library building are paid from this line item.

09-00-5-504 Professional Services			\$100
FY10/11 Actual	\$1,520	FY11/12 Actual:	\$83
FY12/13 Budget:	\$0	FY12/13 Projected:	\$100

In FY09/10 this line included costs for the parking lot design and bidding for the lighting plus costs related to completing the installation of the pavers and landscaping. In FY10/11, this went to pay for fees for consulting, design and bidding for the library's roof repair project. The roof repair projects which include the shingles, the membrane repairs, the rotunda gutters and roof, as well as condensation issues, all will be done in phases; therefore, we are keeping this line open to pay for ongoing architect and consultant fees.

09-00-5-530 Water and Sewer			\$1,100
FY10/11 Actual:	\$1,141	FY11/12 Actual:	\$1,418
FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$1,000

Water/sewer usage charges are accounted for in this line item.

09-00-5-540 Utilities				\$0
FY10/11 Actual:	\$2,130	FY11/12 Actual:	\$4,648	
FY12/13 Budget:	\$0	FY11/12 Projected:	\$0	

In FY11/12, the City added the library to their franchise agreement with Nicor which resulted in a substantial annual cost savings to the Library. Unless the overall city usage of gas and electricity increases significantly, the Library should have no charges to this fund in the next few years.

09-00-5-550 Service to Maintain Building and Grounds				\$34,000
FY10/11 Actual:	\$34,414	FY11/12 Actual:	\$37,198	
FY12/13 Budget:	\$34,000	FY12/13 Projected:	\$32,000	

The funds for maintaining both the building and the grounds are taken from this line item instead of the Library Operating Fund. Most are service contracts, plus plumbing, roof and electrical repairs. Over the years money has been added at times to pay for roof repairs, sidewalk and parking lot repairs as well as other ongoing maintenance items.

HVAC	\$7,600
Elevator and Automatic Doors	4,600
Snow removal/Parking Lot Repairs	9,200
Electrical and Plumbing	5,000
Painting	500
Window cleaning	1,500
Fire equipment inspections	800
Roof	1,000
Backflow prevention	100
Generator	500
Security systems	100
Miscellaneous	<u>3,100</u>
Total	\$34,000

09-00-7-701 Building Construction				\$10,000
FY10/11 Actual:	\$71,024	FY11/12 Actual:	\$23,770	
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$10,000	

In FY09/10, funds were used for construction of the parking lot at 451 W. Judd in partnership with the city. The city constructed a detention basin under the parking lot to help alleviate flooding problems on Judd Street. This project included the installation of the permeable pavers (\$80,000) and installation of lighting (\$35,500) and was completed in fall of 2009.

In FY10/11, funds were used to repair the library roof that had been experiencing water and condensation damage over the past few years, likely due to damage to the membrane, poor roof drainage and lack of proper air flow and venting.

In FY11/12 the elevator was updated to meet the Americans with Disabilities Act and other state code requirements. In FY11/12 the cedar siding was stained and

the awnings were painted. In addition interior painting was done.

In FY12/13, the telephone system was upgraded in conjunction with the city's decision to go to a VOIP system. Funds for FY13/14 are for work on some parking lot issues and the heating, cooling and water concerns in the rotunda.

09-00-7-720 Furniture and Equipment				\$19,500
FY10/11 Actual:	\$20,066	FY11/12 Actual:	\$19,388	
FY12/13 Budget:	\$24,500	FY12/13 Projected:	\$20,000	

Furnishings and equipment that cost more than \$10,000 are considered capital expenditures and are expended from this line item.

The Library's goal is now to maintain hardware by purchasing new PC, laptops and printers, one fifth the total number of computer workstations, each year in order to keep up with the costs associated with maintaining our current technology access in a rapidly changing technology landscape.

Maintaining the libraries technology and infrastructure is necessary due to the amount of use the public computer systems receive and the increasing power, bandwidth and software licenses the new technology requires. Only necessary computer equipment purchases such as replacement of battery packs and switches are being purchased to keep the computer network operational.

In FY12/13 the library replaced the fatpipe, which was used to manage broadband traffic, and moved to a contract with Comcast to better meet our patrons information needs. The time management, printing, program tracking hardware and software was upgraded. At this time we are looking at a 5-year replacement schedule due to funding shortfalls.

Computers and monitors	\$10,000
Server	4,500
Scan and fax system	3,000
Printer(s)	<u>2,000</u>
Total	\$19,500

09-00-7-726 Landscaping				\$0
FY10/11 Actual:	\$459	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

The Department of Public Works staff has been assisting with the library grounds, maintenance and upkeep. In FY11/12 landscaping costs were moved back to the building and grounds maintenance line.

TOTAL EXPENDITURES				\$109,200
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PUBLIC LIBRARY BUILDING FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							304,300
LIBRARY BUILDING FUND							
REVENUES							
TAXES							
09-00-1-311	PROPERTY TAX	79,671	81,745	87,500	87,790	88,000	88,000
TOTAL TAXES		79,671	81,745	87,500	87,790	88,000	88,000
FEES							
09-00-2-383	DEVELOPER DONATIONS	14,785	24,738	16,600	14,607	18,000	18,500
TOTAL FEES		14,785	24,738	16,600	14,607	18,000	18,500
OTHER REVENUES							
09-00-5-380	MISC. INCOME	7,163	0	0	0	0	0
09-00-5-381	INTEREST INCOME	5,876	2,839	3,000	1,078	1,600	1,600
TOTAL OTHER REVENUES		13,039	2,839	3,000	1,078	1,600	1,600
TRANS (TO) FROM OTHER FUNDS							
09-00-9-889	TRANS. (TO) EMPLOYEE INSURANCE	0	0	0	0	0	0
09-00-9-890	TRANS. (TO) LIBRARY DEBT SVC.	0	(20,000)	(35,000)	0	(35,000)	(42,300)
TOTAL TRANS (TO) FROM OTHER FUNDS		0	(20,000)	(35,000)	0	(35,000)	(42,300)
TOTAL REVENUES: LIBRARY BUILDING FUND		107,495	89,322	72,100	103,475	72,600	65,800
EXPENSES							
SALARIES							
09-00-3-415	BUILDING CLEANING SERVICES	38,060	35,680	44,000	26,113	43,000	44,500
TOTAL SALARIES		38,060	35,680	44,000	26,113	43,000	44,500
CONTRACTUAL SERVICES							
09-00-5-502	LEGAL SERVICES	85	145	0	0	0	0
09-00-5-504	PROFESSIONAL SERVICES	1,520	83	0	98	100	100
09-00-5-530	WATER & SEWER	1,141	1,418	1,200	589	1,000	1,100
09-00-5-540	UTILITIES	2,130	4,648	0	0	0	0
09-00-5-550	SERVICE TO MAINT. BLDG & GRDS	34,414	37,198	34,000	20,496	32,000	34,000
TOTAL CONTRACTUAL SERVICES		39,290	43,492	35,200	21,183	33,100	35,200

DATE: 02/01/2013
 TIME: 16:46:00
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PUBLIC LIBRARY BUILDING FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
LIBRARY BUILDING FUND							
CAPITAL OUTLAY							
09-00-7-701	BUILDING CONSTRUCTION	71,024	23,770	10,000	0	10,000	10,000
09-00-7-720	FURNITURE & EQUIPMENT	20,066	19,388	24,500	7,121	20,000	19,500
09-00-7-726	LANDSCAPING	459	0	0	0	0	0
TOTAL CAPITAL OUTLAY		91,549	43,158	34,500	7,121	30,000	29,500
TOTAL LIBRARY BUILDING FUND		168,899	122,330	113,700	54,417	106,100	109,200
TOTAL FUND REVENUES & BEG. BALANCE		107,495	89,322	72,100	103,475	72,600	370,100
TOTAL FUND EXPENSES		168,899	122,330	113,700	54,417	106,100	109,200
FUND SURPLUS (DEFICIT)		(61,404)	(33,008)	(41,600)	49,058	(33,500)	260,900

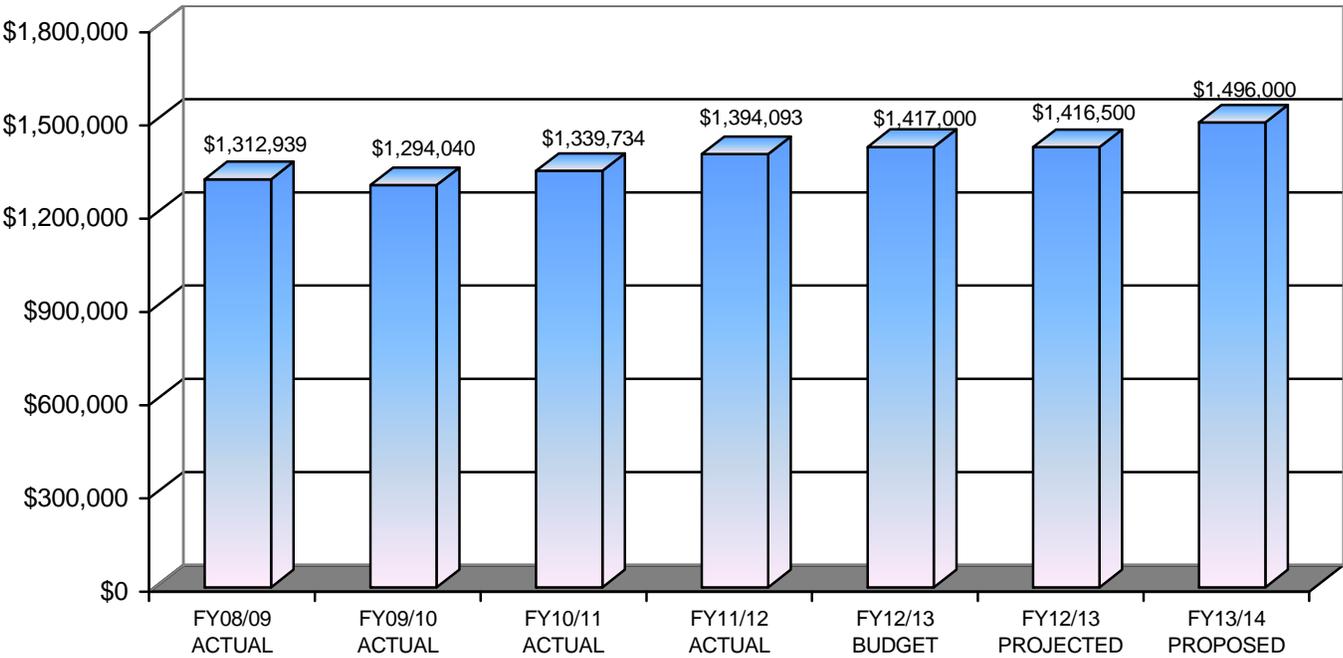
**ILLINOIS MUNICIPAL
RETIREMENT FUND (IMRF)**



**CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET**

ILLINOIS MUNICIPAL RETIREMENT FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**ILLINOIS MUNICIPAL RETIREMENT FUND
BUDGET COMPARISON**



FY13/14
ILLINOIS MUNICIPAL RETIREMENT FUND

The Illinois Municipal Retirement Fund (IMRF) provides employees of local governments and school districts with a sound, efficient system for the payment of retirement, disability and death benefits. This pension program is provided for qualified employees, excluding sworn police employees who are covered under a separately funded program (refer to the Police Pension Fund Budget). Presently, the hourly requirement to qualify for IMRF includes all non-sworn personnel working in excess of 1,000 hours per year. Furthermore, the IMRF Fund also provides the necessary funding for the employer contributions related to Social Security and Medicare.

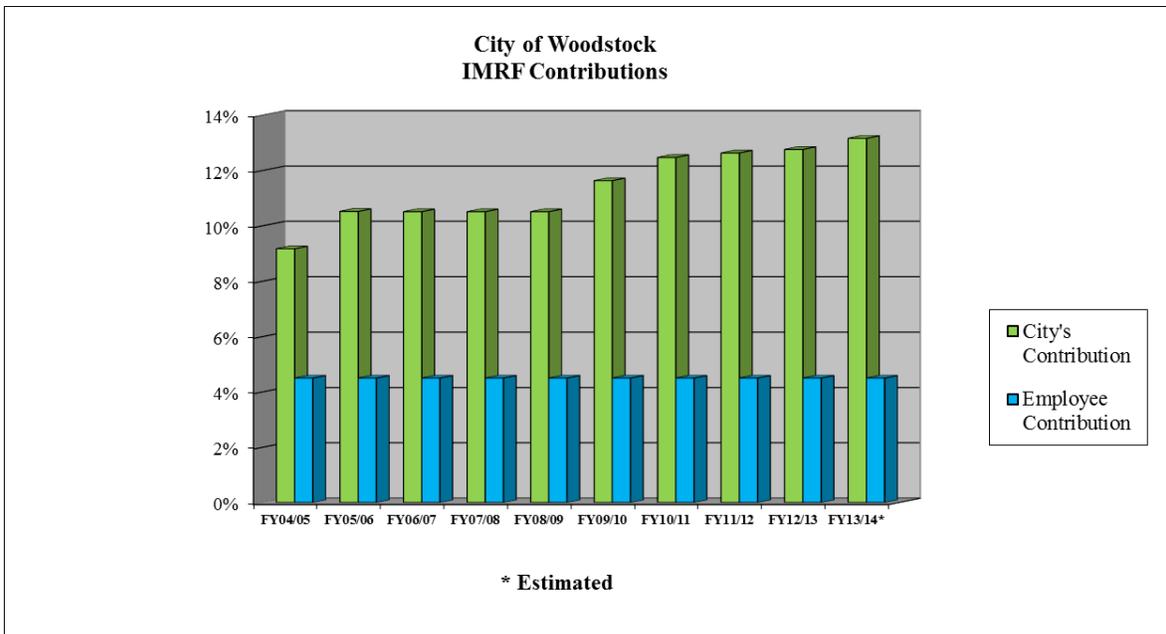
The employee contribution rate for IMRF has remained constant at 4.5% of total earnings. The State of Illinois is responsible for setting the employee contribution levels. According to past actuarial valuations, the City of Woodstock was, at one-time, a fully funded program, which benefited the City with a corresponding decline in employer contribution rates between 1999 and 2001. However, the stock market suffered a significant downturn in 2001, which negatively impacted the assets held on behalf of the City and resulted in creating a subsequent increase in the employer contribution to compensate.

The employer contribution in 2002 was 6.84% and, over the following years, experienced continuous movement upwards. Since 2005, the employer rate stabilized as the investment losses were absorbed within the actuarial calculations, peaking at an employer contribution rate of 10.51%. Unfortunately, the economic downturn experienced in 2008 again required increases in the employer contribution. IMRF incurred over \$6.0 billion in investment losses during calendar year 2008, a (24%) investment return! IMRF determined that the employer funding, on average, had fallen from almost 100% funded to 70% funded in a one-year period.

The IMRF Board reviewed the required increase to the employer contribution in 2009. In consideration of the economic crisis combined with the heavy burdens already facing all of the local governments in Illinois, the IMRF Board was concerned with the ability for the participating employers to meet their increased pension funding obligations. Therefore, the IMRF Board proposed revisions to the actuarial assumptions that did provide some form of rate relief in FY09/10. In addition, the Board offered each employer the option to participate in a “phased-in” approach. This proposal allowed employers to only experience an estimated 10% increase in the employer contribution. The City did elect to participate within the “phased-in” program offered by IMRF, which started in 2010. However, in accordance with generally accepted accounting principals, the required actuarial contribution, which was not completely funded by the City, has resulted in creating a liability for the City that has been reported on the financial statements. In FY11/12, the City paid the total outstanding balance for the net pension obligation prior to December 31st to avoid an additional 7.5% interest-rate adjustment.

On a positive note, the majority of the losses sustained in 2008 were recouped by IMRF at the end of 2009. IMRF reported a 24.5% investment gain in 2009 that provided some relief toward the anticipated increases expected for the future employer contribution rates. The 2009 gains were followed by an additional 13.4% investment return in 2010 or an additional \$3.0 billion for IMRF, which eliminated the need for the “phased-in” contribution beginning in 2011. IMRF will be completing its actuarial analysis over the next few months and provide preliminary estimates to the employers to be considered for the 2013 calendar year. The City Administration is conservatively anticipating an increase in the employer contribution from the current 12.8% to 13.2% for the upcoming fiscal year.

The following graph illustrates the IMRF contributions for both the City and the employees over the last ten fiscal years.



As previously mentioned, the employer contribution was significantly impacted by the stock market losses incurred in 2001 and has also been impacted to an even greater extent from the stock market losses experienced in 2008. The smoothing effect utilized by IMRF to calculate the employer contribution combined with the substantial investment gains posted in 2009 and following in 2010 has provided some relief towards the calculation of the current employer contributions. Within the FY13/14 Budget, the City Administration has proposed allocating sufficient resources to meet the anticipated IMRF obligations.

In addition to the IMRF Fund’s expenditures for the City’s contribution to the pension plan, this fund also includes the City’s payments for the employer contributions related to Social Security and Medicare. All City employees, except uniformed Police Officers, are required by Federal Law to contribute to Social Security. City employees contribute 6.2% of their gross wages to Social Security (also referred to as FICA). For 2011 and

continuing into 2012, the Federal government had lowered the Social Security tax for employees to 4.2%, while the employer contribution remained at 6.2%. This temporary reduction expired at the end of December, 2012 and employee contributions have now returned to 6.2%. City employees, including police officers hired after 1986, are required by Federal law to contribute to Medicare. City employees contribute 1.45% to Medicare. With the exception of 2011 and 2012, the City is required to match the employees' contributions for both Social Security and Medicare.

The table provided below includes the employer and employee contribution rates, actual employer contributions, and covered payroll for the prior four fiscal years (FY08/09 – FY11/12). The table includes projections for FY12/13 and estimates for FY13/14. The information contained within the table is for all three plans (IMRF, Social Security and Medicare) supported by the IMRF Fund.

EMPLOYER AND EMPLOYEE CONTRIBUTION RATES

Benefit	FY08/09	FY09/10	FY10/11	FY11/12	Projected FY12/13	Estimated FY13/14
IMRF						
Employer Rate	10.51%	11.63%	12.47%	12.64%	12.76%	13.19%
Employer Contribution	\$715,205	\$731,947	\$784,802	\$808,792	\$835,800	\$880,000
Employee Rate	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Covered Payroll	\$6,804,997	\$6,293,611	\$6,293,520	\$6,397,221	\$6,550,200	\$6,896,600
Social Security						
Employer Rate	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%
Employer Contribution	\$438,739	\$420,312	\$413,625	\$403,208	\$432,000	\$455,000
Employee Rate	6.20%	6.20%	6.20%	4.20%	6.20%	6.20%
Covered Payroll	\$7,076,435	\$6,779,226	\$6,671,371	\$6,503,355	\$6,967,700	\$7,338,700
Medicare						
Employer Rate	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%
Employer Contribution	\$141,396	\$136,659	\$135,755	\$135,252	\$143,200	\$155,000
Employee Rate	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%
Covered Payroll	\$9,751,448	\$9,424,759	\$9,362,414	\$9,327,724	\$9,906,100	\$10,689,700
Flex 125 Plan						
Participants	108	140	147	132	132	140

It is important to note that the IMRF required employer contribution for calendar year 2009 was set prior to the final results from the investment losses being posted in 2008. This has resulted in an artificially low employer contribution for FY09/10, as the employer contribution remained throughout the year at the existing 10.51% rate and did not experience a substantial increase until the middle of the fiscal year beginning on January 1, 2010. Significant losses in the stock market and the related economic downturns always have a negative impact on the overall IMRF equity portfolio;

therefore, the table presented on the previous page is indicative of this trend requiring increases to the employer contribution to offset these losses. However, as previously mentioned, the employer contribution will now also benefit from the market gains realized in 2009 and 2010, reducing the upward pressure expected for FY13/14.

The IMRF Fund is also responsible for paying the administration costs that relate to the City's Flex 125 plan. The Flex 125 plan allows City employees to pay insurance premiums, provide childcare and pay out-of-pocket health care expenses using pre-tax dollars. The City is currently using the same third-party administrator as the City's health plan thereby facilitating improved claims processing for the Flex program. Plan participation increased in FY09/10, with 140 employees, and again in FY10/11, with 147 employees, representing close to a 100% participation rate by the full-time workforce for calendar year 2011. The increase in participation reflects the City's policy decision to expand the employee contribution levels to include all employees even those with only single health-insurance coverage. Currently, the employees utilize the flex plan to purchase over \$312,700 in benefits annually, resulting in savings to the IMRF Fund of \$23,900.

In previous years, the City was able to accommodate the additional demands placed on City services by new growth by expanding the number of employees, which had a corresponding increase to higher employer contributions required for benefits that are paid by this fund. The FY13/14 Budget, as presented by the City Administration, is for the fifth consecutive year recommending no new authorized positions for the upcoming budget year. In fact, twenty-one (21) full-time equivalent positions that were vacated over the last five fiscal years from retirements or terminations are expected to remain unfilled in the upcoming fiscal year. These unfilled positions will provide some limited offset to the increase expected in the employer contributions for the upcoming fiscal year.

In addition, the FY08/09 Budget included, for the first time, an allocation of the related benefit costs for those employees that are included within the Utility Fund. This represented not only a fair allocation of the costs incurred on behalf of the Utility Fund, but it also allows the City Council to determine the true costs for providing water and sewer services to the community.

Furthermore, the City Administration examined in FY08/09 the proper allocation of the IMRF costs to the Library, taking into consideration the provisions under State law that provide the Library with separate quasi-external authority for certain operational decisions, including personnel levels. In essence, the Library Board has decision-making authority over approving expenditures and other matters that typically fall under the purview of the City Council. The appropriate allocation of these costs would allow both the City Council and Library Board to assess the actual costs required to operate this quasi-independent entity. A "phased-in" transfer between the Library and the IMRF Fund was proposed and approved within the FY09/10 Budget. This transfer was also approved by the Library Board, but required the completion of an annual review to clarify the determination of dollars in future years.

The FY13/14 Budget continues with the methodology to allow for the proper allocation of these costs to both the Utility and Library Funds. Therefore, the transfers from both funds have again been included within the FY13/14 Budget request. However, in light of the ongoing financial circumstances and the financial impact on the operations for both of these funds reducing the number of covered employees, the City Administration is recommending a small increase in the transfer for the Utility Fund to reflect the actual anticipated costs and no increase in the transfer for the Library Fund for FY13/14.

Sufficient reserves have been maintained in this account to meet the future demands that could be required in any given year. For example, while the number of employees eligible for retirement may be known, the number who will begin their retirement annually is not determinable in advance. In addition, the IMRF Fund pays for temporary disability claims for employee injuries or illnesses which are not job-related, again, circumstantial demand which cannot be predicted.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: IL. MUNICIPAL RETIREMENT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							1,010,800
BEGINNING BALANCE							
IL. MUN. RETIREMENT FUND							
REVENUES							
TAXES							
11-00-1-311	PROPERTY TAX	1,173,977	1,213,780	1,220,000	1,224,848	1,224,800	1,235,000
TOTAL TAXES							1,235,000
OTHER REVENUES							
11-00-5-381	INTEREST INCOME	13,413	8,039	8,000	3,829	5,100	5,300
TOTAL OTHER REVENUES							5,300
TRANS (TO) FROM OTHER FUNDS							
11-00-9-308	TRANSFER FROM LIBRARY	100,000	100,000	100,000	0	100,000	100,000
11-00-9-360	TRANSFER FROM UTILITY FUND	200,000	210,000	212,500	0	212,500	219,000
TOTAL TRANS (TO) FROM OTHER FUNDS							319,000
TOTAL REVENUES: IL. MUN. RETIREMENT FUND							1,559,300
EXPENSES							
PERSONAL SERVICES							
11-00-4-457	IMRF	784,802	808,792	835,800	538,744	835,800	880,000
11-00-4-458	FICA	413,625	403,208	432,000	268,167	432,000	455,000
11-00-4-459	MEDICARE	135,755	135,252	143,200	93,042	143,200	155,000
11-00-4-460	NET PENSION OBLIGATION	0	41,331	0	0	0	0
TOTAL PERSONAL SERVICES							1,490,000
CONTRACTUAL SERVICES							
11-00-5-501	FLEX PLAN ADMINISTRATION	5,552	5,510	6,000	3,427	5,500	6,000
TOTAL CONTRACTUAL SERVICES							6,000
TOTAL IL. MUN. RETIREMENT FUND							1,496,000
TOTAL FUND REVENUES & BEG. BALANCE							2,570,100
TOTAL FUND EXPENSES							1,496,000
FUND SURPLUS (DEFICIT)							1,074,100

MOTOR FUEL TAX (MFT)



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

RE: **Motor Fuel Tax Fund FY13/14 Budget Transmittal**

Attached is the FY13/14 budget for the Motor Fuel Tax Fund. Revenues for this fund are derived from state-wide taxes placed on fuel used for operating motor vehicles on public highways and recreational watercraft upon waters of the state. These revenues collected by the State are used to pay for various state transportation projects with slightly more than 58% of the revenues going directly to the State. Approximately one-half of the remaining funds are then allocated back to municipalities based on population. The FY13/14 budget has been prepared based on the expectation that the State of Illinois will continue the mandated revenue sharing without any cost sharing reductions or deletions and that the State's commitment for additional MFT revenue will be met during the upcoming year. If that promised revenue from the State is decreased or eliminated, expenses proposed with this budget would need to be drastically reduced or even eliminated.

The City was able to accomplish several street improvements and maintenance work during FY12/13. Portions of Tryon Street, Calhoun Street, Dean Street, and Madison Street were resurfaced using funds from the TIF budget. Utilizing funds allocated in the TIF, MFT, and General Fund CIP budgets, the City was able to resurface approximately 4.4 of streets for our residents in FY12/13.

Currently, the City has approximately 125 centerline miles of streets that are the responsibility of the City for repair and maintenance. As a general rule, an asphalt street will last between 16 to 20 years (average life is 18 years) from the time of construction before resurfacing is needed. That 18 year average life expectancy is not just a planning number, it is based on the realization that most pavements will fail to the degree that residents will expect significant maintenance by the City. During the 2012, the City was able to fund and complete approximately 4.4 centerline miles of street maintenance and resurfacing. At 4.4 centerline miles per year, it will take the City approximately 28 years to resurface all streets assuming that no new streets are created during that time period. To achieve even a minimal amount of street maintenance work that is expected by our residents, the City should be completing reconstruction and maintenance of all streets at least once every 20 years.

In recognition of that need, and the importance of proper street maintenance to our residents, the transfer of funds from the General Corporate CIP budget is again proposed for FY13/14. With this transfer of funds included, the current funding level for street maintenance is a very positive step toward achieving the ideal goal for street maintenance. However, even with these increased resources, the need for street resurfacing still exceeds the annual revenue available.

While the City is moving forward and funds for street resurfacing and maintenance work have increased the past two years, that funding level is still less than the ideal goal. The annual revenue

received from MFT gas tax is not anticipated to increase, and in order for the City to meet the infrastructure maintenance needs and to meet the expectations of our residents, additional funds will be needed from the General Fund revenues in future years. Ideally, this transfer amount should be \$600,000 to \$750,000 per year for at least the next five years. **The current level of funding provided for street maintenance and resurfacing does not allow the City to provide the level of service expected by our residents, properly respond to legitimate requests received from residents, or to properly maintain the street infrastructure.**

As the age of the streets increases and the condition decreases, the annual maintenance cost will only become greater if a proper street maintenance and resurfacing program is not funded. Ideally, street resurfacing should be completed as a pavement ‘ages’ and starts to show signs or stress, wear, and tear. By addressing pavement needs before wide spread areas of pavement failure occur, the cost of maintenance per centerline mile is actually less than if those maintenance items are delayed. At the current funding levels, the City can only select locations where the pavements are in poor condition, and as a result, the cost per centerline mile is actually greater the longer the maintenance is deferred.

Proper maintenance and resurfacing of City-owned streets is currently the highest infrastructure priority of the City and can not be achieved without the infusion of a substantial amount of new revenue to this program for several consecutive years. Requests for necessary street maintenance and resurfacing has become one of the highest type of maintenance requests received from our residents, and Public Works can not properly respond to the residents using the currently funding amounts.

The projected end of year revenue for FY12/13 is \$8,400 (1%) less than the approved budget. At the same time, the FY12/13 projected end of year expenses are \$125,100 less than the amount of the approved budget.

Revenue for FY13/14 of **\$838,300 is \$4,400 (0.5%) less** than FY12/13 revenue while the proposed FY13/14 expenditure of **\$838,300 is \$154,700 (15.6%) less** than the current budget year. This change is mostly due to the City’s decision to utilize a portion of the fund balance during FY12/13 which can not be repeated without impacting the reserves necessary for emergency street repairs and/or unexpected increases in salt costs.

The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City’s *Vision 2020 Statement* as documented with the following examples:

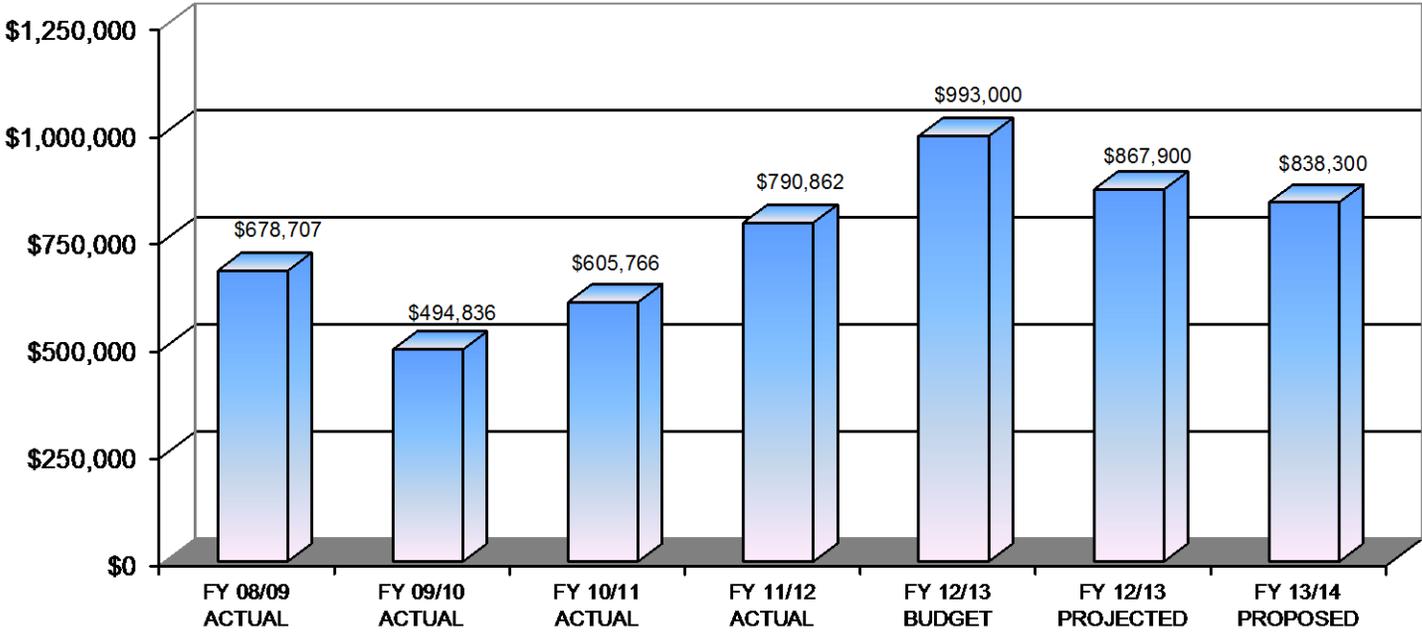
Woodstock is a place to call home, street by street, our neighborhoods reflect a pride of ownership in the care of yards and homes. This Motor Fuel Tax Fund budget historically has provided funds to maintain, resurface, and stripe City streets. It is imperative that the City continue to fund these programs which revitalize neighborhoods, help to restore pride of ownership, and promote a vision of prosperity. That effort and the resulting number of streets that can be resurfaced have been increased during the past two years through the transfer of new funds from the General Fund revenues. However, more and more residents comment that the condition of the street in front of their home detracts from the appearance and quality of their neighborhood, and the City will struggle to meet this Vision Statement goal in the future.

In Accessibility and Environmental Sensitivity, Woodstock will provide an innovative street network with efficient connectors. Woodstock is providing a connected street network as the community grows and developments are being built. As much as possible, this new street network is being built with developer funds. However, once these streets are turned over to the City, funding through the Motor Fuel Tax Fund budget will need to be the main funding mechanism for their resurfacing and repair.

Woodstock is a Premier Destination. In Investment, Tourism, and Economic Vitality, Woodstock will be a community of choice for residents, visitors, and investors. The repair and resurfacing of existing City streets through the Motor Fuel Tax Fund budget is necessary for Woodstock to be a community of choice. The visual appearance of a community is first recognized by the maintenance and upkeep of neighborhood streets. It is very important that this portion of the infrastructure be maintained to attract new residents, visitors, and investors.

MOTOR FUEL TAX FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid out of this fund					

**MOTOR FUEL TAX FUND
BUDGET COMPARISON**



MOTOR FUEL TAX (MFT)
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS

The Motor Fuel Tax Budget covers the cost to resurface City streets, revitalize pavement markings, and purchase road salt for use throughout the winter months. Revenues for this fund are derived from state-wide taxes placed on fuel used for operating motor vehicles on public highways and recreational watercraft upon waters of the state. Following is a summary of the accomplishments of the programs and projects funded from this budget along with street maintenance funds allocated in the Tax Increment Financing and General Fund CIP budgets during FY12/13:

- Completed street maintenance and resurfacing on the following streets:
 - √ Applewood @ intersection with McConnell Road
 - √ Bull Valley Drive – White Face to Taurus
 - √ Christian Way – Rt 47 to Northhampton
 - √ Calhoun – Dean to Tryon
 - √ Dane – Oak to Mary Ann
 - √ Dean – Forest to Stewart
 - √ Dean – South to Calhoun
 - √ Donovan – Queen Anne to Wicker
 - √ First – Wheeler to Queen Anne
 - √ Fremont – Jefferson to Madison
 - √ Jackson – Hayward to Pleasant
 - √ Jefferson – Fremont to Lawrence
 - √ Jewett – Third to Beech
 - √ Linda – Timothy to the end
 - √ Madison – Church to RR
 - √ Marvel – Olson to Park
 - √ Olson – Northhampton to Irving
 - √ Pleasant – Mary Ann to Carol
 - √ Queen Anne – First to Greenwood
 - √ Rose Court – Sharon to the end
 - √ Timothy Lane – Sharon to Linda
 - √ Thomas – Carlisle to Summit
 - √ Tryon – Calhoun to South

- Completed annual pavement marking program including stop bars, cross walks, school cross walks, centerlines, and parking spaces.

- Received new allocation of Motor Fuel Tax revenue from the State which was utilized to complete more street maintenance and resurfacing improvements.

- Paid all costs for the purchase of ice control salt from this budget without the need to pay any costs from General Corporate revenues.

**MOTOR FUEL TAX FUND
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Communicate and be attentive to the needs of all residents affected by the City's street resurfacing, crack sealing, and pavement marking programs and administer these programs with the least amount of disruption to the neighborhoods.

Objectives:

- A. Mail letters to affected residents in advance of work being done for the resurfacing program to provide a contact name and phone number in the event a concern should arise.
- B. Provide for a representative from the consulting engineer to be available and on the job site when the contractor is working so that problems are addressed immediately with residents' concerns.
- C. Provide regular updates and share information regarding these programs with the public using the City Manager's Newsletter, City Scene, City Web site, and information sent directly to target residents.
- D. Provide instructions and specific assignments to all personnel involved with administering these programs to emphasize the importance of quality customer service throughout the course of these programs.

FY13/14 Programs:

- 1. Letters will be mailed to each affected resident and property owner within the project limits of any approved and funded street resurfacing projects during FY13/14. This advance information provided by the City will explain the upcoming work and provide them with information needed to be able to contact the City during the construction if there are any problems or questions.
- 2. The City will perform on-site inspections through the use of the City's consulting engineers throughout the street resurfacing construction period. This field staff will provide a quick response to residents' questions and concerns and direct coordination with the contractor.
- 3. City employees will conduct construction supervision and site inspection services throughout the construction period for the spot street repairs and pavement marking contract. By having City employees assigned, the City will provide a quick response to resident's questions and concerns and direct coordination with the contractor.
- 4. Regular updates regarding street maintenance activities will be distributed to the general public using the City Manager's newsletter, City web site, and information sent directly to target residents.

Goal #2: Administer a street resurfacing program in order to repair and resurface streets which have deteriorated and no longer benefit from periodic maintenance.

Objectives:

- A. Review city streets and rate their condition for use in prioritizing streets for resurfacing.
- B. Utilizing consulting engineers, prepare engineer's cost estimates, complete proper Illinois Department of Transportation documents necessary for bid letting and use of MFT funds, and provide an evaluation of bids received to identify responsible contractor to perform the resurfacing work.
- C. Hold pre-construction meeting to identify expectations and explain each person's role in completing the work.
- D. Manage the project with the least amount of interruption to residents and complete project on time, within the budgeted amount, in accordance with City standards.

FY13/14 Programs:

- 1. Based upon revenue estimates, determine list of streets to be resurfaced with available funds. Spread projects throughout the community so that one neighborhood is not benefiting more than another.
- 2. The City will continue the annual program to maintain brick streets in the downtown area to improve both the quality of the street surface as well as improve access for pedestrians.
- 3. Funds have been requested in the TIF budget to resurface and maintain streets and parking lots in the district.

Goal #3: Implement a pavement marking program on city streets in order to ensure safe travel for both motorists and pedestrians.

Objectives:

- A. Evaluate City streets in order to identify where pavement markings have faded or are non-existent. Utilizing consulting engineers, prepare engineer's cost estimates, complete proper Illinois Department of Transportation documents necessary for bid letting and use of MFT funds, and provide an evaluation of bids received to identify a responsible contractor to perform pavement marking on city streets.
- B. Hold pre-construction meeting to identify expectations and explain each person's role in completing the work.
- C. Manage the project with the least amount of interruption to residents and complete project on time, within the budgeted amount, in accordance with City standards.

FY13/14 Programs:

1. Evaluate city streets in order to identify those where pavement markings have faded or are non-existent. This program includes the painting of school zone markings, school and pedestrian crosswalks, stop bars at intersections, parking spaces in the downtown area and in public parking lots, and centerline markings on heavily traveled streets.
2. Prepare engineer's cost estimates, complete proper Illinois Department of Transportation documents necessary for bid letting and use of MFT funds, and provide an evaluation of bids received to identify a responsible contractor to perform pavement marking on City streets.
3. Hold pre-construction meeting prior to the start of any field work for the annual pavement marking program to identify expectations and explain each person's role in completing the work.
4. Manage the annual pavement marking program with the least amount of interruption to residents and complete project on time, within the budgeted amount, in accordance with City standards.

FY13/14
MOTOR FUEL TAX FUND
LINE ITEM DESCRIPTIONS
12-00-0-000 REVENUES \$838,300

12-00-1-315 MFT Allotment				\$630,600
FY10/11 Actual:	\$650,360	FY11/12 Actual:	\$637,215	
FY12/13 Budget:	\$635,000	FY12/13 Projected:	\$626,000	

Information published by the Illinois Department of Transportation states that revenue for this fund is derived from a tax on the privilege of operating motor vehicles upon public highways and of operating recreational watercraft upon the waters of this state based upon the consumption of motor fuel. These revenues collected by the State are then used to pay for various state transportation projects with slightly more than 58% of the total revenues going directly to the State. Almost one-half of the remaining funds (21% of the total revenue) are sent to municipalities based on population.

Motor Fuel Tax revenue allocated to the City by the State is based on population and will vary year-to-year based on the amount of fuel purchased State wide. Due to the depressed economic conditions, the need for motorists to reduce fuel costs, and recent advancement in fuel economy in newer vehicles this has resulted in fewer gallons of gas being purchased when compared to previous years. As a result, the amount of revenue received from the gas tax has also decreased.

In addition to the standard MFT share of the gas tax, the City does receive a supplemental payment from the State under their ‘High Growth Cities Program’. Woodstock is one of 233 communities that received this annual payment which includes \$23,320 of additional revenue in this line item. Funding for that program is expected to continue, and the additional revenue has again been included for the anticipated revenue during FY13/14.

12-00-4-352 NOW Capital Grant				\$107,100
FY10/11 Actual:	\$107,082	FY11/12 Actual:	\$107,082	
FY12/13 Budget:	\$107,100	FY12/13 Projected:	\$107,100	

During 2010, the City received the first installment from the State of Illinois of the local government component of the State’s capital program which had been approved and authorized in 2009. Under that capital program, local governments are scheduled to receive \$500 million in additional MFT funding which is then allocated to each community based on population. Under the approved legislation, the City would receive a similar amount during FY13/14 which would be the fourth of five total installments that have been authorized with the Illinois Jobs Now legislation. There is some uncertainty about the ability of the State to continue to allocate the necessary funds for this approved program annually, and payment does

require action by the Governor to release funds each year. If those funds are not authorized in 2013, the City's total revenue would be decreased for FY13/14, and the difference would have to be taken from the fund balance.

12-00-5-381 Interest Income				\$600
FY10/11 Actual:	\$410	FY11/12 Actual:	\$ 957	
FY12/13 Budget:	\$600	FY12/13 Projected:	\$1,100	

Interest earned on the fund balance is retained as revenue within the MFT budget.

12-00-9-391 Transfer From General Fund				\$100,000
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$100,000	
FY12/13 Budget:	\$ 100,000	FY12/13 Projected:	\$100,000	

Prior to FY11/12, all revenue for the annual maintenance and resurfacing of streets has been limited to the City's allotment of Motor Fuel Tax funds. In recognition of the need to complete more street maintenance and resurfacing work, funds received in the City's General Fund budget are transferred to this Motor Fuel Tax budget to enable the City to complete more maintenance work.

The amount of the transfer recommended for FY13/14 is the same as the previous budget and will allow the City to complete more street resurfacing and maintenance work than could be accomplished using only MFT revenue. However, as described in greater detail earlier in this budget document, even with these additional funds, the City is not able to properly keep up with necessary street maintenance needs or to meet the expectations of our residents. Street resurfacing and maintenance remains one of the greatest infrastructure needs for Woodstock, and many residents have commented that current level of funding and current service provided is inadequate.

Through the additional revenue provided with this fund transfer, the City was able to complete more street maintenance and resurfacing during FY12/13 than during any previous year. This shows the level of commitment being made by the City to properly fund street maintenance activities and allows the City to better respond to the expectations of our residents.

While the City is moving forward, and funds for street resurfacing and maintenance work will continue to be a priority for FY13/14, that funding level is still less than the ideal goal. The annual revenue received from MFT gas tax is not anticipated to increase, and in order for the City to meet the infrastructure maintenance needs and to meet the expectations of our residents, additional funds will be needed from the General Fund revenues in future years. Ideally, this transfer amount should be \$600,000 to \$750,000 per year, but the current funding level for street maintenance is a very positive step toward achieving the goal.

**FY13/14
MOTOR FUEL TAX FUND
LINE ITEM DESCRIPTIONS**

12-00-0-000 MOTOR FUEL TAX FUND \$838,300

12-00-5-571 Street Resurfacing Program		\$526,300
FY10/11 Actual:	\$306,365	FY11/12 Actual: \$522,313
FY12/13 Budget:	\$673,000	FY12/13 Projected: \$577,000

Funds in this line item are used as the primary source for the completion of the City’s annual street maintenance and resurfacing program. As described previously in this budget report, street maintenance and resurfacing needs remain as one of the most prominent priorities for the City. Residents expect that the City will maintain the street in front of their homes, and the streets that they travel every day, and the need for street maintenance improvements exceeds the amount of Motor Fuel Tax funds available.

In order to increase the amount of street maintenance and resurfacing work that can be completed, an additional \$100,000 is proposed to be transferred from the General Fund to MFT. In addition, funds within the TIF budget allocated for street and parking lot maintenance will also be utilized again in FY13/14 but are not to be transferred to the MFT budget. Those funds will be combined with the Motor Fuel Tax funds from this line item and administered as a single bid and contract. The proposed amount for this line item does require that the City utilize available revenue in the MFT Fund balance to accomplish this amount of work in FY13/14, however, that is a necessary action given the amount of street maintenance work that is needed to be accomplished.

As shown with comparison of past costs in this line, more funds are allocated to street maintenance and resurfacing during the past two years than at any time during the past. That is a major accomplishment and will result in the ability to improve more streets during the upcoming year. However, the needs of the community for street maintenance still far exceeds the amount of available revenue during FY13/14, and it will not be possible to complete all needed work or to respond to all requests for services from our residents.

The exact locations for the streets to be included for improvement during FY13/14 will be selected later this spring based on requests received by residents, suggestions received from City Administration, and based on pavement conditions in the spring of 2013.

12-00-5-580 Pavement Marking				\$57,000
FY10/11 Actual:	\$51,329	FY11/12 Actual:	\$52,018	
FY12/13 Budget:	\$55,000	FY12/13 Projected:	\$55,900	

In addition to the annual contractual program for painting of centerlines, edge lines, and thermoplastic markings, the contract also includes the painting of parking stalls in the downtown area, stop bars, and cross walks throughout the City. IDOT requires local governments to maintain local pavements, and it will be necessary in FY13/14 to re-stripe stop bars, school crossings, and pedestrian cross walks at several locations on state highways.

Certain locations and types of pavement markings must be replaced on an annual basis such as stop bars, school crosswalks, centerlines, no passing areas, and turn lane markings. However, the City is not mandated to replace other pavement markings such as parking spaces and even pavement edge lines on an annual basis. For many of these locations, the completion of painting pavement markings on an annual basis is a service that is expected by our residents. The replacement of paint markings improves safety for both motorists and pedestrians, helps to control and direct the flow of traffic, and improves access and efficient use of parking spaces and parking lots.

Replacement of pavement marking in some downtown public parking lots and parking lots in parks will be completed by Street Division employees to save contract costs.

12-00-5-587 MFT Engineering				\$65,000
FY10/11 Actual:	\$49,816	FY11/12 Actual:	\$38,755	
FY12/13 Budget:	\$65,000	FY12/13 Projected:	\$65,000	

The professional services included with the MFT program are extensive and are a necessary cost for the administration and documentation of the IDOT program and must be performed by an IDOT certified engineer. This includes measurement of all proposed streets for preparation of cost estimates, preparation of annual appropriation forms, program expenditure documentation, review and IDOT project approvals, preparation of bid documents, actual construction inspection, and final program closeout documentation.

Although these fees and services were beneficial to the past success of the annual programs, and allowed the City to fully comply with all IDOT policies and regulations, a portion of those services were eliminated during FY10/11 and again during FY11/12 except engineering services during construction which were paid by the project line item. Instead of hiring an outside consulting firm to perform these professional services, the necessary project management and oversight was performed by City employees. That effort to reduce costs was not totally successful, and the City did return to using professional services again beginning in FY12/13.

That work by the Department of Public Works employees will continue for the pavement marking contract and program, however, funds have been requested to prepare specifications, bid documents for street resurfacing, and to provide construction engineering services for the street resurfacing contract during FY13/14. Those costs for professional services are based on the total value of the construction, following a pre-set formula that is mandated by IDOT.

12-00-6-572	Ice Control Material			\$190,000
	FY10/11 Actual:	\$198,256	FY11/12 Actual:	\$177,776
	FY12/13 Budget:	\$200,000	FY12/13 Projected:	\$170,000

This line item is used for the purchase of road salt for ice control which is bought by the City under the State’s joint purchasing contract each year. Alternative ice control products considered to be effective and still reduce chloride concentrations in the soils and streams are purchased through a line item in the Environmental Fund.

The City did experience very large increases in the cost per ton of ice control salt between 2007 and 2009. Fortunately, the price per ton has decreased, and the City Administration has made an effort to manage the use of ice control salt to reduce the quantity needed. As a result, costs for ice control material have stabilized and even decreased slightly during the past two years.

The winter of FY11/12 and in FY12/13 has been unexpectedly mild, and as result, the total amount of salt used for ice control is much less than in a typical year. However, in order to receive better prices under the State’s joint purchasing contract, the City has guaranteed a minimum quantity of salt that will be purchased annually. That good fortune and the resulting reduction of salt needed can not be realistically expected to continue year after year and it is important that the City continue to fund this line item based on the material needed for a typical winter season.

FUND: MOTOR FUEL TAX FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							294,100
MOTOR FUEL TAX							
REVENUES							
TAXES							
12-00-1-315	MFT ALLOTMENT	650,360	637,215	635,000	425,282	626,000	630,600
TOTAL TAXES		650,360	637,215	635,000	425,282	626,000	630,600
GRANT REVENUE							
12-00-4-352	NOW CAPITAL GRANT	107,082	107,082	107,100	107,082	107,100	107,100
TOTAL GRANT REVENUE		107,082	107,082	107,100	107,082	107,100	107,100
OTHER REVENUES							
12-00-5-381	INTEREST INCOME	410	957	600	898	1,100	600
TOTAL OTHER REVENUES		410	957	600	898	1,100	600
TRANSFER TO/FROM OTHER FUNDS							
12-00-9-391	TRANSFER FROM GENERAL FUND	0	100,000	100,000	0	100,000	100,000
TOTAL TRANSFER TO/FROM OTHER FUNDS		0	100,000	100,000	0	100,000	100,000
TOTAL REVENUES: MOTOR FUEL TAX		757,852	845,254	842,700	533,262	834,200	838,300
EXPENSES							
CONTRACTUAL SERVICES							
12-00-5-571	STREET RESURFACING PROGRAM	306,365	522,313	673,000	22,514	577,000	526,300
12-00-5-580	PAVEMENT MARKING	51,329	52,018	55,000	55,890	55,900	57,000
12-00-5-587	ENGINEERING	49,816	38,755	65,000	62,449	65,000	65,000
TOTAL CONTRACTUAL SERVICES		407,510	613,086	793,000	140,853	697,900	648,300
COMMODITIES							
12-00-6-572	ICE CONTROL MATERIAL	198,256	177,776	200,000	0	170,000	190,000
TOTAL COMMODITIES		198,256	177,776	200,000	0	170,000	190,000
TOTAL MOTOR FUEL TAX		605,766	790,862	993,000	140,853	867,900	838,300
TOTAL FUND REVENUES & BEG. BALANCE		757,852	845,254	842,700	533,262	834,200	1,132,400
TOTAL FUND EXPENSES		605,766	790,862	993,000	140,853	867,900	838,300
FUND SURPLUS (DEFICIT)		152,086	54,392	(150,300)	392,409	(33,700)	294,100

PARK DEVELOPMENT FUND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
PARK DEVELOPMENT FUND**

The Park Development Fund is a separate fund for the accounting and tracking of Park Capital Expansion Fees (CEF) charged to new residential construction. These funds are designated for the addition of new parkland, development and improvement of parks in new and existing subdivisions, and for the expansion of existing neighborhood and City-wide park facilities. Funds are received from new residential development projects via park impact fees and are reserved for this use. New commercial and industrial developments do not pay Park Donation Fees.

It is important to note, these funds are not reserved exclusively for the construction of new subdivision parks or limited to park development within a specific subdivision or the subdivision in which they originated. These funds can, and should be used as a contribution for the improvement and expansion of the total park system, including upgrading and expanding equipment and facilities within existing parks. The use of park capital expansion fees to increase the number of facilities available to our residents and park users by constructing new facilities within existing parks is an appropriate use and is one of the recommendations for the use of these funds.

As new residential development is added to the City, the demand for more parkland and park facilities increases; therefore, new development should continue to pay the cost to expand the community's park system in direct proportion to the expected population increase. This is accomplished by the collection of park capital expansion fees with the approval of a final plat for a residential development or with the issuance of a building permit for residential construction. The Parks and Recreation Commission is assigned the responsibility to review each new residential subdivision to determine what, if any, land is to be dedicated for public park use and how much of the required capital expansion fee is to be paid in cash in lieu of any land dedication. The Parks and Recreation Commission then provides a recommendation to the Plan Commission, for consideration with the final plat approval, and then ultimately the final decision is made by the City Council. Through this review process, the City establishes the dedication of new parkland, where appropriate, with each new residential subdivision.

An extensive review of the City's park capital expansion fees was completed by the City Administration in FY03/04. The City Council approved a revised fee schedule, as well as an annual cost of living increase that is determined through the use of the Consumer Price Index (CPI) published by the U.S. Department of Labor - Bureau of Labor Statistics. Fees were not increased in 2013 awaiting the City Council's review. The park impact fees effective January 1st, 2013 and the estimated fees for January 1st, 2014 including a projected CPI adjustment have been provided below.

	<u>January 1, 2013</u>	<u>January 1, 2014</u>
Apartment:		
Efficiency	\$1,802 per unit	\$1,838 per unit
1 Bedroom	\$2,449 per unit	\$2,498 per unit
2 Bedroom	\$2,666 per unit	\$2,719 per unit
3 Bedroom	\$4,253 per unit	\$4,338 per unit

	<u>January 1, 2013</u>	<u>January 1, 2014</u>
Single Family Attached		
1 Bedroom	\$1,663 per unit	\$1,696 per unit
2 Bedroom	\$2,772 per unit	\$2,827 per unit
3 Bedroom	\$3,331 per unit	\$3,398 per unit
4 Bedroom	\$4,382 per unit	\$4,470 per unit
Single Family Detached		
2 Bedroom	\$2,811 per unit	\$2,867 per unit
3 Bedroom	\$4,037 per unit	\$4,118 per unit
4 Bedroom	\$5,251 per unit	\$5,356 per unit
5 Bedroom	\$5,251 per unit	\$5,356 per unit

There are no expenditures, per se, included in the Park Development Fund. All park development projects are instead included in the General Corporate - CIP Fund budget. The Park Development Fund identifies the projected Park Capital Expansion Fee Revenues to be received from the estimated number of building permits to be issued, and these funds are then transferred to the General Corporate - CIP budget for park projects identified within the approved Five Year Capital Improvement Plan. As a result of the significant decline in new housing construction and the corresponding reduction in the park impact fees available within the Park Development Fund for park projects, a review of funding alternatives and the acceptance of land in lieu of cash needs to be considered in future development decisions beginning in FY13/14.

For the fifth consecutive year, the City Administration is proposing a LIMITED transfer to the General Corporate - CIP Fund be provided in FY13/14 to fund only a portion of the park improvement projects. The majority of impact fees collected in FY13/14 will need to be dedicated to the repayment of the City's existing park bond commitments. Any park improvement projects considered in FY13/14 will need to continue to compete for the limited funding available within the General Corporate - CIP Fund. The required Debt Service Fund transfer must take priority to insure the continuation of the City's ability to bond projects and maintain its overall credit rating.

Based on current projections, the anticipated fund balance and impact fees collected in FY13/14 will again be insufficient to meet the previously mentioned bond commitments. Therefore, the FY13/14 Budget proposes the continuation of the temporary modifications that were first utilized in FY09/10 to insure adequate resources and identifies alternate repayment sources. Specifically, the FY13/14 Budget, as presented, proposes for the fifth year maintaining the repayment of the Merryman Fields Alternate Revenue Bond payment through a transfer from the General Corporate - CIP Fund. In addition, the Environmental Management Fund is proposed to continue to provide for the entire repayment of the Davis Road Soccer Complex Alternate Revenue Bonds in FY13/14 instead of the typical level of 80% that has been repaid in previous years. The Park Development Fund is anticipated to only have sufficient resources to meet the required payment for the Debt Certificates issued for the improvements made to the Recreation Center. The proposed temporary modifications to the debt service transfers is required until sufficient revenue generation from park impact fees returns within the Park Development Fund.

At that time, the City will consider reimbursement options to the impacted funds.

Several developments (i.e., Bull Valley Greens, the Ponds of Bull Valley, Savanna Grove, Sonatas, Sweetwater, and Woodstock Commons) have donated land, in lieu of cash, to serve as future park sites. By donating property, the developer forgoes a proportionate share of future park impact fees. In FY05/06, the Fields development also donated property (80 acres) to serve as a future park site, in lieu of paying future park impact fees. Collections from developer donations increased prior to FY08/09, due to increased residential development which was positively impacted by favorable mortgage rates, a high demand for new homes and the cost of living adjustment that is performed on an annual basis. However, beginning in mid-year FY07/08 new housing starts declined dramatically throughout the nation and fell at an accelerated pace in FY08/09. The Federal tax credit for new home buyers did provide for some construction activity at the end of FY09/10, but this activity again receded and the FY10/11 collections fell to a 25-year low, resulting in a corresponding reduction in the amount of impact fees collected within the Park Development Fund.

The Park Development Fund has been significantly impacted by the continued decline in building activity first experienced in FY08/09. A table illustrating the impact fees collected by month, specifically comparing the amounts received in FY07/08, FY08/09, FY09/10, FY10/11, FY11/12 and FY12/13, which includes the dollar and percent change between FY07/08 and FY12/13 have been provided below.

City of Woodstock Park Developer Donations Comparison of Collections - FY07/08, FY08/09, FY09/10, FY10/11, FY11/12 and FY12/13								
Month	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	(+/-)	%
May	\$60,050	\$11,479	\$585	\$1,755	\$ 0	\$4,392	(\$55,658)	(93%)
June	29,445	3,924	5,032	5,194	8,588	-0-	(29,445)	(100%)
July	50,575	10,957	-0-	6,615	10,712	12,115	(38,460)	(76%)
August	45,426	11,849	6,416	-0-	19,368	1,449	(43,977)	(97%)
September	36,868	1,522	11,875	15,861	6,594	18,309	(18,559)	(50%)
October	35,094	4,490	1,125	8,145	407	1,211	(33,883)	(97%)
November	3,256	805	585	5,072	11,170	8,433	5,177	159%
December	16,583	2,617	176	-0-	-0-	3,194	(13,389)	(81%)
January	2,617	-0-	17,238	-0-	-0-	-0-	(2,617)	(100%)
February	1,126	3,549	585	-0-	1,226	N/A	N/A	N/A
March	1,963	585	18,036	-0-	2,476	N/A	N/A	N/A
April	5,957	2,610	6,117	-0-	17,053	N/A	N/A	N/A
Total	\$288,960	\$54,387	\$67,770	\$42,642	\$77,594	\$49,103	(\$239,857)	(83%)

As illustrated by the table presented above, the impact fee collections received through January of FY12/13 are over (\$239,900) LESS than the amount received for the same timeframe in FY07/08, a reduction of (83%). Similarly, when compared with the prior fiscal year (FY11/12), park developer donations are running at lower levels, and are not expected to see significant collections in the final quarter.

The City Council approved in FY02/03 the purchase of a facility to serve as a Community Recreation Center. The City issued a total of \$1.5 million in Debt Certificates to finance the project. The purchase and renovation of the Woodstock Community Recreation Center (\$900,000) is being paid strictly from membership dues and user fees generated from the operation of this facility. The City Council also authorized an additional \$600,000 to construct a new gymnasium. The debt service on the additional amount is provided exclusively by the Park Development Fund and is reflected as a transfer to the Debt Service Fund. It should be noted that both the capital costs to purchase, renovate and expand the facility, as well as the resultant operating costs required to run this facility have been paid for exclusively from membership dues, user fees, and park impact fees from new development. Most importantly, NO TAX DOLLARS are required for the repayment of the related-debt or the operation of this facility.

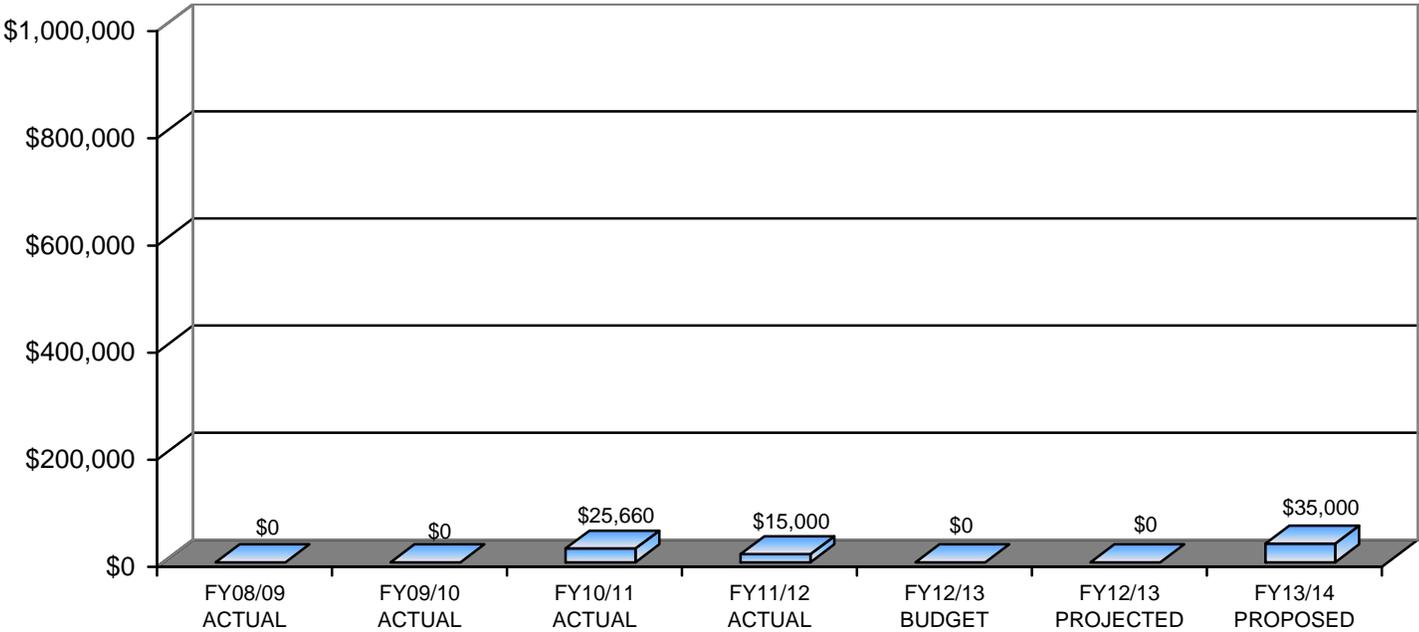
In addition, the Park Development Fund's revenues have been pledged to repay a portion of a \$4.77 million bond issuance, which provided the necessary financing to allow the City to convert the former landfill site into a Soccer Complex (\$2.84 million) and construct the Merryman Fields Park (\$1.93 million). These two projects have significantly increased the number of athletic fields available to the residents for summer sporting activities, providing additional flexibility with field management and maintenance, and have responded to the growing needs of the community. As previously mentioned, the FY13/14 Budget proposes continuing with the temporary modification to the bond payment that was first enacted for FY09/10 for the Soccer Complex with the Environmental Management Fund providing an interfund transfer for the entire payment, instead of the typical 80% of the bond payment provided in previous years. In addition, the General Corporate – CIP Fund will be responsible for the entire bond payment related to the Merryman Fields Park.

Due to the substantial decline in new housing, which is the main generator for park development fees, only a limited amount of funding has been included from the Park Development Fund to finance park improvement projects in the proposed FY13/14 Budget. Park-related projects will need to compete with the City's other capital improvement needs until funding from new development returns within this fund.

In future years, the City will need to begin to insist on cash donations from new developments for parks versus land donations to insure adequate funds are generated to allow for the construction of the several park sites that have already been donated by individual developments located throughout the community. The receipt of land will not provide any benefit to the City if funding is not available to build the required park amenities.

PARK DEVELOPMENT FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund.					

**PARK DEVELOPMENT FUND
BUDGET COMPARISON**



Note: Budget amounts shown represent the amount transferred to the General Corporate CIP Fund to finance park projects.

Note: Since FY08/09, due to the collapse of the housing market and the commensurate decline of Park Impact Fees, sufficient revenues are not being received to amortize existing park debts, let alone finance new park projects. The General Fund, through taxpayer property taxes, is required to make these bond payments, thereby reducing the revenues in the balance of the General Fund.

**FY13/14
PARK DEVELOPMENT FUND
LINE ITEM DESCRIPTIONS**

REVENUES:

13-00-2-383 DEVELOPER DONATIONS			\$50,000
FY10/11 Actual:	\$42,642	FY11/12 Actual:	\$77,594
FY12/13 Budget:	\$50,000	FY12/13 Projected:	\$60,000

As previously stated, this revenue is a direct result from the collection of impact fees that are paid by new residential developments. Therefore, this revenue source fluctuates from year to year depending on the level of building activity that is currently being experienced within the community and is correlated to the same factors that impact new home construction (e.g., mortgage interest rates, material costs, and demand for new housing). National housing starts have continued to trend downward and new residential housing is not expected to begin to recover for at least another 12 to 18 months.

Although the Woodstock housing market appeared initially to be an exception to this trend, generating in excess of \$875,000 in impact fees for FY06/07, in FY07/08, building permits declined sharply, falling in excess of 50%. This trend unfortunately has continued since FY08/09, with building permits remaining at an unprecedented low. Consequently, the FY12/13 Projected and FY13/14 Budget amounts have been adjusted to reflect the depressed new housing market, which is expected to continue through the upcoming fiscal year.

Four residential developments, which are currently experiencing building activity, have donated property to serve as future park sites, in lieu of a cash contribution. One development has also donated property for a future park site; however, this development was only able to offset 85% of the overall required land donation, therefore, the 15% difference has also been included in this revenue account. A capital expansion fee is collected with the issuance of each permit issued by the City for new residential construction. The amount of the park impact fee is based on the type of construction and the number of bedrooms with the new home. The City's current park capital expansion fees were last reviewed in FY03/04 and revised to reflect the property values in Woodstock for park land and also incorporated an annual cost of living adjustment. The additional building activity combined with the revised park impact fees resulted in increased collections through FY06/07.

However, it is important to note that a significant portion of the Park Development Fund's future revenues have already been pledged in the form

of bond payments, which would normally require \$239,200 in FY12/13. Due to the lack of developer donations, alternative repayment provisions must continue within the FY13/14 Budget to allow the City to continue to provide for these repayments albeit from different funds. The Alternate Revenue Bonds normally repaid by the Park Development Fund include debt certificates issued to fund the gymnasium expansion for the Community Recreation Center (\$45,100), the construction of the Merryman Fields Park (\$146,800) and the Davis Road Soccer Complex (\$43,800).

13-00-5-381 INTEREST INCOME

\$400

FY10/11 Actual:	\$1,501	FY11/12 Actual:	\$612
FY12/13 Budget:	\$ 400	FY12/13 Projected:	\$400

Funds are transferred from the Park Development Fund on an annual basis to pay for the planned park improvement projects for that year. The remaining money that has been received from developer park fees remains within the fund and accumulates over the years. Due to this cash balance, the interest earned each year is reported as revenue for the Park Development Fund. With the continued decline in short-term interest rates combined with the aforementioned reductions in new construction, which are relied upon to generate the park impact fees, the Park Development Fund is expected to continue to collect a reduced level of interest income in FY13/14.

TOTAL REVENUES

\$50,400

TRANSFER TO OTHER FUNDS:

13-00-9-889 TRANSFER (TO) GENERAL CORPORATE – CIP FUND

(\$35,000)

FY10/11 Actual:	(\$25,661)	FY11/12 Actual:	(\$15,000)
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

There are no expenditures included with this budget to pay for park improvements or the completion of new park development. Rather, funds are transferred to the City's General Corporate - CIP Fund to pay for the cost of park improvements each year. Beginning in FY08/09 and continuing through FY09/10, this account was temporarily suspended to allow all available resources within the Park Development Fund to be committed for the repayment of outstanding debt obligations. Beginning in FY10/11, the City Administration proposed to again utilize the Park Development Fund to provide limited funding for the City's financially-strained capital improvement program. However, the Park Development Fund does need to maintain sufficient funds to meet, at a minimum, its portion of the debt service payments for the Recreation Center. Therefore, a limited transfer to the General Corporate – CIP Fund is being proposed for FY13/14 to provide a minimal level of support for park projects. Note: the Park Development Fund

is not generating sufficient revenues to meet over \$194,000 in annual debt service obligations. These debt service payments will continue to be made utilizing alternate sources.

13-00-9-889 TRANSFER (TO) DEBT SERVICE FUND			(\$45,100)
FY10/11 Actual:	(\$45,000)	FY11/12 Actual:	(\$45,200)
FY12/13 Budget:	(\$45,000)	FY12/13 Projected:	(\$45,000)

In FY02/03, the City Council approved the purchase of the Woodstock Athletic Club and the conversion of this facility into a Community Recreation Center. In addition to the purchase of the land, building and existing club membership, the City Council included another \$600,000 in financing to construct a gymnasium and multi-purpose rooms. Club memberships and user fees reported in the Recreation Center Fund generate sufficient revenues to repay the debt service on the original facility including its renovation. The Park Development Fund’s Developer Donations have been pledged to provide the remaining funds necessary to amortize the \$600,000 expansion (\$45,100 in FY13/14). Therefore, NO TAX DOLLARS have been required for the purchase, renovation or expansion of this facility.

In addition to the Community Recreation Center debt service payment, the Park Development Fund is also responsible for providing the necessary funds to meet the debt service payments for \$1.93 million in bonds issued to finance the construction of the Merryman Fields park. The bond payment for the development of the park located at the Fields development will range from \$145,300 to 150,400 (\$146,800 in FY13/14) and were intended to be completely funded through park impact fees. However, due to the dramatic downturn in the generation of developer impact fees, the FY09/10 Budget proposed a temporary modification to the repayment source for these bonds from the Park Development Fund to the General Corporate – CIP Fund, which was continued within the FY10/11, FY11/12 and FY12/13 Budgets. The FY13/14 Budget again proposes continuing the temporary modification enacted in the prior four fiscal years.

Furthermore, the Park Development Fund is also required to transfer funds to pay a portion of the debt service related to the Davis Road Soccer Complex (\$2.84 million), with the remaining balance provided by the Environmental Management Fund. The annual bond payment of \$218,900 would normally be funded through transfers from the Park Development and Environmental Management Funds. The Park Development Fund would be responsible for providing 20% of the bond payment (\$43,800 in FY13/14), with the Environmental Management Fund providing for the remaining 80% of the bond payment. This transfer to the Debt Service Fund will be required for the remaining thirteen-year period associated with this debt. However, due to the continued downturn in new housing construction, the FY13/14 Budget again proposes to maintain the temporary modification, first instituted in FY09/10, to the repayment of these bonds, with the Environmental Management Fund

providing for the entire payment in the upcoming budget year. A schedule presenting the debt service payments by project has been included below:

**Park Development Fund
Bond Payments
By Park Project**

Fiscal Year	Rec Center	Davis Road Soccer Comp. (20%)	Merryman Fields Park	Totals
13/14	\$45,090	\$43,775	\$146,738	\$235,603
14/15	44,295	43,560	147,687	235,542
15/16	45,020	43,300	148,413	236,733
16/17	45,263	43,140	149,412	237,815
17/18	45,403	43,940	145,213	234,556
18/19	45,038	43,660	146,012	234,710
19/20	45,383	43,340	146,613	235,336
20/21	45,197	42,980	147,012	235,189
21/22	45,315	43,580	147,213	236,108
22/23	45,317	43,100	147,212	235,629
23/24	-	43,485	146,688	190,173
24/25	-	43,785	145,950	189,735
Totals	\$451,321	\$521,645	\$1,764,163	\$2,737,129

TOTAL TRANSFERS

(\$80,100)

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PARK DEVELOPMENT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							76,400
BEGINNING BALANCE							
PARK DEVELOPMENT							
REVENUES							
FEES							
13-00-2-383	DEVELOPER DONATIONS	42,641	77,594	50,000	49,102	60,000	50,000
-----							-----
TOTAL FEES		42,641	77,594	50,000	49,102	60,000	50,000
OTHER REVENUES							
13-00-5-381	INTEREST INCOME	1,501	612	400	271	400	400
-----							-----
TOTAL OTHER REVENUES		1,501	612	400	271	400	400
TRANS (TO) FROM OTHER FUNDS							
13-00-9-888	TRANS. (TO) GEN. CORP CIP FUND	(25,660)	(15,000)	0	0	0	(35,000)
13-00-9-889	TRANS. (TO) DEBT SERVICE FUND	(45,000)	(45,200)	(45,000)	0	(45,000)	(45,100)
-----							-----
TOTAL TRANS (TO) FROM OTHER FUNDS		(70,660)	(60,200)	(45,000)	0	(45,000)	(80,100)
TOTAL REVENUES: PARK DEVELOPMENT		(26,518)	18,006	5,400	49,373	15,400	(29,700)
TOTAL FUND REVENUES & BEG. BALANCE							46,700
TOTAL FUND EXPENSES		0	0	0	0	0	0
FUND SURPLUS (DEFICIT)		(26,518)	18,006	5,400	49,373	15,400	46,700

ADMINISTRATIVE ADJUDICATION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of WOODSTOCK

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February 1, 2013

To: Timothy Clifton, City Manager

From: Cort Carlson, Director
Department of Community & Economic Development

ADMINISTRATIVE ADJUDICATION FUND FY13/14 BUDGET

The City of Woodstock's Administration Adjudication Division allows for the prompt resolution of a wide range of cases involving violations of municipal ordinances that were once heard in the McHenry County Circuit Court, allowing the Circuit Court to focus on more serious offenses. Hearings at City Hall not only expedite resolutions, but also reduce litigation expenses and are more convenient for residents and visitors who wish to contest a ticket or other citation.

An administrative adjudication hearing is a civil, not a criminal, proceeding. Cases are punishable by fines and a variety of other penalties, but not jail time. Under the administrative hearing system, an Administrative Law Judge – as distinct from the City or entity that issued the ticket, complaint, or notice of violation - hears cases. Administrative Law Judges, all of whom are experienced attorneys, are required to undergo state-mandated training to ensure that hearings are run in a professional, fair, and courteous manner.

Cases heard by the administrative adjudication hearing involve quality of life issues: matters affecting neighborhoods, safety, public health, and the welfare of the community. These may involve building and health codes, permits and licensing, traffic or vehicle matters, nuisance cases, and other issues pertaining to Woodstock's City Code.

Administrative Adjudication is operated similar to court proceedings, albeit at City Hall with legally empowered officers of the court. An administrative hearing is less complex than a state court trial; however, it follows the basic structure to ensure fairness and due process to all parties. The hearings are presided over by the Administrative Law Judge who is neither an employee nor resident of the City. Both parties are expected to have all of their witnesses, documents and exhibits, available and with them at the hearing, as is normally required.

The City bears the responsibility for presenting its case. In general, the case will be presented by the City's attorney, or a sworn City representative. The respondent may cross-examine any testifying witness. Signed, sworn documentation may also be used in place of live testimony. After the City presents its case, the respondent is afforded the opportunity to contest the allegations and/or present their defenses. The respondent may represent him/herself, or be represented by an attorney or other authorized agent. Evidence may be presented via live sworn testimony, sworn affidavit, documents, exhibits or other admissible evidence. The City may cross-examine any testifying witnesses. All decisions regarding the admissibility of evidence presented by the Petitioner and the respondent are made by the Administrative Law Judge. It is not an acceptable defense to a charge of a code violation that a respondent has come into compliance after the date the violation had been observed.

At the conclusion of the hearing the Administrative Law Judge makes a legal determination, on the basis of the evidence, whether the City has proven that a violation occurred. The standard of proof, as set by the State of Illinois and the City's ordinance, is known as a preponderance of the evidence. In other words, whether it is more likely than not that a violation occurred. If the Administrative Law Judge finds that the City has proven its case, the respondent will be found liable, and the case will go forward on matters of compliance, fines, and other related issues. If, however, the Administrative Law Judge finds in favor of the respondent, the matter will be dismissed. All judgments are final and enforceable by law. Upon becoming final, an order of the Administrative Law Judge may be appealed in the Circuit Court of McHenry County under the Illinois Administrative Review Act (735 ILCS 5/3-101, et. Seq.), which allows either party thirty-five (35) days to appeal.

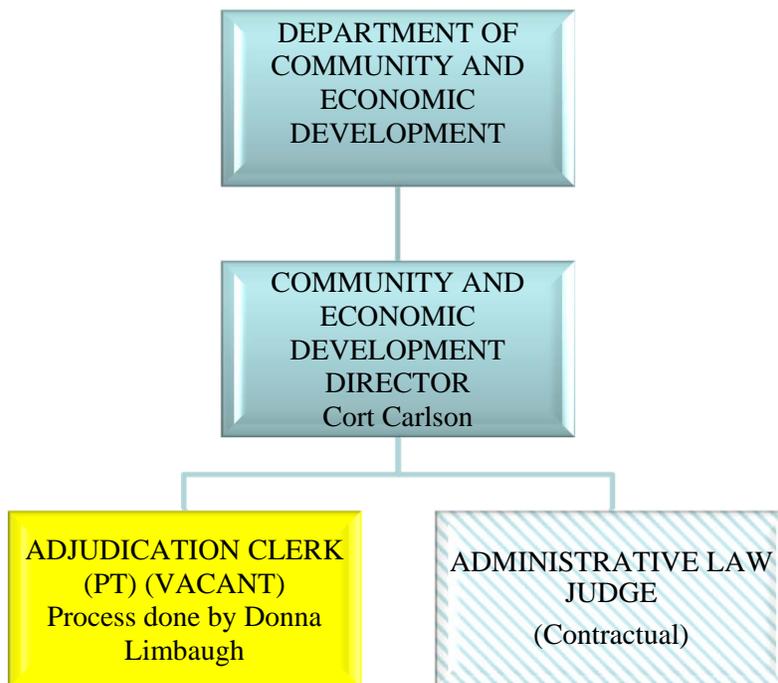
The Administrative Adjudication Division cases deal primarily with quality of life property/nuisance code violations and police-issued citations dealing with curfew, truancy, impounded vehicles, possession of tobacco and/or alcohol by minors. In calendar year 2012, 246 cases were referred to Administrative Adjudication for prosecution which is a 9.5% decrease from the previous year.

In FY12/13 revenues are projected to decrease from \$18,291 in FY11/12 to \$15,000. Not surprisingly, however, there are also administrative costs related to the continued implementation of such a program. As identified above, expenditures are primarily related to funding a part-time Administrative Clerk (in FY11/12 this responsibility was shifted to the Community & Economic Development Office Administrator and, as such, this line item pays for her time spent on Administrative Adjudication matters), Administrative Judge and municipal legal representation. In FY12/13 expenses are projected to be \$20,100. This represents a decrease of approximately \$1,000 from FY11/12. FY12/13 is the first year in which police impound of vehicles has been added to the adjudication docket. While the total number of cases has declined vehicle impounds add significantly to the docket. Due to the nature of these cases – with many vehicle owners simply walking away from their impounded vehicle - these cases add very little revenue, and often cost the Administrative Adjudication program money because of the cost of judge and attorney time.

The FY13/14 Administrative Adjudication budget of \$21,000 represents an increase of \$2,500 from FY12/13.

As this program matures it is expected that the need for fund transfer will decrease and expenses will be more consistent with revenue. More importantly, compliance issues will be resolved in a timelier and cost effective manner than taking the case to circuit court.

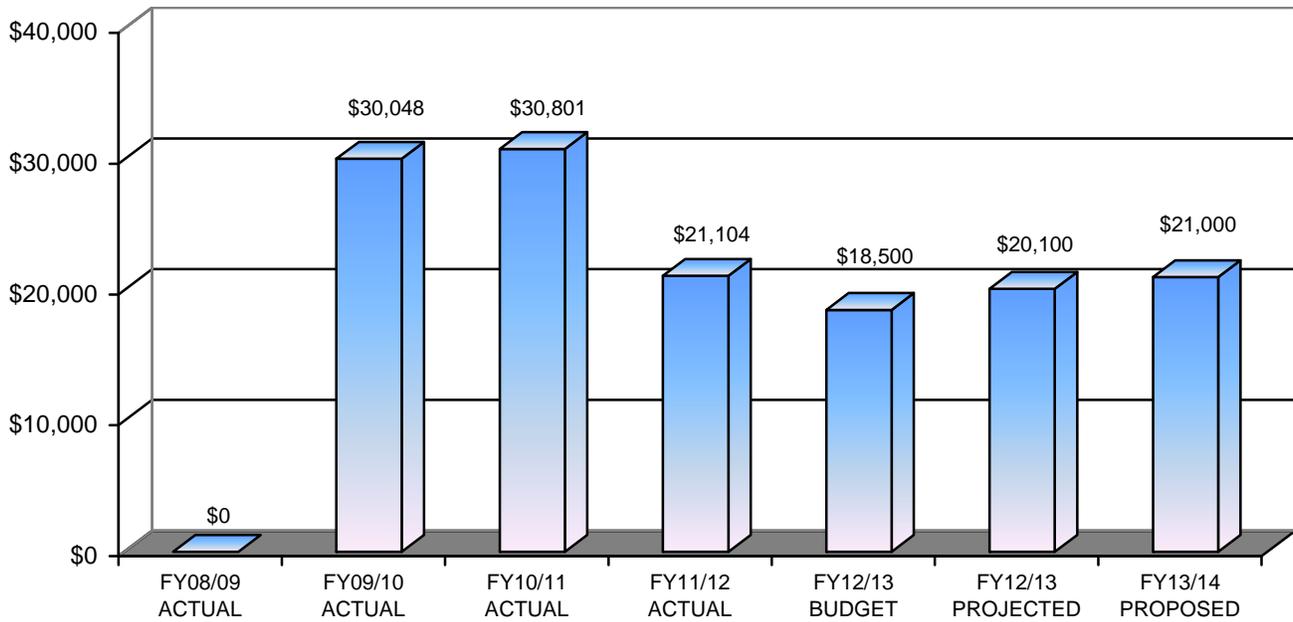
ADMINISTRATIVE ADJUDICATION ORGANIZATIONAL CHART



2013

ADMINISTRATIVE ADJUDICATION PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Administrative Adj. Clerk-PT	0	0.5	0.5	0	0	0
TOTAL PART TIME	0	0.5	0.5	0	0	0

**ADMINISTRATIVE ADJUDICATION FUND
BUDGET COMPARISON**



Note: This operation was initiated in FY09/10.

Note: The reduction in FY11/12 reflects the decision to not fund the part-time clerk position.

**ADMINISTRATIVE ADJUDICATION
LINE ITEM DESCRIPTIONS**

14-00-0-000 ADMINISTRATIVE ADJUDICATION \$21,000

REVENUES

14-00-3-321	Administrative Adjudication Court Costs	\$6,000
	FY10/11 Actual: \$1,430	FY11/12 Actual: \$5,918
	FY12/13 Budget: \$6,000	FY12/13 Projected: \$4,000

This line item accounts for the revenues (\$50/case) received representing the court costs charged to violators that attend an Administrative Adjudication Hearing but are found by the Administrative Law Judge to be in violation of the City's Codes/Ordinances. Residents and/or visitors not in violation are not required to pay this fee. The Projected amount reflects historic and anticipated fee revenue for the balance of the current fiscal year.

14-00-3-325	Processing Fees (APF)	\$10,000
	FY10/11 Actual: \$8,420	FY11/12 Actual: \$11,312
	FY12/13 Budget: \$10,000	FY12/13 Projected: \$10,000

This line item represents a portion of the fine revenues that will be required to offset the costs for this new function. The City previously paid these costs through fines processed by the McHenry County Circuit Clerk's Office. The City charges 25% of the final fine amount to offset the corresponding costs of Administrative Adjudication. In many cases, this amount is less than the fees currently being paid. The remaining fine revenues are reported directly within the corresponding Departments of the City.

14-00-3-330	Late Payment Fees/Collections	\$0
	FY10/11 Actual: \$0	FY11/12 Actual: \$0
	FY12/13 Budget: \$1,000	FY12/13 Projected: \$0

This line item represents the additional fees required by violators that fail to pay on a timely basis. Late payment fees are expected to range from a minimum of \$5 to a potential maximum of the original fine amount. All revenues for late payments will be reported within the Administrative Adjudication Fund and will offset the costs that will be incurred by this function to attempt to collect the related fines. The City continues to retain a private collections agency and this line item reflects the impacts of this action.

14-00-3-335	Administrative Adjudication Fines	\$1,500
	FY10/11 Actual: \$425	FY11/12 Actual: \$1,061
	FY12/13 Budget: \$1,500	FY12/13 Projected: \$1,000

This line item represents fees collected for non-Police and non-Fire/Rescue District violations. These include but are not limited to violations of the Unified Development Ordinance and City Code related to property/nuisance violations, building code violations and violations of the sign and zoning ordinances.

14-00-9-396	Transfer from General Fund	\$3,500
	FY10/11 Actual: \$48,284	FY11/12 Actual: \$2,813
	FY12/13 Budget: \$0	FY12/13 Projected: \$5,100

The line item amount reflected a past transfer from the General Fund to offset expenditures within the Administrative Adjudication Fund which could not be paid with program revenues. Due to a restructuring of Adjudication Clerk duties and a related decrease in expenditures the transfer amount has been reduced commensurately.

TOTAL REVENUES \$21,000

EXPENDITURES

SALARIES

14-00-3-431	Administrative Clerk	\$5,300
	FY10/11 Actual: \$14,778	FY11/12 Actual: \$5,376
	FY12/13 Budget: \$5,300	FY12/13 Projected: \$5,300

Prior to, and for a portion of FY11/12, this line item was used to pay the salary of the Adjudication Clerk for twenty (20) hours per week. This position was modified mid-way through FY11/12 and responsibilities transferred to the Department of Community and Economic Development Office Manager. As such, the FY11/12 Actual amount reflects expenditures through this modification. Subsequently, hours spent on Administrative Adjudication by the DCED Office Manager (approximately 16 hours per month) are charged to this line item.

PERSONAL SERVICES

14-00-4-450	Administrative Judge				\$6,400
	FY10/11 Actual:	\$5,487	FY11/12 Actual:	\$6,483	
	FY12/13 Budget:	\$6,400	FY12/13 Projected:	\$6,000	

This line item is used to pay the salary of the Adjudication Judge and is based on a rate of \$150 per hour. The Projected amount, as well as the budget amount requested, is based on a historic number of cases handled by the City.

CONTRACTUAL SERVICES

14-00-5-502	Legal Services				\$9,000
	FY10/11 Actual:	\$10,170	FY11/12 Actual:	\$8,925	
	FY12/13 Budget:	\$6,500	FY12/13 Projected:	\$8,500	

Funds in this line item are used to cover the cost of legal services provided by the City Attorney during the Administrative Adjudication proceedings. Although the amount of funds expended will vary based on the degree of enforcement activity, the amount proposed reflects the same hourly discounted rate charged by the City Attorney for other communities engaged in administrative adjudication programs.

14-00-5-515	Collection Services				\$0
	FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
	FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

This line item is used to indicate expenses incurred by the City for the collection of fines, administrative fees, and court costs. These costs are determined by the Administrative Judge after a defendant is found guilty of violating a City ordinance. If these amounts are not paid by the defendant, the City may engage the services of a collection agency. Because the expenses incurred by said agency will be paid as a percentage of the amount collected, the expense of the collection agency is not an obligation of the City and, therefore, no amount is set forth for this line item. Any outstanding balances collected are reflected in the "Late Payment Fees/Collections" line item above.

14-00-5-537	Printing Services				\$0
	FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
	FY12/13 Budget:	\$0	FY12/13 Projected:		\$0

This line item covers the cost of printed materials used by the Division, including carbon copy tickets/notices (4 copies). Sufficient quantities were purchased in FY09/10 and therefore no printing expenses are projected for FY12/13 or requested for FY13/14.

COMMODITIES

14-00-6-601	Postage				\$200
	FY10/11 Actual:	\$237	FY11/12 Actual:		\$202
	FY12/13 Budget:	\$200	FY11/12 Projected:		\$200

This line item is used for postage expenses incurred by the Division and includes the cost of mailing required notices and citations to Code violators and defendants.

14-00-6-606	Supplies				\$100
	FY10/11 Actual:	\$129	FY11/12 Actual:		\$118
	FY12/13 Budget:	\$100	FY12/13 Projected:		\$100

Expenses typically covered by this line item include materials used during the adjudication process, such as cassette tapes for recording adjudication proceedings, nameplates, papers and pens, print cartridges, labels and folders for the filing of adjudication records, as well as printer/copier and computer supplies.

CAPITAL OUTLAY

14-00-7-720	Equipment				\$0
	FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
	FY12/13 Budget:	\$0	FY12/13 Projected:		\$0

No equipment has been required since this function was first established.

TOTAL EXPENDITURES \$21,000

DATE: 02/04/2013
 TIME: 16:39:49
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: ADMINISTRATIVE ADJUDICATION

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							0
ADMINISTRATIVE ADJUDICATION							
REVENUES							
ADJUDICATION REVENUES							
14-00-3-321	ADMIN ADJUDICATION FEES	1,430	5,918	6,000	2,673	4,000	6,000
14-00-3-325	PROCESSING FEES	8,420	11,312	10,000	6,346	10,000	10,000
14-00-3-330	LATE PAYMENT FEES/COLLECTIONS	0	0	1,000	0	0	0
14-00-3-335	ADMIN ADJUDICATION FINES	425	1,061	1,500	0	1,000	1,500
TOTAL ADJUDICATION REVENUES		10,275	18,291	18,500	9,019	15,000	17,500
TRANSFER (TO)/FROM OTHER FUNDS							
14-00-9-396	TRANSFER FROM GENERAL FUND	48,284	2,813	0	0	5,100	3,500
TOTAL TRANSFER (TO)/FROM OTHER FUNDS		48,284	2,813	0	0	5,100	3,500
TOTAL REVENUES: ADMINISTRATIVE ADJUDICATION		58,559	21,104	18,500	9,019	20,100	21,000
EXPENSES							
SALARIES							
14-00-3-431	ADMINISTRATIVE CLERK	14,778	5,376	5,300	0	5,300	5,300
TOTAL SALARIES		14,778	5,376	5,300	0	5,300	5,300
PERSONAL SERVICES							
14-00-4-450	ADMINISTRATIVE JUDGE	5,487	6,483	6,400	3,387	6,000	6,400
TOTAL PERSONAL SERVICES		5,487	6,483	6,400	3,387	6,000	6,400
CONTRACTUAL SERVICES							
14-00-5-502	LEGAL SERVICES	10,170	8,925	6,500	5,063	8,500	9,000
14-00-5-515	COLLECTION SERVICES	0	0	0	0	0	0
14-00-5-537	PRINTING SERVICES	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		10,170	8,925	6,500	5,063	8,500	9,000
COMMODITIES							
14-00-6-601	POSTAGE	237	202	200	159	200	200
14-00-6-606	SUPPLIES	129	118	100	44	100	100
TOTAL COMMODITIES		366	320	300	203	300	300

DATE: 02/04/2013
 TIME: 16:39:49
 ID: BP430000.WOW

CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: ADMINISTRATIVE ADJUDICATION

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET

ADMINISTRATIVE ADJUDICATION							
CAPITAL OUTLAY							
14-00-7-720	EQUIPMENT	0	0	0	0	0	0

TOTAL CAPITAL OUTLAY		0	0	0	0	0	0
TOTAL ADMINISTRATIVE ADJUDICATION		30,801	21,104	18,500	8,653	20,100	21,000
TOTAL FUND REVENUES & BEG. BALANCE		58,559	21,104	18,500	9,019	20,100	21,000
TOTAL FUND EXPENSES		30,801	21,104	18,500	8,653	20,100	21,000
FUND SURPLUS (DEFICIT)		27,758	0	0	366	0	0

WIRELESS ALARM SYSTEM



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
WIRELESS ALARM MONITORING FUND
BUDGET**

Over the years, the technology utilized to monitor fire/burglar alarms has seen rapid advancements that not only improve the reliability of these alarm transmissions to the respective dispatch centers, but also reduces the respective costs for providing these services to the end users. Overall, the City has over 240 local businesses that utilize alarm monitoring services provided by the Woodstock Police Department (WPD). The City historically partnered with ADT Security Services (ADT) to supply the necessary equipment to connect these businesses to the City's dispatch center, while AT&T was responsible for the "hard-wired" phone line services. In the past, customers received monthly bills from both ADT and AT&T to connect to the WPD and remain compliant with the City's Municipal Codes. Based on the service agreement with ADT, the WPD received a fee of \$10 per quarter per alarm to partially offset the costs expended by the City for the corresponding dispatch services required to monitor these alarms.

When problems would arise with these alarms, the City experienced a variety of service issues and long delays with eventual resolutions requiring staff to intercede in many cases and coordinate with both ADT and AT&T to determine the problem and eventual resolution. In addition, the combined fees charged by these two corporations were normally in excess of \$120 per month to the end users. The City conducted extensive research of several wireless alarm radio projects that had been successfully implemented by a variety of fire districts and municipalities. The wireless radio alarm project would allow the fire district/municipality to ultimately remove ADT and AT&T from the fire/burglar alarms that are monitored by their respective dispatch centers, allowing these governmental entities to provide enhanced service, reduce the costs to the end user, directly receive the monthly fees, and, in the long run, upgrade and own the actual equipment. As an added benefit, all of the agencies that were surveyed reported a reduction in the number of trouble alarms that required the attention of the police department/fire district personnel.

The wireless alarm project required a sizeable upfront investment from the City to allow for the purchase of the "head-end" equipment and over 240 subscriber units for the individual businesses. Once purchased, this equipment was installed and then connected back to the WPD dispatch center and has now created a City-wide wireless infrastructure. An extensive review of the related business model was conducted by the City Administration and it was determined that this service would be provided at a reasonable monthly fee of \$90 to the end users. In addition, this project would be required to provide additional funding to cover the City's/Fire District's related costs for providing the alarm monitoring services. The final fee generates a monthly savings for 99% of the City's customers of at least \$30 a month or \$360 per year and provides the City with additional control over its alarm monitoring function.

This project, as authorized within the FY09/10 Budget, included the formation of an intergovernmental partnership between the City of Woodstock and the Woodstock

Fire/Rescue District (WFRD). Both organizations have worked together to insure the successful completion and provide overall oversight/administration of this project. The City's responsibilities in this project included oversight of the equipment purchase, installation of this equipment at the WPD and the customer businesses, monthly billing and collections, development and execution of a financing plan, and the continuation of its current daily monitoring of the alarms, which is provided by the dispatch center. The WFRD was responsible for customer/public relations, conducting customer informational site visits, distributing program materials, program signups and contract executions, maintenance oversight, initial assessments of alarm malfunctions at business sites, and supervision of the contractor's response to resolve problems with the wireless units.

The City Council adopted the required Ordinance, approved the intergovernmental agreement with the WFRD, and selected the alarm vendor in FY09/10. The Ordinance required all of the existing users currently being serviced by the WPD dispatch center through ADT and AT&T to convert within a defined time period to the new wireless system. The final conversion of the City's fire alarms was completed by the end of January, 2010. The security/burglar alarms were converted to the wireless alarm system by the end of that fiscal year. Equipment charges were waived for the initial conversion and the end users have, in most cases, benefited from a reduction in their alarm monitoring fees. Actual service outages and trouble alarms have decreased and additional unknown alarm problems have been identified as a result of this project and most importantly resolved.

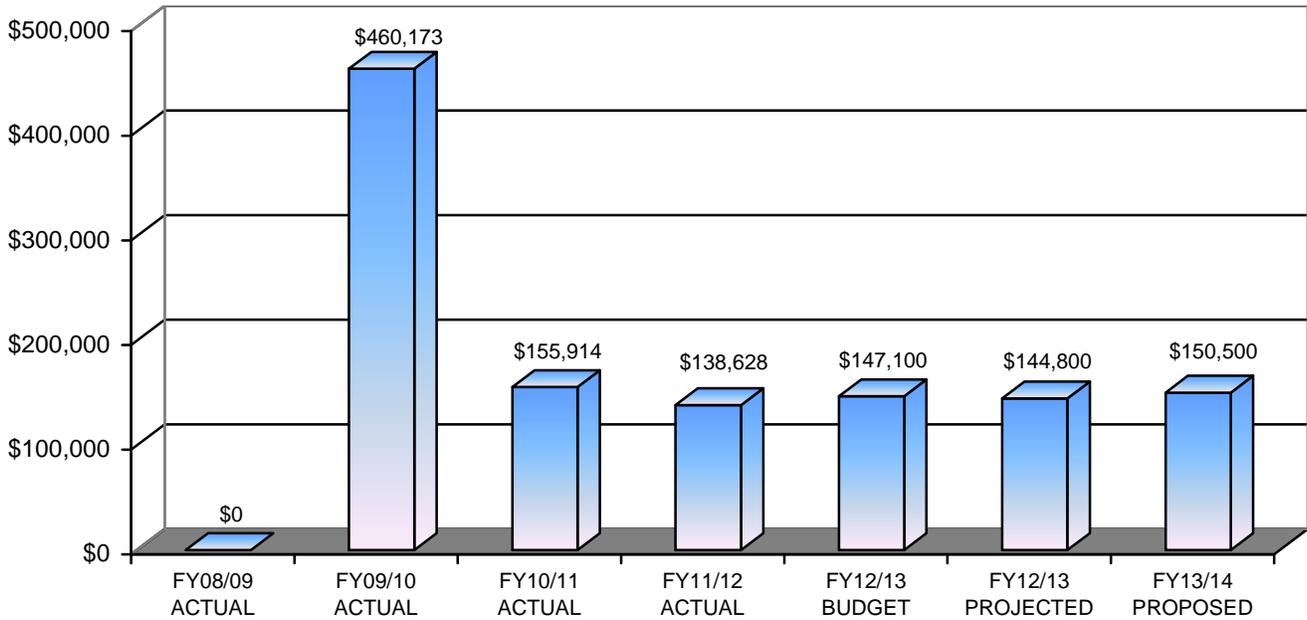
Overall, the funding for this program is expected to provide adequate resources to cover the additional operating costs and the debt service required to purchase the new equipment, as well as establish an equipment replacement account. User fee charges will be maintained in FY13/14, with the first cost of living increase considered during the preparation of the FY14/15 Budget. Any supplementary funding can be used to offset the costs already incurred each year to provide dispatch services to the community. This program will help reduce the burden placed on the taxpayers in future years for the increase in costs related to these services.

The financing for this project was reviewed in FY09/10 and, based on available interest rates, the City's own funds were proposed to be utilized to provide for the equipment costs. However, in accordance with the advice offered by the City Attorney's Office, a long-term interfund loan was not initiated. As a result, the Wireless Alarm Fund will be required to report a deficit within fund balance until the revenues generated from this project less applicable operating expenses have exceeded the initial costs of the equipment. Based on current revenue projections, the City Administration is expecting a four to five-year period before the deficit is completely eliminated within this fund. At that time, the revenues being generated by this fund will be reviewed to determine the amounts that will need to be dedicated for future equipment replacement and additional amounts to offset the City's costs for providing dispatch services.

WIRELESS ALARM MONITORING PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

Note: This operation was initiated in FY09/10.

WIRELESS ALARM MONITORING BUDGET COMPARISON



Note: FY09/10 reflects one-time start-up and equipment acquisition costs.

**WIRELESS ALARM MONITORING FUND
LINE ITEM DESCRIPTIONS**

15-00-0-000 WIRELESS ALARM MONITORING \$150,500

REVENUES:

15-00-3-301	Alarm Charges		\$260,000
	FY10/11 Actual:	\$246,200	FY11/12 Actual: \$261,429
	FY12/13 Budget:	\$257,000	FY12/13 Projected: \$260,000

This line item represents the monthly user charges for monitoring the respective alarms. The City was able to convert all of the fire alarms to the wireless system by January 31, 2010. The remaining security alarms were also converted to the wireless system prior to the end of FY09/10. Therefore, user charges for 241 alarm connections at a rate of \$90 per month for FY13/14 have been included for the determination of this revenue source. User fee increases will be considered for FY14/15.

15-00-3-330	Late Payment Fees		\$2,000
	FY10/11 Actual:	\$2,001	FY11/12 Actual: \$2,207
	FY12/13 Budget:	\$1,800	FY12/13 Projected: \$2,200

This line item is used to record the late payment fees that relate to this function. Customers that pay after the monthly due date are subject to a 10% late fee. The WFRD is assisting with these collections and, as a last resort, the alarm monitoring service may be temporarily suspended. This practice is similar to the collection methods employed by ADT to insure eventual payment. In FY10/11 the City Administration initiated a practice of citing businesses that are several months delinquent and processing these claims through the Administrative Adjudication process.

15-00-3-350	New Alarm Connection Fees				\$1,000
	FY10/11 Actual:	\$1,260	FY11/12 Actual:	\$420	
	FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$ 0	

The City allowed the existing users the opportunity during the initial conversion to transfer to the City's wireless system without the need to incur the cost for the subscriber units. After the initial implementation period of the City's new wireless system was completed, new developments were required to pay the costs of the subscriber unit(s), similar to the existing procedures used by the City for its water meters.

TOTAL REVENUES	\$263,000
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EXPENDITURES:

SALARIES

15-00-3-407	Administrative Assistance				\$12,000
	FY10/11 Actual:	\$10,000	FY11/12 Actual:	\$10,000	
	FY12/13 Actual:	\$12,000	FY12/13 Actual:	\$12,000	

The Finance Department provides billing and administrative support services on behalf of this function. The FY10/11 and FY11/12 Budgets included an allocation of the associated payroll costs that relate to these aforementioned services. This allocation of salary costs was again proposed at an increased level for FY12/13 and is proposed to continue for FY13/14.

CONTRACTUAL SERVICES

15-00-5-501	Communications				\$500
	FY10/11 Actual:	\$286	FY11/12 Actual:	\$470	
	FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

The City installed a remote monitoring station at the Woodstock Fire/Rescue District to allow for daily monitoring of the wireless alarm network by District personnel, as well as serve as a potential backup location in case the dispatch center was disabled. This remote station requires the City to utilize a local phone line. The associated cost for the phone line is included within this line item.

15-00-5-502	Legal Services				\$500
	FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$0	
	FY12/13 Budget:	\$500	FY12/13 Projected:	\$0	

Proposed funding has been included within this line item to allow legal counsel to review proposed contract language modifications from new businesses required to connect to the City's wireless alarm system.

15-00-5-512	Woodstock Fire Rescue District (WFRD) Administrative Fees			\$51,300
	FY10/11 Actual:	\$48,442	FY11/12 Actual:	\$51,996
	FY12/13 Budget:	\$50,000	FY12/13 Projected:	\$51,300

The WFRD, working in partnership with the Woodstock Police Department has overseen customer/public relations, conducting informational meetings, distributing program materials, program signups and contract executions, maintenance oversight, annual fire alarm tests, initial assessments of onsite alarm malfunctions, and supervision of the contractor's repairs. In order to offset the WFRD's costs for assisting with the administration of the wireless project, an estimated 20% of the user charges related to the fire alarms are allocated to the WFRD and paid on a quarterly basis.

15-00-5-522	Woodstock Police Department (WPD) Monitoring Fees			\$54,000
	FY10/11 Actual:	\$50,639	FY11/12 Actual:	\$51,996
	FY12/13 Budget:	\$52,000	FY12/13 Projected:	\$53,600

The Woodstock Police Department (WPD) previously received \$10/alarm per quarter from ADT to offset monitoring costs. The costs to provide the daily monitoring of these alarms far exceeded the revenue provided by ADT. The wireless alarm program provides the WPD with a quarterly payment to partially offset the related costs already being incurred by the City. The WPD is also reimbursed for security alarms that are monitored by the dispatch center.

15-00-5-537	Printing Services			\$400
	FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$ 0
	FY12/13 Budget:	\$400	FY12/13 Projected:	\$ 0

This line item covers the cost of printed materials used by the wireless alarm project, including brochures, marketing materials, and user contracts.

15-00-5-550	Service to Maintain Equipment			\$25,000
	FY10/11 Actual:	\$22,266	FY11/12 Actual:	\$22,759
	FY12/13 Budget:	\$25,000	FY12/13 Projected:	\$23,000

In accordance with the City's agreement with Fox Valley Fire & Safety Company, the City's maintenance cost for the alarm network is based on a monthly fee of \$6.75 per subscriber unit. This monthly fee will remain static for the entire five-year term of the agreement. In addition, the Keltron system requires an annual software maintenance fee of \$1,300. The City included the purchase of a spare parts package and the

equipment was covered under warranty throughout FY10/11. Sufficient parts are on hand to prevent the need for the purchase of materials in FY13/14. Funding for material to maintain equipment will be considered in the future FY14/15 Budget.

COMMODITIES

15-00 -6-601 Postage				\$1,300
FY10/11 Actual:	\$1,025	FY11/12 Actual:	\$ 802	
FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$1,200	

This line item is used for postage expenses incurred for the mailing of monthly invoices to the commercial businesses that participate within the program. It is anticipated that revenues generated by the wireless alarm program will offset all of the expenses paid for by this fund.

15-00-6-606 Supplies				\$500
FY10/11 Actual:	\$113	FY11/12 Actual:	\$164	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$200	

Expenses typically covered by this line item include materials used for the day-to-day administration of the wireless alarm program, such as paper for invoices, papers and pens, print cartridges, labels and folders for the filing of records, as well as printer/copier and computer supplies.

CAPITAL OUTLAY

15-00-7-720 Equipment				\$5,000
FY10/11 Actual:	\$23,142	FY11/12 Actual:	\$2,811	
FY12/13 Budget:	\$ 5,000	FY12/13 Projected:	\$3,000	

Several invoices for the burglar alarm system installations were paid at the beginning of FY10/11. The City also received several voluntary conversions of existing burglar-alarm systems from central stations to the City’s dispatch center, resulting in the need to purchase additional equipment. Funding has been included for FY13/14 to allow for the purchase of additional subscriber units for installation at new businesses within the community.

TOTAL EXPENDITURES \$150,500

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 TIME: 11:05:47
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

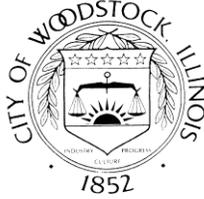
FUND: WIRELESS ALARM MONITORING

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- 2013 8 MO. BUDGETED ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE						(16,400)
WIRELESS ALARM MONITORING						
REVENUES						
CHARGES FOR SERVICES						
15-00-3-301	ALARM CHARGES	246,200	261,429	257,000	172,596	260,000
15-00-3-330	LATE PAYMENT FEES	2,001	2,207	1,800	1,698	2,000
15-00-3-350	NEW ALARM CONNECTION FEES	1,260	420	1,000	0	1,000
TOTAL CHARGES FOR SERVICES		249,461	264,056	259,800	174,294	263,000
TOTAL REVENUES: WIRELESS ALARM MONITORING		249,461	264,056	259,800	174,294	263,000
EXPENSES						
SALARIES						
15-00-3-407	ADMINSTRATIVE ASSISTANCE	10,000	10,000	12,000	0	12,000
TOTAL SALARIES		10,000	10,000	12,000	0	12,000
CONTRACTUAL SERVICES						
15-00-5-501	COMMUNICATIONS	286	470	500	28	500
15-00-5-502	LEGAL SERVICES	0	0	500	0	500
15-00-5-512	WFRD ADMINISTRATIVE FEES	48,442	49,626	50,000	25,632	51,300
15-00-5-522	WPD MONITORING FEES	50,639	51,996	52,000	26,784	54,000
15-00-5-537	PRINTING SERVICES	0	0	400	0	400
15-00-5-550	SERVICE TO MAINTIAN EQUIPMENT	22,266	22,759	25,000	13,602	25,000
TOTAL CONTRACTUAL SERVICES		121,633	124,851	128,400	66,046	131,700
COMMODITIES						
15-00-6-601	POSTAGE	1,025	802	1,200	560	1,300
15-00-6-606	SUPPLIES	113	164	500	108	500
TOTAL COMMODITIES		1,138	966	1,700	668	1,800
CAPITAL OUTLAY						
15-00-7-720	EQUIPMENT	23,142	2,811	5,000	1,478	5,000
TOTAL CAPITAL OUTLAY		23,142	2,811	5,000	1,478	5,000
TOTAL WIRELESS ALARM MONITORING		155,913	138,628	147,100	68,192	150,500
TOTAL FUND REVENUES & BEG. BALANCE		249,461	264,056	259,800	174,294	246,600
TOTAL FUND EXPENSES		155,913	138,628	147,100	68,192	150,500
FUND SURPLUS (DEFICIT)		93,548	125,428	112,700	106,102	96,100

SPECIAL RECREATION FUND (NISRA)



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock
Health Fitness & Recreation Department

Phone (815) 338-4363 • Fax (815) 334-2269
dzinnen@woodstockil.gov
www.woodstockil.gov

820 Lake Avenue
Woodstock, Illinois 60098

Dave Zinnen
Recreation Director

MEMORANDUM

TO: Tim Clifton, City Manager
FROM: Dave Zinnen, Recreation Director
DATE: January 17, 2013
RE: FY13/14 SPECIAL RECREATION FUND (NISRA) BUDGET TRANSMITTAL

The Special Recreation Fund was created in order to collect property taxes (currently approximately 1.75 cents/\$100 EAV) for the purpose of providing recreational activities for those individuals requiring specialized programming. A majority of these monies are transferred to the Northern Illinois Special Recreation Association (NISRA) to satisfy the contract the City has with the Association to provide specialized recreation services to our residents. Woodstock is one of thirteen agencies that form NISRA.

NISRA provides an extremely important role in rounding out the City's recreational services and provides high quality programming. During any given year, NISRA's professional therapeutic recreation specialists and volunteers provide programs to approximately 200 separate individuals who live in Woodstock. Many of these programs are held in the same facilities as our general recreation programs, enabling the NISRA participants to be active members of the Woodstock community. Additionally, NISRA staff provides the City staff with planning and staffing assistance as the City seeks to comply with ADA through transitional and inclusive programming, and by offering planning and design evaluations and idea-sharing.

Woodstock is represented on the NISRA Board of Directors, the primary governing board of the agency, by Woodstock's Recreation Director who serves on the Board along with the directors from the other agencies in the Association. He currently serves on the Finance and Strategic Planning Committees.

Woodstock continues to be a high use/low dues paying agency. Although Woodstock residents account for approximately 12% of NISRA participants, Woodstock only pays 5% of the total member district dues.

The passage of Senate Bill 1881 removing the Special Recreation tax levy from the tax cap restrictions has given the City more latitude to charge expenses related to providing special recreation services to the Special Recreation Fund. In addition to the funds sent directly to NISRA and a portion of the Recreation Director's salary for his time serving on the Board of Directors, the fund is also charged with expenses related to NISRA programs using the Aquatic Center and the Recreation Center plus a portion of the costs of advertising NISRA programs in the City Scene and the purchase of ADA equipment.

The FY13/14 NISRA budget of \$135,900 reflects a decrease of \$10,100 from FY12/13 due to a decrease in the NISRA member dues.

The FY13/14 Special Recreation Fund seeks to address a number of the recommendations contained in the *Vision 2020* statements including:

In housing, health, and safety, Woodstock will promote a “get fit” community.

There are several programs and projects to be initiated during FY13/14 to promote the overall goal of promoting fitness programs for persons with disabilities and/or “at risk” youths in Woodstock.

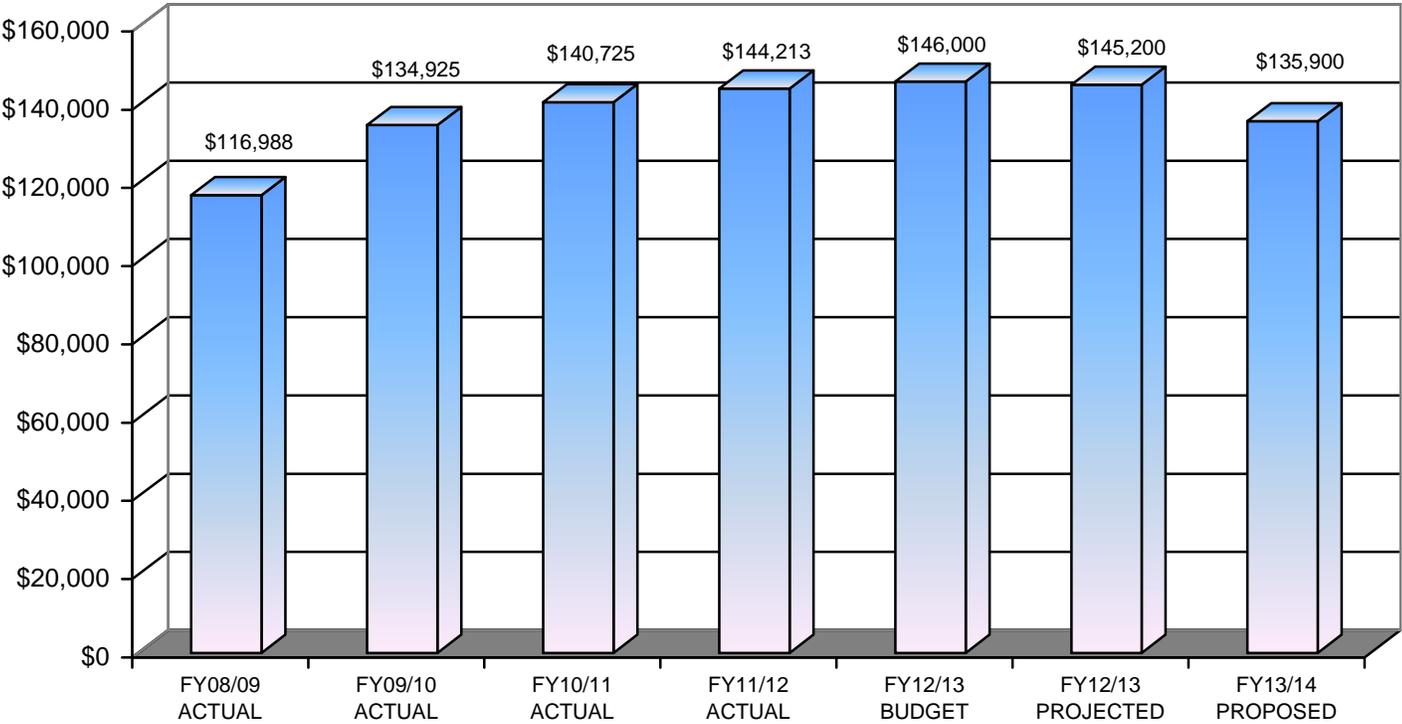
- ◆ The City is a member of NISRA which offers numerous fitness programs for persons with disabilities including all the various Special Olympics sports, karate, horseback riding, swimming, tumbling, etc.
- ◆ The Recreation Center will remain the site of NISRA swimming lessons, fitness programs, open swim, and special events.
- ◆ Woodstock Water Works will remain the site of NISRA summer aquatics including swim lessons and open swim.
- ◆ The Recreation Department and Thresholds, a nonprofit provider of mental health services, work cooperatively to promote healthy lifestyles for their members. Twice a week, Thresholds members utilize the Rec Center pool and gymnasium to increase their physical activities.

Pursue “Stronger Partnerships Toward Better Results.”

- ◆ The City will remain a member of NISRA, which is a partnership of thirteen municipalities and park districts that join together to provide recreation programs for at risk youth and persons with disabilities.
- ◆ Emricson Park will remain the site of NISRA's Woodstock's Day Camp program, which is similar to the Recreation Department's Playground Program.
- ◆ The Department will remain a co-sponsor of the Community Partnership Coalition (CPC) that provides activities for at-risk youth. The coalition is spearheaded by District 200 and includes over twenty social service agencies in Woodstock. The Junior Achievement Program, which is funded by a Federal Drug Free Communities Support Program Grant, is designed to assist students with the "R" skills of responsibility and respect by providing opportunities for academic assistance, life skills training, and recreation. The Recreation Department provides instructors for after school recreational activities to over 50 middle schoolers at Northwood and Creekside Schools two days a week. The Recreation Director serves on the Executive Board of the CPC.

SPECIAL RECREATION FUND (NISRA) – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**SPECIAL RECREATION FUND (NISRA)
BUDGET COMPARISON**



**FY13/14
SPECIAL RECREATION FUND
LINE ITEM DESCRIPTIONS**

16-00-1-000 SPECIAL RECREATION FUND \$135,900

REVENUES:

16-00-1-311 Property Tax			\$147,000
FY10/11 Actual:	\$144,247	FY11/12 Actual:	\$144,479
FY12/13 Budget:	\$145,000	FY12/13 Projected:	\$145,700

A maximum of four cents per \$100 EAV can be levied to fund special recreation programs. Woodstock's current tax levy rate is approximately 1.75 cents per \$100 EAV.

16-00-9-401 Trans (to) General Corp Fund			(\$18,000)
FY10/11 Actual:	(\$15,000)	FY11/12 Actual:	(\$16,000)
FY12/13 Budget:	(\$17,000)	FY12/13 Projected:	(\$17,000)

To compensate for the time the City's Recreation Director spends on NISRA activities, such as attending Board of Director's meetings, committee meetings, and recognition functions, a portion of his salary is charged to the Special Recreation Fund. The Recreation Director currently serves on the Finance and Strategic Planning Committees.

Total Revenues \$129,000

EXPENDITURES:

Personal Services

16-00-4-452 Administration & Training			\$12,000
FY10/11 Actual:	\$6,144	FY11/12 Actual:	\$9,425
FY12/13 Budget:	\$11,000	FY12/13 Projected:	\$11,000

This line item represents charges to the Special Recreation Fund for expenses related to training for the SEDOM students who are employed at the Rec Center; the Director's cost of traveling to NISRA meetings; for the annual ADA and inclusion training for full-time staff, Playground Program aides, and Aquatic Center personnel; and one-to-one inclusion assistance as required by ADA. This line item has increased significantly since FY10/11 due to the increase in the number of participants requiring one-to-one inclusion assistance as dictated by ADA.

Contractual Services

16-00-5-536 Rec Supplement to Newsletter				\$6,000
FY10/11 Actual:	\$6,000	FY11/12 Actual:	\$6,000	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$6,000	

This line item represents charges to the Special Recreation Fund for expenses related to publicizing NISRA programs in the City Scene.

16-00-5-544 Building Rental				\$6,000
FY10/11 Actual:	\$5,000	FY11/12 Actual:	\$5,000	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$5,000	

This line item reflects charges to the Special Recreation Fund for expenses related to the use of the Aquatic Center and the Recreation Center.

Capital Outlay

16-00-7-720 Equipment				\$15,000
FY10/11 Actual:	\$14,339	FY11/12 Actual:	\$16,499	
FY12/13 Budget:	\$15,000	FY12/13 Projected:	\$15,000	

This line item reflects charges for a portion of the purchase and maintenance of the Recreation Center’s fitness equipment to compensate for use by NISRA participants, Threshold residents, and other users with special needs.

Other Charges

16-00-8-870 NISRA Contract				\$96,900
FY10/11 Actual:	\$109,242	FY11/12 Actual:	\$107,289	
FY12/13 Budget:	\$109,000	FY12/13 Projected:	\$108,200	

This line item reflects payment to NISRA to satisfy the contract the City has with the Association to provide specialized recreation services to our residents. Currently, each member district is assessed at 1.75 cents per \$100 EAV.

Total NISRA \$135,900

DATE: 01/29/2013
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: SPECIAL RECREATION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							84,900
SPECIAL RECREATION REVENUES							
TAXES							
16-00-1-311	PROPERTY TAX	144,247	144,479	145,000	145,653	145,700	147,000
TOTAL TAXES		144,247	144,479	145,000	145,653	145,700	147,000
TRANS (TO) FROM OTHER FUNDS							
16-00-9-401	TRANS. (TO) GENERAL CORP. FUND	(15,000)	(16,000)	(17,000)	0	(17,000)	(18,000)
16-00-9-402	TRANS. (TO) PARKS FUND	0	0	0	0	0	0
TOTAL TRANS (TO) FROM OTHER FUNDS		(15,000)	(16,000)	(17,000)	0	(17,000)	(18,000)
TOTAL REVENUES: SPECIAL RECREATION		129,247	128,479	128,000	145,653	128,700	129,000
EXPENSES							
PERSONAL SERVICES							
16-00-4-452	ADMINISTRATION & TRAINING	6,144	9,425	11,000	4,048	11,000	12,000
TOTAL PERSONAL SERVICES		6,144	9,425	11,000	4,048	11,000	12,000
CONTRACTUAL SERVICES							
16-00-5-536	REC SUPPLEMENT TO NEWSLETTER	6,000	6,000	6,000	6,000	6,000	6,000
16-00-5-544	BUILDING RENTAL	5,000	5,000	5,000	0	5,000	6,000
TOTAL CONTRACTUAL SERVICES		11,000	11,000	11,000	6,000	11,000	12,000
CAPITAL OUTLAY							
16-00-7-720	EQUIPMENT	14,339	16,499	15,000	3,825	15,000	15,000
TOTAL CAPITAL OUTLAY		14,339	16,499	15,000	3,825	15,000	15,000
OTHER CHARGES							
16-00-8-870	NISRA CONTRACT	109,242	107,289	109,000	108,140	108,200	96,900
TOTAL OTHER CHARGES		109,242	107,289	109,000	108,140	108,200	96,900
TOTAL SPECIAL RECREATION		140,725	144,213	146,000	122,013	145,200	135,900
TOTAL FUND REVENUES & BEG. BALANCE		129,247	128,479	128,000	145,653	128,700	213,900
TOTAL FUND EXPENSES		140,725	144,213	146,000	122,013	145,200	135,900
FUND SURPLUS (DEFICIT)		(11,478)	(15,734)	(18,000)	23,640	(16,500)	78,000

LIABILITY INSURANCE FUND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
LIABILITY INSURANCE FUND
BUDGET**

The Liability Insurance Fund provides for all of the insurance needs of the City of Woodstock, exclusive of employee health and life insurance. These different types of insurance coverage include property, auto, law enforcement, directors' and officers' liability, and workers' compensation. Since 1987, the City of Woodstock has obtained this coverage via its founding membership in the McHenry County Municipal Risk Management Association (MCMRMA). MCMRMA is currently comprised of the following units of local government.

- The City of Woodstock
- The City of McHenry
- The Village of Algonquin
- The Village of Fox River Grove
- The Village of Spring Grove
- The Village of Island Lake
- Woodstock Fire/Rescue Protection District

Similar to the City of Woodstock's Employee Health\Life Insurance Fund, MCMRMA is a self-funded program, pooling various risks with the entities mentioned previously. Rather than purchase conventional insurance wherein an insurance company handles all claims activity, MCMRMA hires a Third Party Administrator (TPA). MCMRMA was able to successfully transition its TPA responsibilities from Gallagher Bassett to CCMSI in FY08/09 to improve service levels to the membership. The claims themselves are paid directly from an account established by MCMRMA. Premiums are assessed based on a variety of factors that indicate the level of risk being transferred to the pool (number of employees and vehicles, total payroll, value of properties, past loss experience, etc.).

Since its inception, the primary goal of MCMRMA has been to provide its members with a high level of insurance coverage at a reasonable cost. As a result of continued concern regarding escalating workers' compensation costs, and rising health-care costs, the pool has experienced a trend of rising reinsurance costs. The major costs funded by the Liability Insurance Fund include MCMRMA premiums (separated into property/casualty and workers' compensation components) and legal fees, which covers attorney costs for representing the City in legal matters that are not covered by the pool. On occasion, the Liability Insurance Fund is also responsible for providing funding in the case of legal settlements.

In FY10/11, the City Administration recommended the imposition of a budgetary allocation from both the Library and Utility Funds that would reflect each of the funds' associated insurance costs. Therefore, for both of the aforementioned funds, the City Council did approve the implementation of an annual operating transfer within the FY10/11 Budget to properly reflect the allocation of these costs. Although these transfers do not represent the allocation of the entire costs to the Library Fund, it does represent a

significant long-term commitment to achieve this appropriate level of allotment. The FY13/14 Budget proposes maintaining, for the third consecutive year, the FY10/11 transfer levels for the Utility and Library Funds, recognizing the associated pressures expected to occur in the Library Fund's tax revenues.

In FY09/10, the Village of Huntley decided to withdraw from the consortium and seek insurance coverage through another competing pool. This decision required the pool to review its bylaws and determine the proper methodology for resolving the Village of Huntley's financial obligations to the pool for past claim years. At that time, the pool administrator conducted a thorough review of all financial results for past years and open claims activity to ascertain the outstanding member obligations to close all fiscal years where the outstanding claims have been completely resolved. Unfortunately, the majority of these years are associated with increased claims activity and will require a supplemental payment to allow for the pool to close these years and resolve the financial impact for all members involved with the pool at that time, including the Village of Huntley.

The FY11/12 Budget included funding to provide for an anticipated supplemental payment expected to be charged by McMRMA. Normally the pool closes outstanding claims years when sufficient financial resources are made available from the completion of a successful claims year. Due to the ongoing financial strains being experienced by the pool's membership and with adequate funds on hand to pay claims, the McMRMA Board decided to delay the imposition of a supplemental payment until an economic recovery was forthcoming and the members were in a better financial situation to provide the required funding. The FY13/14 Budget does not include funding for a supplemental payment; however, no payments are expected to be imposed until FY14/15 at the earliest. The recent positive claims experience will allow continuing pool members to utilize the additional contributions to offset the previous years' insufficient funding levels.

In addition to providing the funding to cover the insurance costs reflected within the McMRMA premium, it is also extremely important for the City to remain vigilant at maintaining a conservative amount for fund balance within the Liability Insurance Fund. The fund balance reserves reported within the Liability Insurance Fund provides the City with some flexibility during periods of double-digit increases in insurance costs, allowing the City to maintain the residents' property tax rates at current levels until the insurance market softens due to competition. The City is also self-insured for purposes of unemployment insurance, therefore, any layoffs, elimination of positions and/or outsourcing will require the City to pay for the impacted employees' unemployment compensation.

Most importantly, the fund balance reported within the Liability Insurance Fund represents the City's first line of "financial" defense in the case of a substantial settlement awarded by a court for an uninsured claim. In the current legal arena, settlements against municipalities in excess of \$1.0 million are no longer considered uncommon. It is also financially prohibitive for any form of governmental entity to purchase insurance that would in effect transfer all of the risk associated with the operations of that entity to a

third-party insurance carrier. Therefore, it is important that the City maintain adequate reserves to cover both legal costs and potential settlements from lawsuits that fall outside the scope of its insurance coverage to protect the financial interests of the City.

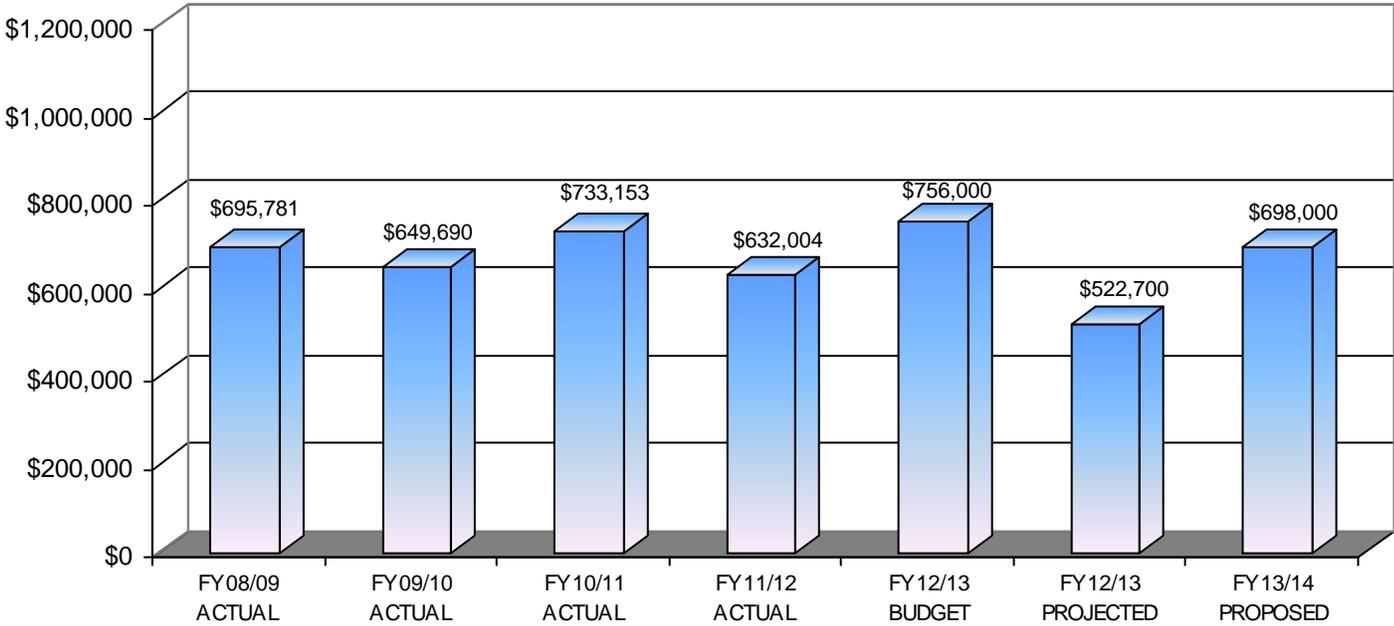
In contrast to a fully-insured plan, coverage decisions provided by MCMRMA do allow for some elasticity to take into account specific areas of exposure that are unique to the public sector. The pool will also continue to explore the possibility of adding new members, based on interest raised by other municipalities located within the county. Understanding that some risk can be positive, and considering that the pool has demonstrated stability in an unstable market, MCMRMA can be an attractive option for new members.

In total, the number of claims for the City has been reduced over the last several years, due in large part to the Human Resources Department's review of all claims. Many claims are denied from the onset by the Human Resources Department on behalf of the City without being submitted to MCMRMA, which reduces the number of claims incurred by the City and positively impacts the City's future premiums and exposure. Loss history and claims submitted are a major factor used by MCMRMA to determine the debit/credit formula which establishes the appropriate premiums for each member community. By reducing the City's claims, the losses paid by the pool are also reduced and the City of Woodstock receives a direct financial benefit.

Additional legal expenses were incurred in FY09/10 and continued in FY10/11 to defend the City in several ongoing litigations that fall outside the coverage provided by McMRMA. The City did decide to appeal an adverse court decision that continued into FY11/12. However, the costs for these legal expenses have now exceeded the maximum quoted by the City Attorney's Office; therefore, the ongoing work has been provided pro bono to the City, resulting in minimal legal costs being projected for the current year.

LIABILITY INSURANCE FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**LIABILITY INSURANCE FUND
BUDGET COMPARISON**



DATE: 03/05/2013
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: LIABILITY INSURANCE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							1,369,100
BEGINNING BALANCE LIABILITY INSURANCE							
REVENUES							
TAXES							
21-00-1-311	PROPERTY TAX	660,923	679,715	682,000	685,947	685,900	690,000
TOTAL TAXES		660,923	679,715	682,000	685,947	685,900	690,000
OTHER REVENUES							
21-00-5-381	INTEREST INCOME	12,398	7,235	3,600	3,719	5,300	5,200
21-00-5-382	WORKER'S COMP RECAPTURE	7,383	3,788	0	0	0	0
TOTAL OTHER REVENUES		19,781	11,023	3,600	3,719	5,300	5,200
TRANS (TO) FROM OTHER FUNDS							
21-00-9-308	TRANSFER FROM LIBRARY FUND	25,000	25,000	25,000	0	25,000	25,000
21-00-9-360	TRANSFER FROM WATER/SEWER FUND	60,000	100,000	100,000	0	100,000	100,000
TOTAL TRANS (TO) FROM OTHER FUNDS		85,000	125,000	125,000	0	125,000	125,000
TOTAL REVENUES: LIABILITY INSURANCE		765,704	815,738	810,600	689,666	816,200	820,200
EXPENSES							
PERSONAL SERVICES							
21-00-4-456	UNEMPLOYMENT COMPENSATION	0	24,696	25,000	549	2,000	25,000
TOTAL PERSONAL SERVICES		0	24,696	25,000	549	2,000	25,000
CONTRACTUAL SERVICES							
21-00-5-502	LEGAL EXPENSES	37,060	2,115	25,000	375	2,000	25,000
21-00-5-503	PROFESSIONAL SERVICES	113	0	1,000	0	0	1,000
21-00-5-531	INSURANCE PREMIUMS	346,837	299,885	350,000	253,199	253,200	320,000
21-00-5-532	WORKERS' COMP. PREMIUMS	345,671	299,333	350,000	253,199	253,200	320,000
21-00-5-533	DEDUCTIBLE EXPENSES	3,472	5,975	5,000	4,681	6,000	6,000
21-00-5-535	SUPPLEMENTAL PAYMENT	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		733,153	607,308	731,000	511,454	514,400	672,000
COMMODITIES							
21-00-6-606	SUPPLIES	0	0	0	6,281	6,300	1,000
TOTAL COMMODITIES		0	0	0	6,281	6,300	1,000
TOTAL LIABILITY INSURANCE		733,153	632,004	756,000	518,284	522,700	698,000
TOTAL FUND REVENUES & BEG. BALANCE		765,704	815,738	810,600	689,666	816,200	2,189,300
TOTAL FUND EXPENSES		733,153	632,004	756,000	518,284	522,700	698,000
FUND SURPLUS (DEFICIT)		32,551	183,734	54,600	171,382	293,500	1,491,300

PARATRANSIT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
PARATRANSIT FUND
BUDGET**

Attached is the FY13/14 Budget request for the Paratransit Fund, which is used to account for the City's funding of public-transit service provided to Woodstock residents. Financing is provided by the Regional Transportation Authority, fares, and an operating transfer from the General Corporate Fund. The Paratransit Fund Budget has historically provided the funding required to maintain the local public transit services for the community.

Starting in FY08/09, the City Administration worked with McHenry County and a variety of other governmental entities (i.e., PACE, City of Crystal Lake, City of McHenry, McHenry Township, and Dorr Township), as well as one not-for-profit (i.e., Pioneer Center) to explore grant funding that would allow the City to offer its residents an expanded regional, as opposed to local, transit service. This new service has undoubtedly broadened the travel opportunities within the region. Several discussions were conducted concerning the related costs and the appropriate funding mechanisms. The County is ultimately responsible for funding the costs of this regional transportation program.

In addition, the City Administration also reviewed with these partners the potential service level impacts and worked to identify additional funding available through the County, PACE and/or other grant opportunities. The City's existing service has not been adversely impacted by the inclusion of the regional program. Buses dedicated to provide for the City's local Dial-A-Ride program remain within Woodstock to service existing customers. Only new buses and drivers paid for through this regional program have been utilized to provide the new service. In fact, beginning with the agreement approved by the City Council at the end of 2012, the County buses that are not in use to provide service have been redirected to support the local dial-a-rides provided by the three participating cities.

In early FY09/10, the State of Illinois authorized an additional sales tax levy targeted to providing increased funding for public transportation. The collections from these sales taxes resulted in the PACE Board authorizing a significant mid-year increase to their subsidy. The additional PACE contributions have continued through FY12/13 and are providing a positive impact to the City's subsidy. In addition, the sustained decline in ridership has continued in FY12/13, with an estimate of 14,000 trips based on ridership in the first eleven months in 2012, another decline of over 1,000 rides or 6.7%. The loss in ridership at the local level may be a result of the gain in ridership reported by the County's "pilot" public transit program. The City's reimbursement arrangement with PACE is based on the number of rides provided to the community. A decrease in ridership automatically results in a corresponding decrease in the City's required subsidy.

Furthermore, the County was awarded a Senior Services grant to offset the costs of senior rides offered through the County's "pilot" program. The funding received through this grant has exceeded the County's costs allowing the County to extend this grant

opportunity to the partner communities. The City and County approved an Intergovernmental Agreement in FY10/11 that allows the City to be reimbursed for 100% of the costs to provide local rides to seniors that are registered within the County's transit program. The City Administration is projecting \$1,800 in collections for FY12/13 from this grant arrangement.

In FY11/12, the City Council approved an intergovernmental agreement with the County, City of Crystal Lake and City of McHenry to combine the individual PACE contracts into one master agreement that was renewed in December, 2012 for the next calendar year. By combining the contracts, all participants are expected to benefit from increased negotiating power, reduced costs and improved services. As part of this agreement, the County is responsible for invoicing the City for its associated costs. The Senior Services grant proceeds are now applied against the invoice instead of forwarded by the County, resulting in a reduction to the collections from this revenue source. In addition, the County was able to secure two Federal grants (i.e., JARC/New Freedom) that have provided funding to standardize the four different services.

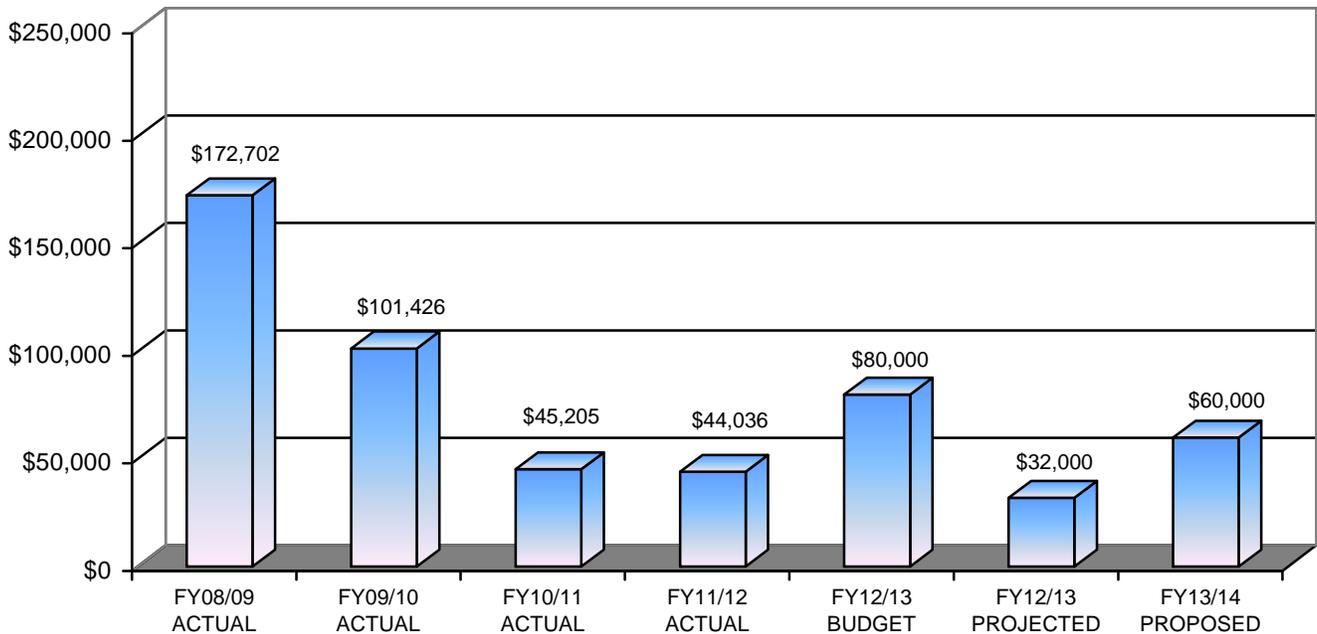
As a result, all of these services began operating with the same service hours and program requirements beginning February 1, 2012. The eventual fares paid by all of the participants in the various service areas, which will mirror the City of Woodstock's fare structure in most areas, will also be consistent by the beginning of 2014. By unifying the paratransit services, the City's residents have been able to benefit from the potential availability of the County's buses to provide local rides, expanding the City's service levels. All of the additional costs related to expanding the service hours have to date been offset by the Federal grant reimbursements that have been received by the County.

Unfortunately, projections for future ridership is always difficult, since demand for the utilization of public transit normally increases during a recessionary economy. To date, the increase in demand expected to occur at the local level seems to have been addressed by the new regional program offered by the County. Therefore, the City Administration is projecting to maintain the existing ridership. In addition, fuel costs can have a substantial impact on the costs of providing paratransit services. The FY13/14 budget proposes reducing the City's anticipated subsidy by an additional \$11,000. Most importantly, the FY13/14 Budget includes funding to continue to provide Dial-A-Ride services to the residents of Woodstock at the expanded levels described previously and, with the exception of the student fares that are being adjusted to mirror the County's fare structure, also proposes to maintain the fares paid by the City's Dial-A-Ride customers at the previous year's levels.

It is important to note that a portion of the JARC/New Freedom grant, which has reduced the City's overall costs to provide these services, will be exhausted in FY13/14 requiring additional funding compared with FY12/13 projected expenditure levels. In addition, the City is responsible for funding the Dial-A-Ride service costs if ridership begins to return back to historic levels. Therefore, funding has been included within the FY13/14 Budget to insure the City can meet these future financial obligations.

PARATRANSIT – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
						0
Not Applicable	There are no salary costs paid from this fund					0
						0

**PARATRANSIT
BUDGET COMPARISON**



Note: The decrease beginning in FY09/10 reflects the transfer of this operation to PACE.

Note: The subsequent increase represents the initiation of the McRide Inter-City Service beginning in FY11/12.

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 TIME: 13:31:11
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: PARATRANSIT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							0
BEGINNING BALANCE							
PARATRANSIT REVENUES							
SALES OF GOODS AND SERVICES							
26-00-3-368	FARES	1,120	1,540	1,500	1,000	1,500	1,500

TOTAL SALES OF GOODS AND SERVICES							1,500
INTERGOVERNMENTAL							
26-00-4-351	SENIOR SERVICES GRANT	4,729	9,263	9,000	1,834	1,800	0

TOTAL INTERGOVERNMENTAL							9,000
TRANS (TO) FROM OTHER FUNDS							
26-00-9-392	TRANS. FROM GEN. CORP. FUND	39,356	33,233	69,500	0	28,700	58,500

TOTAL TRANS (TO) FROM OTHER FUNDS							69,500
TOTAL REVENUES: PARATRANSIT							80,000
EXPENSES							
CONTRACTUAL SERVICES							
26-00-5-503	PACE REIMBURSEMENT	45,205	44,036	80,000	5,594	32,000	60,000

TOTAL CONTRACTUAL SERVICES							80,000
TOTAL PARATRANSIT							80,000
TOTAL FUND REVENUES & BEG. BALANCE							80,000
TOTAL FUND EXPENSES							80,000
FUND SURPLUS (DEFICIT)							(2,760)

DEBT SERVICE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
DEBT SERVICE FUND
BUDGET**

The Debt Service Fund provides for the annual principal and interest obligations of bonds that have been issued by the City. General Obligation Bonds are direct obligations of all property taxpayers within the City, as distinct from Utility Revenue Bonds, Special Assessment/Special Service Area obligations, Alternate Revenue Source Bonds or Debt Certificates, which are paid from alternate dedicated revenue streams.

During FY00/01, the City issued \$8.4 million in bonds, a combination of General Obligation and Alternate Revenue Bonds, to finance two major construction projects. In March 2000, the City successfully passed a referendum providing for the issuance of \$3.9 million in General Obligation Bonds to finance the construction of a new Aquatic Center. The General Obligation bonds will be repaid through a voter-approved property tax levy. An additional \$500,000 in Alternate Revenue Source Bonds, in conjunction with \$400,000 in grants and \$200,000 in interest, were used to finance the \$5,000,000 construction costs for the City's Aquatic Center. The Alternate Revenue Source Bonds are repaid through the use of sales tax proceeds and reported as a transfer from the General Corporate Fund. In addition, the City issued \$4.0 million in Alternate Revenue Source Bonds to finance the construction of a new Police Facility. The Police Facility Alternate Revenue Source Bonds are being repaid using the City's Telecommunications Tax collections and is reported as a transfer from the General Corporate – CIP Fund.

Also, in December of 2001 the City issued \$1.6 million in Alternate Revenue Source Bonds to finance the construction of the Opera House Annex, which will be repaid through fundraising and ticket surcharges, with sales taxes providing for any deficiencies in these revenue sources. During FY02/03, the City Council took advantage of favorable interest rates and pursued debt financing to purchase a facility that was converted into a Community Recreation Center. The City issued \$1.5 million in Debt Certificates to finance the purchase, renovation and expansion of the Community Recreation Center, with membership dues and park development fees providing for the repayment of these bonds. In FY03/04, interest rates continued to decline and the City was able to take advantage by refunding several outstanding bonds generating significant savings (over \$275,000 on a net present value basis paid by the Debt Service Fund) for the residents of Woodstock.

Specifically, the City refunded the 1996 Water & Sewer Bonds (the related debt service is reported in the Water & Sewer Administration Budget), the Series 2000A General Obligation Bonds issued for the Aquatic Center and the Series 2000B Alternate Revenue Source Bonds used to construct the Police Facility. The savings generated from the refunding of the Series 2000A General Obligation Bonds will directly impact Woodstock residents by reducing their future property tax bills. Meanwhile, the savings from the 2000B Alternate Revenue Source Bonds provided much needed additional funding for the City's Capital Improvement Program.

The City issued \$6.5 million in Series 2005B Alternate Revenue Bonds to finance four major construction projects. Lake Avenue was expanded and improved to provide the necessary infrastructure for the Super Wal-Mart store. Roadway improvements were also completed on McConnell Road to increase safety and provide better access to future residents. The City's park system was also enhanced through the bond issuance with the construction of two new parks to meet future demand from residential growth. The Davis Road Soccer Complex added six new soccer fields to the City's sport field's inventory, while the Merryman Fields Park included seven ball diamonds and will also provide new and expanded park facilities in the northern region of the City.

In FY10/11, the City Council authorized the issuance of \$6,515,000 in Alternate Revenue Refunding Bonds. The proceeds from the Alternate Revenue Refunding Bond issuance were placed into an escrow account and were utilized to repay the remaining principal balances for the refunded debt obligations that included the Series 2000C Alternate Revenue Bonds (issued to construct the Aquatic Center), 2000D Alternate Revenue Bonds (issued to construct the Library addition), 2001B Alternate Revenue Bonds (issued to construct the Opera House Annex), 2002E Alternate Revenue Bonds (issued to construct infrastructure improvements in the Tax Increment Financing District), 2002F Alternate Revenue Bonds (issued to construct the expansion to the Seminary Avenue Water Treatment Plant), and 2002G Alternate Revenue Bonds (issued to refund an outstanding bank loan held by the TIF Fund).

The completion of the advanced refunding resulted in generating over \$220,000 in net present value savings. In addition, all future debt service payments for the aforementioned debt issuances have been completely repaid by either City funds or amounts held in escrow. As a result, the Debt Service Fund will no longer be required to repay the principal and interest for the 2000C Alternate Revenue Bonds and the 2001B Alternate Revenue Bonds, but instead will be required to repay the 2010A Alternate Revenue Refunding Bonds.

The eight major projects and the related refundings being repaid by the Debt Service Fund are indicated below:

<u>Project</u>	<u>General Obligation Bonds</u>	<u>Alternate Revenue Bonds</u>	<u>Total</u>
Aquatic Center	\$3,900,000	\$ 500,000	\$4,400,000
Opera House Annex	0	1,600,000	1,600,000
Police Facility	0	4,000,000	4,000,000
Recreation Center	0	1,500,000	1,500,000
Lake Avenue	0	850,000	850,000
McConnell Road	0	935,000	935,000
Davis Rd. Soccer Comp.	0	2,835,000	2,835,000
Merryman Fields Park	0	1,925,000	1,925,000
Refunding Bonds	<u>3,085,000</u>	<u>4,580,000</u>	<u>7,665,000</u>
Totals	\$6,985,000	\$18,725,000	\$25,710,000

As previously mentioned, the General Obligation Bonds issued for the Aquatic Center will be repaid through an annual property tax levy that are accounted for within this fund. A portion of these bonds (\$2,640,000) has been refunded through the 2004 refunding issuance and; therefore, is repaid through an irrevocable escrow account and no longer considered an obligation of the City. The Alternate Revenue Source Bonds for the Police Facility and Aquatic Center will be repaid through transfers from the General Corporate – CIP Fund (Police Developer Impact Fees with the remaining difference provided by Telecommunication Taxes) and the General Corporate Fund (Sales Tax), respectively. Similar to the General Obligation Bonds refunded for the Aquatic Center, the Alternate Revenue Bonds issued to construct the Police Facility have also been partially refunded (\$2,705,000).

In FY05/06 the City Council reviewed and approved an increase to \$3 for the Opera House surcharge, which provides for a portion of the Opera House Annex Alternate Revenue Source Bond payment. The remaining portion of the payment has been provided, in previous years, through fundraising efforts. In addition, the City has pledged its sales tax receipts for the repayment of the debt. This revenue source will only be utilized if all of the other revenues pledged for the repayment of the bonds are unable to provide sufficient amounts necessary for the debt service payment.

At this point in time, the Opera House fundraising efforts have not been able to provide for the difference between the surcharges and the corresponding debt payment. Although in previous years, the balance of the residual funds turned over to the City by the Opera House Inc. Board were sufficient to meet the required debt service payment, these funds have now been exhausted and, due in large part to the recessionary economy, sufficient fundraising could not be identified since FY10/11. Therefore, starting with the FY10/11 Budget, an additional transfer from the General Corporate Fund has been included to provide temporary funding to meet this debt service obligation until an economic recovery is evident and a possible increase to the current surcharge can be considered without resulting in a substantial negative impact to ticket sales to insure proper future funding of this debt obligation. An additional transfer has again been proposed in FY13/14 from the General Corporate Fund to offset the funding deficiency.

The Recreation Center Debt Certificates will be repaid using a combination of membership dues and user fees reported in the Recreation Center Fund and park impact fees reported in the Park Development Fund. Operating transfers from these two funds will be reported in the Debt Service Fund on an annual basis for the remaining twelve years. Membership dues and user fees for this facility will repay the majority of the outstanding debt, specifically the costs to purchase the facility and to fund the renovation of the interior and exterior of the building. The park impact fees will be used to repay the remaining portion of this debt, specifically those amounts borrowed to finance the gymnasium expansion. This repayment funding has allowed the City to expand its facilities without the use of additional tax dollars.

The City pledged a variety of revenue sources for the repayment of the Series 2005B Alternate Revenue Bonds. The Series 2005B Alternate Revenue Bonds (\$850,000) issued for the Lake Avenue improvements will be repaid using sale tax revenues and reported as a transfer from the General Corporate Fund. The Series 2005B Alternate Revenue Bonds (\$935,000) issued to complete roadway improvements for McConnell Road will be repaid from the receipt of \$360,000 in developer donations from the Maples subdivision and telecommunication taxes. The future debt service payments for this portion of the bonds will be provided through an interfund transfer from the General Corporate – CIP Fund, which is where the corresponding revenues are reported.

In addition, the City's pledge for the park-related projects funded through the issuance of the Series 2005B Alternate Revenue Bonds will also be repaid using several revenue sources. The portion of the bond issuance (\$2,835,000) intended to finance the Davis Road Soccer Complex has been historically repaid utilizing transfers from the Park Development and the Environmental Management Funds. The Park Development Fund is typically responsible for 20% of the bond payment, while the Environmental Management Fund provides for the remaining 80%. The debt service payments for the portion of the Series 2005B Alternate Revenue Bonds issued to finance Merryman Fields Park (1,925,000) are ordinarily repaid solely from the Park Development Fund and have been reflected as a transfer between these two funds.

The dramatic decline in new housing has significantly impacted the generation of developer donations reported within the Park Development Fund. Just five years prior, the Park Development Fund reported in excess of \$800,000 in collections from developer donations, significantly exceeding the 150% revenue to debt service ratio required by lenders. However, these revenues have fallen dramatically in just a short time and remain depressed with a projected amount of \$54,000 for FY12/13 and a similar amount forecasted for FY13/14.

After careful examination, it was apparent that adequate revenues would not be generated beginning in FY10/11 to meet the required bond payments typically paid by the Park Development Fund. Therefore, the City Council approved a temporary modification to the repayment sources to alleviate the development of a significant deficit within this fund. The authorized modifications included a requirement for the 20% debt service repayment for the Series 2005B that relates to the Davis Road Soccer Complex to be repaid in its entirety by the Environmental Management Fund, which was previously responsible for only 80% of the bond payment. Temporary budget reductions were adopted within the Environmental Management Fund to compensate for the payment of the additional debt service expenditures. This modification has again been continued in FY11/12 and FY12/13, and additional funds were transferred from the Environmental Management Fund to provide for this debt service payment.

In addition, the Park Development Fund had historically provided for 100% of the alternate revenue bond payments that relate to the construction of Merryman Fields. Again, this bond payment (\$150,400 in FY12/13) was expected to exceed the revenues projected for the Park Development Fund. Therefore, the City Council authorized a

temporary modification to the source of the repayment for the aforementioned bonds and instead provided for this payment from the General Corporate – CIP Fund – Fund Balance. Although this approach did reduce the funds available to meet the City’s capital improvement needs in the short term, it did also prevent the accumulation of a long-term deficit within the Park Development Fund.

As previously indicated, the proposed modifications will need to be continued for FY13/14. The City Administration will continue to closely monitor the Park Development Fund’s revenues to determine if any modifications can be made during the year or if additional corrective action will be necessary.

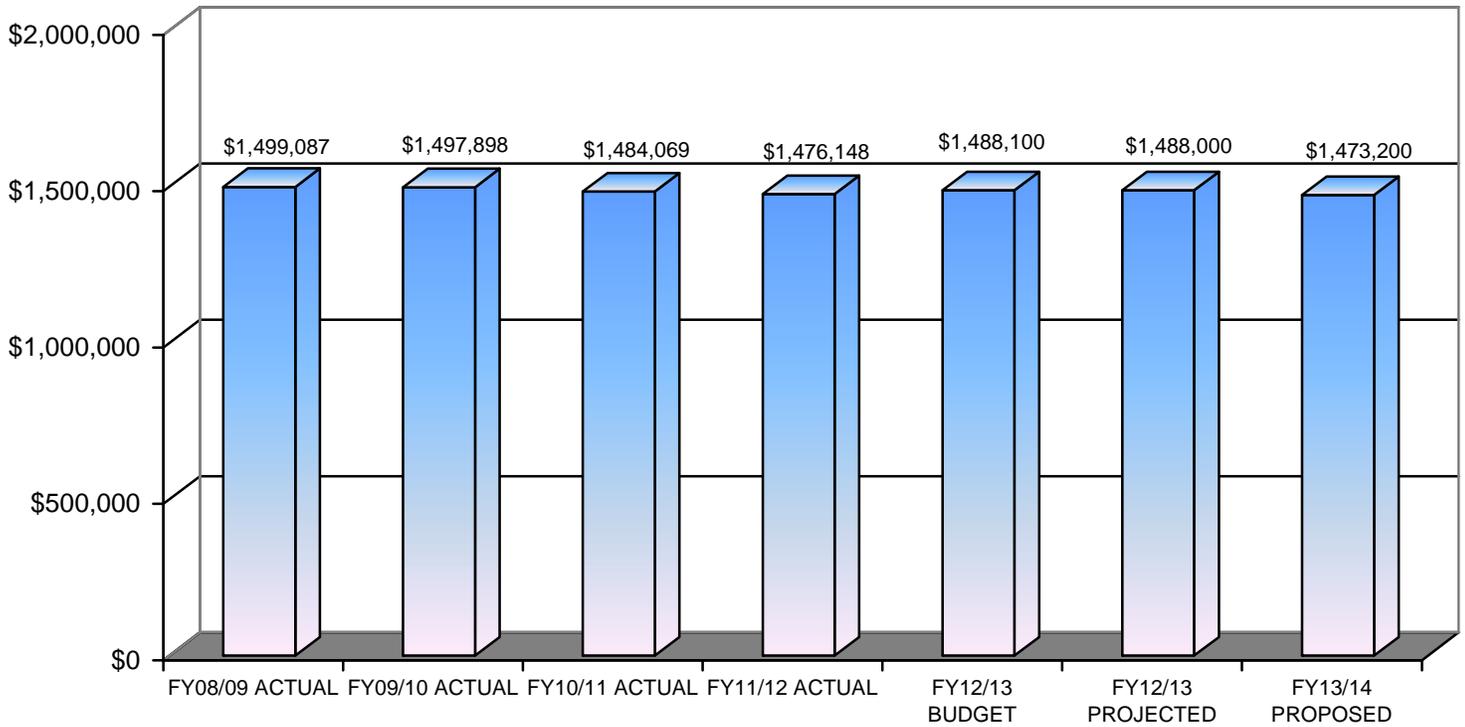
A schedule of the combined debt service principal and interest payments are presented below:

YEAR OF <u>LEVY</u>	FISCAL YEAR OF <u>PAYMENTS</u>	AMOUNTS REPAID BY PROPERTY <u>TAXES</u>	AMOUNTS REPAID BY TRANSFERS & <u>REVENUES</u>	TOTAL <u>PAYMENTS</u>
2012	13/14	\$340,808	\$1,130,342	\$1,471,150
2013	14/15	347,063	1,133,300	1,480,363
2014	15/16	342,403	1,143,080	1,485,483
2015	16/17	342,285	1,136,171	1,478,456
2016	17/18	346,665	1,132,555	1,479,220
2017	18/19	345,195	1,136,087	1,481,282
2018	19/20	343,035	1,129,554	1,472,589
2019	20/21	-	739,817	739,817
2021	21/22	-	614,363	614,363
2022	22/23	-	617,367	617,367
2023	23/24	-	500,162	500,162
2024	24/25	-	505,613	505,613
TOTALS:		<u>\$2,407,454</u>	<u>\$10,918,411</u>	<u>\$13,325,865</u>

Even with the current outstanding debt issuances, the City is \$43 million dollars below its legal debt margin, since only outstanding General Obligation Bonds are applied against this statutorily-determined limitation.

DEBT SERVICE FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**DEBT SERVICE FUND
BUDGET COMPARISON**



**FY13/14
DEBT SERVICE FUND
LINE ITEM DESCRIPTIONS**

REVENUES:

30-00-1-311 PROPERTY TAX \$340,800

FY10/11 Actual:	\$341,456	FY11/12 Actual:	\$340,252
FY12/13 Budget:	\$344,000	FY12/13 Projected:	\$343,200

This fund receives a property tax levy for the remaining repayments related to the 2000A General Obligation (GO) Bonds and the 2004A General Obligation Refunding Bonds. The 2000A General Obligation Bonds were approved by referendum and the proceeds were used to construct the Aquatic Center. The 2004A General Obligation Bonds were issued to refund a portion of the 2000A GO Bonds, resulting in a net present value savings of \$122,500 that directly benefited the residents. This property tax levy will be required through FY19/20 when the final debt service payment is made. For additional information concerning these bond issues, please refer to the line-item description for the principal repayment (Account #30-00-8-913).

30-00-5-380 OPERA HOUSE SURCHARGES \$53,500

FY10/11 Actual:	\$55,970	FY11/12 Actual:	\$48,451
FY12/13 Budget:	\$53,500	FY12/13 Projected:	\$52,000

This account includes the revenues received from the \$3 surcharge collected from Opera House Ticket sales. The surcharge provides partial funding for the repayment of the 2001 Alternate Revenue Source Bonds that were issued to construct the Opera House Annex. This fee was last reviewed and increased from \$2 to \$3 in FY05/06. The surcharge will need to be reviewed in future years, once a recovery becomes eminent and a potential increase to the surcharge will have a smaller impact on the Opera House's customer base. Combined with the collections reported in line 30-00-5-390, presented below, these revenues should equal the principal and interest payments for the Opera House Annex Alternate Revenue Bonds (\$125,400 in FY13/14). However, the revenues received in FY08/09, FY09/10, and FY10/11 were falling short; hence a deficit had developed within this fund. The FY10/11 Budget included a temporary transfer from the General Corporate Fund to address these funding deficiencies until an economic recovery was evident. This temporary transfer was continued in FY11/12, FY12/13 and will need to continue in FY13/14.

30-00-5-381 INTEREST INCOME **\$100**

FY10/11 Actual:	\$820	FY11/12 Actual:	\$184
FY12/13 Budget:	\$100	FY12/13 Projected:	\$100

This line item is used to record the interest received on Debt Service Fund investments held throughout the year. The City has been able to generate a limited amount of interest income beginning in FY10/11 for this fund based on the collection of property taxes in the beginning of the fiscal year and the payment which follows in January.

30-00-5-390 FUND RAISING – OPERA HOUSE **\$20,000**

FY10/11 Actual:	\$20,000	FY11/12 Actual:	\$20,000
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$20,000

This account includes the proceeds received by the City from fundraising efforts conducted by the Fine Arts Association and the Friends of the Opera House. This revenue provides for the debt service payment related to the 2001B Alternate Revenue Bonds issued for the construction of the Opera House Annex and refunded and replaced in FY10/11 by the Series 2010A Alternate Revenue Refunding Bonds. The Friends of the Opera House have continued to work on growing their membership and corresponding fundraising capabilities. The FY11/12 amount and FY12/13 projections include net revenues received from the Friends of the Opera House.

Again, these revenues combined with the surcharges are expected to fall short of paying the principal and interest for the Opera House Annex Alternate Revenue Bonds. In future years, a strategy may need to be developed to increase surcharges and/or fundraising to pay for the annual debt service.

For additional information refer to the line-item description for the principal repayment related to these bonds (Account #30-00-8-914).

30-00-5-391 REFUNDING PROCEEDS

\$0

FY10/11 Actual:	\$54,836	FY11/12 Actual:	\$0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$0

In FY10/11, the City completed an advance refunding of the Series 2000C Alternate Revenue Bonds (issued to construct the Aquatic Center), 2000D Alternate Revenue Bonds (issued to construct the Library expansion), 2001B Alternate Revenue Bonds (issued to construct the Opera House annex), 2002 E Alternate Revenue Bonds (issued to construct infrastructure improvements in the Tax Increment Financing (TIF) District), 2002F Alternate Revenue Bonds (issued to construct an expansion of the Seminary Avenue Water Treatment Plant) and 2002G Alternate Revenue Bonds (issued to refund an outstanding bank loan being repaid by the TIF District). Overall, this advanced refunding generated over \$220,000 in net present value savings. Refunding proceeds were received by the City to offset costs paid on behalf of the refunding transaction and included savings being derived from the advanced refunding. This represents a one-time revenue source for this fund.

TRANSFERS:

30-00-9-390 TRANSFER FROM THE GENERAL CORPORATE FUND \$158,500

FY10/11 Actual:	\$153,900	FY11/12 Actual:	\$162,800
FY12/13 Budget:	\$168,300	FY12/13 Projected:	\$171,600

This transfer reflects the annual funding requirement, which is provided for by the General Corporate Fund for the repayment of the Series 2010A Alternate Revenue Refunding Bonds (\$42,400 for FY13/14), which were issued to refund the Series 2000C Alternate Revenue Bonds that provided additional funding for the construction of the Aquatic Center. The City is currently utilizing sales tax receipts reported in the General Corporate Fund for the repayment of this debt. For additional information concerning the associated bond payments, please refer to the line-item narrative for the principle payment related to the 2010A Alternate Revenue Bonds (Account #30-00-8-911).

In addition to the aforementioned bond payments, the City issued \$850,000 in Alternate Revenue Bonds to fund improvements to Lake Avenue that included the widening of existing lanes, the construction of new turn lanes, and the installation of curb, gutter, sidewalks and stormsewer improvements. The repayment of these bonds, which range between \$63,100 to \$67,900 annually (\$65,300 for FY13/14), are funded by a transfer from the General Corporate Fund. The estimated sales taxes expected to be generated from the Super Walmart store (estimated

at \$400,000 annually) will provide the General Corporate Fund with a significant revenue stream that will be capable of paying the required debt service payments. This transfer to the Debt Service Fund will be required for the remaining twelve-year period associated with this debt.

Finally, the General Corporate Fund is also ultimately responsible for the repayment of the 2001 Opera House Annex Alternate Revenue Bonds. The continued recessionary economy has prevented the development of sustainable fundraising and an adequate level of ticket surcharges to meet the debt service payments. This lack of available funding resulted in the establishment of a deficit at the beginning of FY09/10 within the Debt Service Fund. Therefore, the City did complete a one-time transfer in FY09/10 to address both the existing deficit that was reported at the beginning of the year and the current year funding shortfall for the Opera House Annex Alternate Revenue Bonds reported within the Debt Service Fund. In addition, the FY10/11, FY11/12, and FY12/13 transfers included additional funding (i.e., \$45,100, \$56,100, and \$52,100 respectively) to eliminate the deficit from the shortfall in funding for the Opera House Annex Alternate Revenue Bonds. The FY13/14 Budget, as presented, continues the temporary transfer (\$50,800) to address the funding deficiency required to meet these debt service obligations that has been forecasted for the upcoming fiscal year.

30-00-9-391	TRANFERS FROM THE GENERAL CORP. – CIP FUND	\$567,100
FY10/11 Actual:	\$569,900	FY11/12 Actual: \$568,300
FY12/13 Budget:	\$570,600	FY12/13 Projected: \$570,600

In 2000, the City issued \$4.1 million in Alternate Revenue Source Bonds to finance the construction of the Police Facility. At that time, the City pledged the use of Telecommunication Tax collections and police impact fees, which are reported in the General Corporate – CIP Fund, for the repayment of these bonds. Due to falling interest rates, the City refunded the majority of the Series 2000B Alternate Revenue Source Bonds in 2004. This transfer reflects the annual funding requirement (\$347,500 for FY13/14), which is provided for by the General Corporate – CIP Fund for the repayment of the remaining the 2004 Alternate Revenue Source Refunding Bonds.

As previously mentioned, the City is currently utilizing developer impact fees dedicated for police purposes to provide for a portion of this debt service payment, albeit a much smaller amount in FY13/14 compared with prior years. The remaining balance is provided through the City’s Telecommunication Tax collections. For additional information concerning the associated bond payments, please refer to the line-item narrative for the principle payment related to the 2004B

Alternate Revenue Source Refunding Bonds (Account #30-00-8-912).

In addition, the City issued \$935,000 in Alternate Revenue Bonds to fund the construction of roadway improvements to McConnell Road, which included widening of existing lanes, adding new turn lanes, installing curb, gutter and stormsewer improvements and the construction of a pedestrian path. These improvements are to be funded in combination through expected developer contributions from the Maples (\$360,000), specifically dedicated for these improvements, with the General Corporate – CIP revenues providing for the remaining debt service payment. The repayment of these bonds, which range from \$69,400 to \$74,200 annually (\$72,800 for FY13/14), will be funded by a transfer from the General Corporate – CIP Fund. This transfer to the Debt Service Fund will be required for the remaining twelve-year period associated with this debt.

Due to the aforementioned economic slowdown negatively impacting all development-related revenues, the FY08/09 Budget included authorization to modify the repayment of two bond issues previously repaid utilizing the pledged developer donations dedicated for park projects. The Park Development Fund has been hit the hardest by the dramatic downturn in new housing and remains unable to generate sufficient revenues to meet the required debt service payments in FY13/14. Therefore, the City Administration is proposing a continuation to this temporary modification to the repayment sources for the Park Development Fund's pledged bond payments.

For the General Corporate – CIP Fund, the City Administration is proposing to continue to provide for the bond payment on behalf of the Park Development Fund for the Merryman Fields Park Alternate Revenue bonds. This temporary debt service payment was made in FY10/11 (\$147,000) and FY11/12 (\$148,800), FY12/13 (\$150,400) and will need to continue into FY13/14 (\$146,800) to prevent the Park Development Fund from incurring a significant deficit. This proposed modification to repayment sources will limit the resources available to the City for its capital improvement program, but will prevent the Park Development Fund from reporting a deficit. The amount provided for within the FY10/11, FY11/12, and FY12/13 Budgets and proposed for the FY13/14 Budget includes sufficient funding to meet this additional obligation.

30-00-9-392 TRANSFER FROM RECREATION CENTER FUND \$67,700

FY10/11 Actual:	\$67,500	FY11/12 Actual:	\$67,900
FY12/13 Budget:	\$67,500	FY12/13 Projected:	\$67,500

The City borrowed \$1.5 million in 2003 from Harris Bank (Series 2003 Debt Certificate Bonds) to provide funding for the purchase, renovation and expansion of the Community Recreation Center. The Recreation Center Fund utilizes the membership dues reported within this fund to provide for its required payment of 60% of the related debt service, which reflects the acquisition and renovation costs for this facility. **It is important to note that this facility was purchased, renovated and expanded without the need to utilize any tax dollars and this continues today as membership dues continue to meet all operational, debt and capital costs without the need for tax dollars.** For additional information concerning the associated bond payments, please refer to the line-item narrative for the principle payment related to the 2003 Debt Certificate Bonds (Account #30-00-8-915).

30-00-3-393 TRANSFER FROM PARK DEVELOPMENT FUND \$45,100

FY10/11 Actual:	\$45,000	FY11/12 Actual:	\$45,200
FY12/13 Budget:	\$45,000	FY12/13 Projected:	\$45,000

As mentioned in the previous account description, the City borrowed \$1.5 million in 2003 from Harris Bank (Series 2003 Debt Certificate Bonds) to provide funding for the purchase, renovation and expansion of the Community Recreation Center. The Park Development Fund, which accounts for the City's park impact fees, is required to provide for 40% (\$45,100 in FY13/14) of the related debt service payment, which reflects the expansion costs incurred for this facility. For additional information concerning the associated bond payments, please refer to the line-item narrative for the principle payment related to the 2003 Debt Certificate Bonds (Account #30-00-8-915).

In addition to the Community Recreation Center debt service payment, the Park Development Fund is also responsible for providing the necessary funds to meet the debt service payments for \$1.9 million in bonds issued to finance the construction of a new park as part of the Fields development. The bond payments for the construction of the new Merryman Fields park range from \$145,300 to 150,400 (\$146,800 in FY13/14) and have been historically funded through park impact fees. However, with the significant downturn continuing in new housing, the Park Development Fund is not capable of generating adequate developer donations to meet its bond commitments.

Therefore, the City Council authorized a temporary modification to the repayment sources until the housing crisis subsides. The

aforementioned bond payments for Merryman Fields Park for FY08/09, FY09/10, FY10/11, FY11/12 and FY12/13 were provided by the General Corporate – CIP Fund. Unfortunately, this proposed funding modification will need to continue into FY13/14 as the recessionary economy remains unchanged in the area of new housing for the upcoming fiscal year. Adequate resources are available within the General Corporate – CIP Fund to provide for these debt payments; however, this proposal will limit even further the resources available in the short-term to meet the City’s comprehensive capital improvement program.

Furthermore, the Park Development Fund is also required to transfer funds to pay a portion of the debt service related to the Davis Road Soccer Complex (\$2.8 million), with the remaining balance provided by the Environmental Management Fund. The annual bond payment, which ranges from \$214,900 to \$219,700, has historically been funded through transfers from the Park Development and Environmental Management Funds. The Park Development Fund has historically been responsible for providing 20% of the bond payment (\$43,800 in FY13/14), with the Environmental Management Fund providing for the remaining 80% of the bond payment. This transfer to the Debt Service Fund will be required for the remaining thirteen-year period associated with this debt.

Similar to the Merryman Fields Park Alternate Revenue Bond payment, the City Council authorized a temporary modification to the Davis Road Soccer Complex Bonds that was implemented in FY08/09 and continued for FY09/10, FY10/11, FY11/12 and FY12/13 involving a temporary modification to the transfer from the Environmental Management Fund to pay for 100% of the Davis Road Soccer Complex Alternate Revenue Bond payments. Again, due to the continued decline in new housing, this policy will need to be extended for FY13/14 to prevent the development of a substantial deficit within the Park Development Fund.

30-00-9-394 TRANSFER FROM ENVIRONMENTAL MGMT. FUND	\$218,900
FY10/11 Actual:	\$218,900
FY11/12 Actual:	\$220,000
FY12/13 Budget:	\$219,100
FY12/13 Projected:	\$219,100

The City issued \$2.8 million in Alternate Revenue Bonds to transform the City’s landfill site into the Davis Road Soccer Complex, which included the construction of six new soccer fields, adequate parking for spectators and athletes alike and a storage building. The revitalization of this City-owned property not only expanded the number of soccer fields offered by the City, but also reestablished this parcel as a valuable asset to the community, eliminating the need to acquire

additional property for this purpose.

The Environmental Management Fund has historically been responsible for 80% of the related payment for the Davis Road Soccer Complex Alternate Revenue Bonds. The Park Development Fund is responsible for providing for the remaining 20% of this bond payment. This transfer to the Debt Service Fund will be required for the remaining thirteen-year period associated with this debt. However, due to the dramatic downturn in the economy, specifically within the new housing sector, adequate revenues are no longer being received within the Park Development Fund to meet the requirements of its pledged bond obligations.

Therefore, the City Council authorized a temporary modification for the Davis Road Soccer Complex bond payments that impacted the FY08/09, FY09/10, FY10/11, FY11/12 and FY12/13 budgeted transfers. The Environmental Management Fund was required to pay for 100% of the FY08/09 (increasing from \$173,700 to \$217,100), FY09/10 (increasing from \$174,800 to \$218,500), FY10/11 (increasing from \$175,100 to \$218,900), FY11/12 (increasing from \$176,000 to \$220,000) and FY12/13 (increasing from \$175,300 to \$219,100) Davis Road Soccer Complex Alternate Revenue bond payments. This policy will need to be continued for the FY13/14 Budget as a limited recovery is expected for new housing and foreclosures and short sales remain prevalent in the upcoming fiscal year.

TOTAL REVENUES & TRANSFERS

\$1,481,500

30-00-5-516 AGENT EXPENSE

\$1,500

FY10/11 Actual:	\$3,646	FY11/12 Actual:	\$1,060
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,500

This line item is used to provide for the City’s annual costs charged by the Paying Agents that are responsible for insuring that the bondholders receive the City’s payment on its outstanding bonds in a timely manner. The FY13/14 amount includes the following Paying Agent fees:

<u>Bond Issuance</u>	<u>Paying Agent Fee</u>
Series 2004A Bonds	\$300
Series 2004B Bonds	\$300
Series 2005A Bonds	\$300
Series 2005B Bonds	\$300
Series 2010A Bonds	\$300

The City completed an advanced refunding in FY10/11, completely repaying the outstanding Series 2000C and 2001B Alternate Revenue Bonds. The associated paying agent fees are no longer required, but have been replaced by the fees for the repayment of the Series 2010A Alternate Revenue Refunding Bonds.

30-00-5-517 REFUNDING EXPENSES

\$0

FY10/11 Actual:	\$13,936	FY11/12 Actual:	\$0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$0

This line item was included to account for the expenses paid by the City related to the completion of the advanced refunding. The majority of the costs for the advanced refunding were paid by the City’s underwriter. However, several costs for the refunding were required to be paid directly by the City and these costs were completely offset by the proceeds received from the Alternate Revenue Refunding Bonds. The costs that were funded in FY10/11 from this account included:

<u>Service</u>	<u>Costs</u>
Bond Rating	\$8,500
Printing Services	\$3,000
Refunding Verification	\$2,500

These costs represent one-time payments and will not be incurred in the future unless the City were to determine that another advanced refunding would result in additional financial benefits.

30-00-8-911 AQUATIC CENTER A.R. – PRINCIPAL**\$35,000**

FY10/11 Actual:	\$ 0	FY11/12 Actual:	\$35,000
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$40,000

The City issued Series 2000C Alternate Revenue Source Bonds for the amount of \$500,000 to provide additional financing for the construction of the Aquatic Center. The City is currently utilizing sales tax receipts reported in the General Corporate Fund for the repayment of this debt. Therefore, a transfer from the General Corporate Fund to provide for the principal and interest payments is included in the Debt Service Fund on an annual basis. The 2000C Alternate Revenue Source Bonds were refunded in FY10/11, resulting in no principal payment being required in that fiscal year. The City issued \$1,425,000 as Series 2010A Alternate Revenue Refunding Bonds to refund the remaining principal outstanding for both the Series 2000C and Series 2001B Alternate Revenue Bonds. The amount reported in this account only reflects the principal portion of the repayment for the 2010A Alternate Revenue Source Bonds that relates to the Aquatic Center. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-934. The remaining debt service schedule for the 2010A Alternate Revenue Refunding Bonds is provided below:

**Series 2010A
Aquatic Center
Alternate Revenue Refunding Bonds**

Fiscal Year	Principal	Interest	Totals
13/14	\$35,000	\$7,349	\$42,349
14/15	35,000	6,780	41,780
15/16	40,000	6,080	46,080
16/17	40,000	5,130	45,130
17/18	40,000	4,030	44,030
18/19	40,000	2,830	42,830
19/20	45,000	1,530	46,530
Totals	\$275,000	\$33,729	\$308,729

30-00-8-912 POLICE FACILITY A.R. – PRINCIPAL

\$270,000

FY10/11 Actual:	\$250,000	FY11/12 Actual:	\$255,000
FY12/13 Budget:	\$265,000	FY12/13 Projected:	\$265,000

In 2000 the City issued \$4,100,000 in Alternate Revenue Bonds (Series 2000B) to provide the necessary financing for the construction of the Police Facility. The Alternate Revenue Bonds are being repaid by a combination of developer impact fees and telecommunication taxes which are reported in the General Corporate – CIP Fund. Due to falling interest rates, the City initiated an advanced refunding in 2004 to reduce future interest costs and generate interest savings. The City issued \$3,155,000 in Alternate Revenue Refunding Bonds (Series 2004B) to refinance a portion of the Series 2000B Bonds, resulting in generating long-term savings to the City.

The majority of the proceeds from this bond sale were deposited into an irrevocable trust account which is now responsible for the repayment of \$2,705,000 of the Series 2000B Alternate Revenue Bonds. The remaining proceeds from the bonds were used to fund the bond issuance costs that resulted from the refunding transaction. The refunding transaction resulted in generating a net present value savings of \$125,200 for the City, representing a savings rate of 4.6% when compared to the amount of the refunded bonds. It should be noted that although the overall principal repayments of the combined bond payments increase as a result of this refunding transaction, the related decrease in interest payments received by the City is significantly higher in comparison, generating annual savings from this transaction.

The amount reported in this account only reflects the principal portion of the 2004B Alternate Revenue Source Refunding Bonds. The 2000B Alternate Revenue Bonds were completely repaid through the proceeds of the refunding in FY09/10. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-935. The remaining debt service schedule for the repayments required by the 2004B Alternate Revenue Source Refunding Bonds is provided below:

Series 2004B			
Police Facility			
Alternate Revenue Refunding Bonds			
Fiscal Year	Principal	Interest	Totals
13/14	\$270,000	\$77,433	\$347,433
14/15	285,000	68,523	353,523
15/16	295,000	58,690	353,690
16/17	305,000	48,218	353,218

17/18	315,000	37,238	352,238
18/19	325,000	25,583	350,583
19/20	335,000	13,233	348,233
Totals	\$2,130,000	\$328,918	\$2,458,918

30-00-8-913 AQUATIC CENTER G.O. – PRINCIPAL \$265,000

FY10/11 Actual:	\$245,000	FY11/12 Actual:	\$250,000
FY12/13 Budget:	\$260,000	FY12/13 Projected:	\$260,000

This line item provides for the principal payments related to the City’s Series 2000A General Obligation (G.O.) Bonds and Series 2004A G.O. Refunding Bonds. In 2000 the City was successful at passing a referendum, which authorized the issuance of \$3.9 million in G.O. Bonds to finance the construction of the Aquatic Center. These bonds are being repaid through a property tax levy, which was approved by the voters and is reported as revenue in the Debt Service Fund. Similar to the refunding previously mentioned for the Police Facility bonds, the City also initiated an advanced refunding of the 2000A G.O. Bonds to reduce future interest costs and generate interest savings.

The City issued \$3,085,000 in G.O. Refunding Bonds (Series 2004A) to refinance a portion of the Series 2000A Bonds, resulting in long-term savings to the City. The majority of the proceeds from this bond sale were deposited into an irrevocable trust account, which is now responsible for the repayment of \$2,640,000 of the Series 2000A G.O. Bonds. The remaining proceeds from the bonds were used to fund the bond issuance costs that resulted from the refunding. This transaction resulted in generating a net present value savings of \$122,500 for the City, representing a savings rate of 4.6% when compared to the amount of the refunded bonds. Since this refunding involved a debt issuance that is being repaid through the use of a property tax levy, the related interest savings will be experienced directly by the City’s taxpayers. It should be noted that although the overall principal repayments of the combined bond payments increase as a result of this refunding transaction, the related decrease in interest payments received by the City is significantly higher in comparison, generating annual savings from this transaction.

The amount reported in this account only reflects the principal portion of the 2004A G.O. Refunding Bonds. The 2000A G.O. Bonds were completely repaid through the proceeds of the refunding in FY09/10. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-933. The remaining debt service schedule for the repayments required by the 2004A G.O. Refunding Bonds is provided below:

**Series 2004A
Aquatic Center
General Obligation Refunding Bonds**

Fiscal Year	Principal	Interest	Totals
13/14	\$265,000	\$75,808	\$340,808
14/15	280,000	67,063	347,063
15/16	285,000	57,403	342,403
16/17	295,000	47,285	342,285
17/18	310,000	36,665	346,665
18/19	320,000	25,195	345,195
19/20	330,000	13,035	343,035
Totals	\$2,085,000	\$322,454	\$2,407,454

30-00-8-914 OPERA HOUSE A.R. – PRINCIPAL

\$100,000

FY10/11 Actual:	\$80,000	FY11/12 Actual:	\$100,000
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$100,000

The City issued \$1,635,000 in Alternate Revenue Bonds to finance the construction of the Opera House Annex. At the time of issuance, the 2001B Series Alternate Revenue Bonds were being repaid through a \$2 surcharge imposed on Opera House ticket sales and fundraising, which are reported as revenue directly within the Debt Service Fund. In FY06/07, the City Council approved an increase in the surcharge to \$3. However, the combined collections from fundraising and surcharges have not generated sufficient revenues to meet the required bond payments. The City Administration will identify possible alternative funding sources to prevent a long-term potential deficit within the Debt Service Fund.

The current economic climate limits the implementation of any additional surcharges and or fees to provide for this debt service payment. Therefore, in FY09/10 transfer amounts included a one-time transfer to eliminate the deficit which had already accumulated within the Debt Service Fund. In addition, the FY10/11, FY11/12 and FY12/13 Budgets included temporary transfers from the General Corporate Fund to provide adequate funding and continue to alleviate the development of a potential deficit. The temporary transfer will need to be continued within the proposed FY13/14 Budget.

The City issued \$1,425,000 as Series 2010A Alternate Revenue Refunding Bonds to refund the remaining principal outstanding for both the Series 2000C and Series 2001B Alternate Revenue Bonds. The advanced refunding resulted in generating \$220,000 in net present value savings and will reduce the bond payments required for the

Opera House Annex.

The amount reported in this account only reflects the principal portion of the repayment for the 2010A Alternate Revenue Bonds. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-936. The remaining debt service schedule for the 2010A Alternate Revenue Refunding Bonds is provided below:

Series 2010A			
Opera House Annex			
Alternate Revenue Refunding Bonds 2010A			
Fiscal	Principal	Interest	Total
Year	Principal	Interest	Total
13/14	\$100,000	\$24,210	\$124,210
14/15	105,000	22,585	127,585
15/16	105,000	20,485	125,485
16/17	105,000	17,991	122,991
17/18	110,000	15,104	125,104
18/19	115,000	11,804	126,804
19/20	115,000	8,260	123,260
20/21	120,000	4,350	124,350
Totals	\$875,000	\$124,789	\$999,789

30-00-8-915 RECREATION CENTER A.R. – PRINCIPAL	\$72,000
FY10/11 Actual:	\$64,000
FY11/12 Actual:	\$67,000
FY12/13 Budget:	\$69,000
FY12/13 Projected:	\$69,000

The City issued \$1,500,000 in 2003 with Harris Bank (Series 2003 Debt Certificate Bonds) to provide funding for the purchase, renovation and expansion of the Community Recreation Center. The City is currently utilizing membership dues reported in the Recreation Center Fund to provide for 60% of this debt service payment. The remaining 40%, which represented the costs for the gymnasium expansion, is funded through park impact fees reported in the Park Development Fund. Therefore, transfers from both the Recreation Center and Park Development Funds are provided for on an annual basis to fund the principal and interest payments related to these bonds. The amount reported in this account only reflects the principal portion of the repayment for the 2003 Debt Certificate Bonds. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-937. The remaining debt service schedule for the 2003 Debt Certificate Bonds is provided below:

2003 Debt Certificates			
Year	Principal	Interest	Total
13/14	\$72,000	\$40,726	\$112,726
14/15	73,000	37,738	110,738
15/16	78,000	34,550	112,550
16/17	82,000	31,157	113,157
17/18	86,000	27,508	113,508
18/19	89,000	23,595	112,595
19/20	94,000	19,457	113,457
20/21	98,000	14,992	112,992
21/22	103,000	10,288	113,288
22/23	108,000	5,292	113,292
Totals	\$883,000	\$245,303	\$1,128,303

30-00-8-916 LAKE AVENUE A.R. – PRINCIPAL

\$40,000

FY10/11 Actual:	\$35,000	FY11/12 Actual:	\$35,000
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$40,000

This line item provides for the principal repayment related to the \$850,000 in Alternate Revenue Bonds issued in FY05/06 to complete roadway improvements to Lake Avenue. This project included the widening of existing lanes, construction of new turn lanes, and installation of curb, gutter, sidewalks and stormsewer improvements. These improvements were required for the construction of the new Super WalMart store. The repayment of these bonds, which range from \$63,100 to \$67,900, are funded by a transfer from the General Corporate Fund. The estimated sales taxes generated from the Super Walmart store (estimated at \$400,000 annually) will provide the General Corporate Fund with a significant revenue stream that will be capable of paying the required debt payments.

The amount reported in this account only reflects the principal portion of the repayment for the Series 2005B Alternate Revenue Bonds related to the Lake Avenue improvements. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-938. The remaining debt service schedule for the portion of the Series 2005B Alternate Revenue Bonds issued to finance the Lake Avenue improvements is provided below:

2005B - Lake Avenue Improvements

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
13/14	\$40,000	\$25,262	\$65,262
14/15	40,000	23,463	63,463
15/16	45,000	21,662	66,662
16/17	45,000	19,863	64,863
17/18	45,000	18,062	63,062
18/19	50,000	16,263	66,263
19/20	50,000	14,262	64,262
20/21	55,000	12,263	67,263
21/22	55,000	10,062	65,062
22/23	60,000	7,863	67,863
23/24	60,000	5,312	65,312
24/25	65,000	2,763	67,763
Totals	\$610,000	\$177,100	\$787,100

30-00-8-917 MCCONNELL ROAD A.R. – PRINCIPAL \$45,000

FY10/11 Actual:	\$40,000	FY11/12 Actual:	\$40,000
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$40,000

This line item provides for the principal repayment related to the \$935,000 in Alternate Revenue Bonds issued in FY05/06 to complete roadway improvements to McConnell Road. This project included the widening of existing lanes, construction of new turn lanes, and installation of curb, gutter and stormsewer improvements, as well as the construction of a pedestrian path. These improvements are to be funded in combination through expected developer contributions from the Maples (\$360,000), specifically dedicated for these improvements, with the General Corporate – CIP revenues providing for the remaining debt service payment. The repayment of these bonds, which average \$72,000 annually, will be funded by a transfer from the General Corporate – CIP Fund.

The amount reported in this account only reflects the principal portion of the repayment for the Series 2005B Alternate Revenue Bonds related to the McConnell Road improvements. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-939. The remaining debt service schedule for the portion of the Series 2005B Alternate Revenue Bonds issued to finance the McConnell Road improvements is provided below:

2005B – McConnell Road Improvements

Year	Principal	Interest	Total
13/14	\$45,000	\$27,750	\$72,750
14/15	45,000	25,725	70,725
15/16	50,000	23,700	73,700
16/17	50,000	21,700	71,700
17/18	50,000	19,700	69,700
18/19	55,000	17,700	72,700
19/20	55,000	15,500	70,500
20/21	60,000	13,300	73,300
21/22	60,000	10,900	70,900
22/23	65,000	8,500	73,500
23/24	65,000	5,737	70,737
24/25	70,000	2,975	72,975
Totals	\$670,000	\$193,187	\$863,187

30-00-8-918 DAVIS ROAD SOCCER COMPLEX A.R. – PRINCIPAL \$135,000

FY10/11 Actual:	\$120,000	FY11/12 Actual:	\$125,000
FY12/13 Budget:	\$130,000	FY12/13 Projected:	\$130,000

The City issued \$2.8 million in Alternate Revenue Bonds to transform the City’s landfill site into the Davis Road Soccer Complex, which included the construction of six new soccer fields, adequate parking for spectators and athletes alike and a storage building. The revitalization of this City-owned property not only expanded the number of soccer fields offered by the City, but also reestablished this parcel as a valuable asset to the community, eliminating the need to acquire additional property for this purpose. This account provides for the principal repayment of the Alternate Revenue Bonds. The bond proceeds used to fund this project and the related expenditures were reported directly within the General Corporate – CIP Fund.

The Environmental Management Fund is responsible for 80% of the debt service payment with the remaining 20% provided by the Park Development Fund. With the substantial decline in development-related revenues, the Park Development Fund is unable to generate sufficient revenues to meet the corresponding bond payments. Therefore, the City Council authorized in FY09/10, FY10/11, FY11/12 and FY12/13 providing for the entire 100% of the bond payment from the Environmental Management Fund. The FY13/14 Budget has again proposed utilizing the Environmental Management Fund’s resources to provide for the entire bond payment. For the fifth consecutive year, inadequate revenues are projected for the Park Development Fund due to the 25-year historical low in building permit issuances.

The amount reported in this account only reflects the principal portion of the repayment for the Series 2005B Alternate Revenue Bonds related to the Davis Road Soccer Complex. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-940. The remaining debt service schedule for the portion of the Series 2005B Alternate Revenue Bonds issued to finance the Davis Road Soccer Complex is provided below:

2005B – Davis Road Soccer Complex

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
13/14	\$135,000	\$83,875	\$218,875
14/15	140,000	77,800	217,800
15/16	145,000	71,500	216,500
16/17	150,000	65,700	215,700
17/18	160,000	59,700	219,700
18/19	165,000	53,300	218,300
19/20	170,000	46,700	216,700
20/21	175,000	39,900	214,900
21/22	185,000	32,900	217,900
22/23	190,000	25,500	215,500
23/24	200,000	17,425	217,425
24/25	210,000	8,925	218,925
Totals	\$2,025,000	\$583,225	\$2,608,225

30-00-8-919 MERRYMAN FIELDS PARK A.R. – PRINCIPAL \$90,000

FY10/11 Actual:	\$80,000	FY11/12 Actual:	\$85,000
FY12/13 Budget:	\$90,000	FY12/13 Projected:	\$90,000

The City issued \$1.9 million in Alternate Revenue Bonds to construct a new park within the Fields development. This new park site includes recreational walking paths, ball diamonds, playground equipment and a storage building. In addition, adequate parking has also been provided for spectators and athletes alike. This account provides for the principal repayment of the Alternate Revenue Bonds. The bond proceeds used to fund this project and the related expenditures were reported directly within the General Corporate – CIP Fund.

Due to the substantial decline in new housing, the Park impact fees, which had been pledged for the repayment of these Alternate Revenue Bonds, were projected to generate inadequate revenues to meet the required debt service payments. As a result, the City Administration recommended and the City Council approved a temporary alternative

repayment source. Specifically, the FY09/10, FY10/11, FY11/12 and FY12/13 Budgets authorized the utilization of an interfund transfer from the General Corporate – CIP Fund to address the inadequate funding for this bond payment. The projections for FY13/14 building permits remain depressed for the fifth consecutive year and will necessitate the recommendation to continue the transfer from the General Corporate – CIP Fund.

The City issued these bonds in September of 2005 and, therefore, was only responsible for a portion of one interest payment in FY05/06. The amount reported in this account only reflects the principal portion of the repayment for the Series 2005B Alternate Revenue Bonds related to the Merryman Fields Park. The related interest expenses are also reported in the Debt Service Fund, specifically in account 30-00-8-941. The remaining debt service schedule for the portion of the Series 2005B Alternate Revenue Bonds issued to finance the Merryman Fields Park is provided below:

2005B – Merryman Fields Park			
Year	Principal	Interest	Total
13/14	\$90,000	\$56,738	\$146,738
14/15	95,000	52,687	147,687
15/16	100,000	48,413	148,413
16/17	105,000	44,412	149,412
17/18	105,000	40,213	145,213
18/19	110,000	36,012	146,012
19/20	115,000	31,613	146,613
20/21	120,000	27,012	147,012
21/22	125,000	22,213	147,213
22/23	130,000	17,212	147,212
23/24	135,000	11,688	146,688
24/25	140,000	5,950	145,950
Totals	\$1,370,000	\$394,163	\$1,764,163

30-00-8-933 AQUATIC CENTER G.O. – INTEREST

\$75,900

FY10/11 Actual:	\$98,235	FY11/12 Actual:	\$91,498
FY12/13 Budget:	\$84,000	FY12/13 Projected:	\$84,000

This line item provides for the interest payments related to the City’s Series 2000A General Obligation Bonds and Series 2004A General Obligation Refunding Bonds. In 2000 the City was successful at passing a referendum authorizing the issuance of \$3.9 million in General Obligation Bonds to finance the construction of the Aquatic Center. The General Obligation Bonds are being repaid through a property tax levy, which was approved by the voters and is reported as revenue in the Debt Service Fund. The City initiated an advanced refunding of the 2000A General Obligation Bonds to reduce future interest costs and generate interest savings.

The City issued \$3,085,000 in General Obligation Refunding Bonds (Series 2004A) to refinance a portion of the Series 2000A Bonds, resulting in generating long-term savings to the City. The majority of the proceeds from this bond sale were deposited into an irrevocable trust account, which is now responsible for the repayment of \$2,640,000 of the Series 2000A General Obligation Bonds. The remaining proceeds from the bonds were used to fund the bond issuance costs that resulted from the refunding. This transaction resulted in generating a net present value savings of \$122,500 for the City, representing a savings rate of 4.6% when compared to the amount of the refunded bonds. Since this refunding involved a debt issuance that is being repaid through the use of a property tax levy, the related interest savings will be experienced directly by the City’s taxpayers. Although the interest savings will be incurred in future years due to the completion of this refunding transaction, these savings are partially offset by additional principal payments required by the new bonds. However, the completion of this refunding does result in a net positive annual savings.

The amount reported in this account only reflects the interest payments for the 2004A General Obligation Refunding Bonds. The related principal payments are also reported in the Debt Service Fund, specifically in account 30-00-8-913. The remaining debt service schedule for the repayments required by the 2004A General Obligation Refunding Bonds is also provided with the principal-payment line-item description.

30-00-8-934 AQUATIC CENTER A.R. – INTEREST \$7,400

FY10/11 Actual:	\$12,764	FY11/12 Actual:	\$8,301
FY12/13 Budget:	\$7,900	FY12/13 Projected:	\$7,900

The City issued Series 2000C Alternate Revenue Source Bonds for the amount of \$500,000 to provide additional financing for the construction of the Aquatic Center. The City is currently utilizing sales tax receipts reported in the General Corporate Fund for the repayment of this debt. Therefore, a transfer from the General Corporate Fund to provide for the principal and interest payments is included in the Debt Service Fund on an annual basis.

In addition, the City completed an advanced refunding of the Series 2000C Alternate Revenue Bonds, completely repaying the outstanding principal on the Series 2000C Alternate Revenue Bonds. Therefore, the City is now obligated for the repayment of the Series 2010A Alternate Revenue Bonds.

The amount reported in this account only reflects the interest portion of the repayment for the 2010A Alternate Revenue Source Bonds. The related principal repayments are also reported in the Debt Service Fund, specifically in account 30-00-8-911. The remaining debt service schedule for the 2010A Alternate Revenue Source Bonds is also provided with the principal-payment line-item description.

30-00-8-935 POLICE FACILITY A.R. – INTEREST \$77,500

FY10/11 Actual:	\$100,305	FY11/12 Actual:	\$93,430
FY12/13 Budget:	\$85,800	FY12/13 Projected:	\$85,800

In 2000 the City issued \$4,100,000 in Alternate Revenue Source Bonds (Series 2000B) to provide the necessary financing for the construction of the Police Facility. The Alternate Revenue Source Bonds are being repaid by a combination of developer impact fees and telecommunication taxes which are reported in the General Corporate – CIP Fund. Due to falling interest rates, the City initiated an advanced refunding in 2004 to reduce future interest costs and generate interest savings.

The City issued \$3,155,000 in Alternate Revenue Source Refunding Bonds (Series 2004B) to refinance a portion of the Series 2000B Bonds, resulting in generating long-term savings to the City. The majority of the proceeds from this bond sale were deposited into an irrevocable trust account which is now responsible for the repayment of \$2,705,000 of the Series 2000B Alternate Revenue Source Bonds. The remaining proceeds from the bonds were used to fund the bond issuance costs that resulted from the refunding.

This transaction resulted in generating a net present value savings of \$125,200 for the City, representing a savings rate of 4.6% when compared to the amount of the refunded bonds. It should be noted that the interest savings experienced in this line item is due to the completion of the advanced refunding and is partially offset by the additional principal payments required by the refunding bonds. However, the lower interest costs do result in an annual savings experienced by the General Corporate – CIP Fund providing much needed additional funding for the City’s comprehensive capital improvement program.

The amount reported in this account only reflects the interest payments for the 2004B Alternate Revenue Source Refunding Bonds. The related principal payments are also reported in the Debt Service Fund, specifically in account 30-00-8-912. The remaining debt service schedule for the repayments required by the 2004B Alternate Revenue Source Refunding Bonds is also provided with the principal-repayment line-item description.

30-00-8-936 OPERA HOUSE A.R. – INTEREST \$24,300

FY10/11 Actual:	\$64,690	FY11/12 Actual:	\$26,735
FY12/13 Budget:	\$25,600	FY12/13 Projected:	\$25,600

The City issued \$1,635,000 in Alternate Revenue Source Bonds to finance the construction of the Opera House Annex. The 2001B Series Alternate Revenue Source Bonds are repaid through the \$3 surcharge imposed on Opera House ticket sales and fundraising, which are both reported as revenue directly within the Debt Service Fund. However, the combined collections from fundraising and surcharges have not generated sufficient revenues to meet the required bond payments. The City Administration will need to review possible alternative funding sources to address the funding inadequacies of the devoted revenue sources and prevent the ongoing development of a potential deficit within the Debt Service Fund.

The current economic climate limits the implementation of any additional surcharges and or fees to provide for this debt service payment. Therefore, the FY09/10 amount included a proposed one-time transfer to eliminate the deficit which had already accumulated within the Debt Service Fund. In addition, the FY10/11, FY11/12 and FY12/13 Budgets included temporary transfers from the General Corporate Fund to provide adequate funding and continue to alleviate the development of a potential deficit. This temporary transfer will need to be continued in FY13/14.

In addition, the City completed an advanced refunding of the Series 2001B Alternate Revenue Bonds, completely repaying the outstanding principal on the Series 2001B Alternate Revenue Bonds. Therefore, the City is now obligated for the repayment of the Series 2010A Alternate Revenue Bonds.

The amount reported in this account only reflects the interest portion of the repayment for the 2010A Alternate Revenue Source Bonds. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-914. The remaining debt service schedule for the 2010A Alternate Revenue Source Bonds is also provided with the principal-repayment line-item description.

30-00-8-937 RECREATION CENTER A.R. – INTEREST \$40,800

FY10/11 Actual:	\$48,467	FY11/12 Actual:	\$46,099
FY12/13 Budget:	\$43,500	FY12/13 Projected:	\$43,500

The City issued \$1,500,000 in 2003 with Harris Bank (Series 2003 Debt Certificate Bonds) to provide funding for the purchase, renovation and expansion of the Community Recreation Center. The City is currently utilizing membership dues reported in the Recreation Center Fund to provide for 60% of this debt service payment. The remaining 40%, which represented the costs for the gymnasium expansion, is funded through park impact fees reported in the Park Development Fund. Therefore, transfers from both the Recreation Center and Park Development Funds are provided for on an annual basis to fund the principal and interest payments related to these bonds.

The amount reported in this account only reflects the interest portion of the repayment for the 2003 Debt Certificate Bonds. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-915. The remaining debt service schedule for the 2003 Debt Certificate Bonds is also provided with the principal-repayment line-item description.

30-00-8-938 LAKE AVENUE A.R. – INTEREST \$25,300

FY10/11 Actual:	\$29,663	FY11/12 Actual:	\$28,277
FY12/13 Budget:	\$26,900	FY12/13 Projected:	\$26,900

This line item provides for the interest payments related to the \$850,000 in Series 2005B Alternate Revenue Bonds issued in FY05/06 to complete roadway improvements to Lake Avenue. This project included the widening of existing lanes, construction of new turn lanes, and installation of curb, gutter, sidewalks and stormsewer improvements. These improvements were required for the

construction of the new Super WalMart store. The repayment of these bonds, which range from \$63,100 to \$67,900, will be funded by a transfer from the General Corporate Fund. The estimated sales taxes generated from the Super WalMart store (estimated at \$400,000 annually) will provide the General Corporate Fund with a significant revenue stream that will be capable of paying the required debt service payments.

The amount reported in this account only reflects the interest portion of the repayment for the Series 2005B Alternate Revenue Bonds. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-916. The remaining debt service schedule for the Series 2005B Alternate Revenue Bonds is also provided with the principal-repayment line-item description.

30-00-8-939 MCCONNELL ROAD A.R. – INTEREST	\$27,800
FY10/11 Actual: \$32,550	FY11/12 Actual: \$30,975
FY12/13 Budget: \$29,400	FY12/13 Projected: \$29,400

This line item provides for the interest payments related to the \$935,000 in Series 2005B Alternate Revenue Bonds issued in FY05/06 to complete roadway improvements to McConnell Road. This project included the widening of existing lanes, construction of new turn lanes, and installation of curb, gutter and stormsewer improvements, as well as the construction of a pedestrian path. These improvements are to be funded in combination through expected developer contributions from the Maples (\$360,000), specifically dedicated for these improvements, with the General Corporate – CIP revenues providing for the remaining debt service payment. The repayment of these bonds, which average \$72,000 annually, will be funded by a transfer from the General Corporate – CIP Fund.

The amount reported in this account only reflects the interest portion of the repayment for the Series 2005B Alternate Revenue Bonds. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-917. The remaining debt service schedule for the Series 2005B Alternate Revenue Bonds is also provided with the principal-repayment line-item description.

30-00-8-940 DAVIS ROAD SOCCER COMPLEX A.R. – INTEREST \$83,900

FY10/11 Actual:	\$98,875	FY11/12 Actual:	\$94,024
FY12/13 Budget:	\$89,100	FY12/13 Projected:	\$89,100

The City issued \$2.8 million in Series 2005B Alternate Revenue Bonds to transform the City’s landfill site into the Davis Road Soccer Complex, which included the construction of six new soccer fields, adequate parking for spectators and athletes alike and a storage building. The revitalization of this City-owned property not only expanded the number of soccer fields offered by the City, but also reestablished this parcel as a valuable asset to the community, eliminating the need to acquire additional property for this purpose. This account provides for the interest payments related to the Series 2005B Alternate Revenue Bonds. The bond proceeds used to fund this project and the related expenditures were reported directly within the General Corporate – CIP Fund.

The Environmental Management Fund is responsible for 80% of the debt service payment with the remaining 20% provided by the Park Development Fund. With the substantial decline in development-related revenues, the Park Development Fund is unable to generate sufficient revenues to meet the corresponding bond payments. Therefore, the City Council authorized in FY09/10, FY10/11, FY11/12 and FY12/13 to provide for a 100% of the bond payment from the Environmental Management Fund. The FY13/14 Budget has again proposed utilizing the Environmental Management Fund’s resources to provide for the entire bond payment. For the fifth consecutive year, inadequate revenues are projected for the Park Development Fund due to the 25-year historical low in building permit issuances.

The amount reported in this account only reflects the interest portion of the repayment for the Series 2005B Alternate Revenue Bonds related to the Davis Road Soccer Complex. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-918. The remaining debt service schedule for the Series 2005B Alternate Revenue Bonds is also provided with the principal-repayment line-item description.

30-00-8-941 MERRYMAN FIELDS PARK A.R. – INTEREST \$56,800

FY10/11 Actual:	\$66,938	FY11/12 Actual:	\$63,749
FY12/13 Budget:	\$60,400	FY12/13 Projected:	\$60,400

The City issued \$1.9 million in Alternate Revenue Bonds to construct a new park within the Fields development. This new park site includes recreational walking paths, ball diamonds, playground

equipment and a storage building. In addition, adequate parking has been provided for spectators and athletes alike. This account provides for the interest payments related to the Series 2005B Alternate Revenue Bonds. The bond proceeds used to fund this project and the related expenditures were reported directly within the General Corporate – CIP Fund.

Due to the substantial decline in new housing, the Park impact fees, which had been pledged for the repayment of these Alternate Revenue Bonds, were projected to generate inadequate revenues to meet the required debt service payments. As a result, the City Administration recommended and the City Council approved a temporary alternative repayment source. Specifically, the FY09/10, FY10/11, FY11/12 and FY12/13 Budgets authorized the utilization of an interfund transfer from the General Corporate – CIP Fund to address the inadequate funding for this bond payment. The projections for FY13/14 building permits remain depressed for the fifth consecutive year and will necessitate the recommendation to continue the transfer from the General Corporate – CIP Fund.

The amount reported in this account only reflects the interest portion of the repayment for the Series 2005B Alternate Revenue Bonds. The related principal repayment is also reported in the Debt Service Fund, specifically in account 30-00-8-919. The remaining debt service schedule for the Series 2005B Alternate Revenue Bonds is also provided with the principal-repayment line-item description.

TOTAL EXPENDITURES

\$1,473,200

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: DEBT SERVICE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							0
DEBT SERVICE REVENUES							
TAXES							
30-00-1-311	PROPERTY TAX	341,456	340,252	344,000	343,168	343,200	340,800
TOTAL TAXES		341,456	340,252	344,000	343,168	343,200	340,800
OTHER REVENUES							
30-00-5-380	OPERA HOUSE SURCHARGE	55,970	48,451	53,500	40,705	52,000	53,500
30-00-5-381	INTEREST INCOME	820	184	100	49	100	100
30-00-5-390	FUNDRAISING - OPERA HOUSE	20,000	20,000	20,000	0	20,000	20,000
30-00-5-391	REFUNDING PROCEEDS	54,836	0	0	0	0	0
TOTAL OTHER REVENUES		131,626	68,635	73,600	40,754	72,100	73,600
TRANSFER (TO)/FROM OTHER FUNDS							
30-00-9-390	TRANS. FROM GEN. CORP. FUND	153,900	162,800	168,300	0	171,600	160,000
30-00-9-391	TRANS. FROM GEN. CORP. - CIP	569,900	568,300	570,600	0	570,600	567,100
30-00-9-392	TRANS. FROM REC. CENTER FUND	67,500	67,900	67,500	45,000	67,500	67,700
30-00-9-393	TRANS. FROM PARK DEVELOPMENT	45,000	45,200	45,000	0	45,000	45,100
30-00-9-394	TRANS. FROM ENV. MGMT. FUND	218,900	220,000	219,100	0	219,100	218,900
TOTAL TRANSFER (TO)/FROM OTHER FUNDS		1,055,200	1,064,200	1,070,500	45,000	1,073,800	1,058,800
TOTAL REVENUES: DEBT SERVICE		1,528,282	1,473,087	1,488,100	428,922	1,489,100	1,473,200
EXPENSES							
CONTRACTUAL SERVICES							
30-00-5-516	AGENT EXPENSE	3,646	1,060	1,500	261	1,400	1,500
30-00-5-517	REFUNDING EXPENSES	13,936	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		17,582	1,060	1,500	261	1,400	1,500
OTHER CHARGES							
30-00-8-911	AQUATIC CENTER A.R. PRINCIPAL	0	35,000	40,000	40,000	40,000	35,000
30-00-8-912	POLICE FACILITY A.R. PRINCIPAL	250,000	255,000	265,000	265,000	265,000	270,000
30-00-8-913	AQUATIC CENTER G.O. PRINCIPAL	245,000	250,000	260,000	260,000	260,000	265,000
30-00-8-914	OPERA HOUSE A.R. PRINCIPAL	80,000	100,000	100,000	100,000	100,000	100,000
30-00-8-915	REC. CENTER A.R. PRINCIPAL	64,000	67,000	69,000	0	69,000	72,000
30-00-8-916	LAKE AVE. A.R. PRINCIPAL	35,000	35,000	40,000	40,000	40,000	40,000
30-00-8-917	MCCONNELL ROAD A.R. PRINCIPAL	40,000	40,000	40,000	40,000	40,000	45,000
30-00-8-918	DAVIS RD SOCCER A.R. PRINCIPAL	120,000	125,000	130,000	130,000	130,000	135,000
30-00-8-919	MERRYMAN FIELDS A.R. PRINCIPAL	80,000	85,000	90,000	90,000	90,000	90,000

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: DEBT SERVICE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- 2013 -----		--2014-- REQUESTED BUDGET	
				BUDGETED	8 MO. ACTUAL PROJECTED		
DEBT SERVICE EXPENSES							
OTHER CHARGES							
30-00-8-933	AQUATIC CENTER G.O. INTEREST	98,235	91,498	84,000	83,998	84,000	75,900
30-00-8-934	AQUATIC CENTER A.R. INTEREST	12,764	8,301	7,900	7,899	7,900	7,400
30-00-8-935	POLICE FACILITY A.R. INTEREST	100,305	93,430	85,800	85,780	85,800	77,500
30-00-8-936	OPERA HOUSE A.R. INTEREST	64,690	26,735	25,600	25,584	25,600	24,300
30-00-8-937	REC. CENTER A.R. INTEREST	48,467	46,099	43,500	21,743	43,500	40,800
30-00-8-938	LAKE AVENUE A.R. INTEREST	29,663	28,277	26,900	26,870	26,900	25,300
30-00-8-939	MCCONNELL RD. A.R. INTEREST	32,550	30,975	29,400	29,363	29,400	27,800
30-00-8-940	DAVIS RD. SOCCER A.R. INTEREST	98,875	94,024	89,100	89,050	89,100	83,900
30-00-8-941	MERRYMAN FIELDS A.R. INTEREST	66,938	63,749	60,400	60,343	60,400	56,800
TOTAL OTHER CHARGES		1,466,487	1,475,088	1,486,600	1,395,630	1,486,600	1,471,700
TOTAL DEBT SERVICE		1,484,069	1,476,148	1,488,100	1,395,891	1,488,000	1,473,200
TOTAL FUND REVENUES & BEG. BALANCE		1,528,282	1,473,087	1,488,100	428,922	1,489,100	1,473,200
TOTAL FUND EXPENSES		1,484,069	1,476,148	1,488,100	1,395,891	1,488,000	1,473,200
FUND SURPLUS (DEFICIT)		44,213	(3,061)	0	(966,969)	1,100	0

LIBRARY DEBT SERVICE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

FY13/14
LIBRARY DEBT SERVICE FUND
BUDGET

In FY99/00, following passage of a referendum, \$3.9 million in General Obligation Bonds were issued to finance the construction of an addition to the City's Library. The proceeds of these bonds were deposited into the Library Building Fund. The General Obligation Bonds will be repaid from the publicly-approved property tax levy. In FY00/01, an additional \$500,000 in Alternate Revenue Source Bonds were issued to finance additional construction costs for the Library expansion. The Alternate Revenue Source Bonds are repaid from a portion of the impact fees reported in the Library Building Fund. Consequently, an annual transfer is reported between the Library Building Fund and the Library Debt Service Funds to provide sufficient funds to meet the debt service payment.

A separate Library Debt Service Fund was established for the payments, since the Library is legally recognized as a quasi-independent entity and the property tax bills reflect the levy separate from the City of Woodstock's Debt Service levy. In FY05/06, the City issued \$2.3 million in Series 2005A General Obligation Bonds to refund a portion of the 1999 Library General Obligation Bonds. This refunding resulted in generating over \$114,000 in overall savings on a net present value basis, representing a savings of 5% of the refunded bonds, which significantly exceeded the industry standard of 2%. In FY10/11, the City completed an advance refunding of the Alternate Revenue Bonds, Series 2000D that were issued to provide additional funding for the Library expansion. The City issued \$350,000 in Series 2010B, Alternate Revenue Refunding Bonds to refund the outstanding Series 2000D Alternate Revenue Bonds. The advanced refunding of the Series 2000D Alternate Revenue Bonds resulted in generating \$38,400 in net present value savings for the City.

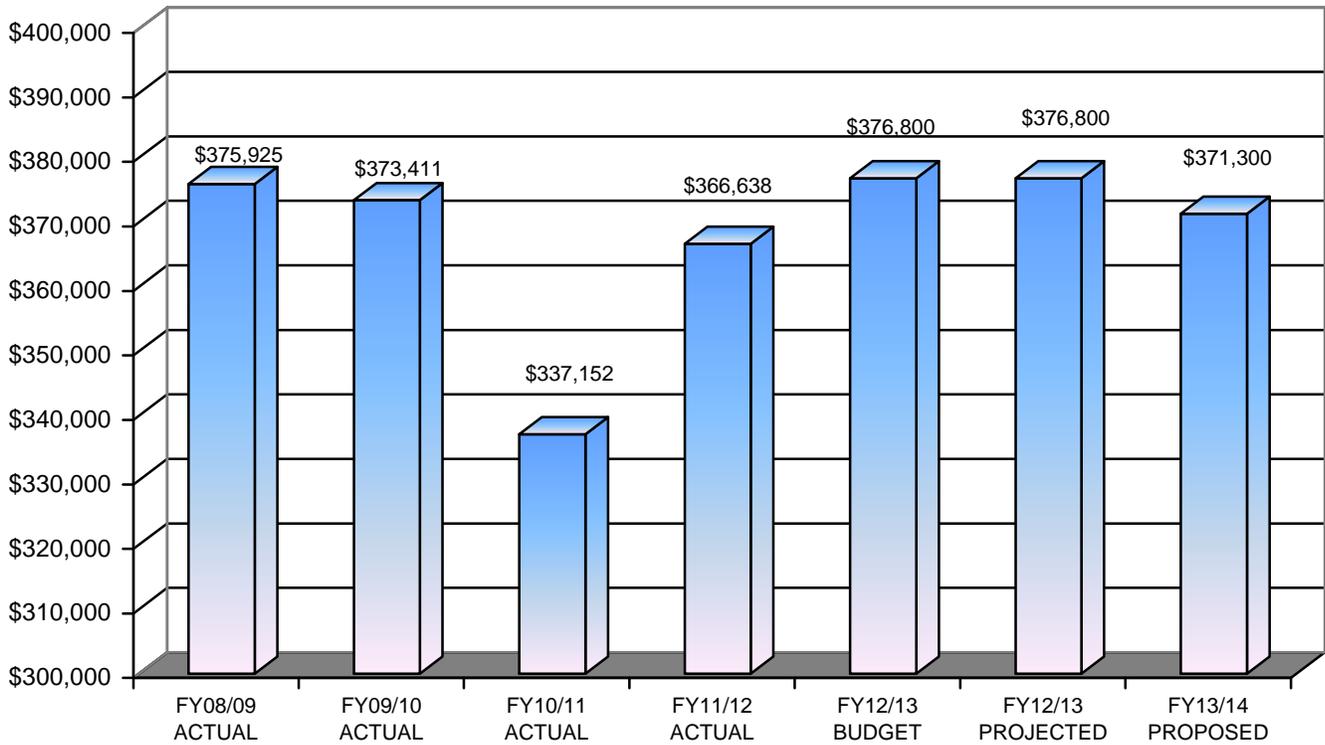
The amounts repaid by property taxes include the remaining interest and principal payments not funded through the escrow account for the 1999 General Obligation Bonds and the new payments required to fund the 2005A General Obligation Bonds. A schedule is provided on the following page that includes the fiscal year, the taxes levied, and the transfer from the Library Building Fund for the debt service payments.

YEAR OF <u>LEVY</u>	FISCAL YEAR OF <u>PAYMENTS</u>	AMOUNTS REPAID BY PROPERTY <u>TAXES</u>	AMOUNTS REPAID BY <u>TRANSFERS</u>	TOTAL ANNUAL <u>PAYMENT</u>
2012	13/14	\$328,400	\$44,685	\$373,085
2013	14/15	328,000	43,050	371,050
2014	15/16	327,200	46,310	373,510
2015	16/17	326,000	44,280	370,280
2016	17/18	324,400	47,250	371,650
2017	18/19	322,400	44,930	367,330
2018	19/20	-	47,610	47,610
	TOTALS:	<u>\$1,956,400</u>	<u>\$318,115</u>	<u>\$2,274,515</u>

The debt service payments presented above have been reduced to reflect the impact of the advanced refunding. The completion of this transaction has provided a direct benefit to Woodstock taxpayers. An annual operating transfer for the next seven years will be made from the Library Building Fund to the Library Debt Service Fund for the Alternate Revenue Source Bond's principal and interest payments per the ordinance adopted by the City Council.

LIBRARY DEBT SERVICE FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**LIBRARY DEBT SERVICE FUND
BUDGET COMPARISON**



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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: LIBRARY DEBT SERVICE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							1,000
LIBRARY DEBT SERVICE FUND							
REVENUES							
TAXES							
31-00-1-311	PROPERTY TAX	322,325	321,632	328,400	327,612	327,600	328,400
TOTAL TAXES		322,325	321,632	328,400	327,612	327,600	328,400
OTHER REVENUES							
31-00-5-381	INTEREST INCOME	1,299	1,011	1,000	317	500	500
TOTAL OTHER REVENUES		1,299	1,011	1,000	317	500	500
TRANSFERS TO/FROM OTHER FUNDS							
31-00-9-390	TRANS. FROM LIBRARY BUILDING	0	20,000	35,000	0	35,000	42,400
TOTAL TRANSFERS TO/FROM OTHER FUNDS		0	20,000	35,000	0	35,000	42,400
TOTAL REVENUES: LIBRARY DEBT SERVICE FUND		323,624	342,643	364,400	327,929	363,100	371,300
EXPENSES							
CONTRACTUAL SERVICES							
31-00-5-516	AGENT'S FEES	627	537	500	261	500	500
TOTAL CONTRACTUAL SERVICES		627	537	500	261	500	500
OTHER CHARGES							
31-00-8-908	PRINCIPAL	225,000	270,000	290,000	290,000	290,000	295,000
31-00-8-933	INTEREST	111,525	96,101	86,300	86,299	86,300	75,800
TOTAL OTHER CHARGES		336,525	366,101	376,300	376,299	376,300	370,800
TOTAL LIBRARY DEBT SERVICE FUND		337,152	366,638	376,800	376,560	376,800	371,300
TOTAL FUND REVENUES & BEG. BALANCE		323,624	342,643	364,400	327,929	363,100	372,300
TOTAL FUND EXPENSES		337,152	366,638	376,800	376,560	376,800	371,300
FUND SURPLUS (DEFICIT)		(13,528)	(23,995)	(12,400)	(48,631)	(13,700)	1,000

TAX INCREMENT FINANCING (TIF)



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of WOODSTOCK

Department of Community & Economic Development

121 West Calhoun Street
Woodstock, Illinois 60098

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February 1, 2013

To: Timothy J. Clifton, City Manager

From: Cort Carlson, Director
Community & Economic Development

TAX INCREMENT FINANCING (TIF) FY13/14 BUDGET:

The Woodstock Downtown Tax Increment Finance (TIF) District, comprising approximately 113 acres, was established in April of 1997 to enact goals and objectives outlined in the *1994 Woodstock Comprehensive Plan* and the *Woodstock Downtown Sub-Area Plan*. Each of these plans identified the importance and unique character of the Woodstock Square and surrounding area and that the revitalization of the downtown business district be based on economic vitality, sense of place, spirit of community and neighborhood integrity.

Once a TIF is established, private investors and local governments are able to undertake redevelopment projects by utilizing the increase in property tax revenues, or **tax increment**, as a funding source for TIF improvements over a period not to exceed 23 years. The tax increment is the difference between the amount of property tax revenue generated before TIF district designation and the amount of property tax revenue generated after TIF designation. Establishment of a TIF does not reduce property tax revenues available to the overlapping taxing bodies. Property taxes collected on properties included in the TIF at the time of its designation continue to be distributed to the school districts, county, community college, etc. in the same manner as if the TIF did not exist. Only property taxes generated by the incremental increase in the value of these properties after that time are available for use by the TIF.

Property tax revenues declined by 33% or \$25,000 which impact the FY13/14 TIF budget as well as future budget years. Going forward projects will need to be prioritized and compete for limited funds. Despite the continued reduction in property tax funds to the TIF budget, demands for project funding continue to rise. The acquisition of the Old Court House and Sheriff's House has added greatly to the need for funding. FY12/13 was a fact-finding year in that the architectural report was received, analyzed and presented to the Council for direction. FY13/14 will see the implementation of major projects that are dire in order to maintain the integrity of the buildings and secure their future prominence on the Historic Woodstock Square. Most notable are the repair and replacement of the Court House roof and some interior rafters, repairs and restoration of the dome and much needed masonry work.

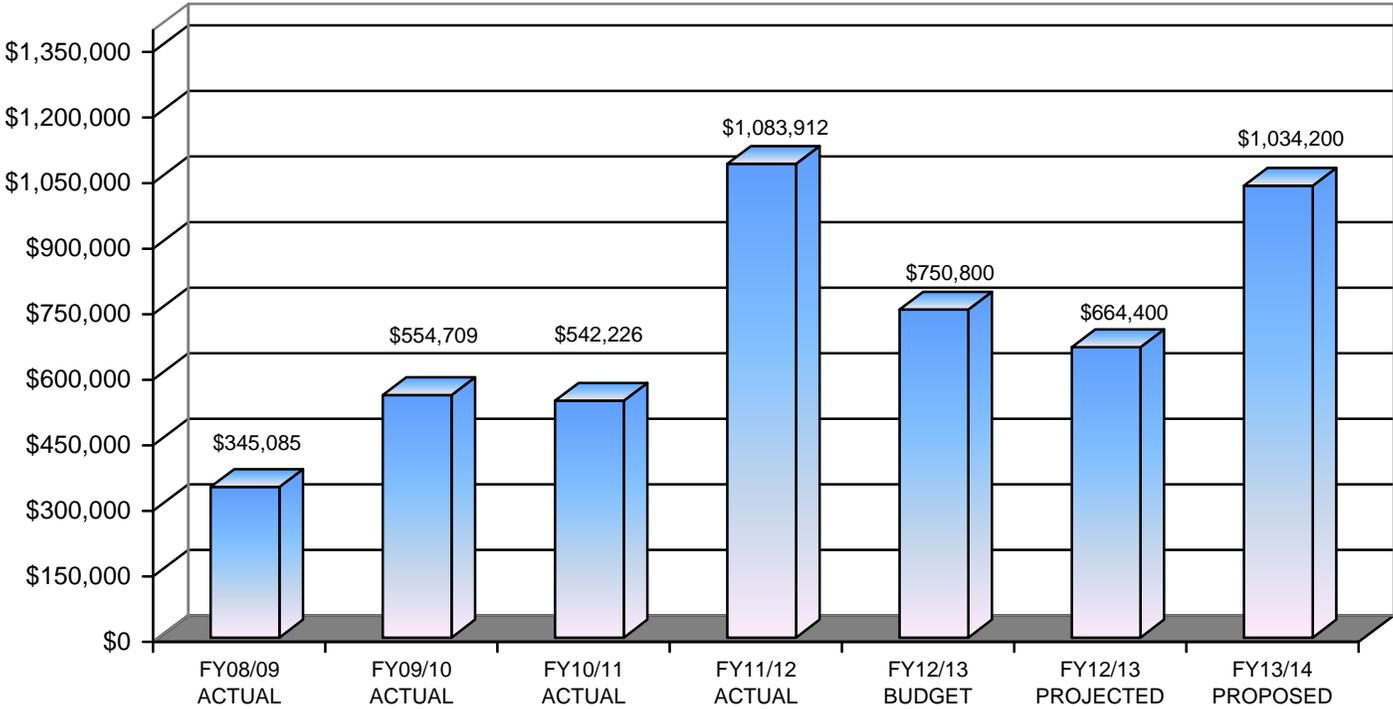
In FY13/14 projects identified within the Tax Increment Finance (TIF) Budget seek to address a number of recommendations contained in the Vision 2020 Statement, e.g.,

- *Have distinctive greenscape entryways and cobblestone detail that introduce the magic of Woodstock.* This recommendation will be achieved through the addition of pedestrian amenities, downtown brick replacement, sidewalk maintenance and replacement and resurfacing proposed for FY13/14.
- *Vigorously pursue innovative sources of funding to preserve and maintain the historic character of significant buildings and the Square.* In FY13/14 this recommendation will be addressed through efforts to encourage and identify redevelopment opportunities for private investment. Specifically, the City will continue the implementation of the Façade Improvement Program, introduced in FY09/10, to supplement private investment for redevelopment. Most importantly, the City will prioritize undertaking maintenance and restoration/preservation work on the Old Courthouse and Sheriff's House. In order to compliment the expansion and restoration of the Woodstock Theatre on Main St. the City will construct a pedestrian walkway connecting the Throop St. parking lot with Main St. just to the North of the theatre expansion. This connector will also ease pedestrian access to the entire Square and downtown area.
- *Set the stage of the downtown area with historic architectural detail and colors, cobblestone streets, period lighting and attractive multi-season streetscape plantings.* In FY13/14 this will be accomplished through streetscape improvements, street and parking lot maintenance, and downtown brick replacement.
- *Have a group of downtown building and business owners investing in, and committed to, creating a magical experience in the Square area.* This recommendation is a primary purpose of the tax increment finance (TIF) district – to encourage private investors to fund development and/or redevelopment projects to revitalize a blighted area. Specifically, private development opportunities will continue to be identified within the TIF and downtown area. Again, by promoting revitalization of private property through the application of historic design standards and the Façade Improvement Program, the potential for private investment will be increased. Overseeing the continued expansion and renovation of the Woodstock Theatre, potential winery and improvements to the former Elks Club building on Cass St. will be priorities for FY13/14.

Finally, with regards to the Woodstock Station project, the City has taken the necessary steps to prepare the site for redevelopment. This has included property acquisition, roadway improvements/realignment, site remediation, and utility infrastructure improvements. As such, the site is ready for immediate development opportunities once the economy and housing market rebounds. The City has received inquiries regarding possible senior living rental development for the site, but no formal proposal has been presented for Council consideration.

TAX INCREMENT FINANCING (TIF) FUND PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**TAX INCREMENT FINANCING (TIF) FUND
BUDGET COMPARISON**



TAX INCREMENT FINANCING (TIF) FUND

FY12/13 HIGHLIGHTS & ACCOMPLISHMENTS

The overall vision of the Woodstock Tax Increment Finance (TIF) District is to serve as a mechanism for downtown revitalization efforts through the planning and implementation of projects which promote the economic vitality, sense of place, spirit of community and neighborhood integrity of the Woodstock Square and surrounding area. Further, the Woodstock Square and downtown business district is and must remain the premier mixed-use business and civic center in the City of Woodstock and its related market area.

The following are highlights of accomplishments with the Tax Increment Financing (TIF) Fund for FY12/13:

- **Main St. Public Improvements** – Scope of work includes the installation of a new water service, installation of new sanitary sewer services, disconnection of existing sewer services, disconnection of existing water services, installation of new storm sewer, brick pavement removal and replacement, sidewalk removal for utility work with a temporary walk to be installed for the winter, and related work. Other improvements will be completed later in FY 12/13 within the Main St. right of way which will be part of the pedway connector project.
- **Façade Improvement Program** - In FY12/13 four projects will have been completed for a total of \$10,000. Projects include: 1) 110 S. Johnson St., \$1,139, 2) 142-144 Washington, 1,058.00, 3) 118 E. Calhoun St., \$260 4) 129 E. State St., \$7,500 (approximate). Several others have expressed an interest in the program and if those projects are completed it is expected that all funds will be used this fiscal year.
- **Downtown Brick Replacement** – For the fourth consecutive year, the approved Tax Increment Financing (TIF) budget included funds for an annual brick paver replacement program. FY12/13 projects included improved handicapped parking access, elimination of old pavement markings and improvement to cross walk access including restriping and brick/pavement replacement.
- **Pedestrian Amenities** – Two purchases to be completed in FY12/13 that will benefit downtown pedestrians include; material to replace and repair the warning tape along the edges of the step around the square and additional trash cans to be placed around the Historic Square.

- **Sidewalk Maintenance and Replacement** - Much of the visual appeal of the Woodstock Square area is due to the City of Woodstock's focus on ensuring that the brick streets, Park in the Square, sidewalks, Woodstock Opera House, and Woodstock City Hall are maintained at high standards. Most visitors arriving to the Square will find a place to park and walk to their destination. Since pedestrian use is encouraged, and often a necessity, it is important that regular maintenance, repair, and replacement of existing sidewalks is performed to create a safe environment for pedestrians. This year's program saw the removal and replacement of 5,030 square feet of sidewalk throughout the downtown.
- **Old Courthouse** – Maintenance, restoration, life, safety, code and health projects continue to add the long-term goal of improving the Old Courthouse and Sheriff's House with the plan to eventually transition the site back in to private hands. Projects completed or underway in FY12/13 include; remediation and cleaning of pigeons from the attic and cupola, repairs to roof features, soffits, downspouts, dome and front steps, demolition and removal of floors and wall partitions in former boiler room, restoration of heat and electricity to building, repaired and replaces HVAC units, duct work and functioning fire alarm panel, removal of garage, removing leaking water service and installation of new water service and service for future fire suppression system, stabilization of ceiling in courtroom as well as routine maintenance and weather related repairs.
- **Street and Parking Lot Improvements** – The following streets were repaired and resurfaced during FY12/13: Tryon Street from Calhoun to South, Calhoun Street from Tryon to Throop, Calhoun Street from Throop to Dean, Dean Street from Calhoun to South and Madison Street from Church St. to the RR tracks.
- **Streetscape Signage** – The approved FY12/13 TIF budget allocated funds for the purchase of new traffic control sign posts to be used in the downtown that better conforms to the streetscape standards. The City has been able to successfully complete several streetscape improvements to the downtown that have had a beneficial impact on the appearance and vitality of the square. It is necessary for the City to install and maintain numerous traffic regulatory signs in the downtown for stop signs, parking regulations, directional signs, warning signs, and other regulations that must, by law, be posted. Just like landscape features and street light poses, the style and quality of these sign posts is important to the overall appearance of the downtown and the visual image that is being provided for motorists and pedestrians.

TAX INCREMENT FINANCING (TIF) FUND

**FY13/14
GOALS/OBJECTIVES
&
PROGRAMS & SERVICES**

GOAL #1: REDEVELOPMENT OPPORTUNITIES

UNDERTAKE PROACTIVE PLANNING AND ASSISTANCE FOR THE IDENTIFICATION AND REDEVELOPMENT OF VACANT AND/OR UNDERUTILIZED PROPERTIES FOR PUBLIC OR PRIVATELY INITIATED COMPATIBLE NEW DEVELOPMENT.

Objectives:

- A. Take the lead in coordinating the maintenance and eventual transfer for private restoration and redevelopment of the former Old Courthouse and Sheriff's House.
- B. Continue to promote work with potential developers of the former Woodstock Die Casting site, now Woodstock Station.
- C. Provide guidance and/or facilitate private redevelopment opportunities which preserve the historic character of the downtown while increasing the variety of housing and/or business location opportunities and diversifying the downtown tax base.
- D. Identify future redevelopment opportunities in the form of vacant and/or underutilized properties which could be redeveloped for private or public uses.

FY13/14 Activities:

1. Old Courthouse and Sheriff's House

In 2010 the City of Woodstock was approached by the owners of the Historic Old Courthouse and Sheriff's House - both structures listed on the National Register of Historic Places and located within Woodstock's Historic District - to offer the buildings for sale to the City. Upon further discussion it was identified that the City would be willing to entertain a donation of the structures to the City in lieu of the City assuming responsibility for approximately \$280,000 in outstanding debt (property taxes, liens, etc.) on the buildings. After months of negotiations, the City and property owners were able to structure and approve a transfer agreement in late 2011. The primary goal of the City is to ensure that the facilities are preserved and restored based on their historical

significance and returned to private ownership with tax incentivization to be repaid through the transfer of property or future property tax revenues.

Activities in FY13/14 will be focused on the completion of much needed repairs and replacement of the Court House roof, dome repairs, window restoration as well as priority one masonry work on the Court House and further health, life safety and code issues plaguing the building.

2. Woodstock Station Project

Past proposals for this site have not materialized. City staff will continue to field inquiries from potential developers interested in building desired condos to meet the qualifications of the City.

3. Façade Improvement Program

As identified in the TIF Redevelopment Plan, the implementation of a grant or low interest loan program to encourage/assist private property owners within the TIF District to undertake enhancements to the exterior of their buildings is one methodology commonly applied to increase property values within TIF Districts. This program was introduced in FY08/09, implemented in FY09/10, and has been active since. In FY11/12 an informational brochure was mailed to all property owners within the TIF District. In FY13/14 the program will continue to be promoted and staff will encourage the use of this program when meeting with redevelopers and building owners.

4. Woodstock Theatre/Main St. Improvements

Staff will continue to work with the owners of the Woodstock Theatre as they continue to expand and restore the theatre on Main St. Public Works will coordinate the construction of a pedestrian walkway connector between Main St. and the Throop St. parking lot.

5. Future Redevelopment Opportunities

Several additional potential redevelopment projects are pending which hold great potential for the historic downtown including a potential winery and adaptive reuse of the former Elk Club building on Cass St.

GOAL #2: STREETScape AND WAYFINDING IMPROVEMENTS

PLAN AND IMPLEMENT STREETScape AND WAYFINDING PROJECTS WHICH COMPLIMENT THE STAGE OF THE WOODSTOCK SQUARE AND SURROUNDING DOWNTOWN AREA THROUGH THE CREATION OF ENHANCED PEDESTRIAN AMENITIES, INSTALLATION OF DECORATIVE LIGHTING AND MULTI-SEASONAL STREETScape PLANTINGS, AND ATTRACTIVE LOCATION AND DIRECTIONAL SIGNAGE.

Objectives:

- A. Utilize professionally developed master guidelines for the planning and implementation of streetscape projects within the Woodstock Square, along primary entry and exit streets to the Square, along secondary perimeter streets which border the Square, and at major intersections leading to the Square.
- B. Design, cause the manufacture of, install and maintain various types of wayfinding and streetscape signage at major decision-making points, along primary and secondary gateways and corridors and within the Woodstock Square and downtown business district with the purpose of directing vehicular and pedestrian traffic to the downtown area and bringing standard traffic signage into compliance with guidelines.

FY13/14 Activities:

1. Streetscape Improvement Projects

Utilizing the streetscape guidelines prepared by the Hitchcock Design Group (HDG) and the construction designs developed for the Square improvements, the City has completed a number of streetscape projects. FY09/10 included the purchase and installation of 22 decorative historic streetlights, replacing most of the existing light poles surrounding the Square, and the construction of interior perimeter bump outs was completed. FY11/12, Streetscape Improvements included the construction of pedestrian “bump outs” around the exterior perimeter of the Square, including historic lights, landscaping and other pedestrian amenities. It was hoped that the long neglected alley connecting Main St. and Benton Street would be a priority in FY13/14 including preparation of detailed plans and specifications for alley improvements; however, falling TIF tax revenue funds and increased costs of projects related to the Old Court House will put the Main St. alley improvements on hold. Some of the other Streetscape Improvements will be included in the Streetscape Signage project.

2. Pedestrian Amenities

As a regional destination for shopping, dining and entertainment the downtown area maintains those amenities which make visiting more pleasant. The City has consistently maintained ample amenities including the purchase of new trash receptacles in late

FY12/13 to continue improvements into FY13/14. Because of increased TIF funding of the Old Courthouse projects this is a \$0 funded item in FY13/14, however, staff will continue to research and evaluate the effective use of solar powered pedestrian trash compactors to verify cost, placement, capacity, and determine how many units should be purchased in the future as TIF funds become available.

GOAL #3: ADDITIONAL INFRASTRUCTURE AND PARKING IMPROVEMENTS

IDENTIFY, EVALUATE, PLAN AND IMPLEMENT VARIOUS PUBLIC INFRASTRUCTURE AND PARKING IMPROVEMENTS WHICH SERVE TO ENHANCE THE HISTORICAL CHARACTER OF THE DOWNTOWN DISTRICT AND ENSURE ADEQUATE EXPANSION CAPABILITIES OF PUBLIC FACILITIES AS THEY RELATE TO SUPPORTING THE BUSINESS DISTRICT.

Objectives:

- A. Undertake, or cause the undertaking of, public and/or private transportation and utility projects which improve the characteristics of the Woodstock TIF district and downtown business district.
- B. Analyze, evaluate and implement activities which preserve, enhance and/or expand the parking opportunities for the users of the Woodstock Square and downtown business district (e.g., residents, businesses, visitors, etc.).

FY12/13 Activities:

1. Rail-related Infrastructure Improvements

In FY13/14 the City will continue to coordinate with Metra regarding the development of a new rail yard just west of Lamb Road and north of the Union Pacific Railroad tracks. The development of this significant transportation enhancement project will result in an increased rail service to and from the community to serve residents and visitors. For example, the project will result in increased rail service to and from Woodstock, providing additional opportunities for visitors to shop, dine, and/or recreate in the downtown. Additionally, enhanced rail service will most likely result in continued redevelopment of the area in close proximity to the station area, including but not limited to the former Woodstock Die Casting site (now Woodstock Station) and the surrounding neighborhoods.

2. Sidewalk Maintenance and Replacement

Recognizing the need to ensure that sidewalk within the TIF district remain safe, in FY10/11 the City implemented an Annual Sidewalk Maintenance and Replacement program in the TIF fund. This resulted in the fact that the sidewalks within the

downtown did not have to “compete” for funding with sidewalks in the rest of the community for funding for maintenance and replacement and ensuring that the downtown remains a safe place for residents and visitors to traverse. Specific locations identified in FY13/14 include: area bordered by Newell St., Clay St., First St., and Wheeler St.

3. Street and Parking Lot Maintenance

Much the same as the Sidewalk Maintenance and Replacement program described above, in FY10/11 it was recommended that resurfacing of roadways within the TIF district be prioritized separately from the General Fund CIP Annual Resurfacing Program. The specific parking lot project for FY13/14 has not yet been identified.

4. Downtown Brick Replacement

One of the most unique characteristics of the historic downtown Square is the brick streets. One of the more unique challenges of having this type of street is maintaining it so that it is safe for motorists and pedestrians. The City began an Annual Downtown Brick Replacement Program in FY09/10 for the sole purpose of maintaining this investment. Each year, thousands of bricks must be replaced because they have cracked, heaved, sunk or shattered due to the stresses from cars, trucks and snowplows. Settling occurs when water drains between the bricks leaving the base material wet and subject to more movement during the freeze/thaw cycle. Once a brick has failed, it puts additional stress on adjoining bricks causing them to wear unevenly and fail prematurely. Without regular maintenance, the brick streets on the square will become hazardous to those same visitors and residents that the City is trying to attract. FY13/14 brick replacement will concentrate on Main St. upon completion of construction with that corridor.

**FY13/14
TAX INCREMENT FINANCING (TIF) FUND
LINE ITEM DESCRIPTIONS**

REVENUES

41-00-1-311 Property Taxes				\$525,000
FY10/11 Actual:	\$774,378	FY11/12 Actual:	\$770,047	
FY12/13 Budget:	\$725,000	FY12/13 Projected:	\$604,500	

The proposed budget figure reflects the anticipated property tax revenue as estimated by the Finance Department and demonstrates the impact of the recession on the amount of revenues generated. The FY12/13 Projected and FY13/14 Proposed amounts show decreases in the tax increment related to the struggling economy and property tax reassessments. Property tax revenue is not expected to increase until the economy strengthens and we see a shift in the EAV to the positive. It is anticipated that the Woodstock Theater expansion and other potential property improvements in the TIF district will have some impact on future tax revenues, but uncertain if it will be enough to make up for the overall decline.

41-00-5-381 Interest Income				\$7,000
FY10/11 Actual:	\$27,903	FY11/12 Actual:	\$14,764	
FY12/13 Budget:	\$7,800	FY12/13 Projected:	\$7,400	

This line item is for interest realized from the investment of TIF revenues. Interest income proceeds will be reduced in light of the stagnant economy.

41-00-5-382 Sheriff's House Revenues				\$10,200
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$20,200	FY12/13 Projected:	\$10,200	

The purpose of this line item is to reflect revenues generated at or for the Sheriff's House. These will be in the form of lease payments made by Le Petite Creperie for 115 N. Johnson Street.

41-00-5-383 Courthouse Donations				\$11,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected	\$19,000	

Revenue include contributions made by Old Courthouse users, donors, or the public-at-large to the 501 (c) 3 charitable fund for the purpose of maintaining, preserving and/or restoring the facility.

41-00-9-888 Transfer (To) General Fund-CIP				\$0
FY10/11 Actual:	(\$100,000)	FY11/12 Actual:	(\$100,000)	
FY12/13 Budget:	(\$100,000)	FY12/13 Projected:	\$0	

This line item is for the transfer of TIF revenues/fund balance to the General Fund-CIP to reimburse that fund for expenses related to improvements that were made within the TIF district prior to sufficient funds being generated in the TIF to pay for these improvements. From the establishment of the TIF district in 1997 to the present, the City has accomplished approximately \$1.8 million in improvements within the TIF district utilizing funds from the General Fund CIP. These improvements – all identified in the *Downtown TIF Redevelopment Plan* – have included, but are not limited to: acquisition and improvement of the area that is now Sesquicentennial Park; acquisition of the Main Street and Throop/Judd Street parking lots; streetscape improvements to Main Street; streetscape improvements to Calhoun Street (from Throop Street to Madison Street); installation of interior pedestrian nodes/landscaped areas on the interior of the Woodstock Square; and, improvements to the corners of the Park-In-The-Square retaining wall. It is not anticipated that all \$1.8 million in expenditures will be reimbursed, as a matter of fact; with the acquisition of the Old Court House it is proposed that the transfer be discontinued so as to not further deplete the TIF fund for future years.

TIF REVENUE TOTAL **\$553,200**

**FY13/14
TAX INCREMENT FINANCING (TIF) FUND
LINE ITEM DESCRIPTIONS**

EXPENDITURES

41-00-5-502 Legal Services					\$15,000
FY10/11 Actual:	\$15,006	FY11/12 Actual:	\$60,750		
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$16,700		

The FY10/11 Actual amount was for legal services related to the sale of the 215 Main Street parking lot for private development. The FY11/12 Actual amount mostly related to the transfer of the Old Courthouse and Sheriff’s House to the City. FY12/13 Projected amounts are higher than Budgeted due to costs related to Main St. and right of way improvements. FY13/14 represents a return to more normal legal expenses with no expected anomalies adversely affecting this line item.

41-00-5-504 Professional Services					\$15,000
FY10/11 Actual:	\$2,275	FY11/12 Actual:	\$858		
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$6,000		

The FY12/13 Projected and FY13/14 Proposed amounts are for professional services, to be provided by Gary Anderson Associates, for continued architectural assessment of the Old Courthouse and Sheriff’s House and subsequent assistance in the development of bid specs and RFQ for the adaptive reuse of the historic landmark.

41-00-7-721 Streetscape Improvements					\$0
FY10/11 Actual:	\$0	FY11/12 Actual:	\$341,672		
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0		

The Historic Woodstock Square has evolved as a unique shopping, dining and entertainment destination drawing visitors from, literally, around the world to enjoy its ambiance and “home town” feel. In fact, the Woodstock Square is an attraction unto itself which adds to ensuring the economic vitality of the downtown business district. Much of the visual appeal of the Woodstock Square area is due to the City of Woodstock’s focus on ensuring that the brick streets, Park-In-The-Square, sidewalks, Woodstock Opera House and Woodstock City Hall are maintained at high standards. However, not unlike other downtowns, the evolution of some of the public improvements to the Woodstock Square and surrounding streets have, over many years, resulted in a certain “hardening” of some of the visual features in these areas.

For example, years ago the decorative historic light fixtures were replaced

with higher, concrete poles with visually unappealing “shoebox” light fixtures; street and intersection configurations were constructed to accommodate vehicular as opposed to pedestrian traffic; and the perimeter and/or feeder streets to the Woodstock Square have become disconnected from the appeal of the Square itself. In an effort to address these and other potential barriers to the continued revitalization of the downtown area, the City of Woodstock began working with professional consultants in FY02/03 to develop a *Downtown Streetscape Manual* to serve as the basis for the implementation of a continuing streetscape enhancement program. Elements included in the manual (i.e., pedestrian nodes, benches, plantings, trash receptacles, decorative lighting) have been included with such projects as the Calhoun Street resurfacing project; Sesquicentennial Park; Throop/Judd parking lot; Main Street improvements; and Woodstock Station.

As a result of this planning effort, the City has already been able to complete the following beneficial improvements to downtown streetscape features:

- Landscape islands (bumpouts) on Calhoun Street
- Landscape islands (bumpouts) on Main Street
- Landscape islands (bumpouts) on the interior of the square
- Installation of decorative lights on Main Street
- Installation of decorative lights around the square
- Landscape islands (bumpouts) on the outer perimeter of the square
- Installation of coordinated streetscape amenities

As shown with this summary, the City has now successfully completed several planned improvements for downtown streetscape enhancements. FY13/14 streetscape projects were to include the following improvements and enhancements: Acquisition of property or long term easement for alley improvements between Main and Benton and preparation of detailed plans and specifications. Due to projects related to the Old Courthouse and other priorities this project has been put on hold.

41-00-7-723 Façade Improvement Program			\$15,000
FY10/11 Actual:	\$14,294	FY11/12 Actual:	\$14,148
FY12/13 Budget:	\$25,000	FY12/13 Projected:	\$10,000

The Façade Improvement Program (FIP) was implemented in the FY09/10 and is designed to promote the continued use and maintenance of commercial buildings in the Historic Downtown Business Preservation District. The program makes funds available as a 50/50 match for appropriate exterior rehabilitation of eligible structures. To be eligible for funding under the Façade Improvement Program, the building must be

located within the Historic Downtown Business Preservation District.

Improvements proposed for funding through the FIP may be subject to specific architectural and design guidelines as identified in the Design Review Guidelines for Properties in the City of Woodstock Downtown Business Historic Preservation District handbook and review and approval by the Woodstock Historic Preservation Commission. Due to the nature of this program, projects consisting mainly of new construction, business expansion or residential improvements will not be considered.

Applicants are strongly encouraged to meet with the program administrator in the Department of Community and Economic Development before submitting an application to discuss project eligibility and availability of program funds. Expected fund requests for FY13/14 include the former Elks Club building on Cass St., a potential winery interested in locating downtown and improvements to the 100-108 N. Benton St. building. If requests exceeding the budgeted amount are received they can be considered for funding through fund balance.

41-00-7-724 Streetscape Signage				\$10,000
FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
FY12/13 Budget:	\$10,000	FY12/13 Projected:		\$10,000

The City has been able to successfully complete several streetscape improvements to the downtown that have had a beneficial impact on the appearance and vitality of the square. One often overlooked aspect of those improvements has included the use of new decorative sign posts on Main Street and with the new landscape islands that are consistent in appearance with the new decorative light poles.

It is necessary for the City to install and maintain numerous traffic regulatory signs in the downtown for stop signs, parking regulations, directional signs, warning signs, and other regulations that must, by law, be posted. Just like landscape features and street light poles, the style and quality of these sign posts is important to the overall appearance of the downtown and the visual image that is being provided for motorists and pedestrians. The City has already installed decorative sign posts on Main Street and with the recent streetscape islands that is compatible with the overall style and goals. However, there are still several old sign posts around the Square that have not been changed and should be converted to match the new streetscape features.

Funds are requested for the purchase of decorative sign posts during the next four years with the installation to be completed by City employees.

41-00-7-725 Downtown Brick Replacement				\$20,000
FY10/11 Actual:	\$69,520	FY11/12 Actual:	\$52,983	
FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$30,000	

One of the most unique characteristics of the historic downtown Square is the brick streets. One of the more unique challenges of having this type of street is maintaining it so that it is safe for motorists and pedestrians. The City began an annual downtown brick replacement program in FY09/10 for the sole purpose of maintaining this investment. Each year, thousands of bricks must be replaced because they have cracked, heaved, sunk, or shattered due to the stresses from cars, trucks, and snowplows. Settling occurs when water drains between the bricks leaving the base material wet and subject to more movement during the freeze/thaw cycle. Once a brick has failed, it puts additional stress on adjoining bricks causing them to wear unevenly and fail prematurely. Without regular maintenance, the brick streets on the square will become hazardous to those same visitors and residents that the City is trying to attract.

Funds are requested in each year of this five year planning period to pay the expense related to the replacement and repair of bricks within the streets on the square, to pay for the replacement of cement bricks in the spring of each year, and to purchase additional clay bricks of the same size and shape as those that currently exist. The City needs to continue acquiring a sufficient quantity of bricks in order to have an adequate inventory to continue this work as needed. The only other way that bricks become available is when streetscape improvements like bumpouts are added. This requires bricks to be removed, and these bricks are then added to the City's inventory for future use. Making this an annual program will help to reduce costs over time because work will not have to include damage that was allowed to compound over a number of years.

Deteriorated bricks on both the inside and outside driving surfaces of the entire Square have now been repaired and replaced since the program began. Funds in FY13/14 are requested to allow for the proper repair and replacement of bricks on Main Street following the current construction projects

41-00-7-726 Pedestrian Amenities				\$0
FY10/11 Actual:	\$15,555	FY11/12 Actual:	\$15,592	
FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$8,000	

In FY02/03, the City Council hired a consultant, URS Corporation of Chicago, Illinois, to develop a comprehensive wayfinding and streetscape improvement program to serve as the basis for a multi-year streetscape and public infrastructure implementation plan. URS designers worked with Woodstock's citizen groups and City officials to develop the improvements

to be used to create an identity for the downtown area and merchants, enabling wayfinding into the downtown, and to create a pedestrian oriented streetscape conducive for street life and merchant interaction.

This streetscape plan developed by URS, and adopted by the City of Woodstock, has been used in the development of Sesquicentennial Park, the improvements to the Jefferson/Calhoun parking lot, the new Woodstock Station development, the Park in the Square, and the new bumpouts at pedestrian crosswalks along Calhoun Street. Streetscape improvements include, but are not limited to, the construction of pedestrian islands, the purchase and installation of benches and trash receptacles, purchase and installation of lighting elements, installation of planting areas and purchase of plant materials.

In FY11/12, funds were used to purchase eight (8) benches for placement/replacement in the Park-In-The-Square. In FY12/13 it is projected that decorative railings are repaired or replaced. No funds are requested for FY13/14

41-00-7-727 Sidewalk Maintenance and Replacement				\$40,000
FY10/11 Actual:	\$42,603	FY11/12 Actual:	\$26,337	
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$41,300	

Much of the visual appeal of the Woodstock Square is due to the City of Woodstock’s focus on ensuring that the brick streets, Park in the Square, sidewalks, Woodstock Opera House, and Woodstock City Hall are maintained at high standards. Most visitors arriving to the Square will find a place to park and walk to their destination. Since pedestrian use is encouraged and often a necessity, it is important that regular maintenance, repair, and replacement of existing sidewalks is performed to create a safe environment for pedestrians.

The City’s first real program that focused on improving sidewalk conditions and removing trip hazards began in FY10/11 using TIF revenue as a funding mechanism. Four different construction methods were chosen for this sidewalk maintenance based upon the type of repairs needed, the need to minimize any impact on the business community, and the economy or efficiency in completing necessary work. Methods chosen to improve sidewalk conditions include saw cutting, mud jacking, crack sealing, and physical removal and replacement. Anticipated FY13/14 improvements include the area bordered by Newell St., Clay St., First St., and Wheeler St.

41-00-7-728 Resurfacing				\$0
FY10/11 Actual:	\$190,005	FY11/12 Actual:	\$142,676	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

In addition to the brick streets, streetscape islands, and pedestrian facilities within the TIF District, there are paved streets which have concentrated

traffic volumes because of their proximity to the downtown businesses, shops, and restaurants. These streets not unlike other streets within the community have a limited service life. The condition of a community's street system has a direct impact on its livability and economic development and when streets are in good condition, a vision of prosperity is most evident.

The Motor Fuel Tax (MFT) Fund Budget provides for funds to resurface, striping, and crack seal neighborhood streets. These funds are limited and street maintenance needs throughout the entire community are increasing. The City should utilize other funding sources for resurfacing in order to keep pace with the needs within the community. It is appropriate to utilize TIF funds to pay for resurfacing of City streets that are located within the boundaries of the district. In FY10/11, funds were used to resurface Clay Street, from Church Street to First Street. Funds for FY11/12 were to resurface First Street, from Clay Street to Short Street.

Beginning in FY12/13 resurfacing projects were incorporated and identified in line item 41-00-7-731, "Street and Parking Lot Maintenance" below.

41-00-7-729 Old Courthouse				\$300,000
FY10/11 Actual:	\$15,761	FY11/12 Actual:	\$143,633	
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$120,000	

In late 2011 the City of Woodstock approved a transfer agreement granting ownership of the Historic Old Courthouse and Sheriff's House - both structures are listed on the National Register of Historic Places and located within Woodstock's Historic District. The primary goal of the City is to ensure that the facilities are preserved and restored based on their historical significance and returned to private ownership with tax incentivization to be repaid through the transfer of property or future property tax revenues.

Funding is requested for several projects that were outlined in the five (5) year CIP plan that was created specifically for the Old Courthouse and Sheriff's House and accepted by City Council in October 2012. Projects were listed by priority or for those areas of the structure(s) that need to be repaired to avoid compromising the structural integrity of the historic buildings. The projects include, but are not limited to, window restoration, extensive masonry repairs to both buildings, cornice restoration on the Sheriff's House, and removal of walls and plaster that have deteriorated to a point that is no longer safe for the users of both spaces.

The projects listed above, and those that are included in the Old Courthouse and Sheriff's House 5 year CIP, are strictly restorative in order to protect the health, safety, and welfare for the current and future users of the property and to protect the overall structural integrity of these iconic historical

structure on the Woodstock Square.

FY13/14 Funding is requested for immediate need projects such as roof replacement and cupola/dome repairs. A great deal of clean-up and minor repairs are being accomplished by City staff; these projects are those that are too large or beyond the scope of staff ability.

41-00-7-730 Roundabout – South Street				\$0
FY10/11 Actual:	\$0	FY11/12 Actual:	\$20,493	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0	

The development of a roundabout, identified as an improvement to the Lake/South/Madison intersection in the TIF Redevelopment Plan, was forwarded by Council as an interest in FY11/12.

41-00-7-731 Street and Parking Lot Maintenance				\$200,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$200,000	FY12/13 Projected:	\$163,000	

This is a new line item, consolidating line item 41-00-7-722 “Parking Enhancements” and 41-00-7-728 “Resurfacing”.

In addition to the brick streets, streetscape islands, and pedestrian facilities within the TIF District, there are streets which have concentrated traffic volumes because of their proximity to the downtown businesses, shops, and restaurants. These streets not unlike other streets within the community have a limited service life. The condition of a community’s street system has a direct impact on its livability and economic development, and when streets are in good condition, a vision of prosperity is evident.

The Motor Fuel Tax (MFT) Fund Budget provides for funds to resurface, stripe, and crack seal neighborhood streets. These funds are limited, and street maintenance needs throughout the entire community are increasing. The City should utilize other funding sources for resurfacing in order to keep pace with the needs within the community. It is appropriate to utilize TIF funds to pay for resurfacing of City streets that are located within the boundaries of the district. Funds are requested in each year of the five year planning period to complete some resurfacing on streets within the TIF District. These include Jefferson Street, East Judd, West Judd, Throop Street, Dean Street, Church Street, and portion of Madison Street with the actual location to be selected annually.

Also, within the TIF District, there are ten (10) public parking lots, containing more than 1,400 free parking spaces, which can be used by business owners, employees, and patrons of businesses within the TIF District. These parking lots are in addition to the on-street parking spaces

that are available in and around the Woodstock Square. In order to preserve the character of the downtown and present a favorable impression to both residents and visitors, the City needs to protect the integrity of these parking areas. It is appropriate to utilize TIF funds for the resurfacing and complete some landscape improvements of these parking lots as needed since they have a direct benefit in the success of local shops and restaurants.

FY13/14 Street and Parking Lot Maintenance projects include: Throop St., portions of Seminary Ave, Judd St., & North St. Planned parking lot resurfacing is the City Hall lot.

41-00-7-732 Replacement of Perimeter Street Lighting				\$70,000
FY10/11 Actual:	\$0	FY11/12 Actual:		\$0
FY12/13 Budget:	\$120,000	FY12/13 Projected:		\$0

This is a new line item for the purpose of identifying specific costs related to the replacement of street lighting within the TIF District.

The purpose of this project is to upgrade and expand the permanent lighting system which illuminates and defines the rooflines of buildings fronting on the Downtown Square and Main Street. Each year, these lights enhance the appeal and winter beauty of the Square from Thanksgiving through Groundhog Day and provide a popular attraction to the downtown business district during an important tourism and shopping season.

The present lighting system includes both sides of Main St., buildings on most of Cass St., the west side of Johnson St. (not including the Old Courthouse complex), Van Buren St. (not including the original Opera House and its South Addition) and Benton St. between Van Buren and E. Judd Streets. In addition to providing new lighting at these locations, this project would expand the system to complete the north side of Cass St. and add the following: the south side of W. Jackson St. to Throop St., the east sides of Johnson and Dean Streets to Calhoun St., E. Jackson and E. Judd Streets, Benton St. between E. Judd and Church Streets and the N/NE façade of the structure at Church St. between Benton and Main Streets.

FY13/14 projects include: install a large diameter conduit along the inside of the retaining wall lining the Park-in-the-Square up and away from soils which hold moisture. Within this conduit run, add an adequate number of outlets adjacent to the trees that are being lit or that have the potential to be lit. Abandon the old buried electrical distribution lines and old pedestals no longer being used. Identify all circuits in the distribution system and obtain a diagram that shows the electrical lines and its relationship with each breaker and receptacle.

41-00-7-735 Main Street Public Improvements				\$150,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0	
FY12/13 Budget:	\$0	FY12/13 Projected:	\$63,100	

At the July 17, 2012 meeting the City Council discussed a proposal from Tivoli Enterprises regarding assisting with certain public improvements planned as a compliment to the Woodstock Theatre expansion project. Following that discussion, *“the Council had a consensus of an expression of support for the petition as well as direction to City Administration relative to preparation of a TIF assistance agreement and a budget amendment ordinance that provides the necessary funding for the roadway improvements for future consideration.”* Based on that direction from the Mayor and City Council, the City Administration then worked closely with Tivoli Enterprises for several weeks to draft a TIF assistance agreement, finalize engineering plans for the theatre expansion, and to finalize engineering plans for the related public improvements. Those discussions concluded that since the City (not the property owner) would be responsible for the completion of the public improvements, all of those improvements would be completed within a public right of way and/or a permanent easement dedicated for public use, and since the improvements were to be paid by the City and would be owned by the City upon completion, that a TIF assistance agreement would not be necessary.

The initial phase of these improvements (underground utilities) is anticipated to be completed during FY12/13. Other improvements will still be required next spring within the Main Street right of way (curb replacement and sidewalk replacement). Design of the new pedestrian way improvements, which will include brick sidewalks, decorative lights, planters, and streetscape features, will also be completed during FY12/13. Construction of the pedestrian way improvements will then be completed in FY13/14 which will then provide public walkway access to/from Main Street and the Throop Street parking lot.

41-00-8-901 Agent Expense				
FY10/11 Actual:	\$0	FY11/12 Actual:	\$500	\$500
FY12/13 Budget:	\$0	FY12/13 Projected:	\$500	

The projected costs are for services related to payment on the two outstanding bonds paid through the TIF Fund.

41-00-8-905 Principal on Mortgage

\$155,000

FY10/11 Actual: \$120,000 FY11/12 Actual: \$145,000
 FY12/13 Budget: \$150,000 FY12/13 Projected: \$150,000

This line item reflects the annual principal obligations for the 2010C and 2010E Alternate Revenue Refunding Bonds. Originally, the City issued the 2002E and 2002G Alternate Revenue Source Bonds (i.e., \$2,575,000 total issuance) for the purposes of refinancing the outstanding \$550,000 debt for the purchase of the properties at 421 and 425 Clay Street, the \$475,000 purchase of the property at 409 Clay Street, and the financing of \$1,550,000 for the construction of public infrastructure as part of the Die Cast redevelopment project. The 2002E and 2002G Alternate Revenue Source Bonds were refunded in FY10/11, resulting in \$29,700 in net present value savings. The City issued \$1,475,000 as Series 2010C and \$325,000 as Series 2010E Alternate Revenue Refunding Bonds to refund the remaining principal outstanding for both the Series 2002E and Series 2002G Alternate Revenue Bonds. The amount reported in this account only reflects the principal portion of the repayment for the 2010C and 2010E Alternate Revenue Source Bonds. The related interest expenses are also reported in the Tax Increment Financing Fund, specifically in account 41-00-8-930. The combined debt service schedule for the 2010C and 2010E Alternate Revenue Refunding Bonds is provided below:

City of Woodstock				
TIF Debt Service				
Combined Series C & E				
\$1,800,000 Issuance				
Fiscal				
Year	Principal	Interest	Total	
12/13	\$150,000	\$45,838	\$195,838	
13/14	155,000	43,775	198,775	
14/15	155,000	41,256	196,256	
15/16	155,000	38,156	193,156	
16/17	160,000	34,475	194,475	
17/18	165,000	30,075	195,075	
18/19	170,000	25,125	195,125	
19/20	175,000	19,600	194,600	
20/21	180,000	13,650	193,650	
21/22	190,000	7,125	197,125	
Total	\$1,655,000	\$299,075	\$1,954,075	

41-00-8-930 Interest Expense

\$43,700

FY10/11 Actual: \$57,207 FY11/12 Actual: \$47,505
 FY12/13 Budget: \$45,800 FY12/13 Projected: \$45,800

This line item reflects the annual interest obligations for the 2010C and 2010E Alternate Revenue Refunding Bonds. The original 2002E and 2002G Alternate Revenue Bonds were refunded in FY10/11 resulting in a net present value savings of \$29,700. The City issued \$1,475,000 as Series 2010C and \$325,000 as Series 2010E Alternate Revenue Refunding Bonds to refund the remaining principal outstanding for both the Series 2002E and Series 2002G Alternate Revenue Bonds. The amount reported in this account only reflects the interest portion of the repayment for the 2010C and 2010E Alternate Revenue Source Bonds. The related principal expenses are also reported in the Tax Increment Financing Fund, specifically in account 41-00-8-905. The combined debt service schedule for the 2010C and 2010E Alternate Revenue Refunding Bonds is provided below:

City of Woodstock				
TIF Debt Service				
Combined Series C & E				
\$1,800,000 Issuance				
Fiscal				
Year	Principal	Interest	Total	
12/13	\$150,000	\$45,838	197,168	
13/14	155,000	43,775	197,128	
14/15	155,000	41,256	196,678	
15/16	155,000	38,156	196,028	
16/17	160,000	34,475	195,058	
17/18	165,000	30,075	198,758	
18/19	170,000	25,125	196,803	
19/20	175,000	19,600	194,430	
20/21	180,000	13,650	196,835	
21/22	190,000	7,125	198,645	
Total	\$1,655,000	\$299,075	\$3,741,028	

TIF Expenditures Total:

\$1,034,200

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: TAX INCREMENT FINANCING FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							1,200,300
BEGINNING BALANCE							
TAX INCREMENT FINANCING							
REVENUES							
TAXES							
41-00-1-311	PROPERTY TAXES	774,378	770,047	725,000	604,477	605,400	525,000
-----							-----
TOTAL TAXES		774,378	770,047	725,000	604,477	605,400	525,000
OTHER REVENUE SOURCES							
41-00-5-360	RENTAL INCOME	0	2,550	0	0	0	0
41-00-5-381	INTEREST INCOME	27,903	14,764	7,800	4,942	7,400	7,000
41-00-5-382	SHERIFF HOUSE REVENUES	0	0	20,200	5,950	10,200	10,200
41-00-5-383	COURTHOUSE DONATIONS	0	0	0	0	19,000	11,000
-----							-----
TOTAL OTHER REVENUE SOURCES		27,903	17,314	28,000	10,892	36,600	28,200
TRANSFERS (TO)/FROM OTHER FUND							
41-00-9-888	TRANS. (TO) GENERAL CIP FUND	(100,000)	(100,000)	(100,000)	0	0	0
-----							-----
TOTAL TRANSFERS (TO)/FROM OTHER FUND		(100,000)	(100,000)	(100,000)	0	0	0
TOTAL REVENUES: TAX INCREMENT FINANCING		702,281	687,361	653,000	615,369	642,000	553,200
EXPENSES							
CONTRACTUAL SERVICES							
41-00-5-502	LEGAL SERVICES	15,006	60,750	10,000	11,149	16,700	15,000
41-00-5-504	PROFESSIONAL SERVICES	2,275	858	10,000	0	6,000	15,000
-----							-----
TOTAL CONTRACTUAL SERVICES		17,281	61,608	20,000	11,149	22,700	30,000
CAPITAL OUTLAY							
41-00-7-721	STREETSCAPE IMPROVEMENTS	0	341,672	0	0	0	0
41-00-7-722	PARKING ENHANCEMENTS	0	71,765	0	0	0	0
41-00-7-723	FACADE IMP. PROGRAM	14,294	14,148	25,000	2,450	10,000	15,000
41-00-7-724	STREETSCAPE SIGNAGE	0	0	10,000	0	10,000	10,000
41-00-7-725	DOWNTOWN BRICK REPLACEMENT	69,520	52,983	30,000	19,747	30,000	20,000
41-00-7-726	PEDESTRIAN AMENITIES	15,555	15,592	10,000	0	8,000	0
41-00-7-727	SIDEWALK MAINTENANCE & REPLACE	42,603	26,337	40,000	41,236	41,300	40,000
41-00-7-728	RESURFACING	190,005	142,676	0	0	0	0
41-00-7-729	OLD COURTHOUSE	15,761	143,633	100,000	41,032	120,000	300,000
41-00-7-730	ROUNDBOUT - SOUTH STREET	0	20,493	0	0	0	0
41-00-7-731	STREET & PARKING LOT MAINT	0	0	200,000	12,390	163,000	200,000
41-00-7-732	PERIMETER STREET LIGHTING REPL	0	0	120,000	0	0	70,000
41-00-7-735	MAIN STREET IMPROVEMENTS	0	0	0	6,480	63,100	150,000
-----							-----
TOTAL CAPITAL OUTLAY		347,738	829,299	535,000	123,335	445,400	805,000

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: TAX INCREMENT FINANCING FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
TAX INCREMENT FINANCING							
OTHER CHARGES							
41-00-8-802	DEVELOPMENT COSTS	0	0	0	0	0	0
41-00-8-901	AGENT EXPENSES	0	500	0	522	500	500
41-00-8-905	PRINCIPAL ON MORTGAGE	120,000	145,000	150,000	150,000	150,000	155,000
41-00-8-930	INTEREST EXPENSE	57,207	47,505	45,800	45,838	45,800	43,700
TOTAL OTHER CHARGES		177,207	193,005	195,800	196,360	196,300	199,200
TOTAL TAX INCREMENT FINANCING		542,226	1,083,912	750,800	330,844	664,400	1,034,200
TOTAL FUND REVENUES & BEG. BALANCE		702,281	687,361	653,000	615,369	642,000	1,753,500
TOTAL FUND EXPENSES		542,226	1,083,912	750,800	330,844	664,400	1,034,200
FUND SURPLUS (DEFICIT)		160,055	(396,551)	(97,800)	284,525	(22,400)	719,300

UTILITY – REVENUES



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



TO: Mr. Timothy J. Clifton, City Manager

RE: **FY13/14 Water and Sewer Utility Fund Revenues**

Attached is the FY13/14 budget for the revenue portion of the Utility Fund. In addition to a detailed description of each revenue line item and a summary of how the revenue projections are calculated, this budget report provides an overview of the current conditions and “health” of the Utility Fund. Information has been included to describe revenue trends, comparison of revenues to expenditures, and how the fund balance is incorporated into the overall budget planning.

Revenues reflected in this budget are required to support all expenses in the Water Treatment, Wastewater Treatment, Sewer and Water Maintenance, Sewer and Water Administration and Debt, and Sewer and Water CIP budgets. **There are no tax dollars or general revenue received by the City used to support this Fund.** In fact, the City’s Utility Fund transfers revenue to the General Fund annually as payment of the services provided by Departments that are funded in the General Fund but also provide support and services necessary for the utility operations.

The requested FY13/14 Water and Sewer Utility Fund Revenue Budget of **\$3,732,600 is \$38,600 or (1%) more** than the amount of the FY12/13 budget. Revenue received from water and sewer sales is anticipated to increase during FY13/14, while at the same time the amount of funds to be transferred for employee health insurance and to the City’s general fund will increase. As described in the following budget narrative, the required fund transfers are included with this budget which then results in a reduction of revenue available for operating expenses. This includes the Utility Fund’s expenses related to employee payroll (e.g. IMRF, Social Security tax, and Medicare tax), employee health insurance premiums, and property/liability insurance premiums related to utility facilities and operations. In addition, funds are transferred from this budget to the General Corporate Fund to reimburse those operations and staff (e.g. accounting, personnel, purchasing, payroll administration, etc.) that are funded from the City’s General Corporate Fund for support of the City’s utility operations.

Historically, the City has adopted small annual increases to water and sewer rates to provide adequate funding of the utility operations and to avoid the need for larger rate increases in a single year. Even with the past management efforts to reduce the size of the staff within the Utility Fund operations and to reduce costs, overall operating costs continue to increase. Although the City Administration has been able to hold the requested FY13/14 utility budgets to little or no increase, the City must continue to invest adequate funds on an annual basis to meet critical capital improvement needs within all aspects (e.g. water treatment, wastewater treatment, water supply wells, water storage facilities, water distribution system, sanitary sewer collection system, and sanitary sewer lift stations) of the utility operation. Without a proper investment in capital improvements, operating costs will increase in the future, compliance performance will

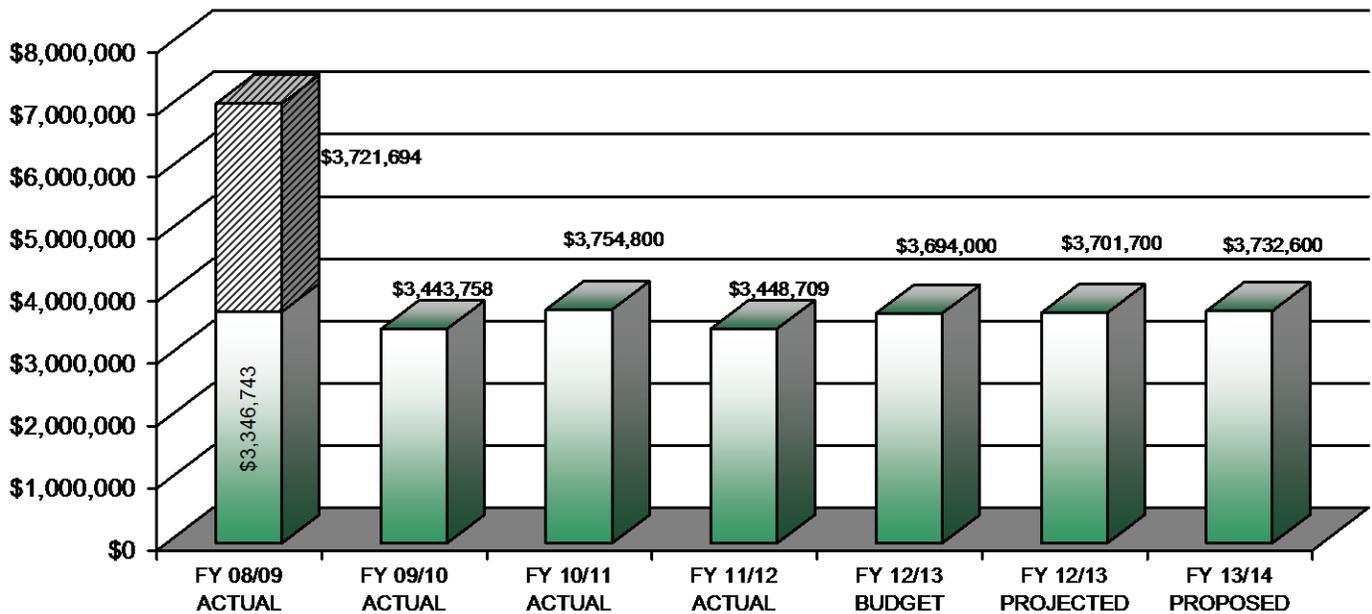
be impacted, and the utility infrastructure will become less reliable. In order to provide funding for essential capital costs, the **FY13/14 Water and Sewer Utility Fund Revenue Budget includes a recommendation for a small (2%) increase in water and rates.** This is consistent with the City's past policy of adopting smaller rate increases on an annual basis to avoid the need for larger increases in a single budget year.

The revenues and objectives included with this accompanying budget support several categories of the City's *Vision 2020 Statement* as documented with the following examples:

- ***Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility and infrastructure demands of a growing community.*** The ability of Woodstock to provide for the proper delivery of utility operations and to meet the demands of a growing infrastructure is very directly related to the revenues that are included with this budget. As a rate supported municipal operation, the only funds available each year to operate, staff, and maintain the complex systems of treatment plants, pumping stations, lift stations, water mains, and sewer mains is derived from the revenue in this budget. During FY13/14 the revenues in this budget will allow the City to continue to provide professional training for Utility Fund employees, prepare for testing to advance certification status, complete employee training to improve safety, and to learn new advances and procedures for the proper management of the utility infrastructure. There are no property tax revenues for any of these costs, and it is essential that the City establish the water and sewer rates on an annual basis that are needed to meet the critical utility and infrastructure demands expected by our customers.
- ***Woodstock will have a growing, sustainable sales tax revenue and be eternally committed to the economic vitality of the municipal government.*** The successful and efficient operation and maintenance of the City's utility systems are absolutely critical to overall economic development goals. No matter how successful the City is in the future of attracting commercial and industrial development to Woodstock, the development can not occur without first providing adequate utilities and utility capacity. As a result, the revenues included within this budget can be considered as an investment in the future for the community and should be considered as one of the important economic development tools.
- ***Woodstock will maintain a strong commitment to the protection of natural resources.*** The City will continue several different educational programs to encourage our residents to conserve drinking water and to help protect this valuable natural resource. Over time, it is hoped and expected that the per capita consumption of water can be decreased and that the thirst for increased use of the groundwater supply can be tempered. Revenue received during FY13/14 will provide funds to continue educational programs for source water protection programs, water conservation, proper maintenance of the wastewater treatment facilities to ensure regulatory compliance, and continued efforts to meet all discharge regulations.

WATER & SEWER REVENUE FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no employee positions paid from this budget					

**WATER & SEWER REVENUE FUND
BUDGET COMPARISON**



The FY08/09 budget included \$3,346,743 of bond proceeds to fund the First Street water treatment plant improvements.

WATER and SEWER REVENUES
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS

The revenue that is allocated through the accompanying budget provides for 100% of the funds for the operation, maintenance, staffing, and capital projects for all aspects of the City's water and sewer utility. All expenses that are incurred within the Water Treatment, Wastewater Treatment, Sewer and Water Maintenance, Sewer and Water Administration and Debt, and Sewer and Water CIP budgets are paid using the revenue that is included here. The only exception within the Utility Fund operation is the cost to increase treatment plant capacity which is funded through the payment of water and sewer connection fees as described with the Water and Sewer Capacity CIP Budget.

Following is a summary of the accomplishments achieved within this budget during FY12/13:

- The City was able to maintain an adequate cash reserve as recommended by standard financial management policies to properly fund the operations.
- Funds were transferred from utility revenue to pay the appropriate salary overhead costs for all Utility Fund employees.
- Funds were transferred from utility revenue to pay the appropriate health insurance premiums for all Utility Fund employees.
- Funds were transferred from utility revenues to pay the appropriate share of insurance costs related to utility facilities and operations.
- The Utility Fund budget reimbursed the General Corporate Fund for staff and services provided by other departments (e.g. General Government, Finance, Human Resources, Public Works Administration, and Fleet Maintenance) who support the City's utility operations. Through this transfer the City helps to ensure that no tax dollars are used to support the utility enterprise fund responsibilities.
- The City was able to provide adequate revenue for the operation and improvement of all utility services with a small rate increase (2%).

**WATER and SEWER REVENUES
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Establish appropriate rates for all sewer and water customers to provide funding for the operation, maintenance, and improvement of the City's utilities necessary to provide a reliable service in a cost effective manner.

Objectives:

- A. Complete the annual review of sewer and water rates prior to May 1 as required under the City Code.
- B. Establish a user rate that will provide adequate funds for the reliable operation, maintenance, and capital needs of the City's sewer and water utilities.
- C. Manage and minimize rate increases in a cost effective manner for our customers.
- D. Participate in ComEd utility refund programs to increase revenue for our customers.
- E. Prepare accurate projections of revenue expected to be received on an annual basis that are conservative and also achievable to avoid financial problems that could result in overestimating revenues.

FY13/14 Programs:

- 1. By ordinance, the City is required to review sewer and water rates on an annual basis. The generally accepted accounting practice is to consider the operational performance and associated financial health of the Utility Fund over the past two years, recommended expenses and revenues for the upcoming fiscal year, and also the forecast of known upcoming major projects and capital costs. This evaluation and review is completed as part of the annual budget process.
- 2. In addition to revenue that is received from the sale of water and sewer services, the accompanying budget includes payment of services provided through other City budgets as documented with Fund Transfer line items. These transfers currently include payment to the Employee Health Fund for the cost to provide insurance benefits for all full-time employees within the Utility Fund operations, and also a transfer to pay for services provided by General Fund operations related specifically to utility operations (e.g. payroll services, insurance management, water and sewer billing, personnel management, etc.).

Goal #2: Maintain, develop, and manage adequate cash reserves to provide funding for unexpected conditions and/or emergency operations and provide the financing necessary to enable the City to provide reliable service to our customers.

Objectives:

- A. Manage the City's reserves within the Utility Fund to provide a minimum of 90 days of operating expenses for emergency conditions as recommended under industry standards and as recommended with the annual audit document.
- B. Allocate available revenue to beneficial capital improvements based on the amount of available funds.
- C. To build and manage the City's cash reserves within the Utility Fund to provide funds for capital improvement projects within the utility operations.

FY13/14 Programs:

1. While the City annually utilizes some of the accumulated cash reserves for CIP projects, care must be taken to preserve adequate funds for emergency operations, required bond reserves, and provide contributions to the Utility Fund balance for long-range CIP projects. Therefore, expenses within the CIP portion of the Utility Fund must be limited to only slightly more than the annual revenue generated within the Utility Fund. The table included with this Goal provides a snap-shot of revenues, operating expenses, and the balance remaining that could be allocated for CIP improvements.
2. Due to the need to maintain an emergency reserve and also to pay for the cost of planned capital improvement projects, the fund balance is a critical item within the Utility Fund and should be considered with any overview of the revenues and expenditures. The recommended accounting standard is to maintain a cash reserve adequate to fund 90 days of normal operating expenses. This cash balance is important to provide an adequate operating reserve and to support annual, necessary capital improvement projects.
3. The following table provides a summary of expenses and revenues for the Utility Fund since FY09/10 as a means to view the overall 'health' and performance of the utility system.

SUMMARY and COMPARISON OF EXPENSES/REVENUES

	09/10 ACTUAL	10/11 ACTUAL	11/12 ACTUAL	12/13 BUDGET	12/13 PROJECTED	13/14 PROPOSED
WATER TRT.	\$863,845	\$853,382	\$866,194	\$911,200	\$875,400	\$911,200
WASTEWATER TRT.	\$975,257	\$957,450	\$919,111	\$969,400	\$964,600	\$987,700
S&W MAINT.	\$787,670	\$760,523	\$775,720	\$788,900	\$757,700	\$788,900
ADMIN. & DEBT	\$644,680	\$633,445	\$621,434	\$639,200	\$638,600	\$645,200
TOTAL EXPENSES	\$3,271,452	\$3,204,800	\$3,182,459	\$3,308,700	\$3,236,100	\$3,333,000
TOTAL REVENUE	\$3,443,758	\$3,754,800	\$3,448,709	\$3,694,000	\$3,702,700	\$3,732,600
ANNUAL REVENUE AVAILABLE FOR CIP	\$172,306	\$550,000	\$266,250	\$385,300	\$466,600	\$399,600
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0

**WATER and SEWER UTILITY FUND
FY13/14
60-00-0-000 REVENUES AND TRANSFERS \$3,731,800**

SALE OF GOODS AND SERVICES

60-00-3-370 Late Fee Charges		\$71,000
FY10/11 Actual:	\$69,181	FY11/12 Actual: \$71,544
FY12/13 Budget:	\$69,000	FY12/13 Projected: \$71,000

The City bills all water and sewer accounts on a quarterly basis, and payment is due by the last business day of the month billed. If payment has not been received by the due date, a late fee of 10% of the net billing amount is then added to the total amount owed. The City’s Finance Director will file a lien against the property where the water and sewer charges are past due, and an additional fee will be added to the total amount due when a lien is filed. If the water and sewer account remains past due following the filing of the lien, the City may then post the property for final notice and then shut off the water service to the property. An additional fee is then charged by the City for each account where a final notice has been issued and the water has been shut off.

Revenues for late payment (penalty) charges are separated from the normal billing revenues and assigned to this line item. There is no substantial change in the number of users expected to pay late charges for next year, and the revenue amount is based on the typical annual revenue received during past years.

60-00-3-371 Water and Sewer Sales		\$4,700,000
FY10/11 Actual:	\$4,369,692	FY11/12 Actual: \$4,276,054
FY12/13 Budget:	\$4,600,000	FY12/13 Projected: \$4,600,000

Revenue received from water and sewer customers is impacted by growth and also by weather conditions. The growth in number of customers and the amount of new revenue has reduced to a drip, and minimal revenue from new customers is expected for FY13/14. Without any significant addition of new customers annually, water and sewer sales revenue directly corresponds to the amount of water pumped and treated which is directly impacted by summer weather conditions.

The City Administration has undertaken a strong and consistent effort to manage expenditures and control costs as one part of our responsibility to our sewer and water customers. Even though costs to the City continue to escalate each year for materials, chemicals, utilities, insurance, and contracted services, the City has been able to manage these costs in the past

in order to control expenditures. The projected end of year expenses for the combined four budgets within the Utility Fund are less than the amount of the approved combined budgets for FY12/13.

In order to provide adequate funds for the necessary operation of the City’s utility systems, complete important capital improvement projects, and continue to provide sound financial management of the utility operations, the City has historically approved small annual increases in water and sewer rates. Without these past annual rate increases, there would not be adequate funds to finance annual capital improvement needs and to pay for the daily operation of the utility systems. The City has been able to keep the annual adjustment at or near the actual CPI increase and by authorizing small annual increases, the financial impact on the customer is less than waiting to implement a larger fee in any single year.

The City must continue to invest adequate funds on an annual basis to meet critical Capital Improvement needs within all aspects (e.g. water treatment, wastewater treatment, water supply wells, water storage facilities, water distribution system, sanitary sewer collection system, and sanitary sewer lift stations) of the utility operation. Without a proper investment in capital improvements, operating costs will increase in the future, compliance performance will be impacted, and the utility infrastructure will become less reliable. In order to provide funding for essential capital costs, the FY13/14 Water and Sewer Utility Fund Revenue Budget includes a recommendation for a small (2%) increase in water and rates. This is consistent with the City’s past policy of adopting smaller rate increases on an annual basis to avoid the need for larger increases in a single budget year.

60-00-3-373	Meter Charges				\$14,000
	FY10/11 Actual:	\$11,125	FY11/12 Actual:	\$13,963	
	FY12/13 Budget:	\$13,000	FY12/13 Projected:	\$14,000	

The City replaces old meters (less than 2" in size) that have either quit working or that can no longer be repaired due to their age at no cost to the customer, and there is no revenue received from that service provided to our existing customers. However, the property/building owner is charged for the cost of the meter for the first-time installation. The amount of this revenue will vary from year to year based on the amount of new construction.

OTHER REVENUE

60-00-5-378	Gain on Sale of Surplus Equipment			\$1,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$ - 0 -

Following the replacement of vehicles and equipment purchased for the Utility Fund operations, those items are then sold as surplus assets by the City. Funds are included if there are any vehicles assigned to utility operations sold in FY13/14.

60-00-5-380	Miscellaneous Income			\$1,000
	FY10/11 Actual:	\$53,954	FY11/12 Actual:	\$28,079
	FY12/13 Budget:	\$ 8,700	FY12/13 Projected:	\$ 500

Revenue reflected in this line item was earned through the City's participation in two load reduction programs offered by Commonwealth Edison prior to FY12/13. Both wastewater treatment plants and one water treatment plant were enrolled in these programs for the past few years.

However, as shown by the comparison above, the scope and dollar amount of this incentive program was reduced in FY11/12 and then totally eliminated in FY12/13.

60-00-5-381	Interest Income			\$4,500
	FY10/11 Actual:	\$10,279	FY11/12 Actual:	\$6,116
	FY12/13 Budget:	\$ 3,500	FY12/13 Projected:	\$4,500

The City has been able to retain the recommended fund balance within the Water and Sewer Utility Fund which generates annual interest earnings. This interest earned is included as revenue for the Water and Sewer Utility Fund and is used to support and offset operational and capacity costs.

TRANSFERS (TO) FROM OTHER FUNDS

60-00-9-393	Transfer From Aquatic Center			\$9,000
	FY10/11 Actual:	\$6,000	FY11/12 Actual:	\$6,000
	FY12/13 Budget:	\$9,000	FY12/13 Projected:	\$9,000

Employees of the Water Treatment Division provide several hours of time at the aquatic center each summer to monitor and control the water quality and to maintain the mechanical systems. The facilities are very similar to equipment and water quality issues encountered at the water treatment plants, and the employees are very qualified to perform these duties. However, our water treatment system is a separate enterprise fund

operation, and it is not appropriate for the water customers to pay the cost for these services. As a result, this transfer is utilized to reimburse the utility fund for services provided.

The amount of the transfer is based on the number of hours of work provided at the aquatic center each year.

60-00-9-394 Transfer From Water/Sewer Capacity Fund				\$ - 0 -
FY10/11 Actual:	\$135,000	FY11/12 Actual:		\$ - 0 -
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:		\$ - 0 -

This transfer from the Water/Sewer Capacity Fund was completed during FY10/11 to pay the portion of the First Street Water Treatment Plant improvements that resulted in an increase to the treatment plant capacity. That transfer was only needed one time, and no funds are requested for FY13/14.

60-00-9-889 Transfer (To) Employee Health Fund				\$(342,100)
FY10/11 Actual:	\$(238,514)	FY11/12 Actual:		\$(248,832)
FY12/13 Budget:	\$(301,200)	FY12/13 Projected:		\$(292,200)

This annual transfer of funds from the Water and Sewer Utility Fund to the Employee Health Fund is to pay for the cost of providing health and life insurance coverage for the full-time employees in the three divisions supported by the Water and Sewer Fund (Water Treatment, Wastewater Treatment, and Sewer and Water Maintenance).

60-00-9-950 Transfer (To) General Corporate Fund				\$(370,200)
FY10/11 Actual:	\$(365,317)	FY11/12 Actual:		\$(357,615)
FY12/13 Budget:	\$(359,900)	FY12/13 Projected:		\$(363,100)

The General Corporate Fund appropriates expenses for the City Manager's Office, Finance Department, Human Resources Department, Public Works Administration, and Fleet Maintenance which then in turn provide support services to the Utility Fund operations. These General Fund supported costs have been reflected within the Water and Sewer Revenues budget as a corresponding transfer of funds pursuant to generally accepted accounting principals. The costs are based on a percentage of the general duties and time spent by each department assisting the utility fund operations and as annually adjusted by the City's auditors. The percentages charged for each department are as follows:

Finance Office	40%
Public Works Administration	25%
Human Resources Department	20%
General Government	10%
Fleet Maintenance	8%

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							1,771,000
BEGINNING BALANCE							
WATER & SEWER							
REVENUES							
SALES OF GOODS AND SERVICES							
60-00-3-370	LATE FEE CHARGES	69,181	71,544	69,000	47,402	71,000	71,000
60-00-3-371	WATER & SEWER SALES	4,369,692	4,276,054	4,600,000	3,173,108	4,600,000	4,700,000
60-00-3-373	METER CHARGES	11,125	13,963	13,000	11,630	14,000	14,000
TOTAL SALES OF GOODS AND SERVICES		4,449,998	4,361,561	4,682,000	3,232,140	4,685,000	4,785,000

OTHER REVENUES							
60-00-5-378	GAIN ON SALE OF SURPLUS EQUIP	0	0	1,000	0	0	1,000
60-00-5-380	MISCELLANEOUS INCOME	53,954	28,079	8,700	360	500	1,000
60-00-5-381	INTEREST INCOME	10,279	6,116	3,500	2,825	4,500	4,500
TOTAL OTHER REVENUES		64,233	34,195	13,200	3,185	5,000	6,500

TRANS (TO) FROM OTHER FUNDS							
60-00-9-393	TRANSFER FROM AQUATIC CENTER	6,000	6,000	9,000	6,000	8,000	8,000
60-00-9-394	TRANSFER FROM WATER/SEWER CAP.	135,000	0	0	0	0	0
60-00-9-889	TRANS. (TO) EMPLOYEE HEALTH FD	(238,514)	(248,832)	(301,200)	(170,670)	(292,200)	(342,100)
60-00-9-950	TRANS. (TO) GENERAL CORP. FUND	(365,317)	(357,615)	(359,900)	(246,132)	(363,100)	(370,200)
60-00-9-951	TRANS. (TO) IMRF FUND	(200,000)	(210,000)	(212,500)	0	(212,500)	(219,000)
60-00-9-962	TRANS. (TO) W/S CAPACITY FUND	(36,600)	(36,600)	(36,600)	0	(36,600)	(36,600)
60-00-9-963	TRANS. (TO) LIAB. INSUR. FUND	(60,000)	(100,000)	(100,000)	0	(100,000)	(100,000)
TOTAL TRANS (TO) FROM OTHER FUNDS		(759,431)	(947,047)	(1,001,200)	(410,802)	(996,400)	(1,059,900)
TOTAL REVENUES: WATER & SEWER		3,754,800	3,448,709	3,694,000	2,824,523	3,693,600	3,731,600

WATER TREATMENT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Will Smith, Water Treatment Superintendent
Jeff Van Landuyt, Interim Director of Public Works

RE: **FY13/14 Water Treatment Budget Transmittal**

Attached is the FY13/14 budget report for the Water Treatment Division of the Department of Public Works. This budget provides for the operation and maintenance of the City's two water treatment plants, six ground water supply wells, three elevated storage towers, one ground storage tank, one water pumping station, and related facilities and equipment. This budget includes the costs and staff (of only five employees) to operate the water treatment plants 16 hours per day, 365 days per year.

The projected end of year budget for FY12/13 is **\$35,800 (3.9%) less** than the amount of the approved budget. There were several important projects and accomplishments achieved during FY12/13 that have benefited our customers, while at the same time achieving the overall goal of sound financial management. These included:

1. Preventive maintenance on one of the City's water supply wells was completed without any disruption of service to the water customers.
2. In addition to this scheduled preventative maintenance, the pump of one of the water supply wells serving the Seminary Avenue treatment plant will be lowered approximately ten feet prior to the end of FY12/13 to offset the lower aquifer levels caused by the 2012 drought.
3. The City continued to promote water conservation efforts and provided tips and suggestions on how to increase conservation efforts. Partially due to these conservation efforts, the actual amount of water pumped for our residents during 2012 was less than the previous year despite the demands created by the dry weather conditions.
4. Treatment plant facilities were professionally operated and maintained as needed to continue to provide essential services to our residents during an extended drought period, without the need for any emergency water restrictions.
5. The City hired a dive contractor to inspect and clean the interiors of the elevated water storage tank on Lake Avenue and also the elevated water storage tank on Hill Street.
6. The iron filter reaction basin was cleaned by a professional diving contractor to remove debris and a buildup of oxidized iron while the treatment plant remained in service and without any disruption of service to the customers.
7. A current Public Works employee from the Parks Division was transferred to Water Treatment and trained to replace a long time employee who retired in 2012.

The most significant and important accomplishment of the past year was the delivery of a safe, reliable water supply to our customers. During FY12/13, there were no violations of regulatory standards or disruption of water service that impacted our customers. This

accomplishment is especially noteworthy if you consider that over 868 million gallons of water were pumped, treated, and distributed to our customers during 2012. During the month of June 2012, the treatment facilities processed and pumped a peak demand of 3.41 million gallons in a single day. With proper flow adjustments and continuous monitoring, the water treatment plants operated without failure due to an excellent preventive maintenance program and a trained professional staff.

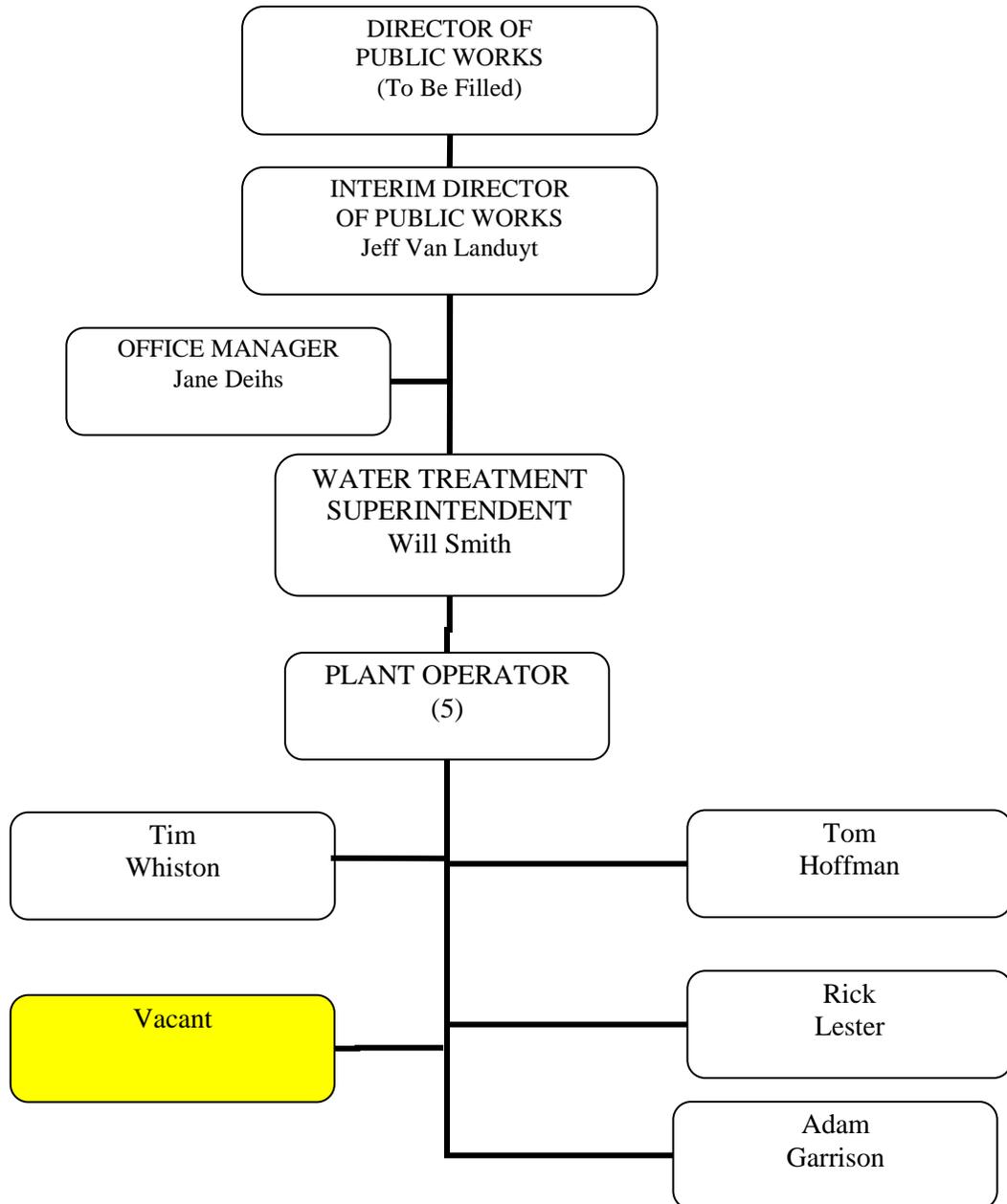
The proposed **FY13/14 budget of \$911,200** is the **same** as the current year's budget. The amount requested for FY13/14 is 'stable' and represents our commitment to the water customers to maintain a sound and reliable water system while at the same time properly managing costs. The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City's *Vision 2020 Statement* as documented with the following examples:

- ***In Housing, Health and Safety, Woodstock will provide new housing, commercial and industrial developments that emphasize green space and environmental sustainability.*** The eventual economic turn around and the development of new housing, commercial, and industrial growth is dependent upon the capacity of the water treatment facilities. To achieve that vision, the City has prepared and utilized the Water System Master Plan to monitor available capacity and project water system improvement needs. In FY13/14, water conservation will continue to be stressed throughout the community contributing, if only in a small way, to needed capacity.
- ***Woodstock is a connected green community, all natural resources are valued as essential assets of the community and new developments are critically analyzed to evaluate environmental impact.*** Groundwater is one of Woodstock's most valued natural resources. The Water Treatment Division follows the direction of the City Council which is extremely sensitive and receptive to environmentally conscious programs and conservation. Current efforts for protection of the groundwater resource focus on the benefits to be derived from water conservation efforts as well as surface water protection programs that will be utilized during FY13/14 (e.g. storm sewer stenciling program, wellhead protection regulations, prescription drug drop-off programs, and educational information provided to residents).
- ***Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility and infrastructure demands of a growing community.*** City staff currently evaluates, and approves for recommendation, each new annexation considering available water and wastewater treatment capacity. An annual report is produced by the Water Treatment Plant Superintendent in an effort to review, analyze, and interpret plant performance and compare the results to previous years to assure that there is enough capacity to accept future growth. In addition, the Public Works staff is very proactive and involved in assuring that the City's water and sewer utilities and infrastructure are capable of handling the growth and demands of the community.

In 2012, the rated capacity of the City's water treatment facilities exceeded the daily maximum demand. At this time, water treatment facilities are appropriately sized to

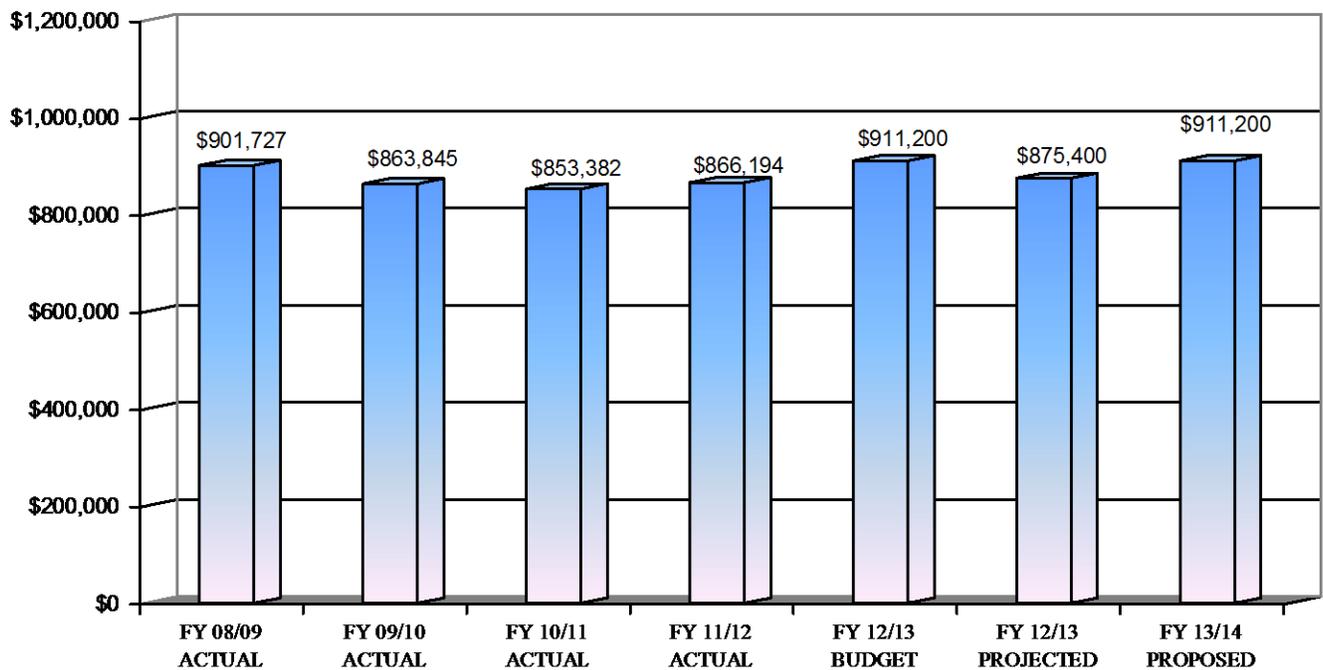
serve its customers, and in all cases, the City's infrastructure has sufficient capacity and storage volume to meet or exceed industry standards. This success is not accidental as the City has funded annual maintenance activity and necessary infrastructure improvements throughout the years.

PUBLIC WORKS WATER TREATMENT DIVISION ORGANIZATIONAL CHART



WATER TREATMENT DIVISION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Superintendent	1	1	1	1	1	0
Plant Operator I and II	4	4	4	4	4	0
TOTAL FULL TIME	5	5	5	5	5	(0)

**WATER TREATMENT
BUDGET COMPARISON**



2012 STATISTICAL INFORMATION

1. WELL PUMP RATED CAPACITIES

Seminary Avenue Treatment Plant:

~ Well Pump #7A	1,310,400 gpd
~ Well Pump #10	1,252,800 gpd
~ Well Pump #11	<u>1,080,000 gpd</u>
Total Well Capacity	3,643,200 gpd

First Street Treatment Plant:

~ Well Pump #8	1,087,200 gpd
~ Well Pump #9	1,123,200 gpd
~ Well Pump #12	<u>1,108,800 gpd</u>
Total Well Capacity	3,319,200 gpd

2. WATER STORAGE CAPACITIES

Hill Street elevated tank	500,000 gal.
Lake Avenue elevated tank	1,000,000 gal.
McConnell Road elevated tank	300,000 gal.
Seminary Ave. ground tank	<u>1,500,000 gal.</u>
Total storage	3,300,000 gal.

3. SOFTENER, FILTER AND AERATOR CAPACITIES

Seminary Avenue Treatment Plant:

~ 4 softeners	3,168,000 gpd
~ 4 filters	3,870,700 gpd
~ 1 aerator	3,816,000 gpd

First Street Treatment Plant:

~ 3 softeners	3,088,800 gpd
~ 4 filters	3,114,400 gpd
~ 1 aerator	3,024,000 gpd

4. HIGH SERVICE PUMPS RATED & ACTUAL CAPACITIES

Seminary Avenue Treatment Plant

~ 3 high service pumps - rated	6,912,000 gpd
~ 3 high service pumps - actual	3,500,000 gpd

First Street Treatment Plant

~ 3 high service pumps - rated	6,912,000 gpd
~ 2 high service pumps - actual	3,456,000 gpd

Total actual discharge capacity, both	6,956,000 gpd
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5. 2012 TOTALS

Total water pumped	938,218,000 gal.
Total water distributed	<u>868,312,000 gal.</u>
Total process water*	69,906,000 gal.
Average daily pumping rate (dist.)	2,372,233 gpd
Peak daily use (dist.)	3,407,000 gpd

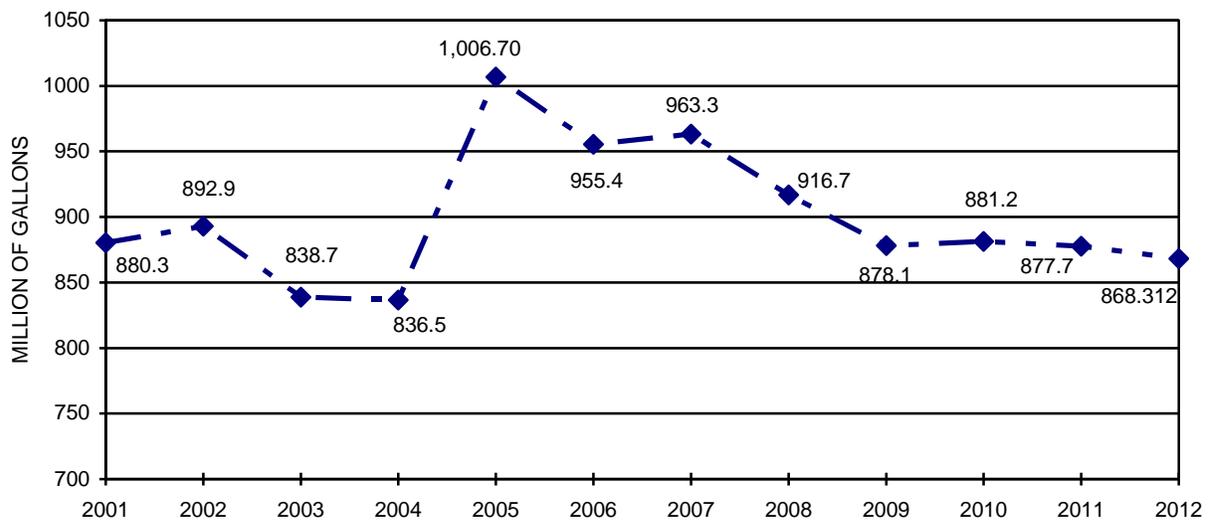
gpd = gallons per day

* Process water is used in the water treatment plants for activities such as softener regenerations and iron removal filter backwash cycles. During softener regenerations or filter backwash, the water is pumped to a sanitary sewer main and is not sent out to the distribution system. This quantity is waste water and is measured by the difference in the amount of water pumped from the wells and sent to the treatment plants and the actual amount of water that is sent from the treatment plants to the distribution system.

COMPARISON OF ANNUAL INFORMATION

Year	Population	Total Distribution (gallons)	Average Day Demand (mgd)	Maximum Day Demand (mgd)	Average/Maximum Ratio
2002	20,151	892,853,600	2.455	3.530	1.438
2003	20,151	838,727,600	2.298	3.418	1.487
2004	21,657	836,463,000	2.298	3.304	1.442
2005	21,657	1,006,745,300	2.758	4.292	1.557
2006	21,657	955,414,100	2.618	4.040	1.543
2007	21,657	963,259,800	2.625	3.454	1.316
2008	24,658	916,754,200	2.504	3.232	1.291
2009	24,658	878,097,200	2.405	3.096	1.287
2010	24,658	881,642,000	2.415	3.233	1.339
2011	24,658	877,698,000	2.385	3.641	1.518
2012	24,658	868,312,000	2.372	3,407	1.435

ANNUAL WATER USAGE



DEPT. OF PUBLIC WORKS/ WATER TREATMENT DIVISION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS

The City's Water Treatment Division is responsible for all aspects of the operation and maintenance of two water treatment plants, six water supply wells, three elevated water storage towers, one ground level water storage tank, one pumping station, and two pressure control stations. The normal activities for this division include operation of the system, control and adjustment of the treatment process, control and adjustment of pumping rates, IEPA compliance, equipment maintenance and repair, and building and grounds maintenance.

FY12/13 Accomplishments:

- Achieved 100% compliance for all sampling, testing, reporting, and water quality regulations established by IEPA.
- Treatment plant operators met the most important goal throughout the year by responding to all concerns regarding water quality within 24 hours. Most responses were completed within just a few hours. Treatment plant superintendent took the extra time to meet with the customers one-on-one to provide direct contact with the residents.
- Treatment plant operators coordinated with employees in Sewer and Water Maintenance Division, when appropriate, to respond to water quality problems and complaints associated with the distribution system. This included sharing of information and sharing of responsibilities to resolve problems and provide better information to the customer, no matter if it was a water treatment issue or a water distribution condition.
- Inspection, service, and repair of one water supply well was completed as planned. There were no disruptions of water service to our customers when this well was out of service.
- The iron filter reaction basin was cleaned at the Seminary Avenue treatment plant while the facility remained in full operation.
- Planned preventive maintenance schedules were completed throughout the entire year to better ensure reliability of equipment and service to water customers, including service of wells, elevated water tower control inspections, and regular pump maintenance.
- The elevated water storage tanks on Lake Avenue and on Hill Street were cleaned and inspected by a diving contractor while the facilities remained in service.
- The City designated spill protection areas along the major routes into and out of the City and has established minimum setback zones in order to preserve the quality and quantity of groundwater.
- Treatment Plant Superintendent Will Smith presented articles for the City Manager's Newsletter and has prepared the Consumer Confidence Report which is available on the City's website. A great deal of educational material is available in the annual Consumer Confidence Report.
- An employee from the Parks Division was transferred to Water Treatment to replace a long time employee who resigned.
- All operators have been made aware of requirements for continuing education necessary to retain their license and provided with the opportunity to complete class room training.
- The Woodstock Water Works facility was prepared on schedule and ready for the planned opening on the weekend following Memorial Day. Water treatment operators

provided approximately 391 man-hours for the maintenance and operation of the aquatic center water systems during the pool season.

- All water quality goals were met for the entire season including minimum chlorine concentrations, maximum chlorine concentration, pH, and alkalinity for all three pool areas. There were no violations for water quality standards at Woodstock Water Works during 2012. Treatment plant operators completed mechanical repairs and upgrades at Woodstock Water Works which included replacement of one hypochlorite pump. There were no major mechanical failures.
- Provided support and water quality recommendations to Recreation Department staff for the maintenance and operation of the pool at Woodstock Community Recreation Center.

**DEPT. OF PUBLIC WORKS/WATER TREATMENT
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide professional management and operation of the City's water supply and water treatment systems to meet all regulatory requirements as well as to consistently meet City of Woodstock water quality goals for our customers.

Objectives:

- A. Plan, schedule, and complete all monthly, quarterly, and yearly testing requirements, established by IEPA, with no missed sampling and zero violations of mandated standards.
- B. Plan, schedule, and complete all distribution sampling based on revised sampling plan, approved by IEPA, to verify compliance in all areas of the City.
- C. Complete sampling and testing at four hour intervals to monitor water quality at the treatment plants and to verify the consistency of the product delivered to our customers.
- D. Perform split samples with contracted lab an average of four times per year to verify accuracy of in-house lab testing results.
- E. Complete chemical adjustments and management of the treatment process to ensure continued compliance with all IEPA regulations, as well as to meet the goals specifically set by Woodstock for water quality which include the following:

Hardness	greater than 9.0 grains and less than 11.0 grains
Iron	less than 0.18 ppm
Chlorine	greater than 0.2 ppm in distribution
Fluoride	greater than 0.9 ppm and less than 1.2 ppm
Phosphate	target level is 1.2 ppm

FY13/14 Programs:

- 1. The most prominent means to evaluate the success of the Water Treatment Division is the compliance record. The City is legally required to meet specific water treatment standards to protect the health of our customers. However, this compliance effort and compliance record is much more important than simply meeting a legal requirement. For a water treatment organization, the compliance record also provides a report card assessing the overall quality of our operation and quality of our service. Therefore, compliance with the regulatory and local water quality standards and goals is a specific way to measure the success of our customer service goals.
- 2. All operations of the treatment plant facilities will be performed based on the need to obtain 100% compliance with all regulatory standards.
- 3. The Water Treatment Division exists to deliver a reliable water supply with a consistent quality to the utility customers. It is common for people to take for granted their daily dependence on water in the home and to take for granted the work and effort that is required to deliver a quality product. They will notice and respond to even minor

changes in water quality. Therefore, the delivery of a consistent quality of water is important and is one of the essential goals for this operation each year. During FY11/12, all treatment plant operators will work to maintain a stable chlorine, fluoride, and poly-phosphate concentration in the water supply and maintain hardness results in the finish water without significant variations.

Goal #2: Provide prompt, courteous, and professional service to our water customers.

Objectives:

- A. Respond to all customer inquiries and problems within 24 hours.
- B. When possible, respond to customer problems and issues in person to obtain first hand knowledge of the water conditions and to provide direct one-on-one contact with the customer. Always meet specific appointment times.
- C. Perform all in-house testing for customers who have reported a water quality concern to better document whether the condition is a result of the municipal water system or the in-house water service. Take the time to fully explain the test results and conclusions to help the customer better understand the water quality issues. When necessary, extra time is taken to explain the water treatment facilities and process to the residents and provide all information needed to complete customer satisfaction.

FY13/14 Programs:

- 1. As a 'rate based' utility operation, the City derives all financial support directly from our water customers, and therefore, quality customer service and customer satisfaction are critical goals for all Water Treatment employees each year. Each customer is to be treated with respect and provided with a prompt, friendly, and professional response. There are many routine tasks completed and professional decisions made by the treatment plant operators on a daily basis that build the base for our successful customer service program. These behind-the-scenes responsibilities and assignments by the operators include monitoring of the raw water supply to detect variations in water chemistry, adjustment of chemical feed rates to provide proper treatment, constant monitoring and adjustment of flow rates to meet demand, equipment maintenance, maintenance of control operations, and regular monitoring of distribution water quality. These efforts form the first step in our customer service programs by detecting and correcting any water quality problems before they are detected by customers.
- 2. All operators will be expected to respond to calls from customers at least within 24 hours.
- 3. Operators are expected to visit the customer one-on-one and provide the time needed to understand and resolve the issue.
- 4. Operators are encouraged to offer additional information to each customer to better explain the treatment process and responsibilities, explain Woodstock's facilities, and to answer all questions for the resident.

Goal #3: Plan, schedule, and complete regular maintenance of all water supply and water treatment facilities to ensure a reliable operation and consistent delivery of water to our customers without disruption or mandated restrictions due to mechanical failures.

Objectives:

- A. Plan, schedule, and complete annual preventive maintenance program for water supply wells to ensure reliability of water source.
- B. Plan, schedule, and complete all standard preventive maintenance programs for equipment and the treatment process, based on manufacturer's recommendations, to better ensure reliability of all critical equipment.
- C. Maintain all buildings, facilities, and equipment in a clean, safe, and aesthetically pleasing manner to present a professional operation that is well maintained.
- D. Plan, schedule, and complete recommended maintenance and repair of the elevated water storage tanks to ensure reliable operations and to help extend the useful life of the structures.
- E. Complete all necessary control and equipment repairs or replacements, promptly, to ensure reliable operations and reliable delivery to our customers without disruption.

FY13/14 Programs:

1. Proper preventive maintenance is a critical tool that will help extend the useful life of the equipment at the treatment plants as well as reduce problems resulting from equipment failures. Specific preventive maintenance schedules and manuals have been prepared for each individual piece of equipment that is critical to the treatment process. Each document includes a list of materials and tools necessary to complete maintenance as well as schedules, which are used by the treatment plant operators to help ensure reliable operation of the equipment and treatment facilities.
2. Each year, through the Water & Sewer Utility Fund CIP, one of the six water supply wells is pulled in order to perform preventive maintenance. This planned preventive maintenance program helps to extend the life of the well equipment in addition to providing a reliable source of groundwater to the City's residents. In FY13/14, Well #12 is planned to be removed and inspected as part of the six year preventive maintenance cycle.

Goal #4: Provide general and specific information regarding Woodstock's water supply and treatment systems to the general public. Provide educational opportunities to convey water conservation goals, importance of groundwater protection, and water supply issues.

Objectives:

- A. Actively promote educational opportunities with local school children, youth organizations, and the general public by offering plant tours and information regarding Woodstock's water system.

- B. Develop and utilize specific educational information for school children to emphasize importance of water conservation.
- C. Plan and develop comprehensive water conservation tips and educational material that can be distributed to our customers.
- D. Plan and develop specific information regarding groundwater protection that can be conveyed to the general public.
- E. Provide information to the water customers and general public through the City Manager's Newsletter, City Web site, and other means to provide information on who we are, what we do, importance of water conservation, and general information to make the public more aware of the importance of a safe and reliable water supply.

FY13/14 Programs:

1. In order to make our water customers more aware of the work required to produce a quality water supply and the method of treatment, a continuing effort will be made to inform the public. In addition, the City wants to include communication efforts with our residents that will demonstrate and document the quality of product by using the annual report and documenting efforts for testing and quality control.
2. One of the responsibilities of the City should be to help educate the public about the importance of water conservation. Even if there is no urgent need to curtail water consumption based on a limited supply, water is an important resource that should be preserved and not mismanaged. During FY13/14, tips and suggestions for water conservation measures will be prepared and distributed to the public.
3. One of the best ways to inform the public about what we do and how it is done is to provide hands-on tours of the facilities. During FY13/14, the City will continue our efforts to promote public tours of the treatment plant by interested residents, school classes, scout troops, and local service organizations.
4. The Water Treatment Division will prepare information to be distributed to the general public and water customers during the upcoming year regarding testing and compliance results, water quality information, water conservation measures, source water protection programs, and much more. This will be completed by providing information for the City Manager's Newsletter, City Web site, and other distribution options.
5. One of the tools available to reach out to our customers is the annual Consumer Confidence Report. By law, this document has to include specific water quality information and compliance record, and both the content and format of that portion of the document is regulated by IEPA. However, the City can expand on the information provided and can include additional information beneficial to our water customers.

Goal #5: Operate the City's water supply and treatment facilities in a cost effective manner to produce the best product possible for our customers at the lowest cost.

Objectives:

- A. The City's water system is operated as a utility fund separate from general fund activities, and the professional staff is expected to provide proper management of our utility customers' funds without decreasing the quality of product.
- B. Evaluate purchases and past expenses on a regular basis to identify options to provide the same level of service at a lower cost. This could include purchasing more materials and supplies locally from discount suppliers and looking at alternate products.
- C. Manage the operation of the treatment facilities to stay within the total amount of the approved budget each year.

FY13/14 Programs:

1. There are several tests that the City is required to perform each year in order to meet regulatory mandates for a public water supply, and the City encounters a significant cost to complete those tests. However, it is possible under state and federal regulations to obtain waivers from some testing requirements based on our past performance as well as physical conditions identified specific for our water supply. One of the objectives for the upcoming year is to review those options and to apply for waivers that could be applied to Woodstock that would reduce costs.
2. During FY13/14, the City will continue using the services of a contracted lab for completion of all mandated lab testing requirements instead of continued payments directly to IEPA. This change will save money but also will provide more direct control of the lab testing process by the treatment plant operators.
3. During FY13/14, efforts will continue to properly manage the work schedules at the treatment plant to provide an efficient and effective level of staffing, seven days a week, 365 days per year. This will include the continued elimination of the third shift at the treatment plants, reassignment of employee work schedules, and reduction of overtime costs, while at the same time keeping one staff position vacant.

Goal #6: Develop and maintain a highly motivated and productive staff that is capable of providing technical skills necessary for the safe and efficient delivery of water to our customers.

Objectives:

- A. Identify and schedule training for each operator necessary to retain state certification for their appropriate license.
- B. Identify and schedule training for all operators to learn new skills, new regulations, and changes in the water treatment industry.

- C. Provide instructions, proper tools and equipment, and personal protective equipment to promote a safe work environment for all employees.
- D. Identify and provide safety training specifically for water treatment facilities such as chemical safety and electricity hazards.
- E. Utilize new skills learned to provide better management of the treatment process and to take advantages of changes in the industry to improve water quality and reduce costs.

FY13/14 Programs:

1. The water industry profession is ever changing with new technologies being developed, new regulations added by USEPA and IEPA, and new management practices being used to improve efficiency. In order to provide a cost-efficient utility service to our customers, employees are encouraged to continue their professional training. In addition, recently adopted regulations for professional certification require annual education as a license requirement for water operators. It is beneficial to the City and to our water customers to provide the operators with the resources and time to complete annual training requirements in order to maintain their professional registration.
2. The value to our customers has already been demonstrated by the amount of work that can be done in-house, the professional planning and management of equipment maintenance programs, the improvement of water quality, and cost controls. Continued emphasis and opportunity for employee development can be expected to provide more benefits to the customer and allow the City's professional operators to maintain their license certification.
3. The City will continue to encourage all employees to obtain state certification for the operation of water treatment facilities and will provide each employee with the opportunity to attend classes and training necessary to maintain their certification status. A greater emphasis will be placed on identifying locally provided training options that are not repetitive and that will provide new information for the operators.
4. The City will provide the opportunity for specialized training to all employees to improve their technical skills in areas such as electrical systems and maintenance, use and maintenance of program control equipment, chemical feed systems and processes, mechanical maintenance, new treatment advancements, and regulatory standards and compliance.
5. The Superintendent and employees will continue to stress the importance of following established safety programs. Providing a safe and accident free work environment is one of the City's responsibilities, and efforts will continue during FY13/14. Funds have been included to provide all necessary personal protective equipment (PPE) for employees that are necessary for the daily assignments.
6. Safety seminars for topics specifically applicable to treatment plant operators will be identified and provided for the employees.

Goal #7: Provide professional support and maintenance of mechanical systems to manage water quality at Woodstock Water Works and assistance at Woodstock Community Recreation Center.

Objectives:

- A. Provide management, control, and maintenance of the mechanical systems and water treatment systems at Woodstock Water Works to maintain water quality and to ensure compliance with Dept. of Public Health water quality standards.
- B. Plan, schedule, and complete service and repair of mechanical systems and chemical feed systems at Woodstock Water Works to ensure reliable operation during the season with no closure of the facility due to mechanical conditions.
- C. Assist the Recreation Department staff with the management, control, and maintenance of the pool facility at Woodstock Community Recreation Center to meet water quality goals.

FY13/14 Programs:

- 1. Treatment plant operators will prepare the mechanical and water treatment portion of the Woodstock Water Works facility, in advance of the scheduled opening on Memorial Day, and provide all management of those facilities throughout the pool season.
- 2. Treatment plant operators will assess the condition of mechanical equipment and provide a recommendation to the Recreation Department at the end of the summer season for future capital and maintenance needs.
- 3. Treatment plant operators will provide assistance to the Recreation Department staff when needed regarding water quality control at the Community Recreation Center.

FY13/14
DEPT. OF PUBLIC WORKS/WATER TREATMENT DIVISION
LINE ITEM DESCRIPTIONS

60-50-0-000 WATER TREATMENT \$911,200

SALARIES

60-50-3-403	Superintendent		\$78,300
	FY10/11 Actual:	\$73,717	FY11/12 Actual: \$74,440
	FY12/13 Budget:	\$75,900	FY12/13 Projected: \$75,900

The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

60-50-3-415	Operators		\$209,300
	FY10/11 Actual:	\$200,830	FY11/12 Actual: \$214,812
	FY12/13 Budget:	\$212,600	FY12/13 Projected: \$225,600

This line item will pay the salary cost of the four (4) treatment plant operators in this division, and the budget request is based on the approved Collective Bargaining Agreement for FY13/14. There is currently one vacant operator position in the Water Treatment Division, and no funds have been requested to fill that vacancy at this time.

Projected end of year expenses for FY12/13 are greater than the amount of the approved budget as a result of the retirement of one of the long time treatment plant operators. Another Public Works employee was reassigned to work at Water Treatment prior to the retirement date for training purposes and as a result there were additional labor costs incurred. This overlap of personnel was necessary to provide time for training and to continue to provide essential services to the water customers.

60-50-3-445	Overtime		\$10,000
	FY10/11 Actual:	\$ 9,289	FY11/12 Actual: \$8,080
	FY12/13 Budget:	\$12,000	FY12/13 Projected: \$8,800

This line item will be used to pay for a limited amount of scheduled and unscheduled overtime necessary to provide uninterrupted service to our water customers. Unscheduled overtime consists of providing on-site operator coverage when an employee is absent due to sick leave and emergency situations where additional staff may be needed to continue operations. These costs are essential to allow the City to provide an undisrupted water supply to our customers.

Scheduled overtime is needed to provide sixteen hours per day, seven days per week staffing of the treatment plants which may require the City on occasion to pay an employee overtime when another employee is on vacation or using earned leave time. In addition, employees have to work on all City holidays and are paid overtime for the time actually worked on those days, which comprises the greatest percentage of the annual overtime costs.

PERSONAL SERVICES

60-50-4-451 Sick Leave Conversion				\$ - 0 -
FY10/11 Actual:	\$1,316	FY11/12 Actual:	\$1,287	
FY12/13 Budget:	\$1,300	FY12/13 Projected:	\$ - 0 -	

There are no employees eligible for sick leave conversion pay in FY13/14.

60-50-4-453 Uniforms				\$1,500
FY10/11 Actual:	\$2,391	FY11/12 Actual:	\$ 676	
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$1,400	

In an effort to improve the overall appearance of the Public Works employees and to further the professional image and approach of the employees, the City provides uniform items for Public Works employees. This program includes the use of uniforms provided by the contracted service as well as the purchase of additional clothing and protective coats provided by the City. All uniforms and clothing identifies the individual as an employee of the City, presents a very positive professional image to the public, and is a visual representation of the City's commitment for quality customer service delivered by a professional staff.

Due to the need to control costs, funds have not been included for any additional uniform items (replacements only).

CONTRACTUAL SERVICES

60-50-5-501 Communication				\$10,000
FY10/11 Actual:	\$18,230	FY11/12 Actual:	\$8,680	
FY12/13 Budget:	\$11,000	FY12/13 Projected:	\$8,800	

Charges to this line item include the cost of telemetry services via phone lines that link the treatment plants, well sites, and water storage towers for automatic operation; phone charges at the treatment plants; and the cost of Verizon phone service for the Water Treatment employees.

Costs for FY10/11 were greater than the normal annual expense as a result of costs to correct critical communication problems between the City's two

water treatment plants. This included the installation of radio transmission between the two facilities to replace the older hard wired phones lines which were unreliable. As a result of those changes, the phone service between the two treatment plants and for three of the six water supply wells was eliminated and is now provided via a radio link.

60-50-5-509 Lab Testing Services				\$14,000
FY10/11 Actual:	\$12,645	FY11/12 Actual:	\$7,047	
FY12/13 Budget:	\$ 9,500	FY12/13 Projected:	\$8,500	

Most of the testing required to manage the daily operation of the water treatment system and to make management decisions regarding the daily treatment are completed by the plant operators which results in a very substantial savings in outside lab services. However, compliance testing and mandated water quality tests must be performed by outside labs that have been specifically designated by the IEPA.

Expenses in this line item will vary year to year based on the type and frequency of testing required by both IEPA and USEPA to document compliance with drinking water regulations. USEPA has scheduled a new program that will require additional testing during FY13/14 to develop a national database to identify potential contaminants that are currently not regulated. This is a one time testing program, but could lead to new testing standards and costs in the future.

60-50-5-540 Utilities				\$215,000
FY10/11 Actual:	\$230,012	FY11/12 Actual:	\$207,875	
FY12/13 Budget:	\$210,000	FY12/13 Projected:	\$208,000	

Costs charged to this line item include electricity to operate the two water treatment plants, six water supply wells, the Bull Valley pumping station, and switch gear fees at First Street. This line item is difficult to accurately predict since the amount of electricity used is directly related to the amount of water pumped and treated. The City has been able to partially offset recent increases in utility costs by purchasing electricity through a local co-op program initiated by Finance Director Stelford. As a result, costs of electricity for water treatment will be less than our costs if the electricity was still being purchased directly from Commonwealth Edison.

The utility costs necessary to operate the City’s water treatment facilities has become a significant expense and a major portion of this annual budget. The amount of funds requested for FY13/14 represents approximately 24% of the total water treatment operating budget for the upcoming year.

As documented with the comparison of past costs within this line item, the City was able to reduce the cost of electricity after 2011 as a result of a new

contract negotiated by Finance Director Stelford. The consortium of area communities organized as NIGEC entered into a new contract for the purchase of electricity that reduced cost beginning on January 1, 2012. That negotiated rate reduction, will remain fixed during FY13/14 and there is no rate increase included for FY13/14.

60-50-5-550	Service To Maintain Buildings				\$1,500
	FY10/11 Actual:	\$ 100	FY11/12 Actual:	\$ 521	
	FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$1,000	

This line item includes the annual costs for building maintenance such as the service of fire extinguishers, building repair services (such as outside electrical contractors), and building improvement projects. Most of the maintenance work is completed by the treatment plant operators, and as a result, the cost to hire contractors has been typically small in the past.

Funds were included during FY12/13 to retrofit doors at one of the treatment plants to improve security and to provide card control access to the facilities, and a similar amount is requested for FY13/14 to retrofit doors at the second treatment plant.

60-50-5-552	Service To Maintain Equipment and Vehicles				\$15,000
	FY10/11 Actual:	\$10,313	FY11/12 Actual:	\$12,240	
	FY12/13 Budget:	\$15,000	FY12/13 Projected:	\$12,000	

This is one of the most important line items within this budget to provide a reliable, day to day, hour by hour delivery of quality water to our customers. The completion of equipment replacements and upgrades following a defined maintenance plan, and also the ability to correct unexpected problems, is essential to the utility service. Costs for this line item vary year to year based on specific projects and equipment repairs that are needed.

Typical costs that have to be performed every year include service of altitude valves on storage towers, service of chlorination equipment and scales, service of emergency generators, and inspection and service of pumps and motors. In addition, funds must be included to fix unexpected problems that arise such as electrical panel repairs, pump repair, service and repair of SCADA systems, electrical repairs, and similar maintenance work.

60-50-5-560	Refuse				\$4,500
	FY10/11 Actual:	\$2,856	FY11/12 Actual:	\$2,489	
	FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,500	

Under the terms of the City's waste hauler franchise, normal waste disposal is provided free of charge for the treatment plant office and general use.

This line item includes the disposal of the waste material from brine tanks and also iron filter materials that must be replaced each year.

COMMODITIES

60-50-6-602 Gasoline and Oil				\$6,500
FY10/11 Actual:	\$5,905	FY11/12 Actual:	\$5,815	
FY12/13 Budget:	\$6,400	FY12/13 Projected:	\$6,200	

This line item is for the fuel to operate the two vehicles assigned to this division. In addition to travel between the two water treatment plants, vehicles are used for responding to customer requests, maintenance at the six well sites, sample collection throughout the entire City, obtaining parts and supplies, and delivery of samples to testing labs.

Fuel prices are expected to increase an average of 2% during FY13/14.

60-50-6-603 Fuel – Heating				\$20,000
FY10/11 Actual:	\$17,323	FY11/12 Actual:	\$16,800	
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$17,000	

This line item is used to pay for heating costs for the two water treatment plants. Since these facilities are ‘revenue’ producing, the City does not receive any reduction in heating costs or credit through the Nicor franchise agreement, and the facilities have to pay the full heating cost each year.

60-50-6-605 Tools				\$300
FY10/11 Actual:	\$295	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$300	FY12/13 Projected:	\$ 300	

This line item will be used for small tools such as screwdrivers, wrenches, small power tools, and specialty tools for equipment maintenance. Since many of the improvement projects are proposed to be completed in-house, it is important that the plant operators have the tools to complete this work. Tools and equipment purchases costing more than \$500 are included with the ‘Equipment’ line item in this budget.

60-50-6-606 Supplies				\$2,600
FY10/11 Actual:	\$1,722	FY11/12 Actual:	\$2,550	
FY12/13 Budget:	\$2,200	FY12/13 Projected:	\$2,600	

This line item will be used for the purchase of general supplies such as cleaning supplies, first aid kits, light bulbs, equipment cleaning supplies, equipment lubricant products, general office supplies, etc. Items purchased with this line item can generally be described as materials that are needed to

keep the buildings and equipment clean and for daily maintenance (but not repairs) and include much more than common building cleaning and maintenance items. Essential supplies for the maintenance of equipment such as lubricants and operational supplies not specifically included with other line items are paid from these funds.

60-50-6-607	Chemicals				\$60,000
	FY10/11 Actual:	\$46,029	FY11/12 Actual:	\$54,450	
	FY12/13 Budget:	\$60,000	FY12/13 Projected:	\$51,000	

Funds are included in this line item to pay for the purchase of the chemicals that are used by the treatment plant operators to treat the raw water to meet both the regulatory requirements as well as provide the consistent quality of water our customers expect.

There are three different chemicals utilized in the water treatment process for three specific reasons and benefits. Polyphosphates are fed into the raw water to improve corrosion control and to sequester iron with the benefits of limiting exposure to copper and lead and also reducing customer complaints regarding iron content. Chlorine is added as a disinfectant to protect human health. Fluoride, in the form of hydrofluosilic acid, is added to the water supply for health benefits. The City is required by IEPA and Department of Public Health Regulations to provide this chemical treatment, and the City does not have the ability to adjust the dosages and amount of chemicals used and still meet all State and Federal drinking water regulations.

The City implemented some changes with the chemicals used in water treatment beginning in FY11/12 with the goal of continuing to improve water quality. This has included an increase of the feed rate of polyphosphate for improved corrosion control, and increase of chlorine feed rate at the First Street treatment plant to offset higher levels of ammonia in the water supply. These changes have improved the consistency of the water product and will be continued during FY13/14.

60-50-6-610	Salt				\$233,000
	FY10/11 Actual:	\$205,583	FY11/12 Actual:	\$211,369	
	FY12/13 Budget:	\$235,000	FY12/13 Projected:	\$230,000	

The City's two water treatment plants utilize salt for water softening as one part of the total water treatment process provided by the City. The salt used is normal table salt but must meet standards established for gradation and cleanliness. Through the use of salt and water softeners, the hardness of the City's water is reduced from 24 to 26 grains of hardness in the water taken from the wells to less than 11 grains of hardness in the finished water provided to our customers.

The unit price of salt increased substantially during the period from 2005 to 2010 when the price per ton increased as much as 54% in one year. Fortunately those price increases stabilized and even decreased in 2010 and 2011. The City has already awarded a contract for the purchase of water treatment salt for calendar year 2013, and the low bid price was slightly (2.7%) lower than the previous calendar year.

60-50-6-615 Laboratory Chemicals				\$4,500
FY10/11 Actual:	\$2,579	FY11/12 Actual:	\$5,476	
FY12/13 Budget:	\$4,500	FY12/13 Projected:	\$4,000	

There are more than 28,000 tests conducted each year to ensure water quality and compliance with state and federal standards plus numerous other tests to adjust the treatment process. During FY12/13, plant operators devoted approximately 1,140 man-hours to performing lab work to ensure a consistent water quality. Many of these tests are performed by certified labs and are paid from line item 60-50-5-509. In addition, several tests are also completed in-house to provide information necessary to manage the treatment process. This line item provides the funds to supply our two in-plant labs.

60-50-6-620 Material To Maintain Buildings and Land				\$500
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ 500	FY12/13 Projected:	\$ 300	

This line item is used to pay for the purchase of materials that will be used by the plant operators for the maintenance and repair of the two water treatment plants as well as grounds. Typical costs each year will include paint, light fixtures, shelves and storage bins, lumber, mortar and masonry supplies, and similar material. The existing facilities are well maintained and in excellent condition, and there are no major in-house building improvement projects planned for the upcoming year.

60-50-6-621 Material To Maintain Equipment				\$20,000
FY10/11 Actual:	\$ 9,813	FY11/12 Actual:	\$23,960	
FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$ 4,000	

During a typical year, 15% to 20% of all work time is devoted to the maintenance and repair of plant equipment. In order to support this attention to a sound maintenance plan, it is important to include funds to purchase repair materials and parts. This line item is used to buy materials and parts that are used by the plant operators for the maintenance and repair of all of the water treatment facilities. Costs for these materials will vary from year to year based on the amount of work needed to be performed and specific repair projects that are planned.

Projected end of year costs for FY12/13 are significantly less than the amount of the approved budget. There were no major equipment failures or necessary repairs completed during FY12/13 despite the increase load placed on the treatment plant facilities during the summer-long drought. This ‘ good luck’ can not be anticipated year after year and it is prudent for the City to continue to allocate an adequate amount of funds in this line item to make necessary repairs when needed.

60-50-6-622	Material To Maintain Vehicles				\$1,500
	FY10/11 Actual:	\$1,466	FY11/12 Actual:	\$1,329	
	FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,500	

This line item is used for the purchase of parts and supplies for the maintenance of the two vehicles assigned to this division. Most purchases are made by the mechanics with the cost charged to this line item.

CAPITAL OUTLAY

60-50-7-720	Equipment				\$3,000
	FY10/11 Actual:	\$ 968	FY11/12 Actual:	\$6,298	
	FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$4,000	

Funds are requested for FY13/14 to continue with the replacement of outdated lab testing equipment as well as the purchase of Personal Protective Equipment (PPE) needed for employee safety.

DATE: 01/30/2013
 TIME: 16:14:03
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
WATER TREATMENT EXPENSES							
SALARIES							
60-50-3-403	WATER SUPT.	73,717	74,440	75,900	49,614	75,900	78,300
60-50-3-415	OPERATORS	200,830	214,812	212,600	156,607	225,600	209,300
60-50-3-445	OVERTIME	9,289	8,080	12,000	5,317	8,800	10,000
TOTAL SALARIES		283,836	297,332	300,500	211,538	310,300	297,600
PERSONAL SERVICES							
60-50-4-451	SICK LEAVE CONVERSION	1,316	1,287	1,300	0	0	0
60-50-4-453	UNIFORMS	2,391	676	2,000	788	1,400	1,500
TOTAL PERSONAL SERVICES		3,707	1,963	3,300	788	1,400	1,500
CONTRACTUAL SERVICES							
60-50-5-501	COMMUNICATIONS	18,230	8,680	11,000	4,758	8,800	10,000
60-50-5-509	LABORATORY TESTING SERVICES	12,645	7,047	9,500	5,506	8,500	14,000
60-50-5-540	UTILITIES	230,012	207,875	210,000	119,938	208,000	215,000
60-50-5-550	SERVICE TO MAINTAIN BUILDING	100	521	2,000	0	1,000	1,500
60-50-5-552	SERVICE TO MAINTAIN EQUIPMENT	10,313	12,240	15,000	4,792	12,000	15,000
60-50-5-553	SERVICE TO MAINTAIN VEHICLES	0	0	0	0	0	200
60-50-5-560	REFUSE	2,856	2,489	4,500	49	4,500	4,500
TOTAL CONTRACTUAL SERVICES		274,156	238,852	252,000	135,043	242,800	260,200
COMMODITIES							
60-50-6-602	GASOLINE & OIL	5,905	5,815	6,400	3,914	6,200	6,500
60-50-6-603	FUEL-HEATING	17,323	16,800	20,000	2,881	17,000	20,000
60-50-6-605	TOOLS	295	0	300	98	300	300
60-50-6-606	SUPPLIES	1,722	2,550	2,200	1,380	2,600	2,600
60-50-6-607	CHEMICALS	46,029	54,450	60,000	31,530	51,000	60,000
60-50-6-610	SALT	205,583	211,369	235,000	150,159	230,000	233,000
60-50-6-615	LABORATORY CHEMICALS	2,579	5,476	4,500	2,359	4,000	4,500
60-50-6-620	MATERIAL TO MAINTAIN BUILDING	0	0	500	0	300	500
60-50-6-621	MATERIAL TO MAINTAIN EQUIP.	9,813	23,960	20,000	1,675	4,000	20,000
60-50-6-622	MATERIAL TO MAINTAIN VEHICLES	1,466	1,329	1,500	619	1,500	1,500
TOTAL COMMODITIES		290,715	321,749	350,400	194,615	316,900	348,900

DATE: 01/30/2013
 TIME: 16:14:03
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET

WATER TREATMENT							
CAPITAL OUTLAY							
60-50-7-720	EQUIPMENT	968	6,298	5,000	0	4,000	3,000

TOTAL CAPITAL OUTLAY		968	6,298	5,000	0	4,000	3,000
TOTAL WATER TREATMENT		853,382	866,194	911,200	541,984	875,400	911,200

WASTEWATER TREATMENT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Anne George, Wastewater Treatment Superintendent
Jeff Van Landuyt, Interim Director of Public Works

RE: **Wastewater Treatment FY13/14 Budget Transmittal**

Attached is the FY13/14 Budget report for the Wastewater Treatment Division of the Department of Public Works. This budget provides for the operation, maintenance, staffing, and improvement of the City's two wastewater treatment plants, one off-site lift station, and all related equipment and facilities. This budget includes the costs and staffing necessary for the successful operation of the wastewater treatment facilities five days a week and limited hours on the weekends and holidays.

The City of Woodstock provides and maintains two separate and independent wastewater treatment plants to serve the community. The southside treatment plant is located at the end of Dieckman Street (west of Route 47 and south of Route 14) and serves approximately one-third of the total geographic area of the City. The northside treatment plant is located at the intersection of Tappan and Melody Lane and serves the remaining two-thirds of Woodstock. The location and elevation of the gravity sewer system determine the separation of the flow between the plants and, with only a few minor exceptions, can not be physically altered without significant reconstruction of existing sewer mains, trunk sewers, and downstream lift stations.

The flow conditions and treatment performance are measured and documented through reports submitted to IEPA, and all aspects of the wastewater treatment facilities are verified by an annual site inspection conducted by IEPA that reviews flow conditions, testing, lab facilities, treatment performance, documentation, equipment maintenance, and operator performance. The last site inspection conducted by IEPA concluded that the City's treatment facilities are well operated and maintained, and there have been no performance or compliance issues identified by IEPA.

The professional staff was once again able to properly manage the operation and maintenance of the wastewater treatment facilities to control costs. The projected end of year expenses for FY12/13 of \$964,600 are \$4,800 (0.5%) less than the amount of the approved budget. Several very important accomplishments were completed during FY12/13 that benefit our customers and help ensure the success of this division. First, and most important, has been the compliance record. **For the ninth consecutive year, the City has achieved 100% compliance with all permit standards established by IEPA at the Northside Treatment Plant.** The City also achieved 100% compliance at the Southside Treatment Plant for the second consecutive year. This has required the combined effort of all Wastewater Treatment employees working together as a professional team to provide proper oversight and management of the facilities, and the perfect compliance record is a direct reflection of the effort provided by the employees. This

achievement also documents that the City and the professional staff are making good decisions for the operation and maintenance of both facilities and that the funds provided by our customers are being spent correctly.

In addition to the accomplishment for regulatory compliance, the Wastewater Treatment Division successfully completed several other maintenance and improvement projects during FY12/13 which included:

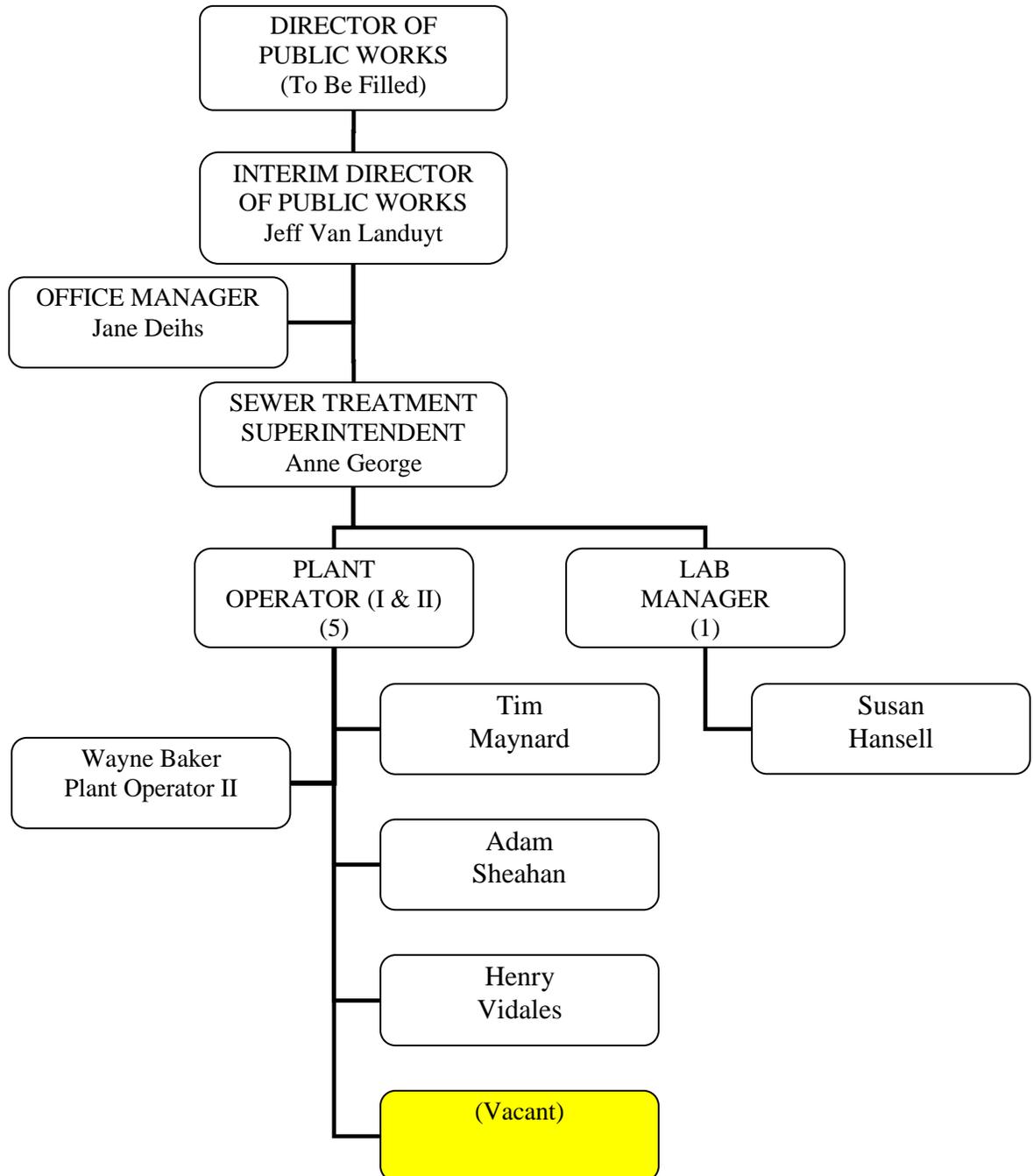
1. Significant repairs and improvements at the north side treatment plant including cleaning and inspection of all digesters, diffuser maintenance on the post aeration system, repairs to the Penn Valley pump, completion of new polyblend pump, and repairs to aerator bearings.
2. Significant repairs and improvements at the south side treatment plant including replacement of diffusers in the digesters, repairs to the motors and piping in the non-potable system, replacement of motor at oxidation ditch, and installation of dissolved oxygen probes and meters.
3. Completed roof replacement and building repair at both treatment plants.
4. Prepared bid documents and awarded bid for the replacement of screw pump at the north side treatment plant. The new pump installation will be completed prior to the end of FY12/13.
5. Prepared bid documents and awarded bid for the replacement of sluice gates at the south side treatment plant. This project is scheduled for completion in spring and may not be finalized until FY13/14.
6. Landscape improvements and maintenance at both sites to improve the overall appearance, which is important since the City provides so many public tours of the treatment plant facilities.
7. Successfully completed the annual lab certification program which allows the City to continue to perform our own in-house lab testing for most compliance parameters.
8. Completed required testing and submitted the necessary application to IEPA to renew the NPDES operating permit for the north side treatment plant.
9. Costs for all maintenance and operation of the City's wastewater treatment plant were less than the amount of the approved budget for FY12/13.

The proposed **FY13/14 budget request of \$987,700 is \$18,300 (1.9%) more** than the FY12/13 Budget. The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City's **2020 Vision Statement** as documented with the following examples:

- ***Woodstock will provide new housing, commercial and industrial developments that emphasize green space and environmental sustainability.*** The size and efficiency of the wastewater treatment plants in removing pollutants is a key factor in the health, safety and welfare of the Woodstock community. During FY13/14, the City will continue to monitor and manage both the capacity and the treatment efficiency of the wastewater facilities. The Public Works Department is constantly evaluating the treatment facilities in order to assure that they can manage the growth of the community.

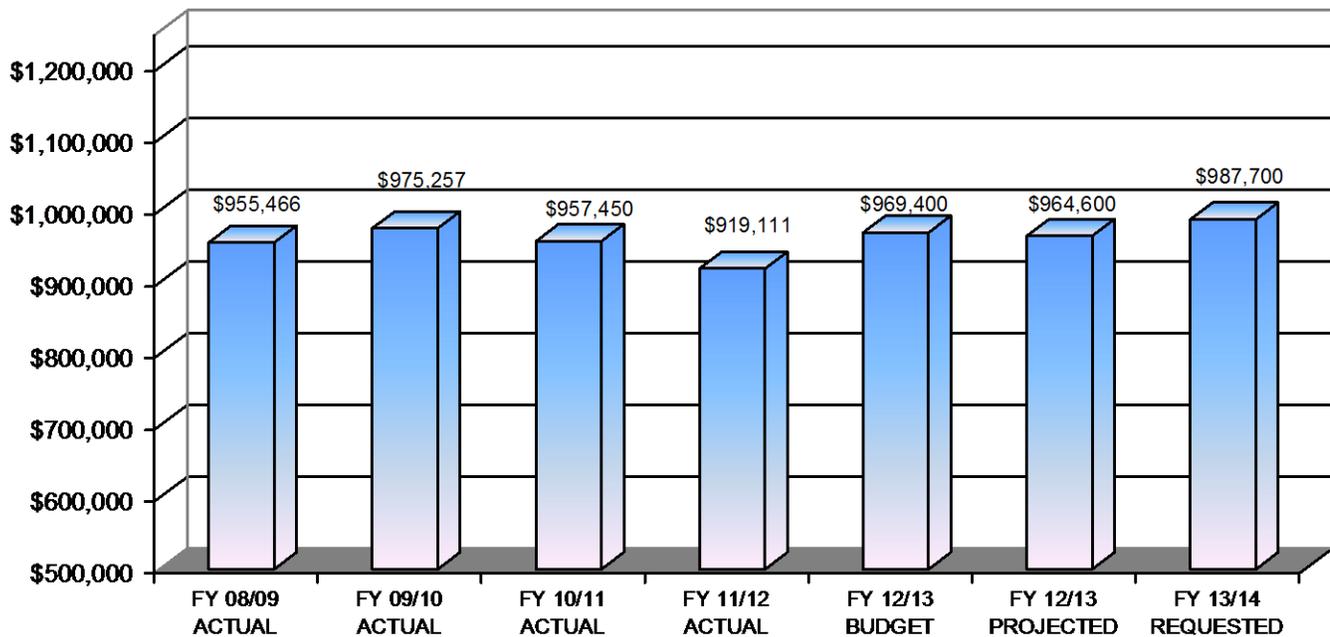
- ***Woodstock is a connected green community and all natural resources are valued as essential assets of the community and new developments are critically analyzed to evaluate environmental impact.*** The wastewater facilities replenish an important natural resource: surface water. The treated effluent is discharged into the waters of the State which is most important during years when drought conditions are evident. Treatment facilities will be operated for the reduction of pollutant and nutrient loads prior to the discharge to the stream. The most important goal for this Division during FY13/14 will be the continued efforts to achieve 100% compliance with all regulatory standards and maintain a high quality of the treatment plant effluent.
- ***Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility infrastructure demands of a growing community.*** The Public Works staff is very proactive and involved in assuring that the City's water and sewer utilities and infrastructure are capable of handling the growth and demands of the community. This is evidenced by the training that is provided for the management and operation of these facilities and the funds made available for equipment maintenance, replacement, and repair.

PUBLIC WORKS WASTEWATER TREATMENT DIVISION ORGANIZATIONAL CHART



WASTEWATER TREATMENT DIVISION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Superintendent	1	1	1	1	1	0
Plant Operator I & II	4	4	4	4	4	0
Lab Manager	1	1	1	1	1	0
Seasonal/LPT Employees	1	1	1	1	0	(1)
TOTAL FULL TIME	6	6	6	6	6	0
TOTAL SEASONAL/LPT	1	1	1	1	0	(1)

**WASTEWATER TREATMENT
BUDGET COMPARISON**



WASTEWATER TREATMENT CAPACITIES & STATISTICAL INFORMATION

The City of Woodstock provides and maintains two separate and independent wastewater treatment plants to serve the community. The southside treatment plant is located at the end of Dieckman Street (west of Route 47 and south of Route 14) and serves approximately one-third of the total geographic area of the City. The northside treatment plant is located at the intersection of Tappan and Melody Lane and serves the remaining two-thirds of Woodstock. The location and elevation of the gravity sewer system determine the separation of the flow between the plants and, with only a few minor exceptions, can not be easily altered.

The capacity of the wastewater treatment plants is established by IEPA and is based on two different criteria. First, each of the wastewater treatment plants includes a rated capacity based on flow conditions (including average daily flow and maximum flow). Second, the plants are rated on the ability to treat and remove organic loading in the waste stream which takes into consideration both the volume of flow and the waste stream composition. For Woodstock, the treatment plant performance regarding ability to treat the waste stream is above expectations, and that criteria will not be the determining factor to calculate available capacity. The limiting factor will be based on flow conditions and hydraulic loading.

The flow conditions and treatment performance are measured and documented through reports submitted to IEPA, and all aspects of the wastewater treatment facilities are verified by an annual site inspection conducted by IEPA that reviews flow conditions, testing, lab facilities, treatment performance, documentation, equipment maintenance, and operator performance.

SOUTHSIDE TREATMENT PLANT

The City's southside wastewater treatment plant was constructed in 1969 and included an original capacity of 750,000 gallons per day. In order to address treatment plant performance problems and to also provide additional capacity to accommodate new customers, the facility was completely renovated and expanded in 1997 and now includes the following rated capacities as established by IEPA:

- ◆ Design capacity for average flow is 1.75 million gallons per day
- ◆ Design capacity for maximum flow is 5.4 million gallons per day
- ◆ Design peak flow is 7.0 million gallons per day which includes bypass storage capacity
- ◆ Design capacity based on organic loading is rated at 15,600 population equivalent

The following table provides a summary of the flow conditions at the southside treatment plant for the past four years and trends in flow:

	DESIGN	2009	2010	2011	2012
AVG. FLOW (MILLION GALLONS PER DAY)	1.5	1.47	1.36	1.33	1.07
MAXIMUM FLOW (MILLION GALLONS PER DAY)	5.4	3.75	4.22	3.37	3.43
% CAPACITY (BASED ON AVG FLOW)		84%	77.7%	76.0%	61.1%

NORTHSIDE WASTEWATER TREATMENT PLANT

In order to address treatment plant performance problems and to improve the treatment process, the City’s northside wastewater treatment plant was renovated during 2002 and 2003. Although these improvements did not change or increase the rated capacity of the plant, they have improved the quality of the operation and performance. The northside wastewater treatment plant includes the following rated capacities as established by IEPA:

- ◆ Design capacity for average flow is 3.5 million gallons per day
- ◆ Design capacity for maximum flow is 10.5 million gallons per day
- ◆ Design capacity based on organic loading is rated at 28,000 population equivalent

The following table provides a summary of the flow conditions at the northside treatment plant for the past four years and trends in flow.

	DESIGN	2009	2010	2011	2012
AVG. FLOW (MILLION GALLONS PER DAY)	3.5	2.6	2.19	2.19	1.79
MAXIMUM FLOW (MILLION GALLONS PER DAY)	10.5	10.83	9.79	6.94	7.85
% CAPACITY (BASED ON AVG FLOW)		74.3%	62.6%	62.6%	51.1%

**WASTEWATER TREATMENT DIVISION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

Following is a summary of the significant accomplishments of the Wastewater Treatment Division:

- Achieved 100% compliance at the Northside Treatment Plant and the Southside Treatment Plant during 2012 based on the limits established with the NPDES permit. This was the ninth consecutive year that the City has achieved 100% compliance at the Northside Treatment Plant.
- The Laboratory Manager successfully completed the annual Quality Assurance test administered by EPA to verify competency and accuracy of our in-house lab results. In addition, the City participated in a voluntary quality assurance/quality control program, and all samples were within the required range.
- The City's NPDES permit for the operation of the Northside Treatment Plant expired on March 31, 2012, and all sampling, testing, and documentation was completed as required per the review process. The renewal application was submitted during FY11/12 and the City is waiting for a renewed operating permit.
- The renewed Land Application permit for the disposal of sludge was received in February 2012.
- Continued to update the inventory of new or expanding industrial and commercial businesses that could impact treatment plant performance. Continued to monitor one local business for compliance following the installation of a new internal treatment process.
- Continued to provide informational and educational tours to students and the general public. There were eight tours conducted during 2012.
- Continued employee training programs such as lock out/tag out, PPE, stormwater protection, confined space, MSDS training, back injury prevention, and more.
- During the past year, the treatment plant employees completed numerous in-house projects for building maintenance, equipment repairs, equipment replacement, and grounds improvements to ensure reliable service to the sewer customers.

**WASTEWATER TREATMENT DIVISION
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide professional management and operation of the City's wastewater treatment facilities to meet all regulatory requirements and ensure compliance with all National Pollution Discharge Elimination System (NPDES) requirements.

Objectives:

- A. Provide professional management and operation of all treatment plant functions necessary to meet 100% of the permit limitations as established by IEPA.
- B. Evaluate all permit limits and determine the critical treatment processes for Woodstock that must be observed in order to achieve each limit. Convey that information to each plant operator and stress importance of their work in achieving compliance.
- C. Schedule and complete all daily, weekly, and monthly sampling and testing specifically established with the two NPDES permits and solids permit.
- D. Maintain an accurate record of treatment plant flows and discharge concentrations to prepare required Discharge Monitoring Reports (DMR's). Submit all DMR's to IEPA within time period required.
- E. Plan, schedule, and complete annual quality control testing of in-house lab procedures to assure that test results obtained by the City are accurate.

FY13/14 Programs:

- 1. Compliance with all requirements and restrictions imposed with the NPDES permits for the City's two wastewater treatment plants remains the number one goal and priority for the division and all employees. Each of the NPDES operating permits established by the Illinois Environmental Protection Agency includes a lengthy and detailed list of the parameters that are required to be met for the operation of our two wastewater treatment facilities. This requires not only the careful control of the treatment process but also requires the City to collect samples on a regular basis and to perform our own testing to verify the compliance. All treatment operation details and all test results are documented and submitted to IEPA on a monthly basis.
- 2. All plant operators remain committed to the goal of 100% compliance each and every day throughout the year. This commitment requires a solid team effort by all employees working together to achieve success and relies on the qualifications and dedication of each individual. The City's wastewater treatment customers are fortunate to have the services of a dedicated and experienced, professional staff.

3. The Illinois EPA has a certification process whereby plant operators can obtain certification to verify that they have the knowledge to oversee and operate the treatment plants. Both of Woodstock's facilities require the supervision of a Class 1 Certified Operator. All plant operators are encouraged to work toward achieving a certification status which signifies the operator's ability to know and understand all of the specific permit limits and monitoring requirements established for these facilities.
4. In accordance with the City's two NPDES Permits, there are a great number of samples that must be collected and analyzed with results submitted to the IEPA on the proper forms and in accordance with specific deadlines. All required sampling and reporting will be completed and submitted on time.
5. Because the NPDES Permit requires the City to be self-monitoring, sample results must be analyzed in accordance with Standard Methods, and the City must participate in a mandatory QA/QC program which proves analytical accuracy and reliability. The City will continue to maintain an 'approved' status for the in-house lab facilities which is a favorable status in the eyes of the regulating authority.
6. Once the renewed permit for the Northside Plant is received, review and take measures to meet all terms and conditions of the permit.

Goal #2: Provide professional management for optimum treatment plant performance for the benefit of our wastewater customers.

Objectives:

- A. Provide professional management of the treatment process, and regular observation of flow, and make appropriate adjustments for optimal treatment.
- B. Provide proper monitoring and management of the treatment process to ensure a quality end product of both liquids and solids.
- C. Properly manage and document the removal and disposal of solids from the facilities to ensure compliance with IEPA and USEPA regulations.
- D. Provide regular sampling and testing to obtain information necessary to make adjustments in the treatment process to maintain quality and effectiveness.

FY13/14 Programs:

1. Manage the application of bio-solids to confirm that it is prepared for land application and applied to the land in conformance with the terms and conditions of the USEPA permit conditions. Management of this program includes the completion and submittal of documentation in accordance with the 503 Regulations.

2. Assure that the preparation of solids for land application includes a reduction of volatile organics to a level which results in few or no complaints of odor from neighboring residences. These efforts shall include good housekeeping practices throughout the sites and close attention to treatment process to minimize odor mitigating from the treatment plant sites and impacting neighboring property owners.
3. Treatment plant staff shall monitor and maintain an adequate inventory of treatment chemicals in order to thicken sludge and effectively treat the wastewater prior to discharge into the receiving stream. These chemicals are required not only to protect public health but also the health and safety of workers in and around the treatment plant.
4. It is the role of the plant operator and the superintendent to complete first hand inspections and observe the treatment process on a regular basis. Based upon these inspections which are typically performed twice per day every day of the year, they will take the appropriate action to maintain an effective and efficient treatment process.

Goal #3: Plan, schedule, and complete regular service and maintenance of all wastewater treatment facilities to ensure a reliable operation and consistent protection of the environment.

Objectives:

- A. Plan, schedule, and complete all standard preventative maintenance programs for equipment and the treatment process, based on manufacturer's recommendations, to better ensure reliability of all critical equipment.
- B. Maintain all buildings, facilities, and equipment in a clean, safe, and aesthetically pleasing manner to present a professional operation that is well maintained.
- C. Plan, schedule, and complete recommended maintenance and repair of the off-site sanitary sewer lift station to ensure reliable operations.
- D. Complete all necessary control and equipment repairs or replacements to ensure reliable operations and reliable wastewater treatment for our customers without disruption.

FY13/14 Programs:

1. Proper preventive maintenance is a critical tool that will help extend the useful life of the equipment at the treatment plants as well as reduce problems resulting from equipment failures. Treatment plant personnel utilize a software program whereby each piece of equipment is entered. Documented within the program are maintenance schedules, procedures for performing the maintenance, equipment nameplate data, etc. A work order for the required preventive maintenance activity is then assigned to the appropriate treatment plant operator for completion.

2. Plan, schedule, and complete facility improvements that have been funded in the Water and Sewer CIP budget during FY13/14.
3. Drain and clean aerators 9 and 10 at the Northside Treatment Plant to ensure reliable operation and continued treatment performance.
4. Replace the west screw pump at the north side treatment plant and repair #2 raw pump at the south side treatment plant.
5. Oversee and manage contractor hired to replace the sluice gates at the south side treatment plant.
6. The buildings at the wastewater treatment facilities house essential treatment process equipment, and it is important to keep these buildings in good condition in order to protect the equipment. This includes the office and lab building, sludge press building, chemical storage rooms and areas, blower buildings, fine screen building at southside treatment plant, remote chlorination building, and the mechanical/electric areas of the treatment facilities. Wastewater staff will assure that both the buildings and the plant grounds are kept in good condition in order to protect the City's investment and present a positive image, with available funds.

Goal #4: Provide general and specific information regarding Woodstock's wastewater treatment systems to the general public and to industrial users.

Objectives:

- A. Actively promote educational opportunities with local school children, youth organizations, and the general public by offering plant tours and information regarding Woodstock's wastewater system.
- B. Develop and utilize specific educational information for school children to emphasize importance of wastewater treatment and surface water protection.
- C. Plan and develop comprehensive tips and educational material for distribution to our customers regarding the reduction and elimination of sewer inflow for public distribution.
- D. Plan and develop specific information to prevent or eliminate the improper disposal of materials through individual plumbing systems.
- E. Continue efforts to monitor commercial and industrial users and provide education regarding the importance of proper chemical storage and disposal.

- F. Provide information to the sewer customers and general public through the City Manager's Newsletter, City Web site, and other means to provide information on who we are, what we do, and the importance of proper waste disposal by each resident.

FY13/14 Programs:

1. One of the responsibilities of the City should be to help educate the public about the importance of wastewater treatment services. Tips and suggestions for the importance of reducing inflow and also the importance of eliminating special wastes from the sewer flow will be prepared and passed out to tour groups and included in future City Manager's Newsletters.
2. One of the best ways to inform the public about what we do and how it is done is to provide hands-on tours of the facilities. During FY13/14, the City will continue our efforts to promote public tours of the treatment plant for interested residents, school classes, scout troops, and local service organizations.
3. The Wastewater Treatment Division will actively prepare information to be distributed to the general public and commercial and industrial customers about their responsibility to protect the environment. This will include site visits and assistance to the private sector to develop a cooperative relationship to avoid potential treatment plant problems due to contamination of the sewer flow.
4. The City is required to produce an inventory of all commercial and industrial customers and to keep the inventory up to date. This allows the City to have a known data base on chemicals and processes that each facility stores or has in use which may affect the City's wastewater treatment processes or collection system if a release were to occur. This inventory also provides an opportunity for interaction between the customer and the treatment plant staff. This interaction provides an opportunity for the City to explain how these chemicals and supplies would adversely affect the treatment plant system and processes. Some of this interaction may lead to a site visit by plant personnel if information provided is not clear or follow-up is needed.

Goal #5: Operate the City's wastewater treatment facilities in a cost effective manner to produce the best product possible for our customers at the lowest cost.

Objectives:

- A. The City's wastewater system is operated within the utility fund separate from general fund activities, and the professional staff is expected to provide proper management of our utility customers' funds without decreasing the quality of treatment process.
- B. Evaluate and prioritize all purchases based on need and the benefits to our wastewater

treatment facilities. Financial decisions will always be balanced with the need to provide reliable treatment and full compliance.

- C. Evaluate purchases and past expenses on a regular basis to identify options to provide the same level of service at a lower cost. This could include purchasing more materials and supplies locally from discount suppliers and looking at alternate products.
- D. Select the best value for our customers which may not always be based solely on price.
- E. Manage the operation of the treatment facilities to stay within the total amount of the approved budget each year.

FY13/14 Programs:

- 1. Complete most construction projects in-house to avoid the cost of contractor labor and markup.
- 2. Always check for competitive prices and follow the City's standard policies for purchases and price comparisons. The Wastewater Treatment Superintendent will continue to follow all City purchasing procedures and check for competitive pricing.
- 3. The Wastewater Treatment Plant Superintendent will operate the facility and prioritize projects in order to control costs during the fiscal year to stay within the approved budget amount.
- 4. No funds have been requested for FY13/14 to fill the current vacancy in this division.

Goal #6: Develop and maintain a highly motivated and productive staff that is capable of providing technical skills necessary for the safe and efficient treatment of wastewater for our customers.

Objectives:

- A. Identify and schedule training for each operator to obtain or advance state certification.
- B. Identify and schedule training for all operators to learn new skills, new regulations, and changes in the wastewater treatment industry.
- C. Provide instructions, proper tools and equipment, and personal protective equipment to promote a safe work environment for all employees.
- D. Identify and provide safety training specific for wastewater treatment facilities such as chemical safety and electrical hazards.

- E. Utilize new skills learned to provide better management of the treatment process and to take advantages of changes in the industry to improve treatment efficiency and reduce costs.

FY13/14 Programs:

1. The Wastewater Treatment Division has 6 full-time employees trained to analyze and monitor the quality of both the influent and effluent flow. They are responsible for making necessary adjustments to both the equipment and the process flow stream to get the system to be as effective and efficient as possible in the removal of impurities. To achieve this goal, the City must have dedicated staff that are successful in managing a sound equipment maintenance program and perform essential duties required to achieve permit compliance. The Illinois EPA has a certification program that it has designed and implemented to ensure that plant managers and staff are competent to operate and maintain the wastewater treatment facilities. Both of Woodstock's wastewater treatment facilities require the supervision of a Class 1 operator - the highest level of certification that is obtainable. The City provides the necessary training and experience that operators need to be eligible to sit for state certification exams.
2. The City will continue to encourage employees to obtain state certification for the operation of wastewater treatment facilities and provide each employee with the opportunity to attend classes and training necessary to maintain certification status.
3. The City will provide the opportunity for specialized training of employees to improve their technical skills in areas such as electrical systems and maintenance, use and maintenance of control equipment, chemical feed systems and processes, mechanical maintenance, new treatment advancements, and regulatory standards and compliance.
4. The Superintendent and employees will continue to stress the importance of following established safety programs. Providing a safe and accident free work environment is one of the City's responsibilities, and efforts will continue during FY13/14. Funds have been included to provide all necessary personal protective equipment (PPE) for employees that are required for the daily assignments.
5. Safety seminars for topics specifically applicable to treatment plant operators will be identified and provided for the employees, e.g., Confined Space Entry, Proper PPE, Back Safety, Driver Training, Electrical Safety, Safe Handling of Chemicals, etc.

**FY13/14
WASTEWATER TREATMENT DIVISION
LINE ITEM DESCRIPTIONS**

60-51-0-000 WASTEWATER TREATMENT \$987,700

SALARIES

60-51-3-404	Wastewater Treatment Superintendent	\$83,200
	FY10/11 Actual: \$78,392	FY11/12 Actual: \$79,161
	FY12/13 Budget: \$80,800	FY12/13 Projected: \$80,800

The FY13/14 budget amount is consistent with the City's approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.

60-51-3-409	Laboratory Manager	\$62,200
	FY10/11 Actual: \$55,466	FY11/12 Actual: \$56,762
	FY12/13 Budget: \$58,500	FY12/13 Projected: \$58,500

This line item is used to pay salary costs of the Lab Manager. The requested budget is based on the approved Collective Bargaining Agreement.

60-51-3-415	Operators	\$217,600
	FY10/11 Actual: \$197,458	FY11/12 Actual: \$201,106
	FY12/13 Budget: \$206,400	FY12/13 Projected: \$207,500

This line item is to pay salary costs of the four treatment plant operators based on the approved Collective Bargaining Agreement.

60-51-3-431	Extra Labor	\$ - 0 -
	FY10/11 Actual: \$4,188	FY11/12 Actual: \$4,014
	FY12/13 Budget: \$4,000	FY12/13 Projected: \$4,600

Due to increasing costs in salary expenses and an overall increase in this budget during FY13/14, no funds are requested to hire any seasonal labor. Duties and grounds maintenance previously performed by seasonal employees will be assigned to full time employees this year.

60-51-3-445	Overtime	\$3,500
	FY10/11 Actual: \$3,638	FY11/12 Actual: \$2,347
	FY12/13 Budget: \$4,000	FY12/13 Projected: \$2,500

The City needs to monitor both treatment plants on Saturdays, Sundays, and

all holidays to ensure proper operation and compliance with all discharge limits. Weekend assignments are completed as part of the normal work week and do not result in overtime expense. Employees who are assigned to work on holidays are paid at an overtime rate.

Some overtime costs are incurred each year for emergency operations and/or staffing after hours during the normal week. During periods of heavy rains and resulting high flows, an operator may be called in to ensure that the plant is functioning properly to make certain that the treatment process is working as needed. Employees on occasion may work past the normal end of day time to complete a critical equipment repair and to return the treatment process back to normal operation.

PERSONAL SERVICES

60-51-4-451 Sick Leave Conversion				\$1,400
FY10/11 Actual:	\$ 485	FY11/12 Actual:	\$ 368	
FY12/13 Budget:	\$1,300	FY12/13 Projected:	\$1,200	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There are two (2) employees eligible for sick leave conversion pay in FY12/13.

60-51-4-453 Uniforms				\$2,500
FY10/11 Actual:	\$2,164	FY11/12 Actual:	\$2,780	
FY12/13 Budget:	\$2,200	FY12/13 Projected:	\$2,400	

In an effort to improve the overall appearance of the Public Works employees and to further the professional image and approach of the employees, the City provides certain uniform items for employees. In addition, uniforms should be provided to these employees by the City as a result of their work environment. All uniforms and clothing identifies the individual as an employee of the City and presents a very positive, professional image to the public and is a visual representation of the City's commitment for quality customer service delivered by a professional staff.

Charges to this line item include contract costs for weekly uniform service and the purchase of T-shirts, jackets and coats, rain gear, boots, and other clothing items for the six full-time employees.

CONTRACTUAL SERVICES

60-51-5-501	Communications				\$5,200
	FY10/11 Actual:	\$4,548	FY11/12 Actual:	\$4,773	
	FY12/13 Budget:	\$5,400	FY12/13 Projected:	\$4,700	

Charges to this line item include costs of phone service to both treatment plants, fax lines at the two facilities, phone dialer services for alarms at the treatment plants and two wastewater treatment lift stations, and also phone charges for all employees. The use of the cell phones provides very important communication between plant operators and improves the overall efficiency of the City's treatment operations. The ability of any employee to easily communicate with any other employee at a different location on the treatment plant site has made the work day more efficient and safer. The superintendent, plant operators, and the lab manager can all communicate quickly to respond to changing conditions and to report and correct problems with the treatment operation.

60-51-5-509	Laboratory Testing Services				\$9,000
	FY10/11 Actual:	\$7,832	FY11/12 Actual:	\$9,324	
	FY12/13 Budget:	\$8,000	FY12/13 Projected:	\$8,900	

This line item provides funds for sludge and plant effluent samples to be analyzed for constituents that are beyond the purpose and scope of our in-house analytical lab. Analytical requirements and the need for outside testing services will vary from year to year based on the terms and conditions of the NPDES permits for the two treatment plant facilities as well as changing conditions of the plant flows.

Typical costs expected to be performed during FY13/14 include sludge analysis for both plants, semiannual sludge radium testing, low level mercury testing at the north plant, industrial monitoring when needed, and special condition testing for the south plant.

60-51-5-540	Utilities				\$280,000
	FY10/11 Actual:	\$335,969	FY11/12 Actual:	\$272,076	
	FY12/13 Budget:	\$300,000	FY12/13 Projected:	\$275,000	

Utility costs within this line item primarily include the cost of electricity to operate the motors that drive pumps, compressors, and other equipment used in the wastewater treatment process. This equipment is located at each of the wastewater treatment facilities as well as the one off-site lift station that falls within the responsibility of this division. There are other minor electrical costs incurred for the lighting of buildings, some electric heaters, and area lighting at the treatment plants, however, the substantial portion of

the cost is to provide electricity for the actual treatment process.

The utility costs necessary to operate the City's water treatment facilities has become a significant expense and a major portion of this annual budget. The amount of funds requested for FY13/14 represents approximately 28% of the total water treatment operating budget for the upcoming year.

The City was able to reduce the cost of electricity after 2011 as a result of a new contract negotiated by Finance Director Stelford. The consortium of area communities organized as NIGEC entered into a new contract for the purchase of electricity that reduced cost beginning on January 1, 2012. That negotiated rate reduction, which is now confirmed by a contract, will result in a substantial reduction in this line.

60-51-5-550	Service To Maintain Buildings				\$3,000
	FY10/11 Actual:	\$2,599	FY11/12 Actual:	\$2,193	
	FY12/13 Budget:	\$3,800	FY12/13 Projected:	\$3,000	

This line item is to be used to pay for all outside contract work related to the maintenance or improvement of buildings within this division. This line item does not include funds to cover the cost for material to be used for repairs made by plant personnel. As shown with the comparison of past annual costs, annual expenses will vary in this line item based on the amount of building maintenance work that is necessary to have completed. Annual costs in this line item include fire extinguisher service and replacements (\$700) and rental of building floor mats and shop rags (\$500). Funds are requested for FY13/14 to retrofit doors at the two treatment plants to improve security and to provide card control access to the facilities.

60-51-5-551	Sludge Disposal				\$96,000
	FY10/11 Actual:	\$98,071	FY11/12 Actual:	\$77,720	
	FY12/13 Budget:	\$96,000	FY12/13 Projected:	\$91,000	

This line item is used to pay for all outside contract work related to the proper removal and disposal of sludge from the two wastewater treatment plants. The projected end of year costs for FY12/13 anticipates that all solids on site at the two treatment plant facilities can be removed and properly land applied prior to April 30. However, the application of solids on the approved farm fields is totally weather related. If weather conditions do not allow the solids to be land applied, then the City would incur an additional cost during FY13/14 for the disposal of solids that was actually accumulated the previous budget year.

The City currently has a two year contract for these services which will end December 31, 2013.

60-51-5-552	Service To Maintain Equipment and Vehicles				\$50,000
	FY10/11 Actual:	\$34,987	FY11/12 Actual:	\$50,868	
	FY12/13 Budget:	\$44,000	FY12/13 Projected:	\$51,000	

Funds for this line item pay for all outside contract work related to the maintenance and improvement of the equipment used throughout the wastewater treatment process including equipment used for grounds maintenance. Expenses within this line item will vary year to year simply based on the need to repair and maintain the vast amount of complex equipment that is essential for the operation of the treatment plants and needed for the plant operators to meet all compliance standards.

Costs for FY13/14 are anticipated to include the following items:

- ♦ Funds for unexpected and emergency repair
- ♦ Service to Volvo loader
- ♦ Service of vehicles
- ♦ Lawn maintenance equipment repair
- ♦ Safety Kleen parts washer maintenance
- ♦ Annual generator maintenance (4)
- ♦ Repair of south raw pump
- ♦ Service to perform vibration analysis (1)
- ♦ Annual calibration of flow meters
- ♦ Telemetry troubleshooting and repairs
- ♦ Service and repair of electrical motors and panels
- ♦ Annual calibration of laboratory balance and spec

COMMODITIES

60-51-6-602	Gasoline and Oil				\$10,000
	FY10/11 Actual:	\$ 8,416	FY11/12 Actual:	\$10,100	
	FY12/13 Budget:	\$10,600	FY12/13 Projected:	\$ 9,500	

This line item is for oil and gas used in the three vehicles in this division. Fuel prices are expected to increase an average of 2% during FY13/14.

60-51-6-603	Heating Fuel				\$10,000
	FY10/11 Actual:	\$ 9,138	FY11/12 Actual:	\$8,246	
	FY12/13 Budget:	\$10,000	FY12/13 Projected:	\$9,100	

This line item includes the heating cost for the buildings at both treatment plant sites. Actual costs during FY11/12 and projected end of year costs for FY12/13 are less than normal annual heating costs as a result of the mild winter weather. That has resulted in a cost savings for this one year, but those weather conditions can not be expected every year.

60-51-6-605 Tools				\$500
FY10/11 Actual:	\$ 50	FY11/12 Actual:	\$142	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$500	

This line item is to be used to purchase small hand tools and equipment to maintain the equipment, buildings, and grounds at the treatment plants. It does not include tools over \$500 that should be in the equipment line item.

60-51-6-606 Supplies				\$5,500
FY10/11 Actual:	\$5,099	FY11/12 Actual:	\$5,306	
FY12/13 Budget:	\$5,500	FY12/13 Projected:	\$5,100	

This line item is to be used for the purchase of general supplies needed for the division. Items to be purchased for specific work (e.g. maintenance of equipment, maintenance of buildings, lab chemicals, etc.) are to be charged to different accounts. Typical purchases in this line item would be cleaning supplies, welding supplies, light bulbs, paper products, garbage bags, hand soap, general office products, and first aid supplies.

60-51-6-607 Chemicals				\$76,000
FY10/11 Actual:	\$64,999	FY11/12 Actual:	\$59,546	
FY12/13 Budget:	\$76,000	FY12/13 Projected:	\$77,000	

This line item is used for the purchase of chemicals to be used in the treatment process. The City has been able to provide better management of chemical use over the past two years through the use of flow proportioned pumping equipment that allows for 'on demand' use of chemicals related directly to the flow rate. Improvements have been made in the use of chlorine and sodium thiosulfate which has decreased the amount of chemicals being used.

At the same time that the treatment plant staff has improved efforts to better manage the amount of chemicals needed in the treatment process, chemical prices have dramatically increased. It is anticipated that unit prices for chlorine gas and sodium hypochlorite will remain stable for FY13/14 with no significant changes in quantity used.

Typical items to be purchased in FY13/14 are as follows:

- Alum (phosphorus reduction)
- Chlorine (disinfection)
- Sodium Thiosulfate (de-chlorination)
- Polymer (sludge dewatering)
- Foam reducing reagent
- Odor control solution

60-51-6-615 Lab Chemicals				\$16,000
FY10/11 Actual:	\$13,707	FY11/12 Actual:	\$15,270	
FY12/13 Budget:	\$15,000	FY12/13 Projected:	\$16,000	

This line item is used to purchase chemicals and supplies necessary for the operation of the analytical lab at the north plant. Chemicals are those used to make up standards, pH buffers, acids, bases, ammonia probe solution, distilled water etc. Typical supplies would be thermometers, pipettes, beakers, sample containers, probes, paper filters etc. Reduced monitoring included with the renewed NPDES permits has provided the City with the ability to absorb increases in chemical prices without the need to increase funds for this line item due to the reduction of required analytical tests. That reduction in monitoring and testing that was authorized by IEPA was in recognition of the City's perfect compliance rating during the past few years and in recognition of the professional management of the facility.

Purchase of major equipment used in the lab is charged separately to the equipment line item if needed.

60-51-6-620 Material To Maintain Buildings				\$3,500
FY10/11 Actual:	\$2,920	FY11/12 Actual:	\$2,710	
FY12/13 Budget:	\$2,200	FY12/13 Projected:	\$2,800	

This line item is for the purchase of materials used by employees for in-house maintenance and improvements to buildings within this division. Examples of items purchased under this line item include floor mats, sump pumps, light fixtures, paint, sealers, lumber, mortar, cement, roof tar, doors, shelving, locksets, trim, patching compound, etc. The amount requested in this line item has been increased slightly to reflect an increased emphasis on proper building maintenance at the two treatment plant facilities.

60-51-6-621 Material To Maintain Equipment				\$48,000
FY10/11 Actual:	\$26,555	FY11/12 Actual:	\$48,483	
FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$48,000	

This line item is for the purchase of material and supplies needed for the service and repair of all equipment used in the treatment process and grounds maintenance.

Typical costs include bearings, seals, electrical controls, wiring, conduit, repair sleeves, sampler parts, bolts and miscellaneous hardware, lubricants, filters, gas and chlorine gas detector sensors, fuses, tubing, hour meters, pipe fittings, drive belts, pump replacement parts, etc. It is essential that the City provide funds that are to be used to purchase repair parts throughout the year. Funds provided in this line item give the operators the necessary items that they need

to protect the City's investment, keep equipment in reliable operating condition, and prevent unnecessary equipment downtime possibly leading to non-compliance with our discharge permit.

The projected end of year expenses for FY12/13 are greater than the amount of the approved budget as a result of a greater number of repairs that had to be completed this past year. These unexpected costs include repairs to the non-potable water system at the south treatment plant, several pump repairs, new diffusers in four tanks, valve replacement in contact tank, and more.

60-51-6-622	Material To Maintain Vehicles				\$600
	FY10/11 Actual:	\$265	FY11/12 Actual:	\$350	
	FY12/13 Budget:	\$400	FY12/13 Projected:	\$900	

This line item is used to purchase maintenance and repair parts and supplies for the three vehicles assigned to this division.

60-51-6-623	Material To Maintain Land				\$1,000
	FY10/11 Actual:	\$504	FY11/12 Actual:	\$1,346	
	FY12/13 Budget:	\$800	FY12/13 Projected:	\$ 800	

This line item is to cover costs for materials used to maintain the grounds at the two treatment facilities. Funds within this line item have allowed the treatment plant operators the ability to steadily improve the overall appearance of the facilities and to help the facility blend in with the neighborhood.

CAPITAL OUTLAY

60-51-7-720	Equipment				\$3,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$4,120	
	FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$3,800	

Funds are requested for FY13/14 to replace outdated lab testing equipment, purchase new grounds maintenance equipment, as well as the purchase of Personal Protective Equipment (PPE) needed for employee safety.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
SEWAGE TREATMENT EXPENSES							
SALARIES							
60-51-3-404	SEWAGE SUPT.	78,392	79,161	80,800	52,760	80,800	83,200
60-51-3-409	LABORATORY MANAGER	55,466	56,762	58,500	38,191	58,500	62,200
60-51-3-415	OPERATORS	197,458	201,106	206,400	135,573	207,500	217,600
60-51-3-431	EXTRA LABOR	4,188	4,014	4,000	4,625	4,600	0
60-51-3-445	OVERTIME	3,638	2,347	4,000	975	2,500	3,500
TOTAL SALARIES		339,142	343,390	353,700	232,124	353,900	366,500
PERSONAL SERVICES							
60-51-4-451	SICK LEAVE CONVERSION	485	368	1,300	0	1,200	1,400
60-51-4-453	UNIFORMS	2,164	2,780	2,200	1,624	2,400	2,500
TOTAL PERSONAL SERVICES		2,649	3,148	3,500	1,624	3,600	3,900
CONTRACTUAL SERVICES							
60-51-5-501	COMMUNICATIONS	4,548	4,773	5,400	2,710	4,700	5,200
60-51-5-509	LABORATORY TESTING SERVICES	7,832	9,324	8,000	5,212	8,900	9,000
60-51-5-540	UTILITIES	335,969	272,076	300,000	156,083	275,000	280,000
60-51-5-550	SERVICE TO MAINTAIN BUILDING	2,599	2,193	3,800	741	3,000	3,000
60-51-5-551	SLUDGE DISPOSAL	98,071	77,720	96,000	54,389	91,000	96,000
60-51-5-552	SERVICE TO MAINTAIN EQUIPMENT	34,987	50,868	44,000	24,114	51,000	50,000
60-51-5-553	SERVICE TO MAINTAIN VEHICLES	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		484,006	416,954	457,200	243,249	433,600	443,200
COMMODITIES							
60-51-6-602	GASOLINE & OIL	8,416	10,100	10,600	4,595	9,500	10,000
60-51-6-603	FUEL-HEATING	9,138	8,246	10,000	1,896	9,100	10,000
60-51-6-605	TOOLS	50	142	500	260	500	500
60-51-6-606	SUPPLIES	5,099	5,306	5,500	733	5,100	5,500
60-51-6-607	CHEMICALS	64,999	59,546	76,000	43,977	77,000	76,000
60-51-6-615	LAB CHEMICALS	13,707	15,270	15,000	10,455	16,000	16,000
60-51-6-620	MATERIAL TO MAINTAIN BUILDING	2,920	2,710	2,200	1,281	2,800	3,500
60-51-6-621	MATERIAL TO MAINTAIN EQUIP.	26,555	48,483	30,000	34,449	48,000	48,000
60-51-6-622	MATERIAL TO MAINTAIN VEHICLES	265	350	400	637	900	600
60-51-6-623	MATERIAL TO MAINTAIN LAND	504	1,346	800	376	800	1,000
TOTAL COMMODITIES		131,653	151,499	151,000	98,659	169,700	171,100

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
SEWAGE TREATMENT							
CAPITAL OUTLAY							
60-51-7-720	EQUIPMENT	0	4,120	4,000	1,508	3,800	3,000
TOTAL CAPITAL OUTLAY		0	4,120	4,000	1,508	3,800	3,000
TOTAL SEWAGE TREATMENT		957,450	919,111	969,400	577,164	964,600	987,700

SEWER & WATER MAINTENANCE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

FROM: Shawn Parker, Sewer and Water Maintenance Supervisor
Jeff Van Landuyt, Interim Director of Public Works

RE: **Sewer and Water Maintenance FY13/14 Budget Transmittal**

Attached is the budget request for the Sewer and Water Maintenance Division for FY13/14. This budget provides for the costs to operate and maintain the City's water distribution system (124.9 miles), two water booster stations, sanitary sewer collection system (107 miles), and the maintenance and operation of twenty (20) sanitary sewer pumping stations. In addition, this Division provides the primary staff for the daily service to our customers for meter reading, repairs of meters, and installation of new meters for the City's approximately 8,300 utility customer accounts.

Through the efforts of Public Works Administration and the Sewer and Water Maintenance Supervisor projected end of year expenses for FY12/13 are substantially less than the amount of the approved budget. Even though it was necessary and appropriate to control costs and limit expenses during the entire year, there were several beneficial accomplishments provided for our utility customers during FY12/13, as follows:

1. Installed emergency generators at two sanitary sewer lift stations;
2. Installed a new water service at Old Courthouse;
3. Planned and completed the first City-wide unidirectional hydrant flushing program in Woodstock to improve water quality;
4. Completed the removal of the old garage structure at the Court House;
5. Responded to 292 service requests from our residents in 2012;
6. Completed a total of 2,168 JULIE requests to mark underground utilities;
7. Repaired 15 water main breaks;
8. Repaired or replaced 269 water meters; and
9. Implemented a new warranty program that provides customers with the option of purchasing low-cost repair coverage for water and/or sewer services.

The proposed FY13/14 budget request of **\$788,900 is the same amount** as the FY12/13 budget while still providing adequate funds to properly maintain the City's water distribution and sanitary sewer collection systems. As described with the accompanying budget report, much of the time and effort within this division is to provide quality, reliable service to our water and sewer customers. The budget request and funding for this division is critical in the City's ability to meet this goal by providing the personnel, tools, materials, and equipment necessary for the daily operation of the utility systems.

The expenditures and proposed projects included with this accompanying budget support several categories of the City's *Vision 2020 Statement*, as documented with the following examples:

- ***In Housing, Health and Safety, Woodstock will provide a fire safe community.*** The Sewer & Water Maintenance Division is responsible for the maintenance of the 124.9 miles of water distribution lines and 1,410 fire hydrants. The Fire/Rescue District is very dependent upon the Public Works Department and the Sewer & Water Maintenance Division to assure that there is enough pressure for fire fighting and that the fire hydrants are operational. This is achieved with an annual flushing of the water mains which allows all hydrants to be tested under flow conditions. Locations where repairs are needed will then be completed by this division during FY13/14.
- ***In Accessibility and Environmental Sensitivity, Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility and infrastructure demands of a growing community.*** The Sewer & Water Maintenance Division is very involved in responsive customer service. Their job duties involve water and/or sewer service to the 8,300 accounts throughout the City. Typical services to be provided during FY13/14 include meter reading, review of water accounts in question, investigating high flow conditions, location of water shut off valves, providing information to correct leaks in service lines, and assisting with sewer problems. They always act to create a professional, responsive, and positive image with each interaction involving City residents or customers.

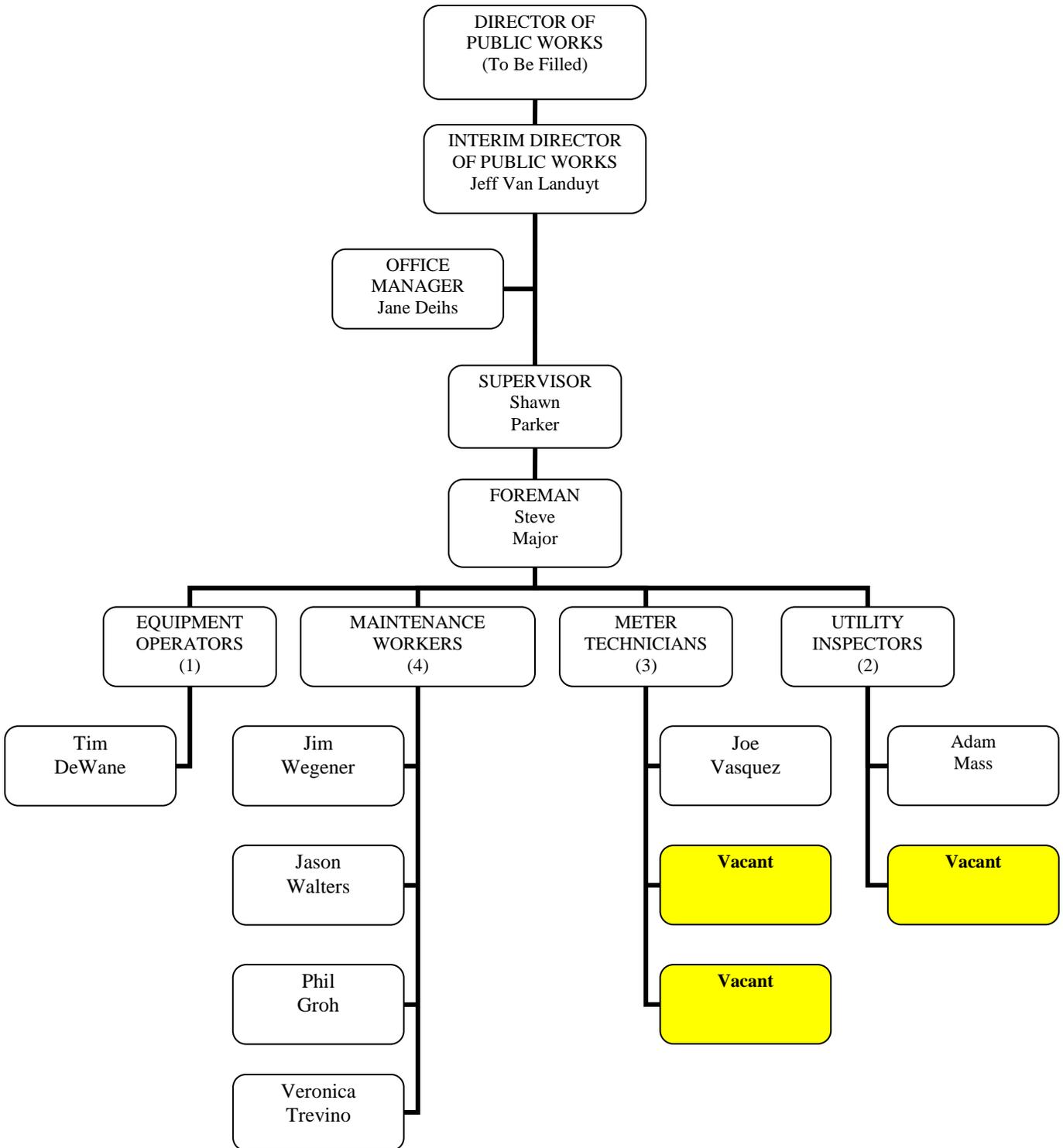
Special projects and goals for the upcoming year emphasize regular lift station maintenance, sewer maintenance, water system improvements, and quality customer service. This will include final site work and landscaping at the two lift stations where emergency generators have been installed, replacement of fire hydrants as needed, installation of a new water main to eliminate an existing dead end main, water meter replacements, and daily operation and maintenance of both the sanitary sewer system and the water distribution system. Of all of the Public Works Divisions, Sewer and Water Maintenance has the most direct contact with the public and is often the first representative of the City that a resident will contact. Maintaining a high standard of customer service during the upcoming budget year is critical for this division, and the funds included with the accompanying budget are necessary to provide the means for our employees to achieve those goals.

As the owner and operator of the sewer and water utility system, it is the City's responsibility to share information with customers on a regular basis including both educational information as well as specific information about our utility system. During FY13/14, the Sewer and Water

Maintenance Division will continue efforts to communicate with customers through the use of the City Manager's Newsletter, City Web site, and direct notification. This may include information regarding construction and improvement projects, identifying the homeowner's responsibilities and limits for maintenance of water service and sewer service, action to be taken in the event of a sewer backup problem, what not to place down the sewer drain, importance of stopping excess inflow into the sanitary sewer system, what to do if you have a problem with a water meter, and much more.

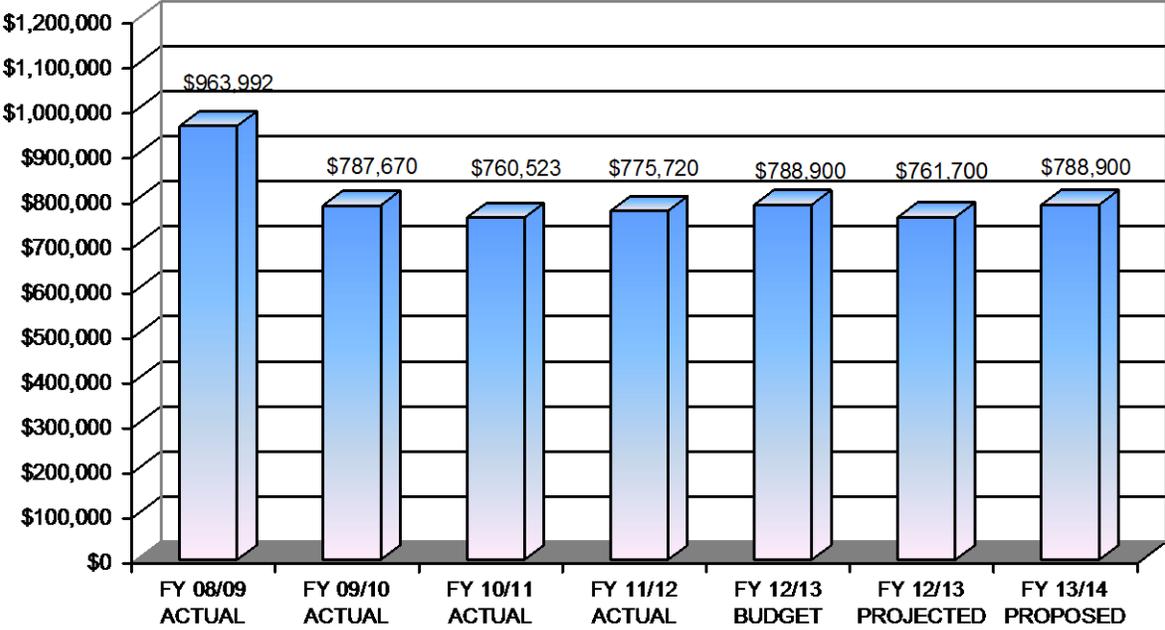
There are many routine tasks completed and preventative maintenance tasks accomplished on a daily basis that build the base for our successful customer service program. These behind the scenes responsibilities and assignments by the employees to promote quality customer service include regular inspections of lift stations, repair of water mains, replacement of hydrants and valves, providing locate services, assisting with water shutoff for plumbing improvements, confirming meter readings and water billing information, and much more. These daily tasks form the first step in our customer service programs by completing regular maintenance activities before our customers even notice.

PUBLIC WORKS SEWER & WATER MAINTENANCE DIVISION ORGANIZATIONAL CHART



SEWER and WATER MAINTENANCE DIVISION – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Supervisor	1	1	1	1	1	0
Foreman	1	1	1	1	1	0
Equipment Operator	1	1	1	1	1	0
Meter Tech. & Maintenance	5	5	4	5	5	0
Utility Maint. Inspector	2	2	1	1	1	0
TOTAL FULL TIME	10	10	8	9	9	0

**SEWER and WATER MAINTENANCE
BUDGET COMPARISON**



**SEWER and WATER MAINTENANCE DIVISION
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

The Sewer and Water Maintenance Division is responsible for all aspects of the operation and maintenance of the water distribution system, the sanitary sewer collection system, lift station operation and maintenance, water booster station operation and maintenance, meter reading, and customer service for sewer and water accounts. Normal activities included daily maintenance and service, preventive maintenance and cleaning schedules, emergency repairs, system improvements, locating of underground water and sewer utilities, and customer service.

Following is a summary of the significant accomplishments of the Sewer and Water Maintenance Division during FY12/13:

- Responded to 292 service requests;
- Responded to 2,168 JULIE requests;
- Repaired 15 water main breaks;
- Replaced or repaired 269 water meters;
- Posted 733 residents, completed 215 leak inspections, 181 water shut-offs;
- Responded to 45 sewer backups;
- Repaired several hydrants in the water system;
- Lubricated all the ports on all the hydrants in the City's rights-of-way;
- Planned and completed hydrant flushing twice this year;
- Assisted with leaf collection;
- Assisted with snow removal;
- Assisted several times with the removal of sediment and debris from process tanks at both the Wastewater and Water treatment plants;
- Planned and completed installation of new water service and removal of old garage structure at Court House;
- Planned and completed the purchase and installation of an emergency generator for two sewer lift stations;
- Completed the monthly meter reading on time;
- Provided site inspections and checked operation of all 20 sanitary sewer lift station five days a week;
- Provided site inspections and checked operations of two water booster stations daily; and
- Implemented a new warranty program that provides customers with the option of purchasing low-cost repair coverage for water and/or sewer services

**SEWER and WATER MAINTENANCE DIVISION
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

Goal #1: Provide prompt, professional, and efficient customer service to all sewer and water customers.

Objectives:

- A. Respond to all customer inquiries and problems within 24 hours.
- B. When possible, respond to customer problems and issues in person, to obtain first hand knowledge of the utility condition and exact problem, and to provide direct one-on-one contact with the customer. Always meet specific appointment times.
- C. Provide notification to each water customer in advance of any work that will shut off their water service except under emergency conditions.
- D. When responding to sanitary sewer problems, always notify the customer of what was found, what additional action the City will be completing, or what action the property owner can consider if it is their problem.
- E. Provide regular updates and share information of interest to water and sewer customers using the City Manager's Newsletter, City Scene, City Web site, and other means to inform our customers about the services we provide as well as their responsibility for utility maintenance on their property.
- F. Identify and implement new management practices and procedures to improve our service to sewer and water customers.

FY13/14 Programs:

- 1. As a 'rate based' utility operation, the City derives all financial support directly from our sewer and water customers, and therefore, quality customer service and customer satisfaction are critical goals for all Sewer and Water Maintenance employees each year. Each customer is to be treated with respect and provided with a prompt, friendly, and professional response.
- 2. All employees will respond to calls from customers at least within 24 hours in a friendly and professional manner. Employees are required to be on time for all scheduled appointments.
- 3. Employee contact with the customer will be one-on-one, and enough time will be provided to understand and resolve the issue. It is important that each employee take the additional time and effort to explain what action is being taken by the City in response to each service request or to explain what the property owner's responsibilities are to resolve problems. Communication is critical for any successful customer service program, and the best form of communication is a direct one-on-one with the customer.

4. The sudden and unexpected loss of water service creates problems for our customers and needs to be avoided whenever possible. Sewer and Water Maintenance employees will provide direct notice to residents affected by any planned shut down of the water main on their street except under emergency conditions. This notification will normally be completed by going door-to-door for direct contact or by leaving a notice on the door.
5. As the owner and operator of the sewer and water utility system, it is our responsibility to share information with customers on a regular basis including both educational information as well as specific information about our utility system. During FY13/14, the Sewer and Water Maintenance Division will continue efforts to communicate with customers through the use of the City Manager's Newsletter, City Web site, and direct notification. This may include information regarding construction and improvement projects, identifying the homeowner's responsibilities and limits for maintenance of water service and sewer service, action to be taken in the event of a sewer backup problem, what not to place down the sewer drain, importance of stopping excess inflow into the sanitary sewer system, what to do if you have a problem with a water meter, and much more.

<p>Goal #2: Operate and maintain a safe and reliable water distribution system for all of the water customers.</p>

Objectives:

- A. Respond to and complete all repairs of water main breaks promptly to avoid undue loss of water and reduce the potential for damage to the right-of-way or private property.
- B. Perform all excavation for repair of water system in a safe manner using appropriate excavation precautions and traffic control measures.
- C. Complete restoration of all excavation areas as soon as possible.
- D. Plan, schedule, and complete annual hydrant flushing program to help maintain water quality in distribution system.
- E. Identify and repair/replace all inoperable fire hydrants to ensure reasonable access and availability for emergency use.
- F. Respond to all service requests regarding a leak in a building water service line. Verify the conditions and take the time to fully explain the conditions to the property owner and provide them with options that they can consider to correct their problem.

FY13/14 Programs:

1. One of the critical and most visible preventative maintenance programs completed by this division is the annual hydrant flushing program. Employees will flush hydrants in the spring and also the fall. This flushing helps to remove sediments that have accumulated in the water mains (iron and other mineral deposits) that can affect water quality for our customers.

2. Any hydrants that are not operating properly or are found in need of repair during the flushing program are noted. The division will then complete necessary repairs of these hydrants, or replacement if needed, to help ensure that fire hydrants are available and functioning for emergency responders if needed. This is an important responsibility to help protect the community and the lives of our residents.
3. Employees will respond to and complete all repairs of water mains that occur during the upcoming year. Employees will plan these repairs to result in the least amount of disruption to our customers and to motorists as possible. All repairs must be completed in a safe manner, using all safety equipment provided by the City with proper traffic control and traffic protection at each work site.
4. Prompt completion of final restoration for any site where work has been completed on the water system is the last step of our service and is important to our customers. All final restoration is to be completed by Sewer and Water Maintenance employees as quickly as possible following the work activity whether it is for pavement replacement, repair of the parkway, or sidewalk/driveway repairs for the property owner. The customer adjacent to any work site is to be kept informed of the schedule for final restoration at all times.
5. Not all of the repair work needed on the water system is the responsibility of the City. Each property owner is responsible for all maintenance and repair of the water service from the City's main to the building. Employees who respond to calls from residents with potential service leaks are experienced and trained in dealing with water customers who have a water leak on their private water service line. It is sometimes a challenge to deal with a property owner who is told that the service leak is their responsibility. The Sewer & Water Maintenance Division employees are responsible for educating the property owner so that they know what needs to be done to resolve the problem and assist them in any way that they can to calm the fears of the customer.

Goal #3: Operate and maintain a reliable and effective sanitary sewer collection system for all of the sewer customers.

Objectives:

- A. Respond to all service requests for a sewer backup problem immediately. If the problem is determined to be with a building sewer service, take the time to fully explain the conditions to the property owner and provide them with options that they can consider to correct their problem.
- B. Perform all excavation for repair of sewer mains in a safe manner using appropriate excavation precautions and traffic control measures.
- C. Complete restoration of all excavation areas as soon as possible.
- D. Plan, schedule, and complete regular cleaning of dead-end sewer mains and other critical locations as a preventative measure to maintain normal sewer flows.

FY13/14 Programs:

1. One of the City's primary responsibilities is to provide a prompt response for any sanitary sewer backup problem for any of our residents. A sewer backup into a home or business can immediately create problems in that structure, and the City needs to assign a high priority on resolving these conditions. Even if a property owner is not certain if the problem is in their service connection or in the City's system, the City encourages all residents to call the City first to investigate. Employees are expected to provide immediate attention to these sewer backup problems and correct the problem if it is in the City's sewer main. This service is provided 24 hours a day, 7 days a week as needed.
2. Correction of sanitary sewer backup problems will not always be the responsibility of the City. Each property owner is responsible for all maintenance and repair of the sewer service from the City's main to the building, even that portion of the service pipe located under the street. It is the responsibility of each employee responding to a backup problem as a result of an obstruction in a privately owned sewer service to explain this responsibility to the property owner and to provide that owner with options and recommendations on how they can correct the problem.
3. Prompt completion of final restoration for any site where work has been completed on the sewer system is the last step of our service and important to our customers. All final restoration is to be completed by Sewer and Water Maintenance employees as quickly as possible following the work activity whether it is for pavement replacement, repair of the parkway, or sidewalk/driveway repairs for the property owner. The customer adjacent to any work site is to be kept informed of the schedule for final restoration at all times.
4. There are some locations in the sewer system, such as dead end mains, where the sewer main has a greater potential for a blockage to occur than at other locations. Where these locations can be identified, the division will schedule and complete periodic cleaning as a preventative measure to reduce the chance of a blockage that can impact a customer.

Goal #4: Oversee and manage the maintenance, installation, replacement, and reading of all water meters to provide billing information to the Finance Department and to meet the meter needs of our customers.

Objectives:

- A. Plan, schedule, and complete monthly reading of water meters to provide accurate information on time to the Finance Department.
- B. Install water meters (less than 2") for all new construction.
- C. Provide follow-up meter readings as requested by the customers and/or Finance Department to verify high readings, stopped meters, final billing, or other unusual conditions.
- D. Repair or replace leaking water meters for customers.

FY13/14 Programs:

1. This is a rate supported utility operation, and the Sewer and Water Maintenance Division is responsible for obtaining water meter readings each month that are used to prepare invoices. Therefore, the timely completion of the collection of these meter readings is important for the financial success of our utility. Employees will read each water meter in the system once every three months and provide that information to the Finance Department. This information must be completed on time each month and must be accurate.
2. Sewer and Water Maintenance employees are responsible for the installation of a meter (less than 2”) for all new construction. Meters 2” or larger must be provided and installed by the building contractor. This work is scheduled through the Department of Community and Economic Development and requires coordination with each building contractor to ensure that the plumbing has been completed so the meter can be installed.
3. Sewer and Water Maintenance employees provide followup assistance for our customers (through appointments scheduled by the Finance Department) to obtain special readings for final billing and to repair or replace existing water meters. Employees are expected to be on time for each appointment and to complete their work in a friendly and professional manner.
4. Sewer and Water Maintenance employees provide followup assistance and leak inspections for customers who have received a higher than typical water and sewer bill but question the charges. These appointments are scheduled by the Finance Department.

Goal #5: Operate and maintain all sanitary sewer lift stations in a reliable and effective manner to provide uninterrupted service for all of the sewer customers.

Objectives:

- A. Perform site inspections and check operation of all sanitary sewer lift stations five days a week.
- B. Maintain an inventory of critical repair parts for lift stations, including spare pumps, to ensure quick response to correct lift station failures.
- C. Plan, schedule, and complete cleaning of lift stations including removal of grit and debris at least twice per year.
- D. Plan, schedule, and complete periodic inspection and testing of emergency generator functions, to ensure reliable operation in the event of a power failure, at least one time per year.

FY13/14 Programs:

1. The Sewer and Water Maintenance Division is responsible for the maintenance and operation of 20 sanitary sewer lift stations at various locations throughout the City. These facilities include pumps that must be in operation 24 hours a day, seven days a

week to provide service to the customers in those neighborhoods. Any failure of the lift station can almost immediately result in sewer backup problems for some customers who live in the immediate vicinity.

2. Because these lift stations have the potential to create a great deal of damage if they were to fail, Sewer and Water Maintenance employees will continue to provide a visual inspection of each lift station five days a week.
3. Grit and debris will be cleaned from the lift station's wet well on a regular basis throughout the year, and de-greasers will be added to keep the pumps and controls functional.
4. Emergency generators will be inspected and tested regularly, and the Division will maintain an inventory of standard repair parts and replacement pumps to help ensure prompt repairs when needed.
5. Mowing, snow removal, painting, and general exterior maintenance will be performed at these pumping sites on an "as needed" basis.

Goal #6: Develop and maintain a highly motivated and productive staff that is capable of providing friendly, prompt, and efficient customer service that takes pride in their work and in their responsibilities to our utility customers.

Objectives:

- A. Continue to provide instructions and set specific performance goals for all Sewer and Water Maintenance employees to establish importance of quality customer service.
- B. Provide instructions, proper tools and equipment, and personal protective equipment to promote a safe work environment for all employees.
- C. Continue to provide uniforms and City clothing to all employees to identify a professional work force and maintain a suitable public image for all employees.
- D. Continue to provide funding for specialized training and educational seminars specific to sewer and water utility maintenance to develop a qualified staff with specialized skills.
- E. Continue to encourage employees to take greater individual responsibility for their work assignments and promote employee initiative to respond to customer problems.

FY13/14 Programs:

1. The maintenance of a sewer and water utility is a complex responsibility that includes specialized skills for equipment operation, safety, electrical maintenance, sanitary sewer mains, water mains, repair of fire hydrants, computer skills, and much more.
2. Where possible, the City will provide the opportunity for specialized training to all employees to improve their technical skills in areas such as electrical systems and

maintenance, use and maintenance of lift station control equipment, equipment operation, mechanical maintenance, safety training, maintenance and repair of fire hydrants, and computer training.

3. The supervisor and employees will continue to stress the importance of following established safety programs. Providing a safe and accident free work environment is one of the City's responsibilities, and efforts will continue during FY13/14. Funds have been included to provide all necessary personal protective equipment (PPE) for employees that are necessary for the daily assignments.

Goal #7: Provide assistance to other Utility Fund divisions and operations by providing staff and equipment when needed.

Objectives:

- A. Provide labor, equipment, and assistance to Wastewater Treatment Division when requested.
- B. Provide labor, equipment, and assistance to Water Treatment Division when requested.

FY13/14 Programs:

1. All three of the utility divisions in Public Works (Water Treatment, Wastewater Treatment, and Sewer and Water Maintenance) collectively work for the same customers and the same rate payers. When needed, employees of the Sewer and Water Maintenance Division will provide equipment and manpower to the two treatment plant divisions to help control costs and to provide reliable service to our customers.
2. Employees of the Sewer & Water Maintenance Division will again assist the Water Treatment Division by providing an employee to assist and operate the Vactor throughout the year when debris is removed from the brine tanks at the Seminary Avenue Plant and the First Street Plant.
3. When needed, the Sewer & Water Maintenance Division assists the wastewater treatment plant operators by providing employees and equipment to excavate, clean process tanks, rod lines etc.

**FY13/14
SEWER and WATER MAINTENANCE DIVISION
LINE ITEM DESCRIPTIONS**

60-52-0-000	SEWER and WATER MAINTENANCE	\$788,900
SALARIES		
60-52-3-408 Supervisor		\$73,000
FY10/11 Actual:	\$68,792	FY11/12 Actual: \$69,466
FY12/13 Budget:	\$70,900	FY12/13 Projected: \$71,100
<p>The FY13/14 budget amount is consistent with the City’s approved Wage and Classification Plan for non-unionized positions and incorporates a 2% increase plus the opportunity for an additional 1.5% maximum based on merit.</p>		
60-52-3-415 Maintenance		\$356,000
FY10/11 Actual:	\$318,415	FY11/12 Actual: \$269,581
FY12/13 Budget:	\$369,700	FY12/13 Projected: \$344,500

Prior to FY12/13, this line item paid the salary cost of the Maintenance Workers, Equipment Operators, Foreman, and the Utility Inspector in this Division, which included six employees during FY11/12. The salary cost for Meter Technicians was previously included with a separate line item, and there were two employees paid from that Meter Technician line item in FY11/12.

As shown earlier in this budget document in the table pertaining to Personnel Summary, there have been several changes in the number of employees in this division over the past four years. The total number of employees decreased from twelve (12) in FY08/09 to eight (8) in FY11/12. As a result, it has been necessary to make changes to the employee assignments for both short term tasks as well as longer term assignments. One example that has been successful is to have an employee share time between meter reading duties and also maintenance duties based on work load and the immediate needs of the community. This management change has allowed the City to continue to provide essential services while operating with a reduced staff but, at the same time, did not directly fit the previous line item descriptions and separation of salary costs.

Since it is now beneficial for employees to be assigned to multiple tasks, between the Meter Technician duties and maintenance duties, labor costs for those positions are being consolidated within this single line item beginning with FY12/13. This change has better reflected and documented the financial aspect of what has already been successfully implemented to use the employees in different assignments and tasks throughout the year.

The budget request is based on the City's approved Wage and Classification plan for FY13/14 and also on the approved Collective Bargaining Agreement.

60-52-3-417 Meter Technician				\$ - 0 -
FY10/11 Actual:	\$79,168	FY11/12 Actual:	\$80,751	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

During FY10/11 and FY11/12, this line item included the costs of the two Water Meter Technicians in this division. As described in the previous line item, it is necessary to often assign these employees to other tasks and assignments. As a result of the need to perform all of the utility maintenance services with fewer employees, the City no longer has specific assignments that include only meter activities. As a result, the costs for the employees previously paid from this line have been relocated to the previous line item.

60-52-3-445 Overtime				\$26,000
FY10/11 Actual:	\$17,938	FY11/12 Actual:	\$15,876	
FY12/13 Budget:	\$28,000	FY12/13 Projected:	\$22,000	

This line item will be used to pay the overtime costs for work to be performed by this division related to the City's utility infrastructure. Overtime costs for employees in this division while working on other types of activities (i.e. snow plowing, leaf collection, etc.) are charged to other funds and accounts. There are no scheduled overtime activities for this division, and the costs are for emergency repairs and customer service calls.

Overtime costs are monitored to keep the costs to a minimum; however, overtime costs are also unavoidable if the City is to meet the needs of our customers and provide maintenance to the system. If a water main breaks on a weekend, it needs to be fixed. If a sewer backs up in the middle of the night, the resident will not want to wait until morning. If a customer has a broken water line in their house on Sunday, the division needs to send someone out right away. The supervisor will make every effort to control these costs, but overtime is an essential price to pay (and plan for) to be able to maintain the utility and provide customer service.

Not unlike the overtime expenses related to snow removal services, actual overtime costs during the past two years have been less than normal annual expenses as a result of the mild weather. The mild winter temperatures have resulted in fewer water main breaks than a typical winter and there have been fewer summer storms which interfere with lift stations, which has reduced the need for overtime. Those conditions can not be expected to consistently continue in the future, and funds requested for FY13/14 are based on historic overtime costs.

PERSONAL SERVICES

60-52-4-451 Sick Leave Conversion				\$1,500
FY10/11 Actual:	\$ 798	FY11/12 Actual:	\$1,372	
FY12/13 Budget:	\$2,200	FY12/13 Projected:	\$1,500	

Employees receive reimbursement for 25% of their remaining annual sick leave in excess of an accumulated 100 days (maximum days). There will be two (2) employees eligible for sick leave conversion pay in FY13/14.

60-52-4-453 Uniforms				\$4,000
FY10/11 Actual:	\$2,901	FY11/12 Actual:	\$3,904	
FY12/13 Budget:	\$4,000	FY12/13 Projected:	\$3,500	

Public presentation is very important to any utility organization and is one important part of the City's overall efforts to promote quality customer service by a professional staff. Not only is it important for the City to present a positive public image by the way our employees look, utility employees need to be easily identifiable for the comfort and peace of mind of our customers.

In an effort to improve the overall appearance of the Public Works employees and to further the professional image and approach of the employees, the City provides uniform items for Public Works employees. This program includes the use of uniforms provided by the contracted service as well as the purchase of additional clothing and protective coats provided by the City. All uniforms and clothing identifies the individual as an employee of the City, presents a very positive professional image to the public, and is a visual representation of the City's commitment for quality customer service delivered by a professional staff.

CONTRACTUAL SERVICES

60-52-5-501 Communication				\$10,500
FY10/11 Actual:	\$9,239	FY11/12 Actual:	\$ 9,943	
FY12/13 Budget:	\$9,600	FY12/13 Projected:	\$10,000	

Charges to this line item include costs for Verizon phone service for the Sewer and Water Maintenance Division and for the remote alarms at all 20 lift stations. Each of the sanitary sewer lift stations is equipped with alarm systems that utilize phone dialers and phone lines to notify employees in the event of any pump failure problems or high water conditions. The cost of the maintenance of the phone dialers and the monthly charges for the phone lines are charged to this line item.

60-52-5-540 Utilities – Lift Stations				\$37,000
FY10/11 Actual:	\$31,521	FY11/12 Actual:	\$43,787	
FY12/13 Budget:	\$37,000	FY12/13 Projected:	\$32,000	

This line item pays for all energy costs to operate the City’s sanitary sewer lift stations including electricity charges and natural gas costs for emergency generators. Finance Director Stelford anticipates that electric rates will remain stable during FY13/14, and there is no increase in the number of lift stations operated by the City. The City has installed on-site generators at six lift stations and this line item now also includes charges for natural gas for those sites.

The cost of utilities for lift stations will vary year to year based on weather conditions. The wetter the season, the more the lift stations have to pump. The drier the season, the lift stations pump less and use less electricity. Projected end of year costs for FY12/13 are less than the amount of the approved budget primarily as a result of the dry summer and the reduced amount of I/I to the lift stations.

60-52-5-541 Utilities – Booster Stations				\$13,000
FY10/11 Actual:	\$13,816	FY11/12 Actual:	\$13,231	
FY12/13 Budget:	\$13,500	FY12/13 Projected:	\$12,600	

Funds in this line item pay costs for electrical service to operate the two water supply booster stations maintained by the Sewer and Water Maintenance Division. This includes the water booster at the hospital and the station on West Jackson Street. Unlike the sanitary sewer lift stations, which only operate on demand based on flow, these two booster stations are in operation almost continuously every day of the year to maintain water pressure for our residents located in a high pressure zone.

60-52-5-552 Service To Maintain Equipment				\$1,500
FY10/11 Actual:	\$ 339	FY11/12 Actual:	\$2,100	
FY12/13 Budget:	\$1,500	FY12/13 Projected:	\$1,300	

This line item will be used to pay the costs of all outside contract services needed for the repair of equipment which includes the Vactor, backhoe, pumps, generators, saws, locating equipment, and other small equipment.

60-52-5-553 Service To Maintain Vehicles				\$7,000
FY10/11 Actual:	\$ 551	FY11/12 Actual:	\$ 2,011	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$ 800	

This line item will be used to pay the costs of all outside contract services needed for the repair and maintenance of 10 vehicles used by this division. Funds requested for FY13/14 are greater than previous years, due to the

planned replacement of the service body on one vehicle used by the Sewer and Water Maintenance Division. The Fleet Maintenance Supervisor has confirmed that the motor, cab, and chassis are in good condition but the service body needs to be replaced.

60-52-5-554 Service To Maintain Water Mains				\$32,000
FY10/11 Actual:	\$12,747	FY11/12 Actual:	\$26,927	
FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$34,000	

This line item will include all costs for outside services needed for the operation, maintenance, and repair of the water distribution system. This includes the purchase of replacement pumps for water booster stations, complete replacement of booster station drive (operational control equipment and sensors), electrical system changes, normal maintenance of the booster stations, contracted services to complete restoration for water main repairs, contracted services to assist with water main repairs, and plumbing assistance for maintenance of the water system.

60-52-5-555 Service To Maintain Sewer Mains				\$43,000
FY10/11 Actual:	\$28,775	FY11/12 Actual:	\$30,393	
FY12/13 Budget:	\$40,000	FY12/13 Projected:	\$43,000	

This line item includes the cost of outside services for the maintenance of the City's sanitary sewer collection system, TV inspection services to investigate problem areas, and services to maintain the City's sanitary sewer lift stations. In order for the division to properly maintain the 20 lift stations, it is essential that this line item also include funds to pay for services to repair lift stations during the year. Typical expenses will include electrical system and control panel maintenance, service of generators, landscape restoration, TV inspection services, contracted services to assist with sewer repairs, contracted services for pavement and driveway restoration, and contracted services for the maintenance of lift station pumps.

Since the long term maintenance and upkeep of the 20 sanitary sewer lift stations is a 'capital investment', costs to purchase replacement pumps and services to install pumps have been included in the Sewer and Water CIP budget under lift station activity. Other costs for outside services for the maintenance and repair of the lift stations such as parts, floats, cables, panels, and controls are charged to this line item.

COMMODITIES

60-52-6-602 Gasoline and Oil				\$24,000
FY10/11 Actual:	\$19,604	FY11/12 Actual:	\$24,436	
FY12/13 Budget:	\$22,600	FY12/13 Projected:	\$22,500	

This line item provides funds for all fuel used for the 10 vehicles in this division and is based on past annual costs. Costs include the purchase of gasoline, a portion of diesel fuel in above ground tanks at Public Works, and bulk purchases of motor oil.

60-52-6-605 Tools				\$1,800
FY10/11 Actual:	\$1,675	FY11/12 Actual:	\$1,809	
FY12/13 Budget:	\$1,800	FY12/13 Projected:	\$1,800	

This line item is used for the purchase of tools which cost less than \$500 per item. Typical charges will include hydrant wrenches, probes, valve keys, wrenches, hand tools, shovels, rakes, etc.

60-52-6-606 Supplies				\$2,000
FY10/11 Actual:	\$1,209	FY11/12 Actual:	\$1,207	
FY12/13 Budget:	\$2,000	FY12/13 Projected:	\$2,000	

This line item is used for the purchase of general supplies used by the division that are not directly related to sewer mains or water mains. Typical charges will include first aid supplies, batteries, barricades, nuts and bolts, lumber, mortar mix, paint, grass seed, etc.

60-52-6-621 Material To Maintain Equipment				\$2,800
FY10/11 Actual:	\$ 789	FY11/12 Actual:	\$2,873	
FY12/13 Budget:	\$2,500	FY12/13 Projected:	\$2,900	

This line item is used for the purchase of all supplies and parts needed for the routine service, maintenance, and repair work completed in-house. The equipment included with this line item includes the backhoe, sewer cleaning equipment, portable generators, and small portable pumps used by this division. Typical purchases include belts, filters, pump hoses, hoses for the Vactor, sewer jet pressure hose, nozzles and fittings.

60-52-6-622 Material To Maintain Vehicles				\$5,500
FY10/11 Actual:	\$5,750	FY11/12 Actual:	\$4,758	
FY12/13 Budget:	\$6,000	FY12/13 Projected:	\$5,100	

This line item is used for the purchase of all supplies and parts needed for the routine service, maintenance, and repair work completed in-house for the 10 vehicles assigned to this division. Typical purchases include belts,

hoses, filters, lights, brakes, tires, shocks and springs, antifreeze, transmission fluid, brake fluid, and repair parts.

60-52-6-624 Material To Maintain Water Mains				\$29,000
FY10/11 Actual:	\$37,907	FY11/12 Actual:	\$41,505	
FY12/13 Budget:	\$29,000	FY12/13 Projected:	\$28,500	

This line item is used for the purchase of all material for the repair and maintenance of the water distribution system. Some additional fire hydrants and hydrant extensions will be purchased before the end of FY12/13 that will be used during IDOT's US Route 14 reconstruction project during 2013.

Costs for the upcoming budget year will include the purchase of fire hydrants, hydrant extensions, water main pipe, water valves, water main repair clamps, manhole frames and grates, brass fittings, gravel and stone, and other similar material purchases needed to complete water main repairs and improvements by City employees.

60-52-6-625 Material To Maintain Sewer Mains				\$50,000
FY10/11 Actual:	\$51,966	FY11/12 Actual:	\$57,233	
FY12/13 Budget:	\$50,000	FY12/13 Projected:	\$50,000	

This line item is used for the purchase of material, supplies, and parts for the maintenance and repair of sanitary sewers and lift stations. Costs for the upcoming budget year will include the purchase of sanitary sewer degreaser, sewer main repair clamps and couplings, sewer pipe, manhole block and precast manholes, manhole frames and grates, lift station parts, landscape material for lift stations, and gravel and stone.

Since the long term maintenance and upkeep of the 20 sanitary sewer lift stations is a 'capital investment', costs to purchase replacement pumps and costs to install pumps has been included in the Sewer and Water CIP budget under lift station activity. Other costs for the maintenance and repair of the lift stations such as parts, floats, cables, panels, and controls are charged to this line item.

60-52-6-626 Material To Maintain Meters				\$600
FY10/11 Actual:	\$640	FY11/12 Actual:	\$252	
FY12/13 Budget:	\$600	FY12/13 Projected:	\$600	

This line item is used for the purchase of parts to repair meters such as fittings, reducers, freeze plates, and dial covers, as well as meter wire and meter seals used for new installations. For most locations, old meters are replaced with new radio read equipment instead of repairing the meters, and only a small amount of funds are requested for repair work.

CAPITAL OUTLAY

60-52-7-720 Equipment				\$3,700
FY10/11 Actual:	\$ 220	FY11/12 Actual:	\$6,093	
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$6,000	

The division is in the process of evaluating different and improved locating equipment to improve both efficiency and accuracy, and the replacement of the older equipment will be completed in FY12/13.

Funds have been requested in FY13/14 for the replacement of small sized equipment such as cut off saws, pipe cutters, pumps, and pump equipment.

60-52-7-725 Water Meters				\$65,000
FY10/11 Actual:	\$55,763	FY11/12 Actual:	\$66,212	
FY12/13 Budget:	\$62,000	FY12/13 Projected:	\$66,000	

Funds within this line item are for the purchase of meters to be installed by City employees. This will include installations for new construction, replacement of old meters, replacement of stopped meters, and conversion of existing “walking route” meters to radio read equipment. The cost of a replacement meter (up to and including 1 ½”) is paid by the City, and there is no charge for labor or material to the customer.

In addition to purchasing water meters for replacement of existing accounts, funds in this line item are used for the purchase of meters for new construction. As a result of the significant reduction in new home construction, there have been fewer water meters needed for new construction. However, at the same time, the City has increased efforts for the replacement of old meters that may not be recording accurately and which have to be manually read to increase water revenue and also to decrease the amount of labor time needed to read meters.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
SEWER & WATER MAINTENANCE EXPENSES							
SALARIES							
60-52-3-408	SUPERVISOR	68,792	69,466	70,900	46,610	71,100	73,000
60-52-3-415	MAINTENANCE	318,415	269,581	369,700	226,504	344,500	356,000
60-52-3-417	METER TECHNICIAN	79,168	80,751	0	0	0	0
60-52-3-445	OVERTIME	17,938	15,876	28,000	7,693	22,000	26,000
TOTAL SALARIES		484,313	435,674	468,600	280,807	437,600	455,000
PERSONAL SERVICES							
60-52-4-451	SICK LEAVE CONVERSION	798	1,372	2,200	0	1,500	1,500
60-52-4-453	UNIFORMS	2,901	3,904	4,000	2,039	3,500	4,000
TOTAL PERSONAL SERVICES		3,699	5,276	6,200	2,039	5,000	5,500
CONTRACTUAL SERVICES							
60-52-5-501	COMMUNICATIONS	9,239	9,943	9,600	6,057	10,000	10,500
60-52-5-540	UTILITIES- LIFT STATIONS	31,521	43,787	37,000	15,315	32,000	37,000
60-52-5-541	UTILITIES- BOOSTER STATIONS	13,816	13,231	13,500	8,379	12,600	13,000
60-52-5-552	SERVICE TO MAINT. EQUIPMENT	339	2,100	1,500	718	1,300	1,500
60-52-5-553	SERVICE TO MAINT. VEHICLES	551	2,011	1,000	128	800	7,000
60-52-5-554	SERVICE TO MAINT. WATER MAINS	12,747	26,927	30,000	31,578	34,000	32,000
60-52-5-555	SERVICE TO MAINT. SEWER MAINS	28,775	30,393	40,000	38,541	43,000	43,000
TOTAL CONTRACTUAL SERVICES		96,988	128,392	132,600	100,716	133,700	144,000
COMMODITIES							
60-52-6-602	GASOLINE & OIL	19,604	24,436	22,600	13,944	22,500	24,000
60-52-6-605	TOOLS	1,675	1,809	1,800	1,429	1,800	1,800
60-52-6-606	SUPPLIES	1,209	1,207	2,000	1,162	2,000	2,000
60-52-6-621	MATERIAL TO MAINT. EQUIPMENT	789	2,873	2,500	2,229	2,900	2,800
60-52-6-622	MATERIALS TO MAINT. VEHICLES	5,750	4,758	6,000	3,134	5,100	5,500
60-52-6-624	MATERIAL TO MAINT. WATER MAINS	37,907	41,505	29,000	18,138	28,500	29,000
60-52-6-625	MATERIAL TO MAINT. SEWER MAIN	51,966	57,233	50,000	43,429	50,000	50,000
60-52-6-626	MATERIAL TO MAINT. METERS	640	252	600	372	600	600
TOTAL COMMODITIES		119,540	134,073	114,500	83,837	113,400	115,700

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
SEWER & WATER MAINTENANCE							
CAPITAL OUTLAY							
60-52-7-720	EQUIPMENT	220	6,093	5,000	0	6,000	3,700
60-52-7-725	WATER METERS	55,763	66,212	62,000	49,582	66,000	65,000
TOTAL CAPITAL OUTLAY		55,983	72,305	67,000	49,582	72,000	68,700
TOTAL SEWER & WATER MAINTENANCE		760,523	775,720	788,900	516,981	761,700	788,900

WATER & SEWER ADMINISTRATION & DEBT



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

RE: **Water and Sewer Administration and Debt Service
FY13/14 Budget Transmittal**

Attached is the FY13/14 budget report for the Water and Sewer Administration and Debt portion of the City's Utility Fund. Despite the title of this budget section, not all debt incurred by the City's water and sewer utility fund is included within this budget. Specifically, debt for the Seminary Avenue water treatment plant project is being amortized using money received from new connection fees. Therefore, that repayment is reflected in the Water and Sewer Capacity CIP budget as well as a portion of the 1996 bonds issued for the renovation and expansion of the City's southside wastewater treatment plant. That separation of debt into two distinct budgets helps assure that new development pays for utility system expansion so that the burden does not fall on current water and sewer customers. **No portion of bond repayment for capacity expansion projects is being paid by current utility customers.**

The proposed FY13/14 Water & Sewer Administration and Debt Budget of **\$645,200** is \$6,000 (**0.9%**) more the current year's budget. Approximately 90% of this budget is required to amortize the debt in the Utility Fund for improvements to the southside wastewater treatment plant and the First Street water treatment plant. There were no new bond sales completed during FY12/13 and no new bond funded projects proposed for FY13/14.

The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City's *Vision 2020 Statement* as documented with the following examples:

Woodstock is a connected green community where all natural resources are valued as essential assets of the community. The Water and Sewer Administration and Debt Service budget provides funding for programs to support the community vision to protect our natural resources. During FY13/14, our focus will continue with efforts to promote water conservation and protection of our valuable ground water resource through public education and promotion of conservation efforts. This budget also allocates funds to repay bonds that allowed the City to complete wastewater treatment capital improvements that will produce a better quality of effluent for years to come.

At the request of the City Council, the City Administration has been directed to move forward with efforts to implement this specific portion of the Vision 2020 Statement. The focus will be to promote awareness of the importance of water conservation with our customers. This will be achieved in a variety of means including specifically addressing water conservation goals with every treatment plant tour provided by the plant operators;

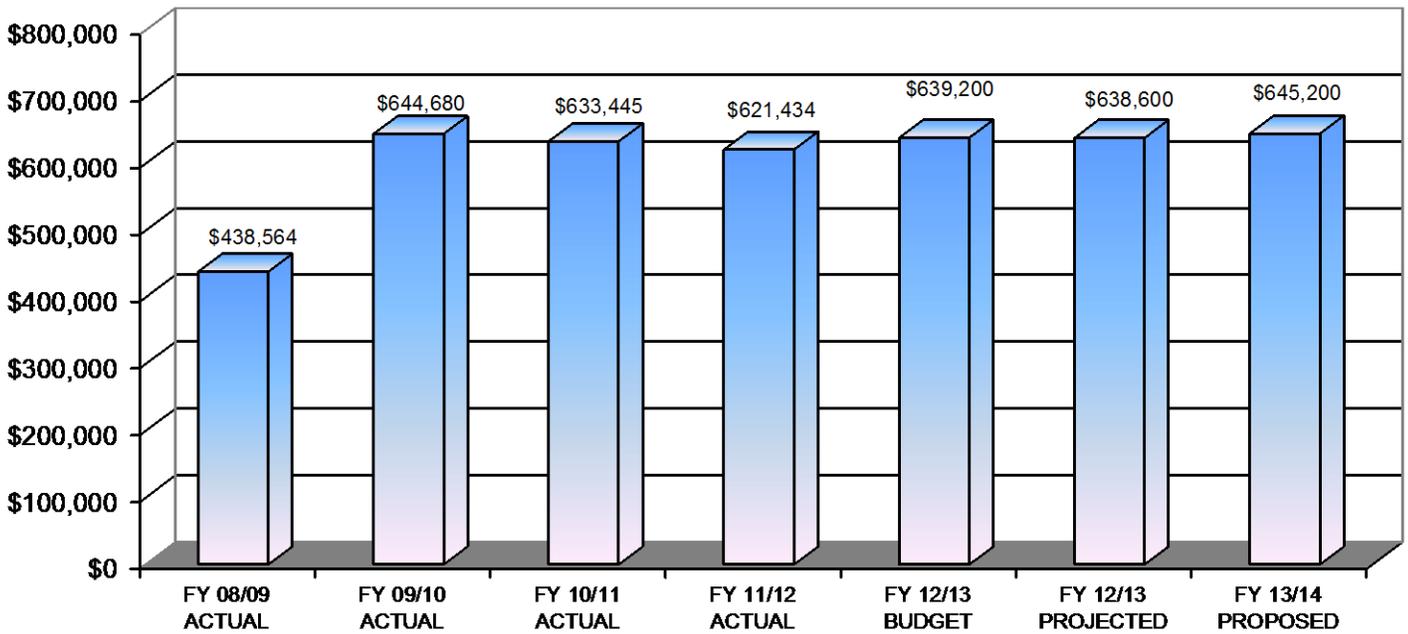
providing tips and water conservation measures to our residents through the City Manager's Newsletter and the City's Web site; providing educational literature and resources to school groups; and similar programs.

Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility and infrastructure needs of a growing community. The accompanying budget provides funding for the on-going training and professional development of the employees in the utility operations. These employees are responsible for the daily care and professional management of our public water supply and the wastewater treatment facilities, and continued professional development is important to the success of these services.

**WATER & SEWER UTILITY FUND
ADMINISTRATION & DEBT
PERSONNEL SUMMARY**

POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**WATER & SEWER ADMINISTRATION & DEBT
BUDGET COMPARISON**



**WATER and SEWER ADMINISTRATION and DEBT
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

The City successfully completed goals established for the management of debt and also for the general administration of utility operations during FY12/13. As a result, projected end of year costs are slightly less than the amount of the approved budget, and all debt payments were met during the past year.

Following is a summary of the accomplishments during the past budget year:

- Bond debt payments for the Southside Wastewater Treatment Plant, Seminary Avenue Water Treatment Plant improvements, and First Street Water Treatment Plant improvements have been included. Bond debt for the portion of the southside wastewater treatment plant improvements that relate to an increase of capacity have been separated out and are not included within this budget but rather have been included in the Water and Sewer Capacity CIP and are being paid from fees collected from new development.
- Treatment plant employees provided information to our water customers regarding the importance of water conservation and the need for all customers to become more aware of the limited quantity of the valuable resource that is available. That was achieved by providing information on the City's web site, City Manager's newsletter, annual water quality report, and treatment plant tours on a periodic basis. A new Good Neighbor brochure was created for water conservation which is now available on the City's web site. The City did implement odd-even water restrictions during 2012 as an additional effort to promote water conservation following an extended drought.
- Water treatment plant employees completed all annual training and professional development classes required by IEPA to maintain their state certification status.
- Wastewater treatment plant employees continued to complete courses for treatment plant operators and advanced their certification status through the state managed testing program.
- The City has developed an extensive computerized record of utility information that provides quick and reliable information for the field personnel. This data aids the City staff in providing information to our customers but must be updated annually as more utility infrastructure is completed. The utility information in this database was reviewed and updated during FY12/13 to include missing information and add new records pertaining to utility easement documents and hydrant flushing zones.

**WATER and SEWER ADMINISTRATION and DEBT
FY13/14
GOALS, OBJECTIVES and PROGRAMS**

Goal #1: Identify and separate debt associated with new growth to better ensure that existing customers are not required to pay costs resulting from new development and to provide funds for the annual debt incurred for the maintenance and operation of the City's existing utility infrastructure.

Objectives:

- A. Provide adequate funds from existing revenues to meet annual debt obligation for costs incurred with the maintenance, repair, and upgrade of existing utility infrastructure, as distinct from funds to meet obligations resulting from increased capacity needs.
- B. Identify costs for utility system improvements that provide an increase of treatment plant capacity and assign that debt to the Utility Capacity CIP budget which is funded through revenue received from new growth.

FY13/14 Programs:

1. Funds have been allocated to pay for existing debt, as well as new debt payment related to the recent improvements at the First Street water treatment plant. While it is not possible, or even desirable, for the City to avoid all debt within the Utility Fund, the City is able to properly manage the financial position of the fund at this time without the need for any rate increase specifically due to new debt.
2. One of the overall goals of the Utility Fund is to ensure that, as often as possible, new development pays for infrastructure expansion so that the burden does not fall on current water and sewer customers. This is accomplished only through the proper management and use of connection fee revenue along with the long term planning of the City's water treatment and wastewater treatment capacity needs. The FY13/14 Water and Sewer Administration and Debt budget, in conjunction with the other Utility Fund budgets, has been prepared in a manner which will result in achieving this goal again within the current economic constraints facing the City and our customers.

Goal #2: Provide funds to build on the Vision 2020 Statement that calls for Woodstock to be a “connected green community ... where all natural resources are valued as essential assets of the community.”

Objectives:

- A. Plan, schedule, and complete educational and promotional programs to advance the City’s goal of increasing awareness about the importance and need for water conservation measures.
- B. Plan, schedule, and complete educational and promotional programs to increase awareness about the importance of groundwater source protection.
- C. Plan, schedule, and complete educational and promotional programs to increase awareness about the importance of protecting surface waters by limiting waste disposals into the sanitary sewer system.

FY13/14 Programs:

- 1. At the request of the City Council, the City Administration has been directed to move forward with efforts to implement this specific portion of the Vision 2020 Statement. The primary focus will be to promote awareness of the importance of water conservation with our customers. This will be achieved in a variety of means including specifically addressing water conservation goals with every treatment plant tour provided by the plant operators; providing tips and water conservation measures to our residents through the City Manager’s Newsletter and the City’s Web site; providing educational literature and resources to school groups; and similar programs.

Goal #3: Provide funds and programs for the continued training and professional development of employees in the utility operations.

Objectives:

- A. Continue to provide funding for specialized training and educational seminars specific to water treatment, wastewater treatment, mechanical and electric systems, water distribution, and overall utility operations to develop a qualified staff with specialized skills.
- B. Continue to provide funding for participation in state and national professional organizations to promote networking opportunities within the industry as well as obtain information regarding current developments, trends, and ideas in the water and sewer utility fields.

FY13/14 Programs:

1. The City is required to employ a state certified operator to oversee the operation and maintenance of its water and wastewater treatment plants. There are specific training courses available to these employees to help prepare them to sit for and pass the State examinations. The State of Illinois now requires a minimum amount of on-going education as a requirement to renew water operator licenses. As a result, more employees need to attend classes and professional seminars to meet the mandated state certification requirements. To remain compliant with state law, to improve our workforce, their productivity, and a high level of service to our residents, it is essential that we provide on-going employee training.

2. The City also has a responsibility (and in some cases is legally required) to provide annual training for specified safety programs and OSHA programs. In order to make improvements in our quality of service, employee safety, productivity, and employee skills, we intend to continue to provide training for utility employees in the following topics:
 - mandated annual OSHA and IDOL safety training;
 - safety awareness for treatment plant operators and employees;
 - specialized skills such as chemical feed systems, lab procedures;
 - equipment O&M such as electrical repairs, pump and motor maintenance;
 - continuing technical training for treatment plants; and
 - classes for license certification.

Goal #4: Provide funding and management services for the administration of programs for the proper operation, planning, and oversight of the City's utility operations.

Objectives:

- A. Provide adequate funds and complete the annual update of the City's computerized database of utility information and infrastructure to provide a reliable and easily accessible record.
- B. Plan, schedule, and implement any new management or system programs mandated by IEPA.

FY13/14 Programs:

1. This objective includes the need to provide services necessary to maintain the City's utility database information, add new utilities completed with subdivision development, and incorporate as-built information into the final records. It is essential that the City provide the funds necessary to continue to maintain and improve the utility records and to keep the file information up to date as new projects are completed and new utilities installed. The City has developed an

extensive computerized record of utility information that provides quick and reliable information for the field personnel. This data aids the City staff in providing information to our customers but must be updated annually as more utility infrastructure is completed.

**FY13/14
WATER & SEWER ADMINISTRATION & DEBT
LINE ITEM DESCRIPTIONS**

60-53-0-000 WATER & SEWER ADMINISTRATION & DEBT \$645,200

PERSONAL SERVICES

60-53-4-452 Travel and Training \$2,200

FY10/11 Actual:	\$1,293	FY11/12 Actual:	\$1,194
FY12/13 Budget:	\$2,400	FY12/13 Projected:	\$1,900

Funds in this line item provide the employees within the Utility Fund (Water Treatment, Wastewater Treatment, and Sewer and Water Maintenance) an opportunity for educational and technical advancement. IEPA looks very favorably upon these state certifications which document that the employee is technically competent to perform the job. In addition, Water Treatment employees are mandated by law to complete annual training to retain their operator's license. Training programs will be held in Illinois or southern Wisconsin to limit travel expenses.

There are currently five (5) employees within the utility divisions that have eighteen (18) months or less experience in their current positions, emphasis will be placed on professional training and development for these employees during the upcoming year.

60-53-4-454 Dues and Subscriptions \$3,300

FY10/11 Actual:	\$3,344	FY11/12 Actual:	\$ 654
FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$3,300

This line item includes the costs for professional dues and subscriptions for trade publications for all employees within the Utility Fund as well as utility related membership dues for the Director and Assistant Director. Typical costs for this line item include membership in:

- American Water Works Assoc. ,
- Water Environment Federation,
- Fox Valley Operators Assoc.,
- Northern Illinois Water Analysts, and
- ESRI subscription service for GIS software

Continued participation in these organizations provides employees with a network of contacts and resources to assist them in solving problems, help them identify new ideas, implement cost saving measures, improve efficiency, and develop professionally. The small

amount invested for professional associations is more than offset by the information provided to our staff and the resources that can be shared.

The major portion of the expenses within this line item (\$2,800) is for the annual subscription service for three (3) GIS software programs used by Public Works.

CONTRACTUAL SERVICES

60-53-5-502	Legal Expenses				\$300
	FY10/11 Actual:	\$113	FY11/12 Actual:	\$ - 0 -	
	FY12/13 Budget:	\$300	FY12/13 Projected:	\$ - 0 -	

This line item is used to pay legal fees directly attributable to the Utility Fund operation. These fees only include general activities such as research of legal requirements for bonds or special payments, assistance with damage claims and liability issues, and research and assistance for policies on debt collection. Legal fees for a specific capital improvement project and contract management are charged directly to that appropriate line item and are not included within this budget.

As shown by the costs during the past three years, the City Administration has controlled the amount of legal services requested. However, some funds need to be budgeted to pay for unexpected problems and legal issues that might need to be addressed by the City related to the many aspects of the utility operations.

60-53-5-503	Engineering Services				\$8,000
	FY10/11 Actual:	\$8,694	FY11/12 Actual:	\$3,252	
	FY12/13 Budget:	\$8,000	FY12/13 Projected:	\$8,800	

This line item is to be used for the payment of engineering fees for general services in the Utility Fund divisions. Expected services include assistance with permit questions or issues, water flow and pressure modeling, updates of computer mapping records, assistance related to water treatment operations, property surveys, and similar projects. Charges for specific construction projects and for new development reviews are not included within this line item. The primary expense in this line item each year is for the services necessary to maintain the City’s utility database information.

Detailed engineering services and expenses related to new developments and to specific construction projects, other than costs to

update the utility database, are not included within this line item. All engineering costs pertaining to the review of utility information for new developments and subdivisions are charged to a separate escrow account and are repaid to the City by the appropriate private project.

60-53-5-537	Printing Services				\$1,200
	FY10/11 Actual:	\$1,260	FY11/12 Actual:	\$1,000	
	FY12/13 Budget:	\$1,200	FY12/13 Projected:	\$1,100	

Expenses in this line item include the printing cost to produce the federally required Consumer Confidence Report which is included with the City Scene mailing. \$1,000 is paid annually for that cost, and a small amount is included for other printing needs.

60-53-5-538	IEPA WWTP Fees				\$35,000
	FY10/11 Actual:	\$34,500	FY11/12 Actual:	\$34,619	
	FY12/13 Budget:	\$34,600	FY12/13 Projected:	\$34,500	

The State of Illinois charges an annual fee for each NPDES permit, Land Application Permit, and Stormwater Permit issued by the Environmental Protection Agency.

60-53-5-560	JULIE Fees				\$3,400
	FY10/11 Actual:	\$2,304	FY11/12 Actual:	\$3,114	
	FY12/13 Budget:	\$3,100	FY12/13 Projected:	\$2,900	

By law, the City is required to participate in an area-wide one call utility locate service which for this area of the state is "JULIE". An annual membership fee must be paid by the City, and a charge is also levied for each utility locate request that is received by the organization that includes the City. The actual cost to the City is therefore based on the number of locate requests received each year, which will vary year-to-year. It is expected (and hoped) that construction activity will rebound slightly during FY13/14 in the community, which would result in an increase in the number of utility locate requests during the upcoming year.

COMMODITIES

60-53-6-601 Postage				\$11,000
FY10/11 Actual:	\$9,192	FY11/12 Actual:	\$ 9,502	
FY12/13 Budget:	\$9,800	FY12/13 Projected:	\$10,500	

Postage costs for the Utility Fund include mailing of monthly water and sewer bills by the Finance Department, mailing to residents for Utility Fund projects, and Federal Express charges for mailing of water samples each month.

60-53-6-604 Educational Programs and Promotions				\$600
FY10/11 Actual:	\$ 720	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$ 600	

This line item is utilized to support efforts to promote water conservation and to provide the funding for the implementation of education programs related to source water, water conservation, and wastewater treatment. The City will continue with these education programs using City staff time, and the funds requested will be utilized to purchase material, supplies, and education information for community outreach as well as during plant tours.

60-53-6-606 Supplies				\$800
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$1,000	FY12/13 Projected:	\$ 800	

As shown with the comparison of past costs, no funds were included for the purchase of supplies related to the Utility operations in Public Works Administration prior to FY12/13. Those expenses had been allocated within the General Fund operations in the past. In order to provide for better accounting of actual costs and to separate costs associated specifically with the City’s utility operations, it was recommended that this new line item be included beginning in FY12/13.

Costs within this line item will include general office supplies used by Public Works Administration and the three utility operating divisions.

OTHER CHARGES

60-53-8-517 Bond Fees				\$800
FY10/11 Actual:	\$862	FY11/12 Actual:	\$549	
FY12/13 Budget:	\$800	FY12/13 Projected:	\$800	

This line item is used to provide for the City’s annual costs charged by the Paying Agent that is responsible for insuring that the bondholders receive the City’s payment on its outstanding bonds in a timely manner. This annual payment is necessary for the remaining life of the bond payment.

60-53-8-900 Bond Redemption				\$410,000
FY10/11 Actual:	\$365,000	FY11/12 Actual:	\$375,000	
FY12/13 Budget:	\$390,000	FY12/13 Projected:	\$390,000	

In 1996 the City issued \$4.995 million in Alternate Revenue Bonds to finance a renovation/modernization of the south side wastewater treatment plant. In addition, this construction also resulted in increasing the existing capacity for the treatment facility. Therefore, the related debt service payment is apportioned between the Utility Fund and the Utility Capacity Fund. The Utility Capacity Fund is responsible for \$100,000 of the annual debt service payment, and the difference is funded through user charges collected by the Utility Fund.

In 2004, a majority of the outstanding 1996 Alternate Revenue Bonds were refunded through the issuance of \$3.65 million in Alternate Revenue Refunding Bonds. The remaining principal of the 1996 bonds has been completely repaid and, therefore, the City is only responsible for the repayment of the 2004 refunding bonds. The completion of this refunding resulted in generating over \$180,000 in net present value savings or over \$270,000 in reduced debt service payments. The 2004 Refunding Bonds will be completely repaid at the end of FY16/17. The annual debt service for the repayment of the Alternate Revenue Bonds ranges from \$403,300 to \$411,800.

The City issued \$3.4 million in Alternate Revenue Bonds in FY08/09 to finance the modernization/renovation of the First Street Water Treatment Plant. This project re-outfitted the facility with new modern equipment that not only improved the overall treatment process but also allowed for the simultaneous treatment of all three wells that service this facility. The completion of these improvements has insured the reliability of service from the First Street Water Treatment Plant for many future years. The Utility Fund is responsible for 100% of the related debt service payments. The annual debt service for the repayment of the Alternate Revenue Bonds ranges from \$259,500 to \$264,400 with the final repayment of these bonds occurring in 2028.

60-53-8-930 Interest Expenses				\$168,600
FY10/11 Actual:	\$206,163	FY11/12 Actual:		\$192,550
FY12/13 Budget:	\$183,400	FY12/13 Projected:		\$183,400

Annual interest costs for future years are shown in the following table.

Following is a summary of the annual payments (both principal and interest) for the remaining payments of the City's 2004 Refunding Bonds and the debt service payments for the 2008 Alternate Revenue Bonds to be issued for the renovation of the First Street Water Treatment Plant.

Utility Fund
Debt Service Schedule

<u>Fiscal Year</u>	<u>2004 Bond Principal</u>	<u>Principal Repaid By W&S Capacity</u>	<u>2008 Bond Principal</u>	<u>Interest Payments</u>	<u>Totals</u>
13/14	365,000	(100,000)	145,000	168,625	578,625
14/15	370,000	(100,000)	150,000	152,340	572,340
15/16	385,000	(100,000)	155,000	134,885	574,885
16/17	400,000	(100,000)	160,000	115,948	575,948
17/18	-	-	165,000	95,668	260,668
18/19	-	-	170,000	89,480	259,480
19/20	-	-	180,000	82,680	262,680
20/21	-	-	185,000	75,480	260,480
21/22	-	-	195,000	67,849	262,849
22/23	-	-	200,000	59,805	259,805
23/24	-	-	210,000	51,105	261,105
24/25	-	-	220,000	41,970	261,970
25/26	-	-	230,000	32,400	262,400
26/27	-	-	240,000	22,050	262,050
<u>27/28</u>	-	-	<u>250,000</u>	<u>11,250</u>	<u>261,250</u>
Totals	\$1,870,000	(\$500,000)	\$2,995,000	\$1,384,860	\$5,749,860

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
ADMINISTRATION & DEBT SERVICE EXPENSES							
PERSONAL SERVICES							
60-53-4-452	TRAVEL AND TRAINING	1,293	1,194	2,400	935	1,900	2,200
60-53-4-454	DUES AND SUBSCRIPTIONS	3,344	654	3,600	212	3,300	3,300
TOTAL PERSONAL SERVICES		4,637	1,848	6,000	1,147	5,200	5,500
CONTRACTUAL SERVICES							
60-53-5-502	LEGAL EXPENSES	113	0	300	0	0	300
60-53-5-503	ENGINEERING SERVICES	8,694	3,252	8,000	4,732	8,800	8,000
60-53-5-537	PRINTING SERVICES	1,260	1,000	1,200	0	1,100	1,200
60-53-5-538	IEPA WWTP PERMIT FEES	34,500	34,619	34,600	34,500	34,500	35,000
60-53-5-560	JULIE FEES	2,304	3,114	3,100	0	2,900	3,400
TOTAL CONTRACTUAL SERVICES		46,871	41,985	47,200	39,232	47,300	47,900
COMMODITIES							
60-53-6-601	POSTAGE	9,192	9,502	9,800	6,484	10,500	11,000
60-53-6-604	EDUCATION PROGRAMS	720	0	1,000	12	600	600
60-53-6-606	SUPPLIES	0	0	1,000	1	800	800
TOTAL COMMODITIES		9,912	9,502	11,800	6,497	11,900	12,400
OTHER CHARGES							
60-53-8-517	BOND FEES	862	549	800	0	800	800
60-53-8-518	BOND ISSUANCE COST FEES	0	0	0	0	0	0
60-53-8-900	BOND REDEMPTION	365,000	375,000	390,000	390,000	390,000	410,000
60-53-8-930	INTEREST EXPENSE	206,163	192,550	183,400	151,720	183,400	168,600
TOTAL OTHER CHARGES		572,025	568,099	574,200	541,720	574,200	579,400
TOTAL ADMINISTRATION & DEBT SERVICE		633,445	621,434	639,200	588,596	638,600	645,200

UTILITY – CIP



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

RE: **Water and Sewer CIP FY13/14 Budget Transmittal**

Attached is the proposed FY13/14 budget report for the Water and Sewer Utility CIP fund. This proposed budget represents an important and critical appropriation if the City is to continue to provide reliable service to our utility customers. The individual operating budgets of the Utility Fund provide the personnel, tools, equipment, and supplies to operate and maintain the utility on a daily basis. Unless the City also invests money each year in capital improvement projects, the reliability and quality of service will decrease over time. Capital maintenance and replacement costs cannot be eliminated; they can only be deferred. If deferred, the problems, breakdowns, and expenses tend to accumulate and worsen with time.

As a result of the City's emphasis on CIP improvements and the commitment of adequate funds in recent years, the City has been able to control and even reduce daily operating expenses and to meet all compliance standards. Furthermore, there is a direct correlation between the City's investment in CIP projects and the ability to control operating expenses and the ability to provide reliable service to our customers every day of the year. Therefore, the accompanying budget (along with the Water and Sewer Capacity CIP budget) represents an important and critical cost for the proper operation and long term maintenance of the City's utility infrastructure.

During FY12/13, the City completed several improvements within the various utility operations that will benefit our water and sewer customers. These included:

1. Installation of emergency generators at two sanitary sewer lift stations;
2. Scheduled service and maintenance of one water supply well;
3. Replacement of one vehicle assigned to Water Treatment Division which will be modified to run on propane fuel;
4. Replacement of second screw pump at north side wastewater treatment plant;
5. Reconstruction and renovation of sluice gates at flow diversion box at south side wastewater treatment plant;
6. Roof replacement and repairs at wastewater treatment and water treatment facilities;
7. Replacement of non-potable water supply pump at the south side wastewater treatment plant;
8. Completion of project manual and implementation of the City's first City-wide unidirectional hydrant flushing program;
9. Completion of cleaning and inspection of two elevated water storage tanks;
10. Continuation of the I/I reduction cost sharing program for our sewer customers; and
11. Design for Rt 14 utility relocation required by IDOT.

The proposed FY13/14 Utility CIP Budget includes improvements of the wastewater treatment plant, water treatment plant, water wells, lift stations, motor pool replacement, water main

improvements, and to continue funding related to I/I reduction efforts. **Requested expenses for FY13/14 are \$570,000** which is less than the amount of the FY12/13 budget. The proposed FY13/14 Water and Sewer CIP budget includes the following projects which will benefit our customers and are needed for proper maintenance of the utility infrastructure:

- Completion of annual well inspection and maintenance;
- Installation of emergency generator at one water supply well;
- Replacement of water main based on past history of water main breaks;
- Equipment replacement at northside wastewater treatment;
- Motor pool replacement in Sewer and Water Maintenance Division;
- Funds to continue the cost sharing program for I/I reduction;
- Relocation of water and sewer utilities along US Route 14 as required by IDOT.

As mentioned previously, this Water and Sewer CIP budget represents an important and critical cost for the proper operation and long term maintenance of the City’s utility infrastructure. Earlier this year, the City Council received the FY13/14 through FY17/18 Five Year CIP. Following is a summary of the priority ‘A’ and priority ‘B’ utility capital improvements that have been identified, and the expected cost, that rely on annual revenue and fund balance for completion. These projects as identified will not increase the capacity of our water and wastewater utilities but rather these are planned improvements necessary to maintain the City’s existing utility infrastructure. As a result, they can not be funded from the Water and Sewer Capacity CIP and must be paid from water and sewer revenues.

<u>PROJECT (Priority A)</u>	<u>ESTIMATED FIVE YEAR COST</u>
IDOT Route 14 Utilities	\$ 175,000
Well Maintenance and Improvements	\$ 460,000
Sanitary Sewer Systems	\$2,191,000
DPW Radio Communication	<u>\$ 10,000</u>
Total for Priority A Improvements	\$2,836,000

<u>PROJECT (Priority B)</u>	<u>ESTIMATED FIVE YEAR COST</u>
Motor Pool	\$ 285,000
Lift Stations	\$1,130,000
Wastewater Treatment Maintenance	\$ 904,000
Water Tower Maintenance	\$ 115,000
Water Treatment Maintenance	\$1,460,000
Water System Improvements	<u>\$2,385,000</u>
Total for Priority B Improvements	\$6,279,000

The expenditures, objectives, and proposed projects included with this accompanying budget support several categories of the City’s *Vision 2020 Statement* as documented with the following examples:

- ***Woodstock will maintain a strong commitment to the protection of natural resources.***
The City is responsible for the collection and proper treatment of all wastewater from the

community to ensure protection of the surface waters. The two wastewater treatment plants are an essential component of the City's effort to protect the environment by providing adequate facilities for the treatment of all effluent before it is discharged into the receiving streams. The funds allocated in the Utility CIP budget are essential to provide proper maintenance and upkeep of the treatment facilities to achieve that goal. During FY13/14, the City will complete scheduled replacement of equipment at the north side wastewater treatment plant to allow proper treatment of the plant effluent prior to discharge to the stream.

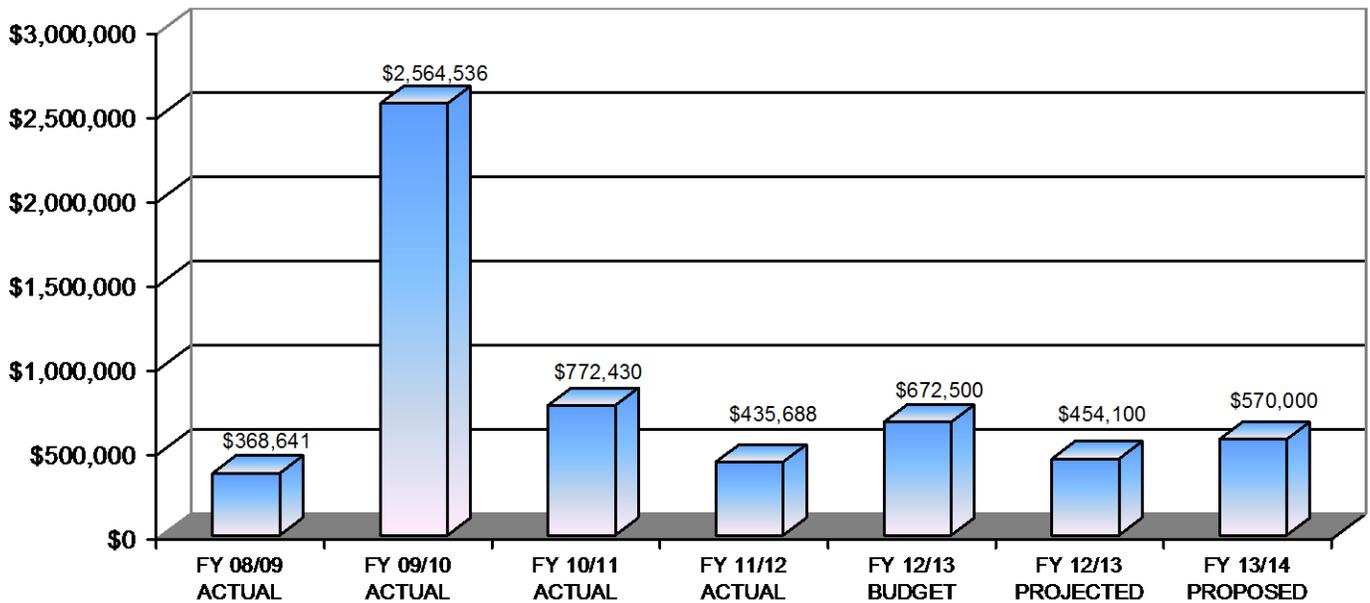
- ***Woodstock will maintain a professional, responsive public works department capable of meeting the critical utility and infrastructure demands of a growing community.*** The projects and expenses included with the accompanying budget (e.g. annual well maintenance, wastewater treatment plant improvements, and new emergency generator to serve lift stations) allows the City to manage and maintain the existing infrastructure needed to serve the current population. Planned improvements during FY13/14 for well maintenance, installation of emergency generator at one well site, and motor pool replacement all will help the City achieve this goal and to continue to provide a responsive utility operation that is professionally managed.
- ***Woodstock will be a community of choice for residents, visitors, and investors.*** While there are many aspects of Woodstock that make this a community of choice (e.g. downtown area, variety of parks, recreational choices, special community events, variety of housing choice, quality schools, public safety, and cultural events, etc.), all residents and property owners must rely on the City for a reliable water and sewer system every day. While utilities are not the first (or even the last) service our residents think of when considering the quality of the community, they are very important. In order for Woodstock to be a destination of choice, the City must continue to provide reliable water and sewer services to the residents and investors. Funds have been included with FY13/14 for important maintenance projects that will allow the City to continue to provide services that makes ours a community of choice.
- ***Woodstock will be eternally committed to the economic vitality.*** The health, stability, and success of our utility infrastructure are critical to the City's economic development goals. Without adequate water treatment facilities, water storage, and a water system, development can not occur. Without proper maintenance and operation of sanitary sewers lift stations and the treatment plants, development can not occur. The projects and maintenance activities included with the accompanying budget are essential to the City's economic development plans.

The overall success of the City's utility infrastructure relies on information that is provided with the approved Water System Master Plan, Sanitary Sewer Master Plan, Facility Plan Report, and other planning documents that set the blueprint and standard on the expansion of public utilities for both City improvements and improvements completed by the private sector. Through the use of the planning documents, the City is able to determine the proper sizing and location of utility improvements, as well as construction standards, so that the improvements completed each year can be utilized to

support future economic growth. During FY13/14, the Department of Public Works will continue to utilize information provided from planning documents to review and approve utility infrastructure improvements that will be completed by the City as well as the private sector, to better ensure the long term economic vitality of our infrastructure.

WATER & SEWER CIP FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**WATER & SEWER CIP FUND
BUDGET COMPARISON**



Expenses were greater than typical annual costs during FY09/10 and FY10/11 due to the construction of water treatment plant improvements at First Street.

WATER and SEWER UTILITY CIP FUND INTRODUCTION

Unlike the General Corporate Fund that derives a significant portion of its revenues from property taxes and sales tax, the Utility Fund (consisting of Wastewater Treatment, Water Treatment, Sewer and Water Maintenance, Administration & Debt, Utility CIP, and Capacity CIP) derives no revenue from property taxes or other general tax revenues. **All revenue for this fund is from customer billings, connection fees, and other direct user fees.** By law, the Utility Fund must be accounted for independently as a separate financial entity within the corporate structure of the City. All projects within the Utility CIP Fund must be financed exclusively from Utility Fund revenues or direct user fees. However, there is no dedicated revenue source within the Water and Sewer Fund specifically for capital improvement projects other than connection fees which are accounted for in the Water and Sewer Capacity CIP.

Just as applicable with the recommendations for the City's General Corporate Fund CIP, the Utility Fund CIP projects normally need to be broad based and balanced. The City needs to consider the projects and funding necessary to properly maintain all of the utility systems on a daily basis, provide compliance with both current and future regulatory standards, provide reliable, quality service to our customers, and at the same time plan for the future. This proactive financial planning must embrace all areas of the utility operations including water treatment, well supplies, water storage, water distribution, wastewater treatment, sanitary sewer mains, maintenance of lift stations, and meter reading.

Especially with the utility infrastructure, attention must be given to the proper maintenance of the existing facilities and the daily operation and maintenance of the utility systems to provide a reliable service to our customers. This must then be balanced with the need to look to the future for improvements that will be needed for capacity, compliance, technology changes and improvements, and changes in the expectations of the customers. With the Utility Fund operations, one of the greatest challenges is to anticipate future changes in regulations and treatment standards in advance. Due to the complexity of these regulations, the time required to modify treatment processes for improved performance, and the time required to accumulate funding, these changes and improvements can require years from planning to final implementation.

Earlier this year, the City Council received the FY13/14 through FY17/18 Five Year CIP. This document identified, categorized, and prioritized 13 separate CIP projects within the Utility Fund totaling \$13,026,500. This included a year one total of \$1,737,800 for FY13/14. This allows the Administration, the City Council, and the public to view in a single document the magnitude of the City's utility infrastructure needs. That CIP document, as submitted, achieves the original goals of this planning process which are: to eliminate duplicate purchases, prioritize projects and expenditures on the basis of need and dollars available, and finally, the scheduling of projects over a reasonable planning period in an attempt to equalize expenditures from year to year.

Although the City's Five Year CIP document does not actually appropriate any funds for these improvements, it is an essential financial planning tool and must be taken into consideration

when reviewing just a single year's budget. The funding decisions and the actual authorization of projects is accomplished through this budget, but these decisions and budget plans should follow closely the goals and priorities described with the annual Five Year CIP document. Only by making our financial decisions using all of the information available from the annual budget report, revenues, fund balance, and the Five Year CIP can the City successfully provide needed improvements balanced with financial control.

**WATER and SEWER CAPITAL IMPROVEMENTS
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

The accompanying budget provides the funds for the completion of planned capital improvements within the existing water treatment, wastewater treatment, water mains, and sewer mains of the City. Only capital improvement projects related to the operation and maintenance of existing facilities and infrastructure are included in this CIP budget. All expenses for the expansion of utility plants to increase treatment plant capacity to accommodate growth are funded through connection fees collected with new building permits, and those CIP expenses are reflected in the separate Water and Sewer Capacity CIP budget.

Following is a summary of the accomplishments completed in the Water and Sewer CIP budget during FY12/13:

- ♦ Installation of emergency generators at two sanitary sewer lift stations;
- ♦ Scheduled service and maintenance of one water supply well;
- ♦ Replacement of one vehicle assigned to Water Treatment Division which will be modified to run on propane fuel;
- ♦ Replacement of second screw pump at north side wastewater treatment plant;
- ♦ Reconstruction and renovation of sluice gates at flow diversion box at south side wastewater treatment plant;
- ♦ Roof replacement and repairs at wastewater treatment and water treatment facilities;
- ♦ Replacement of non-potable water supply pump at the south side wastewater treatment plant;
- ♦ Completion of project manual and implementation of the City's first City-wide unidirectional hydrant flushing program;
- ♦ Completion of cleaning and inspection of two elevated water storage tanks;
- ♦ Continuation of the I/I reduction cost sharing program for our sewer customers; and
- ♦ Design for Rt 14 utility relocation required by IDOT.

**WATER and SEWER CAPITAL IMPROVEMENTS
FY13/14
GOALS, OBJECTIVES, and PROGRAMS**

The variety of projects included in the Utility Fund CIP must be as diverse as the services provided to our customers and must incorporate all facets of the City's utility infrastructure. A broad-based, balanced CIP is essential to maintaining the investment that the City has in the utility systems as well as providing a reliable product to our customers. Attention and funding should be included on an annual basis to ensure that the existing utility infrastructure is properly maintained. The health and well being of every resident relies on the City's ability to produce clean and safe drinking water in addition to the effective treatment of wastewater discharged to public waterways. Maintenance work and maintenance dollars can be deferred in any single year, but in doing so, the maintenance problems are not eliminated. They are just compounded and become more costly and more critical in future years. As a result, the annual Capital Improvement Program budget does focus on the time and dollars needed to maintain and preserve the existing equipment and facilities.

Goal #1: Plan, schedule, and complete annual maintenance and capital improvements necessary for the reliable and efficient operation of all aspects of the City's utility systems.

Objectives:

- A. Identify, plan, and complete capital improvement projects necessary for reliable water treatment operations.
- B. Identify, plan, and complete capital improvement projects necessary for reliable wastewater treatment operations.
- C. Identify, plan, and complete capital improvement projects necessary for reliable maintenance and operation of water mains and sewer mains.

FY13/14 Programs:

- 1. Funds have been included for the continuation of the annual program for the rotational inspection and maintenance of one of the City's water supply wells. This is an important maintenance program to help ensure that an adequate supply will be available to serve the needs of our water customers and also documents the efforts taken by the City Administration each year to properly maintain the current infrastructure provided for the benefit of the customers.
- 2. Funds are also included to plan and install emergency generator equipment at one of the City's water supply wells.
- 3. Funds are requested for improvements at the north side wastewater treatment plant necessary to provide reliable treatment and to meet compliance standards.

4. Funds are requested to repair and replace a water main based on the City's records of past water main breaks and the priority of the water main location.
5. Following the recommendation of the City's Five Year CIP and the equipment replacement schedule, funds are included for the replacement of a backhoe used in the sewer and Water Maintenance Division.

Goal #2: Identify capital improvement projects and expenditures that relate to increases in the treatment capacity of the utility system and separate those expenses to better ensure that the cost of increased capacity is paid by new growth and not by current customers.

Objectives:

- A. Review all proposed CIP expenses to determine what costs, if any, are attributable to increases in treatment plant capacity.

Programs:

1. This requires an annual evaluation of all proposed Utility Fund capital projects to ensure that the current customers do not pay the cost for new growth. None of the expenses included with the accompanying budget will result from costs to increase treatment plant capacity. Those costs are included with the Water and Sewer Capacity CIP, and as a result, current utility customers are not paying for growth.

Goal #3: Evaluate and manage the Utility Fund balance to provide funding for necessary capital improvement projects while also maintaining an adequate cash reserve for the emergency operation of the utility systems.

Objectives:

- A. Maintain a cash reserve within the Utility Fund adequate to provide between 90 to 120 days of operating revenue for emergency conditions.
- B. Utilize the fund balance to build cash reserves over time adequate to fund larger expenses within a single budget year.

Programs:

1. The fund balance within the Utility Fund is necessary to provide a cash reserve in the event of emergency conditions, provide funding for unplanned equipment and facility repairs, and also to fund some of the costs of this annual CIP budget. The accompanying budget allocates funds for CIP expenses, while at the same time meeting this critical financial goal. See Sewer and Water Revenue budget for complete information pertaining to cash reserve amount and goals.

**FY13/14
LINE ITEM DESCRIPTIONS**

60-54-0-000 WATER & SEWER CAPITAL IMPROVEMENTS \$570,000

60-54-7-771	Water Tower Maintenance		\$35,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual: \$1,450
	FY12/13 Budget:	\$30,000	FY12/13 Projected: \$8,100

The City’s one ground storage reservoir and the three elevated water towers require regular cleaning and maintenance to preserve the investment through the construction of these facilities, provide regular maintenance to extend the life of the structures, and to present a positive public image.

The City completed the interior cleaning and inspection of the 0.5 million gallon elevated storage tank at Hill Street and also the 1 million gallon elevated storage tank on Lake Avenue during FY12/13. At the same time interior column pipe bracing was replaced and sediment was removed from the towers as part of the cleaning process. Paint samples will be tested to determine if there is any lead paint at either location. The inspection report will now be used to develop project specifications for future painting and to plan preventative maintenance needs.

The 0.5 million gallon Hill Street water tower was last painted in 1996, the exterior was cleaned and spot repaired in FY07/08, the interior of the tank was cleaned in 2012 and both the interior and exterior surfaces were tested for lead content. Based upon the inspection and evaluation, funds are requested in FY13/14 to perform a complete cleaning of the tank, perform a large number of internal & external spot repairs, replace the failed steel deck at the bottom of the tower, and upgrades to safety climb systems for OSHA compliance.

60-54-7-772	Well Maintenance and Improvements		\$115,000
	FY10/11 Actual:	\$43,625	FY11/12 Actual: \$56,815
	FY12/13 Budget:	\$50,000	FY12/13 Projected: \$34,000

Each of the City’s existing six water supply wells is on a six year preventive maintenance schedule for inspection, service, and repair. This preventive maintenance program helps to extend the life of the well equipment as well as provide a reliable source of ground water for our customers. After the equipment is removed from the well, the casing is inspected using a video camera to determine the condition of the casing and the well screen. The column pipe, pump, and motor are then inspected and tested at which time any normal maintenance is done. Additional work and repairs are then completed based on the conditions found and could include cleaning of the well screen, replacement of the column pipe, repair or reconstruction of the pump and motor. Once all necessary work has been completed, the equipment is reinstalled and tested for performance standards.

Well #11 which serves the Seminary Avenue water treatment plant was inspected and preventative maintenance work completed during FY12/13. There were no major problems found or unusual repair costs incurred and as a result the projected end of year cost is less than the amount of the approved budget. Well #10 which serves the Seminary Avenue water treatment plant is scheduled for maintenance during FY13/14.

In addition to funds for the annual well maintenance program, funds are requested for FY13/14 to install a backup generator at one of the well sites. The renovation of the First Street Water Plant included a dual power supply from ComEd to operate the treatment facility. If the primary source of power is lost, the plant will transfer to a secondary source of ComEd power. This provides a level of redundancy at the plant but does not address power loss at the three well sites feeding the First Street plant. If the wells lose power, there is no backup, and the source of water would be disabled. If the plant has power and none of the wells have power, the result is no water production at the First Street treatment plant.

Seminary Avenue treatment plant, which is the larger of the City's two facilities, does have a backup generator which can also serve two of the three water supply wells for that facility and can operate without normal ComEd power. As a result, the City would be able to continue to provide water service to the community during a wide spread power failure even if the water supply wells feeding First Street are not in operation. However, that condition is not ideal for an extended period of time, and emergency generators should be provided at the well sites serving First Street to better serve the community. Currently, the city can only operate two of its six water wells on emergency power.

60-54-7-773	Water Main Replacement and Construction		\$100,000
	FY10/11 Actual:	\$ 7,699	FY11/12 Actual: \$ - 0 -
	FY12/13 Budget:	\$54,000	FY12/13 Projected: \$54,000

Funds were allocated in FY12/13 for engineering services to evaluate the City's water distribution system and prepare a detailed plan that allows the City to perform unidirectional flushing of the entire system annually. The new flushing program is anticipated to result in significant improvements to the water system and represents a long term investment that will improve water quality and benefit our water customers as much as any construction project.

In summary, unidirectional flushing is a managed program based on calculation of velocity and volume of flow in specific segments of water mains. Using these detailed calculations, City employees can use a combination of water valves to isolate flow, change direction of flow, and also to determine the volume of water needed to improve the benefits of

hydrant flushing. This is a relatively new best management practice utilized by the water industry as a means to remove greater amounts of rust and sediment from water mains when compared to conventional hydrant flushing. The new unidirectional flushing program was completed in 2012 and used for the fall hydrant flushing schedule. This detailed engineering required for analysis and the details to implement the program can now be used from year to year.

Funds are requested for FY13/14 for the repair and replacement of water mains that are in poor condition and that have a history of frequent main breaks. Currently the City's water distribution system is well maintained and provides more than adequate service to our customers for daily demand, peak demand, and most fire flow services. As with any infrastructure of this size (approximately 110 miles of water mains and approximately 1,000 fire hydrants) and this age (some of the City's water mains are now approaching 100 years of service), there is a constant need for maintenance, repair, and replacement. This proposed maintenance program is based on problems reported by our water customers, observations and recommendations from the employees who have the responsibility to provide daily service, and recommendations from the 2006 Water System Master Plan.

The Sewer & Water Maintenance Division has kept a record of all water main breaks in the distribution system, since 1980, to document maintenance problems. This information allows the City to then plan for and complete replacement of existing water mains based on condition and the number of times that repairs are required. Through this process, the City can better allocate our funds to focus on specific problem locations and thereby decreasing the amount and frequency of problems to our customers resulting from main breaks.

60-54-7-776 Sanitary Sewer Replacement and Construction				\$ - 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$1,996	
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$ - 0 -	

Due to other priority needs within the Utility Fund CIP budget, no funds are recommended for sanitary sewer replacement and construction in FY13/14.

60-54-7-778 Water Treatment Plant Maintenance				\$20,000
FY10/11 Actual:	\$512,735	FY11/12 Actual:	\$62,615	
FY12/13 Budget:	\$ 40,000	FY12/13 Projected:	\$29,000	

Funds were allocated in FY12/13 to replace the lower level flat roof and the cap section between the two roof levels at the Seminary Avenue water treatment plant. Additional funds were provided for the purchase of

material to repair one of the filters at the Seminary Avenue water treatment plant. The roof repairs at the Seminary water plant have already been completed and the cost was less than estimated. Cleaning of the reaction basin has now been completed with the removal of the debris to a landfill to take place in the spring prior to the end of FY12/13. Shields from previous filter repairs will be utilized for this with this maintenance project resulting in a savings of approximately \$5,000. We have a plan to re-use the existing media, saving another \$6,000. As a result, projected end of year costs for FY12/13 are less than the amount of the approved budget.

Funds are requested for FY13/14 to complete two improvements and one repair at the First Street Water Treatment plant. During the First Street Water Treatment plant improvement project a chlorine leak detection alarm was installed. This alarm works well, but is not connected to the PLC in the plant. If chlorine leak should occur while no one was in the vicinity of the alarm it would go undetected and cause a safety concern for our employees and potentially for any residents living in close proximity to the plant. Funds are requested to connect this alarm to the PLC and write code to be recognized by the alarm dialer.

The First Street plant does not utilize a single HVAC system to provide heat and air conditioning; instead gas fired unit heaters and dehumidifiers are used respectfully. The dehumidifier units work reasonably well but struggle to keep the interior piping and tanks dry. When water filled pipes and tanks sweat they corrode. The money requested is to provide appropriate ducting to the dehumidifier units to improve their efficiency.

Finally, funds are included to repair the north wall of iron removal filter #3 at the First Street water treatment plant.

60-54-7-779	Wastewater Treatment Plant Maintenance		\$160,000
	FY10/11 Actual:	\$115,877	FY11/12 Actual: \$ 88,757
	FY12/13 Budget:	\$168,000	FY12/13 Projected: \$178,000

Costs incurred during FY12/13 include the planned repair of three roof sections at wastewater treatment, replacement of a screw pump at the north side treatment plant, reconstruction of four sluice gates at the south side treatment plant, and replacement of pump and equipment for the non-potable water supply at the south side treatment plant.

As recommended with the Five Year CIP, funds are requested in FY13/14 for essential maintenance and improvements at the north side treatment plant. This facility utilizes an aerobic (oxygen rich) process to maintain a healthy biomass which is essential for breaking down organics in the wastewater stream. This air used in the process originates from a rotary blower which is in operation 24/7. An air header (12 inch pipe) under low

pressure conveys the air to the treatment process, and has been in service since the 1960's and is in need of replacement. The benefit of replacing this airline now will be a proactive approach for inevitable future cracks and breaks in the piping and downtime from the necessary aeration utilized in digester # 1 and the series of lower digesters.

60-54-7-782 Technology Improvements				\$ - 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:		\$ - 0 -
FY12/13 Budget:	\$7,500	FY12/13 Projected:		\$7,000

The scheduled computer replacement was completed in FY12/13 and no funds are requested for FY13/14.

60-54-7-784 Motor Pool				\$100,000
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:		\$ - 0 -
FY12/13 Budget:	\$35,000	FY12/13 Projected:		\$32,000

One pickup truck assigned to the Water Treatment Division was replaced in 2012. This vehicle will be modified to run on propane fuel, but the extra cost of the alternate fuel equipment will be paid from the Environmental Fund.

As identified with the Five Year CIP, funds are requested for the replacement of the 1998 Case Backhoe used by the Sewer and Water Maintenance Division for water main break repair and other sewer related problems. This is a vital piece of equipment for their daily operations and the reliability of this machine is very important.

60-54-7-785 I – I Improvements				\$10,000
FY10/11 Actual:	\$18,401	FY11/12 Actual:		\$2,500
FY12/13 Budget:	\$15,000	FY12/13 Projected:		\$5,000

The City's current policy regarding sharing of cost and/or reimbursement of costs was revised and approved by the City Council in 2007. Through this program, eligible participants can receive a maximum of \$2,500 for the installation of sanitary sewer backup control measures on private property. Reimbursement is limited to the cost of plumbing improvements as a preventive measure for sanitary sewer backup problems that result from a rain event and does NOT include payment for damages that might have occurred with a sanitary sewer backup. Also, reimbursement of eligible costs by the City will only be approved when the problem is related to a sanitary sewer backup condition and does not include reimbursement for improvements to correct stormwater drainage problems.

Any improvements completed under this policy are a part of the building plumbing. The property owner is responsible for all future maintenance, repair, inspection, cleaning, and replacement of these items and is required to confirm that responsibility as part of the application process. Funds are requested to continue the cost sharing program during FY13/14.

60-54-7-788	Lift Station Maintenance			\$20,000
	FY10/11 Actual:	\$74,093	FY11/12 Actual:	\$180,246
	FY12/13 Budget:	\$90,000	FY12/13 Projected:	\$ 96,000

The City currently has 20 sanitary sewer lift stations that are an essential part of the sewer system. Any failure of these pumping stations, even for short periods of time, can result in sewer backups which is a severe problem for the customer. In response to an extended power outage and multiple power failures that followed two storm events in 2011, the City did invest funds to provide on site generators at four lift stations during FY11/12. To continue to improve the reliability of the sewer service provided to our customers, funds were allocated in FY12/13 for the installation of emergency generators at two additional sites. There are now eleven (11) lift stations that are served by fixed site emergency generators and the remaining can be served using portable generators.

Currently, the City does have a replacement pump in stock for each of the lift stations, and if that spare pump in our inventory is placed into service, a replacement will need to then be purchased. The purchase of these replacement lift station pumps is not a planned expense following a specific set schedule, but a total of \$20,000 has been included if needed.

60-54-7-789	IDOT Rt 14 Utilities			\$10,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$41,309
	FY12/13 Budget:	\$165,000	FY12/13 Projected:	\$ 5,000

The City was notified by IDOT in FY11/12 that several segments of sanitary sewer main and water main will need to be relocated as part of the planned widening of US Route 14. The City is responsible for the cost of this utility relocation for those pipes and structures that are located within the highway right of way. Funds were used in FY11/12 to prepare detailed engineering plans for the necessary utility relocation and have been submitted to IDOT. Those engineering plans will be added to the IDOT roadway contract, and the actual construction will be completed by the IDOT contractor as part of the planned roadway project.

The City will then be required to reimburse IDOT for the cost directly attributable to the City's water main and/or sanitary sewer main work. Based on information previously provided by IDOT, it was anticipated that the construction would begin in spring or summer of 2012. The letting date

for the project has been postponed twice and a contract will not be awarded until sometime later in 2013. Based on these delays, the City does not anticipate the need to pay this cost for utility relocation until after FY13/14. A small amount of funds has been requested to pay the cost of consulting services if IDOT requires any final changes to the construction plans.

60-54-7-790 Public Works Radio Communications				\$ - 0 -
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:		\$ - 0 -
FY12/13 Budget:	\$15,000	FY12/13 Projected:		\$6,000

In FY12/13, the Department of Public Works has included funding to pay for new radio hardware that includes a repeater and antenna at Seminary water treatment plant, a mobile control station located at the DPW facility, a repeater on the Emricson Park tower, and a receiver at the McConnell Road tower. This would provide ‘general’ overall radio coverage for DPW employees to be able to communicate throughout the community. Although it has yet to be determined, the design and construction of this system may be limited and could result in difficulty for one radio unit to communicate with another at opposite ends of the community.

Since a portion of the communication improvements will benefit the City’s utility operations, a portion (25%) of that cost was paid from this budget in FY12/13.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: WATER AND SEWER UTILITY FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	----- 2013 8 MO. ACTUAL	----- PROJECTED	----- --2014-- REQUESTED BUDGET

WATER/SEWER CAPITAL IMPROVE. EXPENSES							
CAPITAL IMPROVEMENT							
60-54-7-771	WATER TOWER MAINTENANCE	0	1,450	30,000	8,030	8,100	35,000
60-54-7-772	WELL MAINTENANCE & IMPROVEMENT	43,625	56,815	50,000	29,827	34,000	115,000
60-54-7-773	WATER MAIN REPL. & CONST.	7,699	0	54,000	53,536	54,000	100,000
60-54-7-776	SANITARY SEWER REPL. & CONST.	0	1,996	3,000	0	0	0
60-54-7-778	WATER TREATMENT PLANT MAINT.	512,735	62,615	40,000	12,275	29,000	20,000
60-54-7-779	WASTEWATER TREATMENT PLANT MN.	115,877	88,757	168,000	63,976	178,000	160,000
60-54-7-782	TECHNOLOGY IMPROVEMENTS	0	0	7,500	4,769	7,000	0
60-54-7-784	MOTOR POOL	0	0	35,000	33,010	32,000	100,000
60-54-7-785	I-I IMPROVEMENTS	18,401	2,500	15,000	0	5,000	10,000
60-54-7-788	LIFT STATION MAINTENANCE	74,093	180,246	90,000	95,978	96,000	20,000
60-54-7-789	IDOT RT. 14 UTILITIES	0	4,309	165,000	2,185	5,000	10,000
60-54-7-790	PW RADIO COMMUNICATIONS	0	0	15,000	195	6,000	0

TOTAL CAPITAL IMPROVEMENT		772,430	398,688	672,500	303,781	454,100	570,000
TOTAL WATER/SEWER CAPITAL IMPROVE.		772,430	398,688	672,500	303,781	454,100	570,000

UTILITY CAPACITY – CIP



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



City of Woodstock Department of Public Works

TO: Mr. Timothy J. Clifton, City Manager

RE: **FY13/14 Water and Sewer Capacity CIP Budget Transmittal**

The City will continue the separation of the City's Utility Fund CIP and Capacity CIP activities during FY13/14. Simply stated, capital improvement projects and capital costs to maintain or upgrade the City's *current* utility infrastructure are to be included with the *Water and Sewer CIP budget*. On the other hand, capital improvement projects and capital costs that are incurred in order for the City to *increase the capacity* of the utility infrastructure to accommodate new customers and new growth are to be included with this "*Capacity*" CIP budget.

This budget process and the separation of the CIP projects fulfills two important goals for the City. First, the City is required to document how it spends any connection fees, and the Capacity CIP budget provides the necessary documentation as part of the annual budget process. Through the use of this budget process, a complete history is then available for the use of connection fees over a long period of time. Second, if the City wants to achieve the goal of having new development pay for most of the cost of increasing the capacity of the utility system, this separate budget is used to isolate, record, and then accumulate these funds over a period of several years.

Revenues during FY12/13 are projected to exceed the amount of the approved budget but are still drastically below the revenue received seven years ago due to the slow down of new construction. The total projected end of year revenue for FY12/13 is \$272,600. By comparison, the actual revenue received in FY06/07 was \$3,046,880. That trend and slow-down of the housing market, and the corresponding decrease of revenue from connection fees, is anticipated to continue during FY13/14 with only a slight recovery expected. A more detailed discussion of this financial impact, along with a comparison to revenue received from new connections is provided in the accompanying budget.

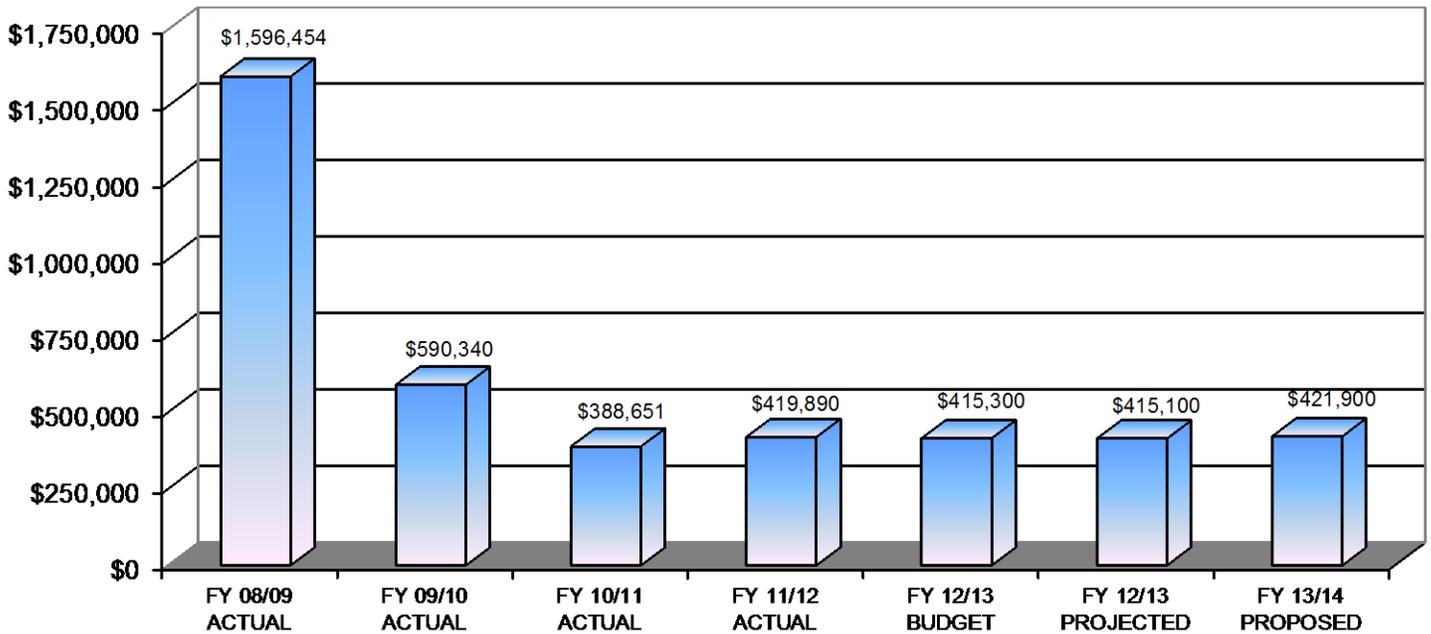
The proposed FY13/14 revenue budget, with transfers, of \$280,600 is **\$25,400 (10%) more** than the current year's budget. The proposed FY13/14 expenditure budget of \$421,900 is **\$6,600 (1.6%) more** than the current year's budget. For the sixth consecutive year, due to the decline in connection fees as opposed to an increase in expenses, expenditures within this budget will exceed annual revenue and result in the further erosion of the fund balance. However, the only funds requested for FY13/14 are to amortize existing bond installments, and therefore it is not possible to reduce this annual expense.

The recommended budget allocates funds to pay for bond debt during the upcoming budget year with no other anticipated expenses. At this time, the annual debt payment made from this budget is greater than the annual revenue which requires the use of fund balance to make the annual bond payments. That trend (where the annual debt is greater than the amount of the annual revenue) is expected to continue for a few more years, and as result, the fund balance will continue to decrease even without any new expenses.

There is not a need for the City to move forward with construction to increase capacity for either water treatment or wastewater treatment at this time. The utility master plans that are used to plan for capacity improvements were prepared at a time when the City experienced steady growth in the community and predicted that the growth that occurred a few years ago would continue. However, those assumptions are no longer valid, and economic conditions have delayed the need to expand utility capacity. A wait and see approach regarding growth and capacity needs is financially prudent, and no expenses related to utility capacity are needed for FY13/14.

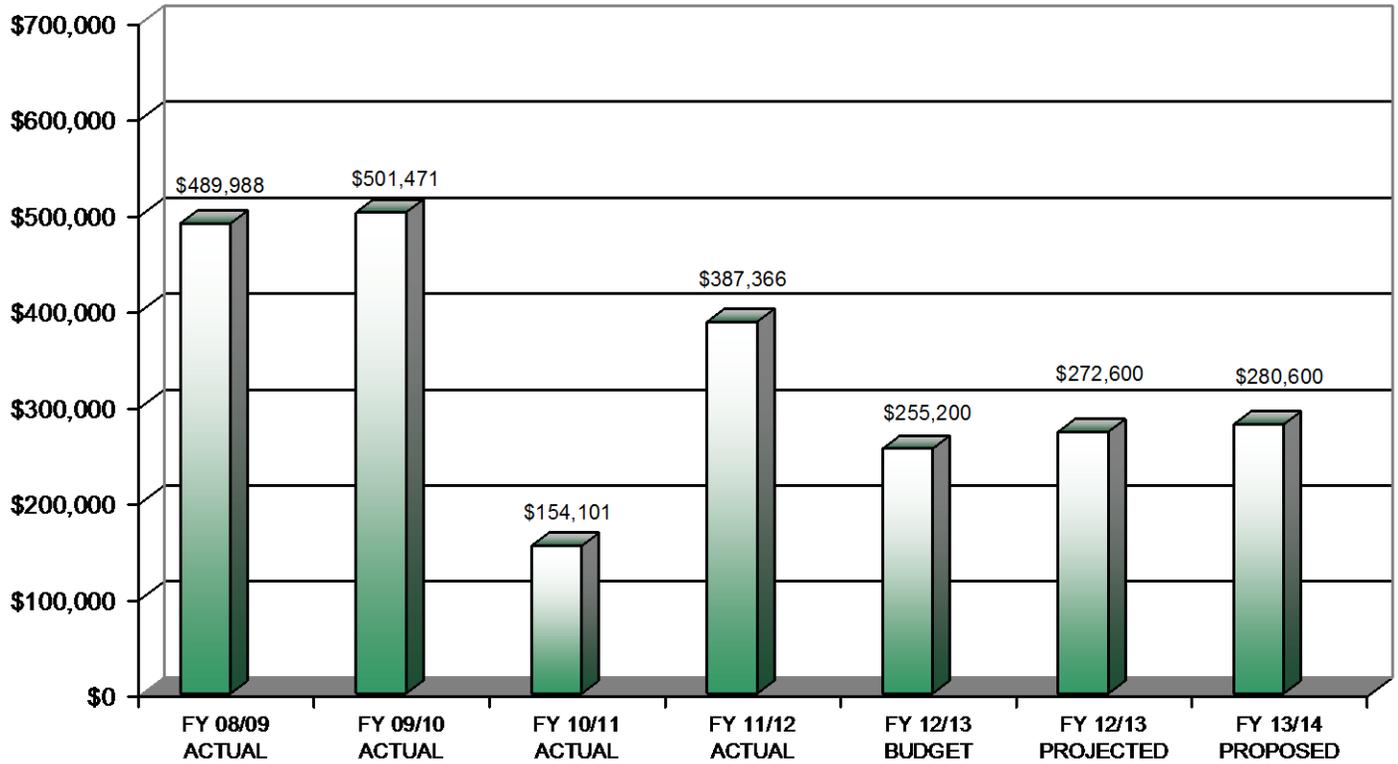
WATER & SEWER CAPACITY CIP FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid out of this fund					

**WATER & SEWER CAPACITY CIP FUND
EXPENDITURES
BUDGET COMPARISON**



* (Note: Expenses during FY08/09 included the cost to revise the City’s Wastewater Facility Plan and design capacity improvements for the Southside Wastewater Treatment.)

**WATER & SEWER CAPACITY CIP FUND
REVENUES and TRANSFERS
BUDGET COMPARISON**



For comparison, actual revenue received in FY06/07 was \$3,256,462.

**WATER and SEWER CAPACITY CIP
FY12/13
HIGHLIGHTS and ACCOMPLISHMENTS**

As explained earlier with the budget transmittal letter, capital improvement projects and capital costs to maintain or upgrade our *current* utility infrastructure are to be included with the *Water and Sewer CIP budget*. On the other hand, capital improvement projects and capital costs that are incurred in order for the City to *increase the capacity* of the utility infrastructure to accommodate new customers and new growth are to be included with this “*Capacity*” CIP budget. Following is a summary of significant accomplishments within this Fund during FY12/13:

- Existing connection fees were increased effective January 1 based on CPI adjustment.
- The City provided adequate facilities and capacity for groundwater wells, water treatment, and water storage to meet both the average daily demand and peak day demand for our water customers during FY12/13. The current capacity of the water system was able to satisfactorily meet the community’s needs during an extended drought period during 2012 which further documents the satisfactory rating of the water system infrastructure.
- There were no mandatory water restrictions or bans imposed by the City during FY12/13 as a result of inadequate capacity. The City did impose an alternate day water restriction during 2012 as a proactive measure to promote water conservation during an extended drought.
- The City provided adequate capacity at the wastewater treatment plants during FY12/13 to properly treat the average daily flow as well as capacity to meet peak wet weather flow conditions.
- Revenue and expenditures related to utility capacity were separated from other utility funds during FY12/13 to allow better management of connection fee revenue.
- Although the annual bond debt exceeded the revenue received during FY12/13, the City was able to pay that debt from accumulated funds within this budget. No revenue received directly from water and sewer customers was used to pay the past cost incurred to increase utility capacity.

**WATER and SEWER CAPACITY CIP
FY13/14
GOALS, OBJECTIVES, AND PROGRAMS**

Goal #1: Establish water and sewer connection fees that are adequate to pay most of the cost of increasing the capacity of the City's water treatment and wastewater treatment facilities to help ensure that new growth pays for the cost of treatment plant expansions.

Objectives:

- A. Implement annual increase to connection fees based on consumer price index change.
- B. Compare estimated cost of construction to revenue from current connection fees on an annual basis.

FY13/14 Programs:

1. Funding for the future construction of capacity improvements is accumulated over a period of time as reflected with the fund balance within this budget. As a result, the proper management of the Fund Balance, and the need to accumulate a substantial cash reserve within this budget that is derived from connection fees, is critical.
2. The City will continue the past practice of reviewing connection fees on an annual basis and also increasing fees in small annual increments based on CPI information.

Goal #2: Plan, schedule, and complete capacity improvements for the water supply and water treatment facilities to meet the critical utility demands of a growing community.

Objectives:

There are no capacity improvements requested for FY13/14 for water supply and water treatment facilities.

FY13/14 Programs:

As a result of the very severe decline in new construction and the resulting decline in new sewer customers, the available capacity at the two water treatment plants and the six water supply wells is expected to be adequate for the next few years. Also, the annual revenue received from connection fees is not adequate to pay the current bond debt for completed capacity improvement projects, and there are not adequate revenues available at this time to pay for any new bond debt. As a result, no funds are requested for FY13/14 related to the expansion of water treatment facilities.

Goal #3: Plan, schedule, and complete capacity improvements for the wastewater treatment facilities to meet the critical utility demands of a growing community.

Objectives:

There are no capacity improvements requested for FY13/14 for wastewater treatment facilities.

FY13/14 Programs:

As a result of the very severe decline in new construction and the resulting decline in new sewer customers, the available capacity at the two wastewater treatment plants is expected to be adequate for the next few years. Also, the annual revenue received from connection fees is not adequate to pay the current bond debt for completed capacity improvement projects, and there are not adequate revenues available at this time to pay for any new bond debt. As a result, no funds are requested for FY13/14 related to the expansion of wastewater treatment facilities.

WATER and SEWER CAPACITY CIP LONG TERM OVERVIEW

The City's formal Capital Improvement Program is based on a five year period and is updated on an annual basis. However, due to the large cost of some improvements within the Water and Sewer Capacity Fund and the long period required for planning, design, permitting, and completion of major treatment plant projects, the City needs to look at a longer planning time period within the Utility Fund. While this does not require any specific budget action nor does this provide any allocation of funds for long term projects, this look into the future is necessary to provide sound financial management of connection fees and capacity construction costs.

The table that follows provides an overview of the expected capacity improvement projects that will need to be considered by the City within the next 10 years. Within the 10-year planning period, the City Administration does anticipate that all needed improvements can be completed, and the bond repayment can be met, using revenue derived from connection fees assuming that the amount of new construction increases to previous levels. This does require the City to continue building a fund balance to help pay for other as yet unforeseen capacity improvement projects.

**TEN YEAR PROJECTION REVENUE & EXPENSES
SEWER & WATER CAPACITY CIP COMPARISON**

	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
FUND BALANCE	\$4,696,000	\$4,552,600	\$4,396,190	\$4,254,389	\$4,134,043	\$4,030,252	\$3,844,675	\$3,478,332	\$2,932,312	(\$392,225)
UTILITY CONNECTION FEES	\$220,000	\$242,000	\$254,100	\$266,805	\$280,145	\$294,153	\$308,860	\$324,303	\$340,518	\$357,544
INTEREST INCOME	\$21,900	\$24,090	\$26,499	\$29,149	\$32,064	\$35,270	\$38,797	\$42,677	\$46,945	\$51,639
TRANS. FROM W&S REVENUES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Repayment From Utility Fund - Vactor	\$36,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SALE OF BONDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000	\$8,000,000
TOTAL REVENUE & FUND BALANCE	\$4,974,500	\$4,818,690	\$4,676,789	\$4,550,343	\$4,446,252	\$4,359,675	\$4,192,332	\$3,845,312	\$7,119,775	\$8,016,958
EXPENDITURES										
WATER TREATMENT IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NORTHSIDE WASTEWATER PLANT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SOUTHSIDE WASTEWATER PLANT	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$7,000,000	\$7,000,000
WATER TRT ADDITIONAL STORAGE*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WATER SUPPLY WELLS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$1,000,000
MASTER PLANS & FPA STUDY	\$0	\$0	\$0	\$0	\$100,000	\$200,000	\$0	\$0	\$0	\$0
BOND REPAYMENT	\$421,900	\$422,500	\$422,400	\$416,300	\$316,000	\$315,000	\$314,000	\$313,000	\$312,000	\$311,000
TOTAL EXPENDITURES	\$421,900	\$422,500	\$422,400	\$416,300	\$416,000	\$515,000	\$714,000	\$913,000	\$7,512,000	\$8,311,000
ENDING FUND BALANCE										
	\$4,552,600	\$4,396,190	\$4,254,389	\$4,134,043	\$4,030,252	\$3,844,675	\$3,478,332	\$2,932,312	(\$392,225)	(\$294,042)

* Additional water storage volume to be constructed and paid by developers.

**FY13/14
WATER and SEWER CAPACITY CIP
LINE ITEM DESCRIPTIONS**

62-00-0-000 REVENUES and TRANSFERS \$280,600

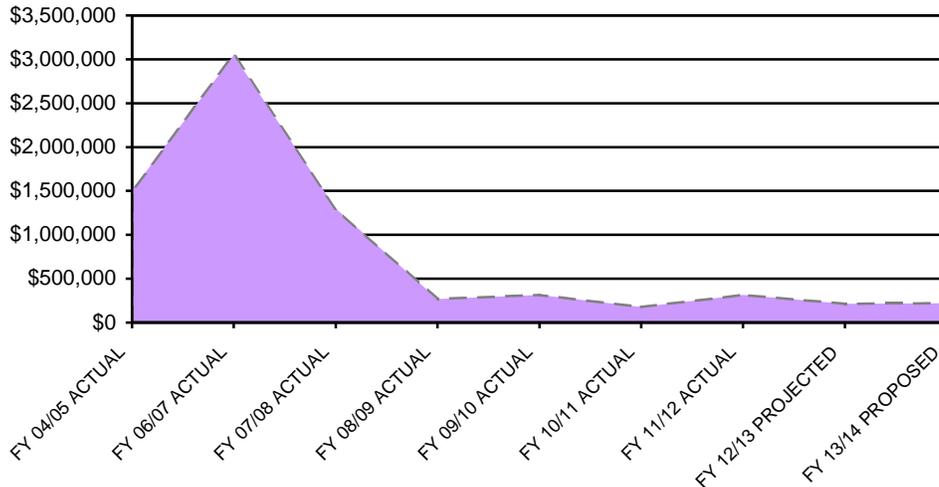
REVENUES

62-00-3-376 Connection Fees			\$220,000
FY10/11 Actual:	\$179,226	FY11/12 Actual:	\$313,809
FY12/13 Budget:	\$200,000	FY12/13 Projected:	\$215,000

Every new connection made to the City’s water and/or sewer system is required to pay a connection fee. Unlike other capital expansion fees collected by the City such as parks, schools, and library, these fees are charged with commercial and industrial permits as well as residential. This fee is intended to represent the value of providing the current treatment infrastructure already in place that allows the property owner to be able to make the connection. Connection fees have been established in order to provide a means of funding to help maintain the City’s current level of service for the utility operation. The costs and fees are based ONLY on capacity cost items (e.g. water treatment plant, wastewater treatment plant, water storage), and do NOT include any costs associated with normal operations and maintenance or costs associated with the sewer collection system and the water distribution system.

The City includes an annual adjustment of the connection fees based on the Consumer Price Index for the previous year; however, there are no other changes or increases to the connection fees proposed for FY13/14. As shown on the following chart, annual revenue from connection fees peaked in FY06/07 at \$3,046,880 and has now been significantly reduced:

ANNUAL CONNECTION FEE REVENUE



OTHER REVENUES

62-00-5-381 Interest Income				\$24,000
FY10/11 Actual:	\$73,275	FY11/12 Actual:	\$36,957	
FY12/13 Budget:	\$18,600	FY12/13 Projected:	\$21,000	

Interest earned on the cash reserves is included as revenue within this budget. Interest earned on investment has decreased as a result of the national economic conditions, and also the fund balance has continued to decrease.

TRANSFER (TO) FROM WATER & SEWER UTILITY FUND

62-00-9-961 Transfer From Water and Sewer Utility Fund				\$36,600
FY10/11 Actual:	\$36,600	FY11/12 Actual:	\$36,600	
FY12/13 Budget:	\$36,600	FY12/13 Projected:	\$36,600	

The City purchased a new replacement sewer cleaning truck in FY07/08 for the total cost of \$273,010. A portion (\$100,000) of that purchase was paid directly from the Sewer and Water Utility CIP budget that year, while the balance (\$173,010) was paid using funds available in this budget as a loan to the Utility Fund. This allowed the City to save money within the Utility Fund operations by reducing financing costs for that purchase. Since the equipment is to be used for operation and maintenance and is not related to utility capacity, that \$173,010 loan is to be repaid over time from the Utility Fund revenues. FY13/14 represents the fifth and final annual transfer to repay this loan.

62-00-9-962 Transfer (To) Water and Sewer Utility Fund				\$ - 0 -
FY10/11 Actual:	(\$135,000)	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

This transfer from the Water/Sewer Capacity Fund was completed during FY10/11 to pay the portion of the First Street Water Treatment Plant improvements that resulted in an increase to the treatment plant capacity. Cost of the construction was paid from the Water/Sewer CIP budget, and this transfer represents the cost of the project that resulted in an increase of treatment plant capacity.

**FY13/14
WATER and SEWER CAPACITY CIP
LINE ITEM DESCRIPTIONS**

62-00-0-000 EXPENDITURES \$421,900

CAPITAL OUTLAY

62-00-7-737	Wastewater Treatment Expansion	\$ - 0 -		\$ - 0 -
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

As a result of the very severe decline in new construction and the resulting low number of new sewer customers, the available capacity at the treatment plant is expected to be adequate for the next few years. Also, the annual revenue received from connection fees is not adequate to pay the current bond debt for completed capacity improvement projects, and there are not adequate revenues available at this time to pay for any new bond debt. As a result, no funds are requested for FY13/14 related to the expansion of wastewater treatment facilities.

62-00-7-738	Water Supply Wells	\$ - 0 -		\$ - 0 -
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
	FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

As recommended with the City's Water System Master Plan, the City completed the planning for the construction of new water supply wells to provide additional water capacity for the customers during FY09/10. That field study and report has provided the City with the planning information to consider two possible future well site locations and the ability to preserve land for those future improvements.

No funds are requested for actual well development and construction, and the current schedule anticipates that actual construction of an additional water supply well will not be necessary during FY13/14.

OTHER CHARGES

62-00-8-517	Bond Fees	\$ - 0 -		\$300
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$250
	FY12/13 Budget:	\$ 300	FY12/13 Projected:	\$300

This line item is used to provide for the City's annual costs charged by the Paying Agent that is responsible for insuring that the bondholders receive the City's payment on its outstanding bonds.

62-00-8-9-000 Bond Redemption (Partial)				\$421,600
FY10/11 Actual:	\$388,651	FY11/12 Actual:	\$419,640	
FY12/13 Budget:	\$415,000	FY12/13 Projected:	\$414,800	

No portion of the bond debt included in this budget is paid by current water or sewer customers.

The Utility Capacity CIP Fund is responsible for the repayment of two separate Alternate Revenue Bonds issued in previous years by the City. The first issuance, in 1996, was for \$4.995 million in Alternate Revenue Bonds which were used to finance the renovation/modernization of the south side wastewater treatment plant. In addition, this construction also resulted in increasing the existing capacity for the wastewater treatment facility. Therefore, the related debt service payment was apportioned between the Utility Fund and the Utility Capacity CIP Fund. The Utility Capacity CIP Fund is responsible for \$100,000 of the annual debt service payment, and the difference is funded through user charges collected by the Utility Fund. These alternate revenue bonds were refunded in 2004 to generate interest savings for the Utility Fund. Therefore, the future repayments are for the 2004 Alternate Revenue Refunding Bonds. The final payment for the aforementioned Alternate Revenue Bonds will occur in 2017.

In 2002, the City issued \$4.1 million in Alternate Revenue Bonds to allow for the completion of several improvements that would increase the capacity of the Seminary Avenue Water Treatment Plant. Since this project was initiated to increase the capacity of the system, 100% of the related debt service payment is funded through the connection charges collected from the Utility Capacity – CIP Fund. The annual debt service for the repayment of the 2002F Alternate Revenue Bonds ranged from \$317,400 to \$322,600.

The City completed an advanced refunding in July 2010 specifically including the issuance of \$2,940,000 in Refunding Bonds to refund the Alternate Revenue Series 2002F Bonds being repaid by the Utility Capacity CIP Fund. This transaction resulted in generating a net present value savings of \$42,700 over the remaining maturities of the Alternate Revenue Series 2002F Bonds. The annual debt service for the repayment of the 2010F Alternate Revenue Refunding Bonds ranges from \$314,100 to \$322,500 with the final repayment of these bonds occurring in 2021.

The final installment for the 1996 bonds for improvements at the south side wastewater treatment plant will be made in FY16/17 resulting in an annual reduction of \$100,000 in the Capacity CIP fund after that fiscal year.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: W/S CAPACITY CIP FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							4,627,800
BEGINNING BALANCE							
W/S CAPACITY CIP FUND							
REVENUES							
SALES OF GOODS AND SERVICES							
62-00-3-376	CONNECTION FEES	179,226	313,809	200,000	192,555	215,000	220,000
TOTAL SALES OF GOODS AND SERVICES		179,226	313,809	200,000	192,555	215,000	220,000
OTHER REVENUES							
62-00-5-381	INTEREST INCOME	73,275	36,957	18,600	14,681	21,000	24,000
TOTAL OTHER REVENUES		73,275	36,957	18,600	14,681	21,000	24,000
TRANS (TO) FROM OTHER FUNDS							
62-00-9-692	TRANS TO W/S FUND	(135,000)	0	0	0	0	0
62-00-9-961	TSFR FROM W&S FUND (VACTOR)	36,600	36,600	36,600	0	36,600	36,600
62-00-9-962	TRANSFER (TO) WATER & SEWER FD	0	0	0	0	0	0
TOTAL TRANS (TO) FROM OTHER FUNDS		(98,400)	36,600	36,600	0	36,600	36,600
TOTAL REVENUES: W/S CAPACITY CIP FUND		154,101	387,366	255,200	207,236	272,600	280,600
EXPENSES							
CAPITAL OUTLAY							
62-00-7-737	WASTEWATER TREATMENT EXPANSION	0	0	0	0	0	0
62-00-7-738	WATER SUPPLY WELLS	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY		0	0	0	0	0	0
OTHER CHARGES							
62-00-8-517	BOND FEES	0	250	300	261	300	300
62-00-8-900	BOND REDEMPTION (PARTIAL)	38,865	419,640	415,000	414,840	414,800	421,600
TOTAL OTHER CHARGES		38,865	419,890	415,300	415,101	415,100	421,900
TOTAL W/S CAPACITY CIP FUND		38,865	419,890	415,300	415,101	415,100	421,900
TOTAL FUND REVENUES & BEG. BALANCE		154,101	387,366	255,200	207,236	272,600	4,908,400
TOTAL FUND EXPENSES		38,865	419,890	415,300	415,101	415,100	421,900
FUND SURPLUS (DEFICIT)		115,236	(32,524)	(160,100)	(207,865)	(142,500)	4,486,500

POLICE PENSION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
POLICE PENSION FUND
BUDGET**

The Police Pension Fund provides for the current and future pension obligations of retired and disabled City of Woodstock law enforcement personnel. The Police Pension Fund was created and is administered as prescribed by Chapter 40 of Illinois Compiled Statutes Act 5, Article 3. The Illinois Department of Insurance (DOI) regulates the Woodstock Police Pension Fund. Pension benefits are defined by State Statute and can only be modified by the State legislature.

The Police Pension Plan is a single-employer defined benefit plan. Upon retirement, officers receive a percentage of their salary dependent on age and years of service. The participants receive these benefits for the remainder of their lives. Surviving spouses are provided the same benefit without increases for the remaining period. Although a significant amount of funds have been accumulated within the Police Pension Fund, an actuarial valuation is performed to determine if the funds “on-hand” are sufficient to finance the plan requirements for all of the participants.

The City only serves as a “pass-through” agency for this function. Specifically, the City’s only decision concerning the Police Pension is the amount to levy for property taxes, based on actuarial figures, which are appropriated to fund these benefits. The property tax receipts collected by the City are then forwarded throughout the year to the Police Pension Board. The Police Pension Board is responsible for the investment and management of the Police Pension Fund. Conversely, although the City is required to insure that these benefits are funded, the City has no control over the level of benefits offered to these employees. Instead, the State is responsible for the determination of benefits.

Additional stock market gains were reported in 2010, resulting in investment gains being reported for FY10/11. As of December 30, 2012, the Police Pension’s net assets had increased to \$16,199,400, posting investment gains of \$1,083,000 or a 7.2% investment rate of return. The increases in the equity markets can be attributed to enhanced corporate earnings and financial stability in the US markets compared with the turmoil occurring in the markets overseas.

The prudent investment strategies adopted by the Police Pension Board combined with the active investment management of their professional consultants and the appropriate diversification of the overall portfolio to include a significant portion invested within fixed investments did allow the Police Pension Fund to limit the investment losses in 2008 and again in 2011. Overall, it is important to acknowledge that the investment portfolio managed by the Police Pension Fund is intended to generate long-term financial gains and may experience short-term volatility as the market responds to current events. The Police Pension Fund’s commitment to the equity markets is beneficial for its long-term financial health.

The FY10/11 contributions were impacted by the successful negotiation of a wage freeze within the Woodstock Police Department consistent with the same for all departments. The FY11/12 employee contribution was impacted by a reinstatement of the City's wage and classification plan for the bargaining unit employees. The FY12/13 employer contribution benefitted from modifications to the actuarial assumptions mandated by changes to State Statutes. Extending the amortization period for the outstanding unfunded actuarial accrued liability has reduced the employer contribution for the upcoming year. The employer contribution is reported as a transfer from the Police Protection Fund, and represents the full extent of the property taxes levied on behalf of and collected by the City for the Police Pension Fund.

The City has historically provided additional funding, when available, to alleviate the deficiency in the funding status and to capitalize on positive returns from the equity markets. The supplementary funding has resulted in the establishment of an asset on the City's financial statements. In recognition of the financial crisis, the City Council authorized the utilization of a portion of the net pension asset in FY10/11 to reduce the employer contribution to manageable levels and combat the overall declining revenues facing the City during the fiscal year. The FY11/12 Budget continued with a proposed drawdown of the existing pension asset. The FY12/13 Budget and now again the FY13/14 Budget proposes to provide a small amount of additional funding to restore the amount utilized from the net pension asset and capitalize on future gains in the equity markets.

The City's most recent actuarial study was performed during FY12/13. A table has been provided below comparing the results of the actuarial studies performed by the Department of Insurance (prior to 1999) with the results from the City's actuary for the plan.

Actuarial Valuation Date April 30,	Actuarial Value of Assets	Actuarial Accrued Liability	Funded Ratio	Unfunded Actuarial Accrued Liability	Covered Payroll	As a Percentage of Covered Payroll
1998	\$6,025,658	\$9,317,076	64.7%	\$3,291,418	\$1,124,897	\$292.6%
1999	6,307,895	9,477,782	66.6%	3,169,887	1,319,024	240.3%
2001	7,065,722	11,123,861	63.5%	4,058,139	1,462,886	277.4%
2002	7,405,644	12,035,087	61.5%	4,629,443	1,359,343	340.6%
2003	7,573,444	13,004,670	58.2%	5,431,226	1,642,661	330.6%
2004	8,798,099	13,619,845	64.6%	4,821,746	1,794,531	268.7%
2005	9,621,897	15,153,429	63.5%	5,531,532	2,022,026	273.6%
2006	11,325,331	16,524,646	68.5%	5,199,315	2,223,583	232.8%
2007	12,530,084	17,706,051	70.8%	5,175,967	2,573,706	201.1%
2008	13,307,766	19,977,150	66.6%	6,669,374	2,743,699	243.1%
2009	11,389,645	21,033,633	54.2%	9,643,988	2,704,686	356.6%
2010	13,724,758	21,778,790	63.0%	8,054,032	2,842,275	283.4%
2011	15,652,223	22,846,820	68.5%	7,194,597	2,782,509	258.6%
2012	15,778,582	25,132,937	62.8%	9,354,355	2,728,331	342.9%

The actuarial value of assets represents the amount of investments held by the City to fund the pensions for Police Officers. The actuarial accrued liability measures the costs to provide the benefits earned by Police Officers prior to the date of the valuation. The goal for all defined benefit pension plans is to reach full funding status (i.e., 100% Funded Ratio). When a plan becomes fully funded, the actuarial value of assets will equal or exceed the actuarial accrued liability. Full funding of a pension plan reduces the employer's contribution by eliminating payments to the plan that relate to past service costs. Moreover, additional funding for the employees' pensions can also be derived from the increased investment income earned on the larger investment balances to comply with State Statute, which requires the City to fully fund the Police Pension Fund by 2033.

The unfunded actuarial accrued liability has increased in the current year, reversing the trend of the prior two fiscal years, increasing to \$9,354,355, outpacing the gain in actuarial assets by \$2,286,100 or 10.0% when compared with the prior year. The actuarial value of the Police Pension Fund's assets was at \$15,778,582, a \$126,359 increase over last year's amount. The declines experienced within the equity markets were only partially offset by the funding received from the Police Pension property tax levy which resulted in a limited positive impact on the City's funding for the Police Pension Plan.

Based on these factors, the property tax levy necessary to properly fund the plan has also increased by 12.1% as determined by the City's consulting actuary, from \$718,760 to \$806,043 in FY13/14. The employer contribution proposed by the City Administration and included within this fund for FY13/14 has been recommended for a funding level of \$875,000. Although the property tax levy for the Police Pension Fund has increased, the amount proposed for FY13/14 would exceed the required contribution determined through the actuarial valuation, but remain at the previous funding levels levied in FY12/13.

Although a net gain to the Net Pension Asset is expected to be reported at the end of FY12/13, the Net Pension Asset was valued at \$646,537 at the end of FY11/12, which represents an accumulation by the City over the years of employer contributions that have exceeded the actuarial requirements, this will be restored in FY13/14 as a result of maintaining the City's existing employer contribution levels. This approach has alleviated the need for a significant increase in the current year and provides a buffer until the recent investment gains are able to be factored into the actuary's calculation and reduce the upward pressure on the employer contribution.

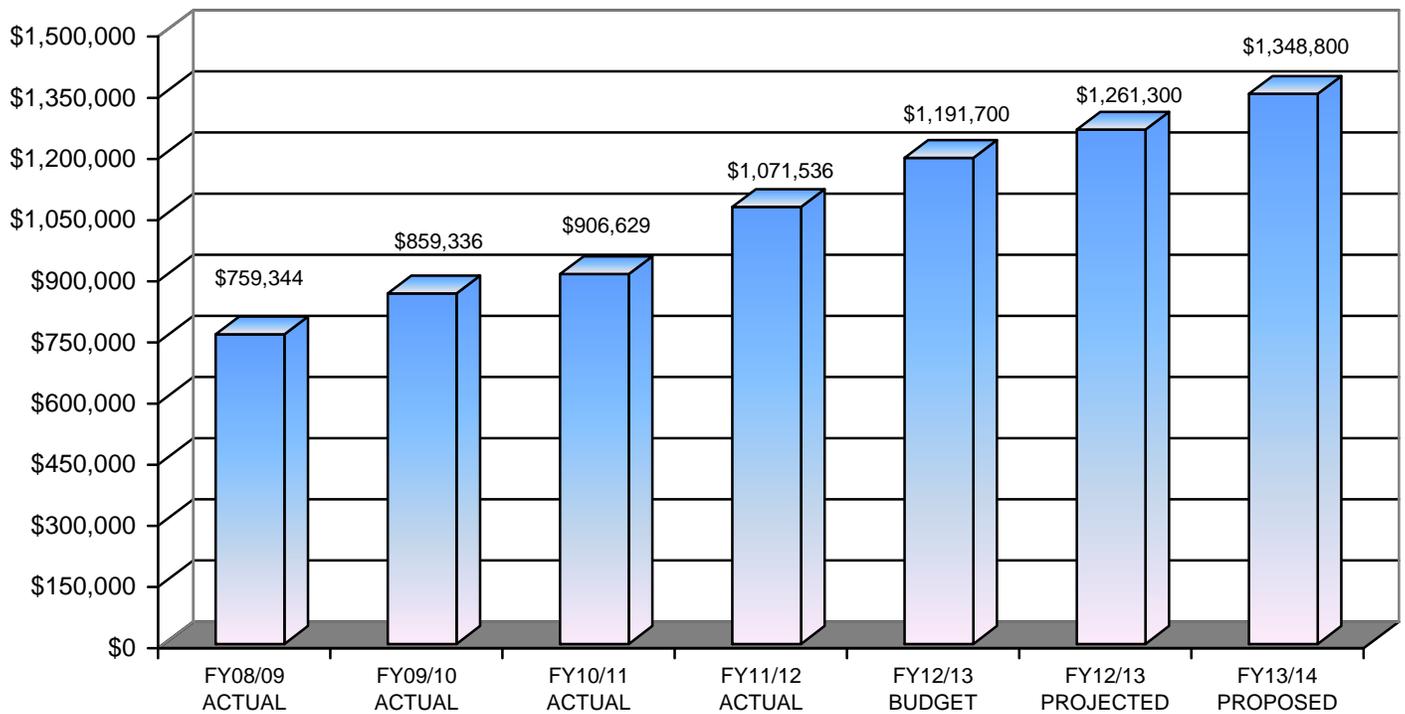
A table presenting the employer and employee contribution rates, employer contribution and covered payroll has been presented below.

Benefit	FY09/10	FY10/11	FY11/12	Projected FY12/13	Estimated FY13/14
Police Pension					
Employer Rate	26.6%	27.7%	27.7%	30.9%	30.9%
Employer Contribution	\$738,957	\$770,821	\$854,862	\$862,700	\$875,000
Employee Rate	9.91%	9.91%	9.91%	9.91%	9.91%
Covered Payroll	\$2,842,275	\$2,782,509	\$2,728,331	\$2,790,100	\$2,835,600

It should be noted that all sworn law enforcement personnel contribute 9.91% of their base earnings to this Fund in accordance with State law. Currently, one active-duty officer will meet the age and years of service requirements in FY13/14 and could begin drawing a pension immediately upon their retirement from the force. The account for pension and disability payments does not include funding for this officer to retire in FY13/14, since he has indicated his intention to retire at the beginning of the next fiscal year. Adequate funding is available within the fund to meet the future benefit payments.

POLICE PENSION FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**POLICE PENSION FUND
BUDGET COMPARISON**



**FY13/14
POLICE PENSION FUND
LINE ITEM DESCRIPTIONS**

REVENUES:

70-00-5-381 INTEREST INCOME \$250,000

FY10/11 Actual:	\$227,431	FY11/12 Actual:	\$242,141
FY12/13 Budget:	\$250,000	FY12/13 Projected:	\$250,000

This line item is for the interest received throughout the year from Police Pension Fund investment balances in money market accounts and bond investments. Due to significant investment balances, daily monitoring and investment of available cash by professional managers, and the ability to purchase longer-term investments at higher interest rates, the Police Pension Fund has been able to generate significant interest earnings over the last three years. Interest income will vary from year-to-year depending upon the amount of the Police Pension's portfolio that is allocated to fixed investments and the corresponding interest rates. The lack of growth anticipated for the FY13/14 Budget is more the result of limited economic expansion and the Federal Reserve's decision to maintain interest rates at historically low levels.

70-00-5-382 CAPITAL GAIN DISTRIBUTIONS \$100,000

FY10/11 Actual:	\$141,785	FY11/12 Actual:	\$161,256
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$120,000

The Police Pension Fund receives capital gain distributions from the equity mutual funds held within its portfolio. In addition, this line item is used to report the receipt of dividends from individual stocks and mutual funds also held by the Police Pension Fund. This account varies from year to year and is dependent on investment performance and the state of the economy.

70-00-5-383 GAIN/(LOSS) FROM INVESTMENT SALES \$100,000

FY10/11 Actual:	\$112,753	FY11/12 Actual:	(\$331,759)
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$150,000

This account is used to report the actual gains or losses generated at the time of an investment sale. Gains and losses are subject to market timing which vary on an annual basis, and are subject to current market conditions. The Police Pension Fund does invest on a long-term basis that allows for major fluctuations from year to year.

70-00-5-384 MARKET VALUE GAINS/(LOSSES)

\$0

FY10/11 Actual:	\$1,301,104	FY11/12 Actual:	(\$5,192)
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$450,000

At year end, the City is required by generally accepted accounting standards to record the differences in market values for the Police Pension Fund’s investments since the beginning of the year or, if purchased in the current year, the purchase price. This adjustment has been conducted in previous years as part of the audit process resulting in no budgetary impact; however, beginning in FY05/06, this adjustment was conducted at the end of April, and reported as gains or losses within the budget.

Significant gains in market values were realized in FY10/11, in part, due to improved earnings and a return to growth in the US economy. Instabilities within the European markets resulted in an anticipated decline to the market value of the Police Pension Fund’s investments in FY11/12. Within the current fiscal year, the investment portfolio has benefited from improved returns within the equity markets experienced over the last two calendar quarters of 2012. This account is historically budgeted at \$0 each year recognizing the inherent volatility in the marketplace that impacts the value of the Police Pension Fund’s investments.

70-00-5-386 EMPLOYEE CONTRIBUTIONS

\$281,000

FY10/11 Actual:	\$278,243	FY11/12 Actual:	\$268,155
FY12/13 Budget:	\$281,000	FY12/13 Projected:	\$276,500

The line item represents the required employee contributions received from the sworn police personnel. This amount decreased in FY10/11 and declined again in FY11/12 due to the City’s hiring freeze that resulted in a decrease in the number of covered personnel and the occurrence of several retirements. This contribution level is determined by State Statute and currently requires a contribution of 9.91% of each officer’s salary. Although the individual contribution may appear larger in comparison when considered with IMRF’s required employee contribution of 4.5%, the sworn law-enforcement personnel do not contribute toward social security, which requires a contribution of 6.2%. In addition, Police Officers receive enhanced benefits, allowing for earlier retirements and higher pension distributions to compensate for the lack of social security.

70-00-5-387 CREDIBLE SERVICE BUYBACK

\$0

FY10/11 Actual:	\$	0	FY11/12 Actual:	\$21,622
FY12/13 Budget:	\$	0	FY12/13 Projected:	\$ 0

Sworn police personnel with past military experience or police service to other communities are allowed by State Statute to purchase credible service within the Woodstock Police Pension Fund. The amount received in FY11/12 represents the payment from one police officer who decided to purchase past service credit. This credible service buyback is calculated by the Police Pension Fund’s actuary and represents the additional cost to the Police Pension Fund to provide the future benefits. No amount is normally budgeted within this line item since these contributions are limited to only police officers that qualify and all contributions are at the employee’s discretion.

TRANSFERS:

70-00-9-903 TRANSFER FROM POLICE PROTECTION FUND

\$875,000

FY10/11 Actual:	\$770,821	FY11/12 Actual:	\$854,862
FY12/13 Budget:	\$800,000	FY12/13 Projected:	\$862,700

The collection of the annual property tax levy intended to fund the City’s employer contribution for the Police Pension is reported directly within the Police Protection Fund and then transferred to the Police Pension Fund. This transfer demonstrates the City’s annual employer contribution intended to provide for these benefits. Historically, this contribution was steadily increased in previous years to allow the City to benefit from a growing economy and favorable market conditions, which generate positive investment returns. This contribution is reviewed annually and recommendations are provided each year based on market timing, the actuarial-required contribution and other financial needs of the City’s funds.

The FY13/14 Budget includes a small increase to the associated police pension property tax, which represents the employer contribution to fund this benefit. On a positive note, the level proposed for property tax funding will exceed the actuarially-determined funding levels (i.e., \$806,043); however, the difference for the additional funding is significantly decreasing compared with prior years. As a result, the net pension asset established by the City in previous years is anticipated to increase and provide the opportunity for additional investment income to limit future contributions required to establish 100% funding. The contribution levels required by the most recent actuarial analysis have increased and are impacted by the negative market performance reported in FY12/13.

70-00-9-995 TRANSFER (TO) GENERAL CORPORATE FUND	(\$5,000)
FY10/11 Actual: \$ 0	FY11/12 Actual: (\$5,000)
FY12/13 Budget: (\$5,000)	FY12/13 Projected: (\$5,000)

This transfer is used to reimburse the General Corporate Fund for costs that pertain to activities of the Police Pension Fund including the annual completion of the Department of Insurance Report, monthly accounting, and related auditing services.

TOTAL REVENUES AND TRANSFERS	\$1,601,000
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EXPENDITURES:

70-00-4-452 TRAVEL & TRAINING				\$2,500
FY10/11 Actual:	\$200	FY11/12 Actual:	\$ 0	
FY12/13 Budget:	\$500	FY12/13 Projected:	\$1,500	

This account allows the Police Pension Board members to attend training seminars and conferences offered by the Illinois Public Pension Funds Association and the State of Illinois. The Police Pension Board elections can result in the need to incur additional training costs if any new members are elected or appointed. Two new members were elected in FY12/13 and were required to attend training. State Statute requires Police Pension Board Members to receive 32 hours of initial training and 16 hours of ongoing training in following years, which required an increase to this account for FY13/14.

70-00-4-454 DUES & SUBSCRIPTIONS				\$800
FY10/11 Actual:	\$775	FY11/12 Actual:	\$775	
FY12/13 Budget:	\$900	FY12/13 Projected:	\$800	

This line item provides for the annual membership dues related to Police Pension Board's membership with the Illinois Public Pension Funds Association (IPPPFA). The IPPFA services member needs by: holding educational seminars and an Annual Training Conference, producing trustee and investment handbooks and making referrals for professional services as required. In addition, the Association sponsors legislation, investment opportunities, prepaid medical retirement plans and optional defined contribution plans.

70-00-5-502 LEGAL/PROFESSIONAL SERVICES				\$25,000
FY10/11 Actual:	\$17,388	FY11/12 Actual:	\$28,324	
FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$20,000	

This line item represents legal charges directly incurred on behalf of the Police Pension Board. These expenses typically pertain to legal counsel's review of Board decisions, examination of Board policies to insure compliance with State Statute, and any legal defense required on behalf of the Police Pension Board. The Police Pension Board had received an application for disability in FY08/09; however, the application as presented was incomplete. This application was again resubmitted in FY11/12. The Police Pension Board incurred additional legal expenses to conduct the required hearing and is currently in the process of defending an appeal of its decision. Additional funding has been provided within this account for FY13/14 to defend the ongoing appeal of the Police Pension Board's decision.

70-00-5-512 INSURANCE **\$0**

FY10/11 Actual:	\$2,559	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

This line item provides for the purchase of fiduciary insurance on behalf of the Police Pension Board. This insurance was reviewed by the Police Pension Board in FY11/12 and was not renewed.

70-00-6-606 SUPPLIES **\$200**

FY10/11 Actual:	\$ 60	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$200	FY12/13 Projected:	\$400

The supplies account is used to fund items ordered and used by the Police Pension Board. Generally, supplies allow the Board to conduct mailings with their membership, to prepare official correspondence with investment managers and vendors, and to complete other necessary functions. An election occurred in FY12/13 requiring additional expenditures within this account.

70-00-8-814 PENSION & DISABILITY PAYMENTS **\$1,120,000**

FY10/11 Actual:	\$ 709,654	FY11/12 Actual:	\$ 933,334
FY12/13 Budget:	\$1,000,000	FY12/13 Projected:	\$1,075,000

This account provides for the pension and disability payments paid to retirees and spouse beneficiaries. The City had two police officers that retired in FY11/12 and one police officer awarded a disability pension, which required a significant increase in the funding of pension and disability payments in the middle of the fiscal year. Two additional members retired at the beginning of FY12/13 and resulted in benefit payments exceeding the budget amount. One additional officer could immediately begin to receive benefits upon retiring from the Police Department. No additional funding has been included for these potential benefits for this police officer, since the officer in question has indicated his intention to retire in FY14/15. Furthermore, the State mandated benefit increases require additional funding in this account for FY13/14.

70-00-8-823 ACTUARIAL REQUIREMENTS **\$2,100**

FY10/11 Actual:	\$2,000	FY11/12 Actual:	\$2,000
FY12/13 Budget:	\$2,100	FY12/13 Projected:	\$2,100

The Police Pension Board annually authorizes the completion of an actuarial valuation in accordance with State requirements. This actuarial valuation assists both the Police Pension Board and the City with determining the appropriate funding levels required to provide for future pension payments.

70-00-8-940 MEDICAL EXPENSE/PHYSICAL EXAMS			\$5,000
FY10/11 Actual:	\$0	FY11/12 Actual:	\$0
FY12/13 Budget:	\$5,000	FY12/13 Projected:	\$0

This account provides funding for any medical costs related to physical examinations in the event an officer applies to the Board for the determination of disability benefits. One application for a disability pension was received in FY08/09; however, the application, as presented, was incomplete, resulting in the delay in its review. The disability application was again re-submitted, and a disability pension was awarded in FY11/12. Funding has been included in FY13/14 to conduct the annual examinations allowed by State Statute for members under the age of 50 that are collecting a disability pension and for any potential disability hearing required in the upcoming year.

70-00-8-950 REFUND OF CONTRIBUTIONS			\$25,000
FY10/11 Actual:	\$17,698	FY11/12 Actual:	\$ 0
FY12/13 Budget:	\$25,000	FY12/13 Projected:	\$3,400

Police Officers with less than eight years of credible service that leave employment with the City consequentially receive a refund of all employee contributions made to the plan. In addition, Police Officers with more than eight years of credible service that leave employment with the City may apply for a refund of their employee contributions at the participant's discretion. The City had a police officer resign in both FY10/11 and FY12/13, and was required to issue refunds of their employee contributions.

70-00-8-970 INVESTMENT MANAGER FEES			\$140,000
FY10/11 Actual:	\$132,866	FY11/12 Actual:	\$82,445
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$130,000

In previous years, the Police Pension Fund utilized three investment managers to oversee specific areas of the Fund's portfolio. A fourth manager was added in FY05/06 and a fifth manager was added in FY06/07 to diversify the portfolio and take advantage of the new managers' areas of expertise. Recently, the Police Pension added two new investment advisors to continue its efforts to diversify the Fund's portfolio. Each of these investment managers receive compensation based on both investment performance and the total amount managed. The use of investment managers allows the Police Pension to generate additional investment income and benefit from their professional expertise in each specific area, which more than offsets the costs. This amount increases/decreases in relation to the total value for the Police Pension's portfolio and the amount specifically allocated to the individual investment managers.

70-00-8-980 CUSTODIAL FEE **\$25,000**

FY10/11 Actual:	\$20,768	FY11/12 Actual:	\$21,913
FY12/13 Budget:	\$25,000	FY12/13 Projected:	\$25,000

The custodial agent provides accounting services, monthly reporting, beneficiary payments and participants' 1099 forms on behalf of the Police Pension Fund. The fees charged by the custodial agent are based on the total value of the Fund's portfolio. In FY08/09, the Police Pension Board selected Wells Fargo to replace the previous custodial agent, which has also reduced the overall costs for this line item.

70-00-8-981 DEPARTMENT OF INSURANCE FILING FEE **\$3,200**

FY10/11 Actual:	\$2,662	FY11/12 Actual:	\$2,745
FY12/13 Budget:	\$3,000	FY12/13 Projected:	\$3,100

The State of Illinois imposes an annual compliance fee payable by all Illinois Pension Boards. The Police Pension Board is required by the State of Illinois to file an annual statement with the Department of Insurance that reports the financial condition of the fund.

TOTAL EXPENDITURES **\$1,348,800**

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 TIME: 13:56:01
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: POLICE PENSION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							16,621,500
REVENUES							
OTHER REVENUES							
70-00-5-381	INTEREST INCOME	227,431	242,141	250,000	215,261	250,000	250,000
70-00-5-382	CAPITAL GAIN DISTRIBUTIONS	141,785	161,256	100,000	85,140	120,000	100,000
70-00-5-383	GAIN/(LOSS) FROM INVEST SALE	112,753	(331,759)	100,000	123,107	150,000	100,000
70-00-5-384	MARKET VALUE GAINS/(LOSSES)	1,301,104	(5,192)	0	0	450,000	0
70-00-5-386	EMPLOYEE CONTRIBUTIONS	278,243	268,155	281,000	202,397	276,500	281,000
70-00-5-387	CREDIBLE SERVICE BUYBACK	0	21,622	0	0	0	0
TOTAL OTHER REVENUES		2,061,316	356,223	731,000	625,905	1,246,500	731,000
TRANS (TO) FROM OTHER FUNDS							
70-00-9-903	TRANS. FROM POLICE PROTECTION	770,820	854,862	800,000	854,425	862,700	875,000
70-00-9-995	TRANSFER (TO) GENERAL CORP. FD	0	(5,000)	(5,000)	0	(5,000)	(5,000)
TOTAL TRANS (TO) FROM OTHER FUNDS		770,820	849,862	795,000	854,425	857,700	870,000
TOTAL REVENUES:		2,832,136	1,206,085	1,526,000	1,480,330	2,104,200	1,601,000
EXPENSES							
PERSONAL SERVICES							
70-00-4-452	TRAVEL & TRAINING	200	0	500	1,440	1,500	2,500
70-00-4-454	DUES & SUBSCRIPTIONS	775	775	900	775	800	800
TOTAL PERSONAL SERVICES		975	775	1,400	2,215	2,300	3,300
CONTRACTUAL SERVICES							
70-00-5-502	LEGAL/PROFESSIONAL SERVICES	17,388	28,324	30,000	7,729	20,000	25,000
70-00-5-512	INSURANCE	2,559	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		19,947	28,324	30,000	7,729	20,000	25,000
COMMODITIES							
70-00-6-606	SUPPLIES	60	0	200	376	400	200
TOTAL COMMODITIES		60	0	200	376	400	200
OTHER CHARGES							
70-00-8-814	PENSION & DISABILITY PAYMENTS	709,653	933,334	1,000,000	707,978	1,075,000	1,120,000
70-00-8-823	ACTUARIAL REQUIREMENTS	2,000	2,000	2,100	2,100	2,100	2,100
70-00-8-940	MEDICAL EXP./ PHYSICAL EXAMS	0	0	5,000	0	0	5,000
70-00-8-950	REFUND OF CONTRIBUTIONS	17,698	0	25,000	3,384	3,400	25,000

DATE: 02/17/2013
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: POLICE PENSION FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
EXPENSES							
OTHER CHARGES							
70-00-8-970	INVESTMENT MANAGER FEES	132,866	82,445	100,000	94,698	130,000	140,000
70-00-8-980	CUSTODIAL FEE	20,768	21,913	25,000	11,388	25,000	25,000
70-00-8-981	DEPT. OF INSURANCE FILING FEE	2,662	2,745	3,000	3,130	3,100	3,200
TOTAL OTHER CHARGES		885,647	1,042,437	1,160,100	822,678	1,238,600	1,320,300
TOTAL		906,629	1,071,536	1,191,700	832,998	1,261,300	1,348,800
TOTAL FUND REVENUES & BEG. BALANCE		2,832,136	1,206,085	1,526,000	1,480,330	2,104,200	18,222,500
TOTAL FUND EXPENSES		906,629	1,071,536	1,191,700	832,998	1,261,300	1,348,800
FUND SURPLUS (DEFICIT)		1,925,507	134,549	334,300	647,332	842,900	16,873,700

HEALTH/LIFE INSURANCE



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

FY13/14
EMPLOYEE HEALTH/LIFE INSURANCE FUND

The City of Woodstock has been partially self-insured for the provision of its health/life insurance benefits since 1983. In general, this concept has proven to be an effective means of managing the City's healthcare benefits. On a national basis, healthcare costs have significantly increased over the last nine to ten years, exceeding the overall rate of inflation. This trend continues even through the present day. The passage of the Patient Protection and Affordable Care Act (PPACA) in FY10/11 and the various provisions that went into effect at the end of FY10/11, and during the last two fiscal years have certainly increased the City's costs to provide healthcare to its workforce. The mandated employer coverage for dependents until the age of 26, or to the age of 30 if they are actively serving in the military, the removal of dollar caps/limits for life-time and annual maximums, and the requirement to provide free preventative care without the imposition of any co-pays or deductibles has unfortunately impacted the City's costs.

In addition, the City's self-insured plan will be subject to two new taxes, which are effective with the current plan year. PPACA requires self-funded health insurance plans to pay a Patient-Centered Outcome Research Institute Fee of \$1 per covered life for plans beginning on or after October 1, 2012. This fee will increase to \$2 per covered life in 2014 and then be indexed based on the changes in medical inflation. Furthermore, PPACA requires insurance companies and self-insured health insurance providers to pay an additional fee of \$5.25 per covered individual per month for 2014 to fund the Transitional Reinsurance Program. This funding is intended by the Federal government to offset the costs related to high-risk individuals that must be offered coverage by the individual health insurance market.

Other changes contained within the act include a requirement to provide coverage for all full-time employees or pay a penalty. Full-time employees have been defined for purposes of this standard as an employee that averages 30 hours per week or more. The Act also includes a provision that limits the difference between the best health insurance rates offered to low-risk individuals and the highest premium rates paid by high-risk individuals. The highest rates cannot exceed a ratio of 3:1 compared with the lowest premium rates. Ultimately, the insurance industry will be forced to increase the amounts being paid by low-risk individuals to comply with this requirement.

The healthcare industry has indicated that the major factors which are contributing to the rising cost of healthcare include significant increases to malpractice insurance premiums combined with the exorbitant costs to research and develop new drugs and medical procedures, which must eventually be absorbed by the consumers. In addition, the Federal government's unwillingness to provide any increases to the payments made to providers for medical procedures paid for by Medicare and Medicaid covered patients are, in effect, re-allocating these costs to the private-sector healthcare system.

The City Administration is projecting an increase in the total costs actually incurred in FY12/13 when compared with the authorized budget amount. This projection is based on the incurrence and a partial reimbursement of a significant claim. In addition, the City had an unusually high number of mid-level claims (six employees/dependents) ranging between \$40,000 and \$80,000 which must be self-funded. Furthermore, medical inflation remains at elevated levels impacting claims and the corresponding costs of reinsurance.

Over the last five years, the City Administration has implemented several improvements to its health insurance program to not only enhance this benefit for the employees, but also provide cost savings for the City. One of the first changes was the implementation of a pharmacy card that included an employee co-pay and expanded the level of discounts received by the City, resulting in the generation of additional savings. This was extremely important due to the growth in the use and costs of prescription drugs that has occurred over the last nine to ten years.

As a result of these rising costs, the City proactively conducted a comprehensive review/evaluation of the City's current healthcare plan in FY08/09. The successful completion of negotiations with the City's represented Police Officers, Telecommunicators and Records Clerks resulted in the ability to adjust several benefit levels including the employees' deductibles, out-of-network reimbursements, drug costs and payroll deductions. These plan modifications provided financial relief to the Employee Health/Life Insurance Fund in the following fiscal year, and will assist with developing long-term solutions to combat the rising insurance costs being faced by the City.

For instance, the contribution made by employees for their health insurance benefits was modified in FY08/09 to represent a percentage of the City's insurance costs with even single employees being required to contribute at a proportionate level. The employee contributions and deductibles have been adjusted to reflect market trends and assist with defraying the costs of healthcare. Overall, this was extremely beneficial to the financial health of this fund, as demonstrated by the results reported in FY09/10. The deficit in fund balance was almost completely eliminated by year end. Due to significant claims experienced in the last three fiscal years, a deficit is again projected within the Employee Health/Life Insurance Fund at year end. However, in FY13/14 the erosion of fund balance is expected to be contained and efforts can begin to eliminate the deficit and establish appropriate fund reserves.

The City continues to review and recommend benefits that are both cost effective and enhance the capability to attract and retain the best employees. The City's Retirement Health Savings Plan (RHSP) allows employees to contribute to their own individual investment account that can be used upon their retirement to fund health insurance premiums, deductibles or other health related costs. This program provides the employees with a pre-tax savings mechanism to overcome the main hurdle that delays or postpones the decision to retire, the significant financial costs to provide for their own health insurance until reaching the age for Medicare coverage. The RHSP represents a \$0 cost alternative to encourage employee retirements without the need to invest in costly

Early Retirement Incentive Programs. Moreover, this plan also provides another means for the employee to reduce their taxable income, as well as provide some form of tax savings to the City with reduced FICA costs.

In FY07/08, the City implemented an optional wellness program for the employees. This program offers the employees an extensive variety of tests to identify any health-related issues. By identifying health-related problems early in the process, treatment is normally minimized, as well as the associated costs. Furthermore, healthier employees are also normally more productive and utilize less sick time, which reduces costs in other areas of the City. Overall, this program has been favorably received by the City's employees.

To provide additional incentive to the employees to participate, the City implemented a discount program for the employees' payroll deduction upon successful completion of the wellness program in January. Participation exceeded previous levels with over 75% of all covered employees voluntarily completing the health assessment process. This information has allowed the City to develop programs that target the major areas identified through the healthcare risk assessment to help alleviate future costs.

New legislation remains a challenge going forward in the healthcare arena. The Mental Health Parity Act that had been delayed for many years by the Federal Government went into effect with the City's 2010 health plan year. This legislation requires all health insurance plans to provide coverage at similar levels as other medical conditions for mental health services. Prior to this act, many plans, including the City's health insurance plan, provided limited benefits for mental health services. This new law has required the City to review the plan design and implement modifications to allow for compliance and minimize cost exposures where possible.

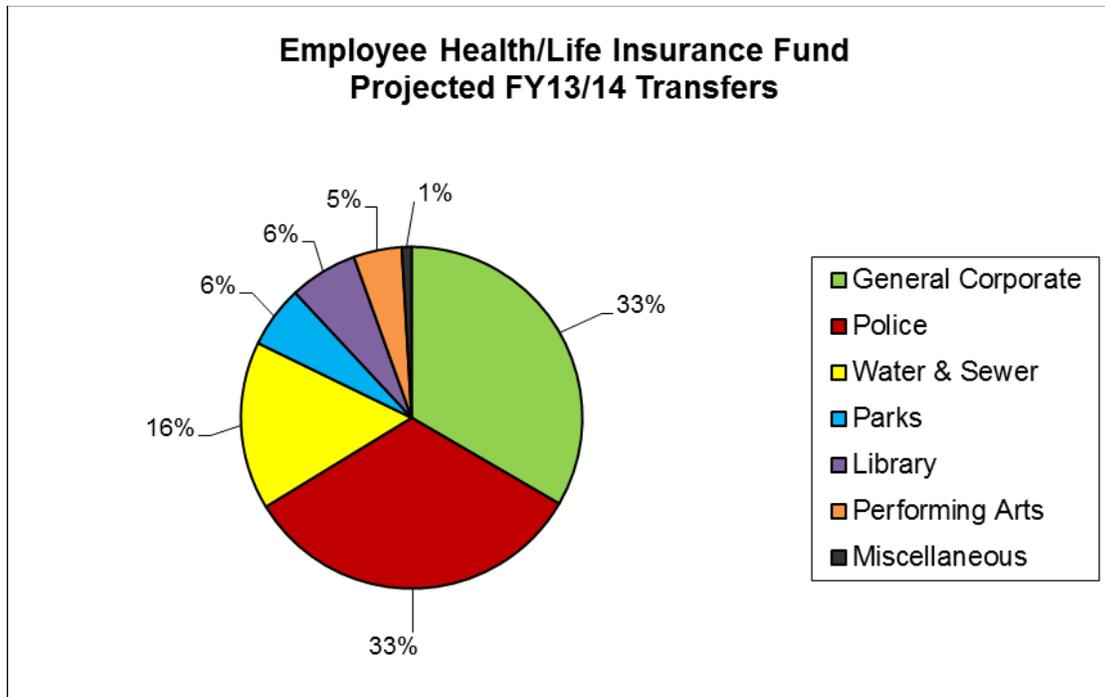
When reviewing self-insurance programs, it is important to note that the intent of self-insurance is to provide a long-term balance between years with excellent claims experience and those years that generate unusually high amounts of claims experience. By combining these years, the City is able to achieve long-term savings when compared with a fully-insured plan. The results in FY09/10 are an excellent example of the positive benefits that can be derived by self-insuring for health claims. If the City utilized a fully-insured plan, the insurance premiums would still be paid by the City based on the previous years' claims experience and no adjustment would be made by the insurance carrier in return for a favorable claims year.

In response to the growth in health insurance claims, the proposed FY13/14 budget proposes an increase to the interfund transfers. As a result, the proposed costs to cover a single employee will increase to \$574 a month and a married employee and/or employees with dependents will result in a monthly premium of \$1,638. It should be noted that the premiums are reflected throughout the proposed budget in the form of transfers from the various funds to the Employee Health/Life Insurance Fund based on the number of full-time employees in each fund. In effect, these transfers are how the City pays itself to ensure adequate cash to pay claims.

Moreover, the related payroll deductions for healthcare costs paid by the City's non-represented employees are proposed to be increased by more than 25% compared with the previous year. Union-represented employees will continue to experience increases in employee contributions in accordance with their respective collective bargaining agreements. The City intends to negotiate further increases to employee contributions and adjustments to other cost-sharing provisions in all future bargaining agreements.

The employee contributions for healthcare were increased significantly in FY09/10 and included, for the first time, contributions from employees with single coverage. Over the past four years, the City has been able to successfully increase the contributions and deductibles required from employees to reduce the City's costs to provide health insurance benefits. This trend will again continue in the near future as an economic recovery allows the City to adjust wages and correspondingly insurance contributions.

The graph presented on the following page illustrates that one third (1/3) of the employees' health and life insurance costs are funded by the General Corporate Fund and another third (1/3) is funded by the Police Protection Fund, since these two funds employ the majority of the City's insured labor force. The remaining third (1/3) is funded from the other funds that incur payroll expenditures and provide employee benefits.



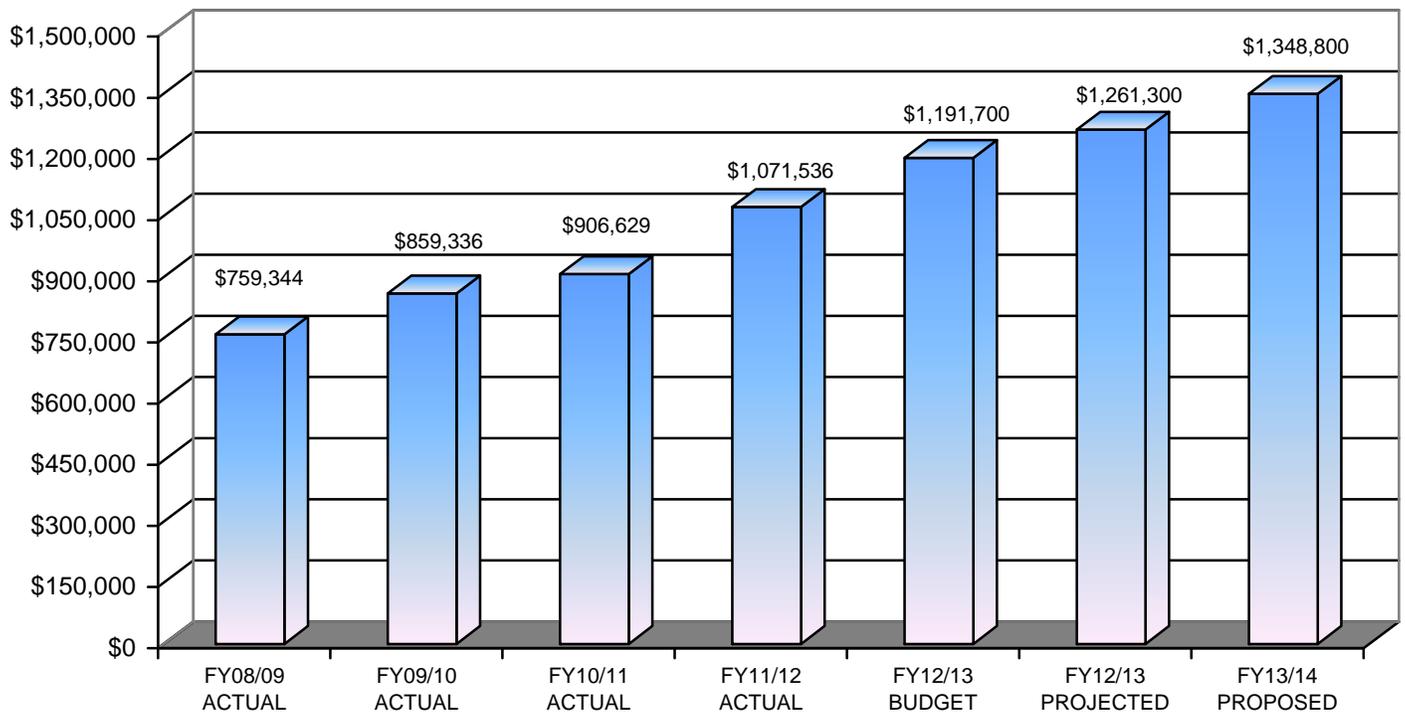
This fund provides health insurance coverage to 132 full-time employees, 11 retirees and their dependents. The City has been able to minimize the negative affects of adverse insurance costs by changing third-party administrators, switching providers for healthcare and pharmacy benefits, monitoring trends carefully and bargaining appropriate insurance and re-insurance agreements.

In an effort to address rising healthcare costs, the City instituted, for the first time, an employee contribution for health insurance coverage in FY05/06. In the first year, the contribution generated an additional \$40,000 in revenue for this fund. This contribution has been reviewed and increased on an annual basis to reflect increases in the City's costs for this benefit. Employee contribution rates for health insurance are expected to increase in FY13/14 for the City's entire workforce. Police Officer contributions will initially continue at current levels based on maximum dollar limits that were imposed in accordance with the arbitrator's decision, which in effect precluded increases for the term of the contract that expires at the end of FY12/13. As previously mentioned, future increases will be negotiated with this bargaining unit for the new contract that will begin in FY13/14.

The City Administration will continue to review plan design alternatives in the upcoming year and suggest modifications when appropriate to generate future cost savings, which may include further increases to the employee deductible amounts and reevaluating the employee payroll deductions in coordination with the City's bargaining agreements for FY13/14. In addition, the City Administration will also examine other plan modifications that specifically target the allocation of costs between the employee and employer and, if implemented, would provide several financial benefits to the Employee Health/Life Insurance Fund. These modifications could include instituting an employee co-pay for doctor office visits, and dental appointments (excluding the semi-annual cleanings). The City Administration will continue to monitor healthcare industry trends to effectuate future savings.

POLICE PENSION FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**POLICE PENSION FUND
BUDGET COMPARISON**



DATE: 03/05/2013
 TIME: 14:19:02
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: HEALTH/LIFE INSURANCE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							(370,600)
REVENUES							
SALES OF GOODS AND SERVICES							
75-00-3-386	RETIRED/DISABLED CONTRIBUTIONS	68,083	77,134	78,000	59,420	108,000	114,000
75-00-3-387	CLAIMS RECOVERED	189,936	21,635	25,000	42,412	75,000	25,000
75-00-3-389	EMPLOYEE CONTRIBUTION	152,146	142,952	156,000	98,179	150,000	170,000
TOTAL SALES OF GOODS AND SERVICES		410,165	241,721	259,000	200,011	333,000	309,000
OTHER REVENUES							
75-00-5-381	INTEREST INCOME	98	379	300	11	0	0
TOTAL OTHER REVENUES		98	379	300	11	0	0
TRANS (TO) FROM OTHER FUNDS							
75-00-9-376	TRANS. FROM PERFORMING ARTS FD	73,560	80,640	88,700	59,560	89,400	98,300
75-00-9-379	TRANS. FROM PUBLIC PARKS FUND	104,842	121,368	136,500	92,673	128,800	125,900
75-00-9-389	TRANS. FROM POLICE PROT. FUND	568,818	591,318	642,000	432,043	644,700	706,800
75-00-9-391	TRANS. FROM LIBRARY FUND	87,164	91,488	101,700	64,452	97,600	138,600
75-00-9-392	TRANS. FROM GEN. CORP. FUND	596,742	600,075	692,500	412,997	692,500	717,600
75-00-9-395	TRANS. FROM W & S UTILITY FUND	238,514	248,832	301,200	170,670	292,200	342,100
75-00-9-396	TRANS. FROM RECREATION CENTER	7,356	8,064	8,900	5,956	8,900	9,900
75-00-9-397	TRANS. FROM AQUATIC CENTER FD.	7,356	8,064	8,900	5,956	8,900	9,900
TOTAL TRANS (TO) FROM OTHER FUNDS		1,684,352	1,749,849	1,980,400	1,244,307	1,963,000	2,149,100
TOTAL REVENUES:		2,094,615	1,991,949	2,239,700	1,444,329	2,296,000	2,458,100
EXPENSES							
CONTRACTUAL SERVICES							
75-00-5-502	ADMIN. & START-UP EXPENSE	15,575	14,542	16,000	8,949	15,000	15,000
75-00-5-503	PROFESSIONAL SERVICES	33,600	33,600	36,000	25,200	33,600	33,600
75-00-5-541	LIFE INSURANCE PREMIUMS	8,730	7,429	9,000	4,468	8,000	8,500
75-00-5-545	EXCESS INSURANCE PREMIUMS	220,767	237,558	245,000	171,217	245,000	260,000
75-00-5-546	CLAIM PAYMENTS	1,797,187	1,998,001	1,875,000	1,431,623	2,085,000	2,150,000
75-00-5-548	EMPLOYEE PHYSICAL DEVELOPMENT	3,617	2,795	5,000	1,000	2,000	3,000
TOTAL CONTRACTUAL SERVICES		2,079,476	2,293,925	2,186,000	1,642,457	2,388,600	2,470,100
TOTAL		2,079,476	2,293,925	2,186,000	1,642,457	2,388,600	2,470,100
TOTAL FUND REVENUES & BEG. BALANCE		2,094,615	1,991,949	2,239,700	1,444,329	2,296,000	2,087,500
TOTAL FUND EXPENSES		2,079,476	2,293,925	2,186,000	1,642,457	2,388,600	2,470,100
FUND SURPLUS (DEFICIT)		15,139	(301,976)	53,700	(198,128)	(92,600)	(382,600)

GENERAL FUND – CIP



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



Finance Department
Roscoe Stelford, Deputy City Manager
121 W. Calhoun Street
Woodstock, Illinois 60098

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815.334.2267
rstelford@woodstockil.gov
www.woodstockil.gov

MEMORANDUM

DATE: February 28, 2013
TO: Honorable Mayor and City Council
FROM: Roscoe Stelford, Deputy City Manager/Finance Director
RE: **FY13/14 General Corporate Fund CIP Budget Transmittal**

In February of this year, the City Council reviewed and discussed the annual 5-Year Capital Improvement Program (CIP). Through this process, Council identified, categorized, and prioritized separate CIP projects that were submitted by the various Department Directors, citizens, and the City Council. The magnitude of the City's infrastructure needs, both in terms of dollars and sheer volume of projects, is evidenced in the 5-Year CIP document each year. The CIP, as proposed, achieves the original goals of the program, which are to: coordinate similar and/or related projects; eliminate duplicate projects; prioritize projects on a community-wide (as distinct from a departmental) basis by need and dollars available; and, finally, schedule them over a reasonable period to ensure their completion with the financial resources available.

The FY13/14 General Corporate Fund CIP Budget is referred to as the Capital Budget Year within the 5-Year CIP process. The earlier CIP document itself only proposes the schedule of improvements for projects, describes them, prioritizes them, and indicates the dollar amount required for each. However, it does NOT actually appropriate the funds for projects. The decision of which projects are to be funded must be made separately as part of this, the annual budget process. Therefore, the CIP document serves as the basis for the funding recommendations that follow. To that end, the following CIP projects mirror the priorities established in the CIP, with a few adjustments. These adjustments are made to reflect the changing conditions of projects since the CIP document was originally drafted, transmitted and reviewed by the City Council, and to account for the availability of funds based on estimated revenues for the upcoming year.

Summary of FY12/13 Revenues

General Corporate – CIP Fund revenues, including transfers, of \$532,500 were budgeted; and, of this amount, \$986,600 is expected to be received by fiscal year end. The difference in revenues can be attributed to two major factors. The Opera House benefitted from a bequeathed donation

of \$36,000 that was received after the development of the FY12/13 Budget. Moreover, the City Administration is proposing to include an additional \$500,000 within the year-end transfer from the General Fund to serve as supplemental funding targeted to address the City's capital needs.

In addition, all development-related revenues continue to generate reduced levels compared with collections received as recently as four-years prior as the nationwide slowdown in new housing continues to impact the number of homes constructed within the City of Woodstock. Fortunately, this reduction in revenue generation was again taken into account during the preparation of the FY12/13 Budget resulting in the impact fees reported within the confines of the current year budget falling slightly below budgetary expectations. The overall reduction within these revenues has been met with a corresponding reduction in the number and dollar amount of approved capital projects authorized within the General Corporate - CIP Fund. Specifically, those projects that target areas of the City's infrastructure that are typically impacted by the addition of new housing have been temporarily suspended until a recovery becomes apparent and demand returns.

Summary of FY12/13 Expenditures

Within the General Corporate Fund CIP there were a total of nineteen (19) projects with a cumulative budget of \$1,266,000 approved in FY12/13. At the end of the fiscal year it is projected that nineteen (19) projects will be implemented totaling \$1,281,500. Sixteen (16) of the budgeted projects will have expenditures of more than 50%, and one (1) of the projects will have expenditures that represent a carryover from the prior fiscal year (Raffel Road Improvements).

Summary of FY13/14 Proposed Revenues

Overall, FY13/14 revenues of \$923,500 are budgeted to increase by \$20,400 or 2.3% when compared with the FY12/13 projected revenues before transfers. A primary reason for this increase was the inclusion of a \$25,000 "Safe Routes to Schools" grant in FY13/14, which was not included within the FY12/13 budgeted revenues. Capital expansion fees are budgeted to decrease by (\$5,000) or (11.8%), while all other revenues are projected to increase or remain static when compared with the FY12/13 Budget amounts. **Of the total revenues, \$567,100 (61.4%) is required for debt service (Streets, Police Station, Parks) leaving a balance of \$356,400 in available revenues (i.e., less transfers in) for implementing General Fund CIP projects.**

New housing starts will continue to face significant challenges, with the oversupply of housing stock from foreclosures, reducing the demand for constructing new homes. The FY13/14 Budget increases the annual transfer from the General Corporate Fund, which was again re-established in FY11/12, to provide additional funding to meet the City's capital improvement needs. However, the transfer from the Tax Increment Financing Fund to repay the General Corporate – CIP Fund for projects completed in past years has been suspended due to an increase in the number and dollar value of Tax Increment Financing District priority projects.

Summary of FY13/14 Proposed Expenditures

Specific to the FY13/14 – FY17/18 Capital Improvement Program, delayed state-shared revenues due to the State of Illinois’ multiple billion dollar debt combined with a low economic recovery and a significant reduction to the level of permit/impact fees due to stagnant residential development has had a drastic impact on the ability of the City of Woodstock to not only implement new projects, but to ensure that existing municipal assets can be maintained and existing debts paid. Unfortunately, this future outlook bleeds in to the initial years of the current 5-year planning period until the City expects to realize any positive effects from a resurgent economy.

The discussion that follows provides a snapshot/overview of the focus of all Capital Improvement Program funds and further details the need to defer the introduction of new, large projects; ensure that funding is available to meet existing debt service commitments (e.g., Davis Road Soccer Complex and Merryman Fields Park) and planned projects (e.g., Street Resurfacing, Stormwater Improvements) while continuing to focus on the maintenance and/or redevelopment of existing assets.

General Administration

Projects proposed for implementation in FY13/14 and throughout the 5-year planning period include both operational and scheduled replacement items to ensure compatibility and efficiency to meet the needs and expectation of residents. In FY13/14 this is true in the recommendation of the four projects for the capital budget year. These include the development and implementation of an updated **Data Backup** system that will properly secure the City’s important information, several replacements of the **Printer/Scanner/Copiers** located throughout the City, the completion of the **Voice over Internet Protocol (VoIP) Phone System** installation and the purchase and/or upgrade of hardware and software as part of the **Computer Network**.

Public Facilities

The development of appropriately sized and maintained public facilities is important to a community in many ways. First, it ensures that the needs of the existing residents are addressed now and for the foreseeable future. Second, because a solid public facility program results in a higher quality of life for residents and businesses often interpret this as desirable when choosing where to locate or expand. In other words, modernized public facilities can be an effective economic development tool.

As a result of the narrowbanding radio project, the **Radio Communication System Upgrade** account includes funding to address any potential gaps in radio coverage. The **Opera House Improvements** represents a continuation of a multi-year plan that focuses on the completion of several important interior/exterior enhancements for the Historic Woodstock Opera House to ensure its continued integrity and service to the community for many years to come. These projects are important not only to ensure the preservation/restoration of the historic attributes of this facility, but also to enhance the operational efficiency of the building to ensure the safety, comfort and convenience of the tens of thousands of people that visit the Opera House each year.

In FY13/14 it is proposed that the second stage of the nearly 30-year old stage lighting system be replaced.

The **Existing Public Works Facility** will require the repair or possible replacement of the facility's roof in FY13/14. The Historic Woodstock Square has evolved as a unique shopping, dining and entertainment destination drawing visitors from, literally, around the world to enjoy its ambiance and "home town" feel. However, not unlike other downtowns, the evolution of some of the public transportation improvements has limited the exposure to the Woodstock Square for visitors passing through town. In an effort to address these and other potential barriers to providing visibility to the Woodstock Square, a **Gateway/Directional Signage** program will be developed with the first phase being the selection of a professional consultant to provide recommendations that would result in the development of several improvements to lead visitors and travelers alike to the community's downtown area.

Public Safety

The major expense in the Public Safety category of the General Corporate Fund - CIP will continue to be the annual transfer of funds, in the amount of \$350,000 for the next eight (8) years, to the Debt Service Fund to amortize the debt on the **Police Facility**. This is in addition to the continued maintenance and replacement of equipment related to public safety – e.g., **Annual Police Vehicle Replacement, Communications System Upgrade, Vehicle Equipment, and Computer Upgrade**.

Parks

As described throughout this document, limited revenues mean that very few projects can be implemented within the Parks – CIP. First and foremost, the City's existing debt service commitments related to Davis Road Soccer Complex and Merryman Fields Park, both included in the **Park Bond Payments**, must be addressed. Beyond this, projects proposed for funding in FY13/14 are **Playground Equipment** replacement at Bates Park, **Resealing Courts** (one tennis court and one basketball court at Prairie Ridge Drive Park), and the construction of a new **Dog Park** through a cooperative joint venture with the Village of Bull Valley.

Motor Pool

The Department of Public Works requests comprise the Motor Pool/Equipment category. The Department of Public Works maintains a rotational replacement schedule (provided in the Motor Pool detailed description narratives of the General Fund – CIP, Chapter 4) from which requests for vehicles/equipment are made. To offset these costs, however, the City has been successful in including the costs for the acquisition of new vehicles in new residential development annexation agreements. However, due to the dramatic decline in development since FY08/09, in addition to declining revenues across municipal funds, requests in FY13/14 and for the foreseeable future will be limited to the replacement of vehicles only when absolutely necessary. The Department of Public Works has completed a thorough review of Motor Pool needs and is confident in the revised replacement schedule that is being proposed. Projects proposed in FY13/14 include the lease payment for a loader (purchased in FY10/11) in **Streets-Equipment Replacement**, the

replacement of an aerial bucket truck in **Parks – Vehicle Replacement**, and the replacement of a brush chipper in **Parks – Equipment Replacement** to support the City’s storm response efforts.

Streets/Sidewalks/Signals

Projects included in the FY13/14 Capital Budget Year include: the **Bond Payment** for Lake Avenue improvements completed as part of the WalMart project and McConnell Road intersection improvements; **Annual Resurfacing Program**; **Route 47 Improvements** (contribution to IDOT improvements study); **Sidewalk Construction** (replacement of hazardous sidewalk); and **Safe Routes to School Program**.

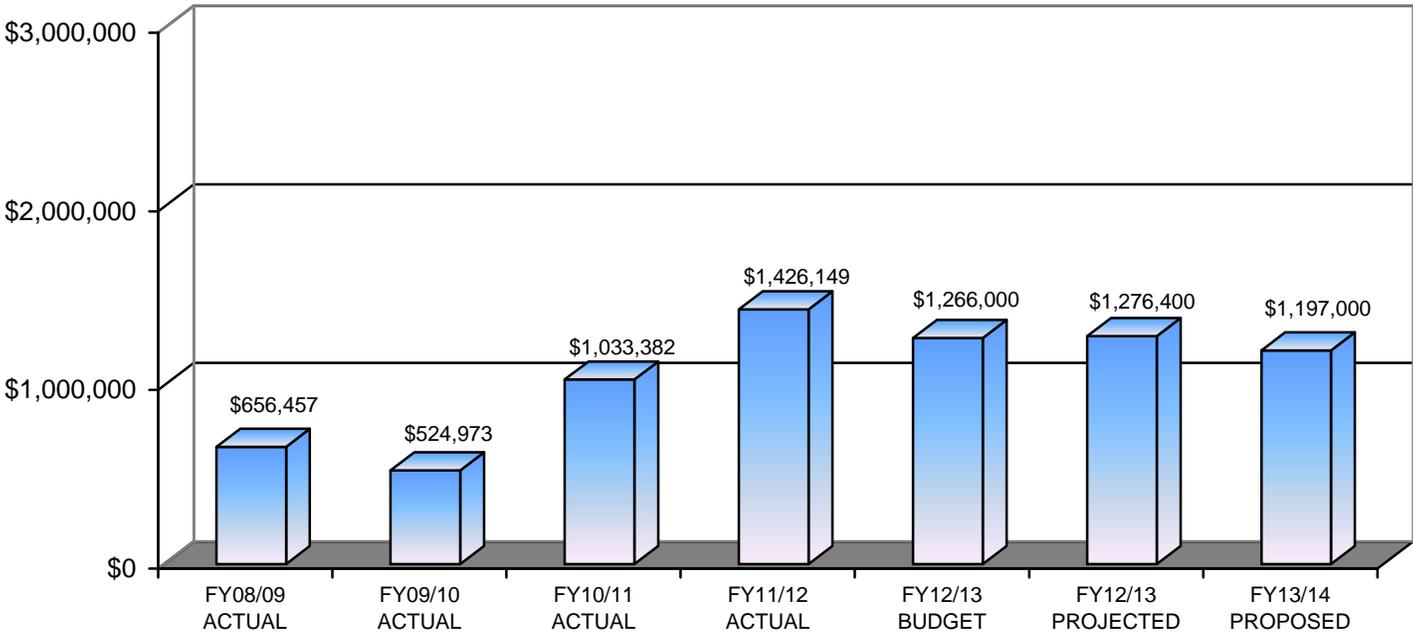
As noted above, the **Annual Resurfacing Program** deserves some additional attention. This project can be considered as the most important one included in the Streets/Sidewalks/Signals category of the General – CIP Fund. The scope of the Annual Resurfacing Program includes resurfacing, striping and crack-sealing existing municipal streets. While the City receives funding on an annual basis through the Motor Fuel Tax (MFT), this amount is simply not enough to keep pace with the city’s resurfacing program needs. In fact, it is estimated that within the 5-year planning period only approximately 35% to 50% of the estimated funding needed, will be available.

Stormwater

Two projects are proposed for funding in FY13/14 within the Stormwater Management program. The **I & I Improvements** program relates to undertaking stormwater improvements in response to the past flooding of homes and buildings. Funding in FY13/14 would allow the City to complete necessary storm sewer improvements serving Greenwood/Queen Ann/Beech to reduce localized flooding and prevent future property damage. The **Stormsewer Improvements** project completes the necessary replacement of a 21” storm sewer in the 1900 block of Julie Street. Portions of these sewers have failed resulting in drainage problems within the right of way and on private property.

GENERAL CORPORATE CIP FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund.					

**GENERAL CORPORATE CIP FUND
BUDGET COMPARISON**



Note: In FY11/12, the increase is due to the intersection improvements at IL Route 47 and Ware Road.

STATUS

GENERAL CORPORATE CIP FUND REVENUES

FY12/13 Revenues:

Before addressing the particular status of the individual projects provided for in the FY12/13 CIP, an overview of the FY12/13 revenues is in order. Similar to CIP expenditures, which will be discussed later, CIP revenues are equally dependent on and susceptible to unforeseen and/or external factors over which the City has little or no control. In FY12/13, the mild economic recovery continues to present the City with challenges in the area of revenues and limits the ability to address the City's capital needs. No area within this economic landscape has had to bare the brunt harder than new housing construction. The strong-growth years experienced only three to four years ago are no longer, impacted by a substantial housing inventory that has remained inflated over the last several years from a significant increase in the number of foreclosures. Furthermore, the lack of development revenues has resulted in a chain of events that now require the City to consider utilizing other revenue sources to meet debt service obligations for projects that previously were funded through developer donations and impact fees. This results in further limitations for CIP spending to address ongoing capital needs.

The most significant factor that impacted the City's CIP funding in FY12/13 was the ongoing depressed state of the new housing markets. Nationwide, new housing continued to struggle and the City of Woodstock was no exception. Building permits for new construction resulted in only 22 issued in calendar year 2009. Building permits did increase in calendar year 2010, reaching 27 permits, but fell to a 25-year low in calendar 2011, with only 19 permits issued in the calendar year. In 2012 the City issued 28 building permits. However, this is significantly less than the 38 building permits issued in 2008 and over 100 issued in 2007. The areas that were impacted include capital improvement funding for Police, Library, Parks, Streets and Utility Capacity. The preparation of the upcoming FY13/14 Budget will need to continue to be based on conservative impact fee projections and, most importantly, will result in a depressed level of available funds to provide for the City's capital improvement plan.

With several indicators pointing to limited economic growth for the US economy, the Federal Reserve Board has been able to maintain its policy of utilizing interest rates to provide economic stimulus throughout FY12/13. The highly-watched Federal Reserve Rate, which provides the basis for most short-term interest rates, has consistently remained at a range between 0.0% and 0.25% for a sustained period. Historically, interest rates equal to or below 1.0% are able to provide a substantial catalyst to promote economic growth. However, the downturn in housing has created a headwind slowing any recovery. Lead economists believe that the Federal Reserve Board will continue to maintain this level for interest rates until some point in the middle of 2015. The downside remains the potential for inflationary pressures increasing costs and weakening the dollar versus other currencies. The current monetary policy may need to be revised in the short term as a result of the increases being experienced in inflation.

The CIP funds typically invest their respective cash balances until needed by applicable projects. The short-term interest rates continue to be negatively influenced by the Federal Reserve Rate and offer minimal rates of return. As a result, the City's available CIP funds are experiencing limited amounts of interest earnings. Interest earnings are a valuable byproduct that can assist with meeting the needs of an ever growing list of CIP projects. Conversely, interest rate decreases enhance the City's ability to utilize the debt markets to finance long-term major capital projects at more favorable rates. Unfortunately, adequate revenues are not available to even consider the potential of entering the debt markets due to the inability to provide for the associated payments in the near term.

On a positive note, the City's own diverse local economy has provided a stable source of revenues that allow for the completion of a variety of projects to meet the community's needs. The number of projects proposed for and completed in FY12/13, although limited in both number and dollars compared with prior years, allowed the City to not only address operational efficiencies, but also provide for the inclusion of diverse projects that focus on improving the "quality of life" for residents, as well as, pave the road for future economic development and growth to insure the financial health of the City. The CIP process has demonstrated its value time and again, as projects completed in previous years have provided long-term benefits to the community.

The CIP process has also proven to be an invaluable planning tool for the community, generating substantial benefits by prioritizing and completing projects utilizing the City's limited resources, without the need to impose additional taxes upon the residents.

As with the City's operating budget, ***CIP expenditures are delayed until the associated revenues are available or their receipt is imminent.*** It is, in part, for this reason (i.e. the failure to receive pledged or anticipated funds) that some projects are unable to be completed in their entirety. In most instances, however, the delinquent funds are forthcoming; and the project will be completed in the ensuing fiscal year when the funds become available. At other times, different external factors, such as state or federal approval processes delay implementation of both funding and construction of scheduled projects. For example, in FY12/13, as alluded to above, the continuation of a depressed new housing market has resulted in only the ability to maintain the reduced level for the City's development fees, which are used to fund a variety of CIP projects. Similar to last year, current funds on hand will allow for the completion of the approved CIP projects for FY12/13; however, the priorities placed on specific projects as outlined within this document will remain pivotal in the upcoming year as the City's limited resources suffer from various economic challenges.

The FY12/13 CIP revenue, across all line items, is projected to end the year exceeding the budget amount by \$54,100 or 6.0%. CIP revenues benefited from two unbudgeted revenues, the receipt of a Safe Routes to Schools grant and a donation to the Woodstock Opera House.

General Corporate – CIP Fund revenues of \$532,500 were budgeted (including interfund transfers) and, of this amount \$986,600 is expected to be received by fiscal year end. The difference in revenues can be attributed to two major factors. The Woodstock Opera House benefitted from the, aforementioned, bequeathed donation of \$36,000 that was received after the

development of the FY12/13 Budget. Moreover, the City Administration has proposed the inclusion of an additional \$500,000 within the year-end transfer from the General Fund to serve as supplemental funding targeted to address the City's capital needs.

In addition, all development-related revenues continue to generate reduced levels compared with collections received as recently as five years' prior as the nationwide slowdown in new housing impacts the number of homes constructed within the City of Woodstock. Fortunately, this reduction in revenue generation was taken into account during the preparation of the FY12/13 Budget resulting in impact fees reported within the confines of the current year budget falling slightly below the minimal budgetary expectations. The overall reduction within these revenues has been met with a corresponding reduction in the number and dollar amount of approved capital projects authorized within the General Corporate - CIP Fund. Specifically, those projects that target areas of the City's infrastructure that are typically impacted by the addition of new housing have been temporarily suspended until a recovery becomes apparent and demand returns.

Existing fund balances consisting of revenues carried over from prior years combined with current year revenues have provided the necessary funding for the City's comprehensive FY12/13 Capital Improvement Program. However, it is important to remember that some of these funds are specifically earmarked by state statute (e.g. capital expansion fees, grant funds, etc.) or other regulations that restrict their use to a defined purpose (i.e., park development fees, restricted revenues, and bond proceeds). In addition, FY12/13 was the twelfth year of the City's debt service payment for Alternate Revenue Source Bonds issued to finance the Police Facility. As stipulated in the enabling Bond Ordinance, a portion of the City's Telecommunication Taxes are to be used to fund this operating transfer to the Debt Service Fund.

General Corporate CIP Fund revenues are as varied as the projects themselves. The City relies upon a diversified revenue stream to provide the year-to-year funding for the variety of capital projects included within the CIP. This is especially apparent when analyzing both the projects and the revenue stream for the FY12/13 General Corporate - CIP Fund. When the CIP was first created, the largest contributor of revenue was from internal transfers, most notably from the General Fund and the Park Development Fund. With the introduction of the Telecommunications Tax, it supplanted the interfund transfers to become the single largest contributor of funding for the General Corporate - CIP Fund.

The Telecommunication Tax receipts are expected to meet the reduced budgetary expectations. A strong showing in this revenue source is critical since it has been earmarked to contribute \$350,000 annually to the amortization of the debt for the Police Station over the remaining eight years. The use of the Telecommunication Tax as a dedicated funding source for the City's Capital Improvement Program has allowed for not only the maintenance of existing assets, but also to improve and expand existing assets to increase their service potential, as well as, construct new facilities to meet the expanded community demands.

The City's Capital Expansion Fees for Police and Streets are reviewed and typically revised to reflect a cost-of-living increase each January 1st. All inflationary adjustments have been suspended until the City Council is able to review the current levels charged for impact fees.

The City continues to do its utmost to insure that new development pays its “fair share” and contribute the appropriate level of funding to help offset the new development’s impact on the municipality’s infrastructure.

Interest income has performed within budgetary expectations for FY12/13. However, additional interest income that could be earned from these funds has been tempered by the Federal Reserve Board’s decision to stimulate economic growth by maintaining interest rates at an unprecedented record low, thus limiting the City’s ability to generate additional interest income. As a result, this revenue is expected to end the year slightly ahead of the budgetary amount.

Sufficient resources combined with proper planning have allowed the City to meet its outstanding debt obligations in FY12/13, which are reflected as interfund transfers to the Debt Service Fund. The aforementioned Alternate Revenue Bonds issued to finance the construction of the Police facility are being repaid through the telecommunication taxes as required. Similarly, the Alternate Revenue Bonds issued for the improvements to McConnell Road will also be funded through existing FY12/13 revenues. However, the sustained decline in park impact fees reported within the Park Development Fund below the required levels needed to meet the debt service obligations have resulted in the need to maintain the temporary redirection of these payments to the other funds. In the case of the Alternate Revenue Bonds issued to construct Merrymen Fields, the General Corporate – CIP will need to provide for this associated debt payment in FY12/13, thereby reducing the amount of funds available for other expenses in the General – CIP Fund Budget.

Unlike the Police and Streets Impact Fees, which are reported directly within the General Corporate – CIP Fund, Park Development Impact Fees are accounted for in a separate Park Development Fund. Each year the Park Development Fund provides a transfer to the General Corporate – CIP Fund to offset the expenditures incurred for Park projects by this fund. Any remaining balances reported in the Park Development Fund are then restricted for future park projects.

In summary, several of the General Corporate – CIP Fund revenues have been significantly impacted by the recessionary economy and have been successfully reduced within the budget to account for the decreased collections. In FY12/13 the economy experienced a slow rate of recovery. The City Administration will continue to proactively monitor the City’s CIP revenues to insure proper collection and place projects on hold, when necessary, to prevent the depletion of available reserves. The revenues, which continue to underperform based on previous years’ collections were related to market conditions that fall outside the control of the City.

Most importantly, the General Corporate – CIP Fund’s fund balance has remained stable in FY12/13. Expenditures are expected to exceed revenues by (\$294,900) by the end of the fiscal year; however, the corresponding reduction was budgeted to be much higher (i.e., \$733,500). The City is taking advantage of a favorable construction market and utilizing restricted revenues to meet a variety of community CIP needs. The City remains with a total ending fund balance that maintains sufficient resources to address many of the future capital needs of the community, with the exception of several major roadway projects, most notably Route 47, that will undoubtedly require some form of financial support from both Federal and State resources.

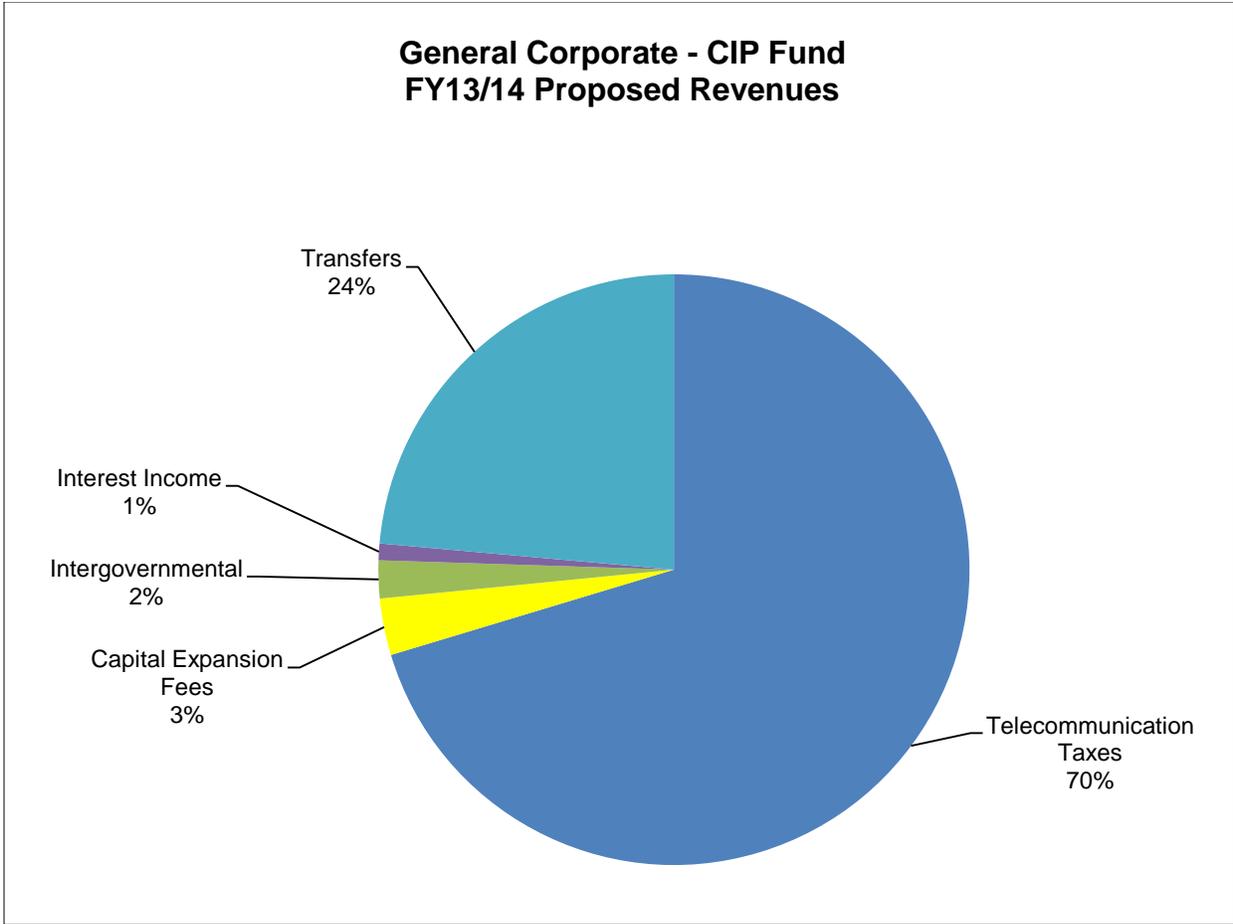
Over the last ten years, the City has been able to construct several new facilities and expand several existing facilities to better meet the needs of a growing community. All of the previous facility projects have been in addition to maintaining the City's existing assets and continuing to fund the remainder of the capital needs of an aging, full-service community.

FY13/14 Revenues:

Overall, FY13/14 revenues are budgeted to increase by \$20,400 or 2.3% when compared with the FY12/13 budget amount. Budgeted revenues for FY13/14 include a decrease to the capital expansion fees for police, which are more than offset by the anticipated collection of the proceeds from a "Safe Routes to Schools" grant. A minimal level of building activity is expected to continue throughout FY13/14. Furthermore, Operating Transfers From/(To) Other Funds proposed for FY13/14 include the continuation of the City's commitment to fund the Merryman Fields Park Alternate Revenue Bonds through the operating revenues dedicated for CIP purposes versus the dedicated, but insufficient revenues, pledged from the Park Development Fund. In addition, the operating transfer proposed in FY12/13 to the General Corporate – CIP Fund from the Tax Increment Financing Fund to repay for costs incurred in previous years for the streetscape improvements completed to the downtown has been suspended in light of the increased demand for TIF Fund revenues to address a variety of capital needs in the downtown. Finally, the operating transfer from the General Corporate Fund, which was re-established in FY11/12, has been continued and increased to address the reduction in General Corporate - CIP Fund revenues.

The two development-related revenue sources are expected to remain challenged throughout FY13/14 as new housing starts remain at much lower levels than historical levels, influenced by a number of foreclosures that continue to limit the demand. While the economy is currently in a slow recovery, building permits and development-related revenues are expected to maintain this minimal level of activity. This current economic climate has maintained for an extended period a significant amount of downward pressure on the demands for new housing and the issuance of building permits have followed course. While the Federal Reserve Bank has been purchasing \$40 billion in mortgage-backed securities to push mortgage rates to historic lows, the significant number of foreclosures and short sales are limiting any increase in demand for new housing. As a result, the City has maintained its projections for a minimal level of future new housing and will continue to utilize a similar number of building permits that mirror building activity which occurred twenty-five years ago.

Although there is no guarantee that these revenue projections can be met if the current economic malaise continues, the City Administration will need to remain vigilant at monitoring collections to insure adequate resources exist before moving forward on certain projects to prevent the need to utilize fund balance in the upcoming fiscal year. The graph presented on the following page illustrates the FY13/14 budgeted revenues for the General Corporate – CIP Fund.



As indicated in the graph presented above, the largest revenue source for FY13/14 will also continue to remain as the General Corporate - CIP Fund's most stable revenue source, Telecommunication Taxes, which will represent 70% of total revenues. Transfers represent the second largest revenue category, providing 24% of the revenues. The City Administration has proposed to increase the transfer from the General Corporate Fund, suspend the transfer from the Tax Increment Financing Fund and reestablish a small transfer from the Park Development Fund within the proposed FY13/14 Budget. Development revenues are expected to remain flat in the upcoming fiscal year and continue to play a significant role in the overall reduction to the level of spending for the City's Capital Improvement Program proposed for FY13/14.

Overall, development-related revenues, including Capital Expansion Fees, will provide only a meager 3% of the total revenues included within the proposed FY13/14 Budget. While Annexation Fees are able to be used at the City's discretion, no developments are anticipated to complete the annexation process in the upcoming fiscal year; therefore, no funding has been included from this potential revenue source. Restricted Revenues and Capital Expansion Fees are limited to fund specific capital items or complete certain roadway improvements that will be impacted by these new developments.

The following table compares the FY12/13 budget with the proposed FY13/14 budget. The dollar and percent changes are also included to assist with the comparison.

	FY12/13	FY13/14		%
Revenues:	Budget	Budget	+(-)	Change
Telecommunications Tax	\$850,000	\$850,000	-0-	0.0%
Capital Expansion Fees	42,500	37,500	(5,000)	(11.8%)
Intergovernmental	-0-	25,000	25,000	100.0%
Restricted Revenue	-0-	-0-	-0-	0.0%
Interest Income	10,600	11,000	400	3.8%
Private Contributions	-0-	-0-	0	0.0%
Transfers From (To)				
Other Funds	<u>(370,600)</u>	<u>(282,100)</u>	<u>88,500</u>	23.9%
Total	<u>\$532,500</u>	<u>\$641,400</u>	<u>\$108,900</u>	20.5%

Historically, the General Corporate – CIP Fund relies upon three major revenue sources, telecommunication tax receipts, intergovernmental grants and transfers from other funds. Occasionally, major projects are needed by the community and must be funded using alternate financing (e.g., bonds, bank notes, and lease/purchase agreements). Telecommunication Tax receipts had declined for the past three fiscal years prior to FY11/12 reflecting the impact from increased competition, new technology and a poor economic climate, but continue to remain stable in comparison with the losses experienced in the City's development-related revenues. Overall, Telecommunication Taxes are expected to remain static for the upcoming fiscal year. Capital Expansion Fees are budgeted to decrease in FY13/14, generating \$37,500 in expected receipts or a (\$5,000) reduction in comparison with the prior year. This proposed level of funding represents the bottom for new development and anticipates no new growth in building activity. New housing is expected to continue to struggle in the upcoming fiscal year as the significant inventory of foreclosed homes places downward pressure on home prices and new home sales continue to struggle in this highly competitive environment. The development community, for the most part, is expected to continue to maintain their “wait and see” approach with no new development projects moving forward.

The FY13/14 Budget continues with the same assumptions utilized as last year’s budget process, including no funding in the upcoming year related to annexation fees. The current economic climate has not provided any kind of lift to the building community; as a result, only a limited number of projects can be expected to be submitted to the City’s development process with all of the proposed projects representing infill developments that are not subject to the aforementioned annexation fees.

Additional grant funding was identified during the development of the FY13/14 Budget as the second Safe Routes to Schools grant was award in FY12/13 and construction has been slated for FY13/14. The City Administration will also continue to work with our State and Federal legislators to obtain grant funding to supplement the City’s Capital Improvement Program. These grant projects will be added to the CIP budget mid-year; if the City is notified of any grant awards.

Interest income in FY13/14 is budgeted to slightly increase from the FY12/13 budget figure. This proposed increase corresponds with short-term interest rates having hit bottom and are expected to continue at current levels for the upcoming fiscal year as any concerns regarding inflationary pressures remain secondary compared with the need for economic stimulus. As long as inflation remains in check, the Federal Reserve Board is expected to continue to utilize interest rates to spur economic activity. Private Contributions have again been temporarily suspended within the proposed FY13/14 Budget, as no funding has been included within the FY13/14 Budget for sidewalk improvements that relate to the City's 50/50 cost-sharing program.

The Transfer From Other Funds is budgeted to increase in FY13/14 by \$85,000 or 42.5% from the FY12/13 budget amounts. Specifically, the Transfer from the Park Development Fund will be re-established, albeit at reduced levels, to allow some limited funding to assist with the City's park needs. The Transfer from the General Corporate Fund is proposed to continue at increased levels compared with FY12/13 funding levels to provide supplemental funding and limited financial assistance to address the City's comprehensive capital improvement needs. In addition, the FY13/14 Budget recommends suspending the operating transfer in from the Tax Increment Financing (TIF) Fund to address a variety of priority capital projects identified within the TIF District and respond to the significant decline in property tax generation.

On a related note, the Transfer (To) the Debt Service Fund has been budgeted to decrease by (\$3,500) from FY12/13 levels. As previously mentioned, the unprecedented decline in development revenues, falling sharply in just a two-year period, has resulted in inadequate funding being generated by the Park Development Fund to meet its required debt service payments. If alternative repayment sources are not instead utilized, a substantial deficit will be accumulated within this fund that would require several years of positive building activity to begin to recover in order for the City to again fund necessary park improvements. Therefore, the FY13/14 Budget proposes continuing the temporary modification to the City's current debt payments, requiring the General Corporate - CIP Fund to provide for the Merryman Fields Park Alternative Revenue Bond payments.

The General Corporate – CIP Fund will also need to continue to provide for the debt service payments already pledged from its existing revenues. The Alternate Revenue Bonds issued to finance the construction of the McConnell Road improvements will need to be repaid through the use of developer donations from the Maples reported as restricted revenue with the remainder provided by the City's Telecommunication Tax. The City continues to receive benefits from the advanced refunding completed in FY05/06 of the Police Facility Alternate Revenue Bonds, realizing between \$10,000 and \$15,000 in annual savings. The repayment of the Police Facility's Alternate Revenue Bonds is provided by the police impact fees and the Telecommunication Tax receipts.

**FY12/13
GENERAL CORPORATE FUND CIP
SUMMARY OF EXPENDITURES**

Description	Budget Amount	FY12/13 Projected Amount	+(-)
Expenditures:			
<u>General Administration:</u>			
Finance – Accounting/HR System	\$150,000	\$115,000	(\$35,000)
Computer Network	25,000	25,000	0
Voice over Internet Protocol Phone System	110,000	110,000	0
SUB-TOTAL – General Administration	<u>\$285,000</u>	<u>\$250,000</u>	(\$35,000)
<u>Public Facilities:</u>			
Radio Communication System Upgrade	\$45,000	\$45,000	\$ 0
Opera House	100,000	92,400	(7,600)
SUB-TOTAL – Public Facilities	<u>\$145,000</u>	<u>\$137,400</u>	(\$7,600)
<u>Public Safety:</u>			
Annual Police Vehicle Replacement	\$100,000	\$100,000	\$ 0
Communication System Upgrade	23,000	23,000	0
UPS Battery Backup	10,000	4,800	(5,200)
In-Car Computer Terminals	16,000	12,000	(4,000)
Vehicle Equipment	10,000	10,000	0
SUB-TOTAL – Public Safety	<u>\$159,000</u>	<u>\$149,800</u>	(\$9,200)
<u>Parks:</u>			
Playground Equipment	\$60,000	\$50,700	(\$9,300)
Resealing Courts	12,000	13,500	\$1,500
SUBTOTAL – Parks	<u>\$72,000</u>	<u>\$64,200</u>	(\$7,800)

**FY12/13
GENERAL CORPORATE FUND CIP
SUMMARY OF EXPENDITURES**

Description	Budget Amount	FY12/13 Projected Amount	+(-)
Expenditures: (Continued)			
<u>Motor Pool:</u>			
Streets – Dump Truck Replacement	\$135,000	\$140,500	\$5,500
Streets – Equipment Replacement	20,000	19,900	(100)
SUB-TOTAL – Motor Pool	\$155,000	\$160,400	\$5,400
<u>Streets/Sidewalks/Signals:</u>			
Illinois Route 47	\$25,000	\$10,000	(\$15,000)
Resurfacing	250,000	250,000	0
Route 14/IDOT	100,000	0	(100,000)
Raffel Road Improvements	0	176,200	176,200
Safe Routes to Schools Program	25,000	33,500	8,500
SUB-TOTAL – Streets/Sidewalks/Signals	\$400,000	\$469,700	\$69,700
<u>Stormwater Management:</u>			
I & I Storm Sewer Improvements	\$50,000	\$50,000	\$ 0
SUB-TOTAL – Stormwater Management	\$50,000	\$50,000	\$ 0
Total General Fund CIP Expenditures	\$1,266,000	\$1,281,500	\$15,500
# of Projects	19	19	
Excess (Deficiency) of Revenues Over (Under) Expenditures¹	(\$733,500)	(\$640,100)	\$93,400

FY12/13 GENERAL CORPORATE FUND CIP PROJECTS RECAP

Within the General Corporate Fund CIP there were a total of nineteen (19) projects with a cumulative budget of \$1,266,000 approved in FY12/13. At the end of the fiscal year it is projected that nineteen (19) projects will be implemented totaling \$1,281,500. Sixteen (16) of the budgeted projects will have expenditures of more than 50%, and only one (1) of the projects will have expenditures introduced during the fiscal year (Raffel Road Improvements).

The City's ability to meet and exceed the needs of its existing residents while adjusting priorities to address the slow ongoing recovery of the economy best encapsulates the FY12/13 General Fund CIP expenditures. As opposed to more recent General Fund CIP budgets, the FY12/13 General Fund CIP expenditures reflect a continued "tightening of the belt" in regards to large capital project expenditures and, with few exceptions, focused primarily on projects to maintain existing services to residents. Highlights of General Fund CIP expenditures for FY12/13 included:

- Accounting/HR Program – The City Administration requested funding for the purchase and implementation of a new financial accounting software package. The current system being utilized by the Finance and Human Resources (HR) Departments was purchased by the City in 1992. This project was intended to either fully upgrade the City's existing system or purchase a new Accounting/HR system. Program assessments were conducted by the Finance and HR staffs to determine the feature sets that would be most beneficial for the City. After completing a detailed review, upgrading the City's existing systems would prove the most cost beneficial and add a number of new features including online payment of utility bills and access to usage history for the residents, an Employee Services Portal (ESP) to allow online access to payroll and HR information, and the future release of a Sequel version that will allow data mining.
- Computer Network - The funding authorized in FY12/13 allowed for minimal computer replacements based on emergency failures. The City Council did authorize the utilization of funds through the Accounting/HR program to replace over 20 computers and upgrade a number of employees to the latest version of Microsoft Office 2010. Through this account, the City was also able to provide for the update costs related to its anti-virus protection and internet filtering software licenses. Furthermore, this account is utilized to fund the annual costs for maintaining and supporting the City's website.
- Radio Communication System Upgrade - In order to have radio equipment that can be used when the City moved to comply with narrow banding prior to the beginning of 2013, funds were allocated in FY12/13 to complete the radio system upgrade. In the current fiscal year, radios were upgraded or replaced by the Woodstock Police Department to utilize the narrow band frequency. Public Works also utilized this approved vendor to ensure compatibility of communication equipment and to better coordinate the improvements between the two City departments. By utilizing the same

vendor and compatible equipment and software, the City will be better equipped to provide seamless communication during emergency events and to more efficiently coordinate our response services to the community.

- VoIP Phone System - The phone system was installed at City Hall over ten years ago. Funding was authorized during the middle of FY12/13 to allow for the purchase and deployment of a new citywide phone system. The City will implementing a phone system that utilizes Voice over Internet Protocol (VoIP) technology to reduce future telecommunication costs. In addition, the network switching will also be upgraded to insure higher priority service is allocated to the City's voice traffic versus the data traffic.
- Opera House Stage Lighting – Phase One – In late August, 2012, the City Council awarded the purchase of equipment and installation for the first phase of an upgrade to this facility's stage lighting. City staff manufactured in-house, the various extension cables including power and data cables required to connect the new fixtures to the new control console. All cabling was completed by the beginning of January, 2013. The equipment was installed and training on the new fixtures and control console was completed by the middle of February, 2013.
- Playground Equipment – Due to the inability to obtain replacement parts and to meet safety standards, and to provide safe facilities for our park users, a determination was made to replace the playground structure at the Hilltop area in Emricson Park. This structure was purchased and installed in August, 2012.
- Resealing Courts - Funds were approved in FY13/14 for the maintenance, resurfacing, and restriping of two tennis courts and one basketball court in Olson Park. Court surfaces were patched, cracks filled, new color coating applied, and court striping performed to provide an attractive and safe condition for our park users.
- Streets – Front End Loader - In 2010, funds were approved for the lease purchase of a new loader to replace a 1997 John Deere model 544C that served the City for more than 13 years. During the FY10/11 budget review, it was the preference of the City Council that staff evaluate and consider the purchase of a pre-owned unit with the thought being there may be several good pieces of equipment out there because of the recent slump in the construction industry. The City located a pre-owned large capacity loader and the City Council approved a recommendation to purchase it. Along with its purchase, a full machine warranty was approved for purchase as well covering all major components on the loader until 2012 or 3,000 hours. The last payment will occur in FY14/15.
- Streets – Dump Truck Replacement - The planned replacement of one dump truck for the Street Division was approved by the City Council in October, 2012. It is anticipated that the vehicle will be delivered prior to the end of the current budget year and all costs will be paid during FY12/13.
- Route 47 - The City Council has identified transportation as a priority for the community with an emphasis directed toward the improvement of Illinois Route 47 through

Woodstock. While this roadway is under the control and jurisdiction of the Illinois Department of Transportation (IDOT), the City realizes that intergovernmental cooperation and support from the local community, County, State, and Federal Agencies will be necessary to plan and implement both regional and local improvements to this highway.

Funds were included within the FY12/13 Budget to support the City's participation in the planning process and to develop detailed information where needed to help shape the direction and scope of the proposed improvements. This funding was intended for professional services to assist with identification of roadway cross-section examples, sidewalk and/or bike-patch planning, development of goals and identification of locations for traffic-access control, planning for cross-access easements, or services to define other goals and objectives identified by the City. At this time, the City has not needed any outside professional services to support the Phase I study and no costs are projected for the current budget year.

In addition to those costs, IDOT has announced plans to renovate existing traffic signals along Illinois Route 47 to convert to LED lighting and to also install battery backup provisions for the existing signals. The City will be required to pay a portion of those improvement costs and the invoice for the local share is expected to be received from IDOT prior to the end of the current budget year.

- Route 14/IDOT - At the end of 2011, the City was notified by IDOT that construction would begin for the widening of US Route 14 from Woodstock to Crystal Lake during 2012. The City would be required to share in a portion of the construction cost and funds were included with the FY12/13 General Corporate – CIP Fund budget for the local share of the roadway improvements. Additional funds were included within the Utility Fund's CIP budget to pay the expected cost to relocate water mains and sanitary sewer mains along the Route 14 right of way.

In October, 2012, the City was notified by IDOT that the award of a contract for the improvements had been delayed and their new schedule included a projected letting date of March 8, 2013. As a result of that delay, no funds for the Route 14 improvements will be spent during FY12/13 and will need to be reprogrammed within a future budget to coincide with IDOT's construction schedule.

- Raffel Road Improvements - As a result of the additional traffic generated from the new High School and development projects to the north (Sweetwater, Sonatas, future Fields of Woodstock, future Banford Oaks, and Victorian Country), Raffel Road has become a major north-south roadway within the City. The portion of Raffel Road between Illinois Route 120 and Banford Road was in need of repair and the City undertook this project in 2010.

The City received approximately \$262,000 in Economic Stimulus funds through the McHenry County Council of Mayors for this project and the total project cost with engineering was estimated to be \$629,000. Based on this estimate and the approved grant

funds, the City's share was \$367,000 which was originally anticipated to be paid during FY10/11.

Even though the construction was substantially completed in 2010, the final project closeout with IDOT did not occur until 2011. The FY10/11 approved General Corporate CIP Fund authorized a total of \$629,000 for this project, while the actual cost paid during that budget year was only \$61,226 due to a delay in the final invoice from IDOT. In fact, the City did not receive the invoice from IDOT for the final payment of this project until October, 2012. Originally the City had anticipated payment of project costs in FY10/11 and in FY11/12. Funds were allocated during those two years. At the time that the FY12/13 budget was prepared by the City the projected end of year cost included the final payment amount based on the expectation that the invoice would be received and paid prior to April 30, 2012. Therefore, there were no funds included for this project in FY12/13. However, due to the delay in the final invoice, the remaining balance of \$176,213 was paid during FY12/13. This does not result in any additional cost and the share of this project did not increase for the City. Payments in prior budget years have been less and now the final payment was paid during FY12/13.

- Resurfacing - The City allocated a total of \$1,123,000 for this year's program which is approximately 27% more than was provided in 2011 in order to increase efforts for street maintenance. The total appropriations available are derived from the following sources in the approved FY12/13 budget and combined into a single construction contract to take better advantage of 'economies of scale' which resulted in lower unit prices.

Motor Fuel Tax for street resurfacing	\$573,000
TIF District, street & parking lot maintenance	\$200,000
General Corporate funds transferred to MFT	\$100,000
General Corporate CIP; street resurfacing	<u>\$250,000</u>
Total FY12/13 revenue available	\$1,123,000

A contract for the annual street-maintenance program was awarded by the City Council in August, 2012 and improvements have been completed.

- Safe Routes to School Program – The City was successful in receiving its second grant under the federally funded SRTS program paving the way for the construction of sidewalk on both sides of Dean Street between Kimball Avenue & Prairie Ridge Drive. The grant in the amount of \$250,000 is administered by the Illinois Department of Transportation (IDOT), which will pay the cost of construction but the City has to pay all costs for design of the improvements.

Notice of the grant award was in February, 2012. In May, 2012, the Mayor & City Council approved an agreement with Hampton, Lenzini, & Renwick for professional services associated with the design, preparation of plan documents, and specifications for the new sidewalk construction which totaled \$38,800 with \$25,000 to be paid for work completed in FY12/13. As a minimum, this formal contract/agreement requires the preparation of the following documents that must comply with IDOT standards and be

reviewed by the Bureau of Local Roads; an engineered design, engineer's estimate of costs, and plans & specifications for bidding. These documents are required in order to secure a final cost-sharing agreement with IDOT. Final documents will be completed in FY13/14 with construction expected to begin in 2013; after school has let out for the summer.

- I & I Improvements – The City completed storm-sewer improvements on Wicker Street during FY12/13 to improve drainage in that neighborhood, reduce flooding of a portion of the street and some private property, and to reduce storm runoff inflow into the sanitary-sewer system. Additional improvements included correction of a drainage problem on Main Street.

**FY13/14
GENERAL CORPORATE – CIP FUND**

REVENUES:

82-00-2-320 TELECOMMUNICATIONS TAX	\$850,000
FY10/11 Actual: \$875,970	FY11/12 Actual \$850,915
FY12/13 Budget: \$850,000	FY12/13 Projected: \$850,000

Initiated in 1996, the Telecommunication Tax was instituted, in part, to help offset the loss of the annual transfer from the Light and Power Fund, which came to an end at the close of FY96/97. More importantly, this tax was established to create and guarantee a minimal level of annual CIP financing for the hundreds of projects that remain to be funded. This revenue stream provides funding for needed projects and has eliminated the need for dramatic fluctuations and/or increases in the General Fund subsidy. Also, a significant portion of these proceeds have specifically been pledged to amortize the outstanding Alternate Revenue Bonds for the Police Station.

In FY02/03, the City adopted the Simplified Telecommunications Tax Act created by the State Legislature. The Simplified Telecommunications Tax combined the previous Telecommunications Tax and Infrastructure Maintenance Fee allowing for a maximum tax rate of 6%. In return, the Infrastructure Maintenance Fee was permanently eliminated. As required by that legislation, the State is now responsible for collecting this tax from the service providers. The telecommunication tax receipts have steadily declined since this transition of the collections to the State.

82-00-2-384 CAPITAL EXPANSION FEES – POLICE	\$30,000
FY10/11 Actual: \$22,154	FY11/12 Actual \$39,622
FY12/13 Budget: \$35,000	FY12/13 Projected: \$30,000

New housing construction continues to struggle nationwide as competitive prices for existing housing stock make it difficult to attract significant potential customers to allow for the previous levels of new construction activity realized just three to four years ago. In fact, building permits issued in calendar year 2011 set a 25-year record low in Woodstock. This level of building activity has resulted in a negative impact on the City's ability to generate development-related revenues and will have long-term impacts on the generation of additional property taxes in future years. New housing construction is not expected to return to previous years' levels, presenting an extremely challenging financial environment for those projects that are typically

funded through these revenue sources. On a positive note, the corresponding demand for these projects has also receded with the decline in the growth of the community.

All of the City’s capital expansion and impact fees are adjusted annually in December, effective January 1st, by the latest twelve month increase reported for the Consumer Price Index (CPI). This automatic increase has been temporarily suspended until the City Council has the opportunity to review the City’s building fees. New building activity is not expected to return to previous levels until the substantial foreclosure inventories held by the banks are liquidated and the losses incurred by several of the major banks are eventually absorbed.

Separate line items for Police and Streets Capital Expansion Fees (CEF) are reported within the General Corporate – CIP Fund and are used to fund projects that relate to each of the corresponding fees. CEFs are also collected for the schools, library, fire district and utilities and are recorded in their respective funds or the Escrow Fund if payable to another governmental entity. Fees for the parks are deposited into the Park Development Fund and are subsequently transferred to the General Corporate – CIP Fund to cover the amount expended on CIP park projects approved by the City Council as part of the annual budget process. Likewise, the Utility CEFs are deposited into the Water/Sewer Capacity CIP Fund and are accounted for separately, as required by law, within the Utility Fund.

This revenue source is entirely dependent upon building activity in the community; and by statute, these funds must be expended on public safety CIP projects.

82-00-2-385 CAPITAL EXPANSION FEES – STREETS			\$7,500
FY10/11 Actual:	\$5,236	FY11/12 Actual	\$9,471
FY12/13 Budget:	\$7,500	FY12/13 Projected:	\$7,500

This line item represents revenue earmarked for street improvement projects financed through Capital Expansion Fees assessed to new residential development. It is important to note that the annual CIP street projects far exceed the revenue collected from this source. Like the Police Capital Expansion Fees, an annual inflationary adjustment is made to this fee each year, effective January 1st. Again, the inflationary increase has been temporarily suspended until the City Council has the opportunity to review the City’s building fees. Similar to all other CEF revenues, the amount available is contingent upon the building activity within the community.

82-00-4-349 SAFE ROUTES TO SCHOOLS GRANT **\$25,000**

FY10/11 Actual:	\$ 0	FY11/12 Actual	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$22,800

Because this is an excellent opportunity for the City to get sidewalk constructed without expending a great deal of money, the City submitted an application for the 2010 round of SRTS grant funding to construct new sidewalk on both sides of Dean Street between Kimball Avenue and Prairie Ridge Drive. Design engineering is required as a precursor to securing a Local Agency Agreement with IDOT and to assure that drainage is not negatively affected by the placement of the new sidewalk.

The City received notice in February, 2012 that the second grant application had been approved again for the maximum amount of \$250,000. The City Council authorized design engineering services in May, 2012 and that work is expected to be completed during FY12/13. Through the SRTS program, the City has three years to construct each project once it has been provided with grant approval and notice of award. The City will be reimbursed in FY12/13 for its design engineering costs. Pending approval of the project design and resolution of some minor right of way issues, the City anticipates constructing the new sidewalk during the summer of 2013. The City is responsible for paying the construction engineering and project oversight in FY13/14. The grant proceeds will reimburse the City for these anticipated costs.

82-00-4-363 MISCELLANEOUS GRANT **\$0**

FY10/11 Actual:	\$ 0	FY11/12 Actual	\$4,200
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

The Woodstock Police Department received a grant from the McHenry County Community Foundation (\$4,200) for the replacement of bullet proof vests for all sworn officers.

82-00-5-380 MISCELLANEOUS INCOME **\$0**

FY10/11 Actual:	\$11,169	FY11/12 Actual	\$ 0
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

The City received insurance proceeds for a police car that was totaled in a car accident. This amount was used to offset the costs for the replacement squad car that was purchased through the General – CIP Fund.

82-00-5-381 INTEREST INCOME			\$11,000
FY10/11 Actual:	\$47,432	FY11/12 Actual	\$19,762
FY12/13 Budget:	\$10,600	FY12/13 Projected:	\$10,900

This amount represents the interest earned on the CIP funds invested during the fiscal year. Due to the ongoing pressure on short-term interest rates combined with the utilization of restricted fund balance to complete several major projects over the last few years, interest income continues to be negatively impacted, but is anticipated to slightly exceed the FY12/13 budget amount. Unfortunately interest income is expected to continue to be hampered going forward by the Federal Reserve Board's decision to maintain its Federal Reserve Rate at an unprecedented range of between 0.00% to 0.25% in attempts to promote economic growth resulting in the current interest income levels continuing in FY13/14.

82-00-6-327 SANCTUARY OF BULL VALLEY PROCEEDS			\$0
FY10/11 Actual:	\$544,179	FY11/12 Actual	\$0
FY12/13 Budget:	\$0	FY12/13 Projected:	\$0

The FY10/11 amount reflects the drawdown on a letter of credit for the completion of public improvements as part of the Sanctuary of Bull Valley project. No additional proceeds are outstanding.

82-00-6-350 OPERA HOUSE DONATION			\$0
FY10/11 Actual:	\$0	FY11/12 Actual	\$0
FY12/13 Budget:	\$0	FY12/13 Projected:	\$36,000

The City received a bequeathed donation in the middle of FY12/13 on behalf of the Opera House. This donation is restricted for capital improvements that benefit the Opera House and is proposed to supplement the funding required in FY13/14 to complete the second stage of the lighting upgrade.

TRANSFERS:

82-00-9-391 TRANSFER FROM GENERAL FUND \$250,000

FY10/11 Actual:	\$0	FY11/12 Actual	\$0
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$600,000

This line item reflects the transfer of \$100,000 from the General Fund to the General Corporate Fund – CIP to provide additional revenue to finance CIP projects. The City Administration is proposing to provide additional funding in FY12/13 to transfer various one-time revenues received in the General Fund and address the reduced amount of funding available to the City’s CIP program. Future transfers are proposed to be flexible, with any excess in revenues transferred from the General Fund to enhance the funding available for the General – CIP Fund.

82-00-9-392 TRANSFER FROM TAX INCREMENT FUND \$0

FY10/11 Actual:	\$100,000	FY11/12 Actual	\$100,000
FY12/13 Budget:	\$100,000	FY12/13 Projected:	\$ 0

Over the years, the General Corporate – CIP Fund has provided funding for various projects that targeted improvements within the City’s Tax Increment Financing (TIF) District. The FY10/11 Budget proposed the establishment of an interfund transfer to repay the General Corporate – CIP Fund for these associated costs.

Specifically, the General Corporate – CIP Fund has expended over the last ten fiscal years \$593,000 in streetscape improvements, \$353,000 for parking lot acquisition and construction, \$366,000 for wayfinding, and \$415,000 for various park and street improvements, totaling in excess of \$1.7 million. This transfer reflected the proper repayment of these costs incurred by the General Corporate – CIP Fund that have resulted in generating financial benefits on behalf of the TIF District. The City Administration is proposing to suspend this transfer effective in FY12/13 due to the increased number and dollar value of priority projects to be funded by the TIF combined with the decline in TIF property taxes.

82-00-9-393 TRANSFER FROM PARK DEVELOPMENT FUND \$35,000

FY10/11 Actual:	\$25,660	FY11/12 Actual	\$15,000
FY12/13 Budget:	\$ 0	FY12/13 Projected:	\$ 0

New residential developments within the City are required to pay various capital expansion fees based on the type of dwelling and number of bedrooms per unit. The funds received for park donations are recorded in the Park Development Fund and then transferred to the CIP

in an amount equal to cover the park projects approved by the City Council within the annual CIP budget. However, in FY08/09, the building/development-related revenues were dramatically impacted by the sharp decline in the demand for new housing.

Therefore, the City responded to the lack of available funds within the Park Development Fund in FY08/09 and FY09/10 by temporarily suspending the annual operating transfer. Furthermore, the Park Development Fund is not able to meet its current debt obligations that required a proactive modification on a temporary basis for repayment. Any park expenditures incurred in FY09/10 for park-related projects were financed from general CIP revenues. The FY13/14 Proposed Budget recommends a temporary reinstatement of this transfer to provide additional funding to support the City's various parks projects.

82-00-9-396 TRANSFER (TO) DEBT SERVICE FUND – STREETS (\$72,800)
 FY10/11 Actual: (\$72,600) FY11/12 Actual (\$71,600)
 FY12/13 Budget: (\$69,400) FY12/13 Projected: (\$69,400)

In FY05/06, the General Corporate – CIP Fund's issued Alternate Revenue Bonds to fund the construction of two major roadway improvements. A portion of these bond proceeds were utilized to complete roadway improvements to McConnell Road, including the widening of existing lanes, adding turn lanes, installing curb, gutter and stormsewer improvements and constructing a pedestrian path. These improvements are now funded in combination through developer contributions from the Maples (\$360,000), specifically dedicated for these improvements, with the General Corporate – CIP revenues providing for the remaining debt service payment. The repayment of these bonds, less than \$75,000 annually, is funded by a transfer from the General Corporate – CIP Fund.

The FY13/14 Budget includes the required transfer to the Debt Service Fund to provide the necessary funding to meet the related debt service payment for the aforementioned bond issuance. This transfer will be required for the remaining fourteen-year period associated with this debt. For more information concerning this debt repayment, please review the Debt Service Fund FY13/14 Budget line item description for Account #30-00-8-917.

82-00-9-393 TRANSFER (TO) DEBT SERVICE FUND – WPD (\$347,500)
 FY10/11 Actual: (\$350,300) FY11/12 Actual (\$348,500)
 FY12/13 Budget: (\$350,800) FY12/13 Projected: (\$350,800)

In FY00/01, the City issued \$8.9 million dollars in Alternate Revenue bonds to finance three separate projects. A portion of the bonds (\$4.0 million) were used to finance the construction of the new Police

Facility. The bonds issued for this project by the City are Alternate Revenue Bonds and are required by ordinance to be repaid using existing revenues. The City first utilizes the Police Capital Expansion Fees for the repayment of these bonds, reflecting the proper use of these restricted revenues. The Telecommunication Tax receipts provide for the remainder of the bond payment.

Due to falling interest rates, the City initiated an advanced refunding in 2004 to reduce future interest costs and generate interest savings. The refunding transaction resulted in generating a net present value savings of \$125,200 for the City, representing a savings rate of 4.6% when compared to the amount of the refunded bonds. For more information concerning this debt repayment, please review the Debt Service Fund FY13/14 Budget line item description for Account #30-00-8-912.

82-00-9-398 TRANSFER (TO) DEBT SERVICE FUND – PARKS (\$146,800)

FY10/11 Actual:	(\$147,000)	FY11/12 Actual	(\$148,800)
FY12/13 Budget:	(\$150,400)	FY12/13 Projected:	(\$150,400)

In response to the sharp decline in new housing experienced in FY07/08 and then exacerbated in FY08/09 significantly reducing the resources pledged for repayment on the City’s outstanding Alternate Revenue Bonds that were issued to construct several park improvements, the City Administration proposed a temporary modification to the repayment sources of these bonds until the corresponding revenues could show signs of a recovery.

The General Corporate – CIP Fund is now, on a temporary basis, responsible for the debt service payment related to the Merryman Fields Park Alternate Revenue Bonds. This bond payment will reduce the City’s limited resources already experiencing reductions from the poor economic climate. However, this will also prevent the creation of a substantial deficit within the Park Development Fund and the long-term moratorium that would need to be placed on park projects until the associated revenues could recover.

TOTAL REVENUES & TRANSFERS \$641,400

**FY13/14
GENERAL CORPORATE FUND – CIP PROJECTS
OVERVIEW
Capital Budget Year General Corporate Fund - CIP
Ranked by Total Expenditures**

FY13/14 Rank	Activity/Fund	# Projects	\$	FY13/14 % of Total
1	Streets/Sidewalks/Signals	4	\$348,700	29.1%
2	Public Facilities	4	\$222,000	18.5%
3	Motor Pool/Equipment	3	\$176,300	14.7%
4	Public Safety	4	\$144,000	12.0%
5	Parks	3	\$114,000	9.5%
6	General Administration	4	\$97,000	8.1%
7	Stormwater Management	2	\$95,000	7.9%
	TOTALS	24	\$1,197,000	100.0%

The 5-Year Capital Improvement Program, as presented, continues to reflect the guiding principles that it be balanced and reflect the needs of a full-service City. In establishing this balance, it is important to identify that this includes the funding of projects which are related to the maintenance and replacement of existing assets – from vehicles, streets and equipment to playground amenities – as well as the evaluation and introduction of new projects, services and facilities to be able to respond to the increasing needs of a growing and diverse population. This balance is not only desirable but, more importantly, necessary if Woodstock is to retain and expand upon the high quality of life which its residents enjoy. Ultimately, the benefit of the CIP is not measured in the number of projects or dollars expended in any single year, but rather is measured cumulatively in achieving the long-range goals of the community.

As proposed and not dissimilar than previous CIP documents, the schedule of projects far exceeds the City’s existing financial resources alone, however, this is not unexpected, unusual or uncommon. Conversely, this is one of the benefits of the CIP. It allows for the annual evaluation, prioritization, and scheduling of projects via a uniform, consistent, and objective process. In addition to recommending projects for funding in the Capital Budget Year, the CIP also identifies and outlines those projects that are recommended to be undertaken in the next five (5) years and, hence, compels the City to begin planning and strategizing these projects from a community-wide perspective in relation to the goals and objectives established for the City, as distinct from the view of a single department and/or operation. Most often, when clear communication and cooperation exists between the public, elected officials, and the administrative organization of the municipal government, the CIP tends to become a planning tool with clear short and long term capital objectives and goals.

Specific to the FY13/14 – FY17/18 Capital Improvement Program, delayed state-shared revenues due to the State of Illinois’ multiple billion dollar debt, combined with a slow economic recovery and a reduced level of impact fees due to stagnant residential development has had a drastic impact on the ability of the City of Woodstock to not only implement new projects, but to

ensure that existing municipal assets can be maintained and existing debts paid. Unfortunately, this outlook bleeds into the onset of the next 5-year planning period and may go further beyond until the positive effects of a resurgent economy are apparent.

**GENERAL FUND
FY13/14 CAPITAL BUDGET YEAR
PROJECT DESCRIPTIONS
BY FUND**

GENERAL ADMINISTRATION

Project:	Printer/Scanner/Copier		
Funding Request:	\$10,000	Operating Cost Impact:	N/A

Project Purpose, Description and Benefit
<p>The City of Woodstock depends heavily on the use of copy machines that are located in various facilities. These copy machines are used for printing, copying, scanning, and in some cases faxing. The heavy use of the units is driven by the lower cost to print utilizing these devices. The cost per page is more than 90% cheaper than using a local inkjet printer.</p> <p>There are several copiers that would be addressed through this project. The copier in the Community and Economic Development department is the oldest copier in City Hall. It was installed in July, 2002 with an average of 1,000 pages per month. Currently, this two copier located in City Hall is no longer eligible to be covered under a maintenance agreement. Any repairs that are performed on this copier will be repaired using a time and materials that start at a base of \$150 not including parts or additional work. Parts for this copier are becoming more costly and harder to acquire due to its age.</p> <p>There are two copiers used at the Woodstock Police Department (PD) that would also be replaced. The heaviest-used copy machine at the PD is the one that is located in the Records Division. This copier was installed in June, 2001 and has over a 1.1 million total page count. The division averages around 7,500 pages per month and is the primary printer failover for all computers at the PD. The records copier has had 12 service calls within the last 12 months. The second copier in the PD is located in the dispatch/911 area of the PD. Although it is a lightly-used copier, having a copy count of 26,000 pages on it with an average of around 500 pages a month, it is a copier that has to work all the time. This copier was also purchased when the building was put into service in 2001 and has had 2 service calls in the last 12 months.</p> <p>Due to the importance of each of these units, it is being recommended that the City adopt a schedule of replacing copiers for its departments. Each unit would be a replacement of the existing unit in each area. The new copiers would continue to serve as the primary printer in each of these areas, as well as provide scan, copy and fax services. If approved for funding in FY13/14, the City would replace the copiers located at the Records Division and Dispatch Center at the Police Department, as well as the Community & Economic Development Department's copier.</p>

Project: Computer Network
Funding Request: \$25,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>Computer hardware is constantly evolving over a very short time frame, making a computer purchased today obsolete in less than three years. To make matters worse, software vendors normally support only their most current versions of applications developed within the last two to three years. Although the actual hardware may continue to function properly over a period of 4 to 5 years, the reality is that the computer becomes incapable of effectively running City software over time.</p> <p>As the productivity and capabilities of new hardware increases dramatically every six months, the City should adopt a philosophy consisting of a four-year purchase schedule, replacing a quarter of the City's computer hardware on an annual basis. Due to budget reductions over the last four years, as a result of a decrease in revenues, the computer replacements planned for these years were, for the most part, deferred. Therefore, an unmet demand had been created and was partially addressed through the implementation of the Accounting/HR system in FY12/13, which also included new hardware and upgraded versions of Microsoft Office.</p> <p>As previously mentioned, the funding for this account is intended to replace the oldest hardware utilized by the City, as well as maintain the software licenses utilized throughout the Departments. The amount proposed for FY13/14 includes the replacement of eleven (11) existing machines, as well as upgraded memory and operating systems for certain machines that would improve performance. Furthermore, this account allows the City to replace and upgrade four (4) existing network servers that prevent system failures and improve overall network performance.</p> <p>The proposed funding also includes the necessary licenses required to maintain the City's virus protection and internet filtering for all City computer equipment, excluding the Library and the Police Departments that have their own dedicated computer replacement accounts.</p>

Project: Data Backup
Funding Request: \$25,000 Operating Cost Impact: \$2,500

Project Purpose, Description and Benefit
<p>Data Protection has gained more and more importance as the City's dependence on digital information increases to improve overall processes. For years, tape backup was the most common and highly-trusted backup and recovery option. But due to the increased size of data being kept and stored, data recovery from tape has become slow and cumbersome to maintain and use.</p> <p>The City of Woodstock currently uses an alternative to tape backup. The City performs full-system backups from each of the various servers to an external hard disk that is kept</p>

on site. These backups allow IT personnel to recover files or an entire server in the case of a hardware failure. Although the City would be able to recover, there are several challenges inherent with the current solution. One of these challenges is the time required to complete these backups. Backups take several hours each night to complete and sometimes do not have time to finish before the start of the next day which can affect server performance. In case of a server failure, the rebuild time could take several hours to even days, based on the type of failure and how much data would need to be restored.

New and improved backup solutions have been introduced within the marketplace that addresses many of the challenges that the City currently faces. The new technology performs what is called continuous data protection. These “snapshot” based backups are constantly running and performing backups on data based on a defined time interval. At each time interval, a check is performed on the server looking for changes to any files, and only those changes get protected. They are then transmitted to a repository for safe keeping.

These new solutions address many of the problems the City currently experiences with the existing backup strategy. Since backups are running all day long only on the changes that are made, the lengthy backup time is eliminated and the amount of space that is needed to perform backups on all of our servers is also reduced. The City will be able to perform a file level, even an email level, backup in seconds to minutes as opposed to hours. Full-system failures can be recovered in minutes to a couple of hours. This is achieved by the software allowing the City to recover all of the data to a “virtual” server, while repairs are completed on the physical computer. This dramatically reduces downtime even in the event of the worst possible failures.

In FY13/14, the proposed funding would allow the City to purchase the appropriate hardware and software to protect the data center located at City Hall. In FY14/15, the City would complete the project by purchasing hardware and software that would allow for similar levels of offsite protection for the other departments.

Project: Voice over Internet Protocol (VoIP) Phone System
Funding Request: \$37,000 Operating Cost Impact: (\$19,200)

Project Purpose, Description and Benefit
<p>At the January 15, 2013 meeting, the City Council approved the purchase of a Voice over Internet Protocol (VoIP) telephone system for all twelve (12) of the City’s facilities. Overall, the VoIP telephone system will provide the workforce with access to modern telephone features and equipment. The City would also be able to improve its network infrastructure between all of its buildings, enhance communication and interconnectivity, as well as provide additional support/coverage between departments. Furthermore, the successful implementation of this project will result in operational savings and lower annual communication costs.</p> <p>The project is expected to occur over two fiscal years, with the majority of the costs</p>

incurred in FY12/13 and the remainder proposed for funding in FY13/14. The City Administration will also explore a partnership with the Woodstock Fire/Rescue District (WFRD) to facilitate a similar upgrade to the District’s facilities and integrate the phone systems between the City and the WFRD.

PUBLIC FACILITIES

Project: Radio Communication System Upgrade
Funding Request: \$10,000 Operating Cost Impact: \$500

Project Purpose, Description and Benefit
<p>Over the past few years, the Department of Public Works (DPW) has gotten away from the use of the radio frequency and replaced it with cell phone and push-to-talk technology. During this period, it has become evident that when it comes to communicating during community-wide incidents, the cell phone and push-to-talk technology is inadequate. As a result, DPW has planned to phase in the use of the radios and phase out the use of the mobile phones as the primary means of communication.</p> <p>Most of the radio equipment that DPW utilized was antiquated and could not be reprogrammed for use when the narrowbanding requirement went into effect. Therefore, to meet the goal of utilizing radio technology in the future, and in order to meet the City’s goals for emergency preparedness, more modern radio equipment has been purchased and the old equipment will be phased out. In addition, the Public Works Department continues to collaborate with the Police Department so that all repairs and purchases are evaluated in an effort to have equipment that is interchangeable.</p> <p>The City began conversion of older radio equipment in FY11/12. That was followed by upgrades to tower and antenna equipment in FY12/13. If coverage throughout the City is still unreliable and DPW employees are having issues with radio communications, DPW would request funding to install a repeater at the Hill Street Tower to improve communication and also serve as a “backup” if the Emricson Park equipment were to fail.</p> <p>DPW has requested \$10,000 in FY13/14 to purchase additional mobile or portable radios as needed following the installation of the new antenna equipment. It is anticipated, that with the inclusion of these radios, DPW will begin phasing out the use of cell phones for communication for all DPW employees. This move will reduce or eliminate associated monthly service fees now being paid to Verizon.</p>

major element in the restoration of the north façade to its 1890 appearance, when that part of the building served as the City's second fire house. Many projects have been undertaken in the past thirty years by the City and numerous civic-minded groups to return the first City Hall building to its original Victorian glory. This project, which would require detailed historical research and sophisticated carpentry, is a logical and desirable extension of those efforts. The value of continued restoration and responsible stewardship of this National Register Historic Landmark building has been well established as an important priority of the City of Woodstock.

The project as proposed would require the involvement of a qualified restoration architect, in cooperation with Opera House staff, to prepare project specifications and drawings. Necessary research would be conducted by Opera House personnel. Opera House workers would perform demolition work and other site preparation. The historic-replica doors would be manufactured by a firm specializing in large, one-of-a-kind projects of this type and would be professionally installed. Funding designated by the donor to be used for this project has been provided through a bequest from the estate of long-time Opera House supporter Audrey Anderson. That gift of \$36,000 is being held within the General - CIP Fund.

Project: Existing Public Works Facility
Funding Request: \$50,000 Operating Cost Impact: \$3,000

Project Purpose, Description and Benefit

In FY07/08 the City Council had confirmed that the construction of a new Public Works facility was a high priority for the community. Subsequently, both the City Council and the City Administration moved toward completing the design, plans, and specifications for a 70,000 square foot facility which was to be constructed upon a parcel of land donated by Wells Manufacturing Company. A financing plan for the estimated \$12.9 million Public Works facility project, and the additional cost for the construction of Lake Shore Drive, was submitted to the City Council for their approval and included within the approved FY08/09 budget.

However, as a result of concerns about economic conditions, decreasing revenues, and the increase in annual debt that would result from this construction, the City Council determined in June 2008 to postpone the start of construction. In hindsight, that action to not move forward with the construction and to not incur the new debt starting in FY08/09 was monumental since any other decision would have been detrimental to the City's financial stability. Given the continuing financial challenges and continuing decreases in revenue, the City would be in a worse financial position if the new debt had been committed. Although the need to improve facilities for Public Works operations and services remains a high priority, it will not be possible to fund the construction of a complete new facility anytime during the next 5 to 10 years based on current economic conditions.

As an alternative to the original concept of constructing a new facility at a new location

(with an estimated cost of \$12.9 million), in 2011 the City Council directed staff to evaluate the purchase of an existing building to provide additional space. Some sites and existing buildings were identified and evaluated, but presented challenges and concerns about the cost. One issue is size. While the original plan called for a 70,000 square foot facility, it is possible to reduce that foot print to reduce costs. Even looking at 50% of the original size, there are very few existing sites and buildings available in any condition that include 35,000 to 40,000 square feet with adequate parking, additional land and space for salt storage, and suitable access for large trucks day and night. A second concern is the cost of renovation. One possible building was identified that was formerly used for manufacturing. Although the building was clear-span construction with open access, it still required extensive renovation to convert for Public Works' operations, storage of vehicles, proper floor drains and basins for cleaning, and office changes. It was found that the cost of conversion would be at least 150% of the purchase price which does not make good economic sense.

However, size and renovation costs were not the major concern identified with this evaluation. It is unlikely that one existing building at a single site could be found to meet the entire space needs for Public Works. In addition, the City determined that the additional expense of relocating our current facilities such as fuel storage, salt storage, and vehicle maintenance would be very costly and add even more expense to the total project. The cost to relocate fleet maintenance space and facilities alone could add an additional \$1 million to the building project. As a result, if the City moved forward to purchase an existing building to provide Public Works space it would be most likely that some operations and services would need to be kept at 326 Washington for several years. That would require operations to be separated, employee resources to be separated, supervision to be separated, vehicle and equipment resources to be separated, and vehicle storage in one location and fueling at a different location. In summary, to purchase and use an existing building, it is most likely that the City would still have to rely on the property at 326 Washington Street, and at the same time, Public Works' operations would have to be separated. That separation would reduce efficiency and at the same time increase long-term maintenance costs.

Based on this due diligence process, the City Administration recommends that the City invest funds at the current Public Works location and requests funds to improve the existing site at 326 Washington Street. Having our Public Works' resources at one location is an important part of providing prompt and quality services to the community. Therefore, funds have been requested in FY13/14 to address the replacement/repair of the roof for this facility.

Project: Gateway and Directional Program
Funding Request: \$20,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>The Historic Woodstock Square has evolved as a unique shopping, dining and entertainment destination drawing visitors from, literally, around the world to enjoy its ambiance and “home town” feel. In fact, the Woodstock Square is an attraction unto itself which adds to ensuring the economic vitality of the downtown business district. Much of the visual appeal of the Woodstock Square area is due to the City of Woodstock’s focus on ensuring that the cobblestone streets, Park-In-The-Square, sidewalks, Woodstock Opera House and Woodstock City Hall are maintained at high standards. However, not unlike other downtowns, the evolution of some of the public transportation improvements has limited the exposure to the Woodstock Square for visitors passing through town.</p> <p>In an effort to address these and other potential barriers to providing visibility to the Woodstock Square, funding in FY13/14 would be utilized to select a professional consultant to provide recommendations that would result in the development of a gateway/directional program to the community's downtown area.</p>

PUBLIC SAFETY

Project: Annual Police Vehicle Replacement
Funding Request: \$100,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>This project is the annual replacement/rotation of police vehicles (see attached schedule). The rotation system provides for the partial replacement of vehicles. All primary vehicles are rotated to secondary vehicles, while secondary vehicles are placed out of service. The vehicles taken out of service have an average of over 90,000 miles on the odometers. The five-year alternating vehicle replacement system generally provides for three to five primary patrol vehicles to be replaced every year and one or two vehicles replaced from the existing older fleet. The older fleet vehicles are the unmarked cars used by the detectives, Deputy Chief, Chief, as well as the Dare Van. Older fleet vehicles are rotated out of service after a minimum of five years. The City has experienced firsthand that extended use of the police vehicles has significantly increased maintenance costs, as well as reduced officer safety.</p> <p>For FY13/14, four (4) marked patrol vehicles @ \$25,000 are scheduled for replacement. The following schedule outlines the 5-year replacement plan for the City’s Police vehicles.</p>

**Capital Improvement Program Police Vehicle Replacement Chart
November 2012**

Assigned	Squad Number	Year	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018
Chief of Police	10	2012					
Deputy Chief #1	11	2002		2014			
Training	13	2002	*	*	*	*	*
Detective Sgt.	14	2004		2014			
Detective #1	15	2007					2017
Detective #2	16	2007				2016	
Detective #3	17	2004			2015		
Community Service Officer	18	2009	*	*	*	*	*
DARE/GREAT	19	2002				2016	
Patrol Sgt.	20	2011	2013			2016	
Patrol	21	2012		2014		2016	
Patrol	22	2013			2015		2017
Patrol	23	2011	2013		2015		2017
Patrol	24	2012			2015		2017
Patrol	25	2011		2014		2016	
Patrol	26	2009		2014		2016	
Patrol	27	2008	2013		2015		2017
Patrol	28	2011		2014		2016	
Patrol	29	2008	2013		2015		2017
Bicycles	31, 33, 34	2002 1995					
Motorcycles	35, 36	2012	**	**	**	**	**
Speed Trailer	38	2001					
* Supplied from Patrol Vehicles taken out of service							
** Lease agreements with Woodstock Harley Davidson							

Project: Communications System Upgrade
Funding Request: \$18,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>Woodstock Police Department completed the Federal Communications Commission (FCC) mandate for narrow-banding the radio frequency held by the Woodstock Police Department.</p> <p>A portion of the police department's radio equipment was able to be reprogrammed to the mandated narrow-banding frequency. This project calls for the systematic replacement of police radios that were reprogrammed to the mandated narrow-banding frequency and have been in daily use for the past eleven years.</p> <p>In FY13/14, the City would replace six (6) patrol officer radios at a cost of \$3,000 per radio.</p>

Project: Vehicle Equipment
Funding Request: \$11,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>The previously used Ford Crown Victoria marked patrol cars were phased out by the manufacturer in 2011. These patrol vehicles will be replaced by a smaller version patrol car and it is anticipated that vehicle change over costs will be impacted by this new police vehicle.</p> <p>The following costs are anticipated in FY13/14 when (4) four patrol vehicles are replaced; \$6,400 (4 vehicles @ \$1,600) will be spent to retrofit prisoner cages; \$2,400 (4 vehicles @ \$600) to replace video cameras; \$2,000 (4 vehicles @ \$500) to replace electrical consoles.</p>

Project: Computer Upgrade
Funding Request: \$15,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>Computer hardware is constantly evolving over a very short timeframe, making a computer purchased today obsolete in less than three years. Software vendors normally support only their most current versions of applications developed within the last two to three years. Although the actual hardware may continue to function over a period of four to five years, the reality is that the computer becomes incapable of effectively running City software over time.</p> <p>The productivity and capabilities of new hardware increases dramatically every six months. The City should adopt a philosophy consisting of a four-year schedule, replacing a quarter of the City's computer hardware on an annual basis. This will also include the</p>

replacement of the Sonic Wall Firewall on a three (3) year rotation.

As previously mentioned, the funding for this account is intended to replace the oldest hardware utilized by the Police Department, as well as maintain the software licenses utilized throughout the Department. The amount proposed for FY13/14 includes the replacement of two (2) PCs and two (2) laptops, as well as upgraded memory and operating systems for certain machines that would improve performance. In addition, by bringing the Microsoft Office Pro version to the current version it will permit the Department to be compliant on current licenses required to operate.

PARKS

Project: **Playground Equipment Replacement**
Funding Request: \$75,000 Operating Cost Impact: (\$500)

Project Purpose, Description and Benefit

The playground structures available in the City's parks provide an important part of the overall quality of the park system and play options for our residents. It is important that the City continue to provide funding for the replacement of each of these facilities not only to ensure safety but to also provide new and different options for the children.

At this time, the City has a total of sixteen (16) playground structures located in thirteen different park sites, and the anticipated life is 13 to 15 years. In order to provide safe facilities for our park users, a determination is made taking into consideration the age of the structure, the availability of replacement parts, and its overall condition. In FY13/14 the City Administration is proposing the replacement of the playground structures located at Bates Park for an anticipated cost of \$75,000. These structures were originally constructed and installed in 1994 and are in need of replacement.

Project: **Resealing Courts**
Funding Request: \$14,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

Within the City's park system, there are a total of nine basketball courts and nine tennis courts. These facilities are used on a regular basis throughout the spring, summer, and fall. They provide an excellent opportunity for recreational activity and are an essential part of the City's efforts to provide broad-based choices for park users.

In order to provide courts which are attractive and safe, maintenance is needed on a regular basis. Typical maintenance on these play surfaces include but are not limited to: grinding, patching, crack filling, and new color-coat surface. The City should plan to perform necessary maintenance and make improvements to existing tennis and basketball courts. Based on the recommended schedule, the City Administration is proposing to reseal one tennis court and one basketball court at Prairie Ridge Drive Park.

This vehicle replacement will utilize alternate fuel technology available in the effort to reduce emissions and lower fuel cost due to the amount of engine idling hours associated with this vehicle's operating conditions. Funds to cover the extra cost of utilizing alternate fuel technology will be paid from the Environmental Management Fund.

Project: Streets – Equipment Replacement Bond Payment
Funding Request: \$19,300 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

In FY10/11 the City purchased a John Deere loader utilizing a lease/purchase option that spread the cost over a five year period. The first payment was \$31,000, and there are four subsequent payments each year due in the month of June. The last payment will be paid in FY14/15. The City needs to include the payment for the loader as an annual CIP expenditure.

Project: Parks – Equipment Replacement
Funding Request: \$47,000 Operating Cost Impact: (\$500)

Project Purpose, Description and Benefit

Like the replacement schedule followed for vehicles, equipment within the Parks Division (generally consisting of tractors and mowers) is critically evaluated after a unit has been in service for a period of 10 years or more. If the equipment is in poor overall condition or annual costs to service it become excessive, it is recommended for replacement. This type of program helps to provide some assurance that this heavily-used equipment will remain reliable and capable of assisting with park maintenance activity. This equipment has a varying degree of purpose and is used year-round for the mowing of parks, ballfields, grounds around public buildings, and right of way. In the winter months, some of this equipment is also used for snow removal in the downtown and in the parks.

Both the priority ranking and the recommended replacement schedule for Parks equipment replacement have been changed from previous years as a result of a new service authorized by the City Council in 2011. In the past, residents and property owners in Woodstock have been responsible for all brush disposal from private property. In response to more than one major storm event during 2011, the City Council revised that policy, and the City is now responsible to assist residents with brush disposal following major storms and wide-spread damage to trees and limbs.

The Department of Public Works was able to accommodate this change in policy in short notice using our existing equipment and available manpower. However, the change in policy and the cleanup effort completed in 2011 did show that some changes should be made with the equipment necessary for this service. Currently, the City has one brush chipper that is now 10-years old. That equipment has been adequate to complete all normal forestry maintenance services and was originally not scheduled for replacement

until FY14/15. However, due to the change in policy and the new expectation to provide prompt removal of storm-damage brush, a more reliable piece of equipment is needed.

As part of the evaluation of this new policy, Public Works did consider the purchase of a new (second) brush chipper to provide this new service. It was decided that a second unit could not be justified solely to accommodate a few storm events each year. Rather than purchase a new, additional brush chipper, funds are requested to replace the existing chipper and then the old chipper would be kept as a backup unit that could be used if needed.

STREETS/SIDEWALKS/SIGNALS

Project: Illinois Route 47
Funding Request: \$10,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

The City Council has identified transportation as a priority for the community with an emphasis directed toward the improvement of Illinois Route 47 through Woodstock. While this roadway is under the control and jurisdiction of the Illinois Department of Transportation (IDOT), the City realizes that intergovernmental cooperation and support from the local community, County, State, and Federal Agencies will be necessary to plan and implement both regional and local improvements to this highway.

IDOT is now in the process of preparing a Phase I study for Illinois Rt. 47 from Reed Road in Huntley to US Route 14 and a second Phase I study for Route 47 from US Route 14 to Charles Road. The Phase I report for Route 47 from Huntley to Route 14 is scheduled to be completed by spring or summer of 2013. IDOT has informed the City that the next step in their Phase I planning process for Route 47 from US Route 14 to Charles Road is scheduled to be completed sometime in 2013. Completion of the Phase I study by IDOT for either segment of Route 47 will allow the City to be eligible for other funds or assistance with construction.

IDOT's Phase I study is the mandated first step in the planning process for any highway improvement utilizing State or Federal funds for construction. Through this process, the State will establish the general roadway improvement goals for the entire length of the study area, establish geometric standards, and establish specific intersection and signalization improvements. The State will also identify environmental conditions and impacts, and identify right of way and easement needs based on projected 2030 travel demands. Once the Phase 1 report has been completed and approved, construction can include smaller segments (e.g. McConnell to Country Club) as long as the construction design complies with the parameters established in the study report. While funds for construction work are expected to remain tight for the next few years at the State level, the necessary planning effort to get to the construction stage has been initiated and represents a very critical accomplishment.

In addition to working with IDOT for the development of the final Phase I report for Route 47 from US Route 14 to Charles Road, the City Council recently adopted a Resolution requesting that IDOT include Route 47 in their new multi-year highway improvement plan. This Resolution once again confirms the importance of this State highway to both our local community as well as regional traffic and helps to document the urgent need for capacity improvements for Route 47 through Woodstock. In addition, the Mayor contacted IDOT and elected State officials to continue to stress the importance of moving forward with roadway improvements to Illinois Route 47 in Woodstock.

In 2012, IDOT Secretary Schneider notified Woodstock “Once these Phase I studies are completed, the department will be in a position to advance these projects to the Phase II design engineering stage. While additional funding for Phase II engineering is not currently available in our FY 2012-2017 Proposed Highway Improvement Program, the department has committed that we make every effort to include the funding necessary to begin Phase II in a future highway improvement program. The estimated cost for Phase II engineering is approximately \$17 million.”

IDOT also stated “the department remains committed to improvements along IL 47 in McHenry County. Given the magnitude and cost of these improvements, totaling over \$220 million for design, land acquisition, construction, and construction engineering, it is likely that improvements will need to be implemented in stages, such as the replacement of the bridge carrying Metra over IL 47. The overall improvements will continue to be included in our priorities for future funding consideration when the economic climate allows the flexibility to add new capacity-type improvements. The department will work with you to find other funding opportunities until we have state funds available. We will also consider various advance components of the projects, such as the Metra bridge, as an effort to advance these improvements to fruition.”

At this time, IDOT does not have any funding included in the five-year transportation plan to begin any design work for any portion of Illinois Route 47. The estimated cost of design engineering is \$17 million and the estimated cost of land acquisition and construction is \$220 million. While capacity improvements to Illinois Route 47 in Woodstock remain a high priority for the community, the scope and size of these improvements are substantially beyond Woodstock’s ability to fund as local improvements. From a financial view, the City must wait on IDOT to obtain federal and state funding and there are no funds recommended for Route 47 improvements during the next five-year planning period.

Funds have been included during FY13/14 to support the City’s participation in the planning process and to develop detailed information where needed to help shape the direction and scope of the proposed improvements. This could include professional services to assist with identification of roadway cross section examples, sidewalk and/or bike path planning, development of goals and identification of locations for traffic access control, planning for cross access easements, or services to define other goals and objectives identified by the City.

In addition to those costs, IDOT has announced plans to renovate existing traffic signals along Illinois Route 47 to convert to LED lighting and to also install battery backup provisions for the existing signals. The City will be required to pay a portion of those improvement costs and funds have been included within this line item.

Project: Resurfacing
Funding Request: \$250,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

The Annual Street Resurfacing Program is one of the most important projects the City undertakes each year to continue providing a quality street system for the City’s residents. The provision of an adequate system of roadways is a basic function of municipalities; it directly impacts the livability and economic development of the community. It is imperative that the City continue to fund these programs which revitalize neighborhoods, help to restore pride of ownership, and promote a vision of prosperity. Equally important is that our residents expect the City to be able to provide adequate funding for the necessary maintenance and repair of the street in front of their home and the streets that they travel every day. A quality customer service program must include funding for annual street maintenance.

Currently, the City has approximately 125 centerline miles of streets that are the responsibility of the City for repair and maintenance. As a general rule, an asphalt street will last between 16 to 20 years (average life is 18 years) from the time of construction before resurfacing is needed. That 18 year average life expectancy is not just a planning number, it is based on the realization that most pavements will fail to the degree that residents will expect significant maintenance by the City. When maintenance is delayed beyond that typical 18 period, the cost per foot increases substantially due to the amount of funds that would need to be invested to repair failures. During the past two years, the City has been able to fund and complete less than two centerline miles of street maintenance and resurfacing annually. At two centerline miles per year and current funding levels, it will take the City 60+ years to resurface all streets assuming that no new streets are created during that time period.

To achieve even a minimal amount of street maintenance work that is expected by our residents, the City should be completing reconstruction and maintenance of all streets at least once every 20 years. That would average to approximately six to seven centerline miles per year or triple what is currently completed on an annual basis. To achieve that goal, the City needs to invest approximately \$2.4 million annually for street maintenance and resurfacing. The City Administration continues to receive requests from residents who expect that their street be improved based on poor pavement condition. Those expectations are valid but can not be met under the current revenues provided exclusively from Motor Fuel Tax funds.

As a result of that need, additional funds are requested from this General Fund CIP budget for the third consecutive year to support the annual street maintenance and

resurfacing program. These funds, when combined with revenue in the Motor Fuel Tax (MFT) and Tax Increment Financing Funds' budgets, will allow the City to dedicate \$1.0 million in funding to repair more streets during FY13/14 than could be possible using only MFT revenues.

Project: Sidewalk Construction
Funding Request: \$40,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

One of the goals defined in the Woodstock Vision 2020 plan is to provide safe and convenient sidewalks for our residents. This includes sidewalks for children to walk to/from schools, to access parks and recreation facilities, so residents can safely get to/from the downtown and their neighborhoods, access shopping without driving, for recreation, to enjoy a leisurely stroll, and much more. The City has completed several programs in the past to properly maintain sidewalks such as the Safe Routes to Schools sidewalk construction, maintenance of sidewalks in the downtown TIF district, replacement of hazardous sidewalks annually, and past programs for sidewalk cost sharing with residents. Those efforts and the related funding should be continued and increased if financially possible.

The Woodstock Transportation Commission recently discussed the condition of sidewalks in Woodstock and is in the process of further detailing specific needs and priorities. Based on their recent discussions and our expectations for sidewalk maintenance, Public Works is recommending that the annual amount of funds for sidewalk maintenance be increased and that the annual program be based on the following general priorities:

1. Repair and/or removal of hazardous sidewalk where a pedestrian accident has been reported to the City or where a hazardous sidewalk condition has been reported.
2. Elimination of handicapped access barriers and construction of ADA compliant sidewalk at intersections on all streets that have been included for resurfacing and maintenance.
3. Elimination of handicapped access barriers and construction of ADA compliant access routes at all designated handicapped parking spaces within a public parking lot or within a public right of way.
4. Repair and/or removal of hazardous sidewalk within three blocks of a school or along a designated school walking route.
5. Repair and/or removal of hazardous sidewalk within three blocks of a park or recreational facility.
6. Repair and/or removal of hazardous sidewalk at any other location.
7. Construction of new public sidewalk to fill in missing gaps within three blocks of a school or along a designated school walking route.
8. Construction of new public sidewalk to fill in missing gaps within three blocks of a park or recreational facility.
9. Construction of new public sidewalk to fill in missing gaps based on recommendations from the Woodstock Transportation Commission regarding priority locations.

Project: Safe Routes to School Grant Program
Funding Request: \$25,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>In August 2009, the City was successful in obtaining the maximum award (\$250,000) for a Safe Routes to Schools (SRTS) Grant to construct sidewalk completing a safe route along South Street to Westwood School and to fill gaps on Dane Street; generally from Mary Ann Street to Becking Avenue. The grant is federally funded and recipients are reimbursed for 100% of the funds expended for construction of the new sidewalk and related construction engineering services. This project was completed in 2011.</p> <p>Because this is an excellent opportunity for the City to get sidewalk constructed without expending a great deal of money, the City submitted an application for the 2010 round of SRTS grant funding to construct new sidewalk on both sides of Dean Street between Kimball Avenue and Prairie Ridge Drive. The City received notice in February, 2012 that the second grant application had been approved again for the maximum amount of \$250,000. The City Council authorized design engineering services in May, 2012 and that work is expected to be completed during FY12/13. Through the SRTS program, the City has three years to construct each project once it has been provided with grant approval and notice of award.</p> <p>Pending approval of the project design and resolution of some minor right of way issues, the City anticipates constructing the new sidewalk during the summer of 2013. The City is responsible for paying the construction engineering and project oversight. The grant proceeds will reimburse the City for these anticipated costs.</p>

STORMWATER MANAGEMENT

Project: Storm Sewer Improvements
Funding Request: \$45,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit
<p>The Department of Public Works is responsible for the maintenance and repair of 83 miles of storm sewers and 2,187 storm sewer inlets. The majority of this infrastructure is now more than 50 years old, and some maintenance is necessary annually for the repair and replacement. Public Works' employees complete as much work as possible each year in-house, but the City does not have adequate manpower to complete all repairs using our employees without having to cancel other essential services provided to the residents. As a result, some capital costs are expected annually for the repair or replacement of storm sewers, storm inlets, and storm sewer manholes that have structurally failed or are no longer adequate to convey the needed volume of storm water runoff.</p> <p>In addition to the annual maintenance, the City does receive requests from residents each year to improve drainage in the public right of way. This may include locations where water stands in the right of way for an extended period of time, areas of inadequate</p>

drainage that results in runoff flowing from the public right of way to private property, or locations where a storm sewer needs to be extended to allow the property owner to then correct drainage problems on their property. These are essential services that the City is expected to provide as part of our on-going responsibility to ensure reasonable drainage of the public right of way.

Funds for FY13/14 are requested to complete the necessary replacement of a 21” storm sewer in the 1900 block of Julie at an estimated cost of \$45,000. Portions of these sewers have failed resulting in drainage problems within the right of way and on private property. Locations for storm sewer improvements for future years would be identified annually based on reported problems and pipe failures.

Project: Infiltration/Inflow (I/I) and Storm Water Improvements
Funding Request: \$50,000 Operating Cost Impact: N/A

Project Purpose, Description and Benefit

In 2009, the City completed a Sanitary Sewer System Evaluation Study (SSES) that investigated the impact of infiltration and inflow on a major portion of the City’s sanitary sewer system. Since that study evaluated the impact of surface water and groundwater on the sanitary sewers, it did include an assessment or recommendation pertaining to storm sewers. Recommended improvements include installation of additional storm sewer inlets, ditch and culvert improvements, construction of drainage swales, pipe and inlet cleaning, and replacement of existing inlets. This “I & I Flood Reduction Improvements” CIP request has been created as a means to specifically identify and prioritize proposed stormwater improvements that are in response to the past flooding of homes and buildings, minor flooding of streets, and short periods of storm sewer backups but should not include standing water in yards.

Funding in FY13/14 would allow the City to complete necessary storm sewer improvements serving Greenwood/Queen Ann/Beech to reduce localized flooding and prevent future property damage.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: CAPITAL IMP. GEN. CORP. FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							2,127,400
GEN. CORP. CIP REVENUES							
FEES							
82-00-2-320	TELECOMMUNICATIONS TAX	875,969	850,915	850,000	585,589	850,000	850,000
82-00-2-384	CAPITAL EXPANSION FEES -POLICE	22,154	39,622	35,000	21,907	30,000	30,000
82-00-2-385	CAPITAL EXPANSION FEES-STREETS	5,236	9,471	7,500	6,272	7,500	7,500
TOTAL FEES		903,359	900,008	892,500	613,768	887,500	887,500
FUNDS REC'D FROM OTHER GOVTS.							
82-00-4-349	SAFE ROUTE TO SCHOOL GRANT	0	0	0	22,761	22,800	25,000
82-00-4-363	MISCELLANEOUS GRANT	0	4,200	0	0	0	0
TOTAL FUNDS REC'D FROM OTHER GOVTS.		0	4,200	0	22,761	22,800	25,000
OTHER REVENUES							
82-00-5-380	MISC. INCOME	11,169	0	0	0	0	0
82-00-5-381	INTEREST INCOME	47,432	19,762	10,600	7,094	10,900	11,000
TOTAL OTHER REVENUES		58,601	19,762	10,600	7,094	10,900	11,000
RESTRICTED REVENUE							
82-00-6-327	SANC. OF BULL VALLEY PROCEEDS	544,179	0	0	0	0	0
82-00-6-350	OPERA HOUSE DONATION	0	0	0	0	36,000	0
TOTAL RESTRICTED REVENUE		544,179	0	0	0	36,000	0
TRANSFER FROM/ (TO) OTHER FUNDS							
82-00-9-391	TRANS. FROM GENERAL FUND	0	0	100,000	0	600,000	250,000
82-00-9-392	TRANS. FROM TAX INCREMENT FD.	100,000	100,000	100,000	0	0	0
82-00-9-393	TRANS. FROM PARK DEVELOPMENT	25,660	15,000	0	0	0	35,000
82-00-9-396	TRANS. (TO) D/S - STREETS	(72,600)	(71,000)	(69,400)	0	(69,400)	(72,800)
82-00-9-397	TRANS. (TO) D/S - WPD	(350,300)	(348,500)	(350,800)	0	(350,800)	(347,500)
82-00-9-399	TRANS. (TO) D/S - PARKS	(147,000)	(148,800)	(150,400)	0	(150,400)	(146,800)
TOTAL TRANSFER FROM/ (TO) OTHER FUNDS		(444,240)	(453,300)	(370,600)	0	29,400	(282,100)
TOTAL REVENUES: GEN. CORP. CIP		1,061,899	470,670	532,500	643,623	986,600	641,400

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: CAPITAL IMP. GEN. CORP. FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
GENERAL ADMINISTRATION							
CAPITAL OUTLAY							
82-01-7-701	FINANCE - ACCOUNTING PROGRAM	0	6,086	150,000	63,220	115,000	0
82-01-7-702	PRINTER/SCANNER/COPIER	9,709	0	0	0	0	10,000
82-01-7-704	COMPUTER NETWORK	22,731	23,632	25,000	22,213	25,000	25,000
82-01-7-705	DATA BACKUP	0	0	0	0	0	25,000
82-01-7-709	TCSP ROUTE 47 PLANNING	4,999	0	0	0	0	0
82-01-7-710	GRANT REFUND - STATE OF IL	0	7,654	0	0	0	0
82-01-7-711	VOIP PHONE SYSTEM	0	0	110,000	0	110,000	37,000
TOTAL CAPITAL OUTLAY		37,439	37,372	285,000	85,433	250,000	97,000
TOTAL GENERAL ADMINISTRATION		37,439	37,372	285,000	85,433	250,000	97,000
PUBLIC FACILITIES EXPENSES							
CAPITAL OUTLAY							
82-02-7-705	RADIO COMMUNICATION SYSTEM UPG	0	24,868	45,000	0	45,000	10,000
82-02-7-708	OPERA HOUSE	8,351	2,413	100,000	8,863	92,400	142,000
82-02-7-712	CITY HALL IMPROVEMENTS	0	12,237	0	0	0	0
82-02-7-713	EXISTING PUBLIC WORKS FACILTY	0	37,315	0	0	0	50,000
82-02-7-721	GATEWAY/DIRECTIONAL SIGNAGE	0	0	0	0	0	20,000
TOTAL CAPITAL OUTLAY		8,351	76,833	145,000	8,863	137,400	222,000
TOTAL PUBLIC FACILITIES		8,351	76,833	145,000	8,863	137,400	222,000
PUBLIC SAFETY EXPENSES							
CAPITAL OUTLAY							
82-03-7-701	ANNUAL POLICE VEHICLE PURCHASE	104,598	85,682	100,000	0	100,000	100,000
82-03-7-702	COMMUNICATIONS SYSTEM UPGRADE	0	36,800	23,000	0	23,000	18,000
82-03-7-703	BUILDING IMPROVEMENTS	7,239	0	0	0	0	0
82-03-7-704	BULLET PROOF VESTS	0	15,770	0	0	0	0
82-03-7-705	UPS BATTERY BACKUP	0	0	10,000	4,800	4,800	0
82-03-7-706	IN-CAR COMPUTER TERMINALS	0	22,498	16,000	9,642	12,000	0
82-03-7-708	VEHICLE EQUIPMENT	7,984	0	10,000	0	10,000	11,000
82-03-7-715	COMPUTER UPGRADE	9,780	92	0	0	0	15,000
TOTAL CAPITAL OUTLAY		129,601	160,842	159,000	14,442	149,800	144,000

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: CAPITAL IMP. GEN. CORP. FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
TOTAL PUBLIC SAFETY		129,601	160,842	159,000	14,442	149,800	144,000
PARKS							
EXPENSES							
CAPITAL OUTLAY							
82-06-7-701	NEIGHBORHOOD PARK DEVELOPMENT	0	118,065	0	0	0	0
82-06-7-702	HENNEN PROPERTY	0	0	0	0	0	0
82-06-7-703	PLAYGROUND EQUIPMENT	0	43,634	60,000	40,739	50,700	75,000
82-06-7-710	RECREATION PATH	17,745	0	0	0	0	0
82-06-7-713	RESEALING COURTS	9,415	10,490	12,000	13,500	13,500	14,000
82-06-7-720	DOG PARK	0	0	0	0	0	25,000
TOTAL CAPITAL OUTLAY		27,160	172,189	72,000	54,239	64,200	114,000
TOTAL PARKS		27,160	172,189	72,000	54,239	64,200	114,000
MOTOR POOL							
EXPENSES							
CAPITAL OUTLAY							
82-07-7-701	STREETS- DUMP TRUCK REPLACE	143,255	0	135,000	0	140,500	0
82-07-7-702	STREETS - FRONT END LOADER REP	31,000	0	0	0	0	0
82-07-7-704	PARKS - VEHICLE REPLACEMENT	0	0	0	0	0	110,000
82-07-7-707	STREETS - EQUIPMENT REPLACEMENT	0	61,011	20,000	19,873	19,900	19,300
82-07-7-711	FIELDS PARK EQUIPMENT	0	22,558	0	0	0	0
82-07-7-713	STREETS- VEHICLE REPLACEMENT	0	33,570	0	0	0	0
82-07-7-720	PARKS - EQUIPMENT REPLACEMENT	0	0	0	0	0	47,000
TOTAL CAPITAL OUTLAY		174,255	117,139	155,000	19,873	160,400	176,300
TOTAL MOTOR POOL		174,255	117,139	155,000	19,873	160,400	176,300
STREETS/SIDEWALKS/SIGNALS							
EXPENSES							
CAPITAL OUTLAY							
82-08-7-701	ROUTE 47	24,894	22,000	25,000	0	10,000	10,000
82-08-7-702	LAKE SHORE DRIVE	0	4,204	0	0	0	0
82-08-7-703	RESURFACING	0	0	250,000	238,699	250,000	273,700
82-08-7-704	SIDEWALK CONSTRUCTION	11,775	14,057	0	0	0	40,000
82-08-7-705	ROUTE 14/IDOT	0	5,229	100,000	0	0	0

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: CAPITAL IMP. GEN. CORP. FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	2013		--2014-- REQUESTED BUDGET
				BUDGETED	8 MO. ACTUAL PROJECTED	
STREETS/SIDEWALKS/SIGNALS						
EXPENSES						
CAPITAL OUTLAY						
82-08-7-707	RTE 47/WARE ROAD INTERSECTION	48,982	668,332	0	0	0
82-08-7-708	RAFFEL ROAD IMPROVEMENTS	61,226	10,553	0	176,212	176,200
82-08-7-710	SAFE ROUTES TO SCHOOL PROGRAM	22,666	27,542	25,000	29,722	33,500
82-08-7-711	MELODY LANE BRIDGE MAINTENANCE	0	63,609	0	0	0
82-08-7-722	SANCTUARY OF BULL VALLEY	475,214	0	0	0	0
TOTAL CAPITAL OUTLAY		644,757	815,526	400,000	444,633	469,700
TOTAL STREETS/SIDEWALKS/SIGNALS		644,757	815,526	400,000	444,633	469,700
STORMWATER MANAGEMENT						
EXPENSES						
CAPITAL OUTLAY						
82-09-7-701	STORMSEWER IMPROVEMENTS	11,819	46,248	0	0	45,000
82-09-7-709	I & I IMPROVEMENTS	0	0	50,000	16,217	50,000
TOTAL CAPITAL OUTLAY		11,819	46,248	50,000	16,217	50,000
TOTAL STORMWATER MANAGEMENT		11,819	46,248	50,000	16,217	50,000
TOTAL FUND REVENUES & BEG. BALANCE		1,061,899	470,670	532,500	643,623	986,600
TOTAL FUND EXPENSES		1,033,382	1,426,149	1,266,000	643,700	1,281,500
FUND SURPLUS (DEFICIT)		28,517	(955,479)	(733,500)	(77)	(294,900)
						2,768,800
						1,197,000
						1,571,800

ENVIRONMENTAL MANAGEMENT FUND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET



TO: Timothy J. Clifton, City Manager

RE: **FY13/14 Environmental Management Fund Budget Transmittal**

The Environmental Management Fund (EMF) – like the Library Fund, Utility Fund, and Tax Increment Financing Fund – is required to be considered and funded separately from the General Fund of the City since it is financed through its own tax levy. In anticipation of the large cost of the cleanup of the former landfill (Superfund) site, the City implemented the tax in the late 1980's for that project and other projects related to waste disposal, special waste management, and environmental cleanup. The scope of the fund was subsequently expanded to include other environmental mandates and expenditures and, as such, this budget was renamed to the current Environmental Management Fund to accurately reflect its redefined intent to address other community-wide, environmentally-sensitive issues.

While the original intent for the establishment of the EMF was in response to the cleanup costs related to the former City landfill site, the continuance of this program is extremely important given the potential for future environmental-related projects that the City may face voluntarily or via state and/or federal mandate. In addition, it is necessary for the City to continue to plan for future costs associated with the landfill site even decades after the construction of the remedy has been completed. As a designated Federal Superfund site, the landfill is still under the jurisdiction of the USEPA who can impose additional remediation measures at any time, which was a reality in FY12/13 when additional cap improvements were mandated by the agency.

Projected end of year expenses for FY 12/13 are **\$9,000 (3.6%) more** than the amount of the approved budget. During FY12/13, the City was able to complete several programs that have benefited the community and supported ongoing efforts for protection of the environment: The Department of Public Works continued the management program to utilize alternate ice control products and adjust the application of salt to reduce the impact on the environment; The City and The Land Conservancy once again completed the planned open space and wetland management efforts under a joint partnership program to enhance the quality of City-owned lands; Funds in this Budget allowed the City to continue to provide free curb side collection of leaves for our residents; The City contracted for mosquito larvae control services again during FY12/13 as recommended by the Illinois Department of Public Health; and the City completed the required annual testing and reporting at the Superfund site as well as mandated maintenance of the cap surface.

It is important that appropriate cash reserves remain in this fund to ensure that these state and federal environmental regulations can be addressed as well as meet planned capital needs. The cash balance maintained in this fund also provides the City with a financial reserve or insurance fund that will allow the City to respond to waste disposal needs of the community following storm events and emergency conditions. If desired and authorized by the City Council, a portion of the fund balance is also available to be allocated under emergency conditions to assist residents with flood related disposal needs and/or brush collection following major storms.

Programs supported by this budget have allowed the City to establish public-private partnerships for the benefit of the environment, such as the cooperative program with The Land Conservancy and supports recycling education programs with District 200.

The FY13/14 Environmental Management Fund budget proposed expenses of **\$329,000** are **\$78,200 (31.2%)** more than the FY12/13 budget amount. This increase is a result of the planned replacement of equipment utilized to provide environmental services (e.g. free curb side collection of leaves and street sweeping) for our residents as recommended within the current Five-Year Capital Improvement Plan. These planned purchases are possible by utilizing a portion of the available fund balance which illustrates the importance of the property tax revenue within this fund and the maintenance of an adequate fund balance to meet the City's 2020 Vision Statement Goals.

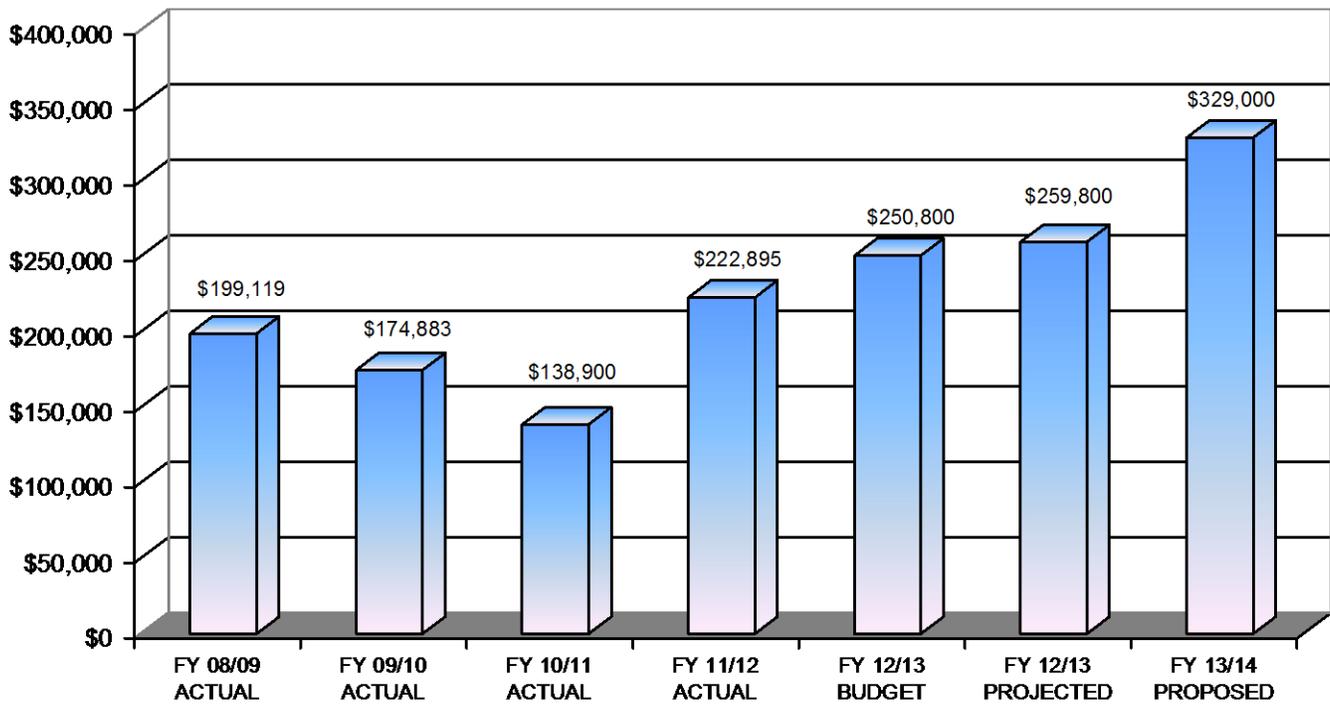
The FY13/14 Environmental Management Fund Budget once again includes a transfer of funds to the City's General Fund to pay the cost of the annual leaf collection program and for a portion of the cost of street sweeping. As described in greater detail in the accompanying report, these services are provided by General Fund operations, and in the past, the costs were funded solely through General Fund revenues. However, those activities are directly related to garbage collection and management as defined by IEPA, and it is appropriate for the City to pay those annual costs from this budget. As a result of this transfer and the ability to pay the cost for annual leaf collection services from the property tax revenue received specifically for the Environmental Management Fund, the City is once again able to provide this service to our residents without any direct user fee.

The accompanying report provides information regarding past projects and accomplishments and an overview of revenues and detailed information for FY13/14 expenses. The expenditures, objectives, and proposed projects included with this accompanying budget support the City's *Vision 2020 Statement* as documented with the following examples:

- ***Woodstock is an innovative, progressive community that cares deeply about its rich green environment... Woodstock will maintain a strong commitment to the protection of natural resources.*** The City will continue to identify, evaluate, and implement innovative ideas that can help protect the environment during FY13/14. Examples include the continued use of alternate ice control products and methods to minimize the impact on the environment resulting from snow removal operations while also providing the essential services expected by our residents. Funds are again included during FY13/14 to support the partnership developed between the City and The Land Conservancy for the continued maintenance and enhancement of City-owned wetland and open space. This effort not only helps to protect the environment through the improvement of wetland quality but also has provided beneficial open space and passive park sites that are enjoyed by our residents.

ENVIRONMENTAL MANAGEMENT FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**ENVIRONMENTAL MANAGEMENT FUND
BUDGET COMPARISON**



ENVIRONMENTAL MANAGEMENT FUND
FY 12/13
HIGHLIGHTS and ACCOMPLISHMENTS

This Environmental Management Fund Budget allocates the resources for the City to properly meet our responsibilities for the management and services related to the protection of the environment and for the disposal of special waste products from City operations. Annual costs include the City-wide collection of leaves for our residents, special waste disposal needs for all City operations, as well as costs associated with the landfill/Superfund site. In addition, funding is included for special projects such as the enhancement of City-owned land by The Land Conservancy.

Following is a summary of the significant accomplishments during FY12/13:

- Continued to maintain an adequate fund balance that can be utilized for additional work mandated by USEPA at the Superfund site during 2012.
- Continued to maintain an adequate fund balance that can be utilized by the City, if authorized by the City Council, in response to cleanup efforts from unusual events and disasters.
- Continued to maintain an adequate fund balance that can be utilized to respond to environmental spills in the community to better ensure prompt cleanup efforts.
- Completed the annual mosquito abatement program to benefit our residents.
- Continued partnership program with The Land Conservancy for the maintenance and enhancement of City owned properties.
- Completed the annual curb-side collection of leaves for our residents without the need to impose a new user fee for that service.
- Paid the annual debt for improvements to the Davis Road Park which is the former Superfund site using funds from this budget.
- Provided funds for the annual street sweeping service provided by the City which is a critical component of the overall effort to remove trash and litter from the streets and improve surface water quality.
- Provided funds to pay the extra cost to convert two new vehicles to alternate fuel engines which reduces reliance on petroleum fuel and reduces air pollution from vehicle emissions.

**ENVIRONMENTAL MANAGEMENT FUND
FY13/14
GOALS, OBJECTIVES and PROGRAMS**

Goal #1: Identify, evaluate, and implement new strategies and alternative programs to achieve the Vision 2020 Statement goals to make Woodstock a connected green community.

Objectives:

- A. Continue to evaluate management practices and alternative materials for ice control to allow the City to provide essential services to the community in a more environmentally friendly manner.
- B. Evaluate alternatives for environmentally friendly fuels and vehicles used in the City's fleet.
- C. Continue to evaluate best management practices for all aspects of City services to identify ways to reduce the environmental impact of facilities and services provided to the community.

FY13/14 Programs:

- 1. One of the goals of the City is to continue to use alternate materials and procedures for snow removal and ice control to reduce cost, minimize the impact on the environment, and/or to provide a better level of service for our residents. The primary focus of this evaluation includes a goal to reduce the reliance on calcium chloride and also sodium chloride (the primary chemicals used to melt ice) for ice control to minimize the negative impact of ice control products on the environment.
- 2. The City has adopted a formal Environmental Plan to guide and coordinate efforts to improve the overall quality of the environment. One aspect and specific recommendation of that Plan is to implement and complete new educational programs that can provide our residents with information and tools on how they can be better stewards of the environment. These educational efforts will be initiated and completed by the Environmental Commission during the upcoming year.
- 3. The City funds vehicle replacement costs separate from this budget each year, but those funds typically do not include any 'premium' costs to purchase alternative fuel and environmentally friendly vehicles. To promote the City efforts to evaluate alternative programs, the City will continue to evaluate alternative vehicle types using funds from this budget to pay any extra costs that might be incurred.

Goal #2: Plan, schedule, and complete management improvements of City-owned green space to provide long term preservation and enhanced natural settings for the benefit of our residents.

Objectives:

- A. Complete site maintenance and improvements planned for Westwood Conservation Area.
- B. Complete site maintenance and improvements planned for Ryder's Woods.
- C. Complete site maintenance and improvements planned for Albert/Gerry Street Nature Area.
- D. Complete site maintenance and improvements planned for City-owned parcel adjacent to The Highlands on the Park.
- E. Plan and schedule future maintenance and improvement of Silver Creek Conservation Area.

FY13/14 Programs:

1. Since 2005, the City has partnered with The Land Conservancy of McHenry County to revise and update an inventory of species and maintenance plan for Westwood Conservation Area, Ryder's Woods, and the Silver Creek Conservation Area which had been drafted by the McHenry County Conservation District in 2004. Also included was an assessment of the "Albert" property located between Tara and Gerry Streets. The result of these evaluations was the development of a multi-year maintenance and enhancement plan. Since the City simply does not have the personnel who have the expertise to undertake this work, the City has contracted with The Land Conservancy of McHenry County to implement the restoration and maintenance plan. The continuation of this partnership will ensure that City-owned nature areas will be appropriately maintained and that restoration efforts are being proactively implemented so that these areas can continue to be of benefit to the residents of the community.

Through this effort, the City and The Land Conservancy have already made substantial improvements at Ryder's Woods and Westwood Conservation Area including removal of invasive plants, controlled burns to promote a healthy plant community, and general cleanup. Those efforts will continue during FY13/14 and will include maintenance activity at Ryder's Woods, Westwood Conservation Area, and Albert/Gerry Street Nature Area.

Goal #3: Provide all management and services for the proper identification, testing, and disposal of all special waste generated from City facilities and property to ensure proper disposal and protection of the environment.

Objectives:

- A. Provide for the proper storage and disposal of street sweeping debris to help ensure that there is no negative environmental impact from this material.
- B. Provide yard waste collection and disposal from all City-owned property and completion of the annual curbside leaf collection program to ensure that yard waste is not included with material taken to a landfill.
- C. Continue to provide funding for the proper storage and disposal of all special waste material generated from City operations and facilities to ensure that the material is disposed of in a proper manner for the protection of the environment.

FY13/14 Programs:

- 1. One of the City's obligations as a steward of environmental resources is to ensure that all special waste generated from City-owned facilities and City-owned property is properly managed. This includes awareness by the City staff of disposal restrictions, proper testing to confirm the method of disposal, documentation and manifesting of the waste flow to disposal, and oversight of the complete process. During FY13/14, this is expected to include waste disposals from City parks, treatment plants, garage and maintenance operations, and Woodstock Station. The waste stream will include waste oil products, empty drums and containers, light bulbs, paint cans, and much more.
- 2. One of the prominent disposal services provided by the City each year for our residents is the curb-side collection of leaves. All yard waste material must be separated from normal household wastes and can not be disposed of at a landfill. The free service provided by the City is convenient for the residents and ensures that leaves are removed and disposed of in accordance to state regulations.

Goal #4: Provide continued management and oversight of the former landfill property to ensure compliance with all Superfund regulations as imposed by USEPA.

Objectives:

- A. Completion of all semi-annual and annual monitoring and reporting of the completed site remediation project and submittal of all reports to USEPA.
- B. Conduct annual site inspection with USEPA and IEPA.
- C. Completion of site maintenance including fence and landfill cap when needed to ensure continued compliance with USEPA standards and requirements.

FY13/14 Programs:

1. The City has hired Conestoga Rovers and Associates to perform all required site sampling testing and to prepare all reports required by USEPA to confirm the site conditions at the former landfill.

Goal #5: Provide funds for the annual debt payment resulting from bonds sold to fund the construction of the soccer field improvements on the former landfill site.

Objectives:

- A. Continue to provide adequate revenue in this fund to meet the annual debt obligations as well as fund other beneficial community projects.

FY13/14 Programs:

1. When originally authorized and funded through the sale of bonds, the annual debt from those bonds was to be shared with the Park Development Fund and this Environmental Fund. The costs resulting from the construction of soccer fields was to be paid from revenue received from Park Capital Expansion fees. The remainder of the costs, which were associated with the Superfund aspects of the site, were to be paid from this budget. However, as a result of the severe decline in revenue received from park fees collected with building permits, there are not adequate park funds to pay the annual debt.

Goal #6: Plan, schedule, and complete waste disposal and environmental management services for the benefit of residents and property owners.

Objectives:

- A. Select a contactor to complete mosquito abatement services on City-owned properties, throughout the year.
- B. When authorized by the Mayor and City Council as a result of extreme storm events, assist property owners and residents with cleanup efforts and/or debris disposal.

FY13/14 Programs:

1. One of the services provided using funds allocated from this budget is the annual mosquito abatement program. The City selects a contractor to provide monthly treatment of storm sewer inlets and wetland areas on City-owned property each summer. In addition, the City may authorize adult spraying as appropriate to reduce nuisance levels of mosquitoes. The larval treatment is limited to City owned property, and the City does not provide treatment of private property or wetlands not on City owned lands.

2. In the City of Woodstock the property owner is responsible for the maintenance, care, and cleanup of their own private property. This normally includes the disposal of debris, damaged personal property, and brush following storm events. However, under extreme conditions, the City may utilize funds to assist with debris cleanup following a major flood or a significant storm that results in wide spread tree damage. No funds have been allocated in this budget, but at the request of the City Council, a reserve has been accumulated in the fund balance to be utilized to assist property owners with cleanup efforts for extreme events. The level of funding to be used, authorization to use these funds, and program details would be determined on a case by case basis by the City Council.

**FY13/14
ENVIRONMENTAL MANAGEMENT FUND
LINE ITEM DESCRIPTIONS**

90-0-00-000 REVENUES and TRANSFERS \$230,900

REVENUES

90-00-1-311	Property Tax		\$525,000
	FY10/11 Actual:	\$505,089	FY11/12 Actual: \$518,894
	FY12/13 Budget:	\$520,000	FY12/13 Projected: \$523,600

The primary source of revenue for this fund is the property tax levied for waste disposal and environmental management costs. It is important for the City to continue to provide adequate revenue to pay for compliance with state and federal environmental regulations and oversight as well as allocating funding for the Vision 2020 Statement goals pertaining to a Green Community.

OTHER REVENUE

90-00-5-381	Interest Income		\$4,800
	FY10/11 Actual:	\$15,630	FY11/12 Actual: \$8,072
	FY12/13 Budget:	\$ 4,100	FY12/13 Projected: \$4,500

Interest earned on money within this fund is retained and included as revenue.

TRANSFERS (TO) FROM OTHER FUNDS

90-00-9-392	Transfer (To) General Corp. Fund		\$(80,000)
	FY10/11 Actual:	\$(93,612)	FY11/12 Actual: \$(90,423)
	FY12/13 Budget:	\$(90,000)	FY12/13 Projected: \$(69,700)

As previously described, this budget includes revenue from a 'garbage' property tax. Although the Fund is not totally restricted as an enterprise fund, it does include a specific source of revenue to pay for garbage related services and expenses provided by the City and should function similar to other City enterprise funds that pays for all related costs.

The City does incur other costs annually within the General Corporate operations related specifically to garbage collection. That includes General Corporate expenses incurred in Streets as well as in Parks for the collection of leaves and street sweeping services. Both of these activities include

**FY13/14
ENVIRONMENTAL MANAGEMENT FUND
LINE ITEM DESCRIPTIONS**

90-0-00-000 EXPENSES \$329,000

PERSONAL SERVICES

90-00-4-452	Travel and Training		\$200
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual: \$ 167
	FY12/13 Budget:	\$ 200	FY12/13 Projected: \$ - 0 -

USEPA and IEPA continue to be involved with the annual oversight of the landfill site, and some funds are needed for expenses to attend meetings with those agencies as well as the City’s environmental consultant and attorney.

CONTRACTUAL SERVICES

90-00-5-502	Legal Services		\$800
	FY10/11 Actual:	\$(680)	FY11/12 Actual: \$200
	FY12/13 Budget:	\$1,000	FY12/13 Projected: \$400

Costs charged to this line item are for the services required from the environmental legal firm used by the City and also services provided by the City Attorney related to environmental issues. The FY 12/13 budget was increased above the normal annual expense in anticipation of some legal issues related to cap restoration mandated by USEPA. The mandated improvements were completed in 2012 with no additional legal services needed and no significant legal issues are anticipated during FY13/14.

90-00-5-506	USEPA Oversight		\$15,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual: \$26,051
	FY12/13 Budget:	\$15,000	FY12/13 Projected: \$20,000

In addition to the costs already paid directly by the City of Woodstock and Honeywell (formerly Allied Signal) for engineering services and construction of the cap remedy more than a decade ago, USEPA annually charges the cost of their staff time and also the cost of hiring their own consultants to oversee and assist with the Superfund project.

The City did not receive an invoice for USEPA costs for FY10/11 until after the end of the budget year and as a result there were no expenses paid. However, the City did then receive invoices for two years during FY11/12 and the actual costs were more than the normal annual amount. It is anticipated that the City will receive an invoice from USEPA prior to the

end of FY12/13 for the previous year and those costs will be greater than normal due to the mandated cap repair that was completed during 2012.

90-00-5-552	Service To Maintain Equipment			\$4,000
	FY10/11 Actual:	\$ 600	FY11/12 Actual:	\$9,499
	FY12/13 Budget:	\$7,000	FY12/13 Projected:	\$3,000

There are two essential services performed by the Department of Public Works that are critical to the City’s programs to manage garbage and waste, improve the environment, and benefit our residents. That includes the sweeping of streets in the spring, summer, and fall and the annual leaf collection program each fall. Most of the cost to accomplish this work is allocated in various Public Works budgets, but it is also appropriate to support those environmental services and the efforts to remove trash and debris from the community from funds in this budget.

Funds are requested in this line item to pay the cost for outside services to repair and maintain the City’s four leaf collection machines and also the two street sweepers. Costs during FY11/12 were much greater than our normal annual expense due to two major repairs completed on street sweepers, but were necessary in order to provide the services to the community.

As described later in this budget, the City does anticipate the replacement of one street sweeper and also one of the leaf collection machines. As a result, service costs will be reduced during the upcoming budget following the replacement of the older equipment.

90-00-5-560	Waste Disposal Services			\$30,000
	FY10/11 Actual:	\$25,806	FY11/12 Actual:	\$37,076
	FY12/13 Budget:	\$30,000	FY12/13 Projected:	\$28,500

This line item is used to pay for the cost of disposing of material collected from public rights-of-way, public property, and from City buildings. This includes bags of garbage, furniture, appliances, and other debris thrown out along the roadways. Costs for routine garbage disposal from City property, such as the park trash cans, debris from water treatment, waste water treatment, and the Public Works garage are not included with this line item.

Other costs include special disposal needs (materials and products that can not be disposed of at a landfill without special precautions) from City property. The City has already reviewed its current disposal practices for waste oils and cleaning solvents and improved documentation and disposal policies and collection centers have been added for used aerosol cans, oil dry absorbents, and waste oil rags. These changes are necessary for the City to provide proper waste stream disposal and documentation, and costs have been

included for the consulting services as well as the material needed (drums, spill packs) for collection. Funds are also included to provide a container on City-owned property for the disposal of debris collected with the street sweepers.

Costs for this line item are calculated as follows:

Disposal of tires	\$ 1,000
Disposal of street sweeping debris	\$20,000
Emergency response and cleanup	\$ 4,000
Disposal fees for roadway collection	\$ 1,000
Disposal supplies - drums, spill packs	\$ 1,000
Special waste disposal costs	<u>\$ 3,000</u>
	\$30,000

90-00-5-570 Yard Waste Disposal				\$29,000
FY10/11 Actual:	\$15,835	FY11/12 Actual:		\$29,391
FY12/13 Budget:	\$29,000	FY12/13 Projected:		\$18,300

Costs charged to this line item are primarily for the contract services needed for the land application and disposal of leaves collected by City employees. Normal yard waste disposal of landscape debris throughout the year is provided by the designated refuse hauler at no cost to the City. Typical annual costs for this line item include the following elements:

- Contract services for leaf disposal
- Overtime costs for leaf collection
- Temporary labor costs for leaf collection

Labor costs associated with leaf collection, brush removal, and landscape waste disposal during the normal work week are paid from the respective Public Works Division and reimbursed through the transfer from the Environmental Management Fund to the City's General Fund. The City hired seasonal employees to work four weeks during leaf collection, and the costs of those temporary employees were paid from this line item. The summer of 2012 was hot and dry for much of the season and as a result both the volume of leaves collected and the amount of labor needed during leaf collection were less than previous years. As a result of these weather conditions, the projected end of year cost for FY12/13 is less than the amount of the approved budget. That reduction of volume and reduction of costs may not extend into 2013 and the City should include funds for a normal season.

The City has been able to fill vacant positions in Public Works during FY12/13 and as a result it may not be necessary to hire as many temporary laborers during 2013 or even eliminate that expense. That decision will be made in the fall prior to the start of the leaf collection season.

90-00-5-575 Storm Event

\$ - 0 -

FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$5,204
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

In response to requests from several residents and to improve services to the community, the City did provide brush removal and disposal services to property owners following two major storm events in 2011. This was a new program and service offered by the City, and costs incurred included overtime expenses for brush collection and rental of a tub grinder for brush disposal.

This program and service is not intended to provide brush disposal services throughout the entire year or for minor storm events. Residents will still be responsible for the disposal of brush from private property resulting from regular maintenance, landscape work, and damage from storms that impacts a few homes. The City's services are anticipated to include only disposal following major storm events that have impacted a large number of properties. It is not possible to predict how often service will be needed or what the cleanup costs will be, and as a result, no funds have been requested for FY13/14. If cleanup services are authorized, expenses will be charged to this line item and will be taken from the Fund balance.

90-00-5-595 Mosquito Abatement

\$28,000

FY10/11 Actual:	\$27,340	FY11/12 Actual:	\$28,244
FY12/13 Budget:	\$28,000	FY12/13 Projected:	\$23,500

The Illinois Department of Health recommends that local government agencies provide some treatment during each summer to reduce the health risks of the West Nile virus. The recommended action is to provide monthly treatments for larvae control during the peak 'hatching' season and aerial spraying for adult mosquitoes if needed based on conditions and new health risks.

It is important to note that even these efforts may not produce much, if any, change in the nuisance levels of mosquitoes in Woodstock. Due to the large amount of wetlands surrounding the City of Woodstock and the ability of mosquitoes to migrate several miles in a single day, mosquito abatement efforts, frankly, are not very effective. Even if the City does continue to undertake these programs, if the weather conditions are right to allow the mosquitoes to breed and hatch on a regular basis, our residents may not notice any change or benefits from this program. The City is likely to continue to receive complaints from residents regarding mosquito problems and to continue to receive requests for additional service.

Despite the limitations associated with mosquito abatement services, and the ineffectiveness of these programs, the City should continue to provide this service in response to the current health risk associated with the West Nile virus. The projected end of year cost for FY12/13 is less than the amount of the approved budget as a result of the dry weather conditions last summer. Funds have been included in this line item for FY13/14 to pay for four city-wide treatments for larvae control as a preventative measure and two city-wide treatments for adult spraying if needed.

90-00-5-703 Wetlands Maintenance and Improvements \$13,000

FY10/11 Actual: \$11,577 FY11/12 Actual: \$13,584

FY12/13 Budget: \$14,000 FY12/13 Projected: \$13,000

The City has an agreement with The Land Conservancy (TLC), a not-for-profit group to assist with the management and improvement of City-owned nature areas (Westwood Conservation Area, Ryder’s Woods, Silver Creek Conservation Area, and Albert/Gerry Street Nature Area) based on their management plans.

Through this effort, the City and The Land Conservancy have already made substantial improvements at Ryder’s Woods and Westwood Conservation Area including removal of invasive plants, controlled burns to promote a healthy plant community, and general cleanup. TLC has organized and funded the planting of oak seedlings at Hennen Conservation Area as well as at Ryders Woods to improve those nature areas. The City has joined with TLC with the development of a new nature area adjacent to Woodstock (Yonder Prairie) and has formally joined Westwood Park with the larger parcel.

This has proven to be a very successful and beneficial partnership that has already produced beneficial changes to these City-owned parcels for the enjoyment of our residents. Funds are requested to reimburse TLC for costs associated with the maintenance of City owned property during FY13/14.

90-00-5-704 Landfill \$30,000

FY10/11 Actual: \$21,000 FY11/12 Actual: \$36,000

FY12/13 Budget: \$56,000 FY12/13 Projected: \$83,300

The City is responsible for the completion of required annual monitoring and maintenance of the landfill site and the submittal of an annual report to USEPA. The sampling reports completed help document the success of the cap construction. The City’s environmental consulting firm (Conestoga Rovers and Associates) conducts the tests under the auspices of the USEPA regulations.

In addition to the annual testing and reporting requirements, USEPA identified some improvements at the landfill during the 2011 annual inspection that was mandated to be completed. This includes installation of some drainage improvement and grading work to correct a drainage problem over the landfill cap. The City and the consulting firm prepared a remediation plan for these improvements which was then approved by USEPA. The improvements required were more extensive than originally anticipated and as a result the projected end of year cost during FY12/13 is greater than the amount of the approved budget. Those improvements have been completed and USEPA provided verbal approval of the work during their site visit in November 2012.

COMMODITIES

90-00-6-609	Alternate Ice Control				\$30,000
	FY10/11 Actual:	\$27,086	FY11/12 Actual:	\$17,291	
	FY12/13 Budget:	\$35,000	FY12/13 Projected:	\$30,000	

One of the goals of the City is to continue to use alternate materials and procedures for snow removal and ice control to reduce cost, minimize the impact on the environment, and/or to provide a better level of service for our residents. The primary focus of this change has included the goal to reduce the reliance on sodium chloride and calcium chloride for ice control.

Through funds approved in this line item, the City purchases a liquid de-icing product which has proven to be as effective as calcium chloride under most weather conditions and which has allowed the City to reduce the amount of sodium chloride being used. Funds have been included for the continued purchase of this alternate ice control material (which utilizes an organic base liquid) which is generally considered to be better for the environment when compared to just 100% salt applications.

Actual costs incurred during FY11/12 and projected end of year expenses for FY12/13 are less than the amount of the normal annual costs for this material as a result of the favorable weather conditions. Since the weather conditions will change from year-to-year, the FY13/14 budget request is based the amount of this environmentally friendly material that would be needed for a typical winter.

90-00-6-610	Environmental Education Program				\$2,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ 650	
	FY12/13 Budget:	\$3,600	FY12/13 Projected:	\$1,600	

Prior to FY11/12 this program was funded within the General Government Budget of the General Fund and is now accounted for in the Environmental

Fund. The program funds recycling and education classes in D200, which helps to support the City's 2012 Vision Plan goals related to environmental issues and stewardship.

90-00-6-621	Material To Maintain Equipment				\$18,000
	FY10/11 Actual:	\$10,336	FY11/12 Actual:	\$19,538	
	FY12/13 Budget:	\$20,000	FY12/13 Projected:	\$25,000	

There are two essential services provided by the Department of Public Works that are critical to the City's programs to manage waste, improve the environment, remove garbage, and benefit our residents. This includes the sweeping of the streets in the spring, summer, and fall and the annual leaf collection program each fall. Most of the cost to accomplish this work is allocated in various Public Works budgets, but it is also appropriate to support those environmental services and the efforts to remove trash and debris from the community using funds in this budget.

Funds are included in this line item to pay the cost for material and parts to repair and maintain the City's four leaf collection machines and also the two street sweepers. Projected end of year expense for FY12/13 is greater than the amount of the approved budget due to an increase in the amount of repair material needed to keep equipment in service and an increase of costs for the maintenance of the leaf collection machines. As described later in this budget report, funds are requested to replace one of the street sweepers and one of the leaf collection machines during FY13/14, which is expected to result in a reduction of costs within this line item.

CAPITAL OUTLAY

90-00-7-701	Green Vehicles				\$10,000
	FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
	FY12/13 Budget:	\$12,000	FY12/13 Projected:	\$13,200	

In FY07/08, the City Council approved the purchase of two hybrid powered (gasoline/electric) vehicles, one car and one small sized pickup truck, to evaluate their use as an alternative to strictly gas powered vehicles. Two propane powered pickup trucks were added in 2012. The main benefit of these vehicles is increased fuel efficiency and reduced air emissions. After a few years experience with these vehicles, it has been determined that the City should consider the use of this technology throughout the entire fleet where appropriate. However, some of the severe duty and specialty vehicles that are used in the Public Works Department should be considered for replacement with alternate fuel technology which will also achieve the goal of lower fuel cost and reduced emissions.

The initial cost to purchase these types of vehicles is higher than the cost to purchase a gas or diesel fueled model, and as a result, funds are requested to help cover that added expense when this alternative technology is an appropriate choice for vehicles being purchased. Each vehicle in the motor pool that is approved for replacement will be evaluated for the inclusion of alternative technology. The cost of the vehicle will be paid from the motor pool line item, and the additional cost to outfit it with this green technology will be drawn from this line item. Through this program, the City will receive a return on this investment from reduced fuel cost and benefit the environment with reduced air emissions. The exact number and type of vehicle replacement to be considered during FY13/14 will be based on the approved CIP Motor Pool budgets in the General Fund and the Utility Fund.

90-00-7-702 Leaf Collection Equipment				\$75,000
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -	
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -	

The City owns four leaf machines to facilitate the annual curbside collection of leaves. This has been an annual service to residents of the Woodstock community for more than 35 years. This service provides many benefits to the community including a safe, environmentally friendly alternative to burning; proper disposal under a program that is environmentally beneficial; and leaf collection helps to keep the storm sewer intakes clean so that the streets drain properly in the fall and winter months (prevents flooding and icing).

The City learned in 2012 that the manufacturer of the equipment currently used for leaf collection had gone out of business. As a result, repair and replacement parts are no longer available from the manufacturer. The City was able to obtain enough repair and maintenance parts to continue to provide this service to our residents during 2012, but this lack of parts does have an impact on the planned replacement schedule. As a result, the City's Five Year Capital Improvement Plan recommends that the City purchase one new leaf collection machine during each of the next four years. This will also provide the City with the opportunity to look at different equipment, different collection methods, and new technology to reduce cost and improve efficiency of this service. Some of the new designs have the ability to complete the same volume of collection with 50% of the manpower now needed, which would result in further cost savings to the City.

90-00-7-703 Street Sweepers			\$44,000
FY10/11 Actual:	\$ - 0 -	FY11/12 Actual:	\$ - 0 -
FY12/13 Budget:	\$ - 0 -	FY12/13 Projected:	\$ - 0 -

The City provides and operates two street sweepers which are used to keep the parking lots, downtown, and City streets clean of litter and debris. These street sweepers, with an average service life of 12 years, are in operation on a daily basis during the warm portion of the year (April through October) and provide a very important and beneficial environmental service to the City. Street sweepers keep the City streets clean of debris, clean up after parades and keep storm-water grates and catch basins clean. The ability to keep streets clean is also an important environmental responsibility of the city. The “first flush” water quality of any storm-water discharge contains the greatest amount of contamination. Regular street cleaning helps remove solids, grit, and liquids from cars and allows for the proper disposal resulting in a reduction of storm-water contamination. A City has an appearance of being “clean” by the condition of its streets, and this service is an important quality of life measurement by our residents. In addition, documentation of an ongoing street sweeper program is one of the primary IEPA requirements under their storm-water permit regulations.

The current Five Year Capital Improvement Plan recommends that one of the City’s street sweepers be replaced in FY13/14, and funds are requested to cover the first year of a five year lease/purchase agreement for a unit with a list price of approximately \$200,000; this price does not include any trade in amounts.

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: ENVIRONMENTAL MANAGEMENT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
BEGINNING BALANCE							771,500
ENVIRONMENTAL MANAGEMENT FUND							
REVENUES							
TAXES							
90-00-1-311	PROPERTY TAX	505,089	518,894	520,000	523,643	523,600	525,000
TOTAL TAXES		505,089	518,894	520,000	523,643	523,600	525,000
OTHER REVENUES							
90-00-5-381	INTEREST INCOME	15,630	8,072	4,100	3,312	4,700	4,800
TOTAL OTHER REVENUES		15,630	8,072	4,100	3,312	4,700	4,800
TRANS (TO) FROM OTHER FUNDS							
90-00-9-392	TRANS. (TO) GENERAL FUND	(93,612)	(90,423)	(90,000)	0	(69,700)	(80,000)
90-00-9-914	TRANS. (TO) DEBT SERVICE FUND	(218,900)	(220,000)	(219,100)	0	(219,100)	(218,900)
TOTAL TRANS (TO) FROM OTHER FUNDS		(312,512)	(310,423)	(309,100)	0	(288,800)	(298,900)
TOTAL REVENUES: ENVIRONMENTAL MANAGEMENT FUND		208,207	216,543	215,000	526,955	239,500	230,900
EXPENSES							
PERSONAL SERVICES							
90-00-4-452	TRAVEL AND TRAINING	0	167	200	0	0	200
TOTAL PERSONAL SERVICES		0	167	200	0	0	200
CONTRACTUAL SERVICES							
90-00-5-502	LEGAL SERVICES	(680)	200	1,000	200	400	800
90-00-5-506	USEPA OVERSIGHT	0	26,051	15,000	0	20,000	15,000
90-00-5-552	SERVICE TO MAINT. EQUIPMENT	600	9,499	7,000	0	3,000	4,000
90-00-5-560	WASTE DISPOSAL SERVICES	25,806	37,076	30,000	23,748	28,500	30,000
90-00-5-570	YARD WASTE DISPOSAL	15,835	29,391	29,000	18,268	18,300	29,000
90-00-5-575	STORM EVENT	0	5,204	0	0	0	0
90-00-5-595	MOSQUITO ABATEMENT	27,340	28,244	28,000	18,800	23,500	28,000
90-00-5-703	WETLANDS MAINTENANCE/IMPROV.	11,577	13,584	14,000	5,660	13,000	13,000
90-00-5-704	LANDFILL	21,000	36,000	56,000	65,280	83,300	30,000
TOTAL CONTRACTUAL SERVICES		101,478	185,249	180,000	131,956	190,000	149,800

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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: ENVIRONMENTAL MANAGEMENT FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
ENVIRONMENTAL MANAGEMENT FUND							
COMMODITIES							
90-00-6-609	ALTERNATE ICE CONTROL METHODS	27,086	17,291	35,000	6,110	30,000	30,000
90-00-6-610	ENVIRONMENTAL EDUCATION PROG.	0	650	3,600	2,013	1,600	2,000
90-00-6-621	MATERIAL TO MAINT. EQUIPMENT	10,336	19,538	20,000	18,096	25,000	18,000
TOTAL COMMODITIES		37,422	37,479	58,600	26,219	56,600	50,000
CAPITAL OUTLAY							
90-00-7-701	GREEN VEHICLES	0	0	12,000	0	13,200	10,000
90-00-7-702	LEAF MACHINES	0	0	0	0	0	75,000
90-00-7-703	STREET SWEEPER	0	0	0	0	0	44,000
90-00-7-709	ALTERNATE ICE CONTROL METHODS	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY		0	0	12,000	0	13,200	129,000
TOTAL ENVIRONMENTAL MANAGEMENT FUND		138,900	222,895	250,800	158,175	259,800	329,000
TOTAL FUND REVENUES & BEG. BALANCE		208,207	216,543	215,000	526,955	239,500	1,002,400
TOTAL FUND EXPENSES		138,900	222,895	250,800	158,175	259,800	329,000
FUND SURPLUS (DEFICIT)		69,307	(6,352)	(35,800)	368,780	(20,300)	673,400

HOTEL/MOTEL TAX FUND



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

**FY13/14
HOTEL/MOTEL TAX FUND
BUDGET**

In December of 2005, the City Council authorized the implementation of a 5% Hotel/Motel Use Tax to be levied from the renting, leasing, or letting of rooms to persons living in accommodation establishments for periods of less than 30 days. At the time that this tax was adopted, the City Council determined that one full year of tax would be collected in advance to determine the actual amount available prior to considering and/or identifying how these funds would be allocated in the subsequent fiscal year. It is important to note that State Statute restricts the expenditure of these receipts to only those organizations or activities that promote tourism, conventions and other special events within the City that generate overnight stays.

During 2006, the City Administration conducted an informal survey (i.e., telephone interviews, listserv postings, email) of several Chicagoland municipalities which impose a Hotel/Motel Use Tax. The primary goal of the survey was to identify how the municipalities applied the tax in generating overnight stays related to tourism. The results of this survey showed three (3) primary categories in which Hotel/Motel Use Taxes are used: 1) Promotion of Tourism; 2) Tourist-Related Activities; and, 3) Tourism-Related Municipal Projects. Each of these categories included multiple projects, activities, and events where Hotel/Motel Tax revenues can be allocated. It is important to note that none of the communities surveyed dedicated 100% of Hotel/Motel Use Tax revenues for one specific project and the allocation of funds varied from municipality to municipality based on the goals and objectives of the respective community.

The City has provided an annual transfer of \$30,000 to the Woodstock Opera House to provide supplemental funding for its programming and appropriately recognize this venue as arguably the City's largest draw for tourism. The remaining balance has been allocated to eligible not-for-profit corporations that have completed the application process and demonstrated the associated benefits to be derived by the community.

Beginning in FY08/09, the dramatic downturn in the economy resulted in negative repercussions appearing in almost every City revenue source, and hotel/motel tax collections were no exception. The City has generated declining receipts for the last four consecutive years (i.e., \$94,500 in collections for hotel/motel tax receipts in FY08/09, \$88,900 in FY09/10, \$62,500 in FY10/11, and \$53,500 in FY11/12). The combination of a struggling economy and the renovation of two of the City's hotels as a result of new ownership significantly hampered the collection of hotel/motel taxes in FY11/12. For the current fiscal year, the City Administration is anticipating exceeding FY10/11 levels for collections. The anticipated revenue for this fund is expected to stabilize in FY11/12, reaching collections of \$70,000. The local economy is beginning to slowly strengthen, which should result in improved collections for future years.

Historically, the City has limited funding for this program based on the actual collections received for this tax from the previous fiscal year. This methodology allows the City to

allocate only the amounts collected in any given year and prevents the possibility of deficit spending.

At the November 15, 2011 meeting, the City Council completed a comprehensive review of the program parameters that would be utilized in future years for hotel/motel tax funding requests. As a result of these discussions, the City Council identified four organizations (i.e., Woodstock Opera House, McHenry County Convention and Visitor’s Bureau, Woodstock Chamber of Commerce and Industry, and the Challenger Learning Center) to be designated as “foundational entities” or Tier I program participants within the scope of the Hotel/Motel Tax funding program. These foundational entities would be provided an annual distribution that has been set at a designated level and would not be subject to change in future years unless adequate funding could not be identified. The foundational entities would not need to submit future applications to obtain this same level of funding each year. In addition, increases could be considered for the foundational entities if available hotel/motel tax collections increased in future years.

The remaining hotel/motel tax collections would be available to fund other applications from organizations identified as Tier II program participants, based on the event’s anticipated impact to the community. The restriction imposed on first-time recipients was also removed. Program participation remains limited to not-for profit organizations. Single-day events have been automatically excluded from consideration of any hotel/motel tax funding. A limit of no more than \$4,000 in funding can be designated for any other entity that was not originally identified as a foundational entity. Furthermore, a matrix has been developed that compares the length of the event with the anticipated geographic impact of the event and funding recommendations based on this assessment were developed. Based on an understanding of current municipal needs and past requests from various organizations in the community, the City Council authorized the following funding commitments for FY12/13:

Annual Operating Transfer:

Woodstock Opera House	\$30,000
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Distributions to Non Profit Organizations:-

McHenry County Convention & Visitor’s Bureau	10,000
Woodstock Chamber of Commerce and Industry	10,000
Challenger Learning Center	6,000
Woodstock Farmer’s Market	3,000
Woodstock Groundhog Days	2,500
Woodstock Mozart Festival	2,500
Jazz on the Square	2,500
McHenry County Heatwave	2,500
TownSquare Players	2,250
Off Square Music	500
Woodstock Folk Festival	<u>500</u>
TOTAL	\$72,250

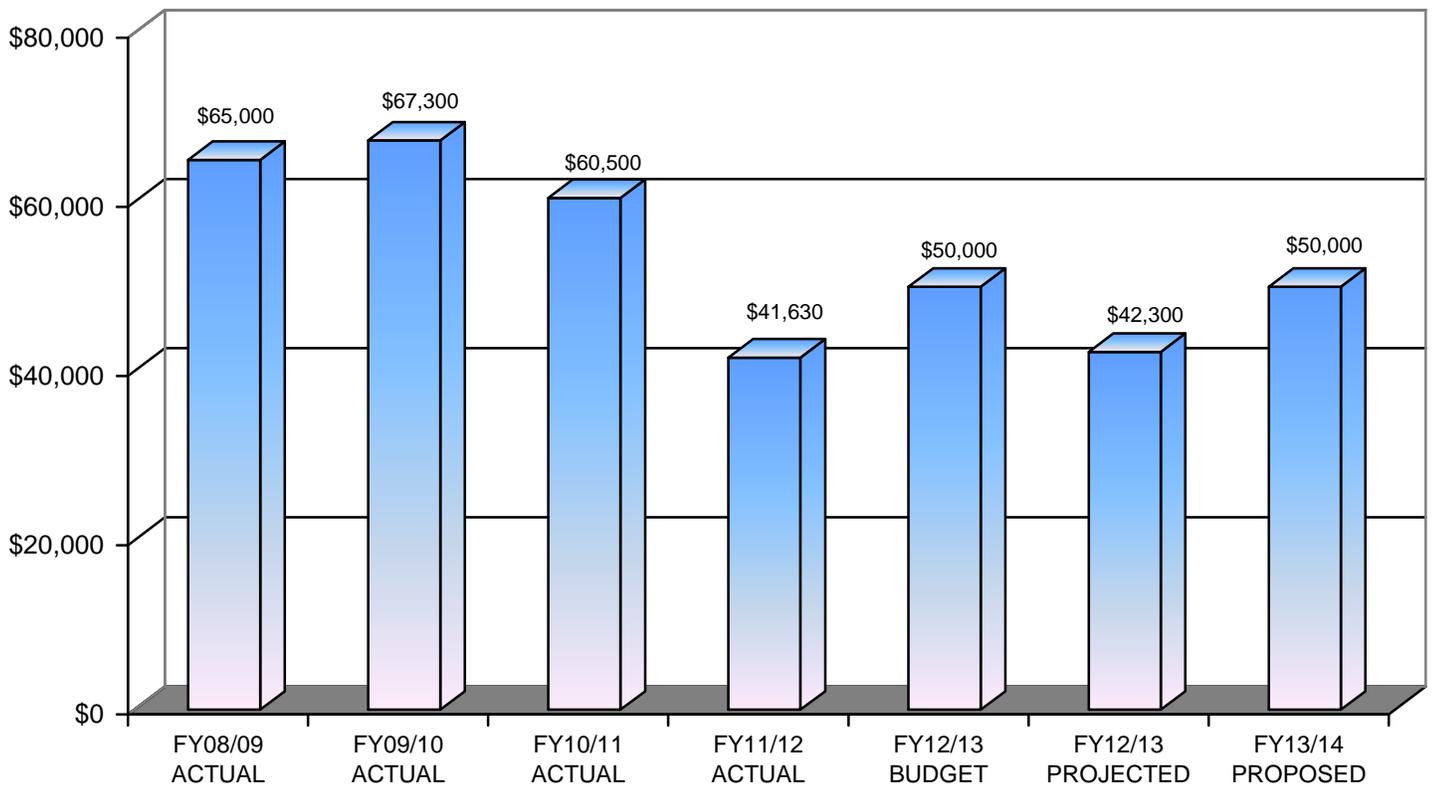
The proposed commitments indicated on the previous page of \$72,250 exceeded the anticipated \$53,500 in collections received in the prior year. However, the additional funding provided to the applicants has been offset against available fund balance that represents a carry over from the initial program years.

Based on 2012 receipts, the FY13/14 Budget maintains the \$50,000 in funding that was approved in FY12/13. Consequently, limited dollars will be available for an ever growing list of applicants. Current organizations that have received Hotel/Motel Tax funds are required to submit a report that outlines the purpose for which the funds were spent and provides additional information concerning the event. Applications for FY13/14 funding will be available on April 1, 2013 with a return deadline of April 26, 2013. The City Administration will review the applications and recommend funding recipients to the City Council for approval based on the authorized matrix.

Funds allocated by the City Council will be paid in the first quarter of FY13/14. This proposed timeframe will allow the City Council and the City Administration the opportunity to review the required reports submitted by the organizations to insure that the funds have been properly spent for the identified projects, as well as ascertain the positive results generated from the previously allocated funding.

HOTEL/MOTEL TAX FUND – PERSONNEL SUMMARY						
POSITION/TITLE	09/10	10/11	11/12	12/13	13/14	+(-)
Not Applicable	There are no salary costs paid from this fund					

**HOTEL/MOTEL TAX FUND
BUDGET COMPARISON
(Includes Transfers)**



The Hotel/Motel Tax was established in FY06/07 with the first disbursement of funds beginning in FY07/08. The amount identified excludes the annual \$30,000 transfer to the Opera House.

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 TIME: 14:29:06
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CITY OF WOODSTOCK
 DETAILED BUDGET REPORT

FUND: HOTEL MOTEL TAXES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	--2011-- ACTUAL	--2012-- ACTUAL	----- BUDGETED	2013 8 MO. ACTUAL	----- PROJECTED	--2014-- REQUESTED BUDGET
-----							76,700
BEGINNING BALANCE							
HOTEL/MOTEL TAXES							
REVENUES							
TAXES							
91-00-1-320	HOTEL/MOTEL TAXES (5%)	62,499	53,510	70,000	49,149	66,000	70,000
TOTAL TAXES		62,499	53,510	70,000	49,149	66,000	70,000

TRANSFERS (TO)/FROM OTHER FUND							
91-00-9-898	TRANS. (TO) PERFORMING ARTS FD	(30,000)	(30,000)	(30,000)	0	(30,000)	(30,000)
TOTAL TRANSFERS (TO)/FROM OTHER FUND		(30,000)	(30,000)	(30,000)	0	(30,000)	(30,000)
TOTAL REVENUES: HOTEL/MOTEL TAXES		32,499	23,510	40,000	49,149	36,000	40,000
EXPENSES							
CONTRACTUAL SERVICES							
91-00-5-501	COUNCIL DISBURSEMENTS	60,500	41,630	50,000	42,250	42,300	50,000
TOTAL CONTRACTUAL SERVICES		60,500	41,630	50,000	42,250	42,300	50,000
TOTAL HOTEL/MOTEL TAXES		60,500	41,630	50,000	42,250	42,300	50,000
TOTAL FUND REVENUES & BEG. BALANCE		32,499	23,510	40,000	49,149	36,000	116,700
TOTAL FUND EXPENSES		60,500	41,630	50,000	42,250	42,300	50,000
FUND SURPLUS (DEFICIT)		(28,001)	(18,120)	(10,000)	6,899	(6,300)	66,700

SUPPLEMENTAL INFORMATION



CITY OF WOODSTOCK
FISCAL YEAR 2013/2014
ANNUAL BUDGET

City of Woodstock

FISCAL YEAR 2013/2014 Budget Summary

Glossary of Terms

City of Woodstock

Glossary of Terms

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are earned or incurred, as opposed to when cash is received or spent. This basis of accounting is utilized by Proprietary Funds and Pension Trust Funds.

Alternate Revenue Bonds – Bonds issued with a pledge of “the full faith and credit of the City,” but repaid using alternate revenue sources other than property taxes.

Appropriation – An authorization made by the City Council which permits the City to incur obligations to make expenditures for specific purposes.

Assessed Valuation - A value that is established for real property for use as a basis for levying property taxes (Note: Property values are established by the Township Assessors at 1/3 market value).

Asset – Resources owned or held by a government which have monetary value.

Balanced Budget – A budget in which estimated revenues and, in some cases, fund balance equal or exceed estimated expenditures.

Bond – A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are General Obligation, Alternate Revenue, and Special Improvement

District bonds. These are most frequently used to finance capital projects.

Bond Proceeds – The receipt from the issuance of bonds. Bond proceeds are restricted and can only be used for the purpose of the issuance.

Bond Refinancing – The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget – A plan of financial operation for a specified period of time (fiscal year). The Annual Budget authorizes and provides the basis for control of financial operations during the fiscal year.

Budget Amendment – A procedure to revise a budget appropriation through an action by the City Council that increases/decreases the original budget amount due to an unforeseen expenditure that occurs during the fiscal year.

Budget Calendar – The schedule of key dates or milestones which the City follows in the preparation, adoption and administration of the budget.

Budget Document – The instrument used by the City Administration to present a comprehensive financial program to the City Council.

Budget Basis – This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual or some type of

statutory form. Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that (a) the Utility Fund is budgeted similar to a governmental fund, no amounts are included for depreciation, (b) investments in supply inventories are not considered to be appropriable, (c) only the payout for sick leave that exceeds 800 hours is budgeted in any fiscal year, other expenditures are recognized upon employee termination, (d) interest income is budgeted based on the amount expected to be received and not the amount actually earned.

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

Capital Budget – The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

Capital Expenditures – An expenditure which exceeds \$1,000, with a useful life of at least one year. Expenditures that are less than \$10,000 are charged through an individual department's operating budget. Expenditures that exceed \$10,000 are included within the City's capital improvement program.

Capital Improvements Program – A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Improvements Program Budget – A Capital Improvements Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction or renovation projects designed to improve the value of the government's assets. Examples of capital improvement include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.

Capital Outlay – Expenditures which result in the acquisition of or addition to fixed assets.

Cash Basis – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Commodities – Costs related to items consumed in the course of providing services to the public. Commodities typically include costs for gasoline, heating fuel, electricity, materials, postage, supplies, and water & sewer.

Contingency Fund – A budgetary reserve fund used to set aside resources for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Costs related to professional services and contractual agreements. Contractual Services typically include legal, printing, special studies, appraisals, publishing and refuse disposal.

Debt Service – The amount of interest and principal that a City must pay each year on long-term debt.

Deficit – The excess of a fund's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation - A cost measurement of the service life of capital assets by charging specific periods that are benefited from the assets use.

Employee Benefits – This item includes costs for pensions, FICA, Medicare, and Employee Health/Life Insurance.

Encumbrances – The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditure.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

Expenditure/Expense – This term refers to the outflow of funds paid to obtain an asset, goods and/or services.

Fiscal Year – The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Woodstock has specified May 1 to April 30 as its fiscal year.

Fixed Assets – Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Full Time - Represents a personnel classification for a position that requires a 40-hour workweek and is entitled to all City employee benefits.

Fund – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Fund structure consists of Governmental Funds (e.g., General, Special Revenue, Debt Service, and Capital Projects Funds), Proprietary Funds (e.g., Enterprise Funds and Internal Service Funds) and Fiduciary Funds (e.g., Pension and Agency Funds).

Fund Balance – The difference between assets and liabilities. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

Fund Equity – The difference between a fund's assets and liabilities. Fund Equity is reported as Fund Balance for Governmental Funds and Retained Earnings for Proprietary Funds.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and reporting, encompassing the conventions, rules and procedures that define accepted accounting principals.

General Government Revenues – The revenues of a government other than those derived from and retained in enterprise, internal service and fiduciary funds. General Governmental Revenues include those from the General, Special

Revenue, Debt Service, and Capital Projects Funds.

General Obligation Bonds - Long-term debt issued by a voter-approved referendum. General Obligation Bonds have the pledge of the City's "full faith and credit" and are usually repaid through the levy of a property tax.

Grant – A contribution by the State or Federal governments or other organizations to support a particular function or project.

Impact Fees – Fees imposed on new housing to accumulate resources for future expansion of City facilities to accommodate the growth in population. Currently, the City charges impact fees for Parks, Police, Streets and Water & Sewer services.

Income Taxes – This line item represents the City's portion of the State's distribution of income taxes. At this time 3/25 of all income taxes collected by the State are distributed to local governments based on population.

Infrastructure Maintenance Fee – This revenue source represents a 1% tax on telecommunication services. This revenue source was eliminated in FY02/03 and replaced with a combined 6% Telecommunications Tax.

Interest Expenditures/Expense – This cost is to compensate lenders for the use of their money and is normally paid on a semiannual basis.

Interest Income – Excess cash held in the City's accounts are invested in different forms of securities and interest

income is paid to the City to compensate it for the use of its funds.

Interfund Transfer – The movement of financial resources between funds of the same governmental entity.

Levy – To impose taxes for the support of government activities.

Liability – Expenditures and expenses incurred by the City but unpaid and debt are reported as liabilities until paid.

Line-Item Budget – A budget prepared along departmental lines that focuses on what is to be bought.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

MFT Allotment – Receipts from the State tax collected on motor fuel is distributed to municipalities based on population.

Modified Accrual Basis – An accounting basis used by Governmental Funds recognizing revenues when earned and available to finance costs within 60 days of the fiscal year end. Expenditures are recognized when incurred and paid within 60 days of the fiscal year end.

Operating Budget – The portion of the budget that pertains to daily operations that provide basic government services. The operating budget contains appropriations for such expenditures as salaries, personal services, contractual services, commodities, capital outlay and other charges.

Operating Expenses – the cost for personnel, materials and equipment required for a department to function.

Operating Revenue – Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services provided by the recipient fund on an annual basis.

Parks, Recreation & Culture – Includes costs for Public Parks, Library, Aquatic Center, Recreation Center, Recreation programs, and Performing Arts.

Part Time – Represents a personnel classification for a position that requires less than a 40-hour work week. This classification is separated into part-time and temporary part-time. Part-time employees normally work more than 20 hours per week and are entitled to some employee benefits, while temporary part-time employees are seasonal or work less than 20 hours per week and are not entitled to employee benefits.

Pay-As-You-Go-Financing – A term used to describe a financial policy by which the capital program is financed from current revenues and available fund balance rather than through borrowing.

Pension – The City offers a defined benefit pension to full-time employees. Upon retirement, employees receive a percentage of their salary dependent on

age and years of service. The employee receives these benefits for the remainder of their lives.

Personal Services – Represents expenditures that relate to City personnel, including expenditures for training, uniforms, sick leave conversion and dues & subscriptions to professional membership organizations.

Property Tax – A levy upon the assessed valuation of the property within the City of Woodstock upon each \$100 of valuation.

Public Safety – This line item represents the costs of providing Police services to the City of Woodstock.

Public Works – A Department of the City that is responsible for many of its operations including: Streets, Building and Equipment, Paratransit, Public Parks, and Water & Sewer services.

Replacement Taxes - Replacement tax revenues comes from a 2.5% corporate income tax, and 0.8% invested capital taxes from gas and water utilities and other fees. The State replaces the local revenue lost due to the 1978 abolition of the corporate personal property tax. The funds are distributed to local taxing bodies based on population.

Revenue – Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds – Bonds usually sold for constructing a project that will produce revenue for the government.

That revenue is pledged to pay the principal and interest on the outstanding bonds.

Risk Management – An organized attempt to protect a government’s assets against accidental loss in the most economical method.

Salaries – Personnel costs are reported in this line-item. This indicates the costs for a specific position.

Sales Taxes - This line item represents the 1% Municipal Retailers Occupation Tax that is collected on goods sold and certain services received within the City of Woodstock.

Source of Revenue – Revenues are classified by their source or point of origin.

Special Assessments – A property tax levy on a portion of the City’s assessed value usually used to repay debt that was issued to make improvements to that specific area.

State-Shared Revenues – This revenue source includes Sale Taxes, Income Taxes, and the MFT allotment which is collected by the State and distributed to local governments.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes – Compulsory charges levied by a government body for the purpose of financing services performed for the common benefit of the citizens.

Telecommunications Tax – Initiated in 1996, the Telecommunication Tax was established to create and guarantee a minimal level of annual funding for the hundreds of CIP projects that remain to be funded. The 6% Telecommunications Tax is imposed on telecommunication services provided to citizens of the City of Woodstock.

User Charges – the payment of a fee for direct receipt of a public service by the party who benefits from the service.

Utility Fund – An enterprise fund used to account for the City’s Water & Sewer operations.

City of Woodstock

Fiscal year 2013/2014 Budget Summary

Description of Funds, Fund Types, Basis of Accounting and Budget Process

**FUND ACCOUNTING
FY13/14 BUDGET
OVERVIEW**

Governmental accounting utilizes a multitude of sources to define Generally Accepted Accounting Principles (GAAP). However, the overall standard setting body for government accounting is the Governmental Accounting Standards Board (GASB) based in Norwalk, CT. Other sources can provide guidance that may affect specific transactions or reporting requirements, but sources other than the GASB are referenced based on the GAAP hierarchy. The GASB codifies all of their decisions and standard setting documents, the highest level of guidance for governmental accounting, in the *Codification of Governmental Accounting and Financial Reporting Standards* (Cod.). This compilation of standards provides the guidance used to define fund accounting and specific fund types (Cod. Section 1300) used in the public sector.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording and summarizing all governmental financial transactions and balances in a single accounting entity. Unlike a private business, which is accounted for as a single accounting entity, a governmental unit is accounted for through several separate fund and account group entities, each accounting for designated assets, liabilities and equity or other balances. Thus from an accounting and financial management view point, a governmental unit is a combination of several distinctly different fiscal and accounting entities.

Funds are established by the City based on State Statutes, by local charters, ordinances and governing body orders. Funds have also been created by the City to achieve sound and expeditious financial administration and reporting and/or to comply with grant or contract accounting and financial reporting requirements.

Fund Categories:

Three categories of funds are used in governmental accounting.

- 1.) Governmental Funds – often called “source and disposition,” “expendable,” or “government-type” funds – are those through which most governmental functions typically are financed. The acquisition, use and balances of government’s expendable financial resources and the related current liabilities – except those accounted for in proprietary funds – are accounted for through governmental funds (general, special revenue, capital projects and debt service funds).
- 2.) Proprietary Funds – sometimes referred to as “income determination,” “nonexpendable” or “commercial-type” funds – are used to account for a government’s ongoing organizations and activities that are similar to those found in the private sector (enterprise and internal service funds).

- 3.) Fiduciary Funds – the trust and agency funds – are used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Each trust fund is classified for accounting purposes like either a governmental fund or a proprietary fund. Expendable trust funds are accounted for essentially in the same manner as governmental funds, while nonexpendable and pension trust funds are accounted for in the same manner as proprietary funds. Agency funds are purely custodial and do not report operations, therefore, an agency fund’s assets and liabilities are accounted for the same as a governmental fund.

Governmental Funds:

Governmental Funds are classified into four different fund types which include: General, Special Revenue, Debt Service and Capital Projects Funds. The City of Woodstock reports 27 funds with 23 of those funds categorized as Governmental Funds.

General Corporate Fund:

The General Corporate Fund is used to account for all financial resources except those required to be accounted for in another fund. As required by Generally Accepted Accounting Principles (GAAP), the City only reports and accounts for one General Fund (Cod. Sec. 1300.106). In addition, the General Corporate Fund does not include any financial resources from entities which are legally separate from the City (e.g., the Library Board), even though these entities may be reported within the City’s financial statements and accounted for by the City’s Finance Department. The General Corporate Fund only represents financial resources and transactions for the primary government.

The General Corporate Fund is used to account for most of the day-to-day operations of the City, which are financed from tax revenues and other general revenues. Ten separate activities are accounted for within the General Fund including: General Government, City Hall, Finance, Human Resources, Community and Economic Development, Streets, Fleet Maintenance, Public Works Administration, Recreation, and Community Events.

Special Revenue Funds:

Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The City reports 18 Special Revenue Funds listed below.

Administrative Adjudication Fund – This fund accounts for the revenues and expenditures that relate to the City's Administrative Adjudication function.

Aquatic Center Fund – The Aquatic Center Fund reports the revenues and expenditures that relate to the operation of the City’s Aquatic Center.

Audit Fund – This fund accounts for a portion of the City’s property tax levy that is restricted for the payment of audit fees.

Environmental Management Fund – This fund accounts for a specific portion of the City’s property tax levy that is restricted to finance costs related to environmental concerns. This fund has provided the financing needed to close and cap the City’s landfill. This fund has also provided financing for other environmental projects, e.g., lead abatement.

Hotel/Motel Tax Fund – This Special Revenue Fund, established in the FY07/08 Budget, accounts for the Hotel/Motel Tax receipts. Related disbursements are required for promotional efforts of the community that will generate an increase in the number of overnight stays.

Illinois Municipal Retirement Fund – The IMRF fund receives a specific portion of the City’s property tax levy restricted for the use of employee pension contributions. This fund incurs costs for the employer’s required pension contribution to IMRF, as well as, all employer contributions for Social Security and Medicare.

Liability Insurance Fund – This fund accounts for the City’s general liability, property & casualty, auto, worker’s compensation and unemployment claims. The City participates in the McHenry Municipal Risk Management Association (McMRMA), an insurance pool sponsored by several McHenry County local governments. This fund accounts for claims paid directly by the City and its required contribution to McMRMA.

Library Fund – The Library Fund accounts for the operations and maintenance of the City’s Public Library. Financing is provided by a limited property tax levy, a Rural Library District contract, fees, fines, contributions and grant income.

Motor Fuel Tax Fund – The City receives an Motor Fuel Tax (MFT) allotment from the State of Illinois on a monthly basis. This revenue is restricted for the improvements of streets and highways authorized by the Illinois Department of Transportation (IDOT).

NISRA Fund – This fund accounts for the City’s contribution to the Northern Illinois Special Recreation Association (NISRA). Financing is provided by a limited property tax levy.

Paratransit Fund – This fund accounts for the City’s Dial-a-Ride system. Financing is provided by fares and an operating transfer from the General Corporate Fund.

Park Development Fund – The Park Development Fund accounts for developer donations restricted to improve existing park facilities and create new parks throughout the City. This fund provides an operating transfer to the General Corporate – CIP Fund to finance Park projects.

Parks Fund – This fund is used to account for the operations and maintenance of the City’s public parks. Financing is primarily provided by an operating transfer from the General Corporate Fund and a limited property tax levy.

Performing Arts Fund – Accounts for the operation and maintenance of the Woodstock Opera House and the Woodstock Municipal Band. Financing is provided by a limited property tax levy, rental income, program revenue, contributions, and an operating transfer from the General Corporate Fund.

Police Protection Fund – The Police Protection Fund accounts for the operations of the City’s Police Department. Financing is primarily provided by an operating transfer from the General Corporate Fund and a limited property tax levy.

Recreation Center Fund – The Recreation Center Fund reports the revenues and expenditures that relate to the operation of the City’s Recreation Center.

Tax Increment Financing Fund – The Tax Increment Financing Fund was created in 1997 to provide public improvements to approximately 113 acres that encompass the City of Woodstock’s downtown area. This fund is financed by a portion of the property taxes levied within this district.

Wireless Alarm Monitoring Fund – The City Council authorized an intergovernmental project in FY09/10 that discontinued the alarm monitoring agreement with ADT and allowed local businesses to participate in a City/Fire District program. This program has allowed the City to offer lower costs to the end user while still providing the City with an opportunity to earn additional funding to offset the associated dispatch costs. This special revenue fund is used to account for the operations of the wireless alarm monitoring program.

Debt Service Funds:

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The City reports two Debt Service Funds for budgetary purposes.

Debt Service Fund – The main fund used by the City to accumulate resources to repay long-term debt, this fund’s financing is provided by surcharges, fundraising proceeds, property taxes and operating transfers from various funds.

Library Debt Service Fund – The Library Debt Service Fund accounts for a portion of the City’s property tax levied to repay the Library’s General Obligation Bonds. This fund also receives an operating transfer from the Library Building Fund to repay the Library’s Alternate Revenue bonds.

Capital Projects Funds:

These funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The City reports two Capital Projects Funds.

General Corporate – CIP Fund – This fund accounts for the majority of the City’s Capital Improvement Program and is financed using bond proceeds, taxes, impact fees, intergovernmental grants, investment income, private contributions, and interfund transfers. Capital construction and acquisition for the Library and Utility funds are accounted for in other funds.

Library Building Fund – This fund accounts for the construction and acquisition of capital assets for the Woodstock Public Library. This fund’s main revenue sources include developer impact fees, bond proceeds and investment income.

Proprietary Funds:

Two fund types are used to account for a government’s business type activities (activities that receive a significant portion of their funding through user fees). The two fund types included within this category are enterprise funds and internal service funds.

Enterprise Fund:

Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the City is the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the City has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City reports one enterprise fund that accounts for its water & sewer operation.

Utility Fund – This fund accounts for the operation and maintenance of the City-owned water and sewer facilities and services, which are entirely self-supported by user charges. The operations of this fund are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises.

Internal Service Fund:

Internal Service Funds are used by the City to account for the financing of goods and services provided by one department or agency to other departments or agencies, and to other governments on a cost reimbursement basis.

Employee Health/Life Insurance Fund – This fund accounts for the City employees’ health and life insurance coverage. The City self insures for health insurance. Reinsurance is purchased to protect the City from excess claims. The main source of funding is interfund transfers and the majority of costs are actual health claim payments and reinsurance costs. A third party administrator is utilized by the City to process claims.

Fiduciary Funds:

These funds are used to account for assets that are held by the City in an agent or fiduciary capacity. This single fund type is divided into four “sub-fund” types to account for various types of fiduciary obligations. The four sub-fund types include nonexpendable trust, expendable trust, pension and agency funds. The City reports two Fiduciary Funds. A pension fund is used to account for the City’s Police Pension activities. The City reports an agency fund, Escrow Fund, which is used to account for financial resources that are collected by the government and forwarded to outside third parties. For GAAP purposes, the City reports one additional agency fund for special assessment collections.

Police Pension Fund – provides for payment of retirement benefits. Funding is provided by property taxes, employee contributions and investment income.

Escrow Fund – Accounts for impact fee collections that are later forwarded to the school district and fire district. This fund also includes deposits held by the City and returned to property owners upon City approval of completed projects. This fund is not budgeted, since agency funds do not report revenues or expenditures. This fund only accounts for assets and liabilities.

Budget Process:

The FY13/14 budget process continued to stress programs, services, objectives, and goals, as opposed to merely numbers, dollars, figures and incremental increases in budgeted amounts. As proposed, the FY13/14 Budget is a major policy statement and is identified as the primary information source about City services, their cost and, ultimately, their benefit to the Woodstock community.

In addition, the programs, services and projects proposed in the FY13/14 Budget are intended to continue to move the City toward the City Council’s 2020 Vision for the community. Within each department interrelated goals from the City’s 2020 Vision Statement are identified and specific programs/projects are proposed. In light of the

current economic climate, the FY13/14 Budget was prepared with instructions to each department to continue to identify cost-containment measures, "non-essential" services and new service delivery methods that could potentially generate cost savings for the community. The sustained decline in new housing has impacted a variety of revenue sources. Until a housing recovery becomes apparent, the City will need to continue to hold the line on costs and diligently review and update the current structure of fees, permits and licenses to provide for the sustained growth expected to occur in future years for our community.

The budget serves several major purposes. It converts the City's long-range plans and policies into services and programs, serves as a vehicle to communicate these plans to the public, details the costs of City services, including the rate of taxation for the coming fiscal year. Once the budget has been adopted by the City Council, it becomes a work plan of objectives to be accomplished during the next fiscal year. In conformance with the team-management approach, all employees are involved in the preparation of the FY13/14 budget. Employees are asked to provide comments and suggestions for improving the delivery of services within each department.

The budget is required by State Statute to be adopted before the beginning of the fiscal year (May 1st) and filed with the County Clerk. The budget process begins in November of each year, when the City Council provides guidance regarding future operating and capital needs by identifying specific projects and programs. The City Administration updates the Capital Improvement Program and transmits it to the City Council in January. The City Council provides comments and suggests modifications that are then incorporated within the City's operating budget.

In mid-January, Department Directors are provided with budget worksheets that include the previous two years operating activity, the current year budget and eight months of current year activity for each area of responsibility. Department directors review the budget worksheets and provide estimates for FY12/13 expenditures and proposed budget amounts for FY13/14.

Each Department Director is required to provide the following items in February:

- 1) Budget Transmittal Letter – identifying major changes and/or programs for which funding is being requested; comparing number of employees and/or funds requested with previous fiscal year; percentage increase/decrease; and other information (such as major fluctuations up or down), which would help in the evaluation of the departmental budget and examples of programs designed to further the specific recommendations contained within the 2020 Vision Statement.
- 2) Schedule of authorized positions (table comparing last four years with FY13/14 proposed) and list of department personnel and their positions – The FY13/14 budget instructions clearly indicated that no new positions would be considered. However, the City Administration will continue to review positions that are open throughout the year to determine the impacts on service delivery and if filling the position would

be beneficial to the community. In a typical year, if additional personnel are requested, a job description and recommended classification and pay range must be accompanied by a detailed justification for the position including proposed projects and benefits to the City.

- 3) Department Organizational Chart.
- 4) Narrative schedule that outlines the Department's programs and accomplishments for FY12/13. The goals and objectives are to be driven by the City's commitment to the shared 2020 Vision Statement.
- 5) New programs/services, special studies proposed in the FY13/14 Budget categorized by the Department's individual goals.
- 6) Completed Budget Worksheets.
- 7) Narrative description for each line item.

The Finance Department reviews the budgets submitted by the Department Directors for accuracy and enters all of the proposed budget numbers into its computerized accounting system. Reports are generated from the accounting system and provided to the City Manager's Office for review. During the last three weeks of February, the City Manager meets with each Department Director and reviews their submitted budget materials. Modifications to projected and budgeted amounts are entered into the accounting system and revised budget worksheets are printed.

The Proposed Operating Budget is transmitted to the City Council in the middle of March. The Finance Department prints a notice in the local newspaper regarding a Budget Public Hearing held at the first City Council meeting in April. As required by State Statute, the legal notice is printed at least ten days prior to the public hearing. The budget is made available to the public at City Hall and the Public Library the last two weeks in March prior to the Public Hearing.

The Budget Public Hearing is held at the first City Council meeting in April. At this time, public comment regarding the City's budget is accepted by the City Council. A public Budget Workshop is held prior to the next City Council meeting. At the Budget Workshop, Department Directors present their budget materials to the City Council and respond to Council and citizen inquiries. During the Budget Workshop, the City Council will decide to accept a Department's budget as is or require specific modifications to the budget amounts.

Budget adjustments required by the City Council are entered into the accounting system and a Final Budget document is prepared. The Finance Department drafts an Ordinance adopting the City's budget by Department within the General Corporate Fund and by Fund for the remaining City funds. At the second City Council meeting in April, the Final Budget document containing the requested City Council modifications from the

Budget Workshop is adopted. If the City Council is unable to pass the Final Budget document at its second meeting in April, a special meeting is held on the last Tuesday in April to adopt the budget.

A schedule of Estimated Revenues based on the Final Budget document is prepared by the Finance Department after the Final Budget is adopted. These documents are then filed with the County Clerk prior to the end of the City’s fiscal year.

The table presented below includes a calendar and basic description of the City of Woodstock’s Operating Budget process.

CITY OF WOODSTOCK OPERATING BUDGET SCHEDULE FY13/14	
Wednesday, 1/9/13	City Manager distributes worksheets and provides instructions for budget preparation to Department Directors.
Wednesday, 1/9/13 to Friday, 2/1/13	Department Directors prepare proposed FY13/14 departmental budget(s).
Friday, 2/1/13	Department Directors submit completed preliminary budget(s) to City Manager.
Friday, 2/1/13 to Monday, 2/4/13	Finance Department conducts a preliminary review of department budget submittals for accuracy and provides a working document for City Manager review.
Monday, 2/4/13 to Friday, 2/22/13	City Manager reviews budgets with respective Department Directors and determines budget amounts to be recommended to City Council.
Monday, 2/25/13 to Friday, 3/15/13	Final preparation of FY13/14 Budget Document.
Tuesday, 3/19/13	FY13/14 Budget transmitted to City Council.
Tuesday, 3/19/13 to Tuesday, 4/17/13	City Council reviews individual department budget requests.
Tuesday, 4/2/13	FY13/14 Budget Public Hearing.
TBD	City Council Budget Workshop.
Tuesday, 4/16/13	City Council adopts FY13/14 Budget.
Tuesday, 4/23/13	Reserved for Special Meeting, if required.
Friday, 4/26/13	File Budget and Estimated Revenues with County Clerk.

Budget Amendments:

A public hearing is held and the budget is adopted in accordance with Illinois Compiled Statutes before May 1st. The budget may be amended throughout the year by the City Council. The City Council can transfer appropriations within and between funds as long as the overall revenues and Fund Balance of the City's funds are not exceeded. The City Administration is allowed to transfer appropriations within a Department in the General Corporate Fund or within a Fund for all other City funds. All budget transfers are documented and tracked in the City's computerized financial system.

Budget Basis:

The budgets of the Governmental Funds (i.e., General Corporate, Special Revenue, Debt Service and Capital Projects Funds) are budgeted on the modified accrual basis of accounting using the financial resources measurement focus. Briefly, this means that only obligations of the City that are to be paid using current financial resources are recognized as expenditures and revenues are recognized only when they are measurable and available.

The Proprietary Funds (i.e., Enterprise and Internal Service Funds) also recognize revenues and expenditures on the modified accrual basis of accounting and the financial resources measurement focus. Adjustments are made at year-end to convert these funds' operations to a Generally Accepted Accounting Principles (GAAP) basis (i.e., using the accrual basis of accounting and the economic resources measurement focus). The accrual basis of accounting is not conducive to budgeting methods.

Encumbrances are utilized as placeholders throughout the year to prevent over expenditure of accounts. In all cases, encumbrances for goods and services not received by year-end automatically lapse and must be carried over to the following fiscal year.

The City's Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of GAAP. In most cases this conforms to the way the City prepares its budget. Exceptions are as follows:

1. Compensated absence liabilities that are expected to be liquidated with current expendable financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
2. Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.
3. Capital outlay within the Proprietary Funds are capitalized as assets on a GAAP basis, however, on a Budget basis, they are treated as expenditures.

4. Bond proceeds are recognized as revenue in the Proprietary Funds on a Budget basis and recognized as a liability on a GAAP basis.
5. Interest expenditures in the Proprietary Funds are capitalized during the period of construction on a GAAP basis, but are reported as an expenditure on a Budget basis.
6. Depreciation expense is recorded on a GAAP basis only.
7. Special Service Area Funds are treated as Debt Service/Capital Projects Funds on a Budget basis and are reported as Agency Funds on a GAAP basis.

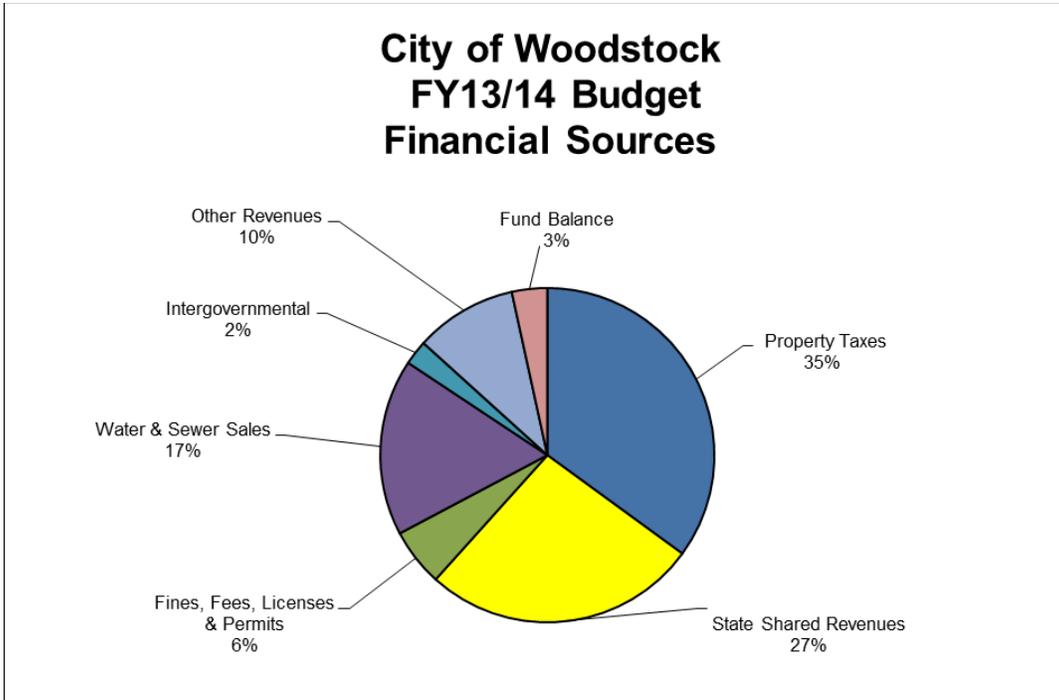
City of Woodstock

FISCAL YEAR 2013/2014 Budget Summary

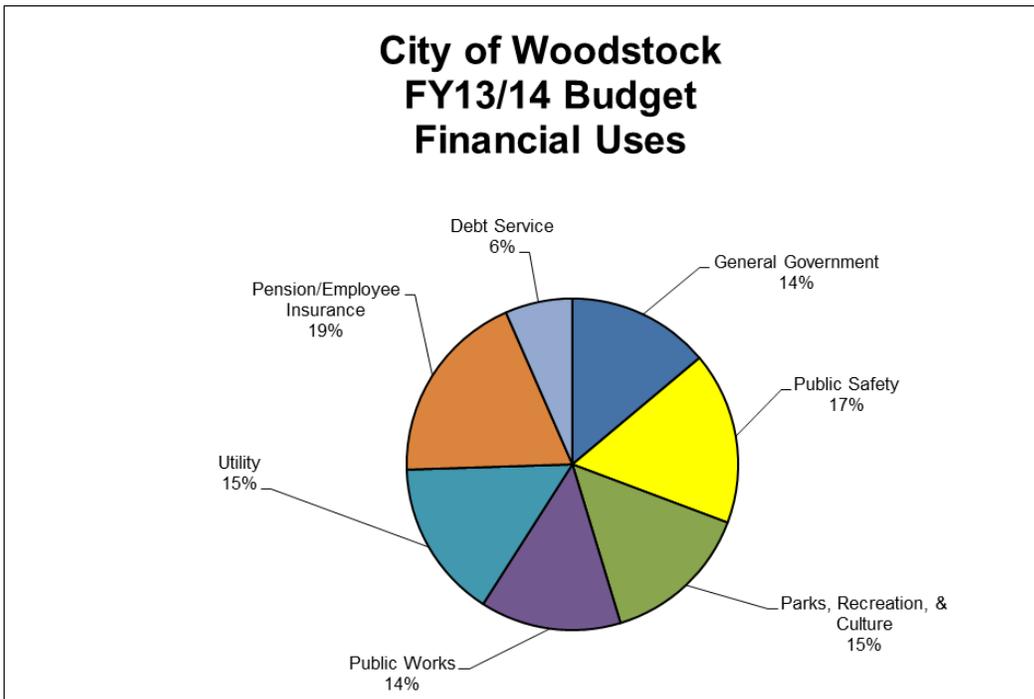
Estimated Revenues, Expenditures and Changes in Fund Balance by Fund Type

City of Woodstock Overview – All Funds

Where the Money Comes From by Source of Funds

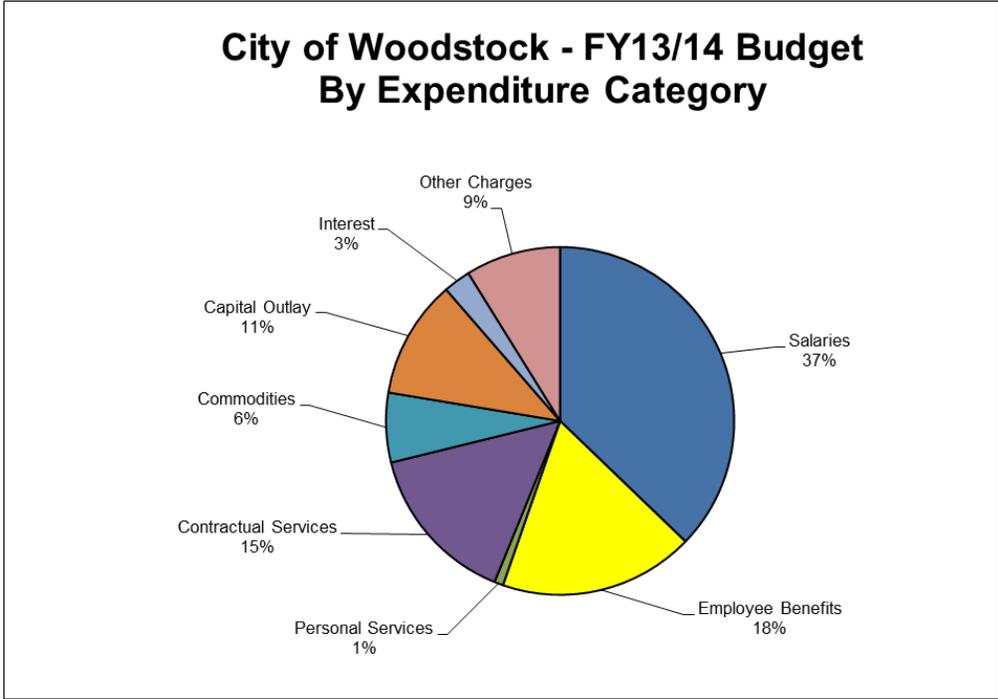


Where the Money Goes by Type of Program



City of Woodstock Overview – All Funds

Where the Money Goes by Expenditure Category



City of Woodstock

FY13/14 Budget

Overview - All Funds

	Total All Funds			
	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget
Financial Sources:				
Property Taxes	\$ 10,021,351	\$ 9,828,200	\$ 9,902,900	\$ 9,817,700
Replacement Taxes	244,733	251,000	226,000	226,000
Sales Taxes	3,216,538	3,275,000	3,275,000	3,300,000
Telecommunications Taxes	850,915	850,000	850,000	850,000
Income Taxes	2,149,775	2,250,000	2,400,000	2,460,000
Hotel/Motel Taxes	53,510	70,000	66,000	70,000
MFT Allotment	637,215	635,000	626,000	630,600
Impact Fees	465,234	309,100	330,500	326,000
Fines & Fees	970,878	1,044,400	1,041,700	1,081,500
Licenses & Permits	186,073	148,500	169,500	157,500
Restricted Revenues	-	-	36,000	-
Water & Sewer Sales	4,361,561	4,682,000	4,685,000	4,785,000
Charges for Services	1,259,663	1,269,100	1,294,500	1,302,100
Intergovernmental Revenues	768,404	629,800	690,800	669,800
Interest	393,955	333,800	343,600	345,100
Other	745,715	989,800	1,600,600	1,048,100
Bond/Loan Proceeds	-	-	-	-
Total Financial Sources	\$ 26,325,520	\$ 26,565,700	\$ 27,538,100	\$ 27,069,400
Financial Uses:				
Expenditures:				
General Government	\$ 3,635,805	\$ 3,769,200	\$ 3,381,800	\$ 3,896,400
Public Safety	4,664,285	4,648,400	4,607,300	4,712,500
Parks, Recreation, & Culture	4,017,182	3,995,800	3,985,000	4,091,400
Public Works	3,782,330	3,945,600	3,735,600	3,853,600
Utility	4,001,037	4,396,500	4,109,500	4,324,900
Pension/Employee Insurance	4,754,044	4,788,700	5,060,900	5,308,900
Debt Service	1,841,189	1,862,900	1,862,900	1,842,500
Total Expenditures	\$ 26,695,872	\$ 27,407,100	\$ 26,743,000	\$ 28,030,200
Transfers:				
Operating Transfers In	9,137,475	9,596,900	9,862,300	9,914,500
Operating Transfers Out	(9,137,475)	(9,596,900)	(9,862,300)	(9,914,500)
Total Transfers	-	-	-	-
Net Increase (Decrease)	\$ (370,352)	\$ (841,400)	\$ 795,100	\$ (960,800)
Beginning Fund Equity	34,981,731	34,611,400	34,611,400	35,406,500
Residual Equity Transfers and Other Adjustments	-	-	-	-
Ending Fund Equity	\$34,611,379	\$33,770,000	\$35,406,500	\$34,445,700

Expenditures by Category

	Total All Funds			
	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget
Expenditures:				
Salaries	\$10,058,870	\$10,259,700	\$10,131,800	\$10,426,700
Employee Benefits	4,615,842	4,597,000	4,874,600	5,080,100
Personal Services	214,578	231,400	201,300	232,300
Contractual Services	3,831,546	4,418,900	3,979,700	4,204,600
Commodities	1,723,585	1,816,300	1,741,000	1,812,500
Capital Outlay	3,083,491	2,876,700	2,618,300	3,088,900
Interest	819,244	768,100	768,100	707,800
Other Charges	2,348,716	2,439,000	2,428,200	2,477,300
	\$26,695,872	\$27,407,100	\$26,743,000	\$28,030,200

City of Woodstock
FY13/14 Budget
Overview - Governmental Funds

	General Corporate Fund				Special Revenue Funds			
	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget
Financial Sources:								
Property Taxes	\$ 2,780,054	\$ 2,750,000	\$ 2,807,300	\$ 2,640,000	\$ 6,497,668	\$ 6,318,300	\$ 6,336,800	\$ 6,420,500
Replacement Taxes	233,733	240,000	215,000	215,000	11,000	11,000	11,000	11,000
Sales Taxes	3,216,538	3,275,000	3,275,000	3,300,000	-	-	-	-
Telecommunications Taxes	-	-	-	-	-	-	-	-
Income Taxes	2,149,775	2,250,000	2,400,000	2,460,000	-	-	-	-
Hotel/Motel Tax	-	-	-	-	53,510	70,000	66,000	70,000
MFT Allotment	-	-	-	-	637,215	635,000	626,000	630,600
Impact Fees	-	-	-	-	77,594	50,000	60,000	50,000
Fines & Fees	316,999	316,400	326,200	331,000	653,879	728,000	715,500	750,500
Licenses & Permits	186,073	148,500	169,500	157,500	-	-	-	-
Restricted Revenues	-	-	-	-	-	-	-	-
Water & Sewer Sales	-	-	-	-	-	-	-	-
Charges for Services	218,471	223,000	218,000	222,000	1,041,192	1,046,100	1,076,500	1,080,100
Intergovernmental Revenues	143,710	-	-	-	620,494	629,800	668,000	644,800
Interest	37,501	18,300	26,300	26,000	47,065	28,400	28,700	27,400
Proceeds from Sale of Property	119,200	-	-	-	-	-	-	-
Other	77,308	59,000	74,500	68,500	96,874	107,600	124,100	114,100
Loan Proceeds	-	-	-	-	-	-	-	-
Total Financial Sources	\$ 9,479,362	\$ 9,280,200	\$ 9,511,800	\$ 9,420,000	\$ 9,736,491	\$ 9,624,200	\$ 9,712,600	\$ 9,799,000
Financial Uses:								
Expenditures:								
General Government	\$ 1,701,819	\$ 1,717,400	\$ 1,702,100	\$ 1,727,700	\$ 3,206,767	\$ 3,030,800	\$ 2,701,400	\$ 3,337,700
Public Safety	-	-	-	-	4,503,443	4,489,400	4,457,500	4,568,500
Parks, Recreation, & Culture	530,447	518,800	526,700	533,900	3,192,216	3,291,300	3,288,000	3,334,300
Public Works	1,745,624	2,016,800	1,895,800	2,006,300	1,057,793	1,323,800	1,159,700	1,227,300
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	\$ 3,977,890	\$ 4,253,000	\$ 4,124,600	\$ 4,267,900	\$ 11,960,219	\$ 12,135,300	\$ 11,606,600	\$ 12,467,800
Transfers:								
Operating Transfers In	\$ 480,038	\$ 482,900	\$ 465,800	\$ 484,200	\$ 4,810,926	\$ 4,982,500	\$ 4,816,400	\$ 4,974,400
Operating Transfers Out	(5,108,801)	(5,475,800)	(5,813,000)	(5,628,000)	(2,482,327)	(2,500,300)	(2,434,300)	(2,604,100)
Total Transfers	\$ (4,628,763)	\$ (4,992,900)	\$ (5,347,200)	\$ (5,143,800)	\$ 2,328,599	\$ 2,482,200	\$ 2,382,100	\$ 2,370,300
Net Increase (Decrease)	872,709	34,300	40,000	8,300	104,871	(28,900)	488,100	(298,500)
Beginning Fund Balance	\$ 3,487,037	\$ 4,359,700	\$ 4,359,700	\$ 4,399,700	\$ 5,335,388	\$ 5,440,300	\$ 5,440,300	\$ 5,928,400
Residual Equity Transfers and Other Adjustments	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,359,746	\$ 4,394,000	\$ 4,399,700	\$ 4,408,000	\$ 5,440,259	\$ 5,411,400	\$ 5,928,400	\$ 5,629,900
Expenditures:								
Salaries	\$ 2,824,713	\$ 2,923,000	\$ 2,878,500	\$ 2,946,100	\$ 6,122,081	\$ 6,169,900	\$ 6,108,500	\$ 6,317,000
Employee Benefits	-	-	-	-	1,388,583	1,411,000	1,411,000	1,490,000
Personal Services	66,039	70,100	65,500	69,900	135,529	140,900	118,300	142,700
Contractual Services	638,906	790,000	730,600	773,900	2,186,686	2,515,600	2,176,200	2,276,100
Commodities	388,738	411,100	395,700	413,000	718,024	777,300	733,000	751,200
Capital Outlay	28,869	22,900	23,300	28,500	1,103,904	804,800	749,600	1,189,200
Interest	-	-	-	-	47,505	45,800	45,800	43,700
Other Charges	30,625	35,900	31,000	36,500	257,907	270,000	264,200	257,900
	\$ 3,977,890	\$ 4,253,000	\$ 4,124,600	\$ 4,267,900	\$ 11,960,219	\$ 12,135,300	\$ 11,606,600	\$ 12,467,800

City of Woodstock
FY13/14 Budget
Overview - Governmental Funds

	Debt Service Funds				Capital Project Funds			
	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget
Financial Sources:								
Property Taxes	\$ 661,884	\$ 672,400	\$ 670,800	\$ 669,200	\$ 81,745	\$ 87,500	\$ 88,000	\$ 88,000
Replacement Taxes	-	-	-	-	-	-	-	-
Sales Taxes	-	-	-	-	-	-	-	-
Telecommunications Taxes	-	-	-	-	850,915	850,000	850,000	850,000
Income Taxes	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-
MFT Allotment	-	-	-	-	-	-	-	-
Impact Fees	-	-	-	-	73,831	59,100	55,500	56,000
Fines & Fees	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Restricted Revenues	-	-	-	-	-	-	36,000	-
Water & Sewer Sales	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	4,200	-	22,800	25,000
Interest	1,195	1,100	600	600	22,601	13,600	12,500	12,600
Proceeds from Sale of Property	-	-	-	-	-	-	-	-
Other	68,451	73,500	72,000	73,500	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-
Total Financial Sources	\$ 731,530	\$ 747,000	\$ 743,400	\$ 743,300	\$ 1,033,292	\$ 1,010,200	\$ 1,064,800	\$ 1,031,600
Financial Uses:								
Expenditures:								
General Government	\$ 1,597	\$ 2,000	\$ 1,900	\$ 2,000	\$ 114,205	\$ 430,000	\$ 387,400	\$ 319,000
Public Safety	-	-	-	-	160,842	159,000	149,800	144,000
Parks, Recreation, & Culture	-	-	-	-	294,519	185,700	170,300	223,200
Public Works	-	-	-	-	978,913	605,000	680,100	620,000
Debt Service	1,841,189	1,862,900	1,862,900	1,842,500	-	-	-	-
Total Expenditures	\$ 1,842,786	\$ 1,864,900	\$ 1,864,800	\$ 1,844,500	\$ 1,548,479	\$ 1,379,700	\$ 1,387,600	\$ 1,306,200
Transfers:								
Operating Transfers In	\$ 1,084,200	\$ 1,105,500	\$ 1,108,800	\$ 1,101,200	\$ 115,000	\$ 200,000	\$ 600,000	\$ 285,000
Operating Transfers Out	-	-	-	-	(588,300)	(605,600)	(605,600)	(609,500)
Total Transfers	\$ 1,084,200	\$ 1,105,500	\$ 1,108,800	\$ 1,101,200	\$ (473,300)	\$ (405,600)	\$ (5,600)	\$ (324,500)
Net Increase (Decrease)	(27,056)	(12,400)	(12,600)	-	(988,487)	(775,100)	(328,400)	(599,100)
Beginning Fund Balance	\$ 40,657	\$ 13,600	\$ 13,600	\$ 1,000	\$ 3,721,698	\$ 2,733,200	\$ 2,733,200	\$ 2,404,800
Residual Equity Transfers and Other Adjustments	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 13,601	\$ 1,200	\$ 1,000	\$ 1,000	\$ 2,733,211	\$ 1,958,100	\$ 2,404,800	\$ 1,805,700
Expenditures:								
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 35,680	\$ 44,000	\$ 43,000	\$ 44,500
Employee Benefits	-	-	-	-	-	-	-	-
Personal Services	-	-	-	-	-	-	-	-
Contractual Services	1,597	2,000	1,900	2,000	43,492	35,200	33,100	35,200
Commodities	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	1,469,307	1,300,500	1,311,500	1,226,500
Interest	579,189	538,900	538,900	495,500	-	-	-	-
Other Charges	1,262,000	1,324,000	1,324,000	1,347,000	-	-	-	-
	\$1,842,786	\$1,864,900	\$1,864,800	\$1,844,500	\$1,548,479	\$ 1,379,700	\$ 1,387,600	\$1,306,200

City of Woodstock
FY13/14 Budget
Overview - Governmental Funds

	Total Governmental Funds			
	FY11/12	FY12/13		FY13/14
	Actual	Budget	Projected	Budget
Financial Sources:				
Property Taxes	\$ 10,021,351	\$ 9,828,200	\$ 9,902,900	\$ 9,817,700
Replacement Taxes	244,733	251,000	226,000	226,000
Sales Taxes	3,216,538	3,275,000	3,275,000	3,300,000
Telecommunications Taxes	850,915	850,000	850,000	850,000
Income Taxes	2,149,775	2,250,000	2,400,000	2,460,000
Hotel/Motel Tax	53,510	70,000	66,000	70,000
MFT Allotment	637,215	635,000	626,000	630,600
Impact Fees	151,425	109,100	115,500	106,000
Fines & Fees	970,878	1,044,400	1,041,700	1,081,500
Licenses & Permits	186,073	148,500	169,500	157,500
Restricted Revenues	-	-	36,000	-
Water & Sewer Sales	-	-	-	-
Charges for Services	1,259,663	1,269,100	1,294,500	1,302,100
Intergovernmental Revenues	768,404	629,800	690,800	669,800
Interest	108,362	61,400	68,100	66,600
Proceeds from Sale of Property	119,200	-	-	-
Other	242,633	240,100	270,600	256,100
Loan Proceeds	-	-	-	-
Total Financial Sources	\$ 20,980,675	\$ 20,661,600	\$ 21,032,600	\$ 20,993,900
Financial Uses:				
Expenditures:				
General Government	\$ 5,024,388	\$ 5,180,200	\$ 4,792,800	\$ 5,386,400
Public Safety	4,664,285	4,648,400	4,607,300	4,712,500
Parks, Recreation, & Culture	4,017,182	3,995,800	3,985,000	4,091,400
Public Works	3,782,330	3,945,600	3,735,600	3,853,600
Debt Service	1,841,189	1,862,900	1,862,900	1,842,500
Total Expenditures	\$ 19,329,374	\$ 19,632,900	\$ 18,983,600	\$ 19,886,400
Transfers:				
Operating Transfers In	\$ 6,490,164	\$ 6,770,900	\$ 6,991,000	\$ 6,844,800
Operating Transfers Out	(8,179,428)	(8,581,700)	(8,852,900)	(8,841,600)
Total Transfers	\$ (1,689,264)	\$ (1,810,800)	\$ (1,861,900)	\$ (1,996,800)
Net Increase (Decrease)	(37,963)	(782,100)	187,100	(889,300)
Beginning Fund Balance	\$ 12,584,780	\$ 12,546,800	\$ 12,546,800	\$ 12,733,900
Residual Equity Transfers and Other Adjustments	-	-	-	-
Ending Fund Balance	\$ 12,546,817	\$ 11,764,700	\$ 12,733,900	\$ 11,844,600
Expenditures:				
Salaries	\$8,982,474	\$9,136,900	\$9,030,000	\$9,307,600
Employee Benefits	1,388,583	1,411,000	1,411,000	1,490,000
Personal Services	201,568	211,000	183,800	212,600
Contractual Services	2,870,681	3,342,800	2,941,800	3,087,200
Commodities	1,106,762	1,188,400	1,128,700	1,164,200
Capital Outlay	2,602,080	2,128,200	2,084,400	2,444,200
Interest	626,694	584,700	584,700	539,200
Other Charges	1,550,532	1,629,900	1,619,200	1,641,400
	\$19,329,374	\$19,632,900	\$18,983,600	\$19,886,400

City of Woodstock
FY13/14 Budget
Overview - Proprietary Funds

	Water & Sewer Fund				Health/Life Insurance Fund			
	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget	FY11/12 Actual	FY12/13 Budget	FY12/13 Projected	FY13/14 Budget
Financial Sources:								
Impact Fees	\$ 313,809	\$ 200,000	\$ 215,000	\$ 220,000	\$ -	\$ -	\$ -	\$ -
Water & Sewer Sales	4,361,561	4,682,000	4,685,000	4,785,000	-	-	-	-
Interest	43,073	22,100	25,500	28,500	379	300	-	-
Other	28,079	9,700	500	2,000	241,721	259,000	333,000	309,000
Bond Proceeds	-	-	-	-	-	-	-	-
Total Financial Sources	\$ 4,746,522	\$ 4,913,800	\$ 4,926,000	\$ 5,035,500	\$ 242,100	\$ 259,300	\$ 333,000	\$ 309,000
Financial Uses:								
Expenditures:								
Water Treatment	\$ 866,194	\$ 911,200	\$ 875,400	\$ 911,200	\$ -	\$ -	\$ -	\$ -
Sewage Treatment	919,111	969,400	964,600	987,700	-	-	-	-
Sewer & Water Maintenance	775,720	788,900	761,700	788,900	-	-	-	-
Administrative	53,335	65,000	64,400	65,800	-	-	-	-
Capital Improvements	398,688	672,500	454,100	570,000	-	-	-	-
Health Insurance	-	-	-	-	2,293,925	2,186,000	2,388,600	2,470,100
Debt Service	987,989	989,500	989,300	1,001,300	-	-	-	-
Total Expenditures	\$ 4,001,037	\$ 4,396,500	\$ 4,109,500	\$ 4,324,900	\$ 2,293,925	\$ 2,186,000	\$ 2,388,600	\$ 2,470,100
Transfers:								
Operating Transfers In	\$ 42,600	\$ 45,600	\$ 45,600	\$ 45,600	\$ 1,749,849	\$ 1,980,400	\$ 1,963,000	\$ 2,149,100
Operating Transfers Out	(953,047)	(1,010,200)	(1,004,400)	(1,067,900)	-	-	-	-
Total Transfers	\$ (910,447)	\$ (964,600)	\$ (958,800)	\$(1,022,300)	\$ 1,749,849	\$ 1,980,400	\$ 1,963,000	\$ 2,149,100
Net Increase (Decrease)	(164,962)	(447,300)	(142,300)	(311,700)	(301,976)	53,700	(92,600)	(12,000)
Beginning Net Assets	\$ 6,728,929	\$ 6,564,000	\$ 6,564,000	\$ 6,421,700	\$ 23,988	\$ (278,000)	\$ (278,000)	\$ (370,600)
Residual Equity Transfers and Other Adjustments	-	-	-	-	-	-	-	-
Ending Retained Earnings	\$ 6,563,967	\$ 6,116,700	\$ 6,421,700	\$ 6,110,000	\$ (277,988)	\$ (224,300)	\$ (370,600)	\$ (382,600)
Expenditures:								
Salaries	\$ 1,076,396	\$ 1,122,800	\$ 1,101,800	\$ 1,119,100	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	2,293,925	2,186,000	2,388,600	2,470,100
Personal Services	12,235	19,000	15,200	16,400	-	-	-	-
Contractual Services	826,183	889,000	857,400	895,300	-	-	-	-
Commodities	616,823	627,700	611,900	648,100	-	-	-	-
Capital Outlay	481,411	748,500	533,900	644,700	-	-	-	-
Interest	192,550	183,400	183,400	168,600	-	-	-	-
Other Charges	795,439	806,100	805,900	832,700	-	-	-	-
	\$4,001,037	\$4,396,500	\$4,109,500	\$4,324,900	\$2,293,925	\$2,102,900	\$2,388,600	\$2,470,100

City of Woodstock
FY13/14 Budget
Overview - Proprietary Funds

	Total Proprietary Funds			
	FY11/12 Actual	FY12/13		FY13/14 Budget
		Budget	Projected	
Financial Sources:				
Impact Fees	\$ 313,809	\$ 200,000	\$ 215,000	\$ 220,000
Water & Sewer Sales	4,361,561	4,682,000	4,685,000	4,785,000
Interest	43,452	22,400	25,500	28,500
Other	269,800	268,700	333,500	311,000
Bond Proceeds	-	-	-	-
Total Financial Sources	<u>\$ 4,988,622</u>	<u>\$ 5,173,100</u>	<u>\$ 5,259,000</u>	<u>\$ 5,344,500</u>
Financial Uses:				
Expenditures:				
Water Treatment	\$ 866,194	\$ 911,200	\$ 875,400	\$ 911,200
Sewage Treatment	919,111	969,400	964,600	987,700
Sewer & Water Maintenance	775,720	788,900	761,700	788,900
Administrative	53,335	65,000	64,400	65,800
Capital Improvements	398,688	672,500	454,100	570,000
Health Insurance	2,293,925	2,186,000	2,388,600	2,470,100
Debt Service	987,989	989,500	989,300	1,001,300
Total Expenditures	<u>\$ 6,294,962</u>	<u>\$ 6,582,500</u>	<u>\$ 6,498,100</u>	<u>\$ 6,795,000</u>
Transfers:				
Operating Transfers In	\$ 1,792,449	\$ 2,026,000	\$ 2,008,600	\$ 2,194,700
Operating Transfers Out	(953,047)	(1,010,200)	(1,004,400)	(1,067,900)
Total Transfers	<u>\$ 839,402</u>	<u>\$ 1,015,800</u>	<u>\$ 1,004,200</u>	<u>\$ 1,126,800</u>
Net Increase (Decrease)	(466,938)	(393,600)	(234,900)	(323,700)
Beginning Net Assets	\$ 6,752,917	\$ 6,286,000	\$ 6,286,000	\$ 6,051,100
Residual Equity Transfers and Other Adjustments	-	-	-	-
Ending Retained Earnings	<u>\$ 6,285,979</u>	<u>\$ 5,892,400</u>	<u>\$ 6,051,100</u>	<u>\$ 5,727,400</u>
Expenditures:				
Salaries	\$ 1,076,396	\$ 1,122,800	\$ 1,101,800	\$ 1,119,100
Employee Benefits	2,293,925	2,186,000	2,388,600	2,470,100
Personal Services	12,235	19,000	15,200	16,400
Contractual Services	826,183	889,000	857,400	895,300
Commodities	616,823	627,700	611,900	648,100
Capital Outlay	481,411	748,500	533,900	644,700
Interest	192,550	183,400	183,400	168,600
Other Charges	795,439	806,100	805,900	832,700
	<u>\$6,294,962</u>	<u>\$6,582,500</u>	<u>\$6,498,100</u>	<u>\$6,795,000</u>

City of Woodstock
FY13/14 Budget
Overview - Fiduciary Funds

	Police Pension Fund			
	FY11/12	FY12/13		FY13/14
	Actual	Budget	Projected	Budget
Financial Sources:				
Interest	\$ 242,141	\$ 250,000	\$ 250,000	\$ 250,000
Other	114,082	481,000	996,500	481,000
Total Financial Sources	\$ 356,223	\$ 731,000	\$ 1,246,500	\$ 731,000
Financial Uses:				
Expenditures:				
Pension Payments	\$ 933,334	\$ 1,000,000	\$ 1,075,000	\$ 1,120,000
Investment Fees	82,445	100,000	130,000	140,000
Other Charges	55,757	91,700	56,300	88,800
Total Expenditures	\$ 1,071,536	\$ 1,191,700	\$ 1,261,300	\$ 1,348,800
Transfers:				
Operating Transfers In	\$ 854,862	\$ 800,000	\$ 862,700	\$ 875,000
Operating Transfers Out	(5,000)	(5,000)	(5,000)	(5,000)
Total Transfers	\$ 849,862	\$ 795,000	\$ 857,700	\$ 870,000
Net Increase (Decrease)	134,549	334,300	842,900	252,200
Beginning Fund Balance	\$15,644,034	\$15,778,600	\$15,778,600	\$16,621,500
Residual Equity Transfers and Other Adjustments	-	-	-	-
Ending Fund Balance	\$15,778,583	\$16,112,900	\$16,621,500	\$16,873,700
Expenditures:				
Salaries	\$ -	\$ -	\$ -	\$ -
Employee Benefits	933,334	1,000,000	1,075,000	1,120,000
Personal Services	775	1,400	2,300	3,300
Contractual Services	134,682	187,100	180,500	222,100
Commodities	-	200	400	200
Capital Outlay	-	-	-	-
Interest	-	-	-	-
Other Charges	2,745	3,000	3,100	3,200
	\$1,071,536	\$1,191,700	\$1,261,300	\$1,348,800

Addendum D

City of Woodstock

FISCAL YEAR 2013/2014 BUDGET SUMMARY

Debt Analysis



Memo

To: Mr. Tim Clifton, City Manager
From: Roscoe Stelford, Finance Director
Date: February 11, 2013
Re: City of Woodstock FY13/14 Debt Analysis

In past years, the City of Woodstock has utilized the municipal bond market to supplement its CIP program and finance several major facility construction projects. The City's Library and Water & Sewer Systems have been expanded in previous years through the use of debt financing. In addition, new facilities were constructed in the past for the Police Department and the Aquatic Center. In FY03/04, the City completed an addition to the community's historical Opera House. Debt Certificates were also issued to provide the necessary financing to purchase the Woodstock Athletic Club and convert this existing facility into a Community Recreation Center. The renovation of this building and construction of the gymnasium addition was completed in FY03/04.

Furthermore, two major construction projects were completed in FY04/05 which included: 1) the expansion of the Seminary Avenue Water Treatment Plant and 2) infrastructure improvements on the Die Cast site, both projects were financed through the issuance of bonds. The City issued \$6.6 million of Alternate Revenue Bonds in FY05/06 to construct two new parks (Davis Road Soccer Complex and Merryman Fields Park) and complete improvements to two existing roadways (McConnell Road and Lake Avenue). The City issued \$3.4 million in Alternate Revenue Bonds in FY08/09 to modernize/renovate the First Street Water Treatment Plant. Conversely, three major construction projects, the improvements to the Northside Wastewater Treatment Plant (\$1.75 million), the replacement of the Silver Creek Trunk Sewer (\$625,000), and the intersection improvements at Ware Road and Route 47 (\$1.1 million) were completely funded on a pay-as-you-go basis. The City finances its other projects using current tax receipts dedicated for capital improvements, interfund transfers, intergovernmental grants and/or available fund balance.

In the past, the majority of the City's projects were funded on a pay-as-you-go basis. Pay-as-you-go financing does provide lower interest costs, but requires a period of time to build up sufficient reserves to pay for major projects. Pay-as-you-go financing is typically used to finance recurring or small capital projects. A major criticism of pay-as-you-go financing is that it allocates the costs of a project to current citizens who may not receive the benefit from the project completed in future years.

Although debt financing some projects does result in increased interest costs to the community, it does allocate the costs of the capital improvement to the citizens it benefits over the time they are benefited. In addition, the interest costs are partially offset by the savings from the costs to construct the facility in the current year versus ten years from now (i.e., inflationary costs). Normally, debt financing is used in the case of large, nonrecurring capital projects with extended useful lives.

Advantages and disadvantages of the two funding methods are listed below.

	Pay-As-You-Go	Debt Financing
Advantages:	No Interest Costs. Interest Savings can be Used to Finance Additional Projects.	Allows for a Shorter Time Period for Financing Major Projects.
	No Legal or Bond Covenant Requirements.	Allocates Costs to Citizens Who Receive the Related Benefits.
	No Debt Service Payments Required.	Expands Capital Improvement Program.
	No Additional Tax Levy is Required.	Referendum Approval Indicates Public Support of the Project.
	Conserve Debt Capacity and Achieve a more Favorable Credit Rating.	Usually Required for Revenue Generating Facilities.
Disadvantages:	Long Savings Period to Finance Major Construction Projects	Interest Costs
	Allocates Costs of Project to Citizens That May Not Benefit.	Additional Tax Levy May be Required to Repay Debt.
	Limits Capital Improvement Program to Funds Available.	Legal Restrictions Set by Statute on Debt Issuance.
	Reserves can not be Established Before the Construction of Revenue Generating Facilities.	Bond Covenant Requirements.
	Inflationary Costs	Voter Approval may be Required.

Debt Management Policy:

The necessity to incur debt in order to finance the City’s Capital Improvement Program carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City’s capacity to incur and repay additional debt bear careful examination. *The objective of the debt management policy has been to maintain the City’s ability to incur present and future debt at the most beneficial interest rates in amounts needed*

to finance the adopted Capital Improvement Program without adversely affecting the City's ability to finance essential City services.

There are three main reasons for maintaining a debt policy. First, the policy establishes criteria for the issuance of debt obligations so as not to exceed acceptable levels of indebtedness. Second, a debt policy transmits a message to investors and rating agencies who value such evidence of a community's commitment to financial management. Third, a debt policy provides consistency and continuity to public policy development. The City's Debt Policy has provided the City Administration with a set of guidelines to govern its planning and execution of particular transactions and projects.

The seven statements listed below serve as the foundation for the City's Debt Management Policy.

Debt Management Policy Statements:

- 1.) The five-year Capital Improvement Program will continue to be updated annually along with corresponding anticipated funding sources.
- 2.) Capital projects financed through the issuance of bonded debt will be financed for a period not to exceed the useful life of the project.
- 3.) Debt service payments will be scheduled in equal installments over the life of the bonds.
- 4.) Efforts will be made to maintain or improve the City's bond rating. Effective communication will continue with the bond-rating agencies concerning the City's overall financial condition.
- 5.) Pay-as-you-go financing will be an integral part of the Capital Improvement Program approximating at a minimum an average of 30% of the total annual CIP.
- 6.) The City will actively monitor the current interest rates offered by the bond market. Advance refundings will take place if interest cost savings on the refunding bonds will offset the cost of issuance and provide a material overall cost savings.
- 7.) Benchmark ratios of per capita debt, debt service to general government revenue, outstanding debt as a percent of assessed values, and available debt as a percent of the legal debt margin will be developed and reported.

Debt Issuances:

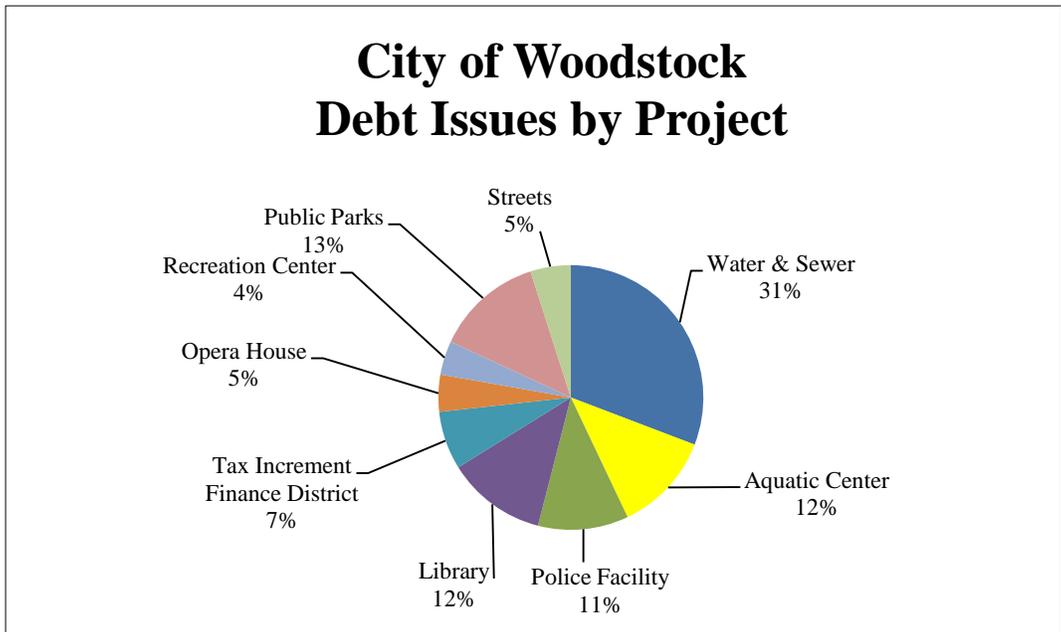
During FY03/04, the City negotiated three bond issuances to refund a portion of the City's 1996 Water & Sewer Alternate Revenue Bond, which were originally issued to expand the wastewater treatment plant, as well as refund both the Series 2000A General Obligation Bonds issued to construct the Aquatic Center, and the Series 2000B Alternate Revenue Bonds issued to construct the Police Facility. Overall these three refundings resulted in generating

over \$400,000 in present value savings. The City did not issue any bonds in FY04/05, FY06/07, or FY09/10.

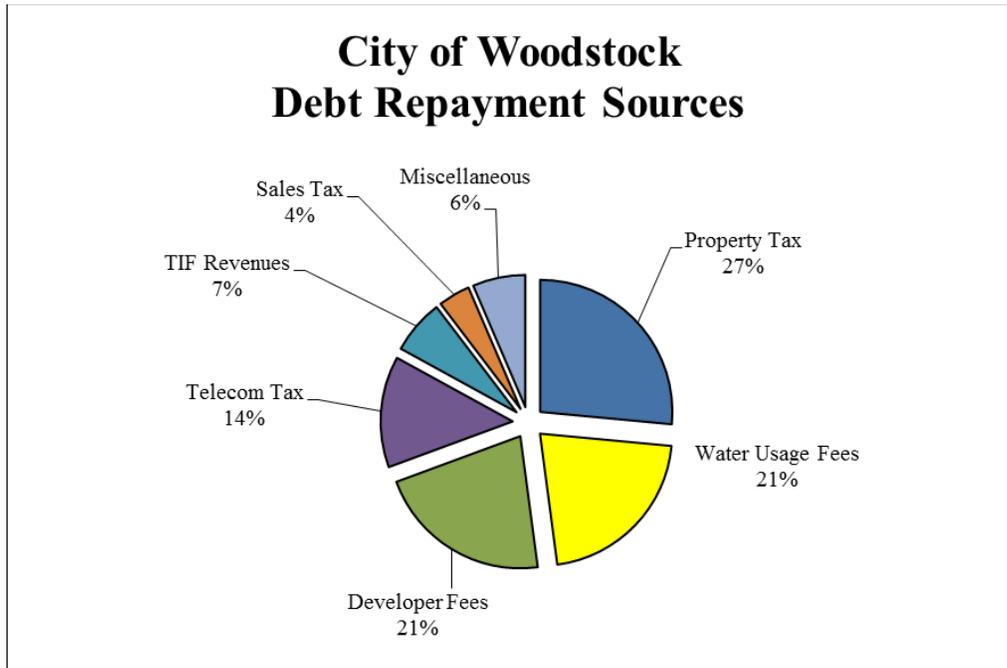
As alluded to earlier, the City did issue \$6.6 million in alternate revenue bonds to finance four major construction projects in FY05/06. The City also issued \$2.3 million in General Obligation Bonds to refund a portion of the outstanding 1999 Library General Obligation Bonds. This refunding resulted in generating a tax savings in excess of \$114,000 on a net present value basis or more than 5% of the refunded bonds. This refunding will continue to benefit the Woodstock taxpayers with a reduced debt-service property tax levy. Due to the continuation of a struggling new housing market, the Alternate Revenue Bond issuance proposed for the construction of a new DPW facility will need to remain on an indefinite hold. This project will again be reconsidered once the economy clearly demonstrates a full recovery. The City did issue \$3.4 million in Alternate Revenue Bonds in FY08/09 to finance the renovation/modernization of the First Street Water Treatment Plant.

In FY10/11, the City Council authorized the issuance of \$6,515,000 in Alternate Revenue Refunding Bonds. The proceeds from the Alternate Revenue Refunding Bond issuance were placed into an escrow account and have already been utilized to repay the remaining principal balances for the refunded debt obligations that included the Series 2000C (issued to construct the Aquatic Center), 2000D (issued to construct the Library addition), 2001B (issued to construct the Opera House Annex), 2002E (issued to construct infrastructure improvements in the Tax Increment Financing District), 2002F (issued to construct the expansion to the Seminary Avenue Water Treatment Plant), and 2002G Alternate Revenue Bonds (issued to refund an outstanding bank loan held by the TIF Fund).

The completion of the advanced refunding resulted in generating over \$220,000 in net present value savings. In addition, all future debt service payments for the aforementioned refunded debt issuances have been completely repaid by either City funds or amounts held in escrow. The debt issuances by project are displayed in the graph provided below.



The City utilizes a wide variety of revenue sources to repay outstanding debt. The revenue sources are displayed in the graph provided below.



Property taxes provide for 27% of all debt service, while water & sewer user charges pay for 21% of the City’s outstanding debt. Developer fees comprise 21%, telecommunications taxes represent 14% and TIF revenues account for 7% of the City’s overall debt service payments. Sales taxes only account for 4% of the debt service payments.

Bond Rating (Standard & Poor’s: AA-):

During FY10/11, the City issued \$6.2 million in Alternate Revenue Bonds to refund several outstanding bond issuances. The City’s AA- bond rating was re-affirmed by Standard & Poor’s as a result of this issuance. Standard & Poor’s upgraded the City’s bond rating in FY08/09 in conjunction with its analysis of the City’s \$3.4 million issuance for the First Street Water Treatment Plant. Prior to this upgrade, the City’s bond rating had been historically rated as an A+ issuer. This improved rating will allow the City in future years to benefit from lower interest rates paid on its bonds and will undoubtedly reduce the overall future financing costs for major projects.

It is always the intention of the City to maintain and improve upon its existing rating. The City Administration will continue to provide Standard & Poor’s with financial information to assist them with making a determination of the City’s bond rating.

Advance Refundings:

As previously mentioned, the City completed three advanced refunding in FY03/04 which included the 1996 Water & Sewer Alternate Revenue Bonds, 2000A General Obligation Bonds and 2000B Alternate Revenue Bonds. The City issued \$3,650,000 of bonds to refund a majority of the outstanding 1996 Water and Sewer Bonds. The completion of the 1996 Water

& Sewer Alternate Revenue Bond refunding generated \$148,000 in savings on a net present value basis, reducing the City's future debt service payments by over \$270,000 for the remaining life of the bonds. The majority of the interest savings (over \$70,000) from the advanced refunding was received upfront by the City in FY03/04.

The City also issued \$3,085,000 of bonds in FY03/04 to refund a majority of the outstanding Series 2000A General Obligation Bonds. This refunding generated \$122,500 in savings on a net present value basis, reducing the City's future debt service payments by over \$148,800 for the remaining life of the bonds. In addition, the City issued \$3,155,000 to refund a portion of the 2000B Alternate Revenue Bonds generating a net present value savings of \$125,200 or \$160,400 in reduced debt service payments over the remaining life of the Series 2000B Alternate Revenue Bonds.

In FY05/06, the City issued \$2,270,000 in Series 2005A General Obligation Refunding Bonds, which provided for the refunding of the 1999 Library General Obligation Bonds. This refunding resulted in a net present value savings of \$114,900 or more than 5% of the refunded bonds. All of the City's refundings have exceeded the recommend savings level of 2% of the refunded bonds, in all cases exceeding 4.5% of the refunded bonds. The proceeds from these refunding bond issuances have been invested in U.S. Treasury securities and placed in irrevocable escrow accounts. Funds from these accounts are used in future years to repay principal and interest payments on the 1996 Water and Sewer Alternate Revenue, 1999 General Obligation, 2000A General Obligation, and 2000B Alternate Revenue Bonds until the call date is reached for each issuance, then any remaining bonds still outstanding at that time will be repaid. The City will be responsible for the repayment of the Series 2004A General Obligation Refunding Bonds, 2004B Alternate Revenue Bonds, 2004F Alternate Revenue Bonds, and 2005A General Obligation Bonds that mature over the same period as the bonds which were refunded.

The City issued \$6.2 million in Alternate Revenue Refunding Bonds in FY10/11. Through this advance refunding the City was able to refund the outstanding Series 2000C (issued to construct the Aquatic Center), 2000D (issued to construct the Library addition), 2001B (issued to construct the Opera House Annex), 2002E (issued to construct infrastructure improvements in the Tax Increment Financing District), 2002F (issued to construct the expansion to the Seminary Avenue Water Treatment Plant), and 2002G (issued to refund an outstanding bank loan held by the TIF Fund) Alternate Revenue Bonds. The completion of the advanced refunding resulted in generating over \$220,000 in net present values savings.

The City Administration will continue to monitor Treasury rates to determine the appropriate timing for the possible refunding of the remaining bonded debt. Municipal interest rates remain at very favorable reduced levels, and investment rates are beginning to escalate, which should result in the advance refunding transactions generating sufficient savings and moving forward in FY13/14. The City's financial advisor will continue to analyze the possible investment opportunities required to create an efficient escrow. When the estimated savings near 3%, the City Administration will request the drafting of the necessary bond ordinances to complete this transaction.

Outstanding and Proposed Debt Issuances:

A listing of the City's outstanding and proposed debt issuances are provided below:

	Original Issue	Pledged Revenue	Average Interest Rate	Outstanding 5-1-13	FY13/14 Principal	FY13/14 Interest	Fiscal Agent Payments	FY13/14 Total Requirements
General Purpose:								
Existing Debt:								
2004A General Obligation Refunding 2000A Aquatic Center	\$3,085,000	Property Tax	3.67%	\$2,345,000	\$260,000	\$83,998	\$0	\$343,998
2004B Alternate Revenue Refunding 2000B Police Facility	3,155,000	Telecommunications Tax	3.67%	2,395,000	265,000	85,780	0	350,780
2010A Alternate Revenue Refunding 2000C Aquatic Center	350,000	Sales Tax	3.17%	315,000	40,000	7,899	0	47,899
2010A Alternate Revenue Refunding 2001B Opera House	1,075,000	Ticket Surcharges, Fundraising, Grants & Donations	3.17%	975,000	100,000	25,585	0	125,585
2010C Alternate Revenue Refunding 2002E – Tax Increment Financing	1,475,000	TIF Property Taxes	3.34%	1,355,000	120,000	37,580	0	157,580
2010E Alternate Revenue Refunding 2002G – Tax Increment Financing	325,000	TIF Property Taxes	3.34%	300,000	30,000	8,258	0	38,258
2003 Debt Certificates Community Recreation Center	1,500,000	Club Membership Dues & Park Impact Fees	4.41%	952,000	69,000	43,486	0	112,486
2005B Alternate Revenue Park Facility	4,760,000	Park Development Impact Fees and Property Taxes	4.06%	3,615,000	220,000	149,412	0	369,412
2005B Alternate Revenue Street Improvements	1,785,000	Telecommunications Tax, Sales Tax, and Developer Cont.	4.06%	1,360,000	80,000	56,213	0	136,213
Total Existing Debt	\$17,510,000			\$13,612,000	\$1,184,000	\$498,211	\$0	\$1,682,211
No New Debt Proposed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total General Purpose	\$17,510,000			\$13,612,000	\$1,184,000	\$498,211	\$0	\$1,682,211

	Original Issue	Pledged Revenue	Average Interest Rate	Outstanding 5-1-13	FY13/14 Principal	FY13/14 Interest	Fiscal Agent Payments	FY13/14 Total Requirements
Library Building:								
2005A General Obligation Refunding 1999 – Library Addition	2,270,000	Property Tax	3.91%	1,960,000	250,000	78,400	0	328,400
2010B Alternate Revenue Refunding 2000D – Library Addition	350,000	Developer Fees	3.06%	315,000	40,000	7,899	0	47,899
Total Library Building	\$2,620,000			\$2,275,000	\$290,000	\$86,299	\$0	\$376,299
Water & Sewer:								
2004F Alternate Revenue Refunding 1996 Southside Treatment Plant	\$3,650,000	Usage Fees	3.24%	\$1,870,000	\$350,000	\$57,960	\$0	\$407,960
2010D Alternate Revenue Refunding 2002F – Seminary Ave. Treatment	2,940,000	Capacity Expansion Fees	3.34%	2,700,000	240,000	74,840	0	314,840
2008A Alternate Revenue	3,400,000	Usage Fees	4.30%	2,995,000	140,000	120,115	0	260,115
Total Existing – W/S Debt	\$9,990,000			\$7,565,000	\$730,000	\$252,915	\$0	\$982,915
TOTAL ALL ISSUES	\$31,605,000			\$23,452,000	\$2,204,000	\$837,425	\$0	\$3,041,425

Future Debt Issuances

The City's Capital Improvement Program proposed issuing \$12,000,000 in Alternate Revenue Bonds in FY08/09 to address the City's last remaining facility need, a Department of Public Works Facility. In addition, \$2.0 million in Alternate Revenue Bonds were to be issued to allow the City to extend Lakeshore Drive to not only service this new facility, but also provide access to hundreds of undeveloped acres for future economic development. Both of these projects were reviewed by the City Council and placed on an indefinite hold. Although the DPW space needs still exist, even more today than in the past few years, due to budget constraints, the FY13/14 Budget continues the City's conservative approach, and does not include the issuance of any bonds in the upcoming year.

In future years, the City will need to consider the issuance of Alternate Revenue Bonds to address the DPW facility needs. Furthermore, the City will need to consider issuing debt for several future roadway improvements to Route 47 to address traffic-related issues. In addition, the City may consider the issuance of debt to finance downtown parking structures and/or surface parking lots using the revenues from the TIF Fund.

Assessed Values:

The City of Woodstock has experienced consistent growth in its assessed values over the last ten-year period. In FY10/11, for the first time in over twenty years, the City realized an overall reduction in the assessed values of properties located within the corporate limits. These reductions continued at a more rapid pace in FY11/12 and FY12/13 as properties continue to be re-assessed and impacted by the declines in value reported for the housing markets. During FY12/13, assessed values decreased by (11.5%), which was partially offset by some additional growth included from new construction. The County assesses property at 1/3 its estimated fair market value. In Illinois, property taxes paid in the current year are for taxes on property held in the previous year. Therefore, the previous calendar's assessed values are used to determine the property taxes collected and received within the current fiscal year. The City's assessed values over a ten-year period are presented below.

Calendar Year	Assessed Value	% Change
2011	\$547,043,487	(11.5%)
2010	617,944,905	(5.0%)
2009	650,238,223	(0.9%)
2008	656,314,067	5.7%
2007	620,955,441	12.2%
2006	553,559,853	11.5%
2005	496,270,211	13.1%
2004	438,601,017	7.9%
2003	406,367,448	7.8%
2002	376,895,426	6.8%

Property Tax Debt Service Rate/Overall Rate:

The process used in Illinois directly relates the property tax levy with the budget ordinance. In the property tax levy ordinance, specific budgetary line items are indicated as funded by the use of property taxes. The property tax levy ordinance only includes dollar amounts and does not set tax rates. However, increases in the property tax levy are severely limited based on State law.

During the early 1990s, the State passed the Property Tax Extension Limitation Law (PTELL). The PTELL limits increases to current property owner’s taxes by protecting them from increases in their assessed values that exceed the rate of inflation. In addition, new property annexed by the City and new construction that is added to the assessed value are exempted from the rate increase limitation during the first year. Property taxes levied to pay voter-approved debt service payments are also exempted from this limitation. Prior to the onset the recession and the corresponding decline in property values, the City of Woodstock has been able to lower its tax rate over the years, while still being capable of generating sufficient tax dollars to fund City services.

The table provided below includes the City’s property taxes for a ten-year period.

Tax Year	Property Tax Rate	Property Tax Collections
2011	\$1.6583	\$9,071,371
2010	1.4959	9,111,875
2009	1.3795	8,837,620
2008	1.3457	8,703,446
2007	1.3261	8,128,383
2006	1.3574	7,603,698
2005	1.4054	6,974,589
2004	1.4716	6,454,459
2003	1.5116	6,142,656
2002	1.5259	5,751,035

In certain cases, State Statute limits the property tax rate that can be charged for a specific type of levy. General Obligation Refunding Bonds were issued in 2004 and 2005, and have generated a positive decrease to the City’s overall tax rate and will continue in future years.

The table presented on the following page includes projections for the City’s assessed values based on a (10.0%) reduction in FY13/14 followed by a 3.7% rate of growth in future years. In addition, the table provides the debt service payments for the remaining term of the bonds and a property tax rate based on the projected assessed value.

Fiscal Year	G.O. Debt Service Payments	Projected Assessed Value	Projected Property Tax Rate per \$100
13/14	\$669,208	\$492,339,138	\$0.1359
14/15	675,063	510,555,686	0.1322
15/16	669,603	529,446,247	0.1265
16/17	668,285	549,035,758	0.1217
17/18	671,065	569,350,081	0.1179
18/19	667,595	590,416,034	0.1131
19/20	343,035	612,261,427	0.0560
20/21	-	634,915,100	-
21/22	-	658,406,959	-
22/23	-	682,768,016	-

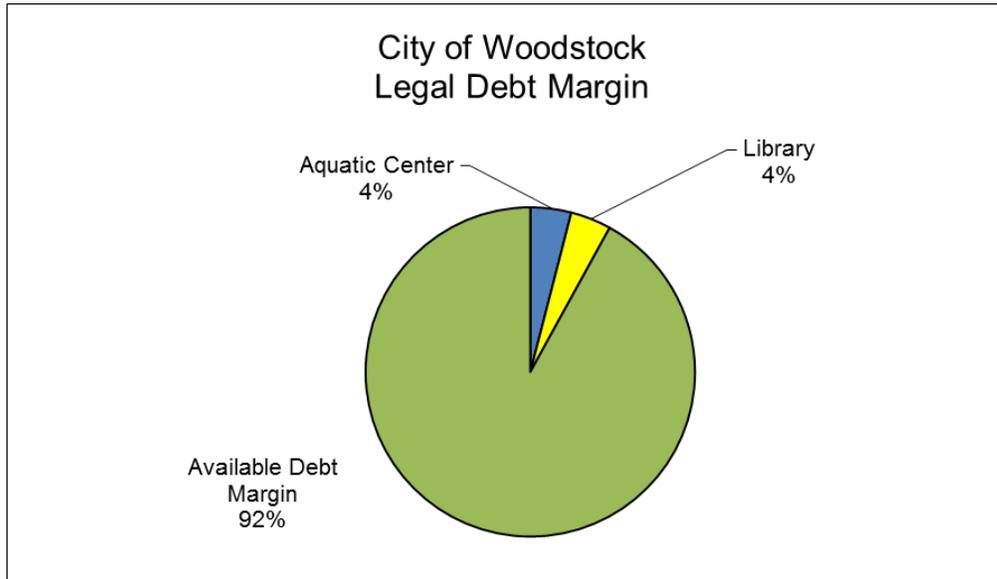
Legal Debt Margin

Illinois State Statute (65 ILCS 5/8-5-1) defines the maximum amount of debt that can be issued by a municipality with a population under 500,000. This State mandated maximum only applies to General Obligation debt being repaid by property taxes. Alternate Revenue Bonds repaid through other sources (e.g., water & sewer revenues, sales & income taxes, recreation fees, etc...) are not subject to the legal debt limit. Although State law sets a maximum debt level for municipalities, the City does not anticipate ever approaching that level. The table presented below illustrates the City Legal Debt Margin for the last ten fiscal years.

Fiscal Year	Assessed Value	Legal Debt Margin	Applicable Debt	Available Debt Margin	Available Debt Margin %
12/13	\$547,043,487	\$47,182,501	\$3,795,000	\$43,387,501	92%
11/12	609,108,199	52,535,582	4,295,000	48,240,582	92%
10/11	640,662,187	55,257,114	4,780,000	51,293,047	91%
09/10	656,314,067	56,607,088	5,260,000	51,347,088	91%
08/09	620,955,441	53,557,407	5,705,000	47,852,407	89%
07/08	553,559,853	48,021,317	6,125,000	41,896,317	87%
06/07	496,270,211	42,803,306	6,520,000	36,283,306	85%
05/06	438,601,017	37,829,338	7,105,000	30,724,338	81%
04/05	406,367,448	35,049,192	7,470,000	27,579,192	79%
03/04	376,895,426	32,507,230	7,175,000	25,197,230	78%

As presented by the table, the City's Legal Debt Margin has increased significantly over the last ten years due to increases in assessed values, which occurred prior to FY09/10. Also, during that same period of time, the City has not incurred a substantial amount of debt and therefore the Available Debt Margin has always exceeded 70%.

The graph presented below illustrates the legal debt margin for FY12/13 and the available portion remaining.



The issuance of General Obligation Bonds reduces the City's Available Legal Debt Margin. The City has successfully passed two referendums to construct an expansion to the Library and build a new Aquatic Center. In addition, the City has issued \$5,355,000 in General Obligation Refunding Bonds to refund a portion of both the Series 2000A (Aquatic Center) and Series 1999 (Library) General Obligation Bonds. These bonds will be applied to the City's Legal Debt Margin over the remaining life of the related issuances. The table presented below projects the City's Assessed Values and Legal Debt Margin over the remaining life of the G.O. debt based on a decrease of (10.0%) for assessed values in FY13/14 followed by increases of 3.7% for the future years and the repayment of the City's current debt load.

Fiscal Year	Assessed Value*	Debt Limit	Applicable Debt Principal	Legal Debt Margin	Legal Debt Margin %
13/14	\$492,339,138	\$42,464,251	\$3,270,000	\$39,194,251	92.3%
14/15	510,555,686	44,035,428	2,720,000	41,315,428	93.8%
15/16	529,446,247	45,664,739	2,155,000	43,509,739	95.3%
16/17	549,035,758	47,354,334	1,570,000	45,784,334	96.7%
17/18	569,350,081	49,106,444	960,000	48,146,444	98.0%
18/19	590,416,034	50,923,383	330,000	50,593,383	99.4%
19/20	612,261,427	52,807,548	-	52,807,548	100.0%
20/21	634,915,100	54,761,427	-	54,761,427	100.0%
21/22	658,406,959	56,787,600	-	56,787,600	100.0%
22/23	682,768,016	58,888,741	-	58,888,741	100.0%

- Based on a (10.0%) reduction in FY13/14 followed by 3.7% average growth rate for all other years

Debt per Capita:

Debt per Capita measures the overall property tax burden on residents of the community. Only General Obligation Bonds have been included in the debt per capita measurement, since other forms of debt financing rely upon revenues that are not generated from property taxes. In FY13/14, debt per capita is expected to decrease to \$132.01 per resident; this has decreased from the prior year due to the payment of principal on outstanding General Obligation Bonds and the increase in population determined through the completion of the decennial 2010 census. In addition, the completion of an advanced refunding for a portion of the remaining 1999 Library General Obligation Bonds has provided a positive impact. The refunding saved Woodstock taxpayers over \$100,000 on a net present value basis and will have a positive impact on future tax levies. Overall, debt per capita is expected to continue to fall in future years as the General Obligation Bonds are repaid and the community grows.

The table presented below provides ten-years of information related to the City's outstanding General Obligation Bonds, population and debt per capita. Standard & Poor's, a credit rating agency, assesses a municipality with a debt per capita level under \$1,000 as having a low amount of debt outstanding. As indicated by the table provided below, the City's FY13/14 debt per capita is projected to be less than 1/7 of the benchmark established by Standard & Poor's.

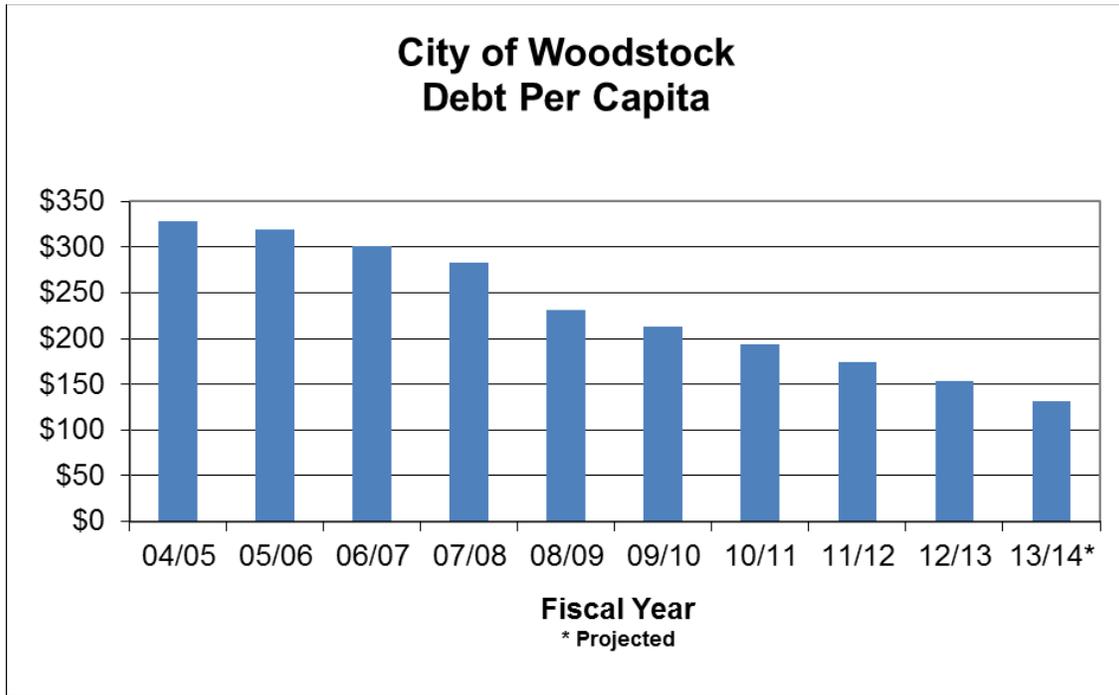
Fiscal Year	Gross G.O. Debt	Population	Debt per Capita
13/14*	\$3,270,000	24,770	\$132.01
12/13	3,795,000	24,770	153.21
11/12	4,305,000	24,770	173.80
10/11	4,790,000	24,770	193.38
09/10	5,260,000	24,658	213.32
08/09	5,705,000	24,658	231.37
07/08	6,125,000	21,657	282.82
06/07	6,520,000	21,657	301.06
05/06	6,900,000	21,657	318.60
04/05	7,105,000	21,657	328.07

* Projected

A special census was completed in FY03/04, which resulted in an additional 1,500 residents being reported. The City's latest special census was completed at the end of FY07/08 and the results were finalized in the first quarter of FY08/09. This census determined an additional 3,000 residents, which have generated additional State-shared revenues. The completion of the 2010 decennial census was released in February, 2011 and resulted in the determination of an additional 112 residents.

The projected debt per capita for FY13/14, using the current population, would be \$132.01 a decrease of \$21.20 from the FY12/13 amount. Debt per capita should continue to decrease in

future years as the General Obligation Bonds are repaid. The graph provided below illustrates the changes in debt per capita over the last ten fiscal years.



G.O. Debt Service to General Governmental Revenue:

General Obligation debt service to general governmental revenue depicts the budgetary impact for principal and interest payments on the City’s financial resources. Over the last ten years G.O. debt service compared to total general government revenues has not exceeded 3.9%. Maintaining G.O. debt service under 10% of total general governmental revenues minimizes the budgetary impact on the City’s financial resources to repay debt. The table presented on the following page outlines the General Obligation Debt Service Payments, General Governmental Revenues and Debt Service to General Revenues as a percentage for the last ten fiscal years. Estimates have been provided for FY12/13 and FY13/14 based on budgetary projections.

Fiscal Year	G.O. Debt Service Payments	General Governmental Revenues	Debt Service to General Revenues
13/14 *	\$669,208	\$20,993,900	3.2%
12/13 *	672,398	21,032,600	3.2%
11/12	664,298	20,980,675	3.2%
10/11	667,240	21,888,780	3.0%
09/10	669,028	20,073,130	3.3%
08/09	669,303	18,560,589	3.6%
07/08	667,853	21,957,931	3.0%
06/07	671,763	24,880,674	2.7%
05/06	650,538	20,770,372	3.1%
04/05	682,771	17,675,367	3.9%

* Projected/Estimated

Revenue Bond Coverage:

In addition to General Obligation Bonds, the City does issue Alternate Revenue Bonds to finance projects that have specific revenue streams, other than property taxes, that will be utilized to repay the debt. Alternate Revenue Bonds are commonly used to finance construction projects for Utility Funds, with future repayment of the bonds generated by the Utility Fund's revenues. Alternate Revenue Bonds have also been used by the City to construct the Police Facility, and provide additional financing for the Aquatic Center and Library Expansion projects. Furthermore, Alternative Revenue Bonds were issued in 2005 to finance the construction of two parks (Davis Road Soccer Complex and The Fields Park) and complete roadway improvements (Lake Avenue and McConnell Road). The repayment of the Alternate Revenue Bonds issued for these projects has been pledged from a variety of alternative tax revenues.

Normally, to issue Alternate Revenue Bonds, the borrower must demonstrate that the pledged revenues exceed the maximum debt service payment by 150%. If revenue amounts do not historically meet these levels, borrowers request additional revenue sources be pledged to cover the difference. Any revenue source of the City can be used to repay Alternate Revenue Bonds; the City is not restricted to use the pledged revenue source as the only means for repayment. In addition, since the full faith and credit of the City is pledged at the issuance of the bonds, property taxes will be levied if the City fails to make the required debt service payments. Annually, the City must abate this tax levy by demonstrating that funds are currently available to make the required debt service payments.

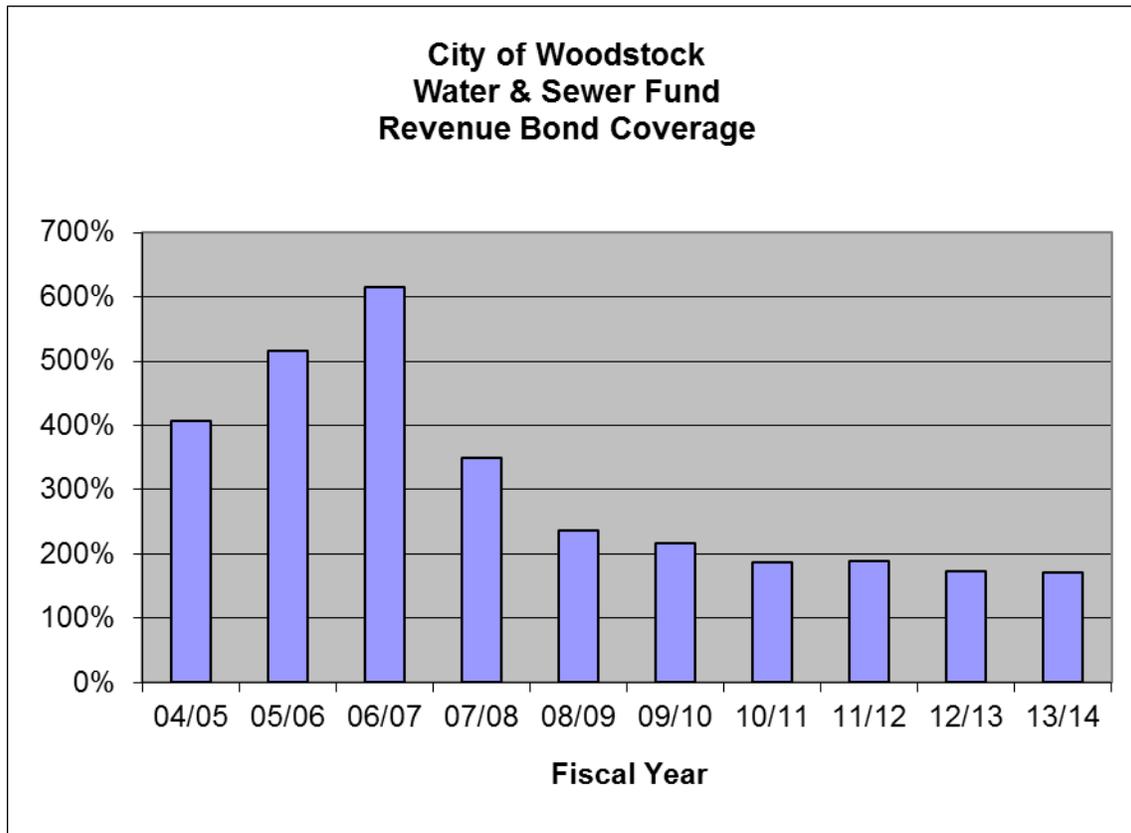
Alternate Revenue Bond coverage for the Utility Fund is calculated by comparing the required debt service payment versus the Fund's gross revenues less all applicable operating expenses. The debt service payments are then divided into the amount available to repay the debt providing a debt coverage percentage. This percentage should exceed 150% for the life of the debt. Over the past ten-years, the debt coverage percentage remained well above the required

benchmark of 150%. The table presented below includes gross revenues, operating expenses, principal and interest payments and the debt coverage for the Utility Fund for ten years.

Fiscal Year	Gross Revenue	Operating Expenses	Principal Payments	Interest Payments	Total Payments	Debt Coverage
13/14 *	\$4,913,800	\$2,734,500	\$760,000	\$234,234	\$994,234	171%
12/13 *	4,913,800	2,734,500	730,000	252,915	982,915	172%
11/12	4,737,777	2,873,152	715,000	272,190	987,190	189%
10/11	4,763,001	2,861,124	640,000	375,007	1,015,007	187%
09/10	4,772,436	2,947,217	500,000	343,382	843,382	216%
08/09	4,979,770	3,392,430	405,000	266,631	671,631	236%
07/08	6,140,600	3,608,816	445,000	280,272	725,272	349%
06/07	7,797,223	3,138,948	460,000	295,816	755,816	616%
05/06	6,784,671	2,935,503	435,000	311,838	746,838	515%
04/05	5,392,417	2,653,355	380,000	293,450	673,450	407%

* Projected/Budgeted

A graph of the percentage of revenue coverage over the last ten years has been provided below.



Taxpayer Concentration:

Taxpayer Concentration is a determination of how well a community has diversified its tax base. When an investor begins to learn about the stock market, one of the first terms they will come upon is diversification. Diversification is when an investor purchases stocks from many companies in the market, versus purchasing many stocks from one company. This concept allows an investor to still enjoy the higher returns netted by the stock market while minimizing their exposure to any one company or business sector. Communities have also been practicing the art of diversification. In the past, communities may have formed around one major company, which would employ the majority of its work force, and pay the majority of its taxes. However, when that company decided to relocate to a new City or experienced financial difficulties causing them to close their doors, the community would experience a sudden and drastic downturn.

By reviewing the top-ten property taxpayers and comparing their assessed value to the City's total assessed value, the level of a community's diversification can be determined. At this point in time, the City of Woodstock is quite diverse with its top-ten property taxpayers owning 6.28% of all City property. The City Administration will continue to strive towards maintaining a diverse community and prevent the reliance upon one particular company or business sector.

City of Woodstock Principal Taxpayers

Taxpayers	2011 Equalized Assessed Valuation	Percentage of Total Assessed Valuation
Graftek Press		
Prairie Trail Apartments	\$4,445,151	0.81%
Menards Inc.	3,885,109	0.71%
Graftek Press	3,714,420	0.68%
Wal-Mart	3,672,045	0.67%
Catalent Inc.	3,562,483	0.65%
Willow Brooke Apartments	3,466,298	0.63%
Mercy Health Systems	3,273,627	0.60%
Wells Manufacturing	3,144,858	0.57%
Nimed Corp.	2,703,302	0.49%
Walden Oaks Apartments	2,561,522	0.47%
TOTAL	\$34,428,815	6.28%

Conclusion:

Over the last thirteen years the City has utilized the debt market to provide the necessary capital to construct two new facilities (i.e., Aquatic Center and Police Facility), expand three existing facilities (i.e., Library, Opera House, and Seminary Avenue Water Treatment Plant), construct infrastructure improvements on the Die Cast site, purchase a health club which was converted to a Community Recreation Center, construct two new parks (Davis Road Soccer Complex and Fields Park), complete two roadway improvements (McConnell Road and Lake Avenue) and renovate/modernize one treatment plant (First Street Water Treatment Plant). Even with the number of recent debt issuances, the City has been able to identify alternate revenue sources for repayment and has minimized the need for a property tax approved through referendum to finance the City's capital needs. The only debt issuances specifically repaid through property taxes are for the Library expansion and the Aquatic Center which were both approved by the voters through a referendum.

At the end of FY12/13, the City's legal debt margin is projected to be in excess of \$43 million allowing for sufficient debt capacity to fund future capital needs without negatively impacting the community's bond rating. In addition, the City's upgraded bond rating from Standard & Poor's of AA- proved beneficial as the City completed several refundings in FY10/11 and will continue to review other outstanding bond issuances to determine any potential from the completion of an advanced refunding. This improved rating confirms the City's ability to work with the debt market to insure proper repayment of bonded debt from pledged revenue sources without negatively impacting the City's debt rating. Furthermore, the City has been able to take advantage of a favorable debt market that in turn brings about lower interest rates, to minimize the interest costs related to the City's borrowings.

The limited economic recovery will result in the City needing to carefully monitor its pledged repayment streams and provide for alternative repayment methods if adequate revenues are not generated. Specifically, in the area of impact fees, which are generated from new home construction, the City is expecting the current depressed level of revenue generation to continue for the fifth consecutive year throughout FY13/14 and possibly into part of FY14/15 as well. The City has already adopted a temporary modification to the City's Merryman Fields Alternate Revenue Bond payments in FY09/10, which will need to continue through FY13/14 to mitigate the development of a deficit within the Park Development Fund. Less than six years ago, this fund was generating in excess of \$800,000 annually. These same revenues are now forecasted to remain in a depressed state, continuing at its current pace of \$50,000 for FY13/14.

Overall, the City has completed many upgrades to its current capital facilities and, with the completion of these construction projects, is in a good position to meet the future needs of a growing community once an economic recovery again begins to fuel new home construction.

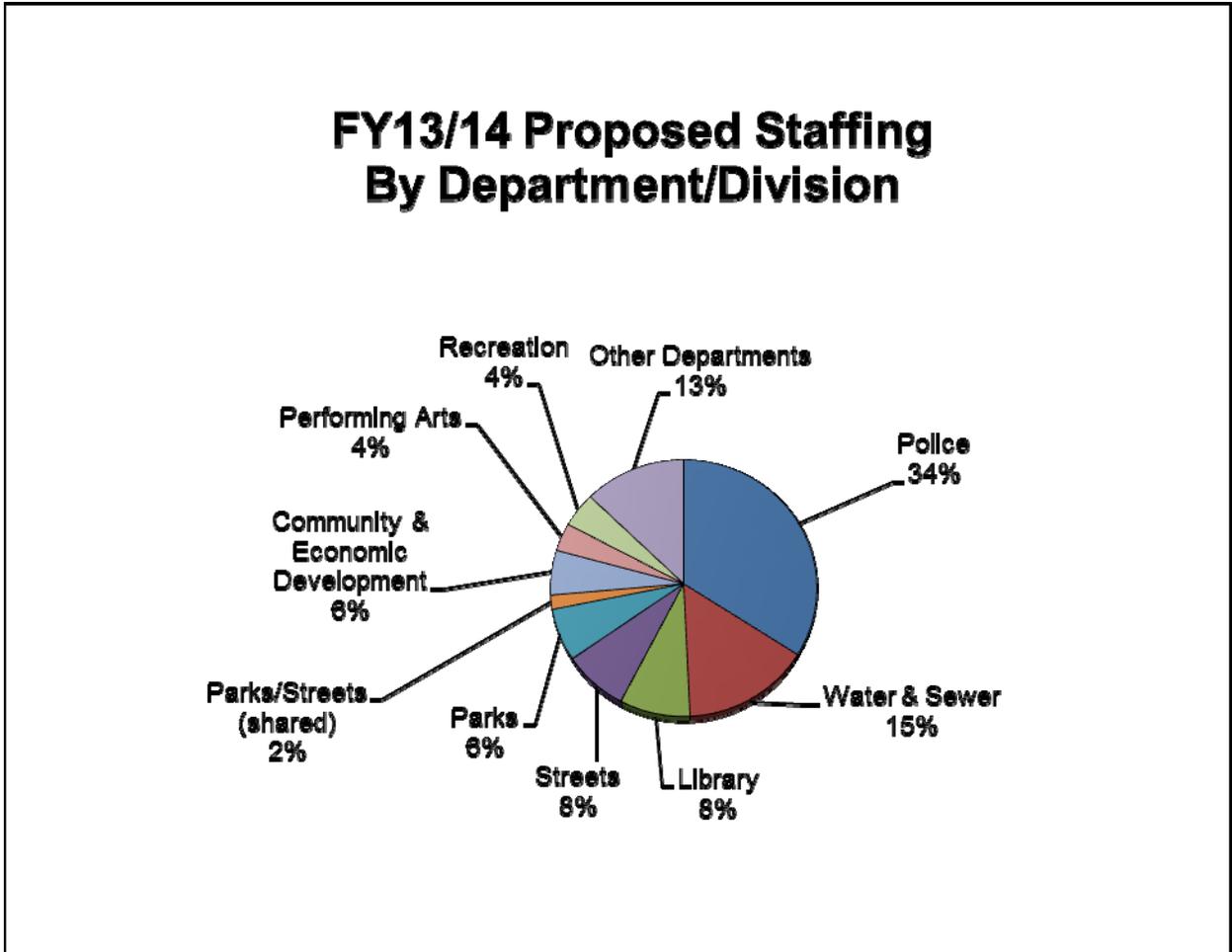
City of Woodstock

FISCAL YEAR 2013/2014

Staffing Overview

City of Woodstock FY13/14 Budget Staffing Overview

Salaries and employee benefits represent a significant portion of the City's operating budget. Salaries encompass 37.2% of the City's overall budget, while employee benefits represent 18.1% of the City's total budget. These employees in turn provide the many valuable services to the citizens of Woodstock. The graph provided below summarizes the full-time equivalent (FTE) positions by Department/Division.



Overall, the FY13/14 budget proposes NO INCREASES to the City's staffing levels. Effective with FY12/13, City Administration has instituted a new measure which compares authorized positions/FTEs to funded positions/FTEs (i.e. those positions actually funded within the proposed FY13/14 budget.) The increase to funded FT and PT positions/FTEs of 2.5 FTEs noted is a correction due to some miscategorization of PT/LPT/seasonal positions last fiscal year; likewise the increase to funded LPT and seasonal positions/FTEs of 14.0 FTEs noted is a correction due to these positions inadvertently being left out of the FY12/13 budget. The sustenance of the City's funded positions/FTEs correlates with the significant reduction in new housing experienced in the Woodstock marketplace combined with a stagnant economy that has negatively impacted a wide variety of the City's revenue sources.

Even with the corrections in categorization, in fact, seventeen (17) full-time, seven (7) part-time, and a number of seasonal/LPT authorized positions are expected to remain unfilled at the beginning of FY13/14, resulting in over \$1.5 million in salary and benefit savings. In addition, Public Works is proposing elimination of several of their summer seasonal positions now that they are fully staffed.

The table included on the following page provides a staffing comparison of authorized positions by Department/Division for the previous four years and the proposed staffing levels for the FY13/14 budget using full-time equivalents. As of last fiscal year, this table now also includes new data that outlines those positions from the authorized positions that are funded in the particular budget year noted. This new data demonstrates the high level of fiscal responsibility displayed for the last four fiscal years that is anticipated to continue in FY13/14. As indicated by the table, had 5 PT positions not been inadvertently left out of the FY12/13 budget and this chart, total authorized positions/FTEs remain unchanged since FY08/09 and total staffing (funded positions/FTEs) for the City will INCREASE slightly in FY13/14 by five part-time positions or 2.5 FTEs (again, due to an inadvertent error in FY12/13).

Overall, NO NEW PERSONNEL (beyond replacements due to attrition) are proposed for the upcoming budget year and in fact reflect an actual staffing versus authorized positions reduction of twenty-six (28.5) positions/FTEs. The City has maintained its staffing levels and has actually DECREASED the total number of authorized positions over the last seven fiscal years when comparing the proposed FY13/14 staffing with FY06/07. Over that timeframe the City has eliminated several positions, and has demonstrated an extremely high degree of fiscal responsibility by not funding all authorized positions in each of the past 5-7 fiscal years.

Overall, the personnel growth in the City's Departments has been minimized by the proactive implementation of technology and improved operational efficiencies that allow the City to provide enhanced customer service levels and increased productivity while maintaining current authorized staffing levels and simultaneously reducing the number of positions actually being staffed, reflective of the downturn in the economy. Furthermore, the minimal growth rate in new personnel demonstrates the City Administration's commitment to reviewing, adjusting and creating positions based on operational needs.

STAFFING COMPARISON BY DEPARTMENT

IN POSITIONS AND FULL-TIME EQUIVALENTS (FTE) FOR FT AND PT POSITIONS ONLY (no seasonal/LPT numbers incorporated before final totals at bottom)

DEPARTMENTS	FY09/10 APPROVED POSITIONS	FY10/11 APPROVED POSITIONS	FY11/12 APPROVED POSITIONS	FY12/13 APPROVED POSITIONS	FY13/14 PROPOSED POSITIONS	+(-)
General Government:						
Administrative Adjudication	0.5	0.5	0.5	0.5	0.5	0.0
City Hall	1.0	1.0	1.0	1.0	1.0	0.0
City Manager's Office	3.0	3.0	3.0	3.0	3.0	0.0
Community & Economic Development	9.5	9.5	9.5	9.5	9.5	0.0
Finance	6.5	6.5	6.5	6.5	6.5	0.0
Human Resources	3.0	3.0	3.0	3.0	3.0	0.0
Total General Government	23.5	23.5	23.5	23.5	23.5	0.0
Culture & Recreation:						
Library	14.5	14.5	14.5	14.0	14.0	0.0
Performing Arts	6.0	6.0	6.0	6.0	6.0	0.0
Recreation	4.0	4.0	4.0	5.0	7.5 **	2.5
Recreation Center	0.5	0.5	0.5	-	- *	0.0
Recreation/Aquatic Center	0.5	0.5	0.5	-	- *	0.0
Total Culture & Recreation	25.5	25.5	25.5	25.0	27.5	2.5
Public Safety:						
Police	57.0	57.0	57.0	57.5	57.5 **	0.0
Public Works:						
Administration	4.5	4.5	4.5	4.5	4.5	0.0
Fleet Maintenance	3.0	3.0	3.0	3.0	3.0	0.0
Parks	11.5	11.5	11.5	11.0	11.0	0.0
Parks/Streets (shared)	-	-	-	3.0	3.0	0.0
Sewer & Water Maintenance	12.0	12.0	12.0	12.0	12.0	0.0
Streets	15.5	15.5	15.5	13.0	13.0	0.0
Wastewater Treatment	7.5	7.5	7.5	7.5	7.5	0.0
Water Treatment	6.0	6.0	6.0	6.0	6.0	0.0
Total Public Works	60.0	60.0	60.0	60.0	60.0	0.0
Total Authorized FTEs	166.0	166.0	166.0	166.0	168.5 **	2.5
Authorized Full-Time Positions	155.0	155.0	154.0	157.0	156.0 **	(1.0)
Authorized Part-Time Positions	22.0	22.0	22.0	19.0	25.0 **	6.0
Total Authorized FT & PT Positions	177.0	177.0	176.0	176.0	181.0 ***	5.0
LPT/Temporary Positions	138.0	138.0	138.0	141.0	247.0 **	106.0
Total Authorized Positions	315.0	315.0	314.0	317.0	428.0 ***	111.0
**** Funded Full-Time Positions/FTEs (1.0 FTE)	Not Available	Not Available	135.5	139.0	139.0 **	0.0
**** Funded Part-Time Positions/FTEs (0.5 FTE)	Not Available	Not Available	8.5	6.5	9.0 **	2.5
Total Funded FT & PT Positions	Not Available	Not Available	144.0	145.5	148.0 ***	2.5
Funded LPT/Seasonal Positions/FTEs (0.5 FTE)	Not Available	Not Available	105.0	104.0	118.0 **	14.0
Total Funded Positions/FTEs	Not Available	Not Available	249.0	249.5	266.0 ***	16.5

* Effective FY12/13 - The Recreation Center and Aquatic Center Full-Time Employee has been included within Recreation

** Both the FY12/13 & FY13/14 Budgets eliminated some inconsistencies discovered in the categorization of and/or inclusion of certain positions. Additionally, five (5) part-time positions with Recreation and 106 LPT/seasonal positions mostly with Recreation, but also across the City, were inadvertently not included in FY12/13, thus they were included in FY13/14 as appropriate, but **not** shown as increases in staffing.

*** The total number of authorized positions funded for FY13/14 is expected to remain relatively consistent with FY12/13. With this 17 full time positions, 7 part-time positions, a number of LPT/temporary positions totaling 27.5 FTEs will remain unfilled to effectuate over \$1.5 Million in budgetary savings.

**** As of FY12/13, this is a new section that includes the authorized positions that are actually funded in the applicable budget year. The difference between total authorized positions and total funded positions demonstrates fiscal responsibility in not filling authorized positions.

City of Woodstock

FISCAL YEAR 2013/2014

Financial Policies

FINANCIAL POLICIES FY13/14 BUDGET

Guidelines

The budget process and format shall be performance-based and focus on goals, objectives and performance indicators.

The budget will provide adequate funding for maintenance and replacement of capital plant and equipment.

Interim Financial Reporting

The City Council will be provided with interim budget reports comparing actual versus budgeted revenue and expense activity. The City shall establish and maintain a standard of accounting practices.

Balanced Budget

The City will pay for all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures or accruing future years' revenues.

Capital Improvement Policies

The City will maintain and update annually a multi-year plan for capital improvements.

The City will enact an annual capital budget based on the multi-year Capital Improvement Plan.

The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Plan and City's priorities, and who's operating and maintenance costs have been included in the operating budget.

The City will maintain all its assets at a level adequate to protect the City's capital interest and to minimize future maintenance and replacement costs.

The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.

The City will determine the least costly financing method for all new projects.

Debt Management Policies

When applicable, the City shall review its outstanding debt annually for the purpose of determining if the financial marketplace will afford the City the opportunity to refund an issue and lessen its debt service costs. In order to consider the possible refunding of an issue, a Net Present Value savings of three percent over the life of the respective issue, at a minimum, must be attainable.

The City will confine long-term borrowing to capital improvements or projects that should not be financed from current revenues.

When the City finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the estimated useful life of the project.

The City will strive to have the final maturity of general obligation bonds at, or below, thirty years.

Capital improvements, equipment and facility projects shall be classified into "pay-as-you-go" and "debt financing" classifications. Debt financing will only be used for major, non-recurring items with a minimum of four years of useful life.

Whenever possible, the City will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds, so those benefiting from the improvements will bear all or part of the cost of the project financed.

The City will not use long-term debt for current operations.

The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure on every financial report and borrowing prospectus.

The City shall continue its policy of "full disclosure" for its Comprehensive Annual Financial Reports and bond prospectuses.

Revenue Policies

The City will try to maintain a diversified and stable revenue system to shelter it from unforeseeable short-term fluctuations in any one-revenue source.

The City will estimate its annual revenues by an objective, analytical process, wherever practical. The City will project revenues for the next year and will update this projection annually. Each existing and potential revenue source will be re-examined annually.

Each year, the City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

The City will automatically revise user fees, subject to review by the City Council, to adjust for the effects of inflation.

Investment Policies

These Investment Policies apply to the investment of short-term operating funds of the City of Woodstock in excess of those funds required to meet the City's current expenditures. This Policy does not apply to longer-term funds and proceeds from bond issues.

Topics included in the investment policy section are quite detailed and include information on:

- Pooling of Funds*
- Investment Objectives*
 - *Safety*
 - *Liquidity*
 - *Yield*
- Prudence and Ethical Standards*
- Authorized Investments*
- Risk and Diversification*
- Authorized Investment Institutions and Dealers*
- Third-Party Custodial Agreements*
- Internal Controls*
- Reporting*

Financial Reserve Policies

On an annual basis, after the year-end audit has been completed, the City Administration shall review all fund balances and deficits, with projections of reserve requirements and plan for the use of any excess fund balance for the following budget year. The City will maintain fund balance at sufficient levels to provide for a minimum of 90-days of expenditures. The City would prefer all funds to report fund balance amounts that provide for 120-days of expenditures.

Use of Financial Reserve Policies and Use of Surplus Policies

The City Administration's fund balance review will be used not only to ensure compliance with stated policies, but also to analyze the total reserve and available fund balances to ensure that the policies as provided do not inadvertently create adverse effects.

Working Capital

The General Fund unappropriated fund balance will be maintained in an amount greater than or equal to thirty-three percent (33%) of the annual General Corporate Fund Budgeted expenditures and operating transfers out. This amount approximates 120 days of working capital.

Above and beyond the aforementioned, the City shall establish and maintain a reserve of \$1,000,000 for working capital that will be in the event of a natural disaster or operating emergency.

Surplus Policies

It is the intent of the City to use all surpluses generated to accomplish four goals: meeting reserve policies, avoidance of future debt, reduction of outstanding debt and funding for future capital improvements.

Performance Measurement Policies

Every two years, beginning with the preparation of the FY14/15 Budget and in conjunction with the City's Vision Statement, the City Administration shall create a Strategic Plan that identifies the Strategic Priorities for the following two years, with three to five corresponding Key Intended Outcomes (KIOs) that measure appropriate results for each priority.

Annually, each department shall develop departmental performance measures that support achieving successful results in the KIOs with the City Manager's Office. Goals should be related to core services of the department and should reflect customer needs. The measures should be a mix of different types, including effectiveness, efficiency, demand and workload. Measures should have sufficiently aggressive "stretch" goals to ensure continuous improvement.

Department Directors shall establish performance measures for each division or program within their department to monitor and project program performance. Quarterly summaries of progress on KIOs and departmental performance measures will be published and distributed.

Popular Annual Financial Report

A Popular Annual Financial Report shall be promulgated that summarizes the operational and financial performance of the City each Fiscal Year. This report will be distributed annually to all of the City's residents.

Fixed-Asset Procedures

Fixed assets include equipment, computers, furniture and vehicles. Once purchased, all capital items are maintained in the physical inventory and Capital Replacement Program until disposed. GFOA's recommended capitalization threshold level of \$5,000, with a minimum life of two years has been adopted by the City.

Purchasing Fixed Assets

Capital Items (fixed assets) shall be identified for purchase through three methods:

- New*
- Replacement*
- Emergency*

Inventory Tagging

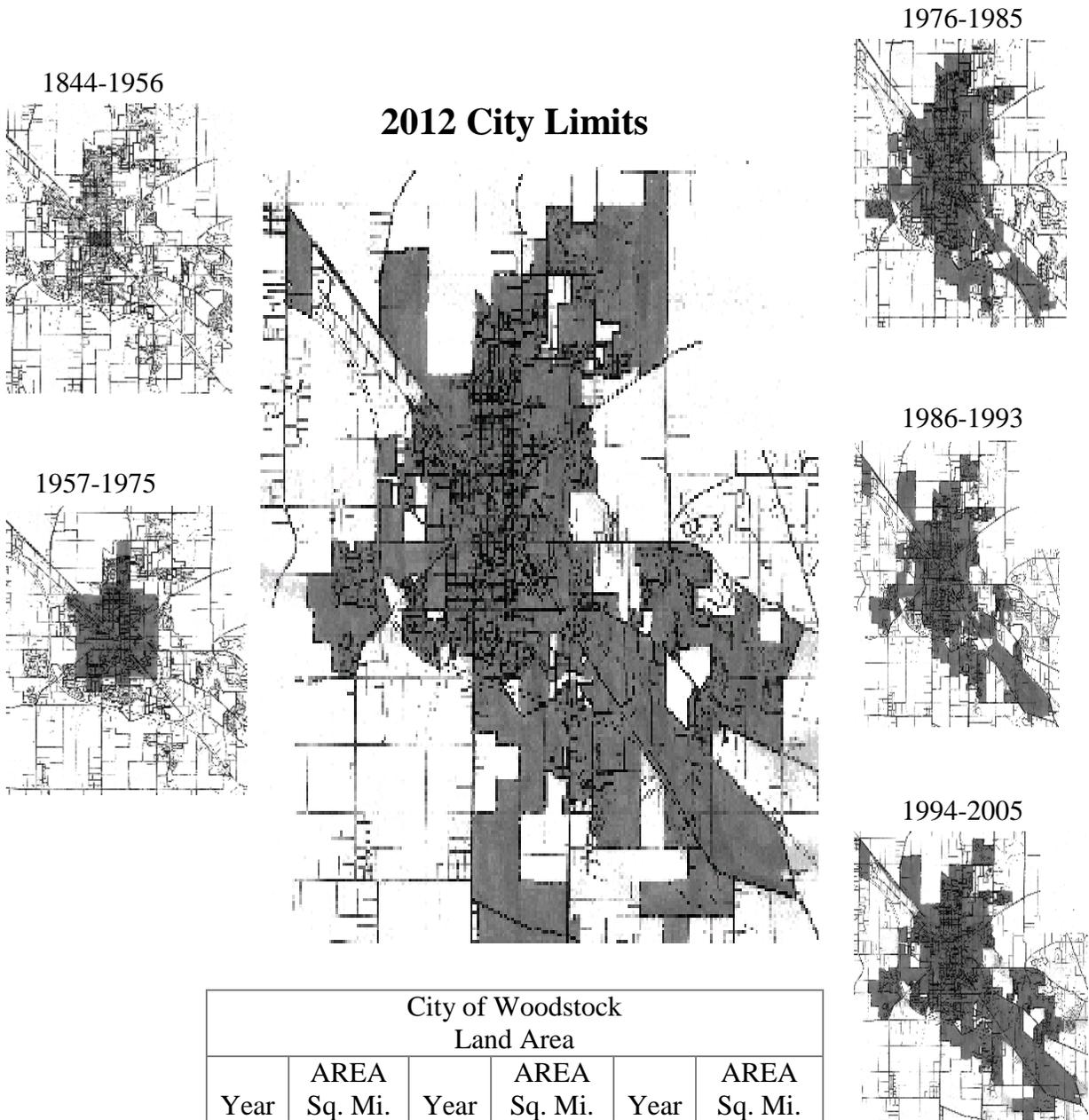
Each April, as part of the Annual Audit, a complete inventory of fixed assets will be distributed to every department and division. At that time, all items on the inventory must be physically verified by a representative and corrections or changes made on the inventory sheets.

City of Woodstock

FISCAL YEAR 2013/2014

**Demographics, Statistical, and
Miscellaneous Information**

History of Woodstock City Limits



City of Woodstock Land Area					
Year	AREA Sq. Mi.	Year	AREA Sq. Mi.	Year	AREA Sq. Mi.
1844	0.1	1994	10.5	2005	13.1
1957	2.5	2000	10.7	2012	13.4
1975	5.8	2002	11.2		
1985	9.3	2003	11.4		



WOODSTOCK

ILLINOIS

COMMUNITY PROFILE

2013

LOCATION



Distance to Selected Major Cities:

Atlanta, GA	795
Chicago, IL	65
Dallas, TX	981
Denver, CO	971
Detroit, MI	316
Los Angeles	2,050
Madison, WI	95
Milwaukee, WI	70
Minneapolis, MN	400
New Orleans, LA	944
New York, NY	885
Rockford, IL	35
St. Louis, MO	300

Bold Denotes Regional Market Destinations

CLIMATE

Average Winter Temp.	22.9F	-5.1C
Average Summer Temp.	73.9F	23.3C
Average Annual Rainfall	32.00 inches	
Average Annual Snowfall	30.00 inches	

Region:	Northeast Illinois
County:	McHenry
Elevation:	942 feet (mean), 1,100 feet (highest)

TRANSPORTATION

Major Highways/Routes

I-90, U.S. Route 14, Illinois Routes 47/120/176

Airports

Name	Location	Distance
O'Hare	Chicago	40 miles
Midway	Chicago	50 miles
Mitchell Field	Milwaukee	64 miles
Rockford	Rockford, IL	40 miles
Lake in the Hills	LITH, IL	15 miles
Galt Airport	Woodstock, IL	5 miles

Railroads

Union Pacific Railroad
Commuter and passenger service to Chicago is provided by the Metra Northwest Line.

Motor Freight Carriers

Freight Terminals:	2
Local Carriers:	27
Interstate Carriers:	2
Package Delivery Services:	Yes

Bus Lines

Public and private carriers available for local and interstate transport.

GOVERNMENT

Type of Government: Council/Manager
Mayor and 6 Council Members elected at-large

Latest Comprehensive Plan:	2008
Municipal Zoning in Effect:	Yes
Planning Commission:	Yes
Home Rule:	No
Illinois Certified City:	Yes
Special Financing Techniques Available:	TIF

Emergency E911:	Yes
Police:	37 full-time sworn

Fire/Rescue District:

- 33 full-time, 50 part-time personnel, 35 firefighter trainees
- 23 vehicles
- Fire Insurance Class 5 (in town) & Class 9 (out of town)

TAXES

Property taxes are per \$100 assessed valuation. Valuation 33.3% of fair market value.

2011 Property Tax Rates (Payable in 2012)

City of Woodstock:	\$1.6583
McHenry County:	0.8879
District #200:	5.8512
College District #528:	0.3395
Conservation District:	0.2191
Dorr Township:	0.3232
Woodstock Fire/Rescue:	0.6496
Total Tax	\$9.9288

Sales Tax: 7.0% (total)

UTILITIES

Water

Supplier:	City of Woodstock	
Source:	Groundwater Wells	
Storage Capacity:	3.3 million gallons	
Treatment Capacity:	6.3 million gpd	
Avg Daily Demand:	2.4 million gpd	
Peak Daily Demand:	3.6 million gpd	
Plant Capacity:	7.8 million gpd	

Waste Water Treatment (gpd in millions)

Supplier:	City of Woodstock	
	North	South
Design Avg Flow:	3.5	1.75
Design Max Avg:	10.5	5.4
Current Avg Daily:	2.0	1.2

Natural Gas Supplier: NICOR

Electric Supplier: ComEd

MEDICAL

Hospitals: 1 **Beds:** 154 **Clinics:** 4
Doctors: 165 **Dentists:** 16

Centegra Health System has a level 2 trauma center, a level 2 nursery, heliport, behavioral health and substance abuse specialty center, and five satellite offices. A new hospital campus was opened on U.S. Route 14 in 1994 with the original facility being utilized for extended care, behavioral health programs, skilled nursing, and other support services. The Route 14 facility has undergone two expansions since 2002.

EDUCATION

Public Schools (Fall 2012)

Community Unit School District #200

Elementary Schools	6
Middle Schools	2
High Schools	2
Other	2
Total Student Enrollment (9/2012)	6,675
Total Number of Teachers (9/2012)	400
2012-2013 Total Budget	\$90.2 million
2011-2012 Per Pupil Expenditure	\$12,160

Source: CUSD #200 Community Services

Post-Secondary Education

Community Colleges	1
4 Year Colleges	1
University	0

Trade and technical programs are available through McHenry County College (MCC). MCC also offers transfer programs in more than 64 subjects.

LABOR

Total Labor Force 16 years old +: 11,752

Management, professional, and related occupations	34.1%
Service occupations	13.5%
Sales and office occupations	25.4%
Natural resources, construction, and maintenance occupations	10.8%
Production, transportation, and material-moving occupations	17.1%
Mean travel time to work in minutes:	27.5

Source: US Census 2010

WORKFORCE ASSISTANCE

For a complete list of local and regional workforce development resources visit www.ilworkinfo.com

DEMOGRAPHIC SNAPSHOT

Population

2010 census	24,770
2008 special census	24,658
2004 special census	21,657
2000 census	20,151
1990 census	14,353
1980 census	10,497

% Change 1980-1990	36.7%
% Change 1990-2000	40.4%
% Change 2000-2004	22.6%
% Change 2004-2008	13.9%
% Change 2008-2010	0.5%

2010 Population by Race (24,770 total)

White	83.5%
Black or African American	2.3%
American Indian and Alaska Native	0.4%
Asian and Pacific Islander	2.9%
Other Races	9.3%
Respondents of Hispanic Origin	23.6%

Population by Radius

	<u>1 mile</u>	<u>5 mile</u>	<u>10 mile</u>
2005 projection	13,002	28,023	130,379
2000 estimate	11,982	25,811	120,305
1990 census	9,503	20,530	96,108

Households

2010 census	9,767
2000 census	7,273
1990 census	5,290
1980 census	3,918
% Change 1980-1990	37.5%
% Change 1990-2000	32.7%
% Change 2000-2010	34.3%

Households by Radius

	<u>1 mile</u>	<u>5 mile</u>	<u>10 mile</u>
2005 projection	4,996	10,229	45,797
2000 estimate	4,576	9,370	42,138
1990 census	3,559	7,324	33,399

2010 Households by Income (9,767 total)

\$150,000 and over	6.3%
\$100,000 to \$149,999	12.1%
\$75,000 to \$99,999	19.8%
\$50,000 to \$74,999	17.2%
\$35,000 to \$49,999	12.6%
\$25,000 to \$34,999	9.1%
\$15,000 to \$24,999	10.4%
\$10,000 to \$14,999	4.6%
Under \$10,000	7.9%

2010 median household income	\$56,929
2000 median household income	\$47,871
% Change	18.9%

2010 per capita income	\$24,653
2000 per capita income	\$23,210
% Change	6.2%

2010 Population by Gender (24,770 total)

Male	50.2%
Female	49.8%

2010 Est Population by Age (24,770 total)

Under 5 years	7.5%
5 to 9 years	7.4%
10 to 14 years	7.3%
15 to 19 years	7.0%
20 to 24 years	6.4%
25 to 34 years	15.6%
35 to 44 years	14.6%
45 to 54 years	14.0%
55 to 59 years	5.8%
60 to 64 years	4.4%
65 to 74 years	5.3%
75 to 84 years	3.0%
85 years and over	1.8%

Median Age	34.2
-------------------	------

School Enrollment

Nursery school, preschool	9.2%
Kindergarten	7.4%
Elementary school (grades 1-8)	46.6%
High school (grades 9-12)	17.6%
College or graduate school	19.3%

Educational Attainment

Less than 9 th grade	15.5%
9 th to 12 th grade, no diploma	8.2%
High school graduate or equivalent	30.8%
Some college, no degree	21.0%
Associate degree	6.5%
Bachelor's degree	17.4%
Graduate or professional degree	8.9%
Percent high school graduate +	84.6%
Percent bachelor's degree +	26.3%

Sources: U.S. Bureau of Census, Census 2010
Chicago Metropolitan Agency for Planning, and
Department of Community and Economic Development

MAJOR EMPLOYERS

Private	
Centegra Health System	1,018
Catalent Pharma Solutions	1,000
Brown Printing Company	800
Wal-Mart	475
Claussen Pickle Company	400
Charter Manufacturing Company (formerly Wells Manufacturing)	342
Guardian Electric Company	250

Public	
McHenry County Government	1,200
Woodstock CUSD #200	1,065
Special Education District of McHenry County	350
City of Woodstock	137

CONSTRUCTION ACTIVITY

Totals January – December 2012	
New Residential Permits	37
Value of New Residential Permits	\$5,497,694
Value of Commercial Building Activity	\$8,024,654
Value of Industrial Building Activity	\$6,867,019
Totals January – December 2011	
New Residential Permits	28
Value of New Residential Permits	\$4,457,652
Value of Commercial Building Activity	\$4,860,706
Value of Industrial Building Activity	\$1,738,750

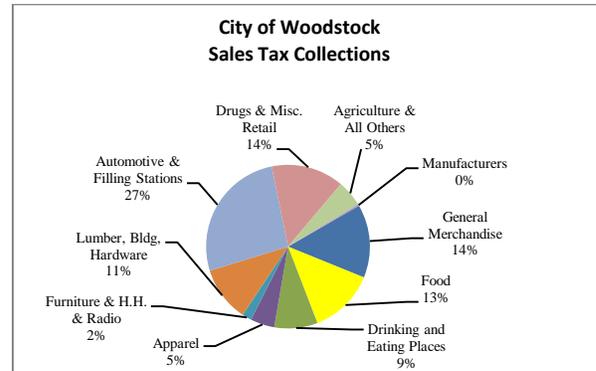
LEGISLATIVE DISTRICTS

State	
Illinois State Rep. Dist. #63:	Jack Franks
Illinois State Rep. Dist. #64:	Mike Tryon
Illinois Senate Dist #32:	Pamela Althoff

Federal	
U.S. Congress Dist. #14:	Randy Hultgren
U.S. Senators:	Dick Durbin Mark Kirk

RETAIL SALES

2011 Calendar Year - Sales made during
January 2011 through December 2011



Standard Industrial Classification Category	Municipal Tax Collected
General Merchandise	\$464,896
Food	417,730
Drinking and Eating Places	274,467
Apparel	152,566
Furniture & H.H. & Radio	60,022
Lumber, Bldg, Hardware	350,208
Automotive & Filling Stations	852,710
Drugs & Misc. Retail	461,489
Agriculture & All Others	166,106
Manufacturers	10,402
Totals	\$3,210,596

Source: Illinois Department of Revenue

For more information about locating or
expanding a business in Woodstock contact:

Cort Carlson
Community and Economic Development
Director
815.338.4305
c Carlson@woodstockil.gov

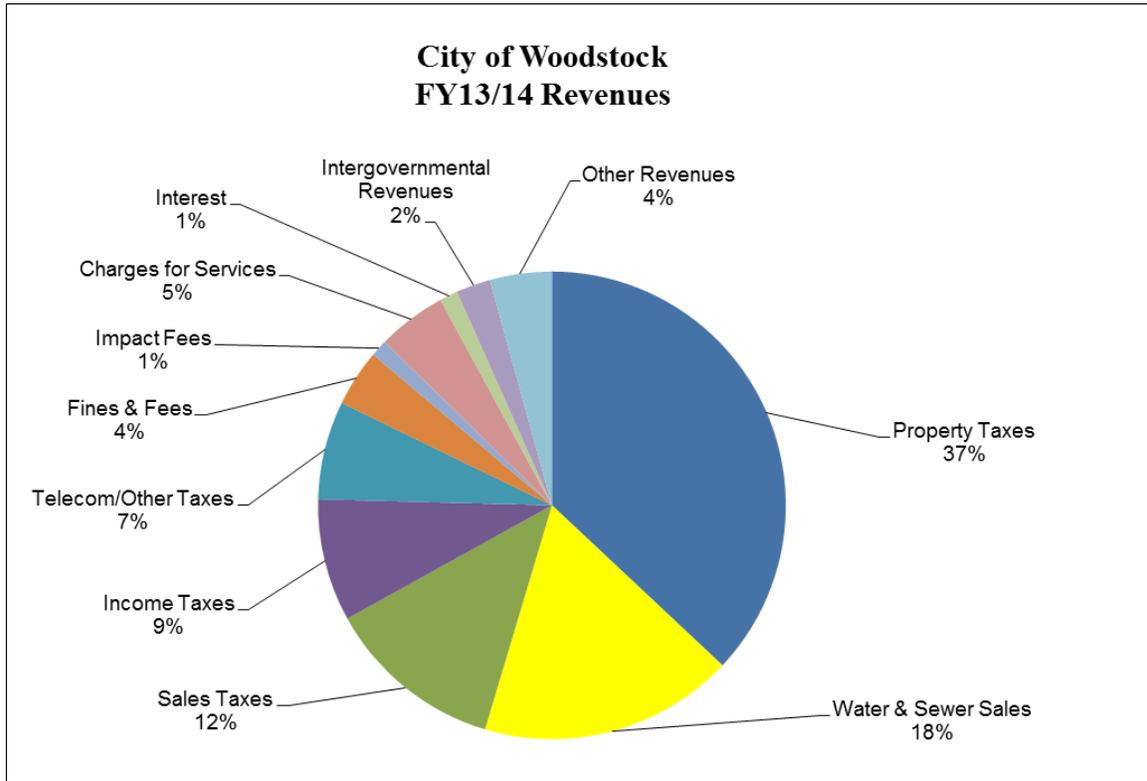
City of Woodstock

FISCAL YEAR 2013/2014

Major Revenue Sources

ANALYSIS OF REVENUE SOURCES

The City has several revenue sources, each representing a different percentage of total revenues.



City of Woodstock Revenue Analysis

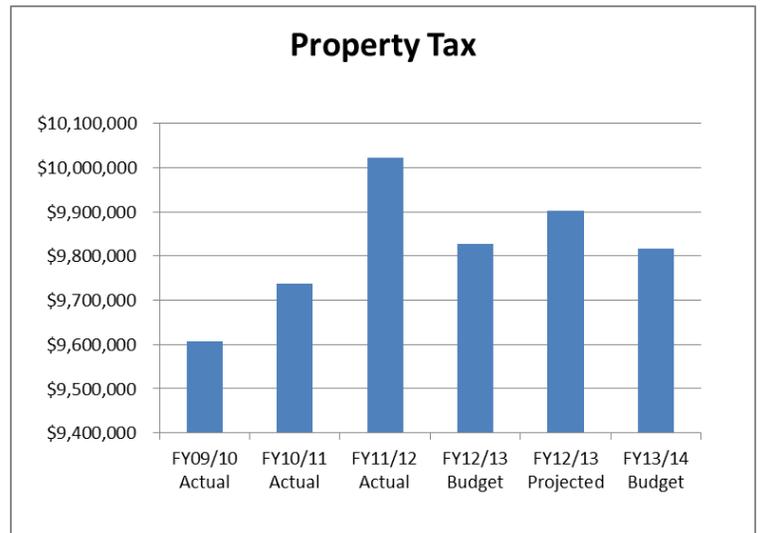
	FY09/10	FY10/11	FY11/12	FY12/13		FY13/14
	Actual	Actual	Actual	Budget	Projected	Budget
Property Taxes	\$9,607,962	\$9,737,277	\$10,021,351	\$9,828,200	\$9,902,900	\$9,817,700
Water & Sewer Sales	4,252,101	4,449,998	4,361,561	4,682,000	4,685,000	4,785,000
Sales Taxes	3,204,019	3,211,674	3,216,538	3,275,000	3,275,000	3,300,000
Income Taxes	1,900,572	2,460,941	2,149,775	2,250,000	2,400,000	2,460,000
Telecom/Other Taxes	1,892,961	1,860,374	1,786,373	1,806,000	1,768,000	1,776,600
Fines & Fees	867,195	917,861	970,878	1,044,400	1,041,700	1,081,500
Impact Fees	461,266	264,043	465,234	309,100	330,500	326,000
Charges for Services	1,068,711	1,268,210	1,259,663	1,269,100	1,294,500	1,302,100
Bond/Loan Proceeds	-	-	-	-	-	-
Interest	830,178	520,010	393,955	333,800	343,600	345,100
Intergovernmental Revenues	530,679	575,376	768,404	629,800	690,800	669,800
Other Revenues	2,942,293	3,861,329	931,788	1,138,300	1,806,100	1,205,600
TOTALS	\$27,557,937	\$29,127,093	\$26,325,520	\$26,565,700	\$27,538,100	\$27,069,400

REVENUE OVERVIEW

Information provided in this section includes figures for FY09/10 FY10/11, and FY11/12 which are based on actual amounts, FY12/13 budget and projected amounts and FY13/14 proposed budget amounts. The percentage increase decrease is based on comparing the results of a given fiscal year with the prior year. In the case of FY12/13 budget and projected percentage increases, the associated values are based on the changes compared with the FY11/12 actual results. The FY13/14 percentage increase reflects the change between the FY12/13 budget and the FY13/14 proposed budget.

Property Tax

Fiscal Year	Amount	% Inc (Dec)
FY09/10	\$9,607,962	7.7%
FY10/11	9,737,277	1.3%
FY11/12	10,021,351	2.9%
FY12/13		
Budget	9,828,200	(1.9%)
Projected	9,902,900	(1.2%)
FY13/14	9,817,700	(0.1%)



The City's levy represents approximately 17% of a property owner's total property tax bill. It is important to note that the City of Woodstock represents a full-service community. Several functions that are typically provided through the use of special districts (i.e., Library, Opera House, Parks, and Recreation) are instead operated as departments of the City and are included within the City's property tax levy.

The property tax amounts used in this document exclude an additional amount added to the levy for estimated uncollectable taxes. The property tax that corresponds to the FY13/14 Budget has already been levied, in accordance with State Statute. The City is required to submit its levy to the County prior to December 31st. Property owners pay this tax in two payments, during June and September, 2013. The 2012 property tax levy covers expenses incurred for the fiscal year beginning May 1, 2013 and ending April 30, 2014.

The City's property tax levy is allocated to fund a variety of purposes and is reported as revenue within fifteen (15) funds. The largest percentage of the levy is dedicated to the General Corporate Fund. A table presenting the calendar collections for the City's major funds has been included on the following page for comparison purposes.

	2012 Est.	2011	2010	2009
General Corporate	\$2,640,000	\$2,813,919	\$2,790,225	\$2,658,277
IMRF	1,235,000	1,227,801	1,218,216	1,173,977
Library	880,000	882,201	875,288	849,796
Liability Insurance	690,000	687,601	682,201	660,923
Police Pension	875,000	864,805	857,984	770,821
Police Protection	930,000	749,302	715,398	688,521
Env. Management	525,000	524,905	520,788	505,089
Parks	380,000	410,283	456,831	478,000
Debt Service	669,200	672,399	664,299	663,781
Tax Increment Finance	525,000	648,211	775,089	774,378
Other Funds	468,500	486,424	504,012	513,713
TOTAL	\$9,817,700	\$9,967,851	\$10,060,331	\$9,737,276

Legislative Developments:

Property Tax Assessments – The assessed value of the property is determined when the property tax assessor does a sales ratio study of home sales over the last three years. Properties in McHenry County are reassessed by the corresponding Township Assessors every three years.

Property Tax Reform – Currently, a significant portion of funding for public schools comes from local property taxes. This results in inequities for funding for schools within the state and high property tax bills. The possibility exists that the State Legislature may change the property tax structure and modify other funding sources, such as income taxes. If this happens, municipal revenues, particularly those that are jointly shared with the State, may be affected.

Property Tax Caps – Non-home rule units of government in the State of Illinois are subject to property tax caps, which limit their respective property tax levy increases to the lesser of 5% or the percentage change in the Consumer Price Index (3.0% for the 2012 levy) during the calendar year preceding the levy year. To determine the property tax rate limit certain properties (i.e., new construction, and mergers or consolidations) are excluded for purposes of this calculation. A higher property tax levy may be levied if the voters authorize the higher levy through referendum. Recent legislation is being considered by the State Legislature that would prevent a non-home rule municipality from receiving any inflationary increase within its property tax levy, if the overall EAV for the community is less than the amount reported in the prior year.

Home Rule Status – A community can reach home rule status by attaining a certified population of 25,000 or by referendum. Home rule municipalities are not subject to the State’s property tax cap legislation. The City was unable to achieve home rule status as a result of the 2010 decennial census and is now anticipating qualifying for home rule status upon the completion of a special census, which is not expected to occur prior to 2014.

Equalized Assessed Property Valuation:

The City's 2011 equalized assessed valuation (EAV) was \$547,043,487, which was a decline of (\$62,064,712) from the prior year. This represents the third consecutive decline in the City's overall EAV in over twenty years. This value does include the addition of \$2,724,290 in new property.

Multiplier – Number used to bring townships property assessments in line with those elsewhere in the State where property is assessed differently. For the 2011 tax levy the multiplier was 1.0177 for property located in Dorr Township. Dorr Township represents over 75% of the total property within the City's corporate limits. The City also includes sections of Hartland, Greenwood and Seneca Townships.

Equalized Assessed Value (EAV) = 1/3 x Market Value x Multiplier.

Property Tax Interventions:

Local school districts routinely intervene when taxpayers appeal to the Property Tax Appeal Board for a reduction in their equalized assessed valuation of \$100,000 or more. In limited cases, the City has partnered with the respective Township and District 200 to oppose the proposed modification to the assessed valuation.

Property Tax Exemptions:

Senior Citizen Homestead Exemption – A home's equalized assessed valuation is reduced by \$4,000 if the homeowner is at least 65 years old and the home is his/her primary residence. This exemption was raised from \$3,500 to \$4,000 beginning with the 2008 tax levy.

Senior Citizen Assessment Freeze – If a homeowner is at least 65 years old and his/her total annual household income is \$55,000 or less, the equalized assessed valuation of the home can be frozen at the amount it was during the base year. The base year is the year prior to the taxable year for which they first applied and qualified for the exemption. This exemption freezes the equalized assessed valuation, not the tax bill.

Homestead Improvement Exemption – This exemption allows the homeowner to make up to \$75,000 worth of home improvements without increasing the property's valuation for up to four years.

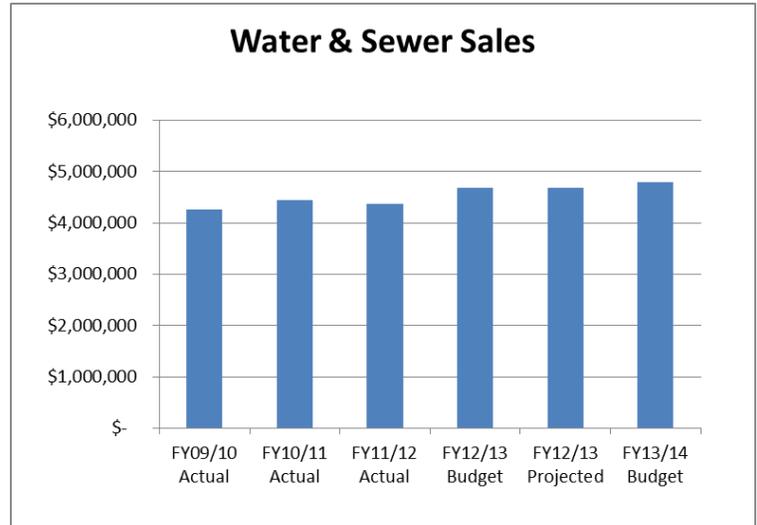
Homeowner Exemption – If the home is owner occupied as of January 1st of the taxable year, the equalized assessed valuation will be reduced by \$6,000 in 2012. This exemption may be prorated in the case of new construction.

Budget Assumptions – The budget includes a reduction of (0.1%) in the City's property tax levy representing the impact from declining equalized assessed values, reducing the levies for those funds that are near or currently at the maximum property tax rate cap. The City Council has directed the City Administration to prepare the annual budget based

on the assumption of foregoing the inflationary increase allowed under PTELL. Property taxes are projected to continue to decline in future years as property values are readjusted and the lack of new housing reduces the City’s overall tax base.

Water & Sewer Sales

Fiscal Year	Amount	% Inc (Dec)
FY09/10	\$4,252,101	(3.8%)
FY10/11	4,449,998	4.7%
FY11/12	4,361,561	(2.0%)
FY12/13		
Budget	4,682,000	7.3%
Projected	4,685,000	7.4%
FY13/14	4,785,000	2.2%



The City operates its own water and sewer utility that provides these services to the residents and a few bordering non-residents. Costs for these services are paid through quarterly user fees assessed based on water usage. The water and sewer operations are accounted for within the City’s only enterprise fund.

Budgeted revenues and expenses are highly dependent upon water usage by the community. Water usage is in turn highly dependent upon weather conditions. For example, if the summer weather is hot and dry, water use increases, in part, due to lawn watering. On a positive note, the City has been able to “stay ahead of the curve” expanding capacity of the water treatment plants to service future community growth as well as demand from existing residents. As the result of the drought in FY12/13, the City did impose mandatory water restrictions during the summer months. The mandatory water restrictions have been continued to assist with the City’s efforts to promote water conservation.

The water and sewer rates are reviewed each year by the City Council and are normally adjusted to reflect a small cost of living increase. This increase is intended to offset corresponding increases in production costs. Over the last five years, the City has implemented a transfer from the Utility Fund to the IMRF Fund to reflect the proper payment of benefit costs, which are paid on behalf of the Utility’s employees.

Current quarterly water rates are as follows:

Minimum Bill	\$21.27
Up to but not exceeding 900 cubic feet	\$21.27 + \$2.41 per 100 cubic feet
Over 900 cubic feet	\$4.83 per 100 cubic feet

The proposed FY13/14 budget includes a recommendation to increase sewer and water rates by 2.0% effective May 1, 2013. That recommended increase is less than the cost of living increase during the past year and demonstrates the City’s commitment to control costs for our customers. In addition, the Water & Sewer Fund continues to provide for two operating transfers to reflect the proper allocation of employee benefit costs for IMRF, and liability and workers’ compensation insurance that relate to this operation. The City Administration has been able to offset the cost increases including the additional transfers by reducing other costs and staff levels. Revenues reflected in this budget are required to support all expenses in the Water Treatment, Wastewater Treatment, Sewer and Water Maintenance, and Sewer and Water CIP budgets. There are no tax dollars or general revenues received by the City that are used to support this Fund. If rates are increased by 2.0%, the new quarterly rates would be as follows:

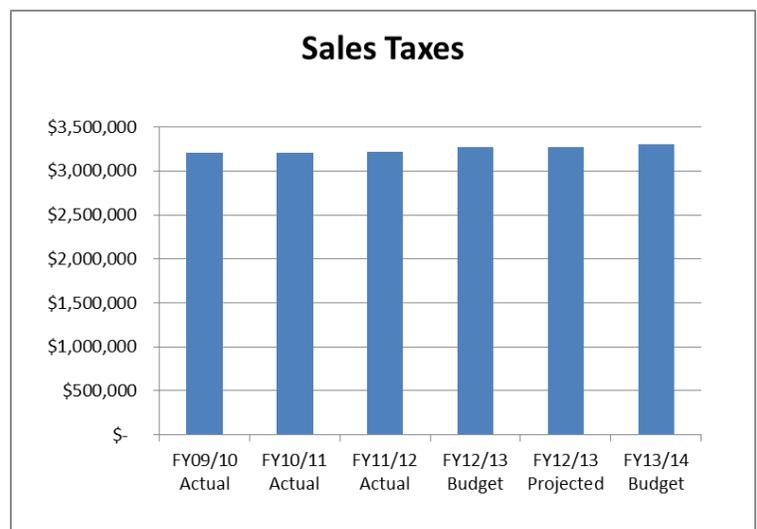
Minimum Bill	\$21.69
Up to but not exceeding 900 cubic feet	\$21.69 + \$2.45 per 100 cubic feet
Over 900 cubic feet	\$4.92 per 100 cubic feet

Average consumption for a family of four has been estimated at 2,200 cubic feet per quarter. Therefore, the proposed 2.0% increase would result in the average Woodstock resident’s bill increasing from \$106.26 in FY12/13 to \$108.24 in FY13/14, a quarterly increase of \$1.98.

Demand exceeded the previous year’s levels due to the aforementioned drought, but the additional water consumption was partially offset by the limited building activity, and sustained level of foreclosures. The FY13/14 Budget has been predicated on minimal growth in community demand and the aforementioned 2.0% rate increase. Due to the high dependency on weather conditions for this revenue source, accurately predicting total water & sewer sales is extremely difficult.

Sales Taxes

Fiscal Year	Amount	% Inc (Dec)
FY09/10	\$3,204,019	(8.0%)
FY10/11	3,211,674	0.2%
FY11/12	3,216,538	0.2%
FY12/13		
Budget	3,275,000	1.8%
Projected	3,275,000	1.8%
FY13/14	3,300,000	0.8%



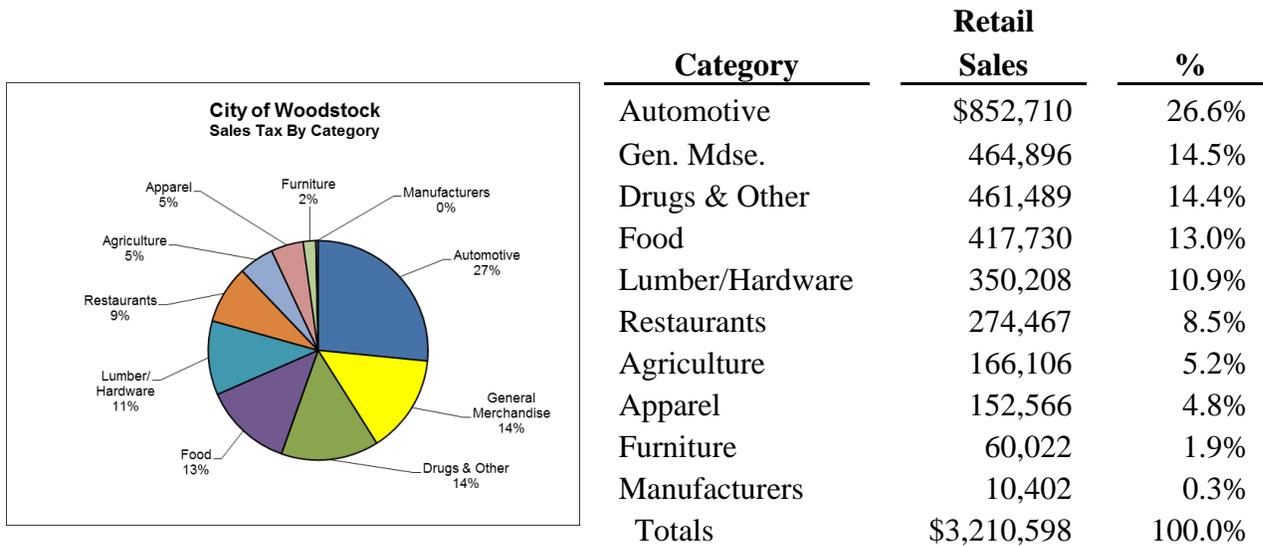
Items, except food and drugs, in Woodstock are subject to a 7.0% sales tax. The City receives 1.0% of this 7.0% for items sold in Woodstock. The remaining 6% is distributed as follows: 5.0% State, .75% County and .25% Regional Transportation Authority (RTA). This tax was increased by State legislation effective April 1, 2009 to

include a .25% RTA tax to fund public transportation and a similar increase to the County’s sales tax rate to provide for local infrastructure improvements. The following impact sales tax receipts:

The retailer must remit their collections to the State of Illinois monthly. The retailer receives a discount from the State for collecting the tax. The City’s portion of this tax is credited monthly to an account established on its behalf with the State Treasurer’s office. As previously mentioned, the City currently does not qualify for “home-rule” status; therefore, any increase to the City imposed tax rate would require the successful passage of a referendum. Home rule communities in Illinois are able to increase their local sales tax rate by 1.0%. The sales tax rate is not expected to increase in FY13/14.

Sales tax is subdivided into three categories: retail sales, auto rental tax, and use tax. The auto rental tax is 1% of the gross receipts from renting automobiles. The use tax applies to the privilege of using in the City tangible personal property purchased at retail from a retailer outside the State of Illinois.

The “retail sales” portion of the City’s total sales tax revenues comes from many different types of businesses located within the City limits as illustrated by the pie chart below. The information included within the table/pie chart is based on the sales taxes distributed by the State of Illinois for calendar year 2011, the latest data currently available. Automotive, which includes car dealerships and filling stations, represents the City’s largest share of sales tax receipts, accounting for 27% of the total collections. This category is followed by general merchandise (20%) and drugs and other retail (14%).



The following impact sales tax receipts:

Market Characteristics: - The City continues to conduct discussions with potential commercial developments to expand the number of retail businesses and enhance both the resident’s shopping opportunities and the City’s sales tax base. The state of the current economy is still creating barriers to growth in any new retail businesses.

However, on a positive note, the City did enter into an economic incentive agreement with Kohls. Construction of the new store was completed and opened in March, 2012. The City will be required to reimburse Kohls for 50% of the sales tax revenues generated from this site for a twenty-year period.

State of Illinois' Financial Condition – The State of Illinois' current financial crisis has been well documented over the last five years. Poor funding for both public employee pensions and education continue to widen the budget gap. Currently, the State Comptroller's Office is reporting an increase of \$2.0 billion to the backlog of unpaid bills at the end of the State's first quarter. In total, the General Fund has accumulated over \$6.5 billion in unpaid bills. The State is again on course to utilize over \$5.0 billion in current revenues to address the carryover of bills from the prior year. Many of the State's budget modifications have created an appearance of a balanced budget, but the actual financial results are clearly identifying the appropriate lack of funding. For instance, the employees' health insurance payments were transferred to the Department of Central Management Services (CMS). At the end of the first quarter CMS has reached over 85% of its annual appropriations. The State Legislature will be faced with either increasing the appropriations or forcing significant delays in paying health insurance claims.

Because the City of Woodstock is in fact a subset of the State, the City is affected by the State's precarious financial condition. The State currently allocates the 1.0% of sales tax received by the City. This allocation could be modified in the future to balance the State's budget. In addition, unfunded mandates and the adoption of State laws that provide additional property tax relief to residents are always viewed positively by the State legislature, but can have significant impacts on local governments' budgets, which are already confronted in many areas by unfavorable revenue circumstances.

General Economic Conditions/National Economy - The overall economic condition nationwide is in a mild recovery, but remains challenged going into FY13/14. The consumer confidence index has fallen two consecutive months, reaching a low point of 58.6 in January, 2013 and erasing all gains posted in 2012. Consumers noted the reinstatement of the payroll tax, which caused a corresponding reduction in consumer's paychecks. A value of 90 or more for this indicator is considered to provide for a growing economy.

Consumers provide for over 2/3 of the spending within the US economy. Consumer spending appears to be showing some minimal signs of improvement, but is not expected to return to FY08/09 levels until FY15/16 at the earliest. The Federal Government is expected to continue to provide a favorable climate to encourage spending and strengthen a recovery in the US economy.

Internet Sales – The State of Illinois collects sales taxes on behalf of all taxing bodies. Illinois residents are required to pay sales tax to the State even when an internet retailer does not collect the sales tax. This process is referred to as a “use” tax rather than a “sales” tax. The Federal government currently has a moratorium on States and local governments that prevents taxing on internet sales. This moratorium is scheduled to

expire in November, 2014. Congress has indicated that they would consider lifting the moratorium earlier, if the States develop a “streamlined” method for assessing and collecting the proposed sales tax. A nationwide effort is underway to modify sales taxes to comply with the Federal requirements.

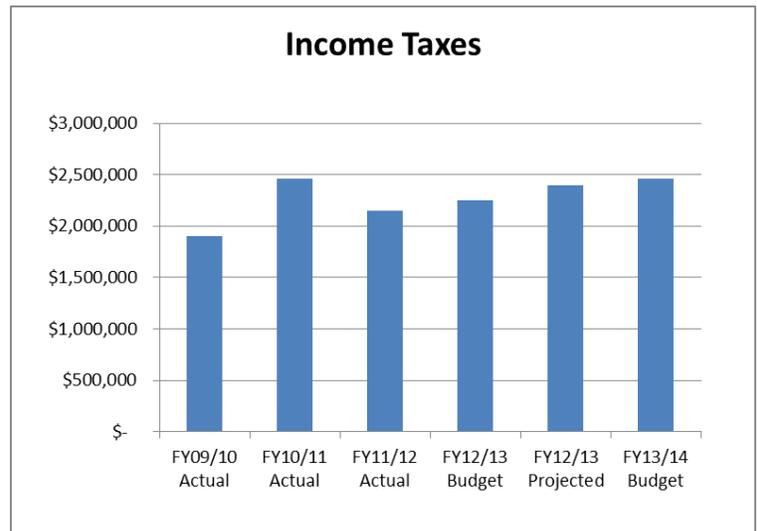
The State of Illinois is considering adopting the modifications that would require sales taxes to be charged based on a point-of-delivery system versus the point-of-sale method. Currently, sales taxes are charged at the rate based on the location of the store where the merchandise is purchased. This is problematic when dealing with internet sales that are mailed from across state lines. Therefore, a point-of-delivery sales tax needs to be adopted if internet sales are to be taxed in the future. However, certain municipalities that have large investments in commercial businesses that typically deliver their products are generally opposed to this modification, since it would re-allocate the sales taxes they are currently collecting to their neighboring communities where the products are being delivered.

Summary – Estimated FY13/14 sales tax receipts are \$3,300,000 or 0.8% higher than the FY12/13 Budget. This revenue source continues to be impacted by low consumer confidence, high unemployment and a sluggish economic recovery. The projected sales tax revenues do not take into account any modification to this revenue source to address the State’s own fiscal crisis. If this revenue source is modified/reduced in the future by the State, the City will need to re-evaluate the overall scope of service levels and identify a similar level of reductions to expenditures, most likely necessitating the requirement for a reduction in force (RIF).

Income Taxes

Fiscal Year	Amount	% Inc (Dec)
FY09/10	1,900,572	(20.2%)
FY10/11	2,460,941	29.5%
FY11/12	2,149,775	(12.6%)
FY12/13		
Budget	2,250,000	4.7%
Projected	2,400,000	11.6%
FY13/14	2,460,000	9.3%

The City receives income tax receipts from the State of Illinois on a monthly basis. Income tax revenues are distributed to local municipalities based on certified populations.



Budget Assumptions – To prepare the FY13/14 budget for income tax receipts, there are three key elements, which certain assumptions must be made and are provided below:

Population: Income tax receipts are distributed based on the City's population. Woodstock last completed a special census in FY07/08 that resulted in an additional 3,001 residents. The most recent 2010 decennial census increased the City's population by another 112 residents bringing the City's total population to 24,770. The City did benefit in FY11/12 from a complete year of collections at the higher population total. The City Administration does not anticipate the completion of another special census until the housing market begins to recover, which is not anticipated until at least 2014.

Municipality's share of income tax receipts: The State of Illinois passed legislation at the beginning of 2011 that increased the State's income tax rate from 3.0% to 5.0% effective beginning in calendar year 2011. At that time, the State also modified the distribution to local governments from 10% to 6% of the total collections. In response to opposition for this bill, the State legislature included expenditure limitations within the legislation that, if violated, would result in a loss of the new taxing authority. This potential reduction in the income tax rate was not addressed within the discussions concerning the local governments' distributions. In addition, the Governor has been provided authority to reduce statutory payments to comply with the spending limits. An argument could be made in the future that the local governments' distributions are statutory payments and are subject to the Governor's discretion.

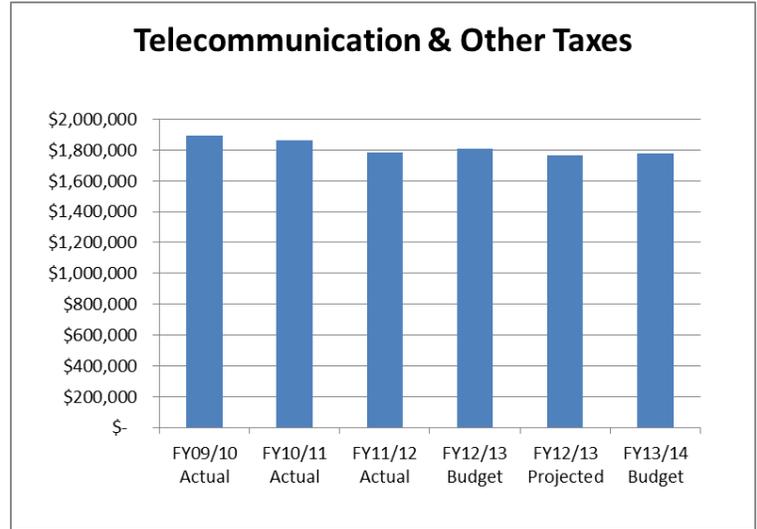
This revenue allocation is ultimately subject to the State's discretion and is under a very serious threat in FY13/14 from the State of Illinois' ongoing budget crisis. As recent as FY10/11, the Governor proposed a 30% reduction to the distributions provided by the State of Illinois to its local governments. The State's budget continues to report significant deficits and if the Governor is not successful at gaining some form of consensus over budget cuts, some reduction to local governments may be forthcoming. The City and the local Council of Governments will continue to lobby the State legislature to prevent or minimize any potential reductions in the sharing of this revenue source.

Statewide growth in income tax receipts: The State's income tax receipts are dependent on a strong economy. The continuation of a stagnant economy, particularly in the area of unemployment, which remains elevated, will provide further negative pressure on income tax receipts received by the State. Therefore, even with declining unemployment in recent months, the projections for income tax revenues have been restrained for the upcoming fiscal year.

Summary – The FY13/14 income tax revenue is based on a distribution of \$92.25 per capita. Since the development of the FY10/11 Budget, the City Administration has been utilizing a more conservative estimate, reducing the IML estimates. The IML has projected income tax receipts based on a per capita of \$95.40 for FY13/14.

Telecommunication & Other Taxes

Fiscal Year	Amount	% Inc (Dec)
FY09/10	1,892,961	(5.3%)
FY10/11	1,860,374	(1.7%)
FY11/12	1,786,373	(4.0%)
FY12/13		
Budget	1,806,000	1.1%
Projected	1,768,000	(1.0%)
FY13/14	1,776,600	(1.6%)



In FY02/03, the City adopted the Simplified Telecommunications Tax Act, which combined the previous Telecommunications Tax and Infrastructure Maintenance Fees. Under this act, both land-based and wireless service providers must remit 6% of their gross sales to the Illinois Department of Revenue. The Illinois Department of Revenue then forwards this tax to the City of Woodstock. The telecommunications tax collections (\$850,000) represents almost ½ of the collections reported for other taxes and are impacted by the demand for telecomm services. This revenue source has been historically dedicated to finance the City’s comprehensive capital improvement program and is, therefore, reported directly within the General Corporate – CIP Fund. Telecommunication taxes are projected to end the fiscal year at the budget amount and are expected to continue at this level for the upcoming fiscal year.

In addition to telecommunication taxes, the City also receives replacement taxes (\$226,000) and motor fuel taxes (\$630,600) from the State of Illinois. The replacement tax represents a State distribution to offset the elimination of personal property tax that occurred in the late 1970s. Replacement tax revenues comes from a 2.5% corporate income tax, 0.8% invested capital taxes from gas and water utilities, and infrastructure maintenance fees from telecommunication companies and electricity suppliers. Total FY13/14 budgeted revenue for this line item of \$226,000 is (\$25,000) less than the FY12/13 budget, and are still (\$50,000) less than the collections received at the high point in FY08/09. These revenues are reported within the General Corporate and Library Funds.

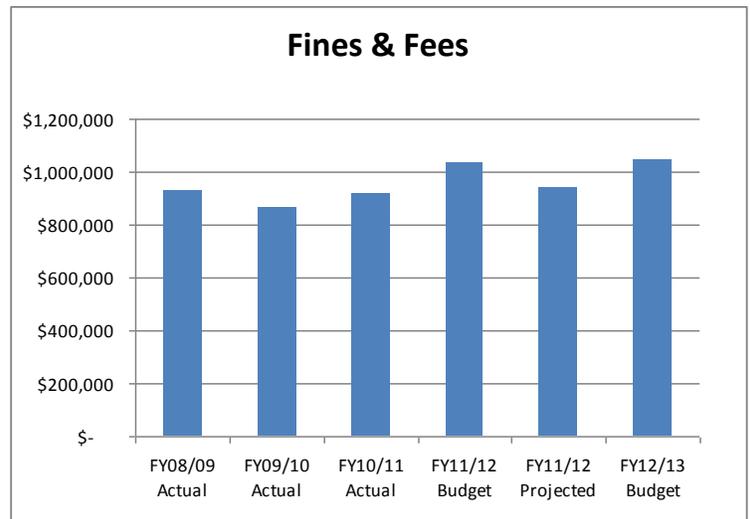
Motor fuel taxes are received monthly from the State of Illinois and are distributed based on population. The State of Illinois receives \$0.19 cents per gallon tax on gasoline and \$0.215 cents per gallon on diesel fuel. Distributors are allowed to retain 1.75% of the tax as a collection fee. After certain deductions are made, the State keeps 45.6% of the

motor fuel tax and distributes 54.4% to various local agencies. Municipalities receive 49.1% of the amount allotted for local agencies. The City's share of the total MFT allocation is based upon the ratio of the City's population to the total population of incorporated areas in the State. The Illinois Municipal League is projecting a decline in gas consumption for the upcoming fiscal year due to higher average fuel economy of vehicles and higher prices driving down demand; therefore, the FY13/14 budget includes a reduction of (\$4,400) in funding for this account when compared with the prior year. The City has historically utilized these revenues to complete street resurfacing, pavement markings and winter maintenance.

The City also levies a 5% hotel/motel tax (\$70,000) on its local hotel/motels. This tax is restricted by State Statute and can only be expended for programs/events that generate overnight stays for the community. In FY13/14, the City Council selected the Opera House and eleven (11) local non-profit organizations to provide funding for a variety of community events.

Fines & Fees

Fiscal Year	Amount	% Inc (Dec)
FY09/10	867,195	(6.7%)
FY10/11	917,861	5.8%
FY11/12	970,878	5.8%
FY12/13		
Budget	1,044,400	7.6%
Projected	1,041,700	7.3%
FY13/14	1,081,500	3.6%



Fines & fees comprise a wide variety of revenue sources that are reported within many of the City's funds. Overall, the City's philosophy is to encourage compliance with City codes versus focusing on punishment. For the most part, fines & fees are comprised of franchise fees (\$290,000), police fines (\$410,000), park facility rentals (\$21,000), opera house services (\$90,000), opera house facility rental (\$68,000), library fines and non-resident fees (\$144,000), and adjudication fees (\$17,500).

The FY09/10 Budget included the establishment of an Administrative Adjudication division within the City. This function allowed the City to conduct its own hearings on civil matters and collect a variety of fines directly from the violators instead of processing these matters through the County Court system. In the FY13/14 Budget, the City Administration will continue to utilize this function to process the delinquent collections from other various revenue sources.

Franchise fees represent the payments from local cable carriers for use of the City's right-of-way. The cable carriers are required to remit 5% of total revenues monthly to the City

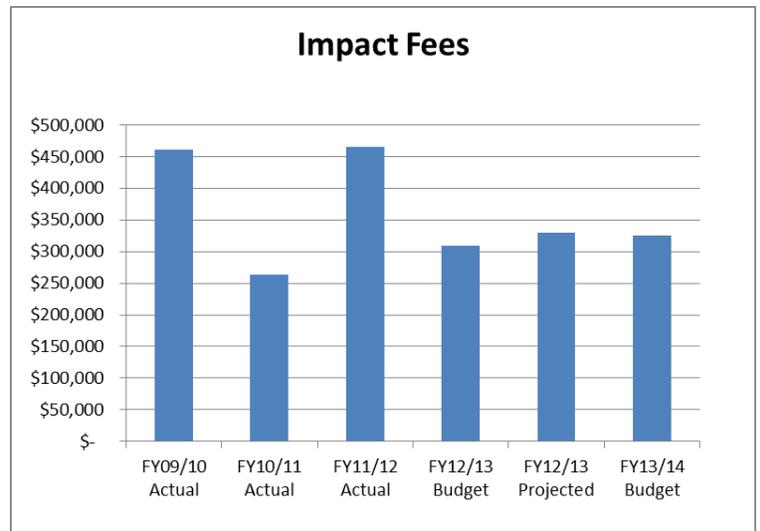
as payment on behalf of the franchise agreement. The City has two cable providers (Comcast of Illinois and AT&T Cable) that provide services to the residents. The budget consists of four quarterly payments.

Police fines represent tickets issued by the Woodstock Police Department. These fines are collected by McHenry County and remitted to the City monthly. The City employs twenty-seven (27) police officers and responds to over 18,000 calls for service each year.

Fines & Fees are expected to increase in total for FY13/14 when compared with the FY12/13 budget amount. The City Administration has prepared conservative estimates based on the continuation of minimal economic growth through calendar year 2013.

Impact Fees

Fiscal Year	Amount	% Inc (Dec)
FY09/10	461,266	19.9%
FY10/11	264,043	(42.8%)
FY11/12	465,234	76.2%
FY12/13		
Budget	309,100	(33.6%)
Projected	330,500	(29.0%)
FY13/14	326,000	5.5%



Impact fee revenues represent an upfront charge to new developments that are intended to properly reflect the additional capital costs that will need to be incurred by the community to provide service to these new residents. Impact fees are assessed at the time the building permit is issued and include charges to cover estimated capital costs related to future water and sewer expansions, as well as parks, police, library, and street improvements. The City also collects impact fees on behalf of School District #200 and the Woodstock Fire Rescue District, which are accounted for within a separate agency fund and not reported as revenue.

Historically, these fees have been utilized to supplement the City’s capital improvement program and are directly impacted by the current building activity ongoing within the community. The City Code currently provides for an automatic cost of living increase on all impact fees imposed within the City of Woodstock based on the Consumer Price Index. The City Council will be reviewing the City’s impact fee structure in FY13/14 and may be suspending increases as well as reducing fees to update the current costs for new construction to the community.

Budget Assumptions – To prepare the FY13/14 budget, two key elements must be evaluated to determine appropriate projections:

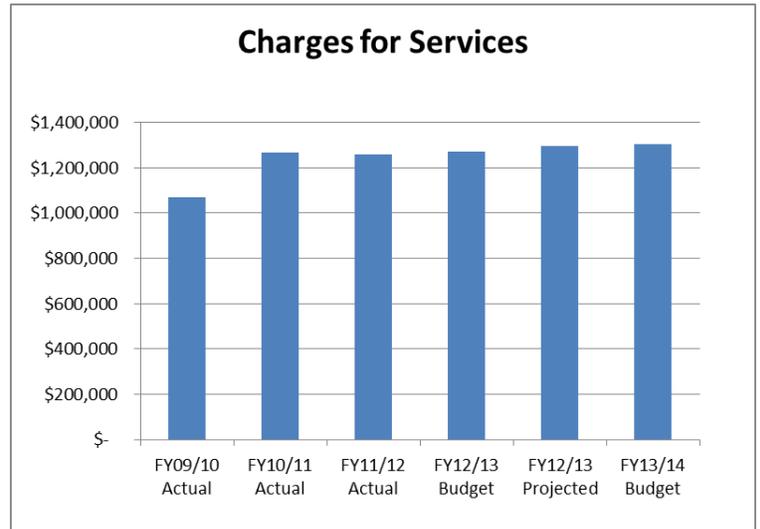
Building Permits: The number of building permits issued in any given year determines the amount of revenue to be derived from impact fees. The significant reduction in new housing construction experienced throughout the Midwest has severely impacted the revenues generated from impact fees. Current mortgage rates remain at historical lows; however, the significant number of foreclosed homes available within the local real estate marketplace continue to erode home values creating a difficult environment and reduced demand for new housing. The City is anticipating the number of building permits issued for new homes will remain at minimal levels in 2013. In comparison, the City issued 209 building permits in 2007, only 38 permits in 2008, 22 permits in 2009, 27 permits in 2010, 19 permits in 2011, and 28 permits in 2012. The FY13/14 Budget is predicated upon the issuance of 30 building permits in 2013.

Cost of Living Increase: Based on City Code, the City Administration adjusts all building fees on January 1st to reflect the most current twelve month Consumer Price Index (CPI) adjustment published by the Bureau of Labor Statistics. This increase fluctuates from year to year. The City Administration has temporarily suspended increases to these fees based on the CPI until the City Council has the opportunity to review the fee structure. Inflation is expected to again increase, and will be impacted by rising gasoline costs in calendar year 2013. However, no increase in the fees generated within this line item have been included for FY13/14.

Summary – Overall, building activity is expected to remain sluggish and impact fees will continue to be held below historic levels, but should report a little less than the amount projected for FY12/13. Impact fees are reported within the Park Development (\$50,000), Library Building (\$18,500), Water & Sewer Capacity (\$220,000), and General Corporate – CIP (\$37,500) funds.

Charges for Services

Fiscal Year	Amount	% Inc (Dec)
FY09/10	1,068,711	6.5%
FY10/11	1,268,210	18.7%
FY11/12	1,259,663	(0.7%)
FY12/13		
Budget	1,269,100	0.7%
Projected	1,294,500	2.8%
FY13/14	1,302,100	2.6%

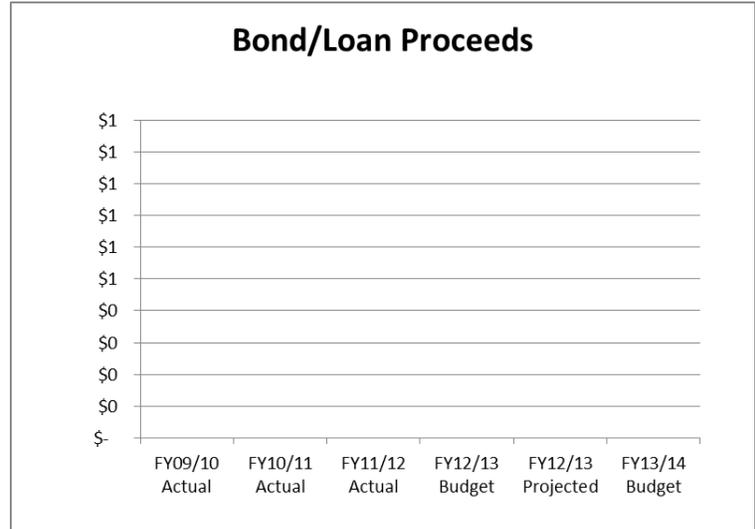


Over the years, the City has provided certain services which are financed through user charges. These activities are both broad and diverse and include a variety of operations. The aquatic center (\$304,700), recreation programs (\$222,000), recreation center memberships (\$445,000), opera house café sales (\$65,900), wireless alarm monitoring (\$263,000) and public transportation (\$1,500) all generate revenues reported as charges for services. The FY09/10 Budget included a new wireless alarm monitoring program that generated \$107,400 in revenues in the last five months of the fiscal year. The entire year's collections were reported in FY10/11 and resulted in the majority of the 18.7% increase reported within this revenue category. Under the wireless-alarm monitoring program, the City contracts directly with the local businesses to provide monitoring services for their mandatory fire alarms. The fees are expected to generate sufficient revenues to allow for the purchase of the new equipment, as well as offset the associated operating costs.

Budget Assumptions – Charges for services are impacted by demand for these services and increases to the user charges. The City Administration is projecting stable demand for the upcoming year in its programs and is proposing minimal fee increases to several of the recreation programs. In addition, the fees for the annual girls' softball tournament and the recreation center's membership benefits have been adjusted to cover the associated costs for providing these programs. The City Administration is also proposing a nominal fee increase to the Aquatic Center charges.

Bond/Loan Proceeds

Fiscal Year	Amount	% Inc (Dec)
FY09/10	-	(100.0%)
FY10/11	-	0.0%
FY11/12	-	0.0%
FY12/13		
Budget	-	0.0%
Projected	-	0.0%
FY13/14	-	0.0%



Bond/Loan proceeds account for the City's issuance of bonded debt or the incurrence of capital leases/bank loans to finance capital improvement projects. The FY08/09 Budget included \$3.4 million to completely modernize/renovate the First Street Water Treatment Plant to allow this facility to continue to comply with EPA requirements.

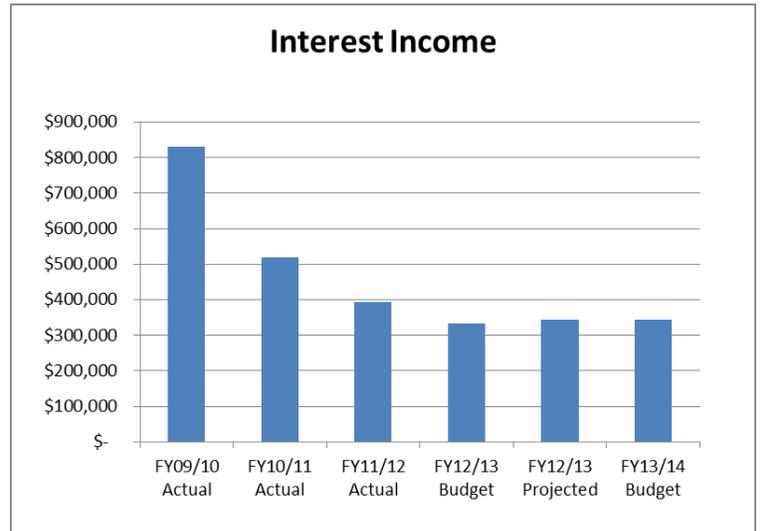
The FY11/12 Budget did not include the receipt of bond proceeds; however, the City did conduct an advance refunding. At the June 15, 2010 meeting, the City Council adopted Ordinance 10-O-34 that authorized the issuance of \$6,515,000 in Alternate Revenue Refunding Bonds. The proceeds from the Alternate Revenue Refunding Bond issuance were placed directly into an escrow account and have already been utilized to repay the remaining principal balances for the refunded debt obligations that included the Series 2000C Alternate Revenue Bonds (issued to construct the Aquatic Center), 2000D Alternate Revenue Bonds (issued to construct the Library addition), 2001B Alternate Revenue Bonds (issued to construct the Opera House Annex), 2002E Alternate Revenue Bonds (issued to construct infrastructure improvements in the Tax Increment Financing District), 2002F Alternate Revenue Bonds (issued to construct the expansion to the Seminary Avenue Water Treatment Plant), and 2002G Alternate Revenue Bonds (issued to refund an outstanding bank loan held by the TIF Fund).

The completion of the advanced refunding resulted in generating over \$220,000 in net present values savings for the City. In addition, all future debt service payments for the aforementioned debt issuances have been completely repaid by either City funds or amounts held in escrow. As a result, the City abated all of the remaining debt service payments for the aforementioned Alternate Revenue Bonds series (i.e., Series 2000C, 2000D, 2001B, 2002E, 2002F, and 2002G).

The City Administration will be reviewing additional refunding opportunities that could potentially provide significant savings in FY13/14. If the net present value savings exceeds the industry standard of 2-3%, the City Administration will work with bond counsel to forward the appropriate Ordinances and initiate the refunding transaction.

Interest Income

Fiscal Year	Amount	% Inc (Dec)
FY09/10	830,178	(19.3%)
FY10/11	520,010	(37.4%)
FY11/12	393,955	(24.2%)
FY12/13		
Budget	333,800	(15.3%)
Projected	343,600	(12.8%)
FY13/14	345,100	3.4%



The City earns interest income from investing within money market accounts, US treasury and agency securities and insured/collateralized certificates of deposits. Additionally, the City earns

interest income on money held in checking accounts and Illinois Funds. The collection of interest income varies from year to year and is dependent on several factors.

Impacted Funds – Total FY13/14 budgeted revenue is \$345,100 and is allocated among the funds as follows: General - \$26,000, Public Library - \$4,000, Public Library Building - \$1,600, IMRF - \$5,300, Liability Insurance - \$5,200, TIF - \$7,000, Water & Sewer - \$4,500, Water & Sewer Capacity - \$24,000, Police Pension - \$250,000, General Corporate - CIP - \$11,000, Environmental Management - \$4,800, and Miscellaneous Funds - \$1,700.

Budget Assumptions – To prepare the FY13/14 budget for interest income, there are two key elements, which certain assumptions must be made and are provided below:

Investment Balances: The City's investment balances vary from year to year. The issuance of bonds or other long-term debt can result in a spike in the amount available for investment in any given year. As these proceeds are expended, the City's investment balances are reduced having a corresponding impact on the ability to generate interest income. The Police Pension Fund is required by State Statute to invest a minimum of 55% percent of the total portfolio in fixed investments that generate interest income. The remainder of the City's funds must be invested in fixed securities, checking accounts and money market funds.

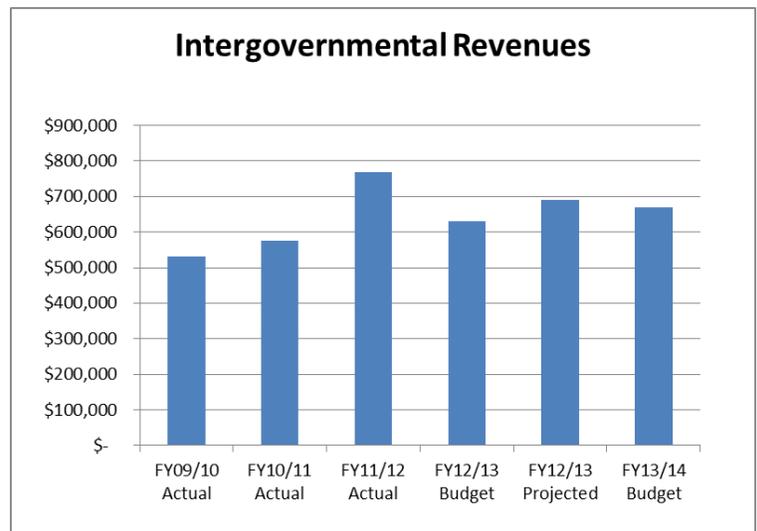
Interest Rates: Interest rates are subject to rapid fluctuations within any given year and are impacted by a variety of factors. The City's limitation, with the exception of the Police Pension Fund's investments, to invest in fixed securities that mature in two years or less results in the overall rate of return being highly influenced by short-term interest rates. Short-term interest rates are significantly impacted by

changes made to the Federal Reserve Bank’s Federal Funds rate. Throughout 2012 the Federal Reserve Bank continued to maintain this rate at an unprecedented range between 0.0% and 0.25%, which resulted in a corresponding reduction in the City’s rate of return. Interest rates are expected to remain at these historic lows throughout 2013 as the Federal Reserve Bank uses interest rate relief to spur on an economic recovery.

Summary – The FY13/14 budgeted interest income is expected to decline as restricted funds on hand are used to complete capital improvements. In addition, the current Federal Funds Rate of between 0.0% and 0.25% is expected to continue throughout the year, requiring maturing certificates of deposits and new funds available for investment to be subject to extremely low interest rates. Therefore, the budget amounts for interest income have been based on maintaining available investment balances and a depressed interest-rate environment for the majority of the fiscal year.

Intergovernmental Revenues

Fiscal Year	Amount	% Inc (Dec)
FY09/10	530,679	13.5%
FY10/11	575,376	8.4%
FY11/12	768,404	33.5%
FY12/13		
Budget	629,800	(18.0%)
Projected	690,800	(10.1%)
FY13/14	669,800	6.4%



Intergovernmental revenues include all funds received from Federal, State and Local government sources to support a particular function or project. The Library normally receives an Illinois per capita grant (\$25,400) each year, which will need to be re-evaluated for inclusion within the FY14/15 Budget based on the State’s current financial condition. In addition, the Rural Library District provides the Library with an annual contribution (\$364,000) from its property tax levy that is intended to offset the costs of providing services to the rural customers. Intergovernmental revenues are also reported within the Police Protection Fund and include funding provided by School District #200 to offset the costs of the High School Liaison Officer (\$48,000), the Woodstock Fire Rescue District contribution (\$75,000) for providing dispatch services, PTI Reimbursements for training (\$4,800) and the continuation of the State’s “Ticket It or Click It” (\$15,500) grant program.

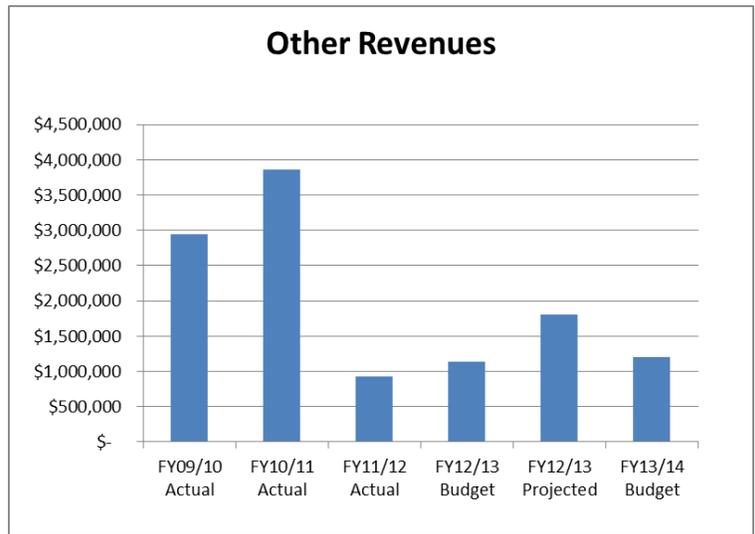
The City is expected to benefit in FY13/14 from the receipt of a “NOW” capital grant (\$107,100) from the State of Illinois, which is restricted for roadway resurfacing and improvements. The City also receives “one-time” grant awards for certain capital improvement projects that are normally reported within the General Corporate – CIP

Fund. In the FY13/14 Budget, the City has included \$25,000 in grant revenues for a” grant award related to the “Safe Routes to Schools” program. The related construction expenditures are completely offset by grant proceeds that are received directly by the State of Illinois and are; therefore, not included within the City’s proposed FY13/14 budget.

The Federal Emergency Management Agency (FEMA) reimbursed the City for snow plowing expenditures (\$143,700) that related to the “Groundhog Day” blizzard which occurred in February, 2011. These one-time grant proceeds accounted for the significant overage in intergovernmental revenues received in FY11/12.

Other Revenues

Fiscal Year	Amount	% Inc (Dec)
FY09/10	2,942,293	336.6%
FY10/11	3,861,329	31.2%
FY11/12	931,788	(75.9%)
FY12/13		
Budget	1,138,300	22.2%
Projected	1,806,100	93.8%
FY13/14	1,205,600	5.9%



Other revenues include a variety of revenue sources generated by the City and are impacted by the state of the economy. The largest components of other revenues retiree/cobra health insurance contributions (\$114,000), reinsurance proceeds for health claims (\$25,000), employee payroll deductions for health coverage (\$170,000), sale of surplus equipment (\$50,000), downtown snow removal (\$11,000), opera house ticket surcharges (\$53,500), opera house fundraising (\$20,000), and employee payroll deductions for police pension (\$281,000). In addition, gains and losses for the Police Pension Fund’s investments are also included within this category accounting for the significant fluctuations from year to year.

Overall, the FY13/14 Budget has been formulated utilizing conservative revenue projections. The increase within this revenue category of \$67,300 represents a 5.9% improvement versus the FY12/13 budget amounts, but when compared with the projected amounts included for FY12/13; this represents a significant decrease of (\$600,500) or (33.2%).

As previously mentioned, the investment gains/(losses) incurred by the Police Pension Fund are reported within other revenues. The equity markets experienced a significant reversal in 2009, resulting in substantial gains in excess of \$1.4 million being reported in FY09/10. Equity market value gains were able to generate an additional \$1.3 million in revenue for FY10/11. However, in FY11/12 market values declined by (\$336,900)

within the Police Pension Fund, significantly lowering the City's other revenues. The FY12/13 Budget is projecting by year end \$600,000 in market value gains for the Police Pension Fund. Unfortunately, this one revenue alone is extremely difficult to project for future years and results in a significant amount of volatility within this revenue category.

The other revenues were also impacted in FY10/11 by a one-time donation (\$304,100) received by the Woodstock Public Library. The Public Library Board will determine the various projects and programs that will comply with the limitations specified within this donation.

Summary - Other revenues are generally impacted by the state of the economy. Private contributions and fundraising are expected to be severely hampered by the current state of the economy. Health insurance contributions by retirees/cobra participants and employees are determined by City policies and through collective bargaining. Employee contributions are expected to increase in FY13/14, but continue to be mitigated by maintaining the hiring freeze for the City's workforce and the twenty three (23) full-time equivalent open positions. Police pension contributions are set by State Statute, currently requiring employees to contribute 9.91%, and are expected to increase, but again be partially offset by four open police officer positions being maintained within the Police Department.