



**2016 STATE OF THE CITY ADDRESS
MAYOR LAWRENCE J. MORRISSEY**



**REALIZING THE VISION
REBUILDING ROCKFORD**

OVERVIEW

- *Rebuilding Rockford: Vision becoming Reality*
- *Structural Budget Challenges: Property Values & Public Safety Pensions*
- *A Collective Impact Response to our Challenges*
- *Call to Action: 2017 & Beyond*

**Paving
the Way**

→ **Vote YES for Our Roads**

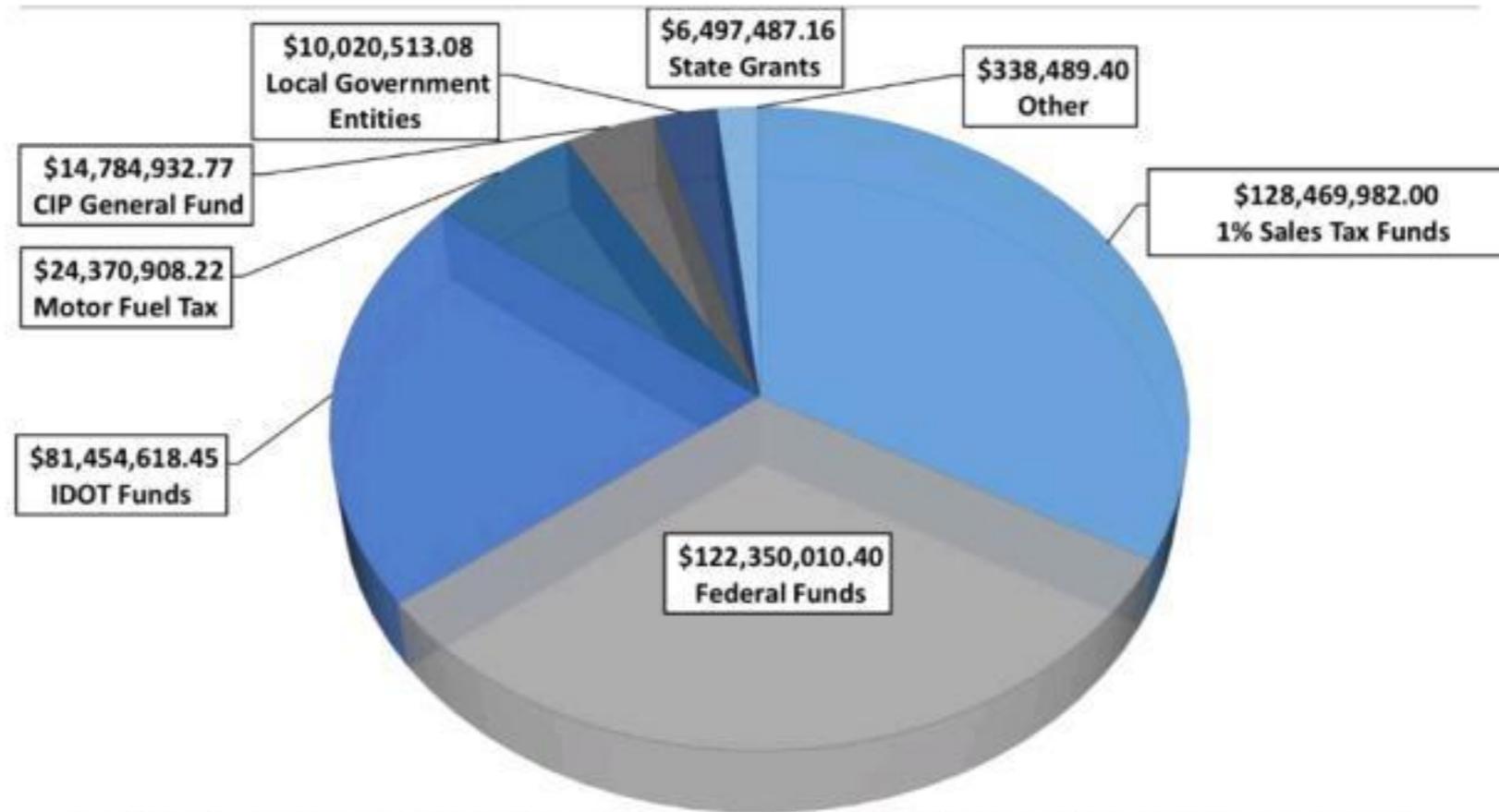
Fund for by Citizens for Rebuilding Rockford.

**AFFIRMATION OF OUR EFFORTS
ANOTHER SUCCESSFUL REFERENDUM**



OVER \$128 MILLION IN LOCAL FUNDS
REBUILDING ROCKFORD

Rebuilding Rockford 2016 2007 – 2015 Total Infrastructure Investment



TOTAL INFRASTRUCTURE INVESTMENT \$388,286,941.48

OVER \$388 MILLION TOTAL
LEVERAGED INVESTMENTS

Capital Improvement Program 2015 Major Construction Projects by City Planning Area

Northwest Region

1. Ridge Ave. Resurfacing
2. Rockton Ave. & Halsted St. Intersection
3. Auburn St. Resurfacing
4. Auburn St. Sidewalk

Northeast Region

5. Spring Brook Rd. Resurfacing
6. N. Alpine Rd. Resurfacing
7. Featherstone Rd. Resurfacing

Southwest Region

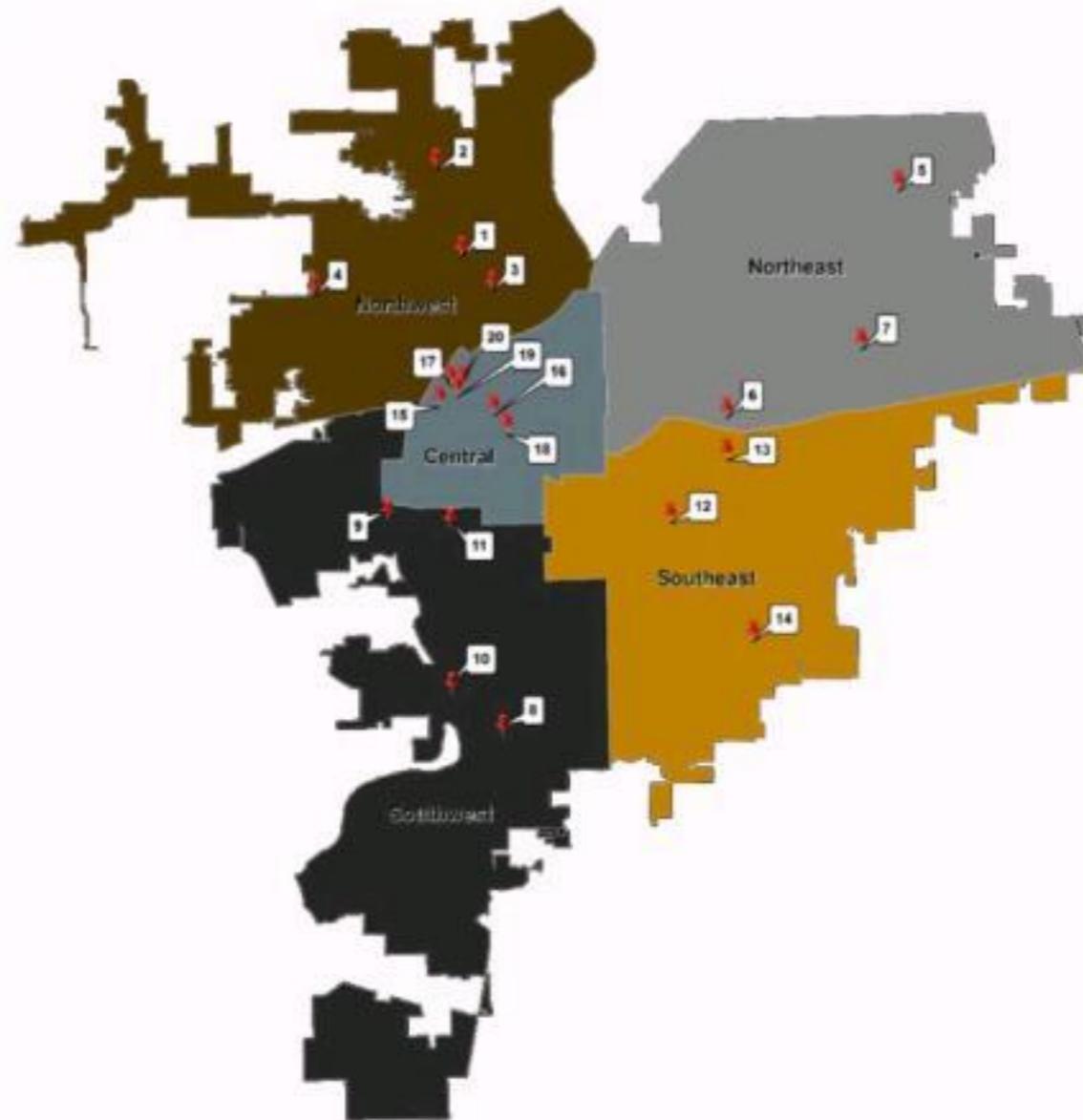
8. Airport Drive Reconstruction
9. Marchesano Dr. Resurfacing
10. Buckbee Creek Repairs
11. Seminary St. Resurfacing

Southeast Region

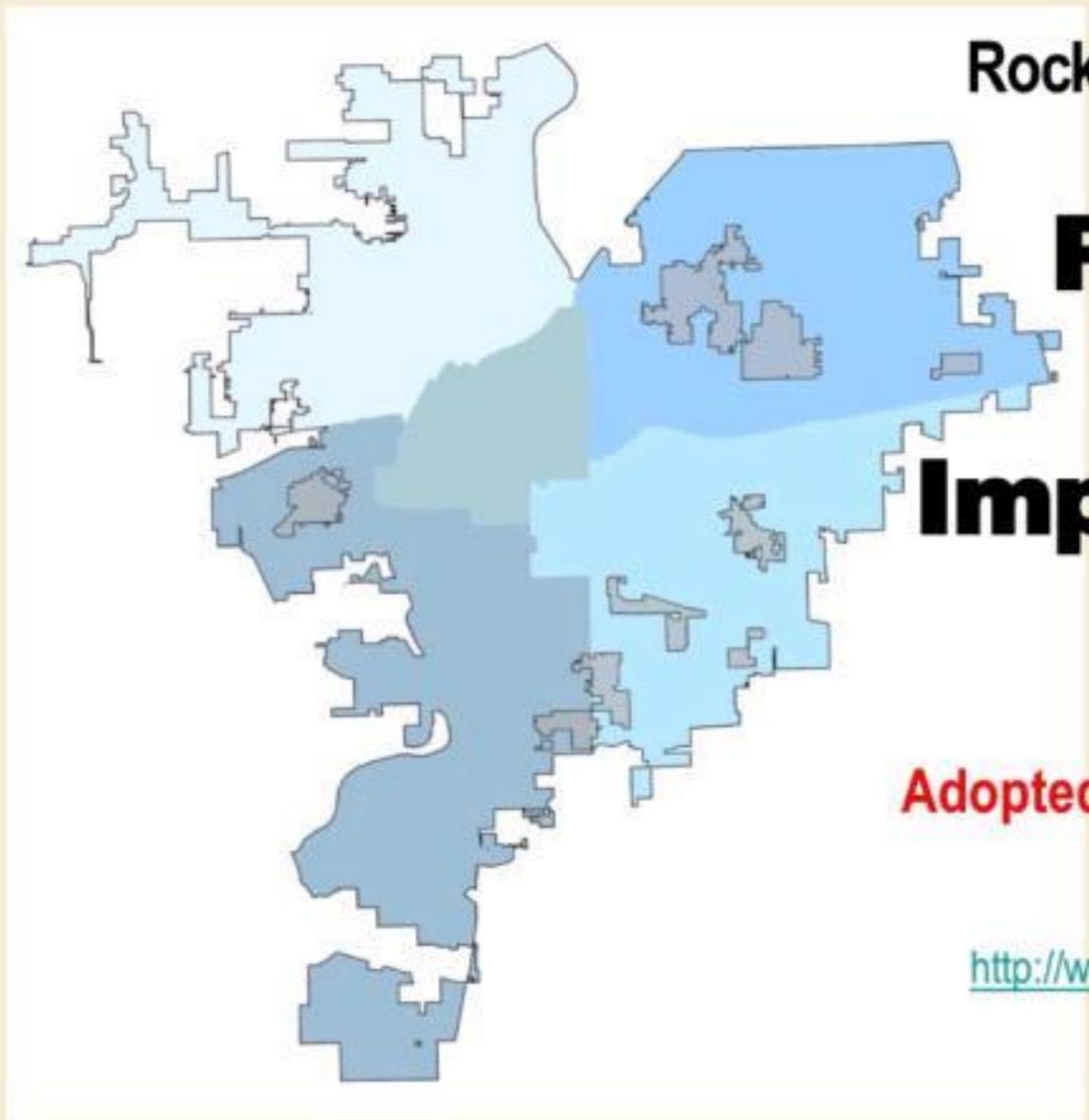
12. Harmon Park Drainage Improvements
13. S. Alpine Box Culvert Reconstruction
14. Industrial Park Resurfacing

Central Region

15. S. Main Two-Way Conversion
16. E. State St. Resurfacing
17. N. Main St. & Mulberry St. Resurfacing
18. 7th Street Lighting
19. East & West State Streetscapes
20. Jefferson St. Bridge Repairs



CITY PLANNING AREAS
REBUILDING EVERYWHERE



Rockford 2020 Comprehensive
Plan

**Plan Element
14:
Implementation
2015-2019**

Adopted by City Council 05-18-2015

For more information, visit:
<http://www.rockfordil.gov/community-economic-development/long-range-planning.aspx>

Excellence Everywhere



**2015-2019 IMPLEMENTATION
LONG-RANGE PLAN**



**WATER SYSTEM INVESTMENTS
REBUILDING: MORE THAN JUST ROADS**

2016 APWA Awards

BUCKBEE CREEK OUTFALL AT ROCK RIVER RESTORATION



**STORMWATER: BUCKBEE CREEK
REBUILDING: MORE THAN JUST ROADS**



WATER SYSTEM VIDEO

Video Credit: Taylor Willard

REBUILDING ROCKFORD



 Thank you for attending
ROCKFORD CITY MARKET
rockfordcitymarket.com

Presented by


CITY MARKET PAVILLION REBUILDING COMMUNITY SPACE



MAIN STREET DISTRICT

**DOWNTOWN RIVER DISTRICT
REBUILDING OUR CORE**



UW HEALTH
SPORTS
FACTORY

UW HEALTH SPORTS FACTORY
REBUILDING & RECLAIMING

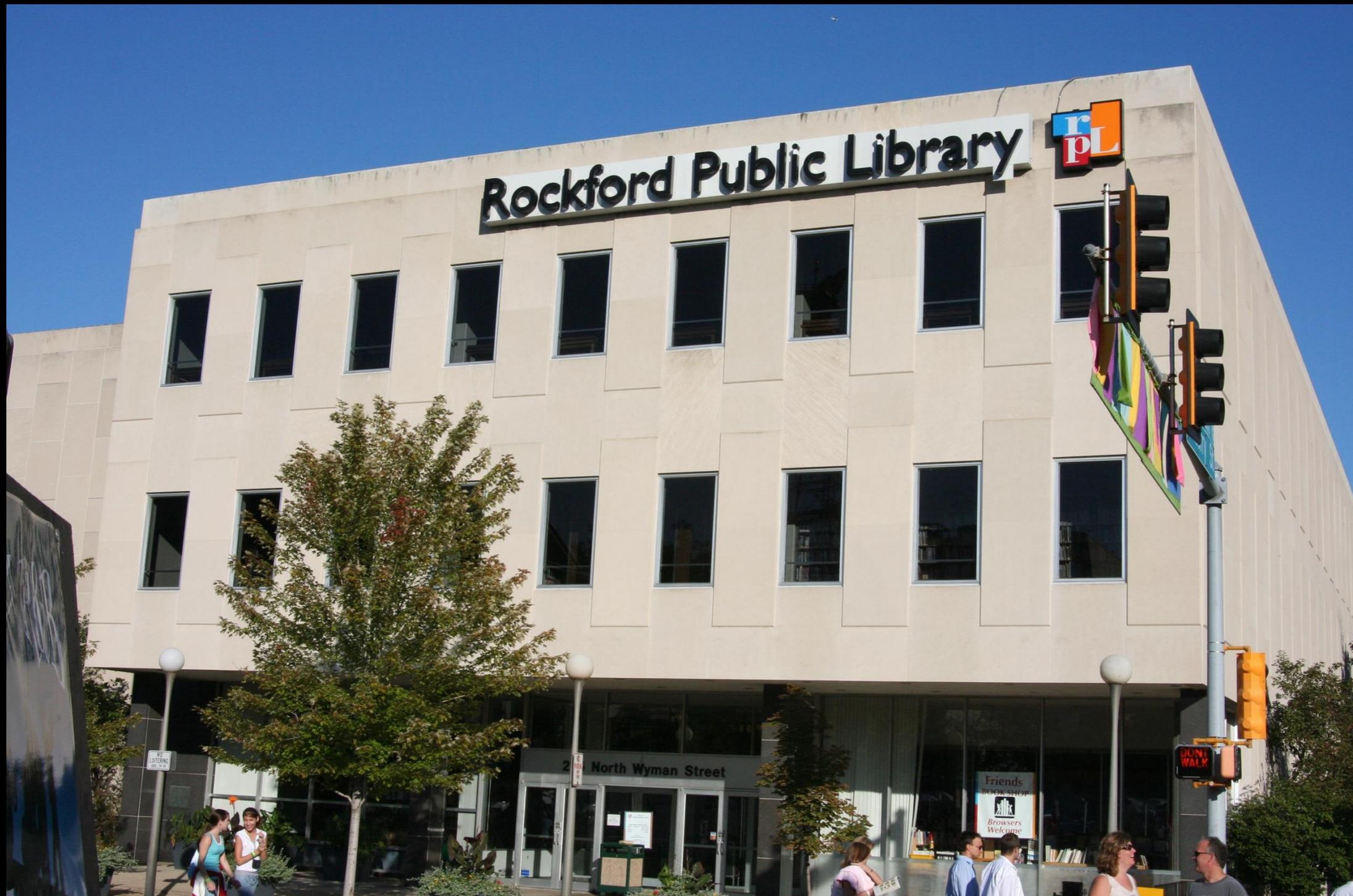


**UW HEALTH SPORTS FACTORY
REBUILDING & RECLAIMING**



RAIL/PEDESTRIAN BRIDGE CONVERSION

REBUILDING, REUSING & CONNECTING



NEW LIBRARY OPPORTUNITY
REBUILDING OUR CORE



**RIVER DISTRICT VIDEO
REBUILDING ROCKFORD**



SOUTH MAIN STREET REBUILDING SOUTH

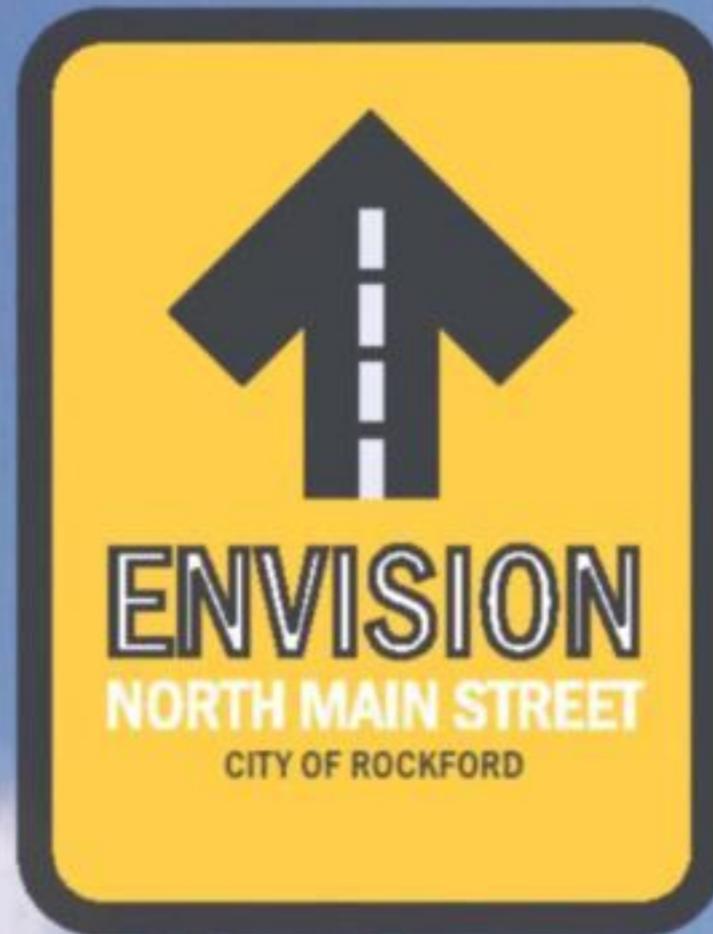


FIRE STATION 3
REBUILDING SOUTH

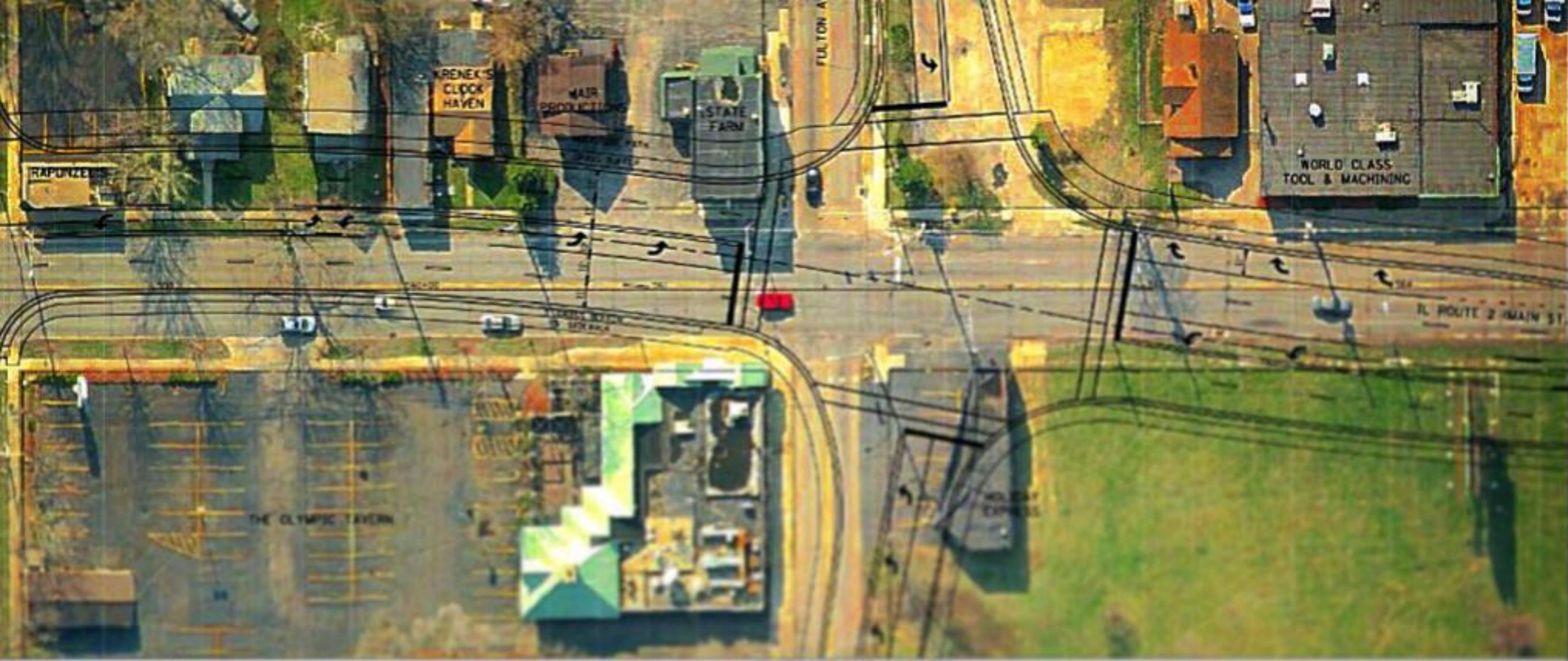
Prepared by
Hitchcock Design Group
in association with
Business Districts, Inc. and
Houseal Lavigne Associates, LLC

September 2007

Corridor Plan



**NORTH MAIN STREET
REBUILDING NORTH**

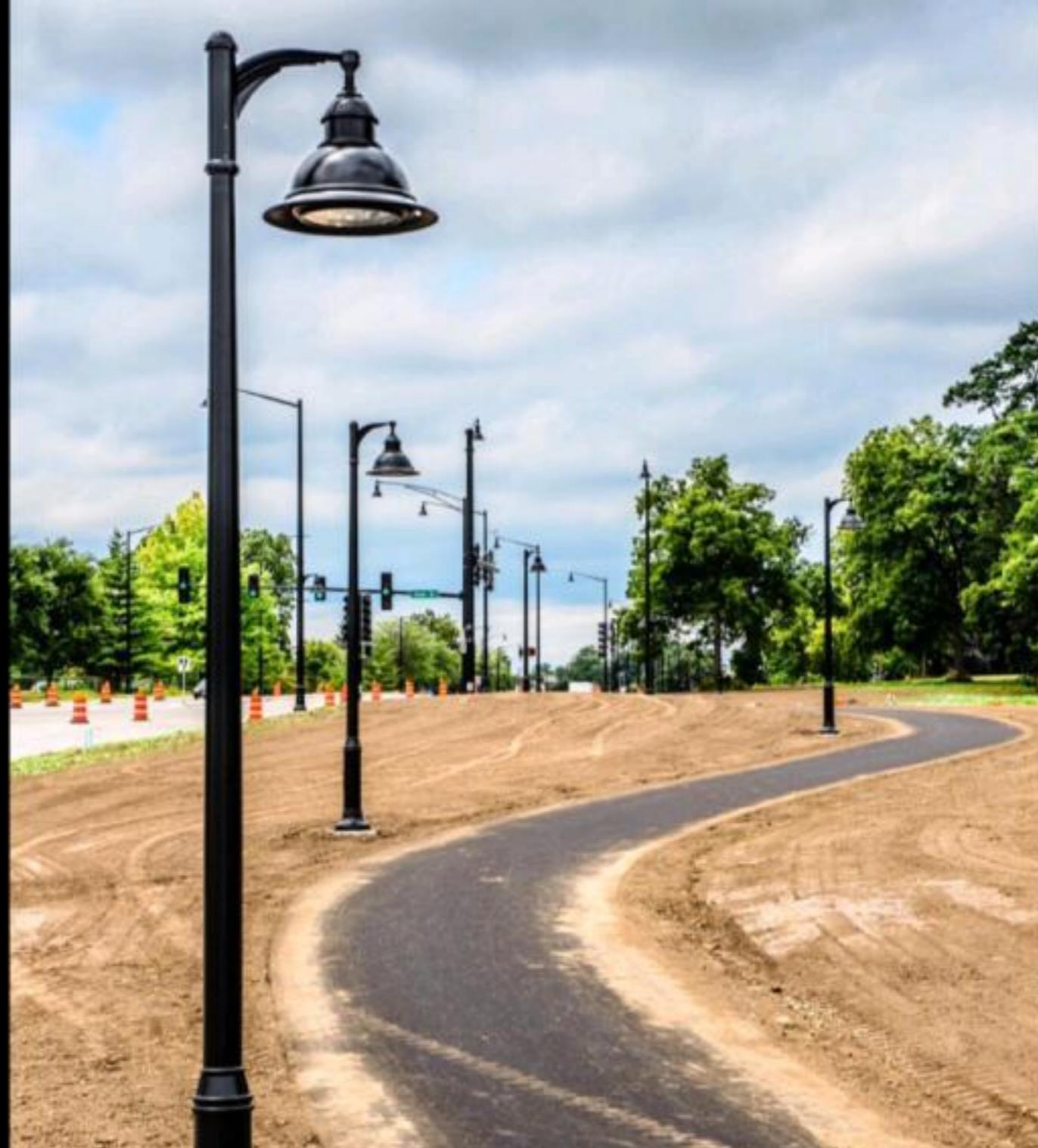


SEGMENT 2

NORTH MAIN STREET REBUILDING NORTH



WEST STATE STREET
REBUILDING WEST



WEST STATE STREET
REBUILDING WEST



WEST STATE RETAIL
REBUILDING WEST



JOB RECRUITMENT PARTNERSHIP
REBUILDING WEST

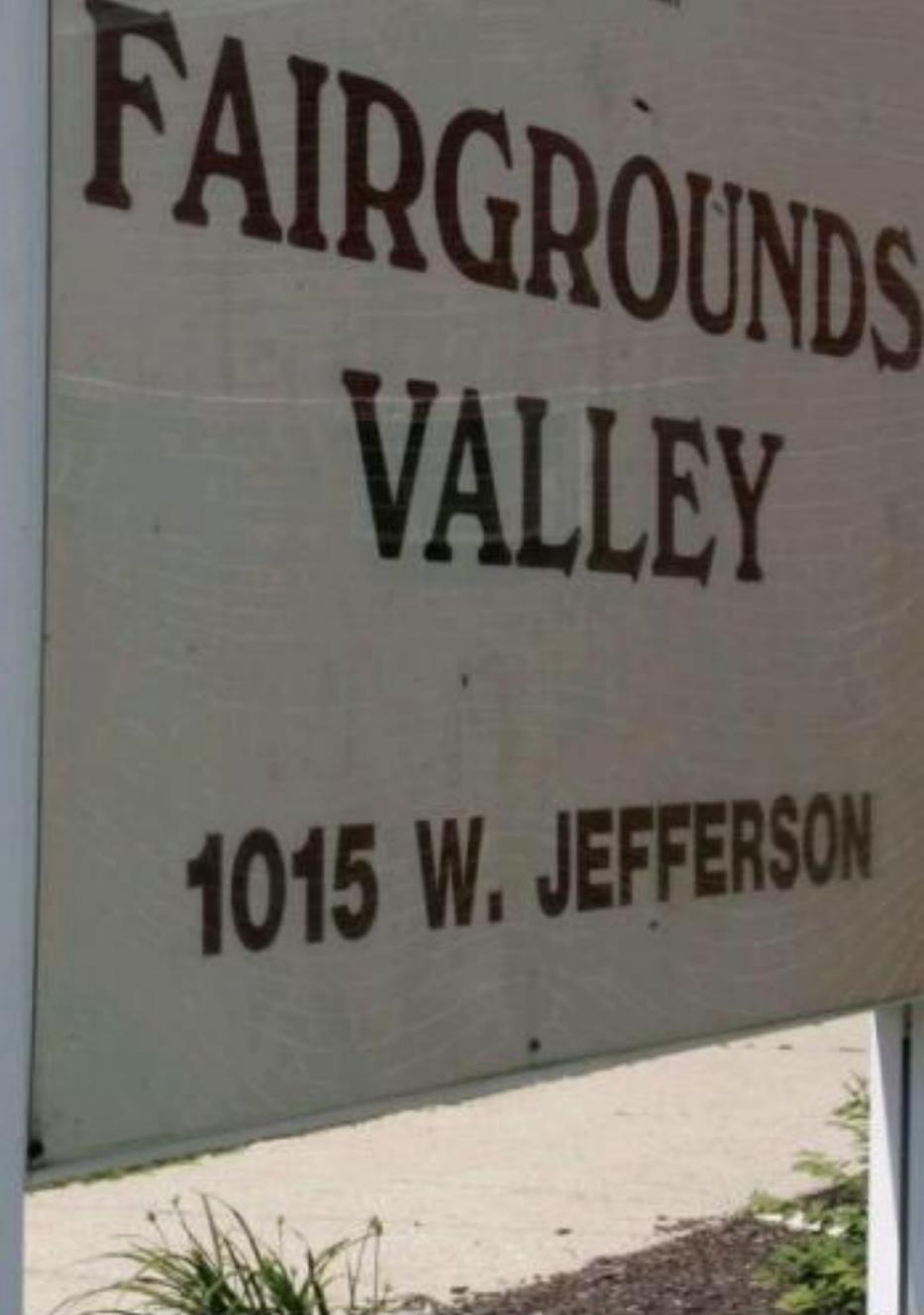
Save-A-Lot in Ellis Heights ends food desert on Rockford's west side



Racheal Charles, 30, helps a customer check out Thursday, Aug. 27, 2015, during the grand opening of the Save-A-Lot at West State Street and Central Avenue in Rockford. Charles, a lifelong Ellis Heightser, is one of about 30 residents to be hired at the store. SUNNY STRADER/RRSTAR.COM

By **Sunny Strader**
Rockford Register Star

"FOOD DESERT" NO MORE
REBUILDING WEST



**FAIR HOUSING PLANS
REBUILDING FOR EVERYONE**



PORTILLO'S OPENING
REBUILDING EAST



MEIJER OPENING
REBUILDING EAST

**One Hospital.
Two Campuses.**

MERCYROCKFORD
Health System



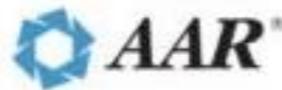
**MERCYROCKFORD APPROVED
REBUILDING EAST & WEST**



RFD/ROCKFORD GLOBAL TRADEPARK REBUILDING & GROWING JOBS

 **Global Trade Park**
IN ROCKFORD IL.

Home To 11,000 Jobs



MANY PARTS. *One* PARTNER.



Midland Paper



an MCM company

coverings incorporated
machine tool protection



**RFD/ROCKFORD GLOBAL TRADEPARK
REBUILDING & GROWING JOBS**



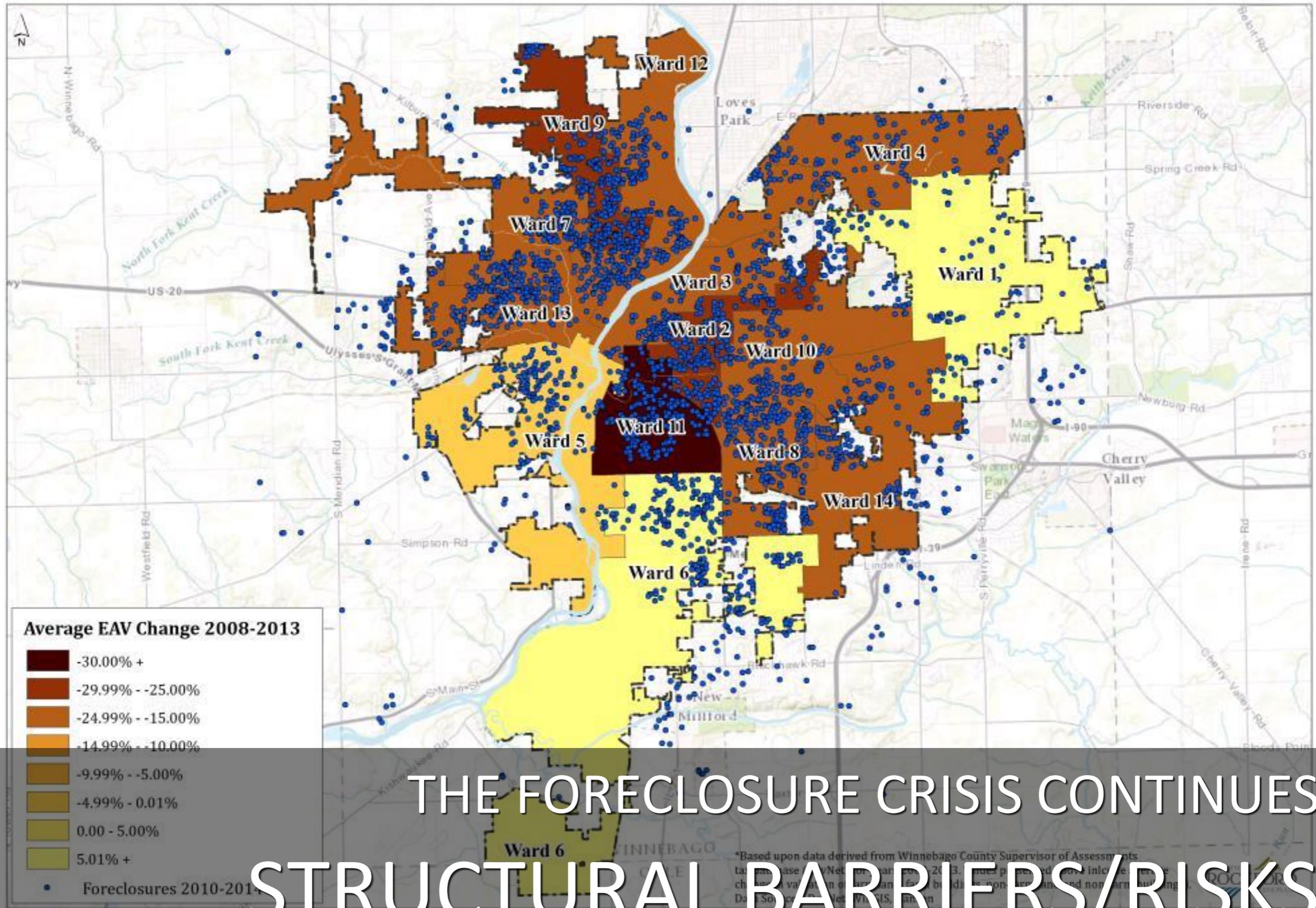
**AAR M.R.O.FACILITY
REBUILDING & GROWING JOBS**

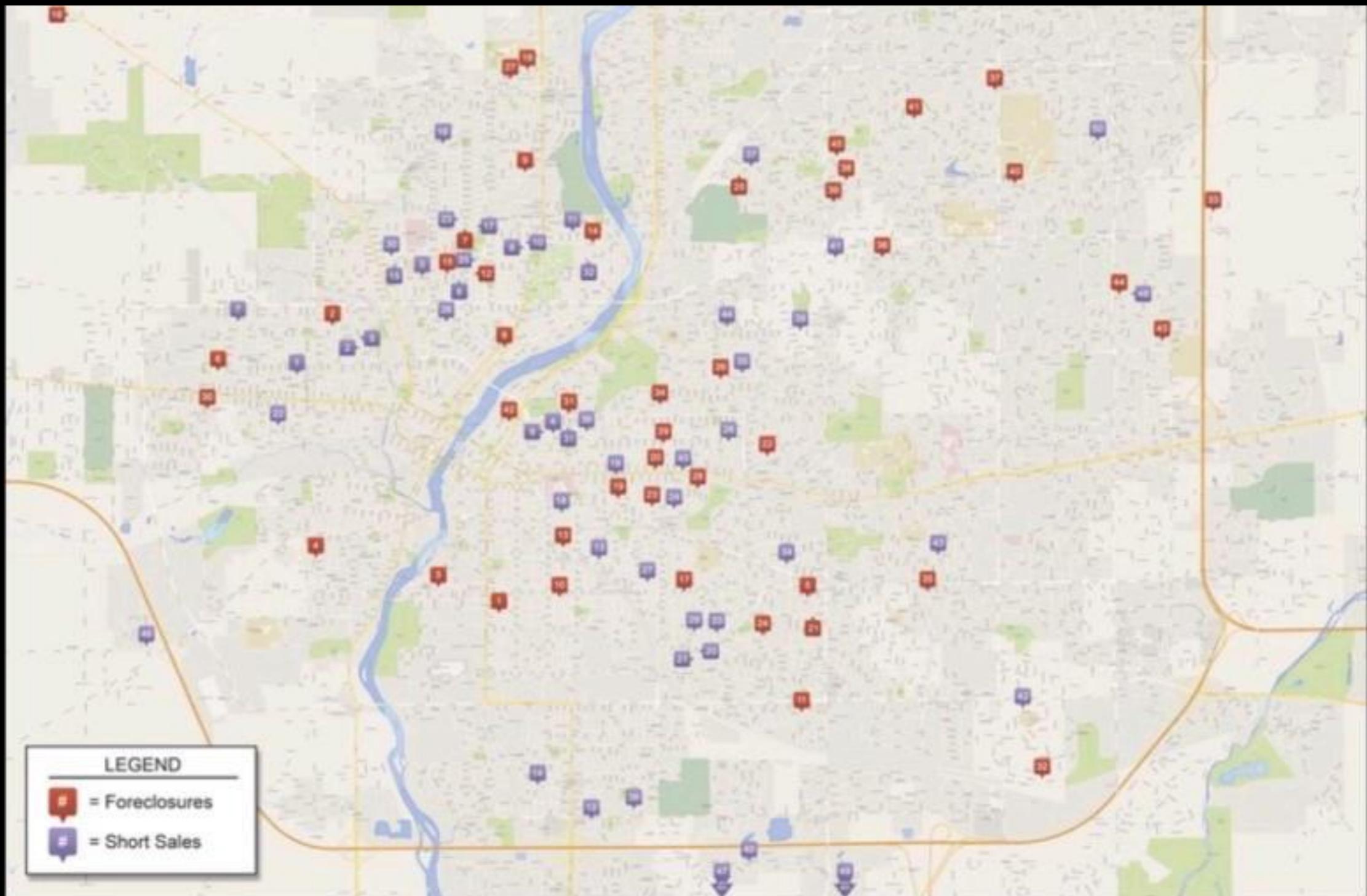


**STREET RESURFACING
REBUILDING NEIGHBORHOODS**



GLOBAL ECONOMICS/LOCAL MARKETS
STRUCTURAL BARRIERS/RISKS





THE KNOWN PROBLEM
FORECLOSURES/SHORT SALES

CONDEMNED

DO NOT ENTER

DANGEROUS and UNSAFE TO OCCUPY

THIS STRUCTURE IS UNSAFE AND ITS USE OR OCCUPANCY HAS BEEN PROHIBITED BY THE BUILDING CODE OFFICIAL

Sections 108 & 109 International Property Maintenance Code as amended by City Ordinance

It is a misdemeanor to occupy this building, or to remove or deface this notice. Any violations of this order shall be penalized by a fine of up to \$750.00 for each violation or imprisonment for a period of up to six months or both.

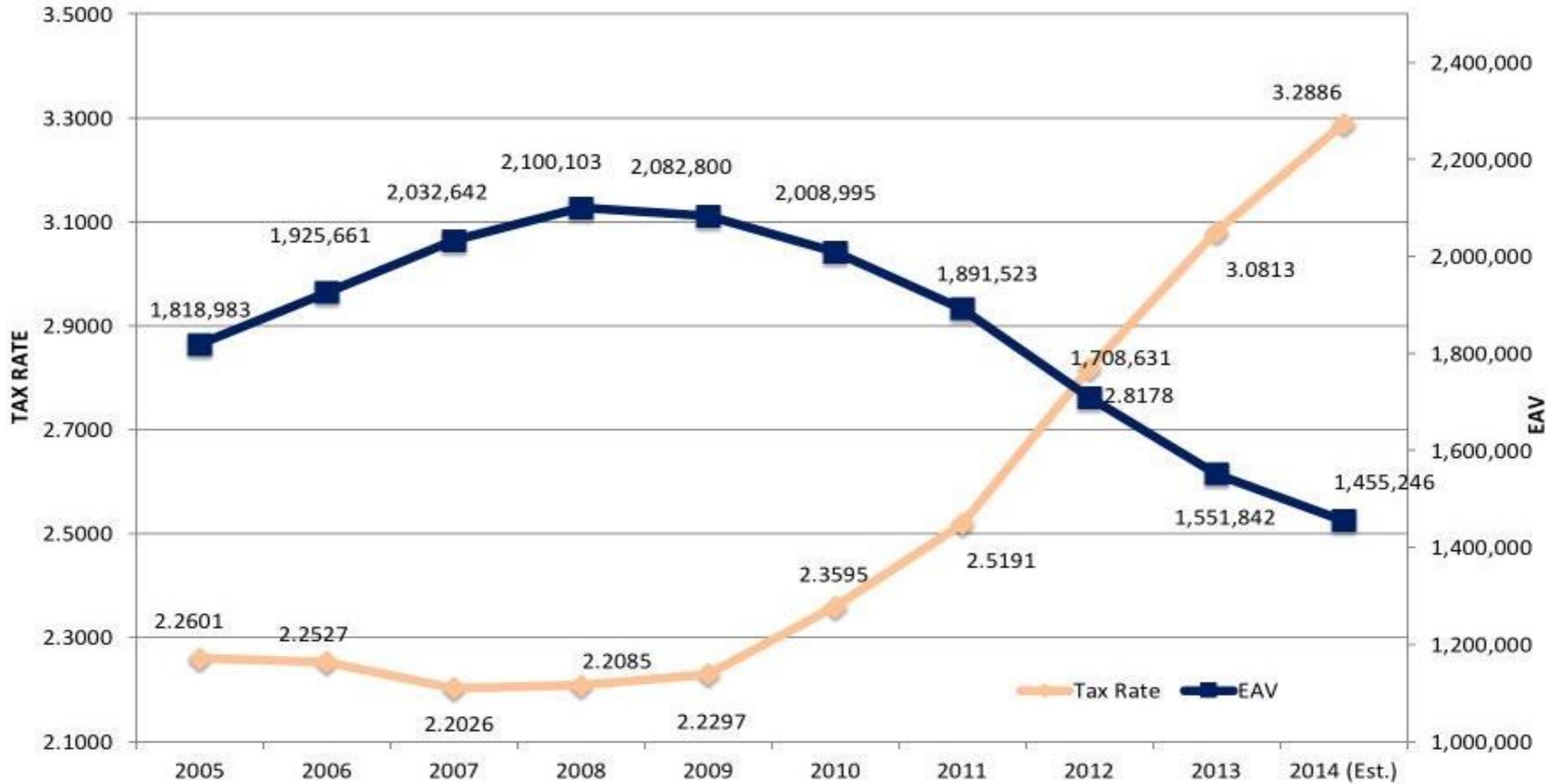
Mold & Various Code Violations
Address 3911 Puyuelo Ln Date Posted 9.4.15 Super 114



Community & Economic Development Dept. 402 E. State St. Rockford, IL 61101

THE HIDDEN PROBLEM
ZOMBIE PROPERTIES

Property Tax Rate Associated with Levy Rate Setting EAV

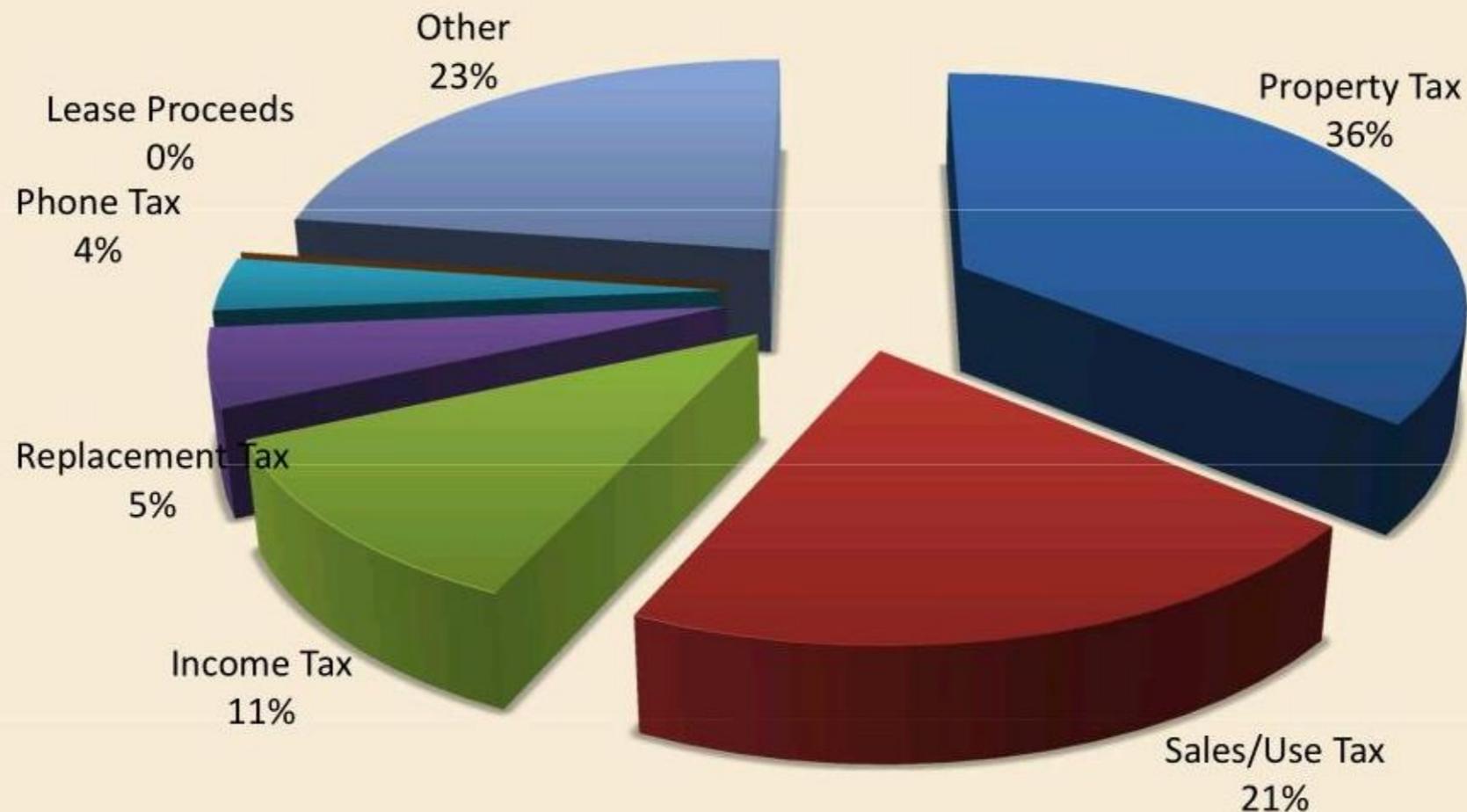


THE VALUE/RATE DILEMMA
CONTINUED COSTS OF FORECLOSURES



STRUCTURAL CHALLENGE BUDGET IMPACT

2016 Revenue \$124.9M

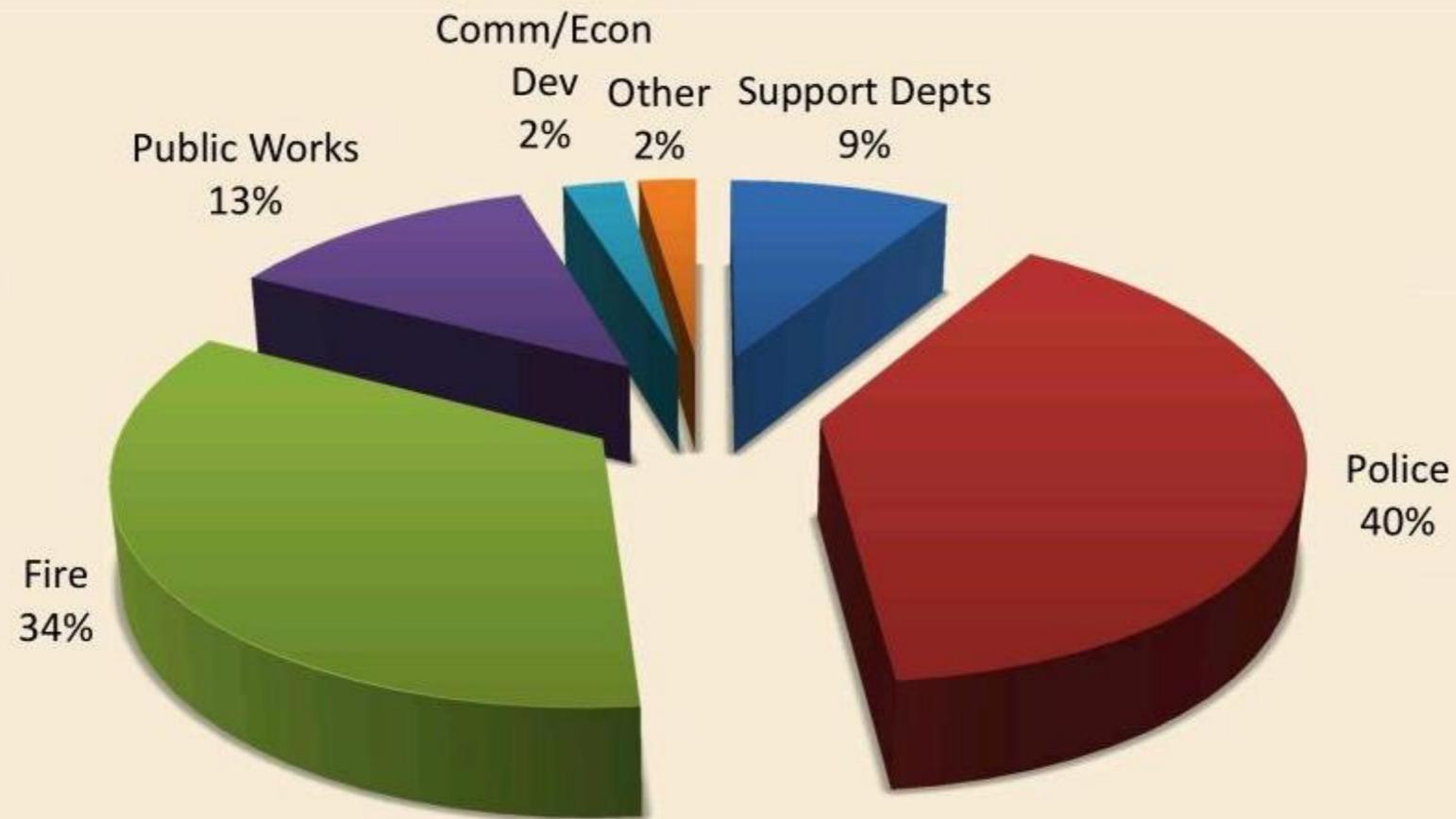


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2016 GENERAL FUND REVENUES BUDGET BASICS

2016 Budget: Expense by Department



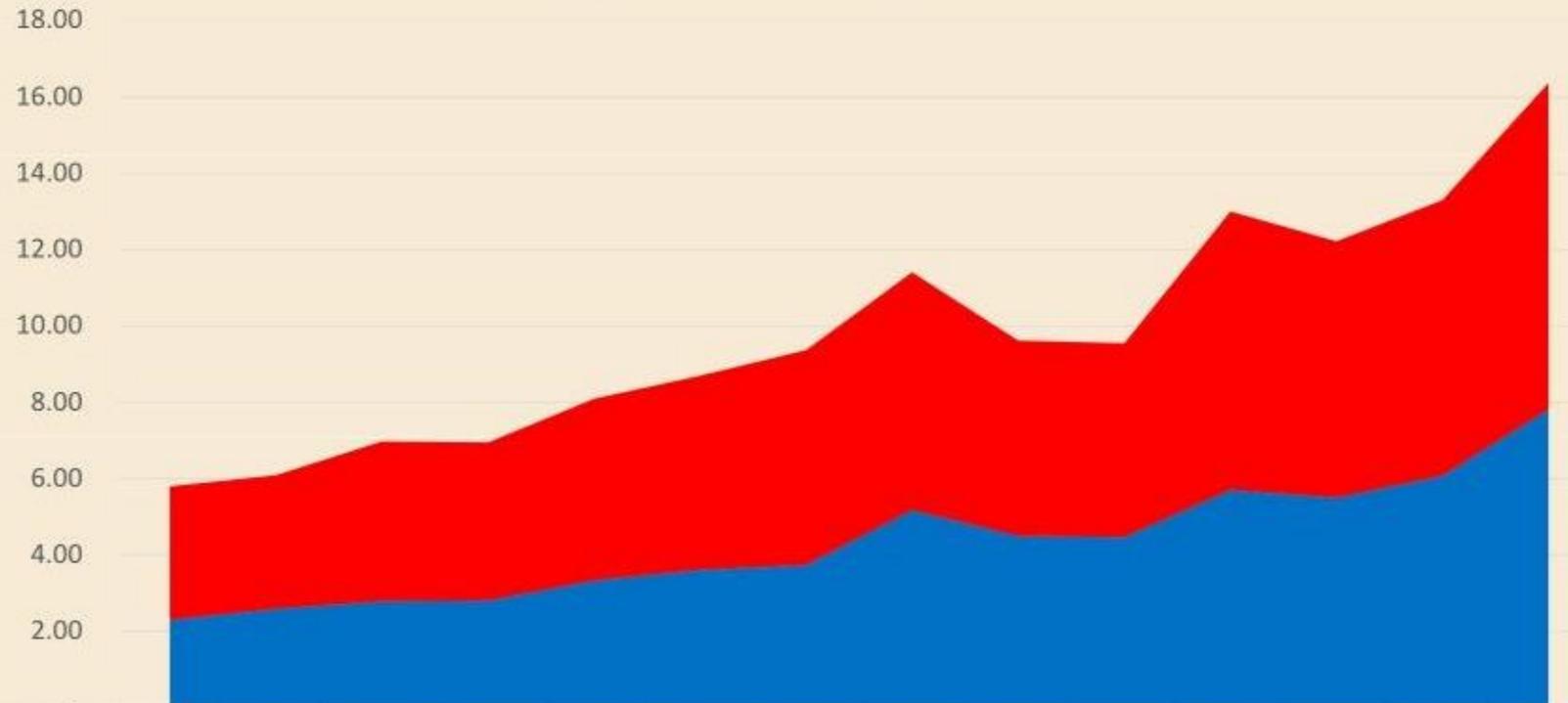
Other: WIB, Fire & Police Commission, Board of Elections, RMTD

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2016 EXPENSES BY DEPT. BUDGET BASICS

City Contributions Public Safety Pensions (in millions)



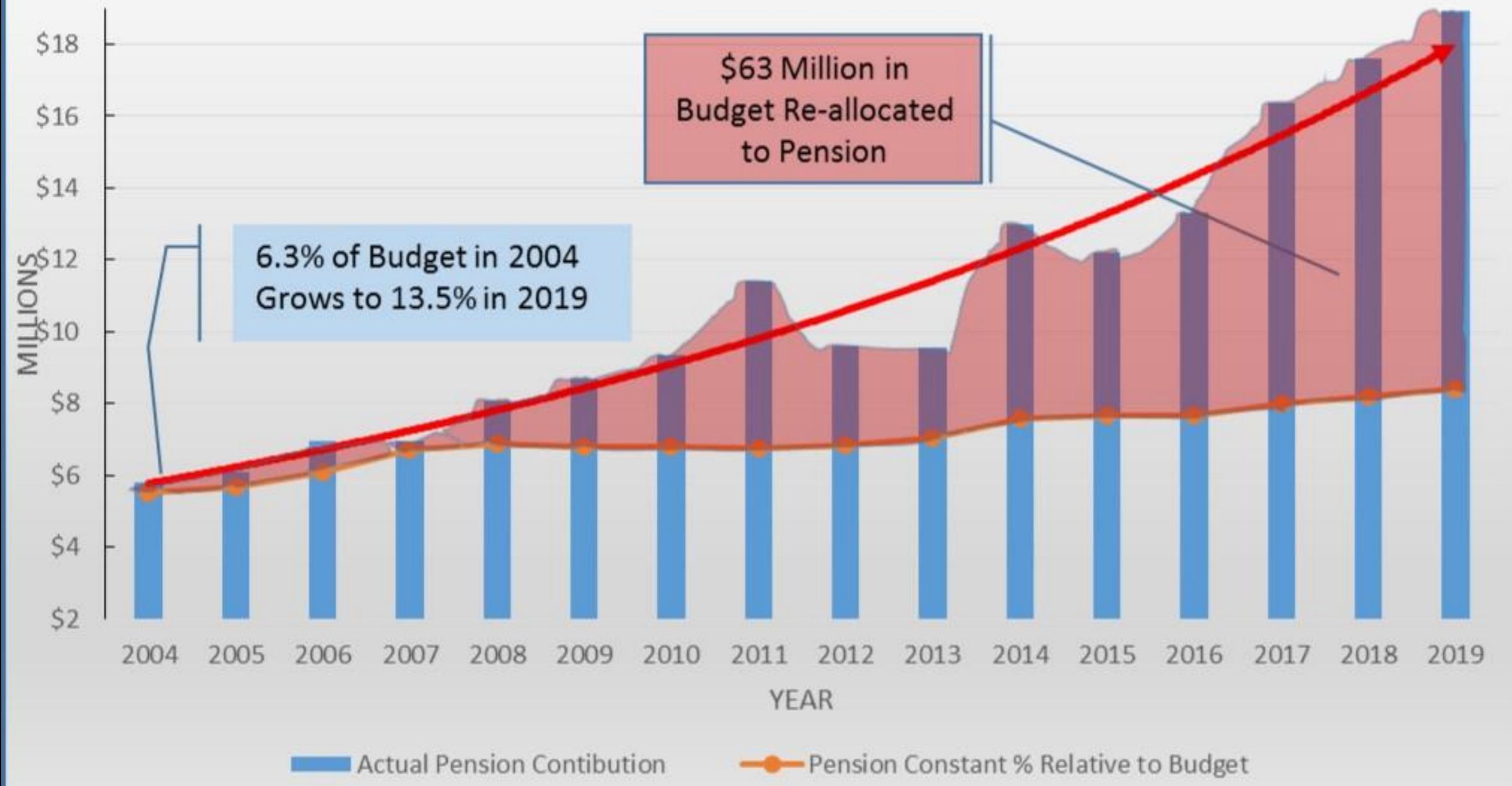
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
■ Fire	3.50	3.50	4.19	4.14	4.76	5.09	5.63	6.23	5.12	5.08	7.30	6.72	7.23	8.55
■ Police	2.30	2.59	2.79	2.80	3.33	3.61	3.73	5.18	4.49	4.46	5.70	5.50	6.07	7.82

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PUBLIC SAFETY PENSIONS BUDGET BASICS

Pension Expense Relative to Budget



STATE LEGISLATIVE STRUCTURE FAILURE
BUDGET BASICS: PUBLIC SAFETY PENSION GROWTH



SO WHAT CAN WE DO?
STRUCTURAL RESPONSE



THE OPPORTUNITY IMPROVE THROUGH COLLECTIVE IMPACT (C.I.)



"Collective Impact is unlike most collaborations. Collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants."
Stanford Social Innovation Review, 2011

Rockford
ILLINOIS USA

ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL

Helping
Employ
tain &
Qual

Rockford

public school



FORD
NEXT GENERATION
LEARNING

Rockford, Illinois



Ford N
mobili
and co
nev



COLLEGE
& CAREER

FORD NEXT GENERATION MODEL COMMUNITY
C.I. IN PUBLIC EDUCATION



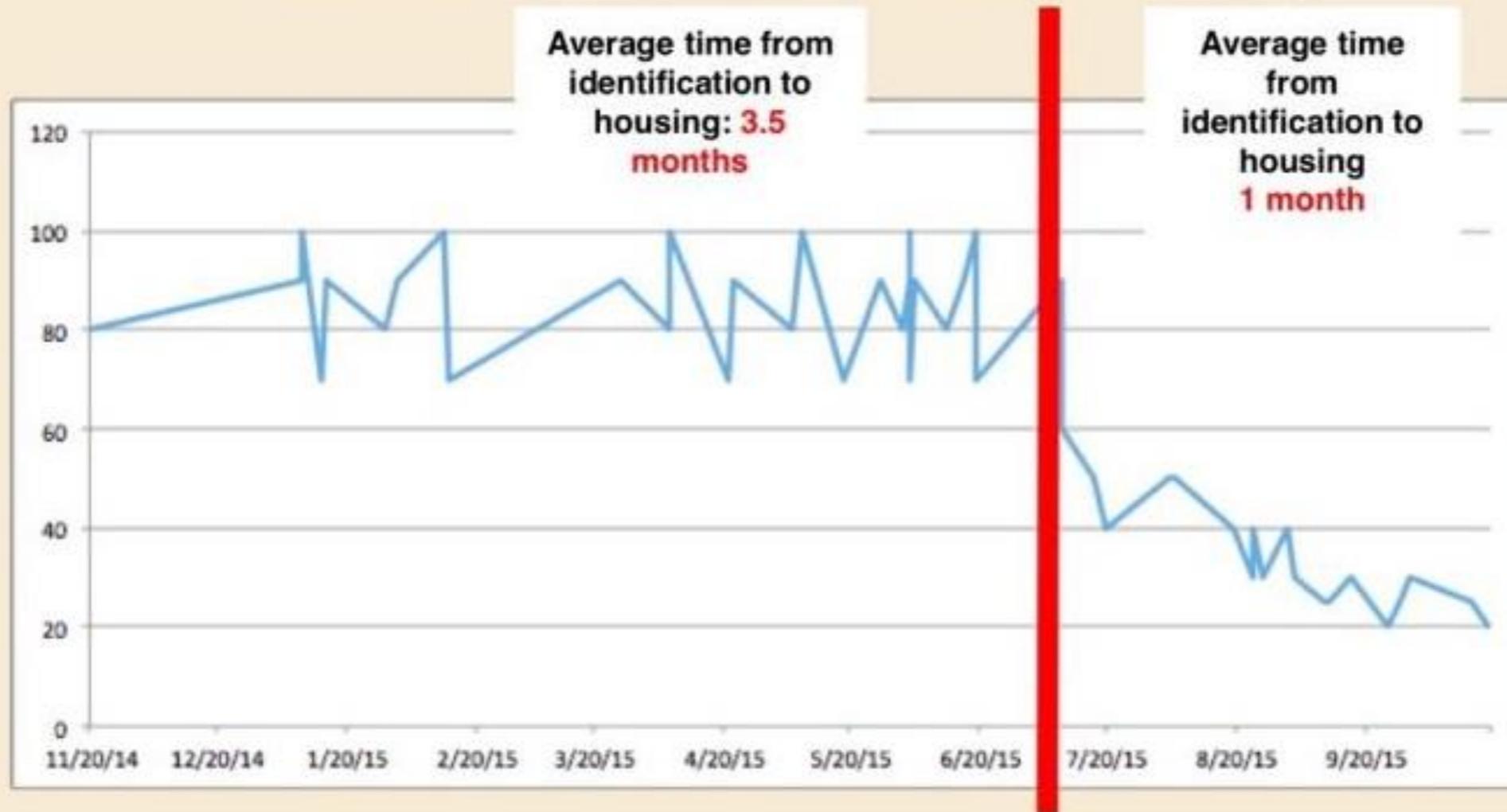
IN 2015 WE TOOK THE CHALLENGE
APPLYING C.I. TO VETERANS HOMELESSNESS



1ST TO REACH FUNCTIONAL ZERO
VETERANS HOMELESSNESS SUCCESS

Human Services/Community Services

Veterans- Time from Identification to Housing



Demonstrated significant decrease in length of time to house.

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REACHING 'ZERO'
VETERANS HOMELESSNESS

REACHING FUNCTIONAL ZERO

- ❖ Our Challenge
- ❖ Our Training
- ❖ Our Partners
- ❖ Our Approach

REACHING FUNCTIONAL ZERO

HOW WE DID IT

- ❖ Housing 1st Strategy
- ❖ Single Point of System Entry
- ❖ Common Strategy: Vouchers + Lead Social Agency
- ❖ Create the List: Intensely Personal
- ❖ Work the List: As a TEAM
- ❖ Relentless Public Review: RockStat



**LOCAL, STATE & FEDERAL PARTNERS
VETERANS HOMELESSNESS**



"Rockford's success proves that functional zero is achievable. No community can ever again claim that ending veteran homelessness is impossible or that it cannot be measured clearly in real time."

Community Solutions, Inc., Dec. 2015



**URBAN CHALLENGES
OTHER COLLECTIVE IMPACT OPPORTUNITIES**

ECONOMIC DEVELOPMENT AGREEMENT FOR SERVICES

PARTIES

1. **THIS FUNDING AGREEMENT** (the “Agreement”) is made between the **CITY OF ROCKFORD**, an Illinois municipal corporation (hereinafter referred to as “City”) and the **ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL**, an Illinois not-for-profit corporation (hereinafter referred to as the “RAEDC”).

LEGAL AUTHORITY

2. The terms of Section 7-65 of the City of Rockford Code of Ordinances allow the proceeds of the “Redevelopment Fund” to be used to obtain, under contracts, the delivery of services and related activities which provide for the economic development of the City of Rockford; and

RAEDC SUPPORT FOR THE CITY’S ECONOMIC DEVELOPMENT VISION:

3. The RAEDC specifically acknowledges that its primary responsibility pursuant to this Agreement is to help all citizens and all areas of the City of Rockford to prosper by supporting the City's specific strategies as outlined herein and as identified by the City of Rockford during the course of this Agreement; and

21. **Collaboration & Collective Impact.** The RAEDC agrees to fully participate in and collaborate with other units of local government and CITY supported partners pursuant to the proposed Collective Impact Economic Development Model described throughout this Agreement.

**C.I. ECONOMIC DEVELOPMENT
SUPPORTING ALL PLACES & ALL PEOPLE**



**GROWING INDUSTRIAL JOBS
SUPPORTING WORLD-CLASS CORPORATE PARTNERS**



HIGHER EDUCATION AND EMPLOYMENT TRAINING COLLABORATIONS

- RVC: A&P SCHOOL AT RFD
- RVC/OSF NURSING PROGRAM
- RVC/NIU ENGINEERING PROGRAM
- U OF I COLLEGE OF MEDICINE BRINGING 1ST YEAR STUDENTS
- U OF I REGENERATIVE MEDICINE LAB
- U OF I DMDI 1ST PILOT WITH NIU/EIGER LAB

INNOVATION ECOSYSTEM SUPPORTING WORLD-CLASS CORPORATE PARTNERS



LIDKÖPING - ROCKFORD
INDUSTRIAL PARTNERSHIP AGREEMENT
2006 - 2016



10 YEAR ANNIVERSARY

GROW LOCALLY BY WORKING GLOBALLY

**INNOVATION ECOSYSTEM
SUPPORTING WORLD-CLASS PARTNERS**



**ROCKFORD COMMUNITY PARTNERS
SUPPORTING A NETWORK OF ORGANIZATIONS**



BARBER COLMAN PILOT FOR RETURNING CITIZENS
PUTTING OUR NETWORK TO WORK, LITERALLY



**BARBER COLMAN VIDEO
C.I. FOR RETURNING CITIZENS**



**ROCKFORD COMMUNITY PARTNERS:
NEW NARRATIVES
ALIGNING OUR MESSAGE**



**NEW NARRATIVES
TELLING OUR STORY...WELL**

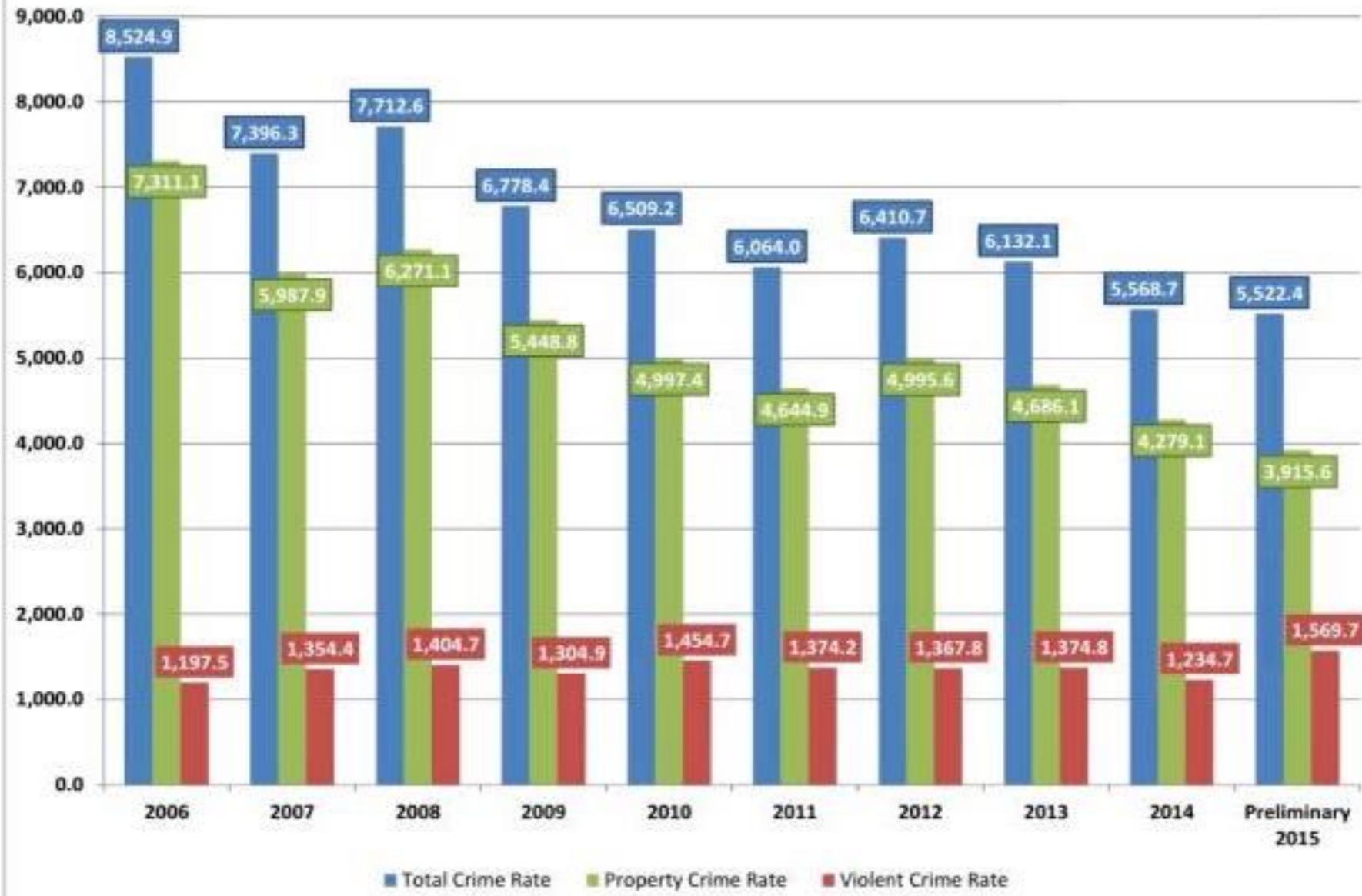


**NEW NARRATIVES
CREATING A SHARED RECRUITMENT TOOLKIT**

A decorative glass window with a central floral pattern and a view of a garden at night. The window is divided into four quadrants by a central cross. The central floral pattern is a four-petaled flower. The background shows a garden with plants and a path, illuminated by warm lights.

COLLECTIVE IMPACT
PUBLIC SAFETY

City of Rockford Violent, Property, & Total Crime Rate
2006 - 2015



CRIME TRENDS
PEOPLE, PROPERTY & OVERALL RATE

Executive Summary



September 2015

Diagnostic Analysis of the City of Rockford, IL

Opportunities for Evidence-Based Technical Assistance

Deliberative and Predecisional

DOJ REPORT/COLLABORATION
PUBLIC SAFETY

WINNEBAGO COUNTY INTEGRITY TASK FORCE WINNEBAGO COUNTY, ILLINOIS

The undersigned law enforcement agencies charged with the duty of enforcing the law and protecting their citizens from illegal activity, recognize that the most effective means to accomplish that duty is through the pooling of their resources and the joint exercise of their respective authorities; and do now enter into this Inter-agency Agreement to jointly conduct certain law enforcement investigations.

In consideration of the terms herein set forth and the mutual covenants and obligations of the parties hereto, the undersigned parties agree to the following:

I. PARTIES

The Winnebago County Integrity Task Force (Task Force) shall consist of the Cherry Valley Police Department, Durand Police Department, Loves Park Police Department, Pecatonica Police Department, Rockford Police Department, Rockford Park District Police Department, Rockton Police Department, Rock Valley College Police Department, Roscoe Police Department, Illinois State Police (ISP), Winnebago County Sheriff's Office, Winnebago Police Department, and the South Beloit Police Department. This agreement is applicable only to member agencies.

II. AUTHORITY

The parties hereby enter into this agreement in accordance with the authority vested in them by Article VII, Section 10, of the Constitution of the State of Illinois and the Intergovernmental Cooperation Act, 5 ILCS 220/1.

CURRENT COLLABORATIONS
INTEGRITY TASK FORCE

Winnebago County Violent Crime Task Force Memorandum of Agreement

(Changes made as of Thursday, December 19, 2013)

PARTIES & SUPPORT PARTIES

This Memorandum of Agreement (MOA) is entered into by and between the following organizations:

1. **Local Parties**: Winnebago County Sheriff's Police (WCSP), Rockford Police Department (RPD), Loves Park Police Department (LPPD), and the Winnebago County State's Attorney's Office (WCSA).
2. **State Parties**: Illinois State Police (ISP), Illinois Department of Corrections (IDOC).
3. **Federal Support Parties**: the following parties have agreed to support the efforts of the VCTF but are not signatories to the agreement: Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the Drug Enforcement Administration (DEA), US Marshalls Service (USMS), and United States Attorney's Office (USA).

**CURRENT COLLABORATIONS
VIOLENT CRIME TASK FORCE**

FEDERAL BUREAU OF INVESTIGATION

CHICAGO JOINT TASK FORCE ON GANGS

SAFE STREETS TASK FORCE

MEMORANDUM OF UNDERSTANDING

PARTIES

1. This Memorandum of Understanding (MOU) is entered into by and between the Federal Bureau of Investigation (FBI) and the Rockford Police Department (RPD). Nothing in this MOU should be construed as limiting or impeding the basic spirit of cooperation which exists between these agencies.

**CURRENT COLLABORATIONS
FBI SAFE STREETS TASK FORCE**



SATURATION PATROLS, PAROLE CHECKS
JOINT TACTICAL OPERATIONS



**SLANT/DEA
REGIONAL NARCOTICS TEAMS**



CURRENT COLLABORATIONS
REENTRY PARTNERSHIP



CURRENT COLLABORATIONS

CRIME STOPPERS

Winnebago County

JUVENILE
DETENTION



ASSESSMENT - DAY
REPORTING CENTER



A COLLABORATION ON HOLD
JUVENILE ASSESSMENT CENTER

PUBLIC SAFETY

Juvenile
offender program
latest victim of
deadbeat Illinois

BACK IN DETENTION

By Ben Stanley | Staff writer

The three-week absence of a juvenile crime-prevention program designed to keep at-risk kids out of detention centers already is being felt in Rockford.

The program, called Redeploy Illinois, has been active in Winnebago County since January 2014 and uses aggressive counseling, cognitive therapy and crisis intervention to keep kids in school and out of trouble. It suspended services on Oct. 14 after spending down cash reserves while waiting for money from a state crippled by an ongoing budget impasse.

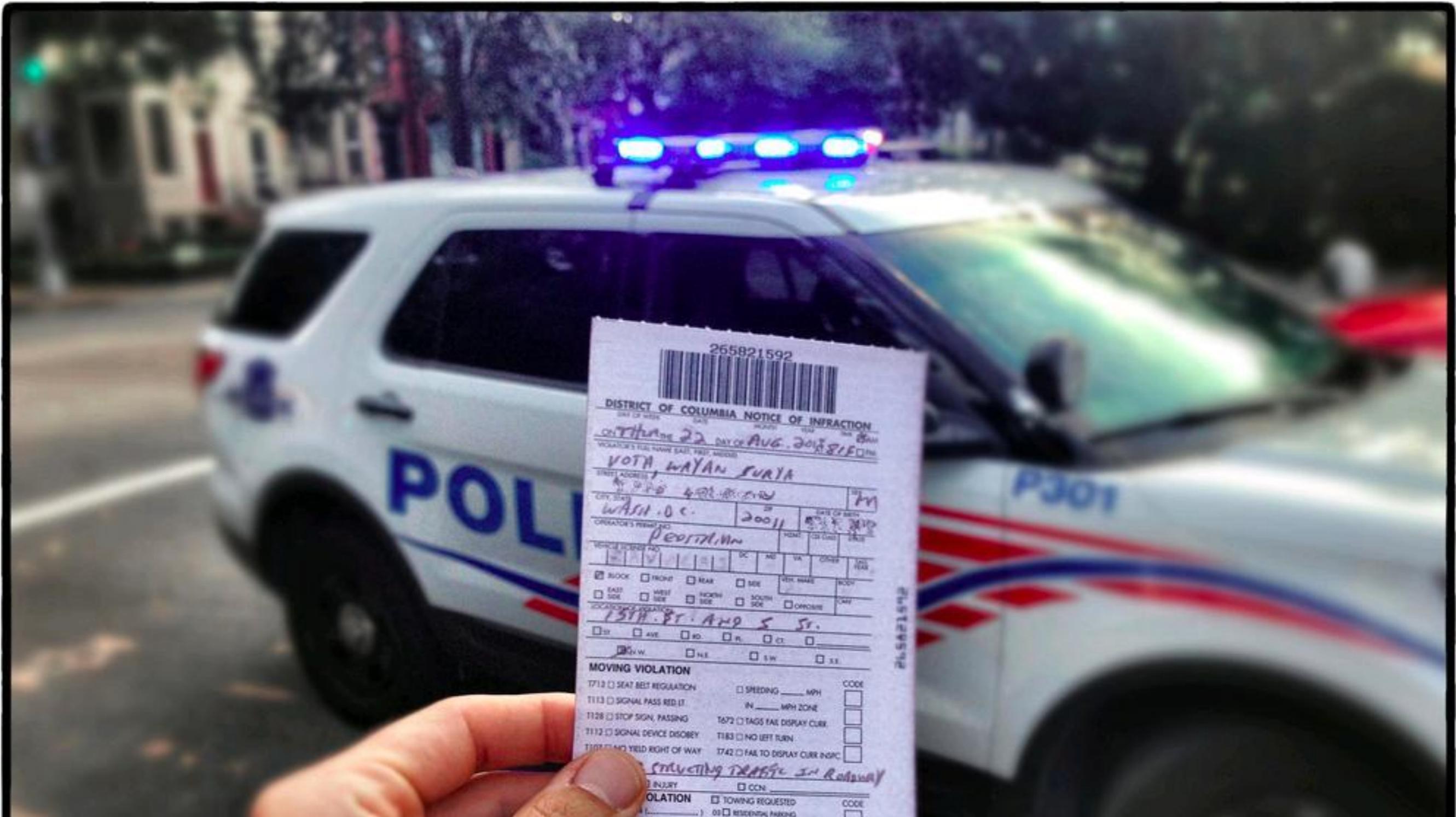
As of Oct. 30, two youngsters formerly enrolled in the program had been arrested, and three kids who would have qualified for the program will instead be sent to juvenile detention.

SEE DETENTION, A4

'I feel like we were one more group of people who cared about them, and then left their lives.'

ILLUSTRATION BY LARRY SELL/GETTY IMAGES MEDIA

CURRENT COLLABORATION CRISIS
JUVENILE REENTRY



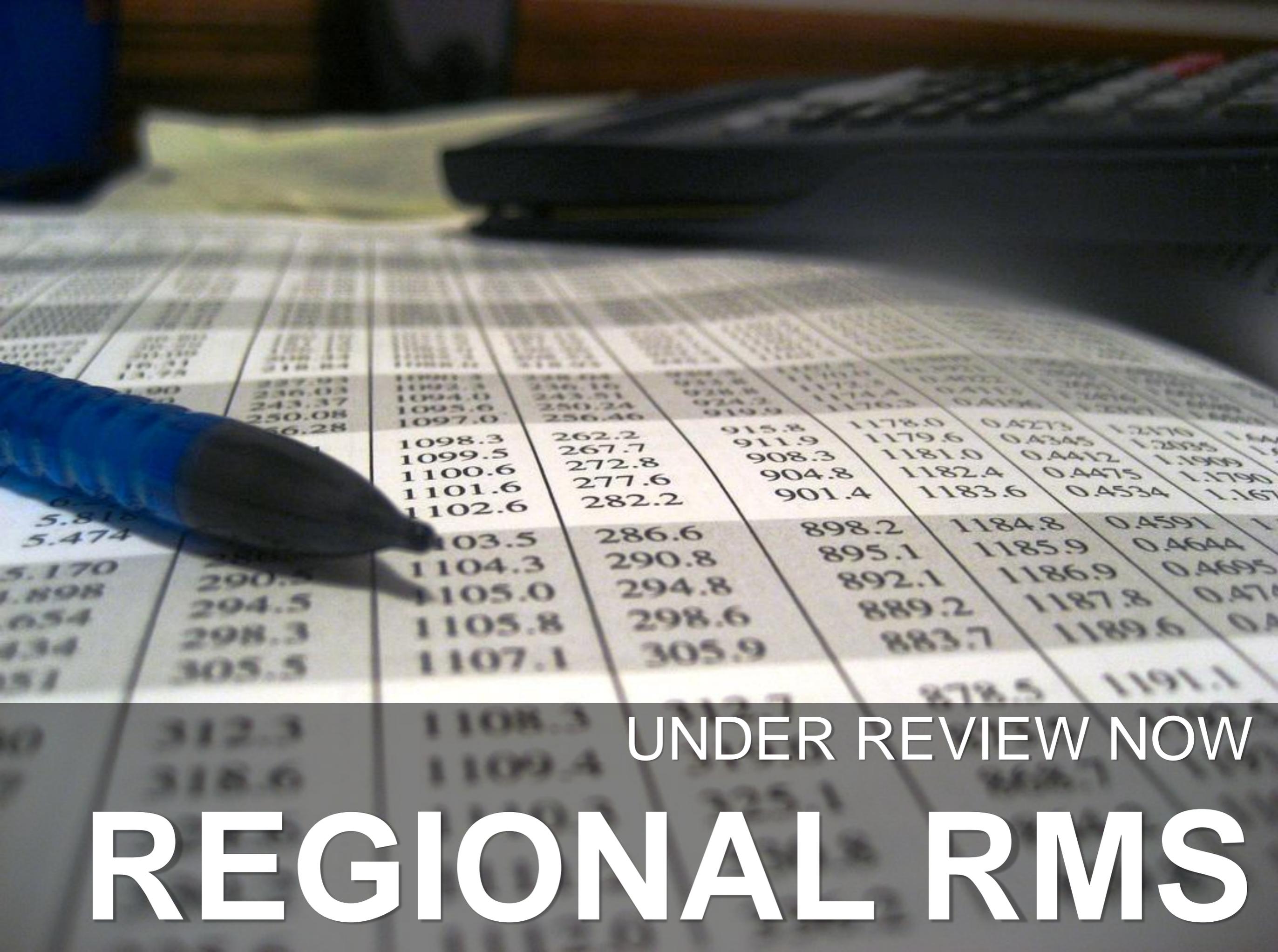
DISCUSSIONS

E-TICKET SYSTEM



UNDER REVIEW NOW

911 CONSOLIDATION



UNDER REVIEW NOW

REGIONAL RMS



FIRE WATER RESCUE

PUBLIC SAFETY



REGIONAL HAZMAT SUPPORT
PUBLIC SAFETY



REGIONAL DISASTER READINESS
PUBLIC SAFETY



**GEOGRAPHIC POLICE STATIONS
ENGAGING OUR COMMUNITY**

Rockford Police Department

Full Court Enterprise Analysis of 2014 Firearm Arrests

Total number of individuals = 208

Known Outcomes		
Dismissed	29	13.94%
Pending	17	8.17%
Guilty	120	57.69%
Not Guilty	3	1.44%
W/hold Judgment	8	3.85%
Judgement on Forfeiture	3	1.44%
Conditional Discharge	2	0.96%
Total	182	87.50%

Unknown Outcomes		
Juvenile	10	4.81%
Unknown	16	7.69%
Total	26	12.50%

Guilty Outcomes		
Probation	46	38.33%
IDOC	68	56.67%
Jail	1	0.83%
Federal Bureau of Prisons	5	4.17%
Totals	120	100.00%

2.34 years sentencing average
 6.87 years sentencing average
 1 year
 9.52 years sentencing average

GUN CRIME SENTENCING PUBLIC SAFETY

❖ CHILDHOOD POVERTY

- ❖ The child poverty rate in Winnebago County rose from 13% in 1999 to 27% in 2012.
- ❖ From 1999 to 2012, the number of children living in poverty in Winnebago County increased 97%, compared with 39% statewide.
- ❖ Child poverty is blind to race or ethnicity. In 2011, the child poverty population in Winnebago County was 34% Black, 32% Latino, and 28% White.
- ❖ Less than 52% of children in Winnebago County live with married parents, ranking it third to last of the 40 largest counties in Illinois.

**CHILDREN & FAMILIES IN CRISIS
ENDING THE CYCLE OF VIOLENCE**

DOMESTIC VIOLENCE

- ❖ 25-30% of our violent crime is caused by domestic violence: perpetrators and victims are mothers, fathers, sons, daughters, grandfathers, grandmothers, uncles, aunts, cousins, nieces, nephews, boyfriends, and girlfriends.
- ❖ Domestic violence is a widespread problem impacting all races, ethnicities, and socioeconomic backgrounds in our community.

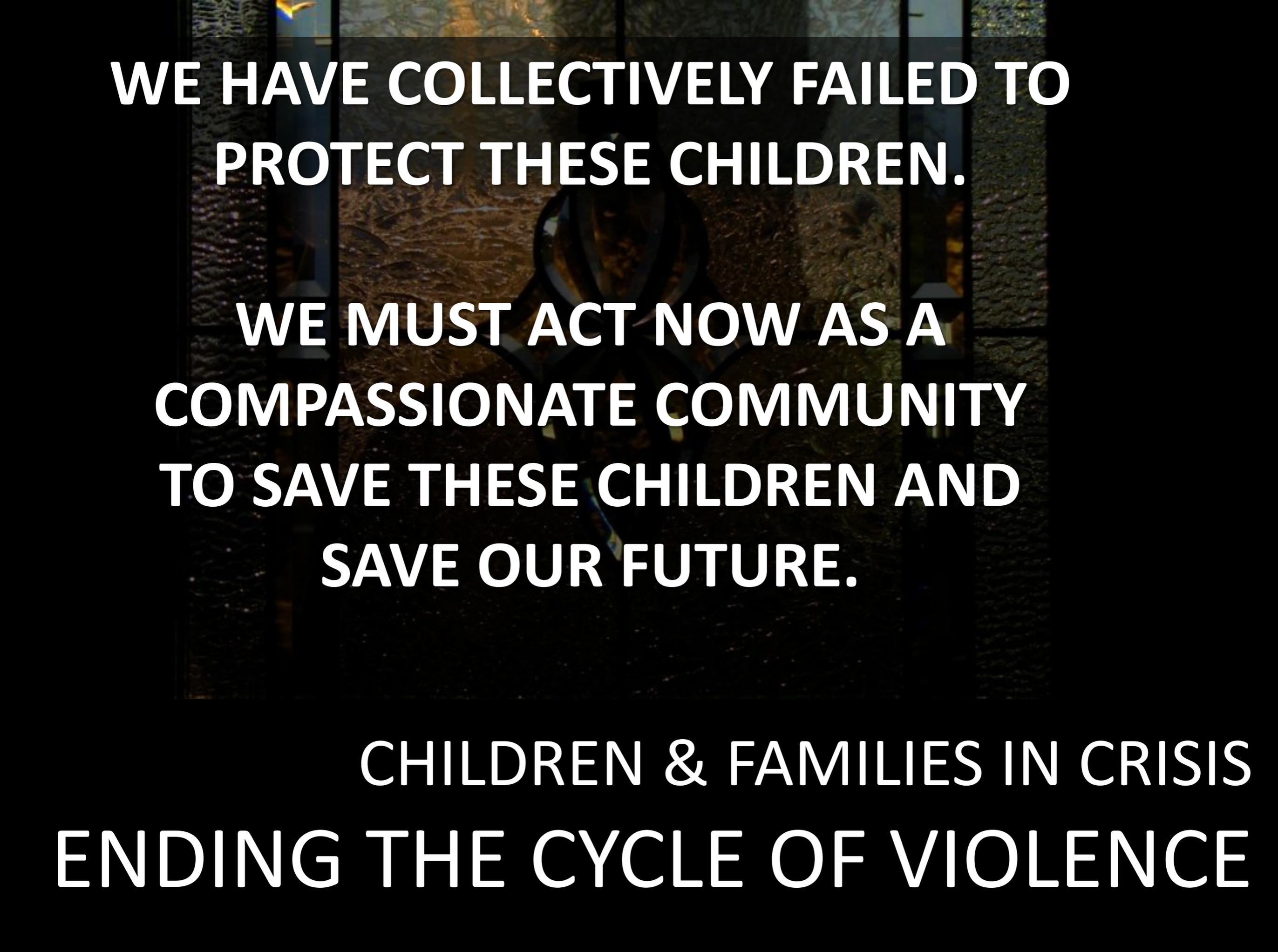
CHILDREN & FAMILIES IN CRISIS
ENDING THE CYCLE OF VIOLENCE

ABUSE, NEGLECT & FOSTER CARE

- ❖ In Winnebago County, 1,087 children live in substitute care due to abuse, neglect, or alcohol/drug dependency. This is 11% of the total cases in Illinois outside of Cook County, even though Winnebago's population is only 3.8% of this population.
- ❖ According to the U.S. Department of Justice, being abused or neglected as a child increases the likelihood of arrest as a juvenile by 59 percent, as an adult by 28 percent, and for a violent crime by 30 percent.

(Youth Victimization; Prevalence and Implications, DOJ, National Institute of Justice, April 2003)

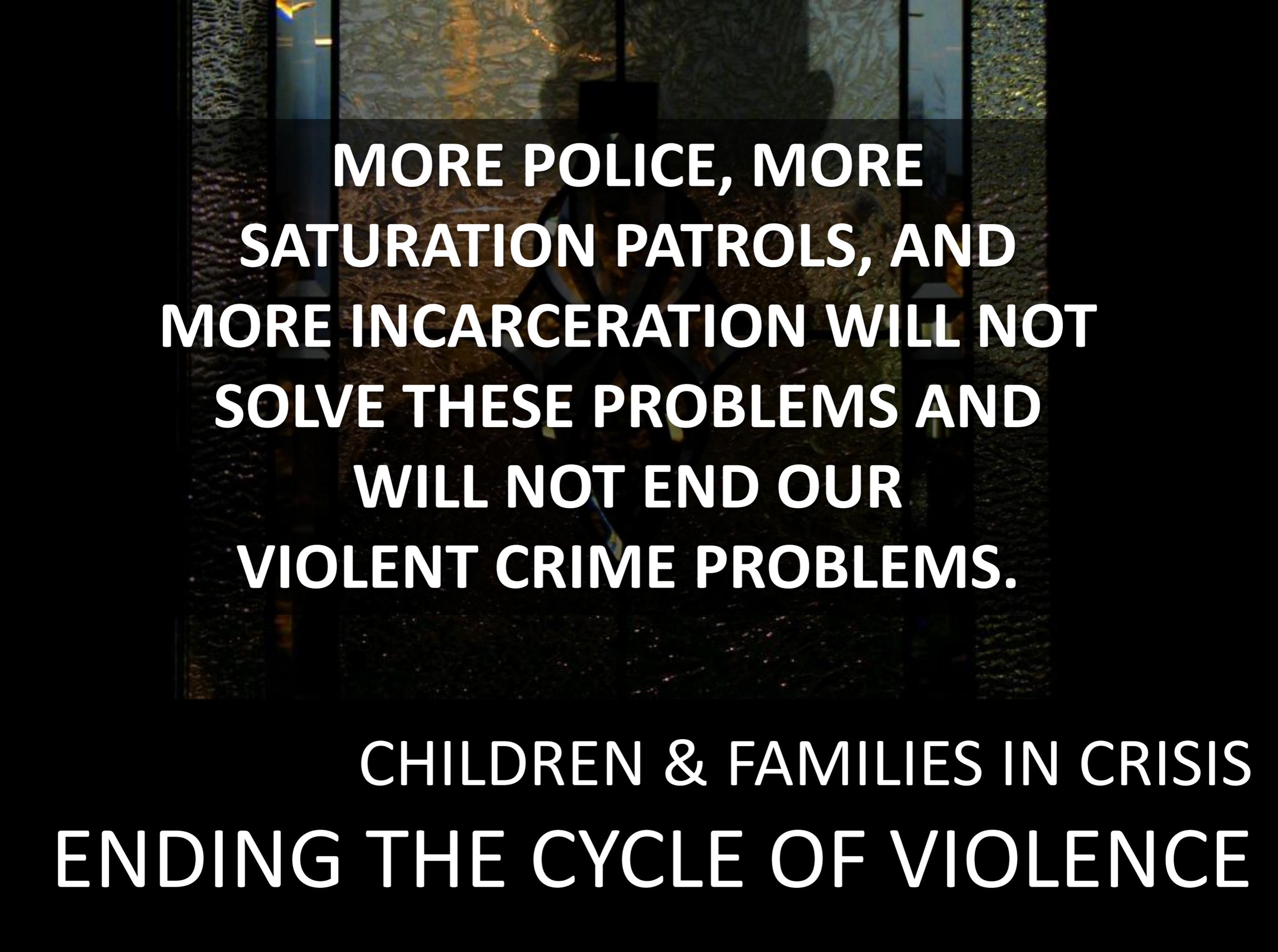
**CHILDREN & FAMILIES IN CRISIS
ENDING THE CYCLE OF VIOLENCE**



**WE HAVE COLLECTIVELY FAILED TO
PROTECT THESE CHILDREN.**

**WE MUST ACT NOW AS A
COMPASSIONATE COMMUNITY
TO SAVE THESE CHILDREN AND
SAVE OUR FUTURE.**

**CHILDREN & FAMILIES IN CRISIS
ENDING THE CYCLE OF VIOLENCE**



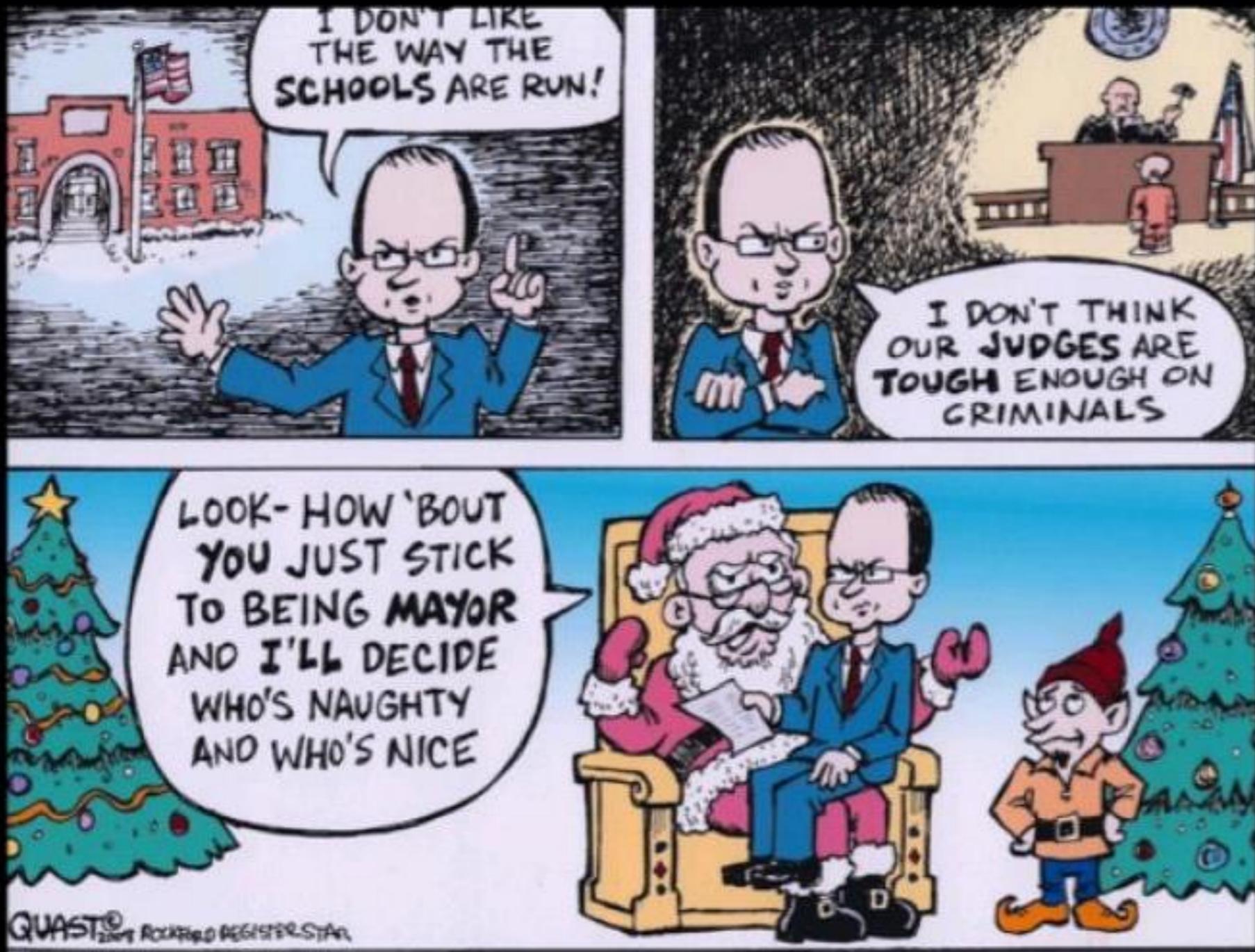
**MORE POLICE, MORE
SATURATION PATROLS, AND
MORE INCARCERATION WILL NOT
SOLVE THESE PROBLEMS AND
WILL NOT END OUR
VIOLENT CRIME PROBLEMS.**

**CHILDREN & FAMILIES IN CRISIS
ENDING THE CYCLE OF VIOLENCE**

Fighting crime is a lot more than catching bad guys and locking them up. We all want a safer community and to have that we need to take a more comprehensive look at public safety.

Connect Rockford aims to do that by bringing together community, police and criminal justice groups. Connect Rockford is based on the Alignment Rockford model that for seven years has been working successfully with the Rockford School District.

Our View, Rockford Register Star, Oct. 13, 2015



JUSTICE STAT, 2009

A PRIOR ATTEMPT THAT DIDN'T WORK



A BETTER APPROACH:

COLLECTIVE IMPACT



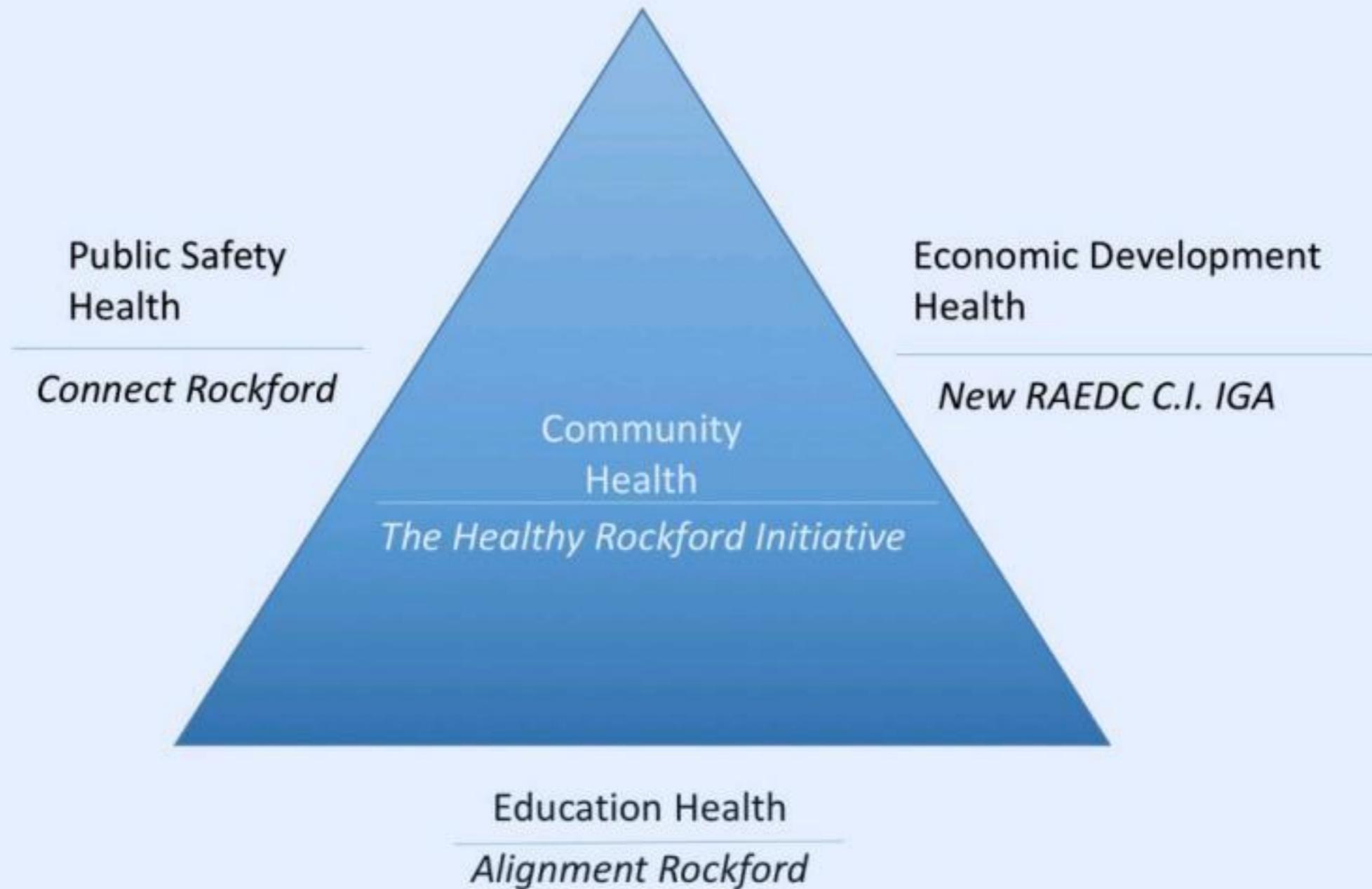
DAN O'SHEA

WELCOME OUR INCOMING POLICE CHIEF!



**FOR A HEALTHY ROCKFORD
WE MUST BE HEALTHY IN EACH OF THESE AREAS**

A Community Collective Impact Operations Approach



**THE HEALTHY ROCKFORD INITIATIVE
COMMUNITY WIDE COLLECTIVE IMPACT**



CAAS ACCREDITATION
PUBLIC SAFETY



MOBILE PARAMEDIC HEALTH
C.I. HEALTHY ROCKFORD



422 South Fifth Street, Fourth Floor • Springfield, Illinois 62701-1824 • www.dph.illinois.gov

December 15, 2015

Jane E. Pearson, M.D.
EMS Medical Director
OSF Northern Region EMS System
5666 East State Street
Rockford, IL 61108

Dr. Pearson,

We have reviewed the application of the Mobile Integrated Health (MIH) Program on behalf of Rockford Fire Department, Rockford, Illinois, and find it meets the requirements.

Accordingly, we have amended your EMS System plan to indicate their participation in the MIH Program.

If you have any questions regarding this matter, feel free to contact me at 217-557-3895 or via e-mail at Keith.Buhs@illinois.gov

Respectfully,

Keith Buhs, RN, BSN, MPA, EMT-P
Ambulance Compliance Section Chief
Division of EMS and Highway Safety

cc: Sys. File 0121
Provider File 1105
System Coordinator 0121
P. Frye, EMS Coordinator, Region 1

MOBILE INTEGRATED HEALTH
HEALTHY ROCKFORD



❖ RMAP-RPC

❖ UNITED WAY

❖ COLLEGE OF MEDICINE

COLLECTIVE IMPACT

BUILDING BACKBONE SUPPORT



BRINGING A PLAN TOGETHER
NEXT STEPS FOR ROCKFORD'S FUTURE

A bronze statue of Abraham Lincoln, seated in a chair. The statue is highly detailed, showing his facial features, beard, and clothing. The background is a dark, wood-paneled interior. A semi-transparent text box is overlaid at the bottom of the image.

**ADVISORY GROUP FORMATION
BUDGETING FOR 2017 & BEYOND**



**PROPERTY TAX REFUND PARTNERSHIP
NEW INITIATIVE TO GROW OUR TAX BASE**

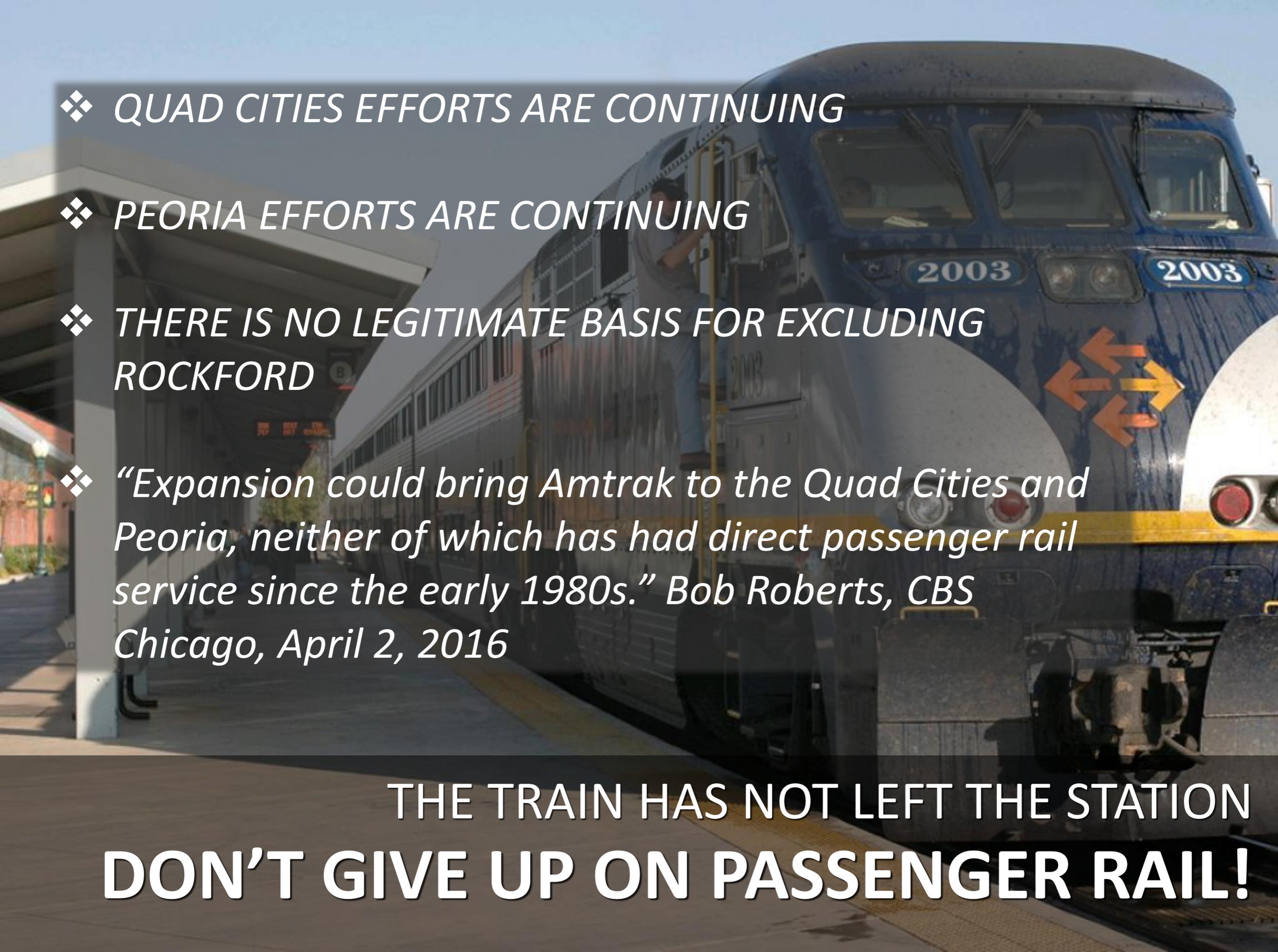
We talk a lot about improving our physical infrastructure in Rockford. Our infrastructure sales tax, which voters reauthorized for five years on March 15, brings in about \$16 million a year to fix city streets and bridges. But there's another kind of infrastructure — human educational infrastructure. And it's in rickety condition.

Our View: Let's give to Rockford Promise scholarship fund, Rockford Register Star, March 29, 2016

- 
- ❖ RIVER EDGE HISTORIC TAX CREDITS
 - ❖ AUTHORIZING PROMISED ECONOMIC DEVELOPMENT FUNDS TO PROJECTS LIKE AAR & THE INDOOR CITY MARKET
 - ❖ COMMON SENSE ARBITRATION REFORMS
 - ❖ OPENING HEARINGS TO THE PUBLIC
 - ❖ PROHIBITING AWARDS THAT WOULD FORCE A CITY TO RAISE TAXES
 - ❖ A REVENUE PROPOSAL IN THE SAME SPIRIT OF OUR LOCAL INFRASTRUCTURE SALES TAX

REFORM & COMPROMISE

ENDING THE STATE BUDGET IMPASSE

- 
- ❖ *QUAD CITIES EFFORTS ARE CONTINUING*
 - ❖ *PEORIA EFFORTS ARE CONTINUING*
 - ❖ *THERE IS NO LEGITIMATE BASIS FOR EXCLUDING ROCKFORD*
 - ❖ *“Expansion could bring Amtrak to the Quad Cities and Peoria, neither of which has had direct passenger rail service since the early 1980s.” Bob Roberts, CBS Chicago, April 2, 2016*

**THE TRAIN HAS NOT LEFT THE STATION
DON'T GIVE UP ON PASSENGER RAIL!**

RockStat

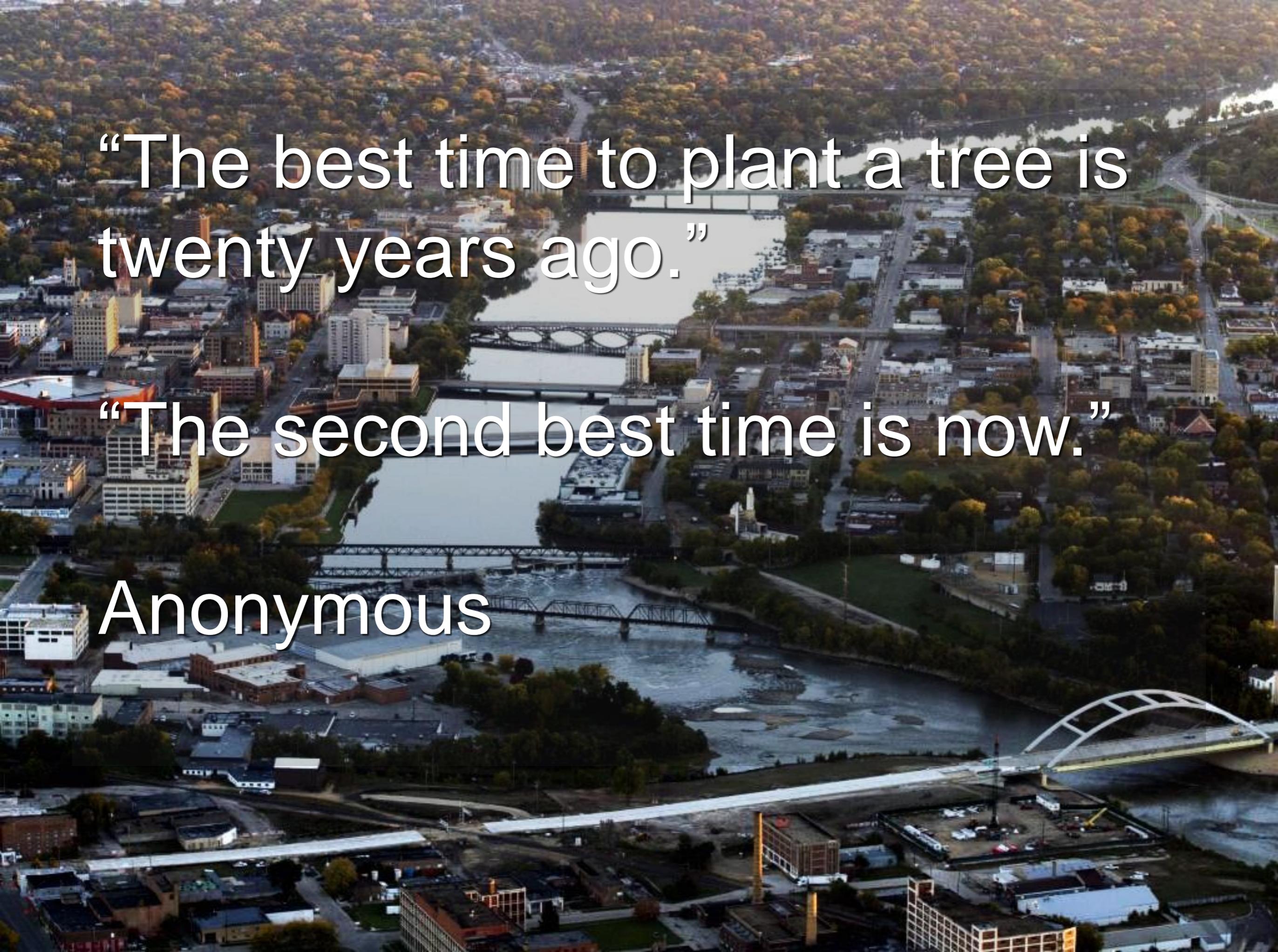
2015 Annual Review

February 5, 2016

Excellence Everywhere



**ROCKSTAT: IT'S WHAT WE DO
OPEN & ACCOUNTABLE GOVERNMENT**

An aerial photograph of a city, likely Pittsburgh, showing a river with several bridges. The city is densely packed with buildings, and there are large green spaces and parks. The lighting suggests it might be late afternoon or early morning, with some buildings illuminated.

“The best time to plant a tree is
twenty years ago.”

“The second best time is now.”

Anonymous



ROCK-FORD PROUD
CONGRATULATIONS CHEAP TRICK