

CITY OF ROCKFORD, ILLINOIS  
2017 BUDGET  
GENERAL FUND BY DEPARTMENT AND CLASSIFICATION

<u>AGENCIES</u>	<u>2017 BUDGET</u>	<u>2016 BUDGET</u>	<u>PERCENT OF TOTAL CHANGE</u>	<u>2016-2017 INCREASE (DECREASE)</u>	<u>2016-2017 PERCENT CHANGE</u>
MAYOR	\$730,038	\$680,990	0.8	\$49,048	7.2
COUNCIL	536,973	564,759	(0.4)	(27,786)	(4.9)
LEGAL	1,632,486	1,618,066	0.2	14,420	0.9
FINANCE	8,568,716	7,417,730	18.0	1,150,986	15.5
WIB OPS	546,023	540,095	0.1	5,928	1.1
POLICE	54,349,278	50,271,648	63.7	4,077,630	8.1
FIRE	46,592,086	44,180,590	37.7	2,411,496	5.5
PW-ADMINISTRATION	372,597	377,689	(0.1)	(5,092)	(1.3)
ENGINEERING	895,946	1,054,023	(2.5)	(158,077)	(15.0)
STREETS	8,638,504	9,785,992	(17.9)	(1,147,488)	(11.7)
TRAFFIC	4,234,387	4,131,658	1.6	102,729	2.5
CD-ADMINISTRATION	239,192	237,832	0.0	1,360	0.6
PLANNING	612,233	648,040	(0.6)	(35,807)	(5.5)
BUILDING INSP	3,004,595	3,005,190	0.0	(595)	(0.0)
FIRE & POLICE COMM	277,113	134,835	2.2	142,278	105.5
ELECTION COMMISSION	972,997	1,158,739	(2.9)	(185,742)	(16.0)
HUMAN RESOURCES	651,138	642,516	0.1	8,622	1.3
MASS TRANSIT	<u>1,524,000</u>	<u>1,524,000</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
APPROPRIATION	134,378,302	127,974,392	100.0	6,403,910	5.0

<u>AGENCIES</u>	<u>2017 BUDGET</u>	<u>SALARY EXPENSE</u>	<u>FRINGE BENEFITS</u>	<u>CONTRACTUAL EXPENSE</u>	<u>SUPPLY EXPENSE</u>	<u>OTHER EXPENSE</u>	<u>CAPITAL EXPENSE</u>
MAYOR	730,038	390,581	135,934	190,567	10,000	2,956	
COUNCIL	536,973	168,000	188,983	175,490	4,500		
LEGAL	1,632,486	931,004	427,545	253,437	20,500		
FINANCE	8,568,716	1,921,936	888,449	1,034,635	30,350	4,693,346	
WIB OPS	546,023	368,543	176,250	1,230			
POLICE	54,349,278	28,628,126	15,268,259	9,480,523	606,365	366,005	
FIRE	46,592,086	25,143,797	15,286,627	4,334,964	700,820	1,125,878	
PW-ADMINISTRATION	372,597	222,429	79,653	58,740	9,100	2,675	
ENGINEERING	895,946	419,226	199,155	245,015	26,750	5,800	
STREETS	8,638,504	1,802,751	884,101	4,232,765	1,233,000	485,887	
TRAFFIC	4,234,387	767,231	321,435	2,621,140	433,000	91,581	
CD-ADMINISTRATION	239,192	141,607	59,692	34,576	1,420	1,897	
PLANNING	612,233	372,970	129,806	105,660	2,030	1,767	
CONST SERV	3,004,595	1,500,075	722,954	753,691	7,650	20,225	
FIRE & POLICE COMM	277,113	20,000	4,288	250,525	2,300		
ELECTION COMMISSION	972,997	350,803	91,418	454,376	51,400		25,000
HUMAN RESOURCES	651,138	360,642	129,594	157,802	3,100		
MASS TRANSIT	<u>1,524,000</u>	<u>0</u>	<u>0</u>	<u>1,524,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
APPROPRIATION	134,378,302	63,509,721	34,994,143	25,909,136	3,142,285	6,798,017	25,000
ADJUSTMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENSE	134,378,302	63,509,721	34,994,143	25,909,136	3,142,285	6,798,017	25,000
BUDGET PERCENTAGE	100.0	47.3	26.0	19.3	2.3	5.1	0.0

**CITY OF ROCKFORD, ILLINOIS  
2017 BUDGET  
PERSONNEL AUTHORIZATION  
ALL FUNDS**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	2015-2016 INCREASE (DECREASE)	<u>2017</u>	2016-2017 INCREASE (DECREASE)
<b>PROGRAMS AND AGENCIES</b>						
<b>LEGISLATIVE &amp; MANAGEMENT</b>						
MAYOR	4.00	4.00	4.00	0.00	4.00	0.00
LEGAL	12.00	13.00	13.00	0.00	13.00	0.00
FINANCE	36.00	36.00	35.00	(1.00)	35.00	0.00
INFORMATION SERVICES	4.00	4.00	5.00	1.00	5.00	0.00
HUMAN RESOURCES	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>5.00</u>	<u>0.00</u>
LEGISLATIVE & MGMT TOTAL	<u>61.00</u>	<u>62.00</u>	<u>62.00</u>	<u>0.00</u>	<u>62.00</u>	<u>0.00</u>
<b>COMMUNITY DEVELOPMENT</b>						
CD ADMINISTRATION	1.50	1.50	1.50	0.00	1.50	0.00
CD CODE ENFORCEMENT	0.00	0.00	0.00	0.00	0.00	0.00
CD PLANNING	4.30	4.30	4.50	0.20	4.50	0.00
CD CONSTRUCTION SERVICES	25.20	24.20	25.00	0.80	25.00	0.00
CD DEVELOPMENT	<u>7.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	<u>6.00</u>	<u>0.00</u>
COMM DEVELOPMENT TOTAL	<u>38.00</u>	<u>36.00</u>	<u>37.00</u>	<u>1.00</u>	<u>37.00</u>	<u>0.00</u>
<b>HUMAN SERVICES</b>						
HUMAN SERVICES	95.50	86.40	90.83	4.43	95.02	4.19
LIBRARY	<u>87.00</u>	<u>87.00</u>	<u>87.00</u>	<u>0.00</u>	<u>87.00</u>	<u>0.00</u>
HUMAN SERVICES TOTAL	<u>182.50</u>	<u>173.40</u>	<u>177.83</u>	<u>4.43</u>	<u>182.02</u>	<u>4.19</u>
<b>PUBLIC SAFETY</b>						
POLICE	322.50	323.00	326.00	3.00	332.00	6.00
FIRE	259.00	259.00	258.00	(1.00)	260.00	2.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>0.00</u>	<u>53.00</u>	<u>0.00</u>
PUBLIC SAFETY TOTAL	<u>634.50</u>	<u>635.00</u>	<u>637.00</u>	<u>2.00</u>	<u>645.00</u>	<u>8.00</u>
<b>PUBLIC WORKS</b>						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	8.00	9.10	9.10	0.00	6.60	(2.50)
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	11.00	11.00	0.00	12.00	1.00
CAPITAL PROJECT	18.00	18.90	18.90	0.00	21.40	2.50
PARKING SYSTEM	3.00	3.00	3.00	0.00	3.00	0.00
BUILDING MAINTENANCE	10.00	10.00	10.00	0.00	11.00	1.00
EQUIPMENT MAINTENANCE	9.00	9.00	9.00	0.00	9.00	0.00
CENTRAL STORES	4.00	4.00	4.00	0.00	4.00	0.00
WATER	<u>64.00</u>	<u>63.00</u>	<u>62.00</u>	<u>(1.00)</u>	<u>62.00</u>	<u>0.00</u>
PUBLIC WORKS TOTAL	<u>160.00</u>	<u>161.00</u>	<u>160.00</u>	<u>(1.00)</u>	<u>162.00</u>	<u>2.00</u>
<b>TOTAL</b>	<u>1,076.00</u>	<u>1,067.40</u>	<u>1,073.83</u>	<u>6.43</u>	<u>1,088.02</u>	<u>14.19</u>
ANNUAL PERSONNEL CHANGE		(8.60)	6.43		14.19	
ANNUAL PERCENTAGE CHANGE		(0.80)	0.60		1.30	

# **Mayor's Office**

## **MISSION STATEMENT**

It is the mission of the Mayor's Office to provide the leadership, initiative, and direction that is necessary to provide quality services to the citizens of Rockford.

## **PRIMARY FUNCTIONS**

The primary function of the Mayor's Office is to provide administrative and policy making functions, as well as to oversee the day-to-day operations for the City of Rockford.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue efforts to cut operational costs through organizational efficiencies.
- Aggressively pursue development opportunities to grow Rockford economy.
- Continue multi-year parking system plan to improve condition and operational effectiveness.
- Implement \$8 million in River Edge grants in the downtown area.
- Continue health and wellness initiatives for our City employees and community at large through the creation of the "Healthy Rockford Network."
- Partner with local educational institutions and civic and economic development groups on developing coordinated networks to grow major industry clusters, including healthcare, aerospace, the arts, and the tourism and hospitality industries, arts professionals, and arts supporters to determine how we can leverage our resources to build a world class arts education network.
- Engage and support citizen involvement in City planning and activities.
- Continue the Rockford Area Prisoner Re-entry Network.
- Build and support intergovernmental relationships, collaboration, and advocacy.
- Continue work in establishing opportunities for international trade and economic growth.
- Consolidate public-sector housing programs under one-stop shop for better outcomes and customer service.
- Continue to pursue state legislative agenda focusing on pension reform, collective bargaining reform, protection of state-disbursed municipal revenues, other pro municipal government legislation, and a new casino for Rockford.

# Mayor's Office

## MAYOR'S OFFICE BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$512,407	\$523,238	\$514,964	\$526,515	\$11,551
CONTRACTUAL	147,091	153,004	149,570	190,567	40,997
SUPPLIES	13,527	16,242	10,000	10,000	0
OTHER	0	3,652	6,456	2,956	(3,500)
CAPITAL	<u>0</u>	<u>26,978</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$673,025</u>	<u>\$723,114</u>	<u>\$680,990</u>	<u>\$730,038</u>	<u>\$49,048</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$78,247	\$77,565	\$79,048	\$77,430	(\$1,618)
GENERAL REVENUES	<u>594,778</u>	<u>645,549</u>	<u>601,942</u>	<u>652,608</u>	<u>50,666</u>
TOTAL	<u>\$673,025</u>	<u>\$723,114</u>	<u>\$680,990</u>	<u>\$730,038</u>	<u>\$49,048</u>

## MAYOR'S OFFICE AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
MAYOR	ELECTED	1.00	1.00	0.00
CITY ADMINISTRATOR	212	1.00	1.00	0.00
EXECUTIVE COORDINATOR TO THE MAYOR	108	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	101	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflects a 2% wage adjustment for staff and 4% wage increase for Mayor as well as increases in health insurance.
- Contractual expenses increase primarily due to increases in purchase of services.
- Estimated lease payments for vehicle payments in 2017 are budgeted at \$2,956.

## CAPITAL EQUIPMENT

There are no capital items budgeted for the Mayor's Office in 2017.

**MAYOR'S OFFICE  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MO ACTUAL</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
71112 Permanent	383,147	375,406	253,035	385,466	10,060
71113 Temporary	5,110	-	-	-	-
71129 Salary Adjustments	-	5,014	-	5,115	101
71251 IMRF	75,392	77,263	51,439	75,616	(1,647)
71253 Unemployment	500	720	540	720	-
71262 Worker's Comp	1,093	1,065	468	1,094	29
71263 Health Insurance	55,428	52,832	35,141	55,744	2,912
71263 Life Insurance	312	312	204	312	-
71271 Parking	2,256	2,352	1,568	2,448	96
<b>TOTAL PERSONNEL</b>	<b>523,238</b>	<b>514,964</b>	<b>342,395</b>	<b>526,515</b>	<b>11,551</b>
72203 Wireless	3,807	3,000	516	3,000	-
72204 VOIP Telephone	-	5,240	-	5,700	-
72211 Printing & Publication	479	500	3,493	500	-
72212 Postage	100	-	126	-	-
72213 Telephone	4,261	300	186	300	-
72214 Travel	11,780	5,000	2,658	5,000	-
72215 Dues	15,422	6,700	315	6,700	-
72216 Subscriptions	1,264	600	500	600	-
72217 Advertising	1,895	-	2,569	2,000	2,000
72218 Service Contracts	-	4,000	245	1,000	(3,000)
72263 Microcomputer	35,370	34,700	23,133	73,457	38,757
72264 Vehicle Repair	1,807	1,750	1,434	1,600	(150)
72265 Fuel	1,047	1,130	538	990	(140)
72267 Risk Management	8,800	8,710	5,807	8,770	60
72271 Rental Equipment	3,167	3,000	1,900	3,000	-
72272 Rental Building	60,740	74,440	49,627	76,950	2,510
72290 Education & Training	3,065	500	848	1,000	500
<b>TOTAL CONTRACTUAL</b>	<b>153,004</b>	<b>149,570</b>	<b>93,895</b>	<b>190,567</b>	<b>40,537</b>
75520 Small Equipment and Tools	22	-	-	-	-
75525 Food	7,204	4,000	3,387	5,000	1,000
75560 Office General	5,012	5,000	2,383	4,000	(1,000)
75565 Public Relations	113	-	-	-	-
75569 Miscellaneous Supplies	3,891	1,000	501	1,000	-
75570 Computer Noncapital	-	-	100	-	-
<b>TOTAL SUPPLIES</b>	<b>16,242</b>	<b>10,000</b>	<b>6,371</b>	<b>10,000</b>	<b>-</b>
77721 Transfer to Debt Service	3,652	6,456	4,304	2,956	(3,500)
<b>TOTAL OTHER</b>	<b>3,652</b>	<b>6,456</b>	<b>4,304</b>	<b>2,956</b>	<b>(3,500)</b>
79922 Vehicle & Operating Equipment	26,978	-	-	-	-
<b>TOTAL CAPITAL</b>	<b>26,978</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL MAYOR'S OFFICE</b>	<b>723,114</b>	<b>680,990</b>	<b>446,965</b>	<b>730,038</b>	<b>48,588</b>

# City Council

## **MISSION STATEMENT**

It is the mission of the City Council, in conjunction with the Mayor, to serve as the legislative and policymaking body of the City of Rockford.

## **PRIMARY FUNCTIONS**

The primary function of the City Council is to act as the legislative body for the City of Rockford.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Use the City-level strategies - create a livable community, engage citizens in improving education and reducing crime, investing in infrastructure, and becoming a more customer-focused, productive organization - to work towards achieving the Council's five community objectives: increase economic activity, reduce crime, increase living wage jobs, create a qualified, educated workforce, and create vibrant neighborhoods.

## **CITY COUNCIL BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$325,369	\$347,734	\$350,599	\$356,983	\$6,384
CONTRACTUAL	212,197	172,764	211,260	175,490	(35,770)
SUPPLIES	<u>4,238</u>	<u>4,127</u>	<u>2,900</u>	<u>4,500</u>	<u>1,600</u>
TOTAL	<u>\$541,804</u>	<u>\$524,625</u>	<u>\$564,759</u>	<u>\$536,973</u>	<u>(\$27,786)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMB	\$34,242	\$34,389	\$34,591	\$32,995	(\$1,596)
GENERAL REVENUES	<u>507,562</u>	<u>490,236</u>	<u>530,168</u>	<u>503,978</u>	<u>(26,190)</u>
TOTAL	<u>\$541,804</u>	<u>\$524,625</u>	<u>\$564,759</u>	<u>\$536,973</u>	<u>(\$27,786)</u>

## **CITY COUNCIL AUTHORIZED POSITIONS**

	POSITION	2016	2017	INCREASE/
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
POSITION TITLE	ELECTED	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>14.00</u>	<u>14.00</u>	<u>0.00</u>

## **BUDGET HIGHLIGHTS**

- Personnel numbers reflect increases in health insurance premiums.
- Contractual expenses decrease as a result of decreases in service contracts offset by increases to purchase of services.

**CITY COUNCIL  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MO ACTUAL</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
71112 Permanent	183,195	168,000	110,688	168,000	-
71251 IMRF	28,940	34,121	16,297	32,525	(1,596)
71262 Worker's Comp	41	470	-	470	-
71263 Health Insurance	126,546	138,684	89,152	146,328	7,644
71264 Life Insurance	1,116	1,092	714	1,092	-
71271 Parking	7,896	8,232	5,488	8,568	336
<b>TOTAL PERSONNEL</b>	<b>347,734</b>	<b>350,599</b>	<b>222,339</b>	<b>356,983</b>	<b>6,384</b>
72203 Wireless	9,997	10,000	1,939	8,000	(2,000)
72211 Printing & Publication	252	200	126	300	100
72213 Telephone	284	440	16	100	(340)
72214 Travel	8,991	1,000	2,419	8,000	7,000
72218 Service Contracts	120,000	170,000	70,000	120,000	(50,000)
72263 Microcomputer	2,930	2,750	1,833	2,780	30
72267 Risk Management	2,130	1,290	860	1,540	250
72272 Building Rental	25,080	25,080	16,720	31,770	6,690
72290 Education	3,100	500	1,561	3,000	2,500
<b>TOTAL CONTRACTUAL</b>	<b>172,764</b>	<b>211,260</b>	<b>95,474</b>	<b>175,490</b>	<b>(35,770)</b>
75525 Food	2,911	2,000	1,735	3,000	1,000
75560 Office Supplies	1,216	900	150	1,500	600
75569 Miscellaneous	-	-	700	-	-
<b>TOTAL SUPPLIES</b>	<b>4,127</b>	<b>2,900</b>	<b>2,585</b>	<b>4,500</b>	<b>1,600</b>
<b>TOTAL CITY COUNCIL</b>	<b>524,625</b>	<b>564,759</b>	<b>320,398</b>	<b>536,973</b>	<b>(27,786)</b>

# **Legal Department**

## ***MISSION STATEMENT***

It is the mission of the Legal Department to act as the legal representative for the City of Rockford, its officers, and its employees.

## **PRIMARY FUNCTIONS**

The primary function of the Legal Department is to provide a variety of legal services for administrative issues, legislative issues, land acquisition programs, and support the City's EEO and diversity procurement functions.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Support Community and Economic Development Department through effective drafting and review of development and incentive agreements.
- Increase living wage jobs by continuing expansion of Diversity Procurement Policy to include workforce data.
- Promote and support the utilization of the City Council eAgenda and docketing system.
- Stewardship of the Elected and Appointed Officials Open Meetings Act Training, Open Meetings Act compliance and Freedom of Information Act compliance.
- Support code enforcement, landlord tenant registry programs, and neighborhood associations.
- Pursue right of way acquisition for infrastructure improvement projects.
- Expand demolition initiatives with not-for-profit partners and end use strategies for post demolition properties through foreclosures.
- Assist with the administration of the Property Tax Rebate Program for foreclosure and new construction single family residence purchases.
- Support the City's direct lobbying efforts and the Illinois Municipal League legislative initiatives.
- Maintain efficient services and control costs through support of labor negotiations.
- Manage internal and external litigation matters and continue integration of third party claims processes.
- Increase efficiency and revenues from code enforcement through expansion of administrative hearing process.
- Reduce crime by effective ordinance adoption and enforcement and support of parolee and probationer re-entry initiatives.
- Re-establish annual negotiation of animal control services intergovernmental agreement and reduction of City costs for animal services.

# Legal Department

## LEGAL DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PERSONNEL	\$1,285,138	\$1,331,734	\$1,271,264	\$1,358,549	\$87,285
CONTRACTUAL	289,268	277,758	326,302	253,437	(72,865)
SUPPLIES	<u>18,194</u>	<u>21,212</u>	<u>20,500</u>	<u>20,500</u>	0
TOTAL	<u>\$1,592,600</u>	<u>\$1,630,704</u>	<u>\$1,618,066</u>	<u>\$1,632,486</u>	<u>\$14,420</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$201,541	\$189,966	\$179,640	\$185,189	\$5,549
MAGISTRATE FINES	275,000	180,000	180,000	180,000	\$0
PURCHASE OF SERVICES	743,844	792,931	725,952	725,952	0
GENERAL REVENUES	<u>372,215</u>	<u>467,807</u>	<u>532,474</u>	<u>541,345</u>	<u>8,871</u>
TOTAL	<u>\$1,592,600</u>	<u>\$1,630,704</u>	<u>\$1,618,066</u>	<u>\$1,632,486</u>	<u>\$14,420</u>

## LEGAL DEPARTMENT AUTHORIZED POSITIONS

	POSITION <u>RANGE</u>	2016 <u>EMPLOYEES</u>	2017 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
LEGAL DIRECTOR	316	1.00	1.00	0.00
CITY ATTORNEY	213	2.00	2.00	0.00
LAND TRANSACTIONS OFFICER	108	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	108	3.00	3.00	0.00
DIVERSITY PROCUREMENT OFFICER	108	1.00	1.00	0.00
CITY COUNCIL CLERK	105	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	102	4.00	3.00	(1.00)
OFFICE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>13.00</u></b>	<b><u>13.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage adjustment for all staff in addition to personnel changes.
- Contractual expense decreased \$72,865 primarily due to decrease in professional legal fees.

# Legal Department

## LEGAL DEPARTMENT PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
CLAIMS FILED	300	450	450	450
CLAIMS APPROVED	25	35	35	35
\$ VALUE OF APPROVED CLAIMS	40,000	50,000	50,000	50,000
AVG DAYS TO APPROVE CLAIMS	40	40	40	40
CLAIMS DENIED	275	415	415	415
AVG DAYS TO DENY CLAIMS	30	35	35	35
AVG DAYS TO INVESTIGATE CLAIMS	20	20	20	20

**LEGAL DEPARTMENT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MO ACTUAL</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
71112 Permanent	921,657	838,215	490,823	906,749	68,534
71122 Overtime	19	6,000	-	6,000	-
71129 Salary Adjustment	-	16,883	-	18,255	1,372
71251 IMRF	180,618	174,889	98,366	180,242	5,353
71253 Unemployment	1,816	2,340	1,980	2,340	-
71262 Worker's Comp	2,581	2,411	1,374	2,607	196
71263 Health Insurance	198,057	216,296	108,855	228,125	11,829
71264 Life Insurance	966	1,013	522	1,014	1
71265 Retiree Health Insurance	15,028	1,709	1,139	1,709	0
71271 Parking	10,992	11,508	7,672	11,508	0
<b>TOTAL PERSONNEL</b>	<b>1,331,734</b>	<b>1,271,264</b>	<b>710,731</b>	<b>1,358,549</b>	<b>87,285</b>
72203 Wireless	5,599	6,300	922	6,300	0
72204 VOIP Telephone	-	10,152	6,768	9,680	-
72211 Printing & Publication	6,755	3,000	3,107	3,000	0
72212 Postage	1,240	1,000	336	1,000	-
72213 Telephone	6,249	300	273	300	-
72214 Travel	4,725	5,700	3,011	5,700	-
72215 Dues	8,101	9,160	382	9,160	-
72216 Subscriptions	2,969	1,680	2,100	1,680	-
72217 Advertising	-	300	-	300	0
72218 Service Contracts	49,069	46,620	42,332	46,620	0
72241 Insurance	73	100	252	100	-
72263 Microcomputer	65,070	63,670	42,446	50,322	(13,348)
72267 Risk Management	6,180	4,380	2,920	4,200	(180)
72271 Rental Equipment	6,455	5,500	4,688	5,500	0
72272 Building Rental	60,740	74,440	49,626	76,950	2,510
72281 Professional Fee-Legal	48,669	84,000	61,282	22,625	(61,375)
72290 Education & Training	5,864	10,000	1,149	10,000	-
<b>TOTAL CONTRACTUAL</b>	<b>277,758</b>	<b>326,302</b>	<b>221,594</b>	<b>253,437</b>	<b>(72,393)</b>
75509 Books	14,154	7,500	6,773	7,500	-
75520 Small Equipment	-	500	-	500	-
75525 Food	221	500	155	500	0
75560 Office General Supply	6,519	10,000	2,542	10,000	-
75570 Computer, Non-Capital	318	2,000	10,691	2,000	0
<b>TOTAL SUPPLIES</b>	<b>21,212</b>	<b>20,500</b>	<b>20,161</b>	<b>20,500</b>	<b>0</b>
<b>TOTAL LEGAL DEPARTMENT</b>	<b>1,630,704</b>	<b>1,618,066</b>	<b>952,486</b>	<b>1,632,486</b>	<b>14,892</b>

# **Finance Department**

## ***MISSION STATEMENT***

It is the mission of the Finance Department to account for all municipal resources and to apply such resources in a manner that is most beneficial to the citizens of Rockford.

## **PRIMARY FUNCTIONS**

There are five primary operating functions within the Finance Department:

- **Administration** - The Administration division is responsible for the management of the financial affairs of the city and the supervision of personnel operations within the Finance Department.
- **Central Services** - The Central Services division is responsible for financial planning, risk management, centralized purchasing, and mail/printing services for the City.
- **Accounting** - The purpose of the Accounting division is to provide financial reporting, payroll processing, accounts payable and receivable, fixed asset reporting, special tax collections, billing, and auditing functions.
- **Revenue** - The purpose of the Revenue Division is to manage the police and fire pension funds, ensure payment to retirees is processed, and invest idle City funds.
- **Customer Service Center** - The purpose of the Customer Service Division is to collect various revenues, perform meter reading services, and handle customer calls for City Departments.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Achieve the Distinguished Budget Presentation Award for the 33rd consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 37th consecutive year from the Government Finance Officer's Association.
- Implement applicable Governmental Accounting Standards Board (GASB) statements in order to stay in compliance with Generally Accepted Accounting Practices.
- Review and refine internal processes for more timely and efficient audit completion.
- Implement a single log in to access multiple billing accounts with the same owner and make one payment for all accounts.
- Continue the process of bringing remaining staff on an electronic timekeeping system.
- Implement timekeeping system and direct access to Munis financial software for the Library.
- Complete a comprehensive banking service request for proposals, including treasury management services, line of credit, and vehicle leasing.

# Finance Department

## FINANCE DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PERSONNEL	\$2,885,527	\$2,962,730	\$2,802,860	\$2,810,385	\$7,525
CONTRACTUAL	1,059,750	1,062,142	1,099,729	1,034,635	(65,094)
SUPPLIES	20,744	16,121	31,350	30,350	(1,000)
OTHER	<u>5,267,113</u>	<u>4,147,891</u>	<u>3,483,791</u>	<u>4,693,346</u>	<u>1,209,555</u>
TOTAL	<u>\$9,233,134</u>	<u>\$8,188,884</u>	<u>\$7,417,730</u>	<u>\$8,568,716</u>	<u>\$1,150,986</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$275,381	\$264,597	\$249,446	\$234,525	(\$14,921)
PURCHASE OF SERVICES	2,724,732	2,766,150	2,573,176	2,445,661	(127,515)
GENERAL REVENUES	<u>6,233,021</u>	<u>5,158,137</u>	<u>4,595,109</u>	<u>5,888,530</u>	<u>1,293,421</u>
	<u>\$9,233,134</u>	<u>\$8,188,884</u>	<u>\$7,417,730</u>	<u>\$8,568,716</u>	<u>\$1,150,986</u>

## FINANCE DEPARTMENT AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
FINANCE DIRECTOR	316	1.00	1.00	0.00
CENTRAL SERVICES MANAGER	212	1.00	1.00	0.00
ACCOUNTING MANAGER	111	1.00	1.00	0.00
REVENUE MANAGER	110	0.00	0.00	0.00
SENIOR ACCOUNTANT	110	2.00	2.00	0.00
CUSTOMER SERVICE COORD	108	1.00	1.00	0.00
FINANCIAL ANALYST	107	3.00	3.00	0.00
ACCOUNTANT	107	3.00	3.00	0.00
SENIOR ADMIN. ASSISTANT	105	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	105	1.00	1.00	0.00
PURCHASING TECHNICIAN	A-23	2.00	2.00	0.00
SENIOR ACCOUNT CLERK	A-21	3.00	3.00	0.00
CSC TEAM LEAD	A-21	4.00	4.00	0.00
CUSTOMER SERVICE REP	A-20	9.00	9.00	0.00
METER READER	A-19	2.00	2.00	0.00
ACCOUNT CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>35.00</u></b>	<b><u>35.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect 2% wage adjustment for all staff offset by reductions in salaries as a result of higher scale staff vacating and replaced with entry level staff.
- Service contracts decreased \$65,094 due to decreases in postage and internal service charges.
- Supplies decreased \$1,000 as a result of reductions in office supplies.

## **Finance Department**

- Miscellaneous contracts increased \$32,680 due to an increase in Winnebago Animal Control contract and new Cherry Valley Fire Protection agreement.
- Transfer to CIP increased \$1,000,000 for 2017.
- Sales Tax Rebates increased \$81,000 as a result of approved agreement amounts.
- Of the 35 staff assigned to Finance Department, 24.9 are direct reimbursements.

### **FINANCE DEPARTMENT PERFORMANCE MEASUREMENTS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
TOTAL BILLS	624,058	624,000	625,148	634,000
PAPER	508,707	505,000	498,448	505,000
EBILL	115,351	115,000	126,700	129,000
CITY HALL PAYMENTS	157,896	158,000	162,057	163,000
WALK IN	124,365	125,000	125,880	126,000
MAIL	33,531	33,000	36,177	37,000
REMITCO	253,588	262,000	242,743	255,000
ONLINE BANKING	99,626	100,000	102,292	104,000
ONLINE LEVEL ONE	126,961	127,000	148,828	160,000
PHONE	56,004	56,400	67,777	70,000
COMED	9,988	10,000	7,982	9,500
CUSTOMER SERVICE CENTER CALLS	80,656	80,000	77,798	80,000
ABANDONED CALLS	4.0%	6.0%	3.0%	6.0%
AVG TIME TO ANSWER CALLS (SECONDS)	28.0	40	23.0	40
AVG CALL LENGTH (SECONDS)	175	170	180	180
NUMBER OF PURCHASE ORDERS ISSUED	4,400	4,200	4,200	4,200
NUMBER OF BIDS/RFPS ISSUED	160	165	162	165

**FINANCE DEPARTMENT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	2015 ACTUAL	2016 BUDGET	8 MO ACTUAL	2017 BUDGET	BUDGET CHANGE 16-17
71112 Sal Permanent	1,996,051	1,891,546	1,222,194	1,880,133	(11,413)
71119 Out of Class Pay	10,768	-	-	-	-
71122 Overtime	3,260	4,000	2,958	4,200	200
71129 Sal Adjustments	-	37,830	-	37,603	(227)
71251 IMRF	388,403	392,668	248,627	372,087	(20,581)
71253 Unemploy Tax	5,584	6,300	6,604	6,300	-
71262 Worker's Comp	8,392	5,414	5,529	5,382	(32)
71263 Health Insurance	514,312	430,950	290,202	469,664	38,714
71264 Life Insurance	2,656	2,730	1,573	2,731	-
71265 Retiree Health	13,000	10,254	6,836	10,254	-
71271 Parking Benefits	20,304	21,167	14,111	22,031	864
<b>TOTAL PERSONNEL</b>	<b>2,962,730</b>	<b>2,802,859</b>	<b>1,798,634</b>	<b>2,810,385</b>	<b>7,525</b>
72203 Wireless	2,969	2,520	663	3,720	1,200
72204 VOIP	-	21,432	14,288	20,500	(932)
72211 Printing	6,324	8,100	2,179	8,100	-
72212 Postage	231,593	245,050	97,017	170,700	(74,350)
72213 Telephone	17,666	3,594	632	6,000	2,406
72214 Travel	1,463	1,500	1,227	2,000	500
72215 Dues	3,193	4,150	2,680	4,150	-
72216 Subscriptions	1,128	2,431	463	2,281	(150)
72217 Advertising	13,971	16,000	5,918	13,000	(3,000)
72218 Service Contracts	130,843	132,270	93,981	135,220	2,950
72263 Microcomputer	154,080	154,280	102,853	128,532	(25,748)
72267 Risk Management	43,960	36,810	24,540	38,050	1,240
72270 Credit Card Collections	122,962	100,000	62,414	131,000	31,000
72271 Equipment Rental	3,622	8,900	7,182	10,100	1,200
72272 Building Rental	110,340	135,142	90,097	139,782	4,640
72282 Prof. Fee - Auditing	33,200	30,000	20,000	30,000	-
72290 Education	2,287	5,000	725	3,950	(1,050)
72292 Consulting Fees	12,000	12,000	-	12,000	-
72299 Miscellaneous	170,541	180,550	109,175	175,550	(5,000)
<b>TOTAL CONTRACTUAL</b>	<b>1,062,142</b>	<b>1,099,729</b>	<b>636,034</b>	<b>1,034,635</b>	<b>(65,094)</b>
75520 Small Tools	52	3,250	63	1,750	(1,500)
75525 Food	100	-	171	-	-
75527 Linens and Laundry	760	900	783	1,400	500
75560 General Office	13,869	23,750	5,101	20,750	(3,000)
75570 Computer Non-Capital	1,340	3,450	9,015	6,450	3,000
<b>TOTAL SUPPLIES</b>	<b>16,121</b>	<b>31,350</b>	<b>15,133</b>	<b>30,350</b>	<b>(1,000)</b>
76790 Miscellaneous	488,372	502,273	334,849	534,953	32,680
76794 Sales Tax Rebate	258,419	759,000	506,000	840,000	81,000
77721 Transfer-Debt Serv	746,350	539,450	359,633	613,500	74,050
77729 Transfer-CIP	2,500,000	1,500,000	1,000,000	2,500,000	1,000,000
77733 Transfer - Bldg Maint	154,750	183,068	122,045	204,893	21,825
<b>TOTAL OTHER EXPENSES</b>	<b>4,147,891</b>	<b>3,483,791</b>	<b>2,322,527</b>	<b>4,693,346</b>	<b>1,209,555</b>
<b>TOTAL FINANCE DEPARTMENT</b>	<b>8,188,884</b>	<b>7,417,730</b>	<b>4,772,328</b>	<b>8,568,716</b>	<b>1,150,986</b>

# Information Technology Department

## **MISSION STATEMENT**

The Mission of Information Technology is to support the objectives of the Mayor, City Council, and Department Heads by providing technical leadership in Information Technology planning, implementation, and support.

## **PRIMARY FUNCTIONS**

- Provide technical service and support to City employees, enabling them to work efficiently and effectively.
- Ensure the safety and integrity of the City's data and network.
- Provide technical leadership and direction for projects requiring Information Technology support.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Implement a disaster recovery program.
- Support the move to district policing.
- Implement an asset management program for storm water assets.
- Upgrade storage infrastructure.
- Support the relocation of Fire station #7.
- Support the move to new CAD and Records Management System.
- Upgrade GIS, Financials, HR, Service Request, Planning, Permitting, Code Enforcement, and phone systems.

## **INFORMATION TECHNOLOGY BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$476,914	\$547,600	\$579,236	\$578,424	(\$812)
CONTRACTUAL	2,027,093	2,218,966	2,382,179	2,484,985	102,806
SUPPLIES	108,497	119,314	73,000	91,000	18,000
OTHER	<u>421,369</u>	<u>510,800</u>	<u>565,400</u>	<u>366,300</u>	<u>(199,100)</u>
TOTAL	<u>\$3,033,873</u>	<u>\$3,396,680</u>	<u>\$3,599,815</u>	<u>\$3,520,709</u>	<u>(\$79,106)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND	\$2,638,857	\$2,637,010	\$2,594,560	\$2,509,767	(\$84,793)
OTHER FUNDS	<u>689,183</u>	<u>929,260</u>	<u>1,262,154</u>	<u>1,208,942</u>	<u>(53,212)</u>
TOTAL	<u>\$3,328,040</u>	<u>\$3,566,270</u>	<u>\$3,856,714</u>	<u>\$3,718,709</u>	<u>(\$138,005)</u>

## **INFORMATION TECHNOLOGY AUTHORIZED POSITIONS**

	POSITION	2016	2017	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
IT DIRECTOR	315	1.00	1.00	0.00
SENIOR IT SPECIALIST	109	2.00	2.00	0.00
IT SPECIALIST	109	1.00	1.00	0.00
COMMUNICATIONS MGR	111	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

# Information Technology Department

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase offset by staff adjustments.
- Contractual services increased \$102,806 in service contracts and consulting fees.
- Supplies increased \$18,000 in computer noncapital.
- Depreciation decreased \$202,000 and purchase of services increased \$2,900.

## INFORMATION TECHNOLOGY FIVE YEAR FORECAST

The 2018-2022 forecasts assume operations will continue as they are programmed for 2017 and that costs will increase annually. Budgets are developed so funds are annually available for fixed assets. Since this is an internal service fund, charges will recover expenditures.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$3,867	\$4,022	\$4,183	\$4,350	\$4,524
Expenditures	<u>3,662</u>	<u>3,808</u>	<u>3,960</u>	<u>4,118</u>	<u>4,283</u>
Excess (Deficit)	<u>205</u>	<u>214</u>	<u>223</u>	<u>232</u>	<u>241</u>
Beginning Balance	<u>874</u>	<u>1,079</u>	<u>1,293</u>	<u>1,516</u>	<u>1,748</u>
Ending Balance	<u>\$1,079</u>	<u>\$1,293</u>	<u>\$1,516</u>	<u>\$1,748</u>	<u>\$1,989</u>

## INFORMATION TECHNOLOGY FIXED ASSETS

Planned fixed assets include network upgrades, a document retention site, server replacement, and storage upgrades for 2017:

DESCRIPTION	TOTAL BUDGET
Disaster Recovery Site	198,000
Network Upgrade	25,000
Server Replacement	30,000
Miscellaneous	<u>75,000</u>
TOTAL	\$328,000

## INFORMATION TECHNOLOGY FUND PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
SERVER AVAILABILITY	99.970%	99.990%	99.978%	99.990%
% WITHIN TARGET	86.400%	90.000%	84.975%	90.000%
NETWORK AVAILABILITY	99.910%	99.990%	99.968%	99.990%
% WITHIN TARGET	77.010%	90.000%	84.982%	90.000%
WORKORDERS OPENED	8,427	8,500	8,950	8,500
WORKORDERS CLOSED	8,364	8,500	9,650	8,500

**INFORMATION TECHNOLOGY FUND  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	2015 ACTUAL	2016 BUDGET	8 MO ACTUAL	2017 BUDGET	BUDGETED CHANGE 16-17
71112 Sal Perm	392,236	408,938	269,881	402,396	(6,542)
71129 Sal Adjustments	-	8,179	-	8,048	(131)
71251 IMRF	78,050	84,715	53,242	79,461	(5,254)
71253 Unemploy Tax	698	900	1,250	900	-
71262 Worker's Comp.	1,101	1,168	1,153	1,149	(19)
71263 Health Insurance	71,808	71,006	51,286	81,796	10,790
71264 Life Insurance	363	390	252	390	-
71271 Parking Benefits	2,256	2,940	1,960	3,060	120
71292 Cell Allowance	1,088	1,000	867	1,224	224
<b>TOTAL PERSONNEL</b>	<b>547,600</b>	<b>579,236</b>	<b>379,891</b>	<b>578,424</b>	<b>(812)</b>
72203 Wireless	6,987	2,800	1,526	2,500	(300)
72204 VOIP	-	-	-	10,050	10,050
72212 Postage	3,722	100	368	100	-
72213 Telephone	7,101	11,844	310	-	(11,844)
72214 Travel	1,804	2,000	750	2,000	-
72215 Dues	1,195	3,025	1,008	1,075	(1,950)
72218 Service Contracts	348,280	270,180	182,949	328,420	58,240
72255 Maint - Office Equip	737,855	919,550	793,109	926,650	7,100
72264 Vehicle Repairs	-	300	-	300	-
72265 Fuel	-	60	-	200	140
72267 Risk Management	6,670	7,660	5,106	7,350	(310)
72271 Equipment Rental	1,388	1,300	928	1,300	-
72272 Building Rental	44,941	49,860	33,240	50,040	180
72290 Education & Training	5,985	55,000	9,629	55,000	-
72292 Consulting Fees	1,053,038	1,058,500	608,414	1,100,000	41,500
<b>TOTAL CONTRACTUAL</b>	<b>2,218,966</b>	<b>2,382,179</b>	<b>1,637,337</b>	<b>2,484,985</b>	<b>102,806</b>
75560 General Office	147	1,000	378	1,000	-
75570 Computer Non-Cap	119,167	72,000	36,780	90,000	18,000
<b>TOTAL SUPPLIES</b>	<b>119,314</b>	<b>73,000</b>	<b>37,158</b>	<b>91,000</b>	<b>18,000</b>
76780 Depreciation Expense	481,500	530,000	353,333	328,000	(202,000)
77725 Purchase Serv-Gnrl	29,300	35,400	23,600	38,300	2,900
<b>TOTAL OTHER</b>	<b>510,800</b>	<b>565,400</b>	<b>376,933</b>	<b>366,300</b>	<b>(199,100)</b>
<b>TOTAL INFORMATION SERVICES</b>	<b>3,396,680</b>	<b>3,599,815</b>	<b>2,431,319</b>	<b>3,520,709</b>	<b>(79,106)</b>

# **Human Resources Department**

## ***MISSION STATEMENT***

The mission of the Human Resources Department is to support the goals and challenges of The City of Rockford by providing services which promote a work environment that is characterized by fair treatment of employees, open communications, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of The City of Rockford.

## **PRIMARY FUNCTIONS**

The primary function of the Human Resources Department is to proactively manage employee relations, to work cooperatively with management and staff to develop a strong leadership team, administer the City's benefit program, recruit and interview job applicants, develop and implement employee training programs, coordinate employee activities and maintain personnel files.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Improve recruiting methodology beyond advertising to tools that allow for better outreach and encourage a stronger applicant pool.
- Develop a recruitment process to encourage more minority and woman applicants.
- Improve management and employee skill set through the revitalization of City University Training Program.
- Enhance new employee orientation to include stronger organizational and value integration.
- Utilize annual evaluations, surveys, and additional feedback tools to identify technical, and management and supervisory skill gaps for curriculum development.
- Implement Munis enterprise software to coordinate training schedules, enrollment, and to maintain training records.
- Offer the highest level of customer service through improved efficiencies and communications.
- Implement Human Resources Information System to offer greater record keeping, hiring, compensation, and employee history practices.
- Conduct quarterly customer service surveys and an annual employee feedback survey to better gauge the needs of the organization.
- Conduct bi-annual salary analysis and adjust the compensation program accordingly.
- Monitor the CORWellness Center to report return on investment and defined, appropriate performance measurements.
- Establish strategic growth plan for CORWellness Center integrating employee and community needs into the further development of the site.
- Develop core values and a three-year strategic plan for the Human Resource Department.
- Focus on cost savings in health benefits through a rigorous request for proposals process for a new third party administrator.
- Continue to partner with employee Wellness Group to proactively plan the 2017 Wellness agenda.
- Establish a management-training program that focuses on competencies specific for the success in each position.
- Establish a mentoring program to encourage professional development for city employees.

# Human Resources Department

## HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PERSONNEL	\$528,505	\$535,790	\$510,672	\$490,236	(\$20,437)
CONTRACTUAL	121,169	146,881	128,744	157,802	29,058
SUPPLIES	<u>7,348</u>	<u>2,389</u>	<u>3,100</u>	<u>3,100</u>	<u>0</u>
TOTAL	<u>\$657,022</u>	<u>\$685,060</u>	<u>\$642,516</u>	<u>\$651,138</u>	<u>\$8,621</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$81,603	\$79,775	\$76,865	\$71,180	(\$5,685)
TRANSFER FROM HEALTH FUND	165,500	181,460	158,060	163,240	5,180
TRANSFER FROM WC FUND	85,900	91,400	95,300	98,500	3,200
GENERAL REVENUES	<u>324,019</u>	<u>332,425</u>	<u>312,291</u>	<u>318,218</u>	<u>5,927</u>
TOTAL	<u>\$657,022</u>	<u>\$685,060</u>	<u>\$642,516</u>	<u>\$651,138</u>	<u>\$8,622</u>

## HUMAN RESOURCES DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2016 <u>EMPLOYEES</u>	2017 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
HUMAN RESOURCES DIRECTOR	315	1.00	1.00	0.00
ASSOCIATE DIRECTOR	212	1.00	1.00	0.00
HR SPECIALIST	107	2.00	2.00	0.00
HR COORDINATOR	106	1.00	1.00	0.00
<b>TOTAL PERSONNEL</b>		<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage adjustment for all staff offset by savings due to staff changes.
- Contractual expenses increased \$29,058 primarily due to increases in purchase of services and medical.

# Human Resources Department

## HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
APPLICATIONS	1,273	2,500	1,809	1,700
PERMANENT VACANCIES FILLED	55	60	80	70
TEMPORARY VACANCIES FILLED	0	0	50	40
WORKER'S COMP CLAIMS	201	200	185	200
WORKER'S COMP LOST DAYS	951	800	449	700
TRAINING SESSIONS	30	25	29	25
HEALTH INSURANCE PARTICIPANTS	2,895	2,900	2,915	2,930
FLEX SPENDING PARTICIPANTS	327	350	295	310

**HUMAN RESOURCES DEPARTMENT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

		<b>2015</b>	<b>2016</b>	<b>8 MO</b>	<b>2017</b>	<b>BUDGETED</b>
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>CHANGE</b>
						<b>16-17</b>
71112	Permanent	378,023	361,709	270,448	350,825	(10,884)
71129	Salary Adjustment	-	7,234	-	7,017	(217)
71180	Employee Agency Wages	6,922	2,800	-	2,800	-
71251	IMRF	74,752	74,932	54,680	69,278	(5,654)
71253	Unemployment	848	900	900	900	-
71262	Worker's Comp	1,058	1,033	757	1,002	(32)
71263	Health Insurance	71,016	58,734	38,989	54,964	(3,770)
71264	Life Insurance	351	390	198	390	-
71271	Parking	2,820	2,940	1,960	3,060	120
<b>TOTAL PERSONNEL</b>		<b>535,790</b>	<b>510,672</b>	<b>367,932</b>	<b>490,236</b>	<b>(20,437)</b>
72203	Wireless	990	1,000	181	1,000	-
72204	VOIP	-	3,384	2,256	4,560	1,176
72211	Printing & Publication	745	1,200	850	1,200	-
72212	Postage	29	200	9	200	-
72213	Telephone	3,806	300	161	300	-
72214	Travel	148	-	-	-	-
72215	Dues	190	300	65	300	-
72217	Advertising	6,787	7,000	6,325	6,500	(500)
72218	Service Contracts	32,354	33,000	22,029	25,000	(8,000)
72263	Microcomputer	23,340	24,250	16,167	41,992	17,742
72267	Risk Management	1,650	1,900	1,267	1,840	(60)
72271	Equipment Rental	5,172	2,300	2,262	2,300	-
72272	Building Rental	28,970	35,510	23,673	36,710	1,200
72284	Prof Fee-Medical	18,695	5,000	12,774	22,500	17,500
72285	Negotiations	-	2,000	-	1,000	(1,000)
72288	Misc Prof Fees	5,469	4,000	6,183	6,000	2,000
72290	Education & Training	18,536	7,000	4,020	6,000	(1,000)
72299	Miscellaneous	-	400	-	400	-
<b>TOTAL CONTRACTUAL</b>		<b>146,881</b>	<b>128,744</b>	<b>98,222</b>	<b>157,802</b>	<b>29,058</b>
75525	Food	785	-	198	-	-
75560	General Office	1,604	3,000	540	3,000	-
75561	Photos-Reproduction	-	100	100	100	-
<b>TOTAL SUPPLIES</b>		<b>2,389</b>	<b>3,100</b>	<b>838</b>	<b>3,100</b>	<b>-</b>
<b>TOTAL HUMAN RESOURCES DEPARTMENT</b>		<b>685,060</b>	<b>642,516</b>	<b>466,992</b>	<b>651,138</b>	<b>8,621</b>

# Board of Election Commissioners

## **MISSION STATEMENT**

It is the mission of the Board of Election Commissioners to conduct elections and voter registration in the most efficient and accessible manner possible to the public.

## **PRIMARY FUNCTIONS**

The primary function of the Board of Election Commissioners is to conduct all elections held within the City of Rockford, to provide registration opportunities for City residents, and to maintain a system of permanent registration of voters.

	FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI- DATED	GENERAL/ NON- PARTISAN
<b>2009</b>			
Registered Voters	86,954	87,357	
Cast Ballots	3,530	22,408	
Participation Rate	4.06%	25.65%	
<b>2010</b>			
Registered Voters	87,357		
Cast Ballots	12,508		
Participation Rate	14.32%		
<b>2011</b>			
Registered Voters		86,110	
Cast Ballots		12,536	
Participation Rate		14.56%	
<b>2012</b>			
Registered Voters	89,005		
Cast Ballots	20,244		
Participation Rate	22.74%		
<b>2013</b>			
Registered Voters	37,791	87,073	
Cast Ballots	1,726	19,322	
Participation Rate	4.57%	22.19%	
<b>2014</b>			
Registered Voters	81,980		76,685
Cast Ballots	11,939		35,310
Participation Rate	14.56%		46.05%
<b>2015</b>			
Registered Voters		78,276	
Cast Ballots		4,774	
Participation Rate		6.10%	

# **Board of Election Commissioners**

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Conduct a Consolidated Primary Election in March.
- Conduct a General Election in November.
- Perform training for deputy registrars as appointed.
- Train and certify over 450 election judges.
- Implement new voting technology at polling places on election day.
- Register voters and maintain voter registrations per State law.
- Mail city wide voter registration cards.

## **BOARD OF ELECTIONS BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$311,228	\$267,870	\$422,633	\$442,221	\$19,588
CONTRACTUAL	512,804	450,296	354,706	454,376	99,670
SUPPLIES	0	0	51,400	51,400	0
CAPITAL	<u>0</u>	<u>0</u>	<u>330,000</u>	<u>25,000</u>	<u>(\$305,000)</u>
TOTAL	<u>\$824,032</u>	<u>\$718,166</u>	<u>\$1,158,739</u>	<u>\$972,997</u>	<u>(\$185,742)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
COUNTY PROPERTY TAX TRANSFER	<u>\$824,032</u>	<u>\$718,166</u>	<u>\$1,158,739</u>	<u>\$972,997</u>	<u>(\$185,742)</u>
TOTAL	<u>\$824,032</u>	<u>\$718,166</u>	<u>\$1,158,739</u>	<u>\$972,997</u>	<u>(\$185,742)</u>

## **BUDGET HIGHLIGHTS**

- Personnel increased \$19,588 as a result staff changes.
- Contractual expenses increased \$99,670 as a result of higher anticipated printing costs.
- Capital decreased \$305,000 primarily due to reduction in equipment needed for Express Vote Automark.

## **CAPITAL EQUIPMENT**

Planned capital purchases for 2017 include:

DESCRIPTION	TOTAL BUDGET
Poll Books	<u>25,000</u>
TOTAL	25,000

**BOARD OF ELECTIONS COMMISSIONERS  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MO YTD</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
71111 Salaries Administration	-	11,218	-	11,218	-
71112 Salaries Permanent	131,273	123,983	97,598	139,547	15,564
71113 Temporary	-	158,388	-	158,388	-
71118 Severance Pay	-	-	-	-	-
71122 Overtime	3,459	21,250	7,450	21,250	-
71123 Overtime Temporary	-	5,400	-	5,400	-
71180 Employee Agency Wages	-	15,000	-	15,000	-
71251 IMRF	27,121	33,842	20,185	34,954	1,112
71253 Unemployment	821	720	1,059	720	-
71263 Health Insurance	105,196	52,832	58,311	55,744	2,912
<b>TOTAL PERSONNEL</b>	<b>267,870</b>	<b>422,633</b>	<b>184,603</b>	<b>442,221</b>	<b>19,588</b>
72211 Printing & Publication	-	119,250	-	119,250	-
72212 Postage	-	14,500	-	37,000	22,500
72213 Telephone	-	-	-	-	-
72214 Travel	-	3,510	-	3,510	-
72215 Dues	-	1,490	-	1,490	-
72216 Subscriptions	-	1,250	-	1,250	-
72217 Advertising	-	21,576	-	21,576	-
72231 Building Utilities	296	4,820	255	4,820	-
72241 Insurance Expense	-	27,000	-	27,000	-
72251 Maint-Building	-	6,550	-	6,550	-
72255 Maint-Office & Furn	-	40,776	-	6,500	(34,276)
72259 Contracted Janitorial	-	4,345	-	4,345	-
72263 Microcomputer	-	-	-	-	-
72266 Vehicle Vendor Services	-	2,551	-	2,551	-
72271 Rental Equipment	-	2,020	-	2,320	300
72273 Rental Building	-	-	-	-	-
72281 Prof Fee-Legal	-	5,500	-	5,500	-
72282 Prof Fee-Auditing	-	6,000	-	6,000	-
72295 Recycling Expense	-	2,925	-	2,925	-
72297 Garbage Expense	-	795	-	795	-
72299 Miscellaneous	450,000	89,848	200,000	200,994	111,146
<b>TOTAL CONTRACTUAL</b>	<b>450,296</b>	<b>354,706</b>	<b>200,255</b>	<b>454,376</b>	<b>99,670</b>
75520 Small Tools	-	5,500	-	5,500	-
75560 General Office	-	29,300	-	29,300	-
75570 Computer, Non Capital	-	16,600	-	16,600	-
<b>TOTAL SUPPLIES</b>	<b>-</b>	<b>51,400</b>	<b>-</b>	<b>51,400</b>	<b>-</b>
79920 Office Equip & Furn	-	330,000	-	25,000	(305,000)
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>330,000</b>	<b>-</b>	<b>25,000</b>	<b>(305,000)</b>
<b>TOTAL BOARD OF ELECTIONS</b>	<b>718,166</b>	<b>1,158,739</b>	<b>384,858</b>	<b>972,997</b>	<b>(185,742)</b>

# **Community and Economic Development Administration**

## **MISSION STATEMENT**

It is the mission of Community and Economic Development Administration to provide leadership, foster partnerships, and provide balanced growth to enhance life in all neighborhoods.

## **PRIMARY FUNCTIONS**

The primary function of the Administration Division is to provide direction and administrative support to the Department of Community and Economic Development.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Manage and oversee the recommendations for the Center for Community Progress Report.
- Pursue alternative funding opportunities consistent with City initiatives to leverage existing resources for demolition and housing rehabilitation for neighborhood stabilization efforts.
- Collaborate with community partners to facilitate community goals through Rockford Community Partners, Convention and Visitors Bureau, Rockford Area Economic Development Council and others utilizing collective impact model.
- Recruit investment in all areas of the City of Rockford for job creation, retention and expansion opportunities.
- Oversee and facilitate the Community and Economic Development Department goals as outlined within the budget and directed by City Council inclusive of the 2015-2019 2020 Implementation Plan and Consolidated Plan.

## **COMMUNITY AND ECONOMIC DEVELOPMENT ADMINISTRATION BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$174,720	\$202,348	\$197,692	\$201,299	\$3,607
CONTRACTUAL	48,304	35,987	34,576	34,576	0
SUPPLIES	808	948	1,420	1,420	0
OTHER	<u>3,228</u>	<u>2,344</u>	<u>4,144</u>	<u>1,897</u>	<u>(2,247)</u>
TOTAL	<u>\$227,060</u>	<u>\$241,627</u>	<u>\$237,832</u>	<u>\$239,192</u>	<u>\$1,360</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$30,077	\$29,115	\$29,654	\$29,001	(\$653)
GENERAL REVENUES	<u>196,983</u>	<u>212,512</u>	<u>208,178</u>	<u>210,191</u>	<u>2,013</u>
TOTAL	<u>\$227,060</u>	<u>\$241,627</u>	<u>\$237,832</u>	<u>\$239,192</u>	<u>\$1,360</u>

# Community and Economic Development Administration

## COMMUNITY AND ECONOMIC DEVELOPMENT ADMINISTRATION AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2016 <u>EMPLOYEES</u>	2017 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
DIRECTOR	315	1.00	1.00	0.00
SENIOR ADMIN ASSISTAN	105	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>1.50</u></b>	<b><u>1.50</u></b>	<b><u>0.00</u></b>

### BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase.
- Contractual expenses remained unchanged.
- A \$1,897 transfer to Capital Fund is budgeted for lease payments for vehicles.

### CAPITAL EQUIPEMENT

There are no capital items budgeted for 2017.

**CITY OF ROCKFORD**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**  
**COMMUNITY DEVELOPMENT ADMINISTRATION**

	<b>2015</b>	<b>2016</b>	<b>8 MO</b>	<b>2017</b>	<b>16-17</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>CHANGE</b>
71112 Permanent	144,445	136,101	95,416	138,830	2,729
71129 Salary Adjustment	-	2,722	-	2,777	55
71251 IMRF	18,998	28,195	18,504	27,415	(780)
71253 Unemployment Tax	125	270	370	270	-
71262 Worker's Comp	381	389	592	396	7
71263 Health Insurance	29,929	29,016	20,394	30,576	1,560
71264 Life Insurance	110	117	76	117	-
71265 Retiree Insurance	7,514	-	-	-	-
71271 Parking	846	882	588	918	36
<b>TOTAL PERSONNEL</b>	<b>202,348</b>	<b>197,692</b>	<b>135,940</b>	<b>201,299</b>	<b>3,607</b>
72203 Wireless	1,145	720	181	720	-
72204 VOIP	-	2,256	1,504	1,140	(1,116)
72211 Printing	100	150	163	150	-
72212 Postage	14	100	8	50	(50)
72213 Telephone	1,704	300	74	300	-
72214 Travel	514	1,250	469	1,415	165
72215 Dues	2,711	1,740	3,181	3,736	1,996
72216 Subscriptions	103	100	145	435	335
72218 Service Contracts	24	2,500	41	1,500	(1,000)
72263 Microcomputer	5,840	6,060	4,040	5,560	(500)
72264 Vehicle Repair	459	1,000	163	1,000	-
72265 Fuel	474	170	187	150	(20)
72267 Risk Management	850	800	533	920	120
72271 Equipment Rental	477	1,400	224	400	(1,000)
72272 Building Rental	12,260	15,030	10,020	15,530	500
72290 Education	1,225	500	1,180	1,370	870
72299 Miscellaneous	8,087	500	-	200	(300)
<b>TOTAL CONTRACTUAL</b>	<b>35,987</b>	<b>34,576</b>	<b>22,113</b>	<b>34,576</b>	<b>-</b>
75525 Food	396	400	301	400	-
75560 General Office	541	700	337	700	-
75569 Misc Supplies	11	320	-	320	-
75592 Equip Noncapital	-	-	448	-	-
76709 Loans and Grants	-	-	459	-	-
<b>TOTAL SUPPLIES</b>	<b>948</b>	<b>1,420</b>	<b>1,545</b>	<b>1,420</b>	<b>-</b>
77721 Transfer to Debt Service	2,344	4,144	2,762	1,897	(2,247)
<b>TOTAL OTHER</b>	<b>2,344</b>	<b>4,144</b>	<b>2,762</b>	<b>1,897</b>	<b>(2,247)</b>
<b>TOTAL CD ADMIN</b>	<b>241,627</b>	<b>237,832</b>	<b>162,360</b>	<b>239,192</b>	<b>1,360</b>

# **Planning Division**

## **MISSION STATEMENT**

It is the mission of the Planning Division is to encourage the redevelopment of underutilized industrial and commercial sites by preparing these sites for redevelopment and reuse, thereby enhancing the quality of life in nearby neighborhoods. The Planning Division also strives to improve quality of life by providing quality neighborhood planning, corridor planning, and redevelopment planning services, especially the implementation of those plans.

## **PRIMARY FUNCTIONS**

The primary functions of the Planning Division are administering environmental assessment, cleanup and redevelopment of City-owned Brownfield sites, assisting with the adaptive reuse of existing City-owned structures by preparing comprehensive request for proposal documents and securing environmental cleanup funding through various brownfield funding programs. In addition to these redevelopment efforts, the Planning Division is responsible for developing various long-range planning implementation programs which include the River Edge initiative, focus area/neighborhood plans, corridor plans and the implementation of the recommendations of the 20/20 Plan. The Planning Division also manages, coordinates, or assists with numerous major projects occurring within the City of Rockford.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Prepare future sites and support facility developments for construction by implementing the USEPA Assessment Grant and USEPA Revolving Loan Fund.
- Through the USEPA and Illinois EPA Brownfields Program, secure funding for additional environmental assessment work at Barber Colman, other downtown sites, other City-owned sites, Auburn Street area and the West State Corridor.
- Prepare quarterly reports and other required reporting for the USEPA Cleanup grants, USEPA Revolving Loan Program, and the new USEPA Brownfield Assessment Grant; prepare grant applications for additional funding and grant amendment applications to reprogram RLF funds.
- Working with the Finance Department, oversee the timely drawdown of the USEPA Funds.
- Develop place-based strategies for the four remaining Planning Areas, utilizing the goals, strategies, objectives and tactics identified in the updated 2020 Plan.
- Continue the implementation of the Strategic Action Plan for the Central Planning Area focusing on the lean and tactical strategies identified in the approved plan.
- Assist in the removal and or reuse of blighted and underutilized properties, especially industrial sites, including identifying funding sources.
- Initiate 11<sup>th</sup> Street redevelopment efforts with Community Partners. Focus on the creation of a business development district.
- Through the National Development Council (NDC), continue technical assistance to develop Section 108 loan guarantee program applications to HUD for future large development projects.
- Implement an action plan in conjunction with the SWIFTT community group derived from the South Main Revitalization Strategy to further advance redevelopment along South Main.
- Complete two Façade / Rehabilitation Projects in the South Main business corridor and in the North Main/Auburn area.
- Continue the implementation of the tax increment financing (TIF) policy statement as approved by City Council.
- Complete annual TIF report.
- Utilize interns and Rockford Area Economic Development Council staff to develop digital/printed marketing material for prime industrial and commercial sites.

## Planning Division

- Advance the state of readiness for medium and large industrial Greenfield sites with and without rail access.

### PLANNING DIVISION BUDGET SUMMARY

APPROPRIATION	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$433,014	\$528,149	\$536,491	\$502,776	(\$33,715)
CONTRACTUAL	115,678	101,595	105,660	105,660	0
SUPPLIES	1,797	3,975	2,030	2,030	0
OTHER	<u>3,006</u>	<u>2,183</u>	<u>3,859</u>	<u>1,767</u>	(2,092)
TOTAL	<u>\$553,495</u>	<u>\$635,902</u>	<u>\$648,040</u>	<u>\$612,233</u>	<u>(\$35,807)</u>

FUNDING SOURCE	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
REIMBURSEMENTS	\$78,352	\$76,734	\$80,765	\$62,815	(\$17,950)
CDBG FUND	126,024	125,460	140,950	176,028	35,078
TIF FUNDS	219,119	242,800	244,400	197,000	(47,400)
ZONING FEES	120,000	140,000	130,000	165,000	35,000
OTHER GOVERNMENTS	10,000	10,000	10,000	10,000	0
GENERAL REVENUES	<u>0</u>	<u>40,908</u>	<u>41,925</u>	<u>1,390</u>	(40,535)
TOTAL	<u>\$553,495</u>	<u>\$635,902</u>	<u>\$648,040</u>	<u>\$612,233</u>	<u>(\$35,807)</u>

### PLANNING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2016 <u>EMPLOYEES</u>	2017 <u>EMPLOYEES</u>	INCREASE/ (DECREASE)
PLAN & ZONING PROGRAMS MANAGER	110	1.00	1.00	0.00
INDUSTRIAL DEVELOPMENT MANAGER	212	1.00	1.00	0.00
PLANNER II	212	1.00	1.00	0.00
DEVELOPMENT SPECIALIST	109	1.00	1.00	0.00
SR ADMINISTRATIVE ASSISTANT	105	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.50</u></b>	<b><u>4.50</u></b>	<b><u>0.00</u></b>

## **Planning Division**

### **BUDGET HIGHLIGHTS**

- Personnel budget numbers reflect a 2% wage increase for all staff offset by savings due to staff changes.
- Contractual expenses remain unchanged.
- A \$1,767 transfer to Capital Fund is budgeted for vehicle lease payments.

### **CAPITAL EQUIPMENT**

No capital equipment is planned for 2017.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
COMMUNITY DEVELOPMENT PLANNING**

	<b>2015</b>	<b>2016</b>	<b>8 MO</b>	<b>2017</b>	<b>16-17</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>CHANGE</b>
71112 Permanent	376,784	371,897	213,053	365,657	(6,240)
71129 Salary Adjustments	-	7,438	-	7,313	(125)
71251 IMRF	70,852	77,043	33,444	59,171	(17,872)
71253 Unemployment Tax	517	810	744	810	-
71262 Worker's Comp	1,038	1,062	597	1,044	(18)
71263 Health Insurance	69,699	75,244	39,073	65,676	(9,568)
71264 Life Insurance	334	351	199	351	-
71265 Retiree Insurance	6,500	-	-	-	-
71271 Parking	2,425	2,646	1,764	2,754	108
<b>TOTAL PERSONNEL</b>	<b>528,149</b>	<b>536,491</b>	<b>288,874</b>	<b>502,776</b>	<b>(33,715)</b>
72203 Wireless	1,453	2,000	361	2,000	-
72204 VOIP	-	300	592	4,560	4,260
72211 Printing	1,361	400	837	545	145
72212 Postage	58	150	74	150	-
72213 Telephone	1,704	-	-	-	-
72214 Travel	2,008	700	1,538	2,000	1,300
72215 Dues	3,330	1,225	3,290	4,050	2,825
72216 Subscriptions	46	1,105	50	245	(860)
72217 Advertising	171	200	2,278	400	200
72218 Service Contracts	676	1,500	176	1,700	200
72263 Microcomputer	72,400	74,540	49,693	64,990	(9,550)
72264 Vehicle Repair	1,374	2,000	163	2,000	-
72265 Fuel	174	860	61	750	(110)
72267 Risk Management	1,610	1,850	1,233	1,790	(60)
72271 Equipment Rental	2,405	1,700	1,224	2,500	800
72272 Building Rental	12,260	15,030	10,020	15,530	500
72290 Education & Training	565	2,100	893	2,450	350
72299 Miscellaneous Contractual	-	-	173	-	-
<b>TOTAL CONTRACTUAL</b>	<b>101,595</b>	<b>105,660</b>	<b>72,656</b>	<b>105,660</b>	<b>-</b>
75523 Drafting	-	170	-	170	-
75525 Food	206	-	155	-	-
75560 General Office	2,009	1,050	724	1,050	-
75570 Computer Noncapital	1,760	810	2,493	810	-
<b>TOTAL SUPPLIES</b>	<b>3,975</b>	<b>2,030</b>	<b>3,372</b>	<b>2,030</b>	<b>-</b>
77721 Transfer to Debt Service	2,183	3,859	2,572	1,767	(2,092)
<b>TOTAL OTHER</b>	<b>2,183</b>	<b>3,859</b>	<b>2,572</b>	<b>1,767</b>	<b>(2,092)</b>
<b>TOTAL CD PLANNING</b>	<b>635,902</b>	<b>648,040</b>	<b>367,474</b>	<b>612,233</b>	<b>(35,807)</b>

# **Construction & Development Services Division**

## **MISSION STATEMENT**

It is the mission of the Construction and Development Services Division to provide consolidated services to our customers while promoting economic development and protecting the public health, safety, and welfare of the citizens of Rockford through balanced growth initiatives, the review of land use, subdivisions, issuance of permits, performance of inspections, and the enforcement of various codes and ordinances.

## **PRIMARY FUNCTIONS**

The primary function of the Construction and Development Services Division is to provide building, mechanical, plumbing, and electrical inspections for all existing and new construction, as well as administering land use planning and zoning policies, annexation, historic preservation, building and property maintenance code enforcement.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue to modify and streamline online permitting system to make customer friendly improvements and integrate with work processes.
- Manage and implement cost recovery for Building and Planning Section of Construction and Development Services Division.
- Facilitate development activities through positive customer service.
- Continue to increase Code Enforcement performance measurement efficiencies.
- Evaluate and modify as necessary the business and reporting practices of Neighborhood Standards.
- Evaluate and modify as necessary the business and reporting practices of Property Standards.
- Support development and re-development efforts that facilitate community goals.
- Lead Problem Properties Team to develop and implement methods and systems to remove blight per recommendations of Center for Community Progress report.
- Develop and implement processes for Property Standards to help recover costs associated with inspection protocol and hearings.
- Evaluate and review demolitions efforts to align demolition work with development and blight reduction goals.
- Work with City team to implement new website.
- Increase proactive public education including press releases, brochures and through Construction and Development Service website.
- Coordinate process improvement with the Fire Department for inspections, plan reviews, and other activities.
- Complete annexation process improvement including reassembling an annexation team.
- Complete Special Use Permit, Liquor Advisory Board, Zoning Board of Appeals, and Inspection process for compliance of conditions and meeting requirements.
- Work internally and coordinate with other agencies on a community wide, comprehensive approach to vacant and blighted properties.
- Work within the department to help reduce number of absentee-ownership properties.
- Work with Police department to continue Neighborhood “sweeps” for Code Enforcement Activity.
- Continue to hold Rockford Redevelopment Group Meetings and support Business First.
- Implement deconstruction as an alternative or in conjunction with traditional demolition.
- Engage in community and neighborhood association events and meetings.
- Complete unification of plan review process among all departments and examine viability of online plan reviews.

## **Construction & Development Services Division**

- Continue improving our codes and regulations to facilitate cost effective sustainable development.
- Create fine reduction policy and fining strategy.
- Continue to pursue vacant property registration.
- Improve rental registry prosecution, cost recovery, and compliance.

### **CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY**

<b>APPROPRIATION</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,837,012	\$1,975,419	\$2,191,577	\$2,223,029	\$31,452
CONTRACTUAL	1,088,232	1,177,480	761,792	753,691	(8,102)
SUPPLIES	12,702	26,382	7,650	7,650	0
OTHER	27,460	24,987	44,171	20,225	(23,946)
CAPITAL	<u>63,000</u>	<u>71,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,028,406</u>	<u>\$3,275,268</u>	<u>\$3,005,190</u>	<u>\$3,004,595</u>	<u>(\$596)</u>
<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES	<u>\$364,895</u>	<u>\$336,286</u>	<u>\$348,055</u>	<u>\$337,310</u>	<u>(\$10,745)</u>
FRINGE BENEFIT REIMB FEES					
BUILDING	703,500	653,000	950,000	923,000	(27,000)
ELECTRICAL	40,000	45,000	51,500	45,000	(6,500)
PLUMBING/HEATING	170,000	170,000	164,300	166,000	1,700
CODE VIOLATION FEES	10,000	5,000	5,150	0	(5,150)
NH ZONING FINES	170,000	150,000	145,000	140,000	(5,000)
PARKING ZONING FINES	20,000	15,000	15,000	10,000	(5,000)
ALL OTHER	<u>195,500</u>	<u>250,000</u>	<u>234,275</u>	<u>300,600</u>	<u>66,325</u>
TOTAL FEES	<u>1,309,000</u>	<u>1,288,000</u>	<u>1,565,225</u>	<u>1,584,600</u>	<u>19,375</u>
CDBG FUND REIMB	570,260	570,260	570,260	570,260	0
SANITATION REIMB	387,719	564,342	214,960	234,455	19,495
GENERAL REVENUES	<u>396,532</u>	<u>516,380</u>	<u>306,690</u>	<u>277,969</u>	<u>(28,721)</u>
TOTAL	<u>\$3,028,406</u>	<u>\$3,275,268</u>	<u>\$3,005,190</u>	<u>\$3,004,595</u>	<u>(\$596)</u>

# **Construction & Development Services Division**

## **CONSTRUCTION & DEVELOPMENT SERVICES DIVISION AUTHORIZED POSITIONS**

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
MANAGER BUILDING CODE SECTION	213	1.00	1.00	0.00
ZONING AND LAND USE ADMIN	110	1.00	1.00	0.00
BUILDING INSPECTION ADMINISTRATOR	109	0.00	1.00	1.00
PROP IMPROVEMENT PROGRAM MGR	108	1.00	1.00	0.00
BUILDING AND CODE EXAMINER	108	1.00	1.00	0.00
ZONE COORDINATOR	107	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
SENIOR INSPECTION OFFICER	CD-28	3.00	0.00	(3.00)
INSPECTION OFFICER	CD-20	4.00	6.00	2.00
LAND USE PLANNER	CD-16	2.00	2.00	0.00
NHOOD ENFORCEMENT SPECIALIST	CD-15	5.00	5.00	0.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>25.00</u></b>	<b><u>25.00</u></b>	<b><u>0.00</u></b>

### **BUDGET HIGHLIGHTS**

- Personnel budget numbers reflect a 2% wage increase for all staff and increases due to staff changes.
- Contractual expenses decreased \$8,102 primarily due to reductions to internal service contracts.
- Estimated lease payments for capital payments in 2017 are budgeted at \$20,225.

### **CAPITAL EQUIPMENT**

There are no capital purchases budgeted for 2017.

# Construction & Development Services Division

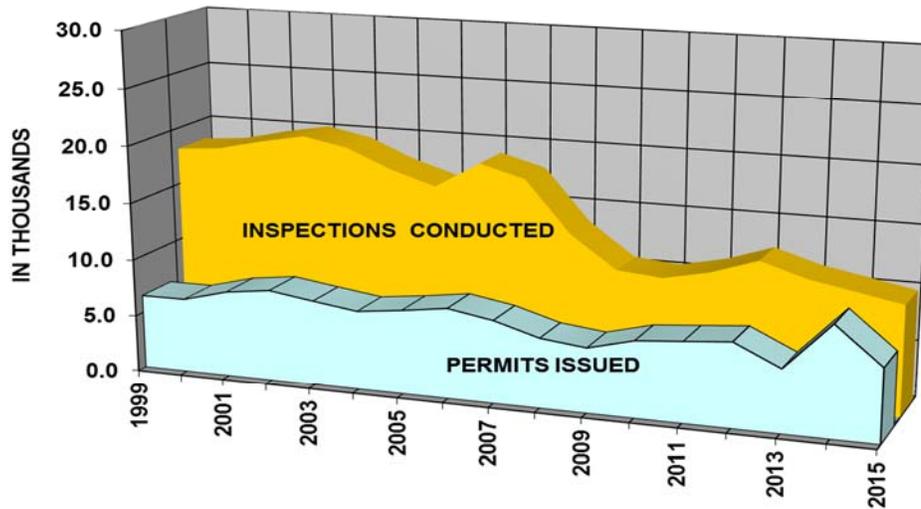
## CONSTRUCTION & DEVELOPMENT SERVICES PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
<b>Property Standards</b>				
# P.S. Inspections	NR	3,000	NR	3,000
# P.S. Complaints	952	900	900	900
Avg # Days to 1st Insp	NR	2	NR	2
# Order to Repair	NR	500	NR	500
Avg #Dys Insp. to OTR	NR	5	NR	5
# Condemnations	358	350	350	350
# Condemns Lifted	183	200	200	200
# Emergency Demos	4	5	7	5
Total # Demos by City	74	100	74	100
<b>Neighborhood Standards</b>				
# N.S. Complaints	3,280	3,900	3,280	3,900
Unfounded Complaints	1,074	1,350	1,074	1,350
Proactive Cases	5,950	4,800	5,950	4,800
# Zoning Cases Started	1,898	1,500	1,898	1,500
# Nuisance Cases Started	5,400	5,550	5,400	5,550
% Rate of Voluntary Compliance	66%	70%	66%	70%
Avg # Days to Voluntary Compliance	21	20	21	20
% Rate of Induced Compliance	11%	25%	11%	25%
Avg # Days to Induced Compliance	52	50	52	50
% Rate of Forced Compliance	23%	17%	23%	17%
Avg # Days to Forced Compliance	33	30	33	30

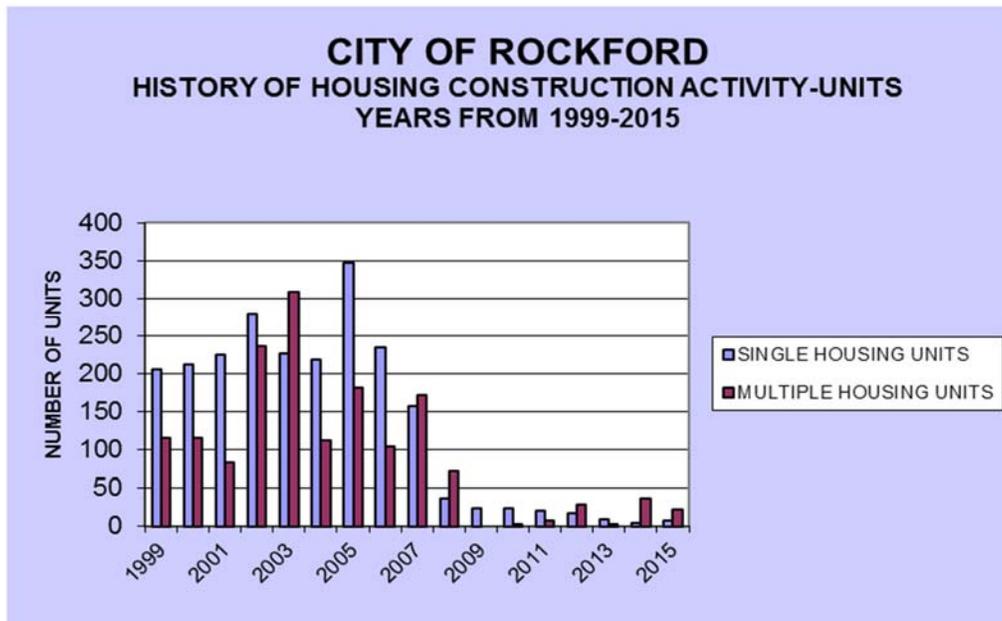
# Construction & Development Services Division

## CONSTRUCTION & DEVELOPMENT SERVICES OPERATIONAL INFORMATION

### BUILDING PERMITS AND INSPECTIONS YEARS FROM 1999-2015



During the past seventeen years, total permits issued by the Construction & Development Services Division have been slowly increasing. Permits issued in 1999 were 6,520 while 2015 was 6,463.



Housing construction for single and multifamily units in 2014 was 5 and 37 for a total of 42. 2015 had altered levels of activity, with 8 single family units and 22 multifamily.

**CITY OF ROCKFORD**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**  
**CONSTRUCTION & DEVELOPMENT SERVICES DIVISION**

	<b>2015</b>	<b>2016</b>	<b>8 MO</b>	<b>2017</b>	<b>BUDGETED</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>16-17</b>
					<b>CHANGE</b>
71112 Permanent	1,281,214	1,387,666	894,512	1,386,394	(1,272)
71113 Temporary	35,897	40,000	31,777	55,920	15,920
71122 Overtime	6,184	13,712	6,232	30,283	16,571
71129 Salary Adjustment	-	38,394	-	27,478	(10,916)
71251 IMRF	264,313	295,478	181,754	283,867	(11,611)
71253 Unemployment Tax	4,225	4,500	4,551	4,500	-
71262 Worker's Comp	34,525	48,077	26,959	48,943	866
71263 Health Insurance	327,254	340,600	203,757	360,776	20,176
71264 Life Insurance	1,658	1,950	1,053	1,950	-
71265 Retiree Health	6,500	6,500	-	7,618	1,118
71271 Parking Benefits	13,649	14,700	9,800	15,300	600
<b>TOTAL PERSONNEL</b>	<b>1,975,419</b>	<b>2,191,577</b>	<b>1,360,395</b>	<b>2,223,029</b>	<b>31,452</b>
72203 Wireless	21,295	14,000	6,249	14,000	-
72204 VOIP	-	15,792	10,528	28,480	12,688
72211 Printing	6,229	6,743	3,418	6,717	(26)
72212 Postage	8,982	9,200	839	9,200	-
72213 Telephone	9,090	300	396	300	-
72214 Travel	2,391	1,000	357	1,000	-
72215 Dues	1,489	1,969	619	2,036	67
72216 Subscriptions	645	1,060	240	1,159	99
72217 Advertising	4,969	4,000	2,738	4,000	-
72218 Service Contracts	127,230	83,137	127,663	83,137	-
72218 Other Contractual	1,975	-	850	-	-
72260 Clean Ups	121,405	55,000	41,265	55,000	-
72261 Demolition	406,639	85,501	109,846	85,427	(74)
72263 Microcomputer	288,240	296,940	197,960	286,365	(10,575)
72264 Vehicle Repair	34,921	30,600	21,674	28,000	(2,600)
72265 Fuel	12,293	14,750	5,565	12,920	(1,830)
72266 Vehicle Vendor Serv	563	1,800	671	1,800	-
72267 Risk Management	19,380	29,390	19,593	21,150	(8,240)
72271 Equipment Rental	15,238	15,400	6,817	15,400	-
72272 Building Rent	57,960	71,030	47,353	73,420	2,390
72281 Legal	32,978	22,500	22,022	22,500	-
72290 Education	3,568	1,680	0	1,680	-
<b>TOTAL CONTRACTUAL</b>	<b>1,177,480</b>	<b>761,792</b>	<b>626,663</b>	<b>753,691</b>	<b>(8,102)</b>
75509 Books	-	-	-	300	300
75520 Small Tools	1,213	600	-	950	350
75525 Food	110	-	1,628	-	-
75560 General Office	5,091	5,000	1,648	4,300	(700)
75561 Photos	-	-	-	-	-
75570 Computer Noncapital	19,968	2,050	5,648	2,100	50
<b>TOTAL SUPPLIES</b>	<b>26,382</b>	<b>7,650</b>	<b>8,924</b>	<b>7,650</b>	<b>-</b>
77721 Transfer to Debt Service	24,987	44,171	30,988	20,225	(23,946)
<b>TOTAL OTHER</b>	<b>24,987</b>	<b>44,171</b>	<b>30,988</b>	<b>20,225</b>	<b>(23,946)</b>
79922 Capital - Vehicles	71,000	-	-	-	-
<b>TOTAL OTHER</b>	<b>71,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CONST &amp; DEVELOP SERVICES</b>	<b>3,275,268</b>	<b>3,005,190</b>	<b>2,026,970</b>	<b>3,004,595</b>	<b>(596)</b>

# **Community Development Business Group**

## **MISSION STATEMENT**

It is the mission of the Community Development Business Group to formulate and implement programs designed to improve the quality of the City's neighborhoods, to create and retain jobs, and to expand and protect the tax base.

## **PRIMARY FUNCTIONS**

The services provided in this Division are organized around four different areas of focus:

- **Community Development Block Grant (CDBG) Administration** - Staff performs the day to day administration required for overall program management, coordination, monitoring, reporting, and evaluation of programs and activities. In addition, staff provides assistance to various groups including the Citizen Participation Committee, the Homestead Board, and non-profit development corporations.
- **Economic Development** - Provide technical and financial assistance to the City's industrial and commercial businesses.
- **Neighborhood Development** - Administer all City housing rehabilitation and new construction programs, housing acquisitions, demolitions, community public services and facilities assistance projects, and coordinate the efforts of others to bring about economic, physical, and social improvements in selected neighborhoods.
  - **Home Investments Partnership Program (HOME)** - Annual Federal housing grant program designed to fund operating, project expenses, and provide for homebuyer's assistance to Community Housing Development Organizations (CHDO) and other housing developers that provide affordable housing; offer direct homebuyers assistance; and fund housing rehabilitation for existing low-income homeowners.
  - **CDBG** - Annual Federal housing grant program designed to fund operating and project expenses, rehabilitation, the demolition of substandard property, public services and facilities, and code enforcement.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue to accept and process applications for existing owner occupied rehab and new construction projects and other strategic rental or home ownership projects.
- In 2016, the Rock River Water Reclamation District and the Public Works Department partnered to make infrastructure improvements necessary to replace an existing private sanitary sewer system in the Coronado-Haskell neighborhood. Also, a subrecipient agreement was executed with a local non-profit to offer a housing rehabilitation program within the same area for owner occupants. This program will continue in 2017.
- Code Enforcement will continue to provide needed services to the Community Development Block Grant Code Enforcement area including the Midtown, Ellis Heights, West Gateway Coalition, Coronado-Haskell and South Main neighborhoods.
- Assistance will be available for purchasers of 1-4 unit housing to be owner occupied properties through the Tax Incentive Program. This includes assistance with the rehabilitation of the property.
- Assist the build out of Springfield Corners and Thatcher Blake Riverwalk (existing housing TIFs) as the housing market improves. The Valencia Apartments will be rehabilitated by a for profit developer in 2017.
- Plan, develop, and administer programs according to CDBG and HOME Federal requirements and monitor all current and prior year activity.
- Seek new Community Housing Development Organizations (CHDOs) and applications for projects. Administer, underwrite and process all applications and monitor the use of funds. Provide technical assistance to potential CHDOs so that Rockford maintains at least one certified CHDO.

## **Community Development Business Group**

- Continue to work and plan with NWHomeStart in the administration of the National Foreclosure Settlement award of \$2.5 million. This partnership includes the joint administration of a roof repair program.
- Continue partnerships with the Winnebago County Health Department and the Human Services Department to address lead based paint hazards in homes leveraging our federal funds when feasible.
- Continue to work with Construction Services to demolish blighted properties through the fast track demolition process, the acquisition of properties and demolition through the Blight Reduction program and the acquisition of properties through donations/nominal amounts; identify, apply, administer additional sources of revenue to address the continued need.
- Seek proposals for the redevelopment and/or sale of excess property acquired with Community Development Block Grant and/or Neighborhood Stabilization Program funds.
- Apply for funds through sources other than entitlement grants, such as the State of Illinois, for housing related activity.
- Continue to lend our support to various committees throughout the community.
- Continue to administer and report on the status of the Neighborhood Stabilization Program1 grant, complete the program activities, and use program income when available. NSP Close Out was be completed in 2016.
- Complete the 2018 Annual Plan for CDBG and HOME funds and the 2016 CAPER (annual report).
- Administer multi-year projects, such as Discovery Center and its 21<sup>st</sup> Century after school program.
- Continue to provide funds to Regional Access Mobility Program (RAMP) agency for the construction of ramps and other accessibility improvements for the physically disabled.

### **COMMUNITY DEVELOPMENT BUSINESS GROUP BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$628,530	\$526,674	\$542,497	\$541,580	(\$917)
CONTRACTUAL	183,882	210,651	136,693	181,508	44,815
SUPPLIES	1,693	4,657	4,030	3,629	(401)
OTHER	<u>2,368,781</u>	<u>3,082,896</u>	<u>2,842,850</u>	<u>3,428,955</u>	<u>586,105</u>
TOTAL	<u>\$3,182,886</u>	<u>\$3,824,878</u>	<u>\$3,526,070</u>	<u>\$4,155,672</u>	<u>\$629,602</u>
	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
COMMUNITY DEVELOPMENT GRANT	\$2,091,773	\$2,059,278	\$2,059,278	\$2,027,397	(\$31,881)
HOME PROGRAM	867,327	777,086	777,086	793,206	16,120
OTHER FEDERAL/STATE	166,875	186,454	186,454	185,376	(1,078)
PROGRAM INCOME	<u>232,386</u>	<u>61,622</u>	<u>60,000</u>	<u>45,000</u>	<u>(15,000)</u>
	3,358,361	3,084,440	3,082,818	3,050,979	(31,839)
REPROGRAMMED FUNDS-PRIOR YEARS					
COMM DEV GRANT	98,786	212,276	20,000	100,548	80,548
HOME PROGRAM	<u>977,661</u>	<u>1,237,410</u>	<u>428,506</u>	<u>1,004,145</u>	<u>575,639</u>
	<u>1,076,447</u>	<u>1,449,686</u>	<u>448,506</u>	<u>1,104,693</u>	<u>656,187</u>
TOTAL	<u>\$4,434,808</u>	<u>\$4,534,126</u>	<u>\$3,531,324</u>	<u>\$4,155,672</u>	<u>\$1,312,374</u>

# Community Development Business Group

## COMMUNITY DEVELOPMENT BUSINESS GROUP AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
DEVELOPMENT PROGRAMS MANAGER	110	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST II	108	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST I	107	0.00	0.00	0.00
HOUSING REHAB SPECIALIST II	105	1.00	1.00	0.00
HOUSING REHAB SPECIALIST I	102	1.00	1.00	0.00
REHAB CONST SPECIALIST I	CD-15	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b><u>0.00</u></b>

### BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase for all staff offset by reductions in health insurance and wages as a result of staff changes.
- Contractual expenses increased \$44,815 primarily as increase in consultant fees.
- Other shows significant increase in rehab loans and grants.

### CAPITAL EQUIPMENT

For 2017, the Division will not have any capital purchases.

### COMMUNITY DEVELOPMENT BUSINESS GROUP FIVE YEAR FORECAST

The 2018-2022 five-year forecast assumes that both Federal and local funding sources will stagnate and expenditures will not exceed revenue limits. It is further assumed that the Division will spend its annual budget. No assumptions are made for new programs.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$4,281	\$4,409	\$4,541	\$4,677	\$4,817
Expenditures	<u>4,281</u>	<u>4,409</u>	<u>4,541</u>	<u>4,677</u>	<u>4,817</u>
Excess(Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

# Community Development Business Group

## COMMUNITY DEVELOPMENT BUSINESS GROUP PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
HOMEOWNER REHAB PROGRAM	2	6	4	4
DISCOVERY CENTER-CHILDREN ASSISTED	346	240	203	220
CODE ENFORCEMENT	5,312	5,000	5,300	5,000
HOME-HOMEOWNER REHAB PROGRAM	20	18	18	27
HOME-HOMEBUYER ASSISTANCE	13	32	6	10
RENTAL REHAB PROJECTS	n/a	n/a	n/a	20
CHDO OPERATING SUBSIDY	0	1	1	0
CHDO REHAB & NEW CONSTRUCTION UNITS	0	5	0	5
NSP REDEVELOPED UNITS COMMITTED	1	1	1	1
MADIGAN GRANT ROOF REPAIR	3	20	20	25
GENERAL FUND/TIF DEMOLITIONS	100	101	100	100
WATER HOOK UP PROGRAM	n/a	n/a	n/a	n/a
TAX INCENTIVE PROGRAM	11	1	11	1

**CITY OF ROCKFORD**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**  
**COMMUNITY DEVELOPMENT CDBG**

		2015 ACTUAL	2016 BUDGET	8 MO ACTUAL	2017 BUDGET	BUDGET CHANGE 16-17
71112	Permanent	348,978	353,707	233,111	362,481	8,774
71129	Salary Adjustment	-	7,074	-	7,250	176
71251	IMRF	70,828	73,275	46,822	71,580	(1,695)
71253	Unemployment Tax	1,007	1,080	1,065	1,080	-
71262	Worker's Comp	4,360	4,305	3,042	4,465	160
71263	Health Insurance	97,102	99,060	54,647	90,584	(8,476)
71264	Life Insurance	451	468	298	468	-
71271	Parking	3,948	3,528	2,352	3,672	144
<b>TOTAL PERSONNEL</b>		<b>526,674</b>	<b>542,497</b>	<b>341,337</b>	<b>541,580</b>	<b>(917)</b>
72203	Wireless	1,789	3,000	361	2,000	(1,000)
72204	VOIP	-	3,948	2,632	4,560	612
72211	Printing	1,029	3,350	552	2,845	(505)
72212	Postage	4,984	1,900	911	1,900	-
72213	Telephone	4,261	-	236	-	-
72214	Travel	3,201	7,670	1,386	8,430	760
72215	Dues	630	1,325	593	1,623	298
72216	Subscriptions	46	50	66	60	10
72217	Advertising	738	4,700	-	4,500	(200)
72218	Service Contracts	79,887	3,510	33,184	2,010	(1,500)
72263	Microcomputer	47,290	47,230	31,486	43,040	(4,190)
72264	Vehicle Repair	5,791	1,800	5,656	1,400	(400)
72265	Fuel	783	1,480	503	1,290	(190)
72267	Risk Management	13,650	15,880	10,586	15,860	(20)
72271	Equipment Rental	1,606	1,470	867	1,470	-
72272	Building Rental	27,540	30,730	20,486	31,770	1,040
72282	Audit	5,637	7,200	-	5,800	(1,400)
72290	Education/Training	1,869	1,350	665	2,850	1,500
72292	Consultants	9,780	-	10,000	50,000	50,000
72299	Miscellaneous	140	100	-	100	-
<b>TOTAL CONTRACTUAL</b>		<b>210,651</b>	<b>136,693</b>	<b>120,170</b>	<b>181,508</b>	<b>44,815</b>
75501	Books	-	50	-	50	-
75560	General Office	2,054	2,500	795	2,500	-
75570	Computer Non-Captial	2,603	1,480	59	1,079	(401)
<b>TOTAL SUPPLIES</b>		<b>4,657</b>	<b>4,030</b>	<b>854</b>	<b>3,629</b>	<b>(401)</b>
76601	Developer Assistance	25,922	150,000	5,522	150,000	-
76629	Downpayment Assist	-	158,938	-	179,990	21,052
76634	Demolitions	369,508	261,060	261,630	343,165	82,105
76635	Ramps	8,360	15,000	4,120	14,256	(744)
76636	Assessment	4,609	-	-	-	-
76702	Comm Assist-Neighborhood	50,000	50,000	-	50,000	-
76709	Rehab Loans/Grants	1,075,360	697,814	433,421	1,178,516	480,702
76762	Property Acquisition	247,987	-	-	-	-
76802	Essential Services	-	88,485	-	155,651	67,166
76840	ESG Administration	-	13,984	-	13,903	(81)
76841	ESG Operating	-	15,000	-	-	(15,000)
76842	Prevention	-	68,985	-	15,822	(53,163)
76851	Sec 108	-	69,380	69,380	68,882	(498)
76871	SET-Self Employment Training	-	20,000	-	-	(20,000)
76881	CHDO Operating	8,201	-	-	20,000	20,000
76882	CHDO Affordable Housing Projects	-	286,131	-	354,524	68,393
77725	Purchase of Services - Gen Fund	974,820	948,073	632,048	884,246	(63,827)
77727	Purchase of Services - Other	80,355	-	49,547	-	-
77737	Residual Equity	-	-	18,076	-	-
78787	Install Note Principal	190,000	-	125,000	-	-
78837	Install Note Int	47,774	-	3,194	-	-
<b>TOTAL OTHER</b>		<b>3,082,896</b>	<b>2,842,850</b>	<b>1,601,938</b>	<b>3,428,955</b>	<b>586,105</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>3,824,878</b>	<b>3,526,070</b>	<b>2,064,299</b>	<b>4,155,672</b>	<b>629,602</b>

# Redevelopment Fund

## **MISSION STATEMENT**

It is the mission of the Community Development Redevelopment Fund to finance Metro Center Authority operating deficits, provide funds for redevelopment of the central city, and generate economic development.

## **PRIMARY FUNCTIONS**

The fund is financed by a one-percent tax adopted in 1978 for a period of 20 years on motel and room charges, restaurant, lounge charges for food and liquor, and package liquor sales. This was renewed for additional ten-year periods in 1990, 1999, and 2007 with the tax to end in 2028. In addition to financing a portion of the Metro Center Authority's deficits, the Fund provides the necessary capital for development opportunities, public improvements, and economic development efforts.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- J The Redevelopment Fund will finance the Metro Center Authority operating deficits, provide funds for redevelopment activities, and assist in financing economic development efforts.

## **REDEVELOPMENT FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$39,870	\$30,347	\$21,680	\$22,580	\$900
OTHER	<u>3,861,599</u>	<u>5,269,024</u>	<u>4,946,414</u>	<u>5,738,934</u>	<u>792,520</u>
TOTAL	<u>\$3,901,469</u>	<u>\$5,299,371</u>	<u>\$4,968,094</u>	<u>\$5,761,514</u>	<u>\$793,420</u>

<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
<b>REDEVELOPMENT SALES TAX</b>					
MOTEL	\$380,416	\$378,702	\$381,000	\$386,700	\$5,700
PACKAGE	534,057	565,225	535,000	543,000	8,000
RESTAURANT	<u>3,053,972</u>	<u>3,361,202</u>	<u>3,055,000</u>	<u>3,200,800</u>	<u>145,800</u>
SUBTOTAL	<u>\$3,968,445</u>	<u>\$4,305,129</u>	<u>\$3,971,000</u>	<u>\$4,130,500</u>	<u>\$159,500</u>
OTB TRANSFER	\$0	\$0	\$0	\$89,500	\$89,500
TOURISM TRANSFER	515,585	48,601	425,000	450,000	25,000
MISCELLANEOUS	0	0	0	270,000	270,000
INTEREST	<u>0</u>	<u>0</u>	<u>0</u>	<u>48,000</u>	<u>48,000</u>
TOTAL	<u>\$4,484,030</u>	<u>\$4,305,129</u>	<u>\$4,396,000</u>	<u>\$4,988,000</u>	<u>\$592,000</u>

## **BUDGET HIGHLIGHTS**

- J The budgeted subsidy for RAVE is \$1,238,785 less repayments by RAVE to the city for structured debt. The city approved a new parking agreement with RAVE in 2015. The terms of the agreement require the city forgive repayment for three prior loans in exchange for additional parking revenue.
- J Debt service payments total \$4,397,641, an increase of \$504,013 from the prior year's budget. Debt service is budgeted for six bond issues. For the Coronado Theatre restoration, debt service is \$949,313. City support for the debt service for remodeling the BMO Harris Center and acquiring an AHL franchise totals \$1,267,910 for 2017. The city resumed debt service payments in 2014 for the \$16.7 million bond

## **Redevelopment Fund**

issued in 2007. Also, \$891,868 is budgeted for the 2009 \$8.065 million BMO Harris Center taxable refunding issue. Debt service for the Downtown Sports Facility totals \$823,375.

- J The budgeted amount for the Rockford Area Economic Development Council (RAEDC) is \$150,000.
- J Tax revenue is budgeted at \$4,130,500, an increase of 2.6% from the prior year's budget. Additional revenue for 2017 includes contributions of \$150,000 from Reclaiming First and \$120,000 from Rockford Park District for debt service to finance the Downtown Sports Facility.

### **REDEVELOPMENT FUND FIVE YEAR FORECAST**

The 2018-2022 five-year forecast assumes growth in taxes – one percent for motels, three percent for packaged liquor, and two percent for restaurants – reflecting the past history. The refinancing and the structural changes made in 2009 and the change in the operating agreement with RAVE should insure the long term viability of this fund.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$5,776	\$5,848	\$5,920	\$5,994	\$5,933
Expenses	<u>5,513</u>	<u>5,371</u>	<u>5,379</u>	<u>5,732</u>	<u>5,746</u>
Excess (Deficit)	<u>263</u>	<u>477</u>	<u>541</u>	<u>262</u>	<u>187</u>
Beginning Balance	<u>460</u>	<u>723</u>	<u>1,200</u>	<u>1,741</u>	<u>2,003</u>
Ending Balance	<u>\$723</u>	<u>\$1,200</u>	<u>\$1,741</u>	<u>\$2,003</u>	<u>\$2,190</u>

# Tourism Promotion Fund

## **MISSION STATEMENT**

It is the mission of the Community Development Tourism Promotion Fund to finance tourism promotion for the City.

## **PRIMARY FUNCTIONS**

The primary function of the Tourism Promotion Fund is to provide funding to the Rockford Area Convention & Visitor's Bureau (RACVB). The City currently has a five- percent tax on motel and hotel room receipts. This tax, along with a similar one enacted by Winnebago County, is used to fund the Rockford Area Convention & Visitor's Bureau with which the City has a contract for tourism promotion efforts.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Increase non-local visitation to top sites and attractions.
- Increase RACVB influenced group sales bookings (number of meetings, conventions, and tournaments).
- Increase RACVB influenced off-season (October-April) business room night (actual rooms sold at hotels).

## **TOURISM FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO RACVB	\$1,293,771	\$1,302,962	\$1,220,000	\$1,250,600	\$30,600
TRANSFER FOR DEBT SERV.	433,320	454,080	478,200	498,600	20,400
PURCHASE OF SERVICES	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>	<u>0</u>
TOTAL	<u>\$1,728,891</u>	<u>\$1,758,842</u>	<u>\$1,700,000</u>	<u>\$1,751,000</u>	<u>\$51,000</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
HOTEL/MOTEL TAX	<u>\$1,893,312</u>	<u>\$1,877,940</u>	<u>\$1,700,000</u>	<u>\$1,751,000</u>	<u>\$51,000</u>
TOTAL	<u>\$1,893,312</u>	<u>\$1,877,940</u>	<u>\$1,700,000</u>	<u>\$1,751,000</u>	<u>\$51,000</u>

## **BUDGET HIGHLIGHTS**

- Tax revenue is budgeted at \$1,751,000. Total revenues for 2015 were \$1,877,940.
- The transfer to the Rockford Area Convention & Visitor's Bureau decreases \$30,600 to \$1,050,600. This consists of revenue equal to 60% of the Tourism Promotion Sales Tax proceeds and funding from the 1% challenge grant.
- Funds transferred to the Redevelopment Fund to support debt service payments for the BMO Harris Bank Center are budgeted at \$498,600, a \$73,600 increase from 2016.

# Tourism Promotion Fund

## TOURISM FUND FIVE YEAR FORECAST

The 2018-2022 five year forecast assumes motel revenue growth at two percent annually and appropriation of all income to the Visitors Bureau except for City reimbursements.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$1,804	\$1,858	\$1,914	\$1,971	\$2,030
Expenses	<u>1,804</u>	<u>1,858</u>	<u>1,914</u>	<u>1,971</u>	<u>2,030</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>471</u>	<u>471</u>	<u>471</u>	<u>471</u>	<u>471</u>
Ending Balance	<u>\$471</u>	<u>\$471</u>	<u>\$471</u>	<u>\$471</u>	<u>\$471</u>

# Retail Tax Increment Financing Districts

## **MISSION STATEMENT**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

## **PRIMARY FUNCTIONS**

The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District in the City and to make the area more viable again. Such improvements (upon meeting qualifications) can be financed through TIF district revenues. Revenue for the districts is generated by the collection of property taxes each year at an increment based on the increase in assessed valuation of properties within the area since the districts are created. The excess tax revenue collected can only be used to fund projects located within the TIF District.

There are 17 Commercial Retail TIF Districts, East River, West Side #2, River District North, South Rockford, Assisted Living, West State and Kilburn, State and Central, Springfield Corners, North Main and Eddy Ave, North Main and Auburn, Main and Whitman, Midtown, Broadway, State and Alpine, East State and Mulford, Jefferson and North 3<sup>rd</sup> Street, and Auburn Street.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue coordination with community partner organizations to work on improvement plans.
- Complete annual tax increment financing reporting.
- Attract a minimum of four new companies to commercial TIFs.
- Assist a minimum of four existing companies in commercial TIFs.
- Initiate cooperative marketing plan for commercial development within the Auburn Street Corridor TIF.
- Implement the Amerock Building (Ziock)/Gorman redevelopment agreement.
- Implement development agreement for 134 N Main with Joseph James.
- Implement strategy for the redevelopment of Magna/CVS site on East State Street.
- Market façade improvement program to priority areas including South Main Street, N Main and State Street.
- Continue coordination with neighborhood and business district groups.

## **BUDGET SUMMARIES**

### **SOUTH ROCKFORD TAX INCREMENT FINANCING BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$120,000</u>	<u>\$145,529</u>	<u>\$390,725</u>	<u>\$393,577</u>	<u>\$2,852</u>
TOTAL	<u>\$120,000</u>	<u>\$145,529</u>	<u>\$390,725</u>	<u>\$393,577</u>	<u>\$2,852</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$106,638	\$99,448	\$117,701	\$118,878	\$1,177
TRANSFER FROM ERIVER TIF	<u>100,000</u>	<u>150,000</u>	<u>125,000</u>	<u>0</u>	<u>(125,000)</u>
TOTAL	<u>\$206,638</u>	<u>\$249,448</u>	<u>\$242,701</u>	<u>\$118,878</u>	<u>(\$123,823)</u>

# Retail Tax Increment Financing Districts

## ASSISTED LIVING TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$9	\$0	\$0	\$0	\$0
INTEREST INCOME	<u>3</u>	<u>4</u>	<u>3</u>	<u>4</u>	0
TOTAL	<u>\$12</u>	<u>\$4</u>	<u>\$3</u>	<u>\$4</u>	<u>\$0</u>

## EAST RIVER TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$180,099</u>	<u>\$540,292</u>	<u>\$383,574</u>	<u>\$72,806</u>	<u>(\$310,768)</u>
TOTAL	<u>\$180,099</u>	<u>\$540,292</u>	<u>\$383,574</u>	<u>\$72,806</u>	<u>(\$310,768)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$135,993	\$186,312	\$295,376	\$298,332	\$2,956
TRANSFER FROM 7TH ST TIF	100,000	1,092,075	7,170	0	(7,170)
INTEREST INCOME	<u>0</u>	<u>3,246</u>	<u>11,278</u>	<u>10,231</u>	<u>(1,046)</u>
TOTAL	<u>\$235,993</u>	<u>\$1,281,633</u>	<u>\$313,824</u>	<u>\$308,563</u>	<u>(\$5,261)</u>

## WEST SIDE 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$471</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$471</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$1,474	\$627	\$639	\$650	\$11
INTEREST INCOME	<u>552</u>	<u>157</u>	<u>186</u>	<u>198</u>	<u>12</u>
TOTAL	<u>\$2,026</u>	<u>\$784</u>	<u>\$825</u>	<u>\$848</u>	<u>\$23</u>

# Retail Tax Increment Financing Districts

## RIVER NORTH TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$28,586</u>	<u>\$74,437</u>	<u>\$41,175</u>	<u>\$254,316</u>	<u>\$213,141</u>
TOTAL	<u>\$28,586</u>	<u>\$74,437</u>	<u>\$41,175</u>	<u>\$254,316</u>	<u>\$213,141</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$30,181</u>	<u>\$45,853</u>	<u>\$56,288</u>	<u>\$56,851</u>	<u>\$563</u>
INTEREST INCOME	<u>7,129</u>	<u>1,944</u>	<u>1,647</u>	<u>5,111</u>	<u>3,464</u>
TOTAL	<u>\$37,310</u>	<u>\$47,797</u>	<u>\$57,935</u>	<u>\$61,962</u>	<u>\$4,027</u>

## STATE KILBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$7,071</u>	<u>\$25,661</u>	<u>\$30,192</u>	<u>\$30,500</u>	<u>\$308</u>
INTEREST INCOME	<u>2,137</u>	<u>815</u>	<u>2,201</u>	<u>2,267</u>	<u>66</u>
TOTAL	<u>\$9,208</u>	<u>\$26,476</u>	<u>\$32,393</u>	<u>\$32,767</u>	<u>\$374</u>

## STATE CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$9,934</u>	<u>\$300,000</u>	<u>\$44,796</u>	<u>\$44,341</u>	<u>(\$455)</u>
TOTAL	<u>\$9,934</u>	<u>\$300,000</u>	<u>\$44,796</u>	<u>\$44,341</u>	<u>(\$455)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$54,566</u>	<u>\$41,822</u>	<u>\$63,010</u>	<u>\$63,600</u>	<u>\$590</u>
TOTAL	<u>\$54,566</u>	<u>\$41,822</u>	<u>\$63,748</u>	<u>\$63,600</u>	<u>(\$148)</u>

# Retail Tax Increment Financing Districts

## SPRINGFIELD CORNERS TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$437,616</u>	<u>\$472,779</u>	<u>\$443,884</u>	<u>\$436,130</u>	<u>(\$7,754)</u>
TOTAL	<u>\$437,616</u>	<u>\$472,779</u>	<u>\$443,884</u>	<u>\$436,130</u>	<u>(\$7,754)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$210,798</u>	<u>\$214,026</u>	<u>\$208,388</u>	<u>\$210,472</u>	<u>\$2,084</u>
TOTAL	<u>\$210,798</u>	<u>\$214,026</u>	<u>\$208,388</u>	<u>\$210,472</u>	<u>\$2,084</u>

## NORTH MAIN STREET TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$247,668</u>	<u>\$198,834</u>	<u>\$220,449</u>	<u>\$189,272</u>	<u>(\$31,177)</u>
TOTAL	<u>\$247,668</u>	<u>\$198,834</u>	<u>\$220,449</u>	<u>\$189,272</u>	<u>(\$31,177)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$53,682</u>	<u>\$45,190</u>	<u>\$46,262</u>	<u>\$46,725</u>	<u>\$463</u>
TOTAL	<u>\$53,682</u>	<u>\$45,190</u>	<u>\$46,262</u>	<u>\$46,725</u>	<u>\$463</u>

## MAIN AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$0</u>	<u>\$104,090</u>	<u>\$273</u>	<u>\$217</u>	<u>(\$57)</u>
TOTAL	<u>\$0</u>	<u>\$104,090</u>	<u>\$273</u>	<u>\$217</u>	<u>(\$57)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$2,841</u>	<u>\$1,339</u>	<u>\$2,782</u>	<u>\$2,810</u>	<u>\$18,357</u>
INTEREST INCOME	<u>4,472</u>	<u>676</u>	<u>1,263</u>	<u>0</u>	<u>1,361</u>
TOTAL	<u>\$7,313</u>	<u>\$2,015</u>	<u>\$4,045</u>	<u>\$2,810</u>	<u>\$19,718</u>

## Retail Tax Increment Financing Districts

### MAIN WHITMAN TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$147,962</u>	<u>\$87,169</u>	<u>\$123,095</u>	<u>\$118,848</u>	<u>(\$4,247)</u>
TOTAL	<u>\$147,962</u>	<u>\$87,169</u>	<u>\$123,095</u>	<u>\$118,848</u>	<u>(\$4,247)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$26,692</u>	<u>\$19,446</u>	<u>\$139,323</u>	<u>\$140,718</u>	<u>\$1,395</u>
TOTAL	<u>\$26,692</u>	<u>\$19,446</u>	<u>\$139,323</u>	<u>\$140,718</u>	<u>\$1,395</u>

### MIDTOWN TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$2,752</u>	<u>\$4,597</u>	<u>\$1,845</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$2,752</u>	<u>\$4,597</u>	<u>\$1,845</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$11,706</u>	<u>\$9,853</u>	<u>\$7,162</u>	<u>\$7,230</u>	<u>\$68</u>
INTEREST INCOME	<u>4,002</u>	<u>1,166</u>	<u>1,180</u>	<u>1,323</u>	<u>143</u>
TOTAL	<u>\$15,708</u>	<u>\$11,019</u>	<u>\$8,342</u>	<u>\$8,553</u>	<u>\$211</u>

### BROADWAY TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$0</u>	<u>\$83,617</u>	<u>\$35,000</u>	<u>\$0</u>	<u>(\$35,000)</u>
TOTAL	<u>\$0</u>	<u>\$83,617</u>	<u>\$35,000</u>	<u>\$0</u>	<u>(\$35,000)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$43,355</u>	<u>\$84,159</u>	<u>\$48,556</u>	<u>\$49,042</u>	<u>\$486</u>
INTEREST INCOME	<u>4,467</u>	<u>1,981</u>	<u>1,759</u>	<u>1,989</u>	<u>230</u>
TOTAL	<u>\$47,822</u>	<u>\$86,140</u>	<u>\$50,315</u>	<u>\$51,031</u>	<u>\$716</u>

# Retail Tax Increment Financing Districts

## STATE ALPINE TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$165,614</u>	<u>\$80,000</u>	<u>\$140,000</u>	<u>\$140,000</u>	<u>\$0</u>
TOTAL	<u>\$165,614</u>	<u>\$80,000</u>	<u>\$140,000</u>	<u>\$140,000</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$121,615</u>	<u>\$116,459</u>	<u>\$114,667</u>	<u>\$115,800</u>	<u>\$1,133</u>
INTEREST INCOME	<u>17,761</u>	<u>5,827</u>	<u>4,009</u>	<u>4,129</u>	<u>120</u>
TOTAL	<u>\$139,376</u>	<u>\$122,286</u>	<u>\$118,676</u>	<u>\$119,929</u>	<u>\$1,253</u>

## MULFORD/STATE TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$184,248</u>	<u>\$146,183</u>	<u>\$112,873</u>	<u>(\$33,310)</u>
TOTAL	<u>\$0</u>	<u>\$184,248</u>	<u>\$146,183</u>	<u>\$112,873</u>	<u>(\$33,310)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$136,885</u>	<u>\$167,765</u>	<u>\$217,308</u>	<u>\$221,193</u>	<u>\$3,885</u>
INTEREST INCOME	<u>2,420</u>	<u>3,101</u>	<u>3,148</u>	<u>3,195</u>	<u>47</u>
TOTAL	<u>\$139,305</u>	<u>\$170,866</u>	<u>\$220,456</u>	<u>\$224,388</u>	<u>\$3,932</u>

## JEFFERSON TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$18,310</u>	<u>\$27,128</u>	<u>\$13,837</u>	<u>\$16,033</u>	<u>\$2,196</u>
TOTAL	<u>\$18,310</u>	<u>\$27,128</u>	<u>\$13,837</u>	<u>\$16,033</u>	<u>\$2,196</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$14,458</u>	<u>\$13,872</u>	<u>\$16,219</u>	<u>\$16,542</u>	<u>\$323</u>
INTEREST INCOME	<u>181</u>	<u>35</u>	<u>186</u>	<u>192</u>	<u>6</u>
TOTAL	<u>\$14,639</u>	<u>\$13,907</u>	<u>\$16,406</u>	<u>\$16,734</u>	<u>\$328</u>

# Retail Tax Increment Financing Districts

## AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,306</u>	<u>\$5,306</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,306</u>	<u>\$5,306</u>

	2014	2015	2016	2017	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$0</u>	<u>\$6,465</u>	<u>\$14,235</u>	<u>\$40,954</u>	<u>\$26,719</u>
TOTAL	<u>\$0</u>	<u>\$6,465</u>	<u>\$14,235</u>	<u>\$40,954</u>	<u>\$26,719</u>

## BUDGET HIGHLIGHTS

- This 17 district group collectively runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of \$1,841,037 and an estimated ending deficit of \$1,748,079 in 2026 and Springfield Corners, a high deficit year (2022) of \$3,628,601 and an estimated ending deficit of \$3,148,220 in 2025. No long term financing is planned for 2017.

## RETAIL TAX INCREMENT FIVE YEAR FORECAST

The 2018-2022 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

## SOUTH ROCKFORD TIF FUND FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$120	\$121	\$122	\$124	\$125
Expenditures	<u>396</u>	<u>406</u>	<u>26</u>	<u>26</u>	<u>27</u>
Excess (Deficit)	<u>(275)</u>	<u>(285)</u>	<u>96</u>	<u>97</u>	<u>98</u>
Beginning Balance	<u>(73)</u>	<u>(348)</u>	<u>(634)</u>	<u>(537)</u>	<u>(440)</u>
Ending Balance	<u>(\$348)</u>	<u>(\$634)</u>	<u>(\$537)</u>	<u>(\$440)</u>	<u>(\$342)</u>

## ASSISTED LIVING TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

## **Retail Tax Increment Financing Districts**

### **EAST RIVER TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$315	\$322	\$329	\$336	\$343
Expenditures	<u>72</u>	<u>71</u>	<u>70</u>	<u>69</u>	<u>93</u>
Excess (Deficit)	<u>243</u>	<u>251</u>	<u>259</u>	<u>267</u>	<u>250</u>
Beginning Balance	<u>918</u>	<u>1,161</u>	<u>1,412</u>	<u>1,670</u>	<u>1,936</u>
Ending Balance	<u>\$1,161</u>	<u>\$1,412</u>	<u>\$1,671</u>	<u>\$1,937</u>	<u>\$2,186</u>

### **WEST SIDE 2 TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$1	\$1	\$1	\$1	\$1
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Beginning Balance	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18</u>
Ending Balance	<u>\$15</u>	<u>\$16</u>	<u>\$17</u>	<u>\$18</u>	<u>\$19</u>

### **RIVER NORTH TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$286	\$291	\$297	\$303	\$308
Expenditures	<u>258</u>	<u>261</u>	<u>264</u>	<u>267</u>	<u>271</u>
Excess (Deficit)	<u>28</u>	<u>30</u>	<u>33</u>	<u>36</u>	<u>37</u>
Beginning Balance	<u>367</u>	<u>395</u>	<u>425</u>	<u>458</u>	<u>493</u>
Ending Balance	<u>\$395</u>	<u>\$425</u>	<u>\$458</u>	<u>\$494</u>	<u>\$530</u>

### **STATE KILBURN TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$33	\$34	\$34	\$34	\$35
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>33</u>	<u>34</u>	<u>34</u>	<u>34</u>	<u>35</u>
Beginning Balance	<u>137</u>	<u>170</u>	<u>203</u>	<u>237</u>	<u>271</u>
Ending Balance	<u>\$170</u>	<u>\$204</u>	<u>\$237</u>	<u>\$271</u>	<u>\$306</u>

### **STATE CENTRAL TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$98	\$99	\$100	\$101	\$102
Expenditures	<u>43</u>	<u>42</u>	<u>140</u>	<u>97</u>	<u>98</u>
Excess (Deficit)	<u>55</u>	<u>57</u>	<u>(40)</u>	<u>4</u>	<u>4</u>
Beginning Balance	<u>(121)</u>	<u>(65)</u>	<u>(8)</u>	<u>(48)</u>	<u>(44)</u>
Ending Balance	<u>(\$66)</u>	<u>(\$8)</u>	<u>(\$48)</u>	<u>(\$44)</u>	<u>(\$40)</u>

## Retail Tax Increment Financing Districts

### SPRINGFIELD CORNERS TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$213	\$215	\$272	\$315	\$318
Expenditures	<u>496</u>	<u>500</u>	<u>516</u>	<u>371</u>	<u>431</u>
Excess (Deficit)	<u>(283)</u>	<u>(285)</u>	<u>(244)</u>	<u>(56)</u>	<u>(113)</u>
Beginning Balance	<u>(2,647)</u>	<u>(2,930)</u>	<u>(3,216)</u>	<u>(3,459)</u>	<u>(3,516)</u>
Ending Balance	<u>(\$2,930)</u>	<u>(\$3,215)</u>	<u>(\$3,460)</u>	<u>(\$3,515)</u>	<u>(\$3,629)</u>

### NORTH MAIN STREET TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$47	\$48	\$48	\$49	\$49
Expenditures	<u>186</u>	<u>161</u>	<u>164</u>	<u>157</u>	<u>155</u>
Excess (Deficit)	<u>(139)</u>	<u>(113)</u>	<u>(116)</u>	<u>(108)</u>	<u>(106)</u>
Beginning Balance	<u>(1,259)</u>	<u>(1,398)</u>	<u>(1,511)</u>	<u>(1,627)</u>	<u>(1,735)</u>
Ending Balance	<u>(\$1,398)</u>	<u>(\$1,511)</u>	<u>(\$1,627)</u>	<u>(\$1,735)</u>	<u>(\$1,841)</u>

### MAIN AUBURN TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$21	\$21	\$22	\$22	\$22
Expenditures	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
Excess (Deficit)	<u>12</u>	<u>12</u>	<u>13</u>	<u>13</u>	<u>13</u>
Beginning Balance	<u>6</u>	<u>18</u>	<u>30</u>	<u>43</u>	<u>55</u>
Ending Balance	<u>\$18</u>	<u>\$30</u>	<u>\$43</u>	<u>\$56</u>	<u>\$68</u>

### MAIN WHITMAN TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$142	\$144	\$145	\$146	\$148
Expenditures	<u>115</u>	<u>111</u>	<u>107</u>	<u>103</u>	<u>149</u>
Excess (Deficit)	<u>27</u>	<u>33</u>	<u>38</u>	<u>43</u>	<u>(1)</u>
Beginning Balance	<u>(567)</u>	<u>(540)</u>	<u>(508)</u>	<u>(470)</u>	<u>(426)</u>
Ending Balance	<u>(\$540)</u>	<u>(\$507)</u>	<u>(\$470)</u>	<u>(\$427)</u>	<u>(\$427)</u>

### MIDTOWN TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$15	\$16	\$16	\$16	\$17
Expenditures	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
Excess (Deficit)	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>12</u>
Beginning Balance	<u>99</u>	<u>109</u>	<u>121</u>	<u>132</u>	<u>143</u>
Ending Balance	<u>\$109</u>	<u>\$120</u>	<u>\$132</u>	<u>\$143</u>	<u>\$155</u>

## Retail Tax Increment Financing Districts

### BROADWAY TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$52	\$54	\$55	\$56	\$58
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>52</u>	<u>54</u>	<u>55</u>	<u>56</u>	<u>58</u>
Beginning Balance	<u>184</u>	<u>236</u>	<u>289</u>	<u>344</u>	<u>401</u>
Ending Balance	<u>\$236</u>	<u>\$290</u>	<u>\$344</u>	<u>\$400</u>	<u>\$459</u>

### STATE ALPINE TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$121	\$123	\$124	\$125	\$127
Expenditures	<u>140</u>	<u>190</u>	<u>190</u>	<u>150</u>	<u>150</u>
Excess (Deficit)	<u>(19)</u>	<u>(67)</u>	<u>(66)</u>	<u>(25)</u>	<u>(23)</u>
Beginning Balance	<u>354</u>	<u>335</u>	<u>267</u>	<u>201</u>	<u>177</u>
Ending Balance	<u>\$335</u>	<u>\$268</u>	<u>\$201</u>	<u>\$176</u>	<u>\$154</u>

### MULFORD/STATE TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$228	\$232	\$237	\$241	\$245
Expenditures	<u>114</u>	<u>115</u>	<u>103</u>	<u>104</u>	<u>105</u>
Excess (Deficit)	<u>114</u>	<u>117</u>	<u>134</u>	<u>137</u>	<u>140</u>
Beginning Balance	<u>315</u>	<u>430</u>	<u>547</u>	<u>681</u>	<u>817</u>
Ending Balance	<u>\$429</u>	<u>\$547</u>	<u>\$681</u>	<u>\$818</u>	<u>\$957</u>

### JEFFERSON/NORTH 3RD TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$17	\$17	\$18	\$18	\$18
Expenditures	<u>16</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>18</u>
Excess (Deficit)	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>
Beginning Balance	<u>(10)</u>	<u>(9)</u>	<u>(9)</u>	<u>(8)</u>	<u>(7)</u>
Ending Balance	<u>(\$9)</u>	<u>(\$9)</u>	<u>(\$8)</u>	<u>(\$7)</u>	<u>(\$7)</u>

### AUBURN TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$41	\$42	\$42	\$43	\$43
Expenditures	<u>24</u>	<u>24</u>	<u>24</u>	<u>25</u>	<u>25</u>
Excess (Deficit)	<u>17</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>
Beginning Balance	<u>56</u>	<u>74</u>	<u>91</u>	<u>109</u>	<u>127</u>
Ending Balance	<u>\$73</u>	<u>\$92</u>	<u>\$109</u>	<u>\$127</u>	<u>\$145</u>

# **Industrial Tax Increment Financing Districts**

## **MISSION STATEMENT**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

## **PRIMARY FUNCTIONS**

The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District and to make the area more viable. Improvements (upon meeting qualifications) can be financed through TIF district revenues. The collection of property taxes is on an increment basis and increases are based on increases in the assessed valuation of properties within the TIF District. The excess tax revenue collected can only be used to fund projects located within the TIF District.

There are seven industrial TIF Districts, Kishwaukee-Harrison #1 and #2, Preston and Central, Rockford Global Trade Park #1, #2, #3, and Global Trade Park South.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Market remaining lot within Logistics Park with adjacent property for industrial users.
- Proceed with the formation of Global Trade Park Action Committee with representatives from the City, the Airport and the Rockford Area Economic Development Council.
- Determine how to fund improvements at the Global Trade Park using a combination of private and public dollars.
- Initiate development plan for Global Trade Park South Redevelopment Planning Area and TIF.
- Continue implementation of Global Trade Park branding and signage.
- Complete implementation of sanitary sewer and water extensions to Gensler property.
- Continue cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council (RAEDC).
- Prepare and assist land owners in advancing properties to the Qualified Sites Program.
- Complete annual Tax Increment Financing Report.
- Attract a minimum of four new companies to industrial TIFs.
- Assist a minimum of four existing companies to expand in industrial TIFs.
- Initiate cooperative marketing plan for industrial sites in the proposed Auburn Street Corridor TIF.
- Complete TIF redevelopment agreement with 4000 Auburn (former Amerock facility).
- Provide a focus on bringing employment opportunities to areas of the City where prospective employees face challenges regarding transportation and child care resources.
- Identify the best use for available properties and work towards site readiness.

# Industrial Tax Increment Financing Districts

## BUDGET SUMMARIES

### KISHWAUKEE HARRISON #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$34,065</u>	<u>\$33,289</u>	<u>\$33,788</u>	<u>\$34,490</u>	<u>\$702</u>
TOTAL	<u>\$34,065</u>	<u>\$33,289</u>	<u>\$33,788</u>	<u>\$34,490</u>	<u>\$702</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$40,803</u>	<u>\$39,356</u>	<u>\$40,175</u>	<u>\$40,577</u>	<u>\$402</u>
INTEREST INCOME	<u>4,803</u>	<u>1,718</u>	<u>1,439</u>	<u>1,556</u>	<u>117</u>
TOTAL	<u>\$45,606</u>	<u>\$41,074</u>	<u>\$41,614</u>	<u>\$42,133</u>	<u>\$519</u>

### KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
INTEREST INCOME	<u>32</u>	<u>10</u>	<u>9</u>	<u>9</u>	<u>0</u>
TOTAL	<u>\$32</u>	<u>\$10</u>	<u>\$9</u>	<u>\$9</u>	<u>\$0</u>

### PRESTON CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$174,477</u>	<u>\$111,388</u>	<u>\$107,461</u>	<u>\$105,701</u>	<u>(\$1,760)</u>
TOTAL	<u>\$174,477</u>	<u>\$111,388</u>	<u>\$107,461</u>	<u>\$105,701</u>	<u>(\$1,760)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$75,982</u>	<u>\$75,506</u>	<u>\$77,081</u>	<u>\$77,900</u>	<u>\$819</u>
TOTAL	<u>\$75,982</u>	<u>\$75,506</u>	<u>\$77,081</u>	<u>\$77,900</u>	<u>\$819</u>

# Industrial Tax Increment Financing Districts

## GLOBAL TRADE PARK TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$10,000	\$10,000	\$0
OTHER	<u>1,020,776</u>	<u>713,780</u>	<u>1,126,549</u>	<u>1,163,897</u>	<u>37,348</u>
TOTAL	<u>\$1,020,776</u>	<u>\$713,780</u>	<u>\$1,136,549</u>	<u>\$1,173,897</u>	<u>\$37,348</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$754,366</u>	<u>\$809,679</u>	<u>\$901,371</u>	<u>\$910,400</u>	<u>\$9,029</u>
TOTAL	<u>\$754,366</u>	<u>\$809,679</u>	<u>\$901,371</u>	<u>\$910,400</u>	<u>\$9,029</u>

## GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$1,226	\$1,263	\$0	\$0	\$0
OTHER	<u>46,483</u>	<u>41,476</u>	<u>38,900</u>	<u>39,300</u>	<u>400</u>
TOTAL	<u>\$47,709</u>	<u>\$42,739</u>	<u>\$38,900</u>	<u>\$39,300</u>	<u>\$400</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$245,308	\$246,128	\$242,227	\$244,600	\$2,373
INTEREST INCOME	<u>13,624</u>	<u>8,134</u>	<u>8,937</u>	<u>12,121</u>	<u>3,184</u>
TOTAL	<u>\$258,932</u>	<u>\$254,262</u>	<u>\$251,164</u>	<u>\$256,721</u>	<u>\$5,557</u>

## GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$21,261	\$17,365	\$28,191	\$28,500	\$309
INTEREST INCOME	<u>3,108</u>	<u>1,273</u>	<u>3,294</u>	<u>3,393</u>	<u>99</u>
TOTAL	<u>\$24,369</u>	<u>\$18,638</u>	<u>\$31,485</u>	<u>\$31,893</u>	<u>\$408</u>

# Industrial Tax Increment Financing Districts

## GLOBAL TRADE PARK SOUTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	<u>\$0</u>	<u>\$748</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$748</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

FUNDING SOURCE	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
TAX INCREMENT	\$9,883	\$14,579	\$14,226	\$14,368	\$142
INTEREST INCOME	<u>610</u>	<u>357</u>	<u>443</u>	<u>699</u>	<u>256</u>
TOTAL	<u>\$10,493</u>	<u>\$14,936</u>	<u>\$14,669</u>	<u>\$15,067</u>	<u>\$398</u>

### BUDGET HIGHLIGHTS

- This seven district group collectively runs a deficit for the entire period, with a high of \$1.9 million in 2030. This is entirely due to the Preston and Central TIF District which not only had cost overruns during site preparation but also delays in the project being initiated.
- No long term financing is planned for 2017.

### INDUSTRIAL TAX INCREMENT FINANCING FIVE YEAR FORECAST

The 2018-2022 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

#### KISHWAUKEE HARRISON TIF #1 FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$43	\$43	\$44	\$44	\$45
Expenditures	<u>35</u>	<u>35</u>	<u>36</u>	<u>36</u>	<u>36</u>
Excess (Deficit)	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>9</u>
Beginning Balance	<u>111</u>	<u>119</u>	<u>127</u>	<u>135</u>	<u>144</u>
Ending Balance	<u>\$119</u>	<u>\$127</u>	<u>\$135</u>	<u>\$144</u>	<u>\$152</u>

#### KISHWAUKEE HARRISON TIF #2 FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Ending Balance	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>

# Industrial Tax Increment Financing Districts

## PRESTON CENTRAL TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$79	\$80	\$80	\$81	\$82
Expenditures	<u>104</u>	<u>102</u>	<u>125</u>	<u>122</u>	<u>119</u>
Excess (Deficit)	(25)	(22)	(45)	(41)	(37)
Beginning Balance	(1,550)	(1,575)	(1,598)	(1,643)	(1,684)
Ending Balance	(\$1,575)	(\$1,597)	(\$1,643)	(\$1,684)	(\$1,721)

## GLOBAL TRADE PARK TIF #1 FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$920	\$929	\$938	\$953	\$970
Expenditures	<u>801</u>	<u>447</u>	<u>441</u>	<u>440</u>	<u>440</u>
Excess (Deficit)	<u>119</u>	<u>482</u>	<u>497</u>	<u>513</u>	<u>530</u>
Beginning Balance	(716)	(597)	(116)	381	895
Ending Balance	(\$597)	(\$115)	\$381	\$894	\$1,425

## GLOBAL TRADE PARK TIF #2 FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$262	\$268	\$274	\$280	\$286
Expenditures	<u>40</u>	<u>40</u>	<u>41</u>	<u>41</u>	<u>41</u>
Excess (Deficit)	<u>222</u>	<u>228</u>	<u>233</u>	<u>239</u>	<u>245</u>
Beginning Balance	<u>1,026</u>	<u>1,248</u>	<u>1,476</u>	<u>1,710</u>	<u>1,949</u>
Ending Balance	\$1,248	\$1,476	\$1,709	\$1,949	\$2,194

## GLOBAL TRADE PARK TIF #3 FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$32	\$33	\$33	\$33	\$34
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>32</u>	<u>33</u>	<u>33</u>	<u>33</u>	<u>34</u>
Beginning Balance	<u>152</u>	<u>184</u>	<u>217</u>	<u>249</u>	<u>283</u>
Ending Balance	\$184	\$217	\$250	\$282	\$317

## GLOBAL TRADE PARK SOUTH TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$15	\$16	\$16	\$17	\$17
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>15</u>	<u>16</u>	<u>16</u>	<u>17</u>	<u>17</u>
Beginning Balance	<u>62</u>	<u>77</u>	<u>93</u>	<u>109</u>	<u>126</u>
Ending Balance	\$77	\$93	\$109	\$126	\$143

# Residential Tax Increment Financing Districts

## **MISSION STATEMENT**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

## **PRIMARY FUNCTIONS**

The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District and to make the area more viable. Improvements (upon meeting qualifications) can be financed through TIF district revenues. The collection of property taxes is on an increment basis and increases are based on increases in the assessed valuation of properties within the TIF District. The excess tax revenue collected can only be used to fund projects located within the TIF District.

The six residential TIFs include Lincolnwood #1 and #2, Hope 6, Garrison School, River Oaks (Thatcher Blake River Walk), and Jackson School.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Complete the redevelopment of the Valencia development project in conjunction with the developer.
- Sell and/or redevelop excess property owned by the City or available within a TIF.
- Continue to market the utilization of the Tax Incentive Program in TIF residential areas to owner occupants of 1-4 unit properties or to developers of residential property. Eligible properties include those with substantial rehabilitation or new construction costs.
- Activate the future development of stalled TIF projects as the market permits.

## **BUDGET SUMMARIES**

### **LINCOLNWOOD #1 TAX INCREMENT FINANCING BUDGET SUMMARY**

	2015	2016	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$85,328</u>	<u>\$84,842</u>	<u>\$85,328</u>	<u>\$112,156</u>	<u>\$27,314</u>
TOTAL	<u>\$85,328</u>	<u>\$84,842</u>	<u>\$85,328</u>	<u>\$112,156</u>	<u>\$27,314</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	\$63,344	\$63,160	\$75,317	\$55,852	(\$19,465)
INTEREST INCOME	<u>6,985</u>	<u>1,746</u>	<u>2,241</u>	<u>1,112</u>	<u>(1,129)</u>
TOTAL	<u>\$70,329</u>	<u>\$64,906</u>	<u>\$77,558</u>	<u>\$56,964</u>	<u>(\$20,594)</u>

# Residential Tax Increment Financing Districts

## LINCOLNWOOD #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$79,632</u>	<u>\$65,647</u>	<u>\$63,638</u>	<u>\$61,466</u>	<u>(\$2,172)</u>
TOTAL	<u>\$79,632</u>	<u>\$65,647</u>	<u>\$63,638</u>	<u>\$61,466</u>	<u>(\$2,172)</u>

	2014	2015	2016	2017	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$42,865</u>	<u>\$41,134</u>	<u>\$39,266</u>	<u>\$39,659</u>	<u>\$393</u>
INTEREST INCOME	<u>1,708</u>	<u>27</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$44,573</u>	<u>\$41,161</u>	<u>\$39,266</u>	<u>\$39,659</u>	<u>\$393</u>

## RIVER OAKS TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$380,926</u>	<u>\$294,439</u>	<u>\$327,407</u>	<u>\$341,123</u>	<u>\$13,716</u>
TOTAL	<u>\$380,926</u>	<u>\$294,439</u>	<u>\$327,407</u>	<u>\$341,123</u>	<u>\$13,716</u>

	2014	2015	2016	2017	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$29,421</u>	<u>\$22,233</u>	<u>\$26,365</u>	<u>\$26,629</u>	<u>\$264</u>
TOTAL	<u>\$29,421</u>	<u>\$22,233</u>	<u>\$26,365</u>	<u>\$26,629</u>	<u>\$264</u>

## GARRISON TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$185,248</u>	<u>\$138,466</u>	<u>\$161,070</u>	<u>\$157,220</u>	<u>(\$3,850)</u>
TOTAL	<u>\$185,248</u>	<u>\$138,466</u>	<u>\$161,070</u>	<u>\$157,220</u>	<u>(\$3,850)</u>

	2014	2015	2016	2017	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$60,445</u>	<u>\$66,777</u>	<u>\$109,236</u>	<u>\$110,328</u>	<u>\$1,092</u>
TOTAL	<u>\$60,445</u>	<u>\$66,777</u>	<u>\$109,236</u>	<u>\$110,328</u>	<u>\$1,092</u>

# Residential Tax Increment Financing Districts

## HOPE SIX TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$289,781</u>	<u>\$265,450</u>	<u>\$275,383</u>	<u>\$278,978</u>	<u>\$3,595</u>
TOTAL	<u>\$289,781</u>	<u>\$265,450</u>	<u>\$275,383</u>	<u>\$278,978</u>	<u>\$3,595</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$157,498</u>	<u>\$148,689</u>	<u>\$141,579</u>	<u>\$142,995</u>	<u>\$1,416</u>
TOTAL	<u>\$157,498</u>	<u>\$148,689</u>	<u>\$141,579</u>	<u>\$142,995</u>	<u>\$1,416</u>

## JACKSON SCHOOL TAX INCREMENT FINANCING BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
OTHER	<u>\$123,060</u>	<u>\$45,299</u>	<u>\$69,625</u>	<u>\$68,854</u>	<u>(\$771)</u>
TOTAL	<u>\$123,060</u>	<u>\$45,299</u>	<u>\$69,625</u>	<u>\$68,854</u>	<u>(\$771)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
TAX INCREMENT	<u>\$41,167</u>	<u>\$31,768</u>	<u>\$30,330</u>	<u>\$30,600</u>	<u>\$270</u>
TOTAL	<u>\$41,167</u>	<u>\$31,768</u>	<u>\$30,330</u>	<u>\$30,600</u>	<u>\$270</u>

## BUDGET HIGHLIGHTS

- This six district group collectively has a deficit of \$3,783,913 for 2016 and runs a deficit until 2028.
- The deficit generators are Hope 6, a high deficit year (2023) of \$1,581,332, Garrison, a high deficit year (2023) of \$1,217,850 never turning positive, and River Oaks, a high deficit year (2028) of \$3.39 million never turning positive.
- No long term financing is planned for 2017.

## RESIDENTIAL TAX INCREMENT FINANCING DISTRICT FIVE YEAR FORECAST

The 2018-2022 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

## LINCOLNWOOD #1 TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$57	\$58	\$60	\$61	\$63
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>57</u>	<u>58</u>	<u>60</u>	<u>61</u>	<u>63</u>
Beginning Balance	<u>19</u>	<u>76</u>	<u>134</u>	<u>193</u>	<u>254</u>
Ending Balance	<u>\$76</u>	<u>\$134</u>	<u>\$194</u>	<u>\$254</u>	<u>\$317</u>

# Residential Tax Increment Financing Districts

## LINCOLNWOOD #2 TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$40	\$40	\$41	\$41	\$42
Expenditures	<u>60</u>	<u>58</u>	<u>82</u>	<u>78</u>	<u>3</u>
Excess (Deficit)	<u>(20)</u>	<u>(18)</u>	<u>(41)</u>	<u>(37)</u>	<u>39</u>
Beginning Balance	<u>(54)</u>	<u>(74)</u>	<u>(92)</u>	<u>(133)</u>	<u>(170)</u>
Ending Balance	<u>(\$74)</u>	<u>(\$92)</u>	<u>(\$133)</u>	<u>(\$170)</u>	<u>(\$131)</u>

## RIVER OAKS TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$27	\$27	\$27	\$28	\$28
Expenditures	<u>344</u>	<u>357</u>	<u>49</u>	<u>49</u>	<u>49</u>
Excess (Deficit)	<u>(317)</u>	<u>(330)</u>	<u>(22)</u>	<u>(21)</u>	<u>(21)</u>
Beginning Balance	<u>(2,599)</u>	<u>(2,917)</u>	<u>(3,247)</u>	<u>(3,268)</u>	<u>(3,289)</u>
Ending Balance	<u>(\$2,916)</u>	<u>(\$3,247)</u>	<u>(\$3,269)</u>	<u>(\$3,289)</u>	<u>(\$3,310)</u>

## GARRISON TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$111	\$113	\$114	\$115	\$116
Expenditures	<u>154</u>	<u>150</u>	<u>196</u>	<u>191</u>	<u>285</u>
Excess (Deficit)	<u>(43)</u>	<u>(37)</u>	<u>(82)</u>	<u>(76)</u>	<u>(169)</u>
Beginning Balance	<u>(651)</u>	<u>(693)</u>	<u>(730)</u>	<u>(813)</u>	<u>(889)</u>
Ending Balance	<u>(\$694)</u>	<u>(\$730)</u>	<u>(\$812)</u>	<u>(\$889)</u>	<u>(\$1,058)</u>

## HOPE SIX TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$144	\$146	\$147	\$149	\$150
Expenditures	<u>272</u>	<u>265</u>	<u>283</u>	<u>275</u>	<u>266</u>
Excess (Deficit)	<u>(128)</u>	<u>(119)</u>	<u>(136)</u>	<u>(126)</u>	<u>(116)</u>
Beginning Balance	<u>(826)</u>	<u>(954)</u>	<u>(1,073)</u>	<u>(1,208)</u>	<u>(1,334)</u>
Ending Balance	<u>(\$954)</u>	<u>(\$1,073)</u>	<u>(\$1,208)</u>	<u>(\$1,334)</u>	<u>(\$1,450)</u>

## JACKSON SCHOOL TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$31	\$31	\$32	\$32	\$32
Expenditures	<u>43</u>	<u>31</u>	<u>43</u>	<u>18</u>	<u>18</u>
Excess (Deficit)	<u>(12)</u>	<u>0</u>	<u>(11)</u>	<u>14</u>	<u>14</u>
Beginning Balance	<u>(208)</u>	<u>(221)</u>	<u>(221)</u>	<u>(233)</u>	<u>(220)</u>
Ending Balance	<u>(\$220)</u>	<u>(\$221)</u>	<u>(\$232)</u>	<u>(\$219)</u>	<u>(\$206)</u>

# Sanitation Fund

## **MISSION STATEMENT**

It is the mission of the Sanitation Division to provide for the collection and disposal of solid waste in a manner that is consistent with federal and state regulations, as well as to encourage the recycling efforts of the community.

## **PRIMARY FUNCTIONS**

The four primary functions of the Sanitation Division include collection and disposal of refuse, composting and recycling. In addition, the fund provides purchase of service for contract monitoring, billing and collecting, and reimbursement for street cleaning and forestry services.

## **FUND AND RATE INFORMATION**

- ) A rate decrease from 20.14 monthly to 21.02 monthly was incorporated, as forestry expense related to the emerald ash borer threat are reduced.
- ) Rate increases will be necessary for 2018 and going forward to keep charges in line with increases in the collection contract, a minimum of 1.75% per year.

## **SANITATION FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<u>APPROPRIATION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$8,623,025	\$8,621,582	\$8,592,850	\$8,799,850	\$207,000
OTHER	<u>3,722,087</u>	<u>3,736,450</u>	<u>5,308,705</u>	<u>3,042,445</u>	<u>(2,266,260)</u>
TOTAL	<u>\$12,345,112</u>	<u>\$12,358,032</u>	<u>\$13,901,555</u>	<u>\$11,842,295</u>	<u>(\$2,059,260)</u>

	2014	2015	2016	2017	INCREASE
<u>FUNDING SOURCE</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
SANITATION	\$35,336	\$35,859	\$21,000	\$34,700	\$13,700
FRINGE BENEFIT REIMBURSEM	0	0	650	650	0
USER FEE	11,054,359	12,056,076	12,236,200	11,723,900	<u>(512,300)</u>
LANDFILL RENT	13,526	17,752	27,100	27,100	0
BULK EXCESS FEE	12,950	15,500	0	15,000	15,000
PENALTIES	255,709	281,324	0	250,000	250,000
MISCELLANEOUS	2,100	7,525	0	5,000	5,000
INTEREST INCOME	<u>264,855</u>	<u>76,579</u>	<u>82,200</u>	<u>80,000</u>	<u>(2,200)</u>
TOTAL	<u>\$11,638,835</u>	<u>\$12,490,615</u>	<u>\$12,367,150</u>	<u>\$12,136,350</u>	<u>(\$230,800)</u>

## **BUDGET HIGHLIGHTS**

- ) The contractual budget for collection increased \$147,000 or 4.0% from the previous year and recycling increased \$60,000 based on new contract.
- ) Customers are estimated at 49,000 for the year.
- ) Transfers to the general fund decreased \$2,266,260 as result of reduction in transfer from last year of fund reserves that were utilized to balance the general fund budget.

# Sanitation Fund

## SANITATION FUND FIVE YEAR FORECAST

The 2018-2022 five year forecast assumes that total tonnage will increase approximately 300 tons per year. Costs are expected to increase 1.75% (the minimum, 4% is the maximum) annually for collection and disposal.

## SANITATION FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

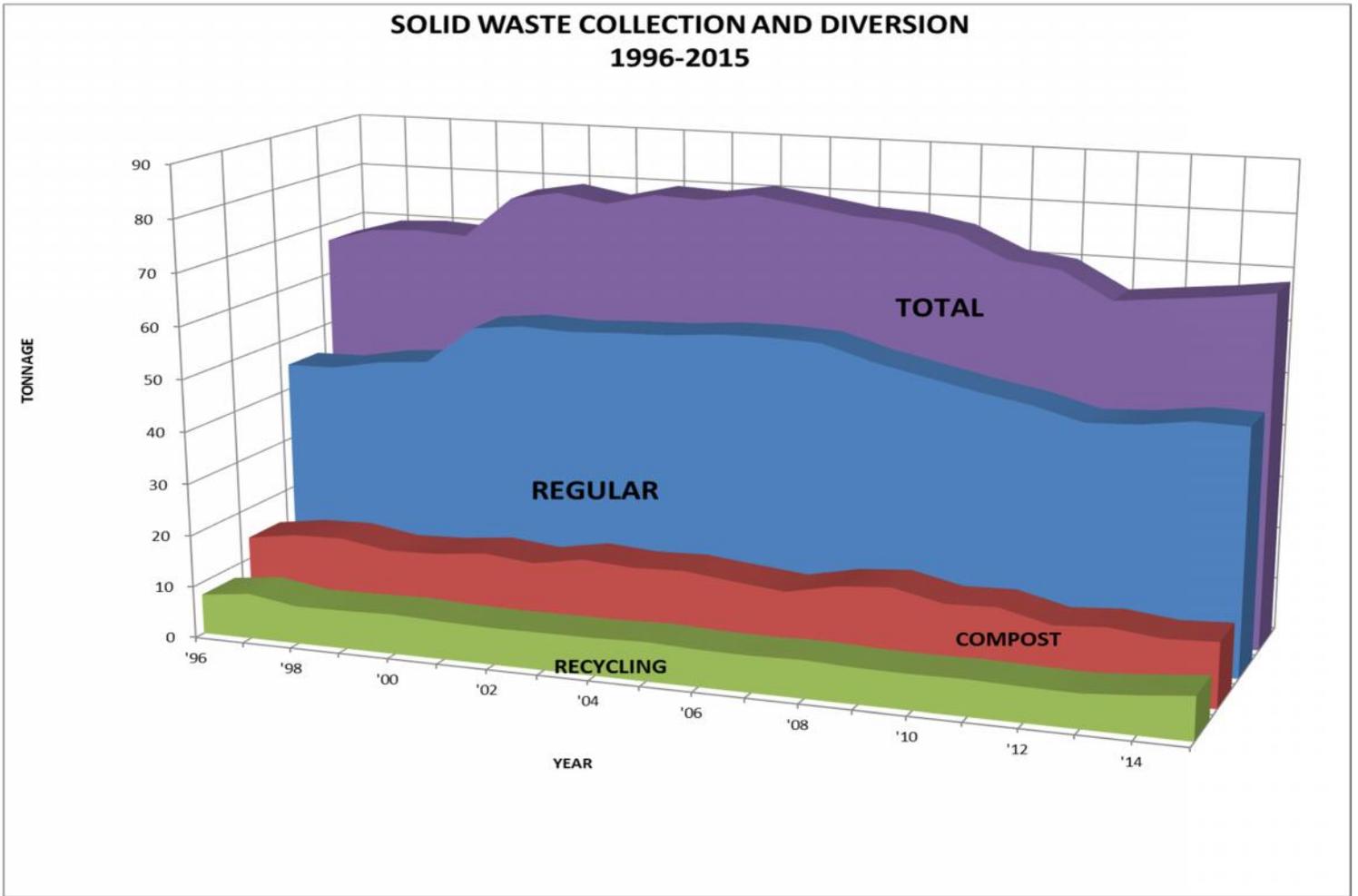
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Recommended Rates	\$251.44	\$256.47	\$261.60	\$266.83	\$272.17
Revenues	\$12,613	\$12,865	\$13,123	\$13,385	\$13,653
Expenses	<u>12,079</u>	<u>12,321</u>	<u>12,567</u>	<u>12,818</u>	<u>13,075</u>
Excess(Deficit)	<u>534</u>	<u>544</u>	<u>555</u>	<u>566</u>	<u>578</u>
Beginning Balance	<u>3,261</u>	<u>3,794</u>	<u>4,339</u>	<u>4,894</u>	<u>5,461</u>
Ending Balance	<u>\$3,794</u>	<u>\$4,339</u>	<u>\$4,894</u>	<u>\$5,461</u>	<u>\$6,039</u>
RESERVE	31.4	35.2	38.9	42.6	46.2

## SANITATION FUND PERFORMANCE MEASURES

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET
WASTE TONNAGE	47,314	47,140	47,000	47,100
COMPOST TONNAGE	11,994	12,470	12,500	11,480
RECYCLING TONNAGE	7,250	8,230	7,500	7,911
LANDFILL TONNAGE	47,314	47,140	47,000	47,100
DIVERTED TONNAGE	19,244	20,700	20,000	19,391
DIVERSION RATE	29.0%	30.5%	29.9%	29.2%

# Sanitation Fund

## SANITATION FUND OPERATIONAL INFORMATION



As the performance measurement schedule indicates, the introduction of alternative programs, composting and recycling, have kept wastes out of the landfill. In 2015, 30.5% of the waste stream, or 20,700 tons, was diverted.

**SANITATION FUND**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
72218 Service Contracts	288,221	200,000	194,532	260,000	60,000
72282 Prof Fee-Audit	580	650	-	650	-
72289 Mayor's Committee	25,000	25,000	-	25,000	-
72297 Collection	8,307,782	8,367,200	4,946,707	8,514,200	147,000
<b>TOTAL CONTRACTUAL</b>	<b>8,621,583</b>	<b>8,592,850</b>	<b>5,141,239</b>	<b>8,799,850</b>	<b>207,000</b>
77725 POS-General Fund	3,736,450	5,308,705	3,539,137	3,042,445	(2,266,260)
<b>TOTAL OTHER</b>	<b>3,736,450</b>	<b>5,308,705</b>	<b>3,539,137</b>	<b>3,042,445</b>	<b>(2,266,260)</b>
<b>TOTAL SANITATION FUND</b>	<b>12,358,033</b>	<b>13,901,555</b>	<b>8,680,376</b>	<b>11,842,295</b>	<b>(2,059,260)</b>

# Human Services

## **MISSION STATEMENT**

It is the mission of the Human Services Department to serve Boone and Winnebago Counties as a Community Action Agency by engaging all citizens in building stronger communities. The vision of the Human Services Department is a community of strong families and healthy neighborhoods.

## **PRIMARY FUNCTIONS**

The primary function of the Human Services Department is to provide services that address the needs of low income individuals and families living in Winnebago County. The goal of these services is to aid local residents to achieve, sustain and enhance healthy social and economic interdependence and to improve the quality of life for all local residents.

- **Early Care & Education (Head Start/Early Head Start/Maternal Infant Education & Child Development Home Visiting Program)** - These programs are aimed at meeting the educational, social, health, and emotional needs of low-income children, ages prenatal to five years living in Winnebago County, and providing support to their families. These program objectives are accomplished through a variety of options and program models that include home visiting, center based part day and full day preschool services and partnerships with other local early care and education providers.
- **Housing Assistance & Coordination** - Includes a continuum of housing services designed to prevent and end homelessness. The system is comprised of coordinated intake & assessment (homeless single point of entry), homeless prevention, temporary housing, condemnation relocation, ESG Rapid Rehousing, and the Continuum of Care programs which include transitional and permanent supportive housing.
- **Neighborhood Outreach** - Is designed to work with low-income neighborhoods to affect positive change. Currents efforts include the Coronado-Haskell neighborhood, the Belvidere Project and Neighborhood Network.
- **Community Health & Prevention** – Includes efforts to increase health and reduce negative health behaviors in the low-income population. These efforts include Social Norms, Beverage and Alcohol Sellers and Servers Education and Training (BASSET), Community Gardens and Summer Food.
- **Energy Assistance & Savings** - Programs that either create energy savings such as weatherization or emergency furnace or alleviate the cost burden of utilities for low income households such as the Low-Income Home Energy Assistance Program (LIHEAP, the Percentage of Income Payment Program (PIPP) and ComEd Hardship.
- **Job Creation & Placement** - 10% of all CSBG funds must be used to implement programs that result in job creation and training.
- **Self-Sufficiency Training & Case Management** - Includes efforts to improve educational and financial literacy as well as promoting better decision making. These efforts include the Scholarship program, Financial Literacy, and case management.
- **Emergency Assistance** - Provides limited financial assistance to persons experiencing a crisis beyond their control. Requires a commitment to specific steps toward ongoing improvement efforts.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Sustain functional zero for chronic homelessness and veterans homelessness.
- Continue general neighborhood pilot projects.
- Continue current efforts and seek new strategies and resources to support improved community health and prevention outcomes impacting low-income residents and neighborhoods (i.e., summer food, community gardens, BASSETT training, and youth prevention services).
- Continue to support collaborative efforts toward a community wide system for improving early childhood development and family outcomes.

## Human Services

- Continue efforts to measure and improve child and family outcomes for those participating in department early education program and services.
- Improve the collective impact of department services to low income residents and neighborhoods by systematically working with inter-department and community partners in the area of behavioral health, housing stability and quality, employment training and education attainment.
- Continue to improve the deployment of CSBG economic development resources to increase skills, employment and self-employment of low-income residents in collaboration with City and community partners.
- Update fiscal procedures to support compliance with the federal Office of Management and Budget's new guidance on Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular").

### HUMAN SERVICES DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,403,737	\$6,396,380	\$6,479,525	\$6,640,951	\$161,426
CONTRACTUAL	2,278,219	1,907,833	1,903,075	1,798,817	(104,258)
SUPPLIES	443,999	605,574	694,108	694,108	0
OTHER	6,905,877	6,438,799	2,597,483	2,597,483	0
CAPITAL	<u>0</u>	<u>17,275</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$16,031,832</u>	<u>\$15,365,861</u>	<u>\$11,674,191</u>	<u>\$11,731,359</u>	<u>\$57,168</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	\$7,111,312	\$7,111,312	\$6,298,084	\$6,298,084	\$0
STATE	8,728,123	8,728,123	5,400,000	5,400,000	0
GENERAL REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>\$15,839,435</u>	<u>\$15,839,435</u>	<u>\$11,698,084</u>	<u>\$11,698,084</u>	<u>\$0</u>

# Human Services

## HUMAN SERVICES DEPARTMENT PERSONNEL AUTHORIZATION

POSITION TITLE	POSTION RANGE	2016 EMPLOYEES	2017 EMPLOYEES	INCREASE/ (DECREASE)
EXECUTIVE DIRECTOR OF HUMAN SERVICES	315	1.00	1.00	0.00
HEADSTART DIRECTOR	512	1.00	1.00	0.00
CSBG DIRECTOR	512	1.00	1.00	0.00
HOME BASE SERVICES MGR	509	1.00	1.00	0.00
SUPPORT SERVICES MGR	509	1.00	1.00	0.00
FAMILY & COMMUNITY PARTNERSHIP MGR	509	1.00	1.00	0.00
CHILD DEVELOPMENT MANAGER	509	1.00	1.00	0.00
HEALTH SERVICES MANAGER	509	1.00	1.00	0.00
COMMUNITY CARE MANAGER	509	0.00	1.00	1.00
SITE MANAGER	507	3.00	3.00	0.00
FISCAL OFFICER	108	1.00	1.00	0.00
SPECIAL NEEDS/MENTAL HEALTH COORD	505	1.00	1.00	0.00
CS DRUG FREE COORDINATOR	506	1.00	1.00	0.00
CSBG PROGRAM COORDINATOR	506	1.00	1.00	0.00
WEATHERIZATION SPECIALIST II	505	1.00	1.00	0.00
HOUSING ADVOCATE	505	1.00	1.00	0.00
RECRUITMENT/ENROLLMENT SPECIALIST	505	1.00	1.00	0.00
OUTREACH WORKER	504	4.00	4.00	0.00
ENERGY SPECIALIST	505	1.00	1.00	0.00
TRANSPORTATION SPECIALIST	505	1.00	1.00	0.00
WEATHERIZATION SPECIALIST I	503	0.00	1.00	1.00
SENIOR ACCOUNT CLERK	102	3.00	3.00	0.00
ADMINISTRATIVE ASSISTANT	502	3.00	3.00	0.00
SENIOR OFFICE ASSISTANT	501	2.00	2.00	0.00
PROGRAM DATA SPECIALIST	501	1.00	1.00	0.00
MAINTENANCE/REPAIR TECHNICIAN	SAFETY	0.63	0.63	0.00
HEAD TEACHER	AF	12.58	12.58	0.00
HOME VISITOR TEACHER	AF	8.00	9.00	1.00
EHS HOME VISITOR TEACHER	AF	2.00	2.00	0.00
FAMILY RESOURCE WORKER	AF	8.29	2.52	(5.77)
FAMILY SUPPORT SPECIALIST	AF	0.00	6.77	6.77
HEALTH TECHNICIAN	AF	1.00	1.00	0.00
ASSISTANT TEACHER	AF	10.87	10.87	0.00
PROGRAM SUPPORT ASSISTANT	AF	1.00	0.98	(0.02)
OFFICE ASSISTANT	AF	4.00	4.00	0.00
BUS DRIVER	AF	8.66	8.87	0.21
NUTRITION ASSISTANT	AF	<u>0.81</u>	<u>0.81</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>90.83</u></b>	<b><u>95.02</u></b>	<b><u>4.19</u></b>

# Human Services

## BUDGET HIGHLIGHTS

- Personnel expenses increase due to a budgeted 2% salary increase and an increase in health insurance rates. Additional staff including a community care manager, weatherization specialist I, home visitor teacher and a family support specialist contribute to the increase in salaries expense. These increases are offset by a decrease in IMRF rates.
- Contractual expenses decrease due to reduction in internal purchase of service rates.

## HUMAN SERVICES DEPARTMENT FIVE YEAR FINANCIAL FORECAST (IN 000's)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$11,698,084	\$11,698,084	\$11,698,084	\$11,698,084	\$11,698,084
Expenditures	<u>11,698,084</u>	<u>11,698,084</u>	<u>11,698,084</u>	<u>11,698,084</u>	<u>11,698,084</u>
Excess (Deficit)	0	0	0	0	0
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2018-2022 five year financial forecast assumes that all grants and other funding sources for Human Services will remain stable. From year to year, increases and decreases have fluctuated between five and 30 percent. The instability of year to year funding levels is due to the 100 percent dependence each year on state and federal funding. Since levels of expenditures are tied directly to the amount allocated by outside funding sources, both revenue and expenditures are projected at the same amount for five years.

## HUMAN SERVICES DEPARTMENT PERFORMANCE MEASURES

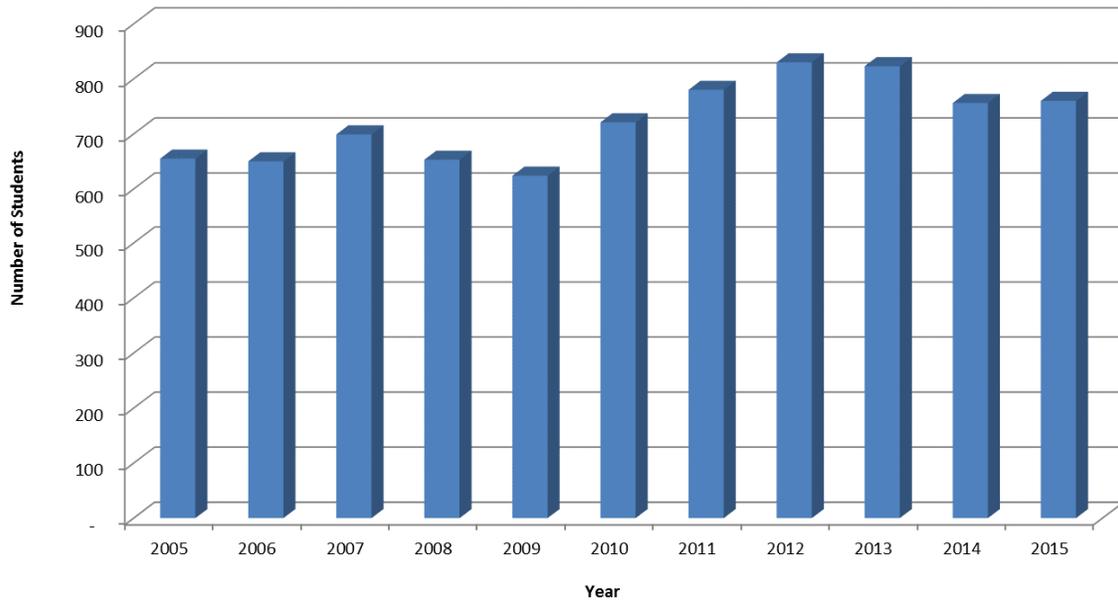
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 BUDGET
ELIMINATION OF VETERAN HOMELESSNESS-2015**	100%	NA	NA	NA
ELIMINATION OF CHRONIC HOMELESSNESS	50%	100%	100%	NA
% APPLICANTS SUCCESSFULLY PREVENTED HOMELESSNESS	90%	90%	90%	90%
% OF GARDENS HOLDING TEACHING EVENTS**	100%	NA	50%	100%
% OF RESIDENTS ACTIVE IN NEIGHBORHOOD PROJECTS	25%	25%	15%	25%
% BUSINESSES TRAINED IN BASSET WHO REMAIN COMPLIANT	80%	90%	90%	90%
% HOMES WEATHERIZED THAT MET AIR SEALING TARGET	84%	95%	95%	95%
% OF ON TIME PIPP PAYMENTS	90%	80%	85%	85%
% ENROLLED IN JOB TRAINING WHO COMPLETE TRAINING	95%	85%	85%	85%
% ENROLLED IN WORK EXPERIENCE WHO COMPLETE PROGRAM	85%	85%	95%	95%
% ENROLLED IN JOB CREATION AND PLACEMENT WHO ARE EMPLOYED	35%	40%	NA	NA
% HOUSEHOLDS STABILIZED DUE TO EMERGENCY ASSISTANCE	90%	90%	90%	90%
HEAD START FUNDED ENROLLMENT	626	630	638	630
EARLY HEAD START FUNDED ENROLLMENT	134	134	140	140
HEAD START/EARLY HEAD START FAMILIES SERVED	699	699	699	699
EARLY HEAD START PREGNANT WOMEN SERVED	12	5	9	8
EARLY HEAD START/CHILD CARE PARTNERSHIP FUNDED ENROLLMENT	40	46	48	46
HEAD START/PRE-K FUNDED ENROLLMENT	40	48	43	48

\*\*program suspended

# Human Services

## OPERATIONAL INFORMATION

### City of Rockford, Illinois Head Start Program History 2005-2015



Source: Human Services Department

The Head Start Program is aimed at meeting the educational, social, health, and emotional needs of low-income preschool children and their families in Winnebago County. The program has four different service options which consist of home base schooling, students in part day classes, students in a full-time day setting, and family plus. In 2015, the Human Services Department provided the program to an estimated 760 children.

**CITY OF ROCKFORD**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**  
**HUMAN SERVICES**

		<b>2015</b>	<b>2016</b>	<b>8 MONTH</b>	<b>2017</b>	<b>CHANGE</b>
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>17-16</b>
71112	Permanent	3,952,951	4,029,702	2,499,518	4,128,267	98,565
71113	Temporary	-	-	-	-	-
71122	Overtime	1,005	-	854	-	-
71129	Salary Adjustment	-	80,609	-	82,568	1,959
71180	Employ Agency Wages	347,375	230,655	216,521	230,655	-
71251	IMRF	787,110	834,804	499,778	815,218	(19,586)
71253	Unemployment	106,411	115,232	93,712	119,664	4,432
71262	Workmen's Comp	29,539	30,065	17,977	29,720	(345)
71263	Health Insurance	1,162,053	1,150,786	756,892	1,226,836	76,050
71264	Life Insurance	6,816	7,084	4,455	7,411	327
71271	Parking Benefits	3,120	588	2,377	612	24
<b>TOTAL PERSONNEL</b>		<b>6,396,380</b>	<b>6,479,525</b>	<b>4,092,084</b>	<b>6,640,951</b>	<b>161,426</b>
72203	Wireless Expense	29,358	13,063	8,078	13,063	-
72204	VOIP	-	57,480	-	59,230	1,750
72211	Printing	7,380	5,660	1,104	5,660	-
72212	Postage	10,800	10,571	6,192	10,571	-
72213	Telephone	32,777	-	2,256	8,000	8,000
72214	Travel	14,880	19,464	6,422	19,464	-
72215	Dues	6,150	7,517	8,485	7,517	-
72217	Advertising	4,800	-	200	-	-
72218	Service Contracts	275,468	157,974	367,307	157,974	-
72219	Other Contractual Services	537,246	529,278	455,775	529,278	-
72231	Building Utilities	11,822	31,177	6,641	31,177	-
72232	Utilities-Street Lighting	4,052	4,032	2,120	4,032	-
72233	Snow Removal	2,050	2,841	340	2,841	-
72239	Taxes and Licenses	480	-	35	-	-
72251	Bldg Maint	5,924	16,915	5,070	16,915	-
72252	Maint - Equip	8,734	9,319	1,536	9,319	-
72255	Office Equipment	-	1,500	-	1,500	-
72257	Communication Equipment	54	-	-	-	-
72259	Contract Janitor	39,462	40,072	22,159	40,072	-
72263	Microcomputer	406,310	447,730	-	347,642	(100,088)
72264	Vehicle Repairs	110,179	140,000	88,005	140,000	-
72265	Fuel	31,857	43,080	14,184	37,660	(5,420)
72267	Risk Management	103,420	120,780	-	116,480	(4,300)
72271	Equipment Rental	45,843	14,982	14,435	14,982	-
72272	Building Rental	140,922	89,798	97,394	89,798	-
72282	Auditing	-	16,500	-	12,300	(4,200)
72284	Medical	11,320	21,967	6,160	21,967	-
72290	Education	53,595	81,388	38,323	81,388	-
72292	Consulting Fee	-	-	6,343	-	-
72297	Garbage Collection	7,799	13,821	548	13,821	-
72299	Miscellaneous	5,151	6,166	-	6,166	-
<b>TOTAL CONTRACTUAL</b>		<b>1,907,833</b>	<b>1,903,075</b>	<b>1,159,112</b>	<b>1,798,817</b>	<b>(104,258)</b>

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
HUMAN SERVICES**

		<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
75509	Books	2,375	1,784	3,094	1,784	-
75520	Small Tools	12,465	2,868	4,443	2,868	-
75525	Food	412,977	383,249	181,618	383,249	-
75529	Other Supplies	30,266	43,793	15,327	43,793	-
75540	Maint - Building	6,477	1,902	6,194	1,902	-
75541	Grounds	1,570	1,829	950	1,829	-
75546	Janitor Supply	7,057	9,653	1,015	9,653	-
75550	W/Z Material	-	191,180	-	191,180	-
75560	Office Supply	29,940	50,585	16,922	50,585	-
75561	Classroom Supplies	78,225	-	13,721	-	-
75570	Computer - Non Cap	10,921	-	25,071	-	-
75590	Building Improv Non-Capital	-	6,265	-	6,265	-
75592	Equip. & Furniture Non-Cap	13,301	1,000	-	1,000	-
<b>TOTAL SUPPLIES</b>		<b>605,574</b>	<b>694,108</b>	<b>268,355</b>	<b>694,108</b>	<b>-</b>
76701	Energy Assistance	3,619,431	1,556,846	2,870,551	1,556,846	-
76703	Shelter Assistance	236,919	120,990	132,561	120,990	-
76704	Emergency Energy Assistance	395,122	140,875	231,544	140,875	-
76705	LIHEAP PIPP Payments	794,003	-	-	-	-
76707	Community Projects	4,800	4,000	7,750	4,000	-
76709	Loans & Grants	-	2,858	-	2,858	-
76719	Parent Involvement	16,845	9,737	8,775	9,737	-
76790	Miscellaneous	-	-	200	-	-
76801	Rental Assistance	750,135	404,540	457,728	404,540	-
76802	Essential Services	556,936	336,420	178,281	336,420	-
76840	Homeless Admin.	4,968	-	886	-	-
76841	Homeless Operating	51,064	16,862	45,531	16,862	-
76842	Homeless Prevention	8,276	4,355	3,963	4,355	-
77719	Transfer to General Fund	300	-	-	-	-
<b>TOTAL OTHER</b>		<b>6,438,799</b>	<b>2,597,483</b>	<b>3,937,770</b>	<b>2,597,483</b>	<b>-</b>
79911	Building Improvements	6,224	-	7,106	-	-
79922	Vehicles	11,051	-	14,030	-	-
<b>TOTAL CAPITAL</b>		<b>17,275</b>	<b>-</b>	<b>21,136</b>	<b>-</b>	<b>-</b>
<b>TOTAL HUMAN SERVICES</b>		<b>15,365,861</b>	<b>11,674,191</b>	<b>9,478,457</b>	<b>11,731,359</b>	<b>57,168</b>

# Tuberculosis Sanitarium Fund

## **MISSION STATEMENT**

It is the mission of the Tuberculosis Sanitarium fund to provide medical treatment for residents and non-residents that have tuberculosis.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the Tuberculosis Sanitarium fund is to provide active or preventative patients with oral medication on an outpatient basis.

Effective January 1, 1999, the City contracted with the Winnebago County Health Department for providing medical treatment for tuberculosis. The City levies property taxes to fund TB care with the actual provision of the service provided by the County Health Department. Patients receive tuberculosis screening, x-rays, medication and follow-up services. The City and the Tuberculosis Board provide all fiscal resources and policy oversight. In 2015, an estimated 700 city patients were served (2014 – 1,286, 2013 – 3,172). City patients have been approximately 85% of the caseload for 2015 (2014 – 88%, 2013 – 93%).

## **TUBERCULOSIS SANITARIUM BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$120,269</u>	<u>\$105,189</u>	<u>\$127,600</u>	<u>\$150,000</u>	<u>\$22,400</u>
TOTAL	<u>\$120,269</u>	<u>\$105,189</u>	<u>\$127,600</u>	<u>\$150,000</u>	<u>\$22,400</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TUBERCULOSIS SANITARIUM	\$159,864	\$159,262	\$126,324	\$148,500	\$22,176
INTEREST INCOME	<u>7,895</u>	<u>3,162</u>	<u>1,800</u>	<u>1,800</u>	<u>0</u>
TOTAL	<u>\$167,759</u>	<u>\$162,424</u>	<u>\$128,124</u>	<u>\$150,300</u>	<u>\$22,176</u>

## **TUBERCULOSIS SANITARIUM FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$157	\$162	\$166	\$171	\$176
Expenditures	<u>155</u>	<u>159</u>	<u>164</u>	<u>169</u>	<u>174</u>
Excess (Deficit)	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
Beginning Balance	<u>193</u>	<u>190</u>	<u>186</u>	<u>182</u>	<u>178</u>
Ending Balance	<u>\$195</u>	<u>\$193</u>	<u>\$188</u>	<u>\$184</u>	<u>\$180</u>
Rate (Cents)	0.7	0.7	0.8	0.8	0.8
expense/ending balance	125.8	121.4	114.6	108.9	103.4

The 2018-2022 five-year forecast assumes marginal change in the contracted service cost and property tax levy. Under statutory authority, the tax rate for this purpose cannot exceed five cents. The five year plan calls for using seven-tenths of a cent to eight-tenths of a cent during this time period.

**TUBERCULOSIS CARE CENTER  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
<i>72218 Service Contracts</i>	105,189	127,600	109,524	150,000	22,400
<i>TOTAL CONTRACTUAL</i>	105,189	127,600	109,524	150,000	22,400
<b>TOTAL TB CARE CENTER</b>	<b>105,189</b>	<b>127,600</b>	<b>109,524</b>	<b>150,000</b>	<b>22,400</b>

# Rockford Mass Transit District Subsidy

## **MISSION STATEMENT**

The City, along with Federal and State governments, finance the operating deficits of the Rockford Mass Transit District (RMTD) so that it can provide public transit service to city residents.

## **PRIMARY FUNCTIONS**

The primary function of the Rockford Mass Transit District is to provide city residents transit service from 5:00 a.m. to 12:00 a.m. Monday through Friday and 5:30 a.m. to 7:00 p.m. Saturday. Until 7:00 p.m., the service is provided through eleven routes; after that hour, the routes are combined into five to provide evening service with one-hour headways until 11:45 p.m. A final non-scheduled bus then takes all remaining passengers home from the Transfer Center. Special services are also offered on an as-needed basis. In addition to offering wheelchair accessible service on all routes, the District also provides demand ride and subscription services to disabled and elderly residents. The District also provides service to Belvidere, Machesney Park and Loves Park, for which it is reimbursed.

## **ROCKFORD MASS TRANSIT DISTRICT SUBSIDY BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL REVENUES	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

## **BUDGET HIGHLIGHTS**

- The 2016 RMTD budget, July 1, 2015, to June 30, 2016, proposes spending \$16,692,288.
- 2016 operating revenue from the District is estimated at \$1,771,000. Overall, District revenues account for 11% of the necessary funding with the remaining \$14,921,288 (89%) being provided by the Federal Government, the State of Illinois, and area municipalities.

## **ROCKFORD MASS TRANSIT CITY SUBSIDY FIVE YEAR FINANCIAL FORECAST (IN 000's) - CITY FISCAL YEAR**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
CITY SUBSIDY	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524

# Rockford Mass Transit District Subsidy

## ROCKFORD MASS TRANSIT CITY SUBSIDY FIVE YEAR FINANCIAL FORECAST (IN 000's) - RMTD FISCAL YEAR

REVENUES	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
FEDERAL	\$2,342	\$2,342	\$2,342	\$2,342	\$1,171
STATE	11,656	12,185	12,739	13,319	13,925
LOCAL	490	508	526	544	563
CITY	0	0	0	1,212	1,223
OTHER	<u>278</u>	<u>288</u>	<u>298</u>	<u>308</u>	<u>319</u>
	<u>14,766</u>	<u>15,323</u>	<u>15,905</u>	<u>17,725</u>	<u>17,201</u>
DISTRICT	<u>1,878</u>	<u>1,935</u>	<u>1,993</u>	<u>2,053</u>	<u>2,114</u>
	<u>16,644</u>	<u>17,258</u>	<u>17,898</u>	<u>19,778</u>	<u>19,315</u>
EXPENDITURES	<u>17,933</u>	<u>18,746</u>	<u>19,598</u>	<u>20,490</u>	<u>21,423</u>
EXCESS(DEFICIT)	<u>(1,289)</u>	<u>(1,488)</u>	<u>(1,700)</u>	<u>(712)</u>	<u>(2,108)</u>
BEGINNING BALANCE	<u>2,150</u>	<u>2,150</u>	<u>2,150</u>	<u>2,150</u>	<u>2,150</u>
ENDING BALANCE	<u>\$861</u>	<u>\$662</u>	<u>\$450</u>	<u>\$1,438</u>	<u>\$42</u>

The City is committed to financing the operating deficit remaining after Federal and State subsidies have been received. Given the uncertainty of Federal funding, subsidy forecasts are hard to project. However, assuming expenditure increases, stagnant fare box income, decreasing Federal funding, State grants at 55% of expenditures, and that the City would assume the remaining deficits, the preceding forecast is projected.

The last fare increase was from \$1.00 to \$1.50 in 2009.

## OPERATIONAL INFORMATION

### ROCKFORD MASS TRANSIT DISTRICT RIDERSHIP 2005-2015

RMTD FY	Daytime			Evening			Paratransit		
	Ridership	Change	% Change	Ridership	Change	%Change	Ridership	Change	%Change
2005	1,188,764	(41,005)	-3.3%	70,871	3,764	5.6%	95,027	(5,108)	-5.1%
2006	1,311,275	122,511	10.3%	85,150	14,279	20.1%	76,371	(18,656)	-19.6%
2007	1,401,914	90,639	6.9%	96,276	11,126	13.1%	76,396	25	0.0%
2008	1,542,965	141,051	10.1%	111,421	15,145	15.7%	91,508	15,112	19.8%
2009	1,632,929	89,964	5.8%	115,074	3,653	3.3%	98,031	6,523	7.1%
2010	1,435,753	(197,176)	-12.1%	86,961	(28,113)	-24.4%	78,119	(19,912)	-20.3%
2011	1,642,264	206,511	14.4%	8,926	(78,035)	-89.7%	76,408	(1,711)	-2.2%
2012	1,670,444	28,180	1.7%	107,525	98,599	1104.6%	89,487	13,079	17.1%
2013	1,695,755	25,311	1.5%	116,350	8,825	8.2%	90,795	1,308	1.5%
2014	1,680,425	(15,330)	-0.9%	103,553	(12,797)	-11.0%	97,485	6,690	7.4%
2015	1,629,897	(50,528)	-3.0%	102,419	(1,134)	-1.1%	101,313	3,828	3.9%

**ROCKFORD MASS TRANSIT DISTRICT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
72299 Miscellaneous Contractual	1,524,000	1,524,000	1,016,000	1,524,000	-
<i>TOTAL CONTRACTUAL</i>	1,524,000	1,524,000	1,016,000	1,524,000	-
<b>TOTAL RMTD</b>	<b>1,524,000</b>	<b>1,524,000</b>	<b>1,016,000</b>	<b>1,524,000</b>	<b>-</b>

**LIBRARY**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET CHANGE 17-16
71112 Permanent	3,214,822	3,406,834	3,406,834	-
71113 Temporary	-	15,000	15,000	-
71118 Severance Pay	279	55,000	55,000	-
71122 Overtime	23	-	-	-
71251 IMRF/FICA	644,735	705,331	705,331	-
71253 Unemployment Tax	6,377	25,000	25,000	-
71262 Worker's Compensation	18,255	17,235	17,235	-
71263 Health Insurance	503,923	605,151	605,151	-
71264 Life Insurance	1,047	1,500	1,500	-
71271 Parking Benefits	10,000	10,000	10,000	-
<b>TOTAL PERSONNEL</b>	<b>4,399,461</b>	<b>4,841,051</b>	<b>4,841,051</b>	<b>-</b>
72211 Printing	21,901	99,640	99,640	-
72212 Postage	5,333	8,400	8,400	-
72213 Telephone	53,594	58,260	58,260	-
72214 Travel	7,984	6,500	6,500	-
72215 Dues	6,380	7,330	7,330	-
72217 Advertising	91,008	92,600	92,600	-
72218 Service Contracts	864,524	826,060	826,060	-
72231 Building Utilities	77,234	103,500	103,500	-
72241 Insurance/Bonds	37,418	73,600	73,600	-
72251 Building Maintenance	69,209	119,375	119,375	-
72264 Vehicle Repairs	4,556	4,500	4,500	-
72265 Fuel	3,765	6,000	6,000	-
72270 Credit Card Service Fees	4,085	3,000	3,000	-
72272 Building Rental	114,430	136,850	136,850	-
72281 Legal	32,438	40,000	40,000	-
72282 Auditing	-	15,000	15,000	-
72284 Medical	1,459	1,000	1,000	-
72288 Miscellaneous	4,750	23,656	23,656	-
72290 Education	68,216	82,800	82,800	-
72299 Miscellaneous	2,186	2,700	2,700	-
<b>TOTAL CONTRACTUAL</b>	<b>1,470,470</b>	<b>1,710,771</b>	<b>1,710,771</b>	<b>-</b>
75507 Books-Youth Serv	131,671	138,832	138,832	-
75509 Books	3,367	2,000	2,000	-
75510 Books-Adult Serv	304,801	337,000	337,000	-
75511 Books-Rental	108,727	96,000	96,000	-
75514 Computer Media	309,202	305,000	305,000	-
75518 Recordings	166,615	192,364	192,364	-
75519 Films	106,345	112,000	112,000	-
75520 Small Tools	32,832	42,850	42,850	-
75524 Clothing	9,791	9,600	9,600	-
75528 Magazines-Films	58,497	59,000	59,000	-
75560 General Office	45,682	68,100	68,100	-
75570 Computer Non-Capital	67,648	46,000	46,000	-
75592 Equip & Furn Non-Capital	4,584	4,250	4,250	-
<b>TOTAL SUPPLIES</b>	<b>1,349,762</b>	<b>1,412,996</b>	<b>1,412,996</b>	<b>-</b>
76797 Group Programs Exh	91,104	105,525	105,525	-
77721 Transfer to Debt Service	243,988	244,000	244,000	-
<b>TOTAL OTHER</b>	<b>335,092</b>	<b>349,525</b>	<b>349,525</b>	<b>-</b>
79911 Building Improvements	121,592	95,559	95,559	-
79920 Office Equipment	-	85,723	85,723	-
79922 Vehicles	-	30,000	30,000	-
79927 Computer Software	12,895	-	-	-
79928 Computer Hardware	241,084	219,875	219,875	-
<b>TOTAL CAPITAL</b>	<b>375,571</b>	<b>431,157</b>	<b>431,157</b>	<b>-</b>
<b>TOTAL LIBRARY</b>	<b>7,930,356</b>	<b>8,745,500</b>	<b>8,745,500</b>	<b>-</b>

# **Police Department**

## **MISSION STATEMENT**

It is the mission of the Police Department to provide for the safety and welfare of the people of Rockford so they may enjoy the benefits of being secure in their person, property, and state of mind. The Department accomplishes this mission by enforcing the law, preserving peace, preventing crime, controlling traffic, and protecting civil rights and liberties.

## **PRIMARY FUNCTIONS**

There are three primary operating bureaus within the Police Department.

- **Administrative Services** - Administrative Services is responsible for functions in divisions that include evidence and property control, administration, fiscal services, recruiting, research and development, personnel, and records.
- **Field Services** - Field Services is responsible for overseeing the patrol division and a variety of special and operational functions, which includes the K9, school liaison unit, traffic division, support services, M3 Team, and Community Services.
- **Investigative Service** - The Investigative Services Bureau is responsible for training, professional standards, and investigative services in divisions including youth investigations, victim/witness assistance, adult investigations, narcotics, and scientific services.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- J Research, develop and implement the following technologies: automated license plate readers, shot spotter technology, in-car dash cameras, and new records management system (RMS) and computer aided dispatch (CAD) system.
- J Research, develop and implement the following internal and external communication improvements: new comprehensive police department website, incident command system utilization for critical incident response, enhance relationships with other law enforcement agencies (State's Attorney's Office, ATF, FBI, DEA, and Winnebago County Sheriff), and an inter-agency system of communication between Districts 1, 2, and 3.
- J Take an active role and win the Illinois Traffic Safety Challenge.
- J Increase the number of accident re-constructionists in the Traffic unit.
- J Partner with the community and provide traffic safety and education advertisements and citizen safety courses.
- J Develop and implement a focused deterrence crime prevention model.
- J Partner with local agencies on opening a Juvenile Assessment Center.
- J Develop and implement a youth violence reduction strategy with local law enforcement and community partners.
- J Implement a social networking analysis program to assist focused deterrence model.
- J Implement a new citizen re-entry program.
- J Develop and implement a resident officer program.
- J Conduct experiential community based learning that focuses on developing officers' community oriented policing skill set.
- J Develop and implement an afterschool program for the youth that is facilitated by the Rockford Public School district and the Police Department.
- J Develop and implement an additional strong neighborhood house in a strategic location.

# Police Department

## POLICE DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PERSONNEL	\$38,195,794	\$39,248,363	\$39,800,050	\$43,896,385	\$4,096,335
CONTRACTS	8,283,399	8,597,658	9,078,955	9,480,523	401,568
SUPPLIES	591,481	507,586	548,316	606,365	58,049
OTHER	700,048	688,397	844,327	366,005	(478,322)
CAPITAL	<u>1,253,580</u>	<u>357,585</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<u>\$49,024,302</u>	<u>\$49,399,589</u>	<u>\$50,271,648</u>	<u>\$54,349,278</u>	<u>\$4,077,630</u>
<b>FUNDING SOURCE</b>	2014	2015	2016	2017	INCREASE (DECREASE)
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
POLICE PROTECTION	\$9,224,093	\$8,607,964	\$8,364,405	\$8,364,405	\$0
POLICE PENSION	4,608,968	4,611,003	5,340,427	5,340,427	0
SCHOOL CROSSING GUARD	12,315	61,702	62,432	62,432	0
FRINGE BENEFIT REIMBURSEMENTS	1,723,621	1,679,124	1,792,571	1,881,893	89,322
911 FRINGE BENEFIT REIMBURSEMENT	486,566	576,781	486,431	463,991	(22,440)
REPLACEMENT TAXES	1,096,852	975,000	1,004,250	963,000	(41,250)
MAGISTRATE FINES	594,727	566,855	600,000	573,750	(26,250)
FEES	2,313,150	724,176	1,004,300	877,800	(126,500)
PARKING SYSTEM PURCHASE SERVICES	129,600	71,300	71,300	71,300	0
FROM OTHER GOVERNMENTS	944,123	1,187,605	2,321,864	2,535,000	213,136
PROPERTY FORFEITURES	126,345	78,683	60,900	61,814	914
CAPITAL LEASE FUNDS	1,253,580	357,585	0	0	0
GENERAL REVENUES	<u>26,510,362</u>	<u>29,901,811</u>	<u>29,162,768</u>	<u>33,153,466</u>	<u>3,990,698</u>
<b>TOTAL</b>	<u>\$49,024,302</u>	<u>\$49,399,589</u>	<u>\$50,271,648</u>	<u>\$54,349,278</u>	<u>\$4,077,630</u>

# Police Department

## POLICE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2016 EMPLOYEES	2017 EMPLOYEES	INCREASE/ (DECREASE)
<b>SWORN</b>				
CHIEF	427	1.00	1.00	0.00
DEPUTY CHIEF	424	2.00	1.00	(1.00)
ASSISTANT DEPUTY CHIEF	423	2.00	5.00	3.00
LIEUTENANT	420	10.00	10.00	0.00
SERGEANT	P-3	30.00	31.00	1.00
INVESTIGATOR	P-2	70.00	70.00	0.00
PATROL OFFICER	P-1	175.00	178.00	3.00
<b>CIVILIAN</b>				
POLICE INFORMATION MGMT ADMIN	110	1.00	1.00	0.00
ASSISTANT POLICE INFORMATION MGMT ADMIN	109	0.00	1.00	1.00
CRIME ANALYST	107	2.00	2.00	0.00
FINANCIAL ANALYST	107	1.00	1.00	0.00
INFORMATION SYSTEMS TECH	107	2.00	1.00	(1.00)
PROPERTY & EVIDENCE SUPERVISOR	107	0.00	1.00	1.00
FISCAL SERVICES SPECIALIST	105	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASST	105	2.00	2.00	0.00
ASSET SEIZURE ANALYST	105	1.00	1.00	0.00
ADMINISTRATIVE ASST	102	1.00	1.00	0.00
CITIZEN REPORTING ASSIST.	101	6.00	6.00	0.00
POLICE TECHNICIAN	A-22	5.00	5.00	0.00
PROPERTY & EVIDENCE TECHNICIAN	A-22	3.00	2.00	(1.00)
SENIOR CLERK	A-19	3.00	3.00	0.00
DATA ENTRY OPERATOR	A-18	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>
REDUCTION IN FORCE				
<b>TOTAL PERSONNEL</b>		<b><u>326.00</u></b>	<b><u>332.00</u></b>	<b><u>6.00</u></b>

### BUDGET HIGHLIGHTS

- ) Personnel expenses increase with the addition of 6 patrol officers and 1 sergeant for a Rockford Housing Authority (RHA) unit to be reimbursed by the RHA which is offset by a decrease of 3 patrol officers for the Rockford Public Schools. Additional cost increases are due to an increase in health insurance rates and an increase in overtime expense to a more historically accurate number.
- ) Pension contribution increases \$1,746,800.
- ) Contractual expenses increase due to an increase in travel and training expenses to comply with national best practices and continue to properly train officers and an increase in building maintenance costs as the three Police District stations are opened. These increases are offset by reductions in other internal purchase of service charges.
- ) Supplies expenses increase for additional supplies for Community Services unit events, additional small equipment required for each district station, and new uniforms for the Police Department Color Guard.
- ) Other expenses reflects the estimated lease payments for vehicles acquired in 2012 through 2015.

# Police Department

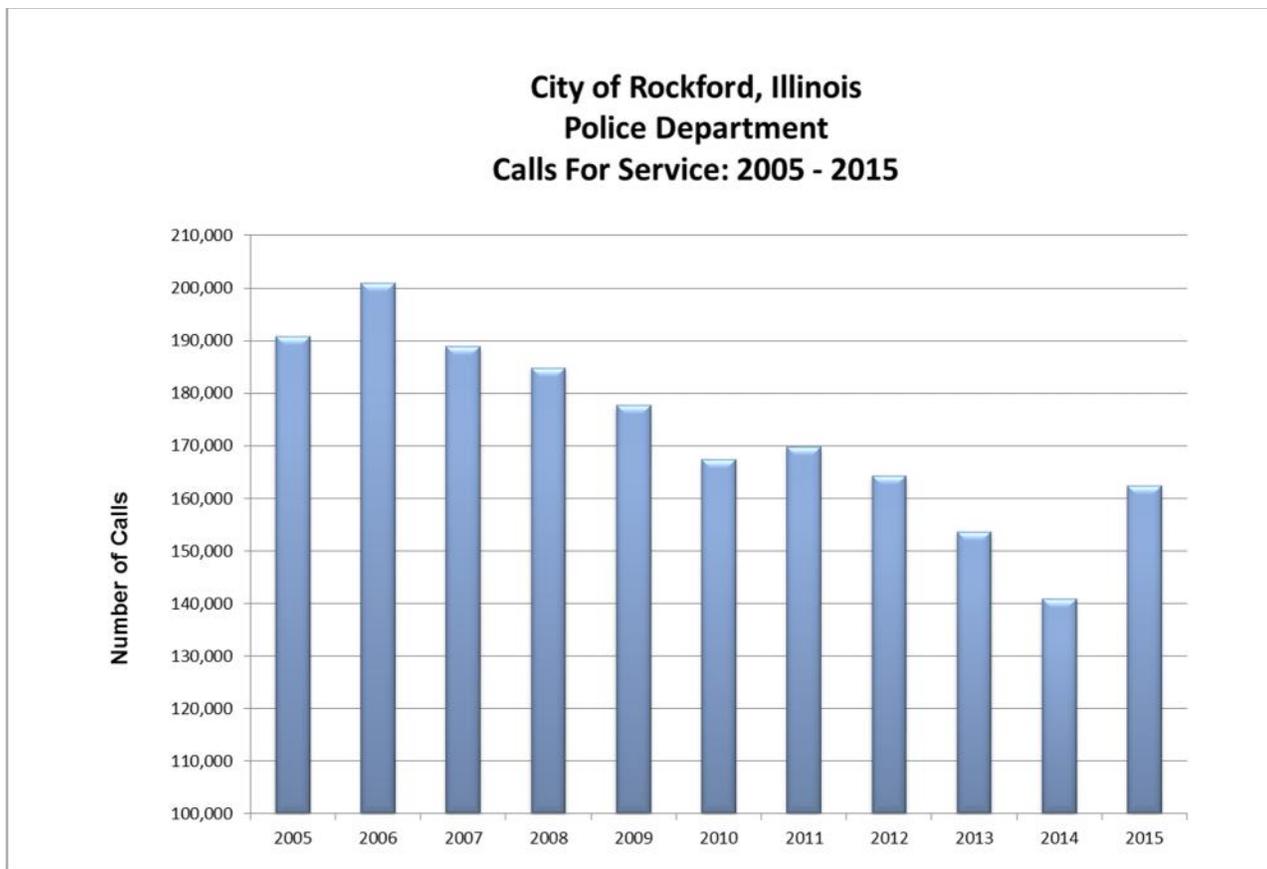
## CAPITAL EQUIPMENT

There are no planned capital replacements for 2017.

## POLICE DEPARTMENT PERFORMANCE MEASURES

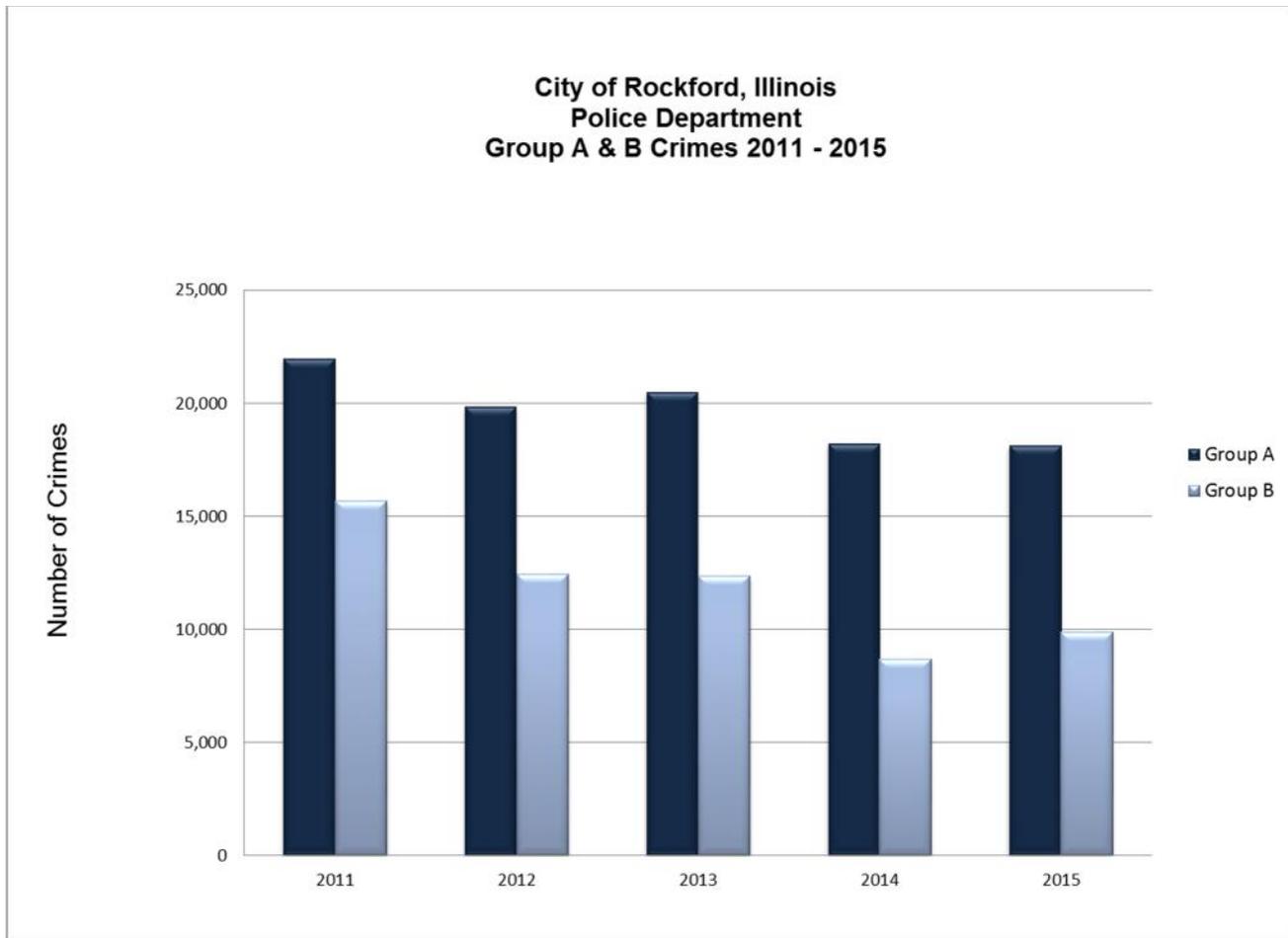
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 BUDGET
GROUP A OFFENSES	18,119	17,213	18,077	14,627
GROUP B OFFENSES	9,872	9,378	9,567	6,295
% GROUP A OFFENSES CLEARED	32.70%	35.35%	35.35%	35.35%

## OPERATIONAL INFORMATION



The chart above demonstrates slight variations in calls over the past ten years with a slight spike in 2006. Calls are down by 14.9% since 2005. Calls in 2015 increased from 2014 to 162,339.

## Police Department



As of 2006, the Rockford Police Department records and reports data based on NIBRS (National Incident-Based Reporting System) guidelines. NIBRS criminal offenses are made up of Group A and Group B crimes that include homicide, robbery, assault, burglary, weapon offenses, drug related offenses, criminal damage to property, prostitution, forgery and theft. As of 2015, the amount of Group A Crimes have decreased by 43.10% to 18,119 and Group B crimes have decreased by 48.5% to 9,872. Crimes in 2016 are estimated to decrease from 2015's total.

**POLICE DEPARTMENT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	2015 ACTUAL	2016 BUDGET	8 MONTH ACTUAL	2017 BUDGET	BUDGET CHANGE 17-16
71112 Permanent	22,933,632	23,872,679	15,698,063	25,434,688	1,562,009
71113 Temporary	1,870	20,000	3,875	47,000	27,000
71118 Severance Pay	263,315	-	163,799	-	-
71119 Out of Class Pay	10,377	11,700	3,766	11,700	-
71122 Overtime	2,883,215	2,233,775	1,912,558	3,000,000	766,225
71129 Salary Adjustments	-	477,455	-	73,288	(404,167)
71133 Weekend On-Call Pay	60,834	61,450	40,885	61,450	-
71180 Employee Agency Wages	29,468	-	21,234	-	-
71230 Pension Contribution	6,056,576	6,069,076	4,017,577	7,815,910	1,746,834
71232 401(a) Contribution	-	-	7,032	21,497	21,497
71251 IMRF	682,959	770,186	480,696	784,341	14,155
71253 Unemployment Tax	42,834	58,140	61,365	59,760	1,620
71262 Worker's Comp	953,331	963,705	649,987	1,037,792	74,087
71263 Health Insurance	4,917,397	4,768,608	3,129,559	5,043,740	275,132
71264 Life Insurance	24,088	25,194	15,707	25,896	702
71265 Retiree Health	92,672	156,542	104,361	152,360	(4,182)
71271 Parking	188,051	196,655	131,103	210,179	13,524
71272 Clothing Allowance	81,907	82,400	83,912	82,400	-
71290 Pager Pay	25,837	32,485	27,345	34,384	1,899
<b>TOTAL PERSONNEL</b>	<b>39,248,363</b>	<b>39,800,050</b>	<b>26,552,824</b>	<b>43,896,385</b>	<b>4,096,335</b>
72203 Wireless Expense	147,364	134,444	75,074	150,000	15,556
72204 VOIP	-	99,816	66,544	85,430	(14,386)
72211 Printing	32,266	37,075	26,354	31,620	(5,455)
72212 Postage	6,040	20,283	6,800	9,800	(10,483)
72213 Telephone	88,893	-	12,194	18,080	18,080
72214 Travel	39,826	41,350	77,931	96,675	55,325
72215 Dues	6,702	6,355	3,357	9,250	2,895
72216 Subscriptions	11,452	5,300	11,150	14,240	8,940
72217 Advertising	954	1,500	197	-	(1,500)
72218 Service Contracts	490,158	402,580	297,378	443,761	41,181
72219 Other Office Contracts	26,174	139,877	9,757	136,600	(3,277)
72231 Utilities for Impound Garage	2,710	7,000	24,798	26,500	19,500
72241 Insurance	670	300	758	900	600
72251 Building Maintenance	880,780	800,000	495,565	800,000	-
72252 Equipment Maintenance	8,128	7,030	1,547	9,700	2,670
72254 Impound Expense	128,861	116,500	75,255	115,000	(1,500)
72255 Office Equipment Expense	5	2,220	-	1,250	(970)
72257 Communications	37,318	42,228	20,493	26,941	(15,287)
72263 Microcomputer	1,288,650	1,261,230	840,820	1,196,730	(64,500)
72264 Vehicle Repair	417,978	577,100	392,192	593,000	15,900
72265 Fuel	431,842	465,940	252,517	408,510	(57,430)
72266 Vehicle Vendor Service	13,231	20,565	3,822	18,115	(2,450)
72267 Risk Management	1,009,440	1,107,720	738,480	688,380	(419,340)
72269 911 Communications	3,145,859	3,447,342	2,221,640	3,488,263	40,921
72270 Credit Card Service Fee	829	-	273	-	-
72271 Equipment Rental	56,198	59,300	34,978	64,421	5,121
72272 Rental of Impound Garage	103,950	105,295	70,747	691,450	586,155
72281 Legal	19,960	50,000	1,591	50,000	-
72284 Medical	17,604	28,150	7,420	12,750	(15,400)
72285 Negotiations	48,095	-	-	-	-
72290 Education/Training	67,319	69,325	51,487	263,107	193,782
72292 Consulting Fees	24,311	22,500	-	2,500	(20,000)
72294 Public Relations	-	-	103	-	-
72299 Miscellaneous	44,091	630	24,948	27,550	26,920
<b>TOTAL CONTRACTUAL</b>	<b>8,597,658</b>	<b>9,078,955</b>	<b>5,846,170</b>	<b>9,480,523</b>	<b>401,568</b>
75509 Books	3,243	4,406	1,272	4,000	(406)
75520 Small Tools	154,943	127,802	84,828	222,275	94,473
75521 Medicine/Drugs	6,011	15,225	6,359	17,600	2,375
75524 Clothing	205,985	198,762	173,716	217,130	18,368
75525 Food	21,731	10,300	4,287	13,700	3,400
75527 Linens & Laundry	1,702	1,450	679	1,450	-
75545 Communications	2,129	10,900	8,295	10,210	(690)
75546 Janitorial Supplies	1,166	900	631	1,500	600
75560 General Office	33,366	55,970	15,255	30,000	(25,970)
75561 Photograph/Reproduction	6,573	7,815	4,250	7,915	100
75570 Computer, Non-Capital	34,238	50,119	10,818	50,585	466
75590 Building, Non-Capital	4,768	8,500	-	10,000	1,500
75592 Equipment & Furniture, Non-Ca	31,731	56,167	1,245	20,000	(36,167)
<b>TOTAL SUPPLIES</b>	<b>507,586</b>	<b>548,316</b>	<b>311,635</b>	<b>606,365</b>	<b>58,049</b>
77721 Transfer to Debt Service	688,397	844,327	562,885	366,005	(478,322)
<b>TOTAL OTHER</b>	<b>688,397</b>	<b>844,327</b>	<b>562,885</b>	<b>366,005</b>	<b>(478,322)</b>
79910 Buildings	(13,029)	-	-	-	-
79922 Vehicles-Operating Equip	370,614	-	(91,113)	-	-
<b>TOTAL CAPITAL</b>	<b>357,585</b>	<b>-</b>	<b>(91,113)</b>	<b>-</b>	<b>-</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>49,399,589</b>	<b>50,271,648</b>	<b>33,182,401</b>	<b>54,349,278</b>	<b>4,077,630</b>

# **Fire Department**

## **MISSION STATEMENT**

The mission of the Rockford Fire Department is to protect the lives and property of our citizens and customers by ensuring “Excellence in Services” in fire protection and life safety.

## **PRIMARY FUNCTIONS**

There are three primary operating divisions within the Fire Department.

- **Administrative Services** Administrative Services provides the administrative and technical services that are necessary to support the operations of the Department.
- **Operations** The Operations Division is primarily responsible for the eleven fire stations located throughout the City, ambulance service, and disaster management.
- **Fire Prevention/Training** The Fire Prevention/Training Division is comprised of activities aimed at the prevention of emergencies and fires and administering the Department’s training program. This division is responsible for inspection and code enforcement, arson investigation, public education, and training.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Maintain Accreditation from Center for Public Safety Excellence (CPSE) and the Commission on Fire Service Accreditation International (CFAI).
- Maintain Accreditation from Commission on Accreditation of Ambulance Services (CAAS)
- Maintain the Automotive Service Excellence (ASE) "Blue Seal of Excellence" and certifications relevant to Emergency Vehicle Technician (EVT) Certifications.
- Conduct a study to determine workload analysis and identify future staffing needs.
- Enhance the department's internal communications process to support the mission.
- Improve the management processes to align with the department's core values.
- Improve employee development and educational programs.
- Improve community outreach and interaction.
- Continue to improve the safety of the members of the Department.
- Continue to educate and promote the importance of employee wellness in the fire service.
- Explore new and innovative technologies to improve the service levels and efficiencies of the department.
- Continue to expand recruiting and Explorer programs.
- Continue to explore various grant opportunities to further support the department's mission and goals.
- Work to maintain the department's National Incident Management System (NIMS) compliance.
- Continue the work that has been conducted to improve community disaster preparedness.
- Expand public education and community risk reduction efforts to include EMS education and to even further reduce injury and property loss due to fire.
- Continue to improve inspection and fire prevention efforts.
- Provide a plan for facilities and infrastructure maintenance and improvements.
- Work to develop alignment with healthcare providers and institutions to mitigate barriers of access to health and wellness among low-income and aging populations.
- Develop a program to replace preemption signals at intersections.
- Conduct annual fire hydrant testing.

# Fire Department

## FIRE DEPARTMENT BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$36,944,754	\$37,885,437	\$37,353,415	\$40,430,424	\$3,077,009
CONTRACTUAL	3,860,152	4,536,449	4,618,696	4,219,716	(398,980)
SUPPLIES	816,029	962,344	616,555	700,820	84,265
OTHER	838,530	1,194,386	1,210,480	1,125,878	(84,602)
CAPITAL	<u>543,905</u>	<u>641,705</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<u>\$43,003,370</u>	<u>\$45,220,321</u>	<u>\$43,799,146</u>	<u>\$46,476,838</u>	<u>\$2,677,692</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FIRE PROTECTION	\$9,224,093	\$8,607,964	\$8,364,405	\$8,604,627	\$240,222
FIRE PENSION	5,658,956	4,611,003	6,249,520	7,461,072	1,211,552
FRINGE BENEFIT REIMBURSEMENTS	1,833,506	1,530,115	1,742,034	1,844,168	102,134
911 FRINGE BENEFIT REIMBURSEMENT	188,095	110,778	195,344	182,438	(12,906)
REPLACEMENT TAX	90,561	975,000	979,495	1,091,400	111,905
AMBULANCE CHARGES	4,643,737	5,595,519	5,300,000	5,512,000	212,000
OTHER CHARGES	157,395	139,706	300,000	150,000	(150,000)
AIRPORT REIMBURSEMENT	173,629	0	0	0	0
CAPITAL LEASE FUNDS	543,905	641,704	0	0	0
GENERAL REVENUES	<u>20,489,493</u>	<u>23,008,532</u>	<u>21,071,321</u>	<u>21,631,133</u>	<u>559,812</u>
<b>TOTAL</b>	<u>\$43,003,370</u>	<u>\$45,220,321</u>	<u>\$44,202,119</u>	<u>\$46,476,838</u>	<u>\$2,274,719</u>

## FIRE DEPARTMENT AUTHORIZED POSITIONS

	POSTION	2016	2017	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
FIRE CHIEF	427	1.00	1.00	0.00
DIVISION CHIEF	424	3.00	3.00	0.00
DISTRICT CHIEFS	421	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	412	1.00	1.00	0.00
FIRE ANALYST	107	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
CAPTAIN	F-6	17.00	17.00	0.00
LIEUTENANT	F-5	26.00	26.00	0.00
FIRE INSPECTOR	F-4	7.00	7.00	0.00
DRIVER ENGINEER	F-3	39.00	39.00	0.00
FIREFIGHTER	F-1	152.00	153.00	1.00
FIRE EQUIPMENT SPECIALIST	F-1	1.00	2.00	1.00
SENIOR CLERK	A-19	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<u>258.00</u>	<u>260.00</u>	<u>2.00</u>

# Fire Department

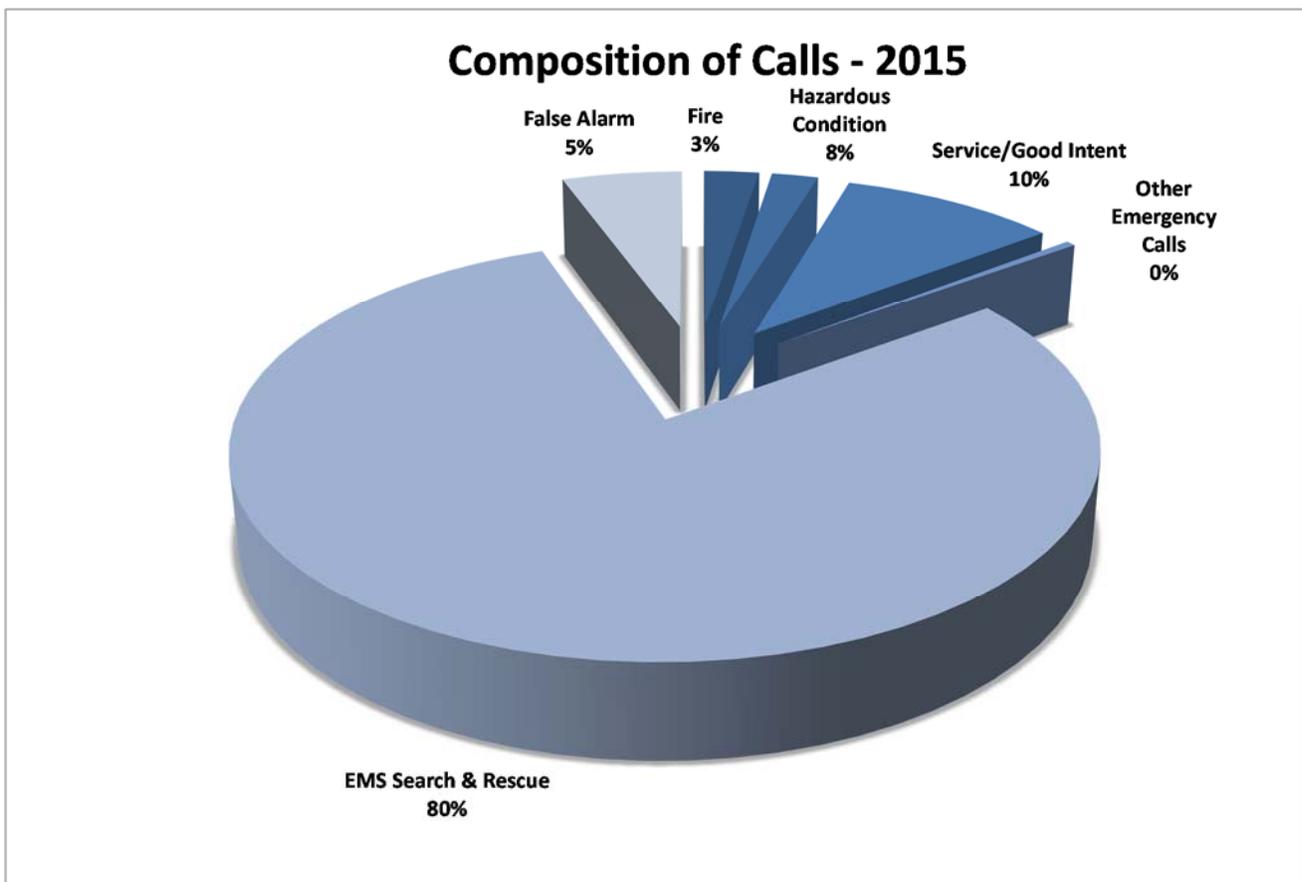
## BUDGET HIGHLIGHTS

- Salaries increase \$1,442,145 due to general step and longevity increases, staff movement due to retirements, and budgeting a 2% wage increase for all staff. The Department will begin 2017 with staff levels over authorized strength in order to address overtime overages over the last several years for a net savings.
- Pension contribution increases \$1,323,000.
- A number of reductions in contractual accounts result in a decrease overall of \$399,000, notably \$94,000 in telephone, \$29,200 in building utilities, \$72,000 in vehicle repairs, \$70,000 in legal fees and \$97,000 in risk management charges.
- 911 charges decrease \$17,900 due to budget reductions in the division.
- Other expenses of \$1,125,878 include lease payments for vehicles purchased from 2012-2016 and debt service on the fire station three.

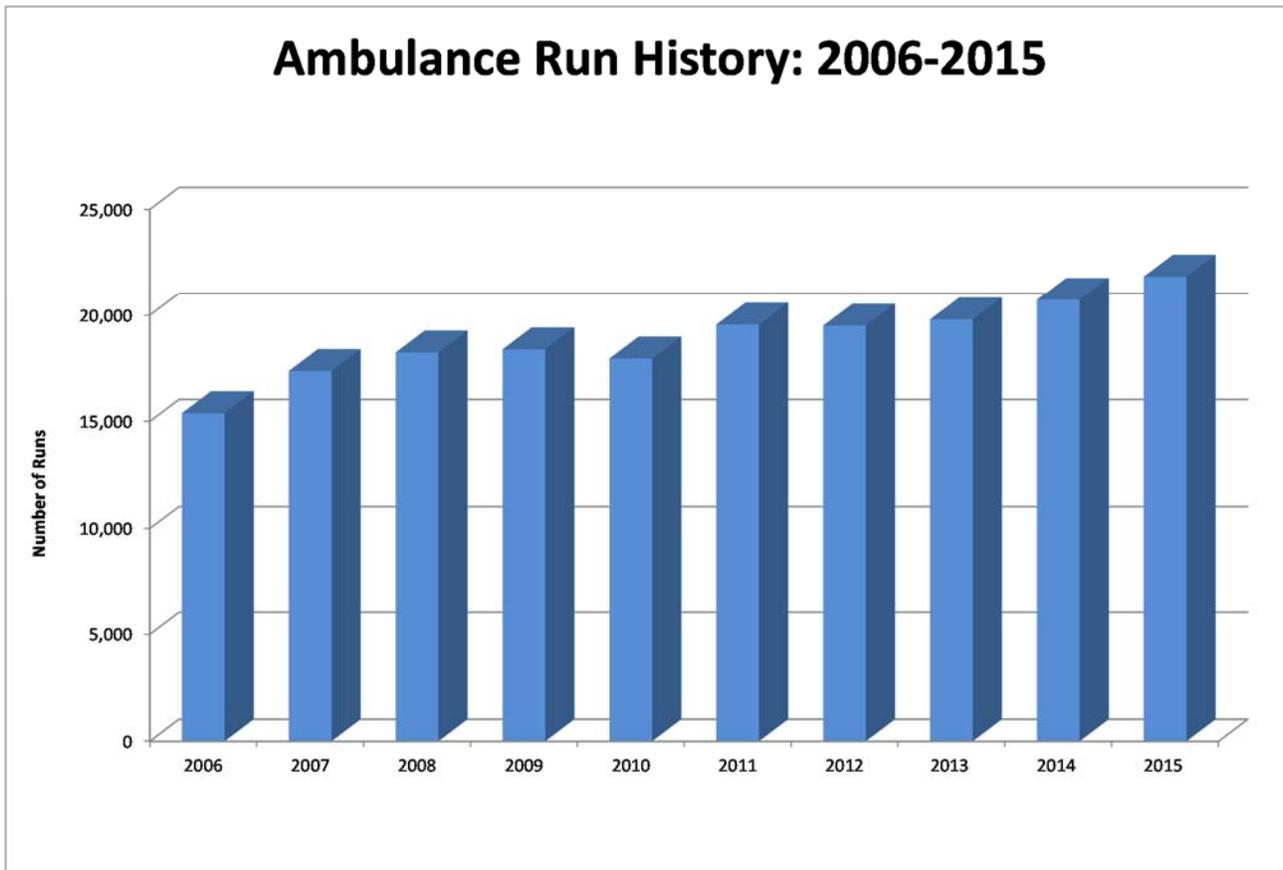
## CAPITAL EQUIPMENT

No capital replacements are planned for 2017.

## OPERATIONAL INFORMATION



# Fire Department



### FIRE DEPARTMENT PERFORMANCE MEASURES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
EMS & SEARCH/RESCUE INCIDENTS	21,844	23,649	21,754	22,615
TOTAL FIRES	690	754	692	686
STRUCTURE FIRE INCIDENTS (RESIDENTIAL)	232	255	220	220
STRUCTURE FIRE INCIDENTS (COMMERCIAL)	38	45	42	43
VEHICLE FIRE INCIDENTS	138	148	114	116
OUTSIDE FIRE INCIDENTS	133	167	141	146
OPEN BURNING INCIDENTS	149	145	163	156
INSPECTIONS	5,462	7,500	4,144	5,500
ARSONS	57	52	61	60
PUBLIC EDUCATION ACTIVITIES	136	200	132	150

**FIRE DEPARTMENT**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	21,036,080	21,468,287	15,305,150	22,882,154	1,413,867
71113	Salaries Temporary	13,139	-	11,874	20,000	20,000
71118	Severance Pay	374,901	250,000	124,730	250,000	-
71119	Out Of Class Pay	137,473	140,000	107,052	140,000	-
71122	Salaries Overtime Perm	2,658,850	1,394,000	1,485,325	1,394,000	-
71129	Salary Adjustment	-	429,365	-	457,643	28,278
71180	Employee Agency	29,449	-	12,911	-	-
71230	Pension Contribution	6,735,035	7,229,015	4,819,343	8,552,472	1,323,457
71251	IMRF	452,525	399,769	303,807	420,235	20,466
71253	Unemployment	35,073	48,780	49,198	48,420	(360)
71262	Workmen's Compensation	1,408,661	1,291,956	992,949	1,375,513	83,557
71263	Health Insurance	4,715,118	4,369,274	3,076,532	4,646,044	276,770
71264	Life Insurance	20,306	21,138	13,657	20,982	(156)
71265	Retiree Health Insurance	179,041	217,906	145,271	129,506	(88,400)
71272	Clothing Allowance	53,854	59,925	52,863	59,455	(470)
71290	Pager Allowance	35,932	34,000	22,002	34,000	-
<b>TOTAL PERSONNEL</b>		<b>37,885,437</b>	<b>37,353,415</b>	<b>26,522,664</b>	<b>40,430,424</b>	<b>3,077,009</b>
72203	Wireless	47,769	32,750	11,266	41,000	8,250
72204	VOIP	-	73,044	48,696	65,500	
72211	Printing & Publication	5,575	7,100	3,727	6,150	(950)
72212	Postage	8,347	9,600	4,610	8,600	(1,000)
72213	Telephone	353,081	445,705	265,749	351,410	(94,295)
72214	Travel	28,301	30,690	22,776	22,550	(8,140)
72215	Dues	8,347	7,175	7,895	8,000	825
72216	Subscriptions	2,430	1,700	1,252	1,700	-
72217	Advertising	255	-	565	-	-
72218	Service Contracts	512,763	452,970	258,828	457,870	4,900
72231	Utilities-Bldg & Off	117,757	156,200	69,072	127,000	(29,200)
72233	Snow Removal	-	5,000	-	-	(5,000)
72251	Maint-Building	370,669	9,500	75,300	12,200	2,700
72252	Maint-Equipment	3,555	6,980	32,240	6,980	-
72257	Maint-Communication Equip	30,627	55,300	51,988	46,800	(8,500)
72259	Contracted Janitorial Ser	16,164	16,300	10,053	16,300	-
72261	Demolition	38,619				
72263	Microcomputer	440,870	431,570	287,713	444,202	12,632
72264	Vehicle Repairs	20,172	21,000	12,727	21,000	-
72265	Fuel	205,392	214,300	113,751	189,050	(25,250)
72266	Vehicle Vendor Service	233,414	375,900	148,040	303,800	(72,100)
72267	Risk Management	364,290	351,130	234,087	253,980	(97,150)
72269	Serv Charge Communication	1,286,273	1,396,657	781,754	1,378,779	(17,878)
72271	Equipment Rental	14,970	14,700	8,977	14,700	-
72272	Rental Building	295,200	300,885	201,562	305,305	4,420

**FIRE DEPARTMENT  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
72281	Prof Fee Legal	6,935	75,000	1,295	5,000	(70,000)
72284	Prof Fee Medical	10,036	20,100	3,461	10,100	(10,000)
72290	Education And Training	48,824	55,405	39,904	67,905	12,500
72297	Garbage Collection	1,308	-	1,050	1,800	1,800
72299	Miscellaneous Contractual	64,506	52,035	3,055	52,035	-
<b>TOTAL CONTRACTUAL</b>		<b>4,536,449</b>	<b>4,618,696</b>	<b>2,701,393</b>	<b>4,219,716</b>	<b>(391,436)</b>
75509	Books	756	2,950	1,046	1,500	(1,450)
75520	Small Equipment And Tools	133,199	126,000	48,488	126,000	-
75521	Medicine And Drugs	90,982	80,000	75,204	90,000	10,000
75524	Clothing	282,158	134,250	319,656	159,250	25,000
75525	Food	6,424	5,270	3,799	5,270	-
75526	Fuel And Lubricants	7,232	10,000	4,600	10,000	-
75527	Linens And Laundry	34,208	41,835	19,785	35,000	(6,835)
75540	Maint-Building	20,062	12,000	9,240	12,000	-
75541	Maint-Grounds	27,897	-	18,635	5,000	5,000
75543	Maint-Equipment	116,006	45,300	43,562	61,350	16,050
75544	Maint-Vehicles	97,503	91,900	83,185	91,900	-
75545	Maint-Communications	34,279	-	-	-	-
75546	Maint-Janitorial & Cng	30,937	20,000	9,706	20,000	-
75560	Office General Supplies	39,973	45,350	19,755	45,350	-
75561	Photography & Reproductn	2,060	1,200	2,491	3,200	2,000
75570	Computer Noncapital	28,291	500	10,974	35,000	34,500
75592	Equipment Noncapital	10,377	-	-	-	-
<b>TOTAL SUPPLIES</b>		<b>962,344</b>	<b>616,555</b>	<b>670,126</b>	<b>700,820</b>	<b>84,265</b>
77721	Transfer to Debt Service	1,194,386	1,210,480	1,061,283	1,125,878	(84,602)
<b>TOTAL OTHER</b>		<b>1,194,386</b>	<b>1,210,480</b>	<b>1,061,283</b>	<b>1,125,878</b>	<b>(84,602)</b>
79902	Land Improvement	63,761	-	-	-	-
79911	Building Improvements	192,683	-	-	-	-
79922	Vehicles-Oper Equip	385,261	-	(7,426)	-	-
<b>TOTAL CAPITAL</b>		<b>641,705</b>	<b>-</b>	<b>(7,426)</b>	<b>-</b>	<b>-</b>
<b>TOTAL FIRE DEPARTMENT</b>		<b>45,220,321</b>	<b>43,799,146</b>	<b>30,948,040</b>	<b>46,476,838</b>	<b>2,685,236</b>

# 911 Communications

## **MISSION STATEMENT**

It is the mission of the 911 Communications Fund to provide the highest quality of communication services for public safety in the most efficient and effective manner possible.

## **PRIMARY FUNCTIONS**

The 911 Division handles both emergency and non-emergency calls for the City of Rockford through the call handling and dispatch process. 911 personnel handle crimes in progress, medical and fire calls, while interacting with the various police and fire agencies that respond to these incidents. The 911 Division also maintains computer aided dispatch or CAD records as well as phone and radio recordings as mandated.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Complete call taking and dispatching training for seven new telecommunicators. This will assist in meeting our overall staffing goal as well as contribute toward a reduction in the Center's overtime.
- Complete installation of new Next Generation (NG) Customer Premise Equipment (CPE). This will replace the current outdated phone system and enhance the quality of service provided by the Center to our citizens.
- Continue the ongoing process of transitioning from a legacy network to an NG (Fiber) Network. This will provide us with the ability when deemed appropriate to accommodate the receiving of calls and information via text and video.

## **911 COMMUNICATIONS FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$5,163,849	\$5,282,122	\$5,450,984	\$5,451,906	\$922
CONTRACTUAL	214,175	263,071	224,010	242,340	18,330
SUPPLIES	<u>12,012</u>	<u>10,683</u>	<u>15,250</u>	<u>15,250</u>	<u>0</u>
TOTAL	<u>\$5,390,036</u>	<u>\$5,555,876</u>	<u>\$5,690,244</u>	<u>\$5,709,496</u>	<u>\$19,252</u>

<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PURCHASE OF SERVICES					
POLICE DEPARTMENT	\$3,171,551	\$3,145,859	\$3,447,340	\$3,488,264	\$40,924
ETS BOARD	0	0	275,847	272,053	(3,794)
COUNTY	928,434	967,329	570,400	570,400	0
FIRE ALARM	1,306,361	1,285,740	1,396,657	1,378,779	(17,878)
INTEREST	<u>(16,311)</u>	<u>1,366</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$5,390,035</u>	<u>\$5,400,294</u>	<u>\$5,690,244</u>	<u>\$5,709,496</u>	<u>\$19,252</u>

# 911 Communications

## 911 COMMUNICATIONS FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2016 EMPLOYEES	2017 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS MANAGER	412	1.00	1.00	0.00
TRAINING SUPERVISOR	405	1.00	1.00	0.00
TELECOMMUNICATIONS SUPERVISOR	405	4.00	4.00	0.00
COMPUTER SERVICES COORDINATOR	405	1.00	1.00	0.00
ASSISTANT SHIFT SUPERVISOR	A-28	4.00	4.00	0.00
MSAG COORDINATOR	A-24	1.00	1.00	0.00
TELECOMMUNICATOR	A-23	40.00	40.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>53.00</u></b>	<b><u>53.00</u></b>	<b><u>0.00</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses increase due to general wage increases for AFSCME, IAFF and non-represented employees, offset by some staff retirements and minor revisions in fringe benefit rates.
- The County funds two 24 hour a day, 7 days a week call-taker positions for total revenue of \$570,400.
- The 911 Board will fund the total cost of the MSAG Coordinator position and fifty percent of the cost of the Communication Manager and Training Supervisor positions for a total of \$215,053.
- Police call taking and dispatch expenses are \$3,488,264 and Fire dispatch is \$1,378,779 (total City expense \$4,867,043).

### 911 COMMUNICATIONS FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$5,994,971	\$6,312,704	\$6,647,278	\$6,999,584	\$7,370,561
Expenditures	<u>5,994,971</u>	<u>6,312,704</u>	<u>6,647,278</u>	<u>6,999,584</u>	<u>7,370,561</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2018-2022 five year forecast assumes annual increases of five percent for personnel, three percent for contractual and supplies, and five percent for capital equipment. The revenue stream had previously been sixty-percent City and forty-percent County after certain costs were paid directly by the County 911 Fund. In lieu of the separation of dispatch facilities between the City and County dispatchers, the revenue stream is now primarily funded by the City, with only a portion of funds reimbursed by the ETS Board and the County.

### 911 COMMUNICATIONS FUND PERFORMANCE MEASURES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
TOTAL NON-EMERGENCY CALLS	106,246	107,746	109,434	110,000
TOTAL EMERGENCY CALLS	137,945	141,503	134,819	135,000
TOTAL POLICE DISPATCHES	167,305	157,305	166,397	168,000
TOTAL FIRE DISPATCHES	31,402	36,814	31,392	32,000

**911 COMMUNICATIONS  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 16-15</b>
71112	Salaries Permanent	3,259,719	3,236,382	2,309,490	3,273,429	37,047
71118	Severance Pay	15,000	-	-	-	-
71119	Out of Class Pay	-	-	-	-	-
71122	Salaries Overtime Perm	543,598	590,000	383,666	550,000	(40,000)
71129	Salary Adjustment	-	64,727	-	65,468	741
71251	IMRF	739,232	790,284	540,691	752,890	(37,394)
71253	Unemployment	6,850	9,540	9,216	9,540	-
71262	Workmen's Compensation	10,223	10,895	7,565	10,889	(6)
71263	Health Insurance	694,398	737,542	428,038	778,076	40,534
71264	Life Insurance	3,738	4,134	2,490	4,134	-
71265	Retiree Health Insurance	1,252	-	-	-	-
71272	Clothing Allowance	8,112	7,480	8,085	7,480	-
<b>TOTAL PERSONNEL</b>		<b>5,282,122</b>	<b>5,450,984</b>	<b>3,689,241</b>	<b>5,451,906</b>	<b>922</b>
72203	Wireless	2,194	3,200	361	3,200	-
72211	Printing & Publication	-	300	-	300	-
72212	Postage	94	325	20	325	-
72213	Telephone	158,529	135,000	110,250	135,000	-
72214	Travel	224	500	-	500	-
72218	Service Contracts	21,732	2,500	4,334	2,500	-
72251	Maint-Building	1,685	2,000	1,163	2,000	-
72259	Contracted Janitorial Ser	23,144	22,000	11,665	22,000	-
72263	Microcomputer	40,280	39,410	26,273	39,410	-
72267	Risk Management	13,030	15,000	10,000	33,330	18,330
72271	Rental Equipment	1,081	2,000	737	2,000	-
72282	Prof Fee Auditing	1,078	1,425	950	1,425	-
72290	Education And Training	-	350	500	350	-
<b>TOTAL CONTRACTUAL</b>		<b>263,071</b>	<b>224,010</b>	<b>166,253</b>	<b>242,340</b>	<b>18,330</b>
75520	Small Equipment And Tools	40	350	130	350	-
75521	Medicine	-	-	-	-	-
75524	Clothing	10,437	12,500	9,709	12,500	-
75525	Food	206	500	125	500	-
75527	Linens And Laundry	-	1,500	-	1,500	-
75546	Maint-Janitorial & Cng	-	100	-	100	-
75560	Office General Supplies	-	300	448	300	-
<b>TOTAL OTHER</b>		<b>10,683</b>	<b>15,250</b>	<b>10,412</b>	<b>15,250</b>	<b>-</b>
<b>TOTAL 911 DIVISION</b>		<b>5,555,876</b>	<b>5,690,244</b>	<b>3,865,906</b>	<b>5,709,496</b>	<b>19,252</b>

# **Board of Fire and Police Commissioners**

## **MISSION STATEMENT**

It is the mission of the Board of Fire and Police Commissioners to recruit and promote the best available persons possible for sworn positions with the Rockford Fire and Police Departments.

## **PRIMARY FUNCTIONS**

The primary function of the Board of Fire and Police Commissioners is to select sworn personnel in accordance with the employment policy of the City of Rockford, as well as to investigate and conduct hearings regarding complaints alleged against any sworn member of the Rockford Fire and Police Departments.

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Begin testing for Police applicants and develop an eligibility list for hiring.
- Begin testing for Police investigators and develop an eligibility list for hiring.
- Begin testing for Police lieutenants and develop an eligibility list for hiring.
- Begin testing for Fire applicants and develop an eligibility list for hiring.
- Begin testing for Fire captains and develop an eligibility list for hiring.
- Begin testing for Fire investigators and develop an eligibility list for hiring.
- Begin testing for Fire district chiefs and develop an eligibility list for hiring.

## **BOARD OF FIRE AND POLICE COMMISSIONERS BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>DECREASE</u>
PERSONNEL	\$27,301	\$24,279	\$20,860	\$24,288	\$3,428
CONTRACTUAL	182,670	169,001	111,675	250,525	138,850
SUPPLIES	<u>1,634</u>	<u>1,111</u>	<u>2,300</u>	<u>2,300</u>	<u>0</u>
TOTAL	<u>\$211,605</u>	<u>\$194,391</u>	<u>\$134,835</u>	<u>\$277,113</u>	<u>\$142,278</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>DECREASE</u>
GENERAL REVENUES	<u>\$211,605</u>	<u>\$194,391</u>	<u>\$134,835</u>	<u>\$277,113</u>	<u>\$142,278</u>

## **BUDGET HIGHLIGHTS**

- Contractual expenses increase due to testing being required for Fire district chiefs, captains, firefighters, investigators, Police patrol officers, investigators and lieutenants for 2017.

**BOARD OF FIRE AND POLICE COMMISSIONERS  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

		<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71113	Temporary	20,875	17,000	13,348	20,000	3,000
71251	IMRF	1,597	3,452	1,021	3,872	420
71253	Unemployment	390	360	267	360	-
71262	Workmen's Compensation	1,417	48	906	56	8
<b>TOTAL PERSONNEL</b>		<b>24,279</b>	<b>20,860</b>	<b>15,542</b>	<b>24,288</b>	<b>3,428</b>
72211	Printing & Publication	1,858	1,000	1,760	1,000	-
72212	Postage	21	-	21	-	-
72214	Travel	2,059	-	-	-	-
72215	Dues	-	375	-	375	-
72216	Subscriptions	100	-	100	-	-
72217	Advertising	19,841	15,000	18,556	20,000	5,000
72218	Service Contracts	577	100	577	100	-
72219	Other Contractual	10,500	10,500	5,250	10,500	-
72255	Office Equipment & Furniture	5,557				
72272	Rental Building	300	100	267	100	-
72281	Prof Fee-Legal	-	1,000	-	1,000	-
72284	Prof Fee-Medical	2,155	20,000	-	20,000	-
72290	Education & Training	-	2,500	-	2,500	-
72292	Consulting	113,833	58,600	80,126	192,450	133,850
72299	Miscellaneous	12,200	2,500	12,085	2,500	-
<b>TOTAL CONTRACTUAL</b>		<b>169,001</b>	<b>111,675</b>	<b>118,742</b>	<b>250,525</b>	<b>138,850</b>
75520	Small Tools	72	300	72	300	-
75525	Food	1,039	1,800	972	1,800	-
75560	Office General	-	200	-	200	-
<b>TOTAL SUPPLIES</b>		<b>1,111</b>	<b>2,300</b>	<b>1,044</b>	<b>2,300</b>	<b>-</b>
<b>TOTAL BOARD F &amp; P COMMISSIONERS</b>		<b>194,391</b>	<b>134,835</b>	<b>135,328</b>	<b>277,113</b>	<b>142,278</b>

# **Public Works Administration Division**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue emergency management training for staff.
- Continue multi-agency coordination for drafting a pre-disaster recovery plan.
- Continue efforts for emergency mutual aid.
- Implement the debris management plan created in 2016.
- Promote staff development through continuing education and training.
- Continue to support cross training of staff to create contingency plans when need or demand arises.
- Continue to seek opportunities to reach out to other communities and agencies to share, promote and cultivate new ideas and improve processes.
- Continue to support the City's 2020 Comprehensive Plan.
- Support staff in the implementation of 2017 ward capital plans.
- Continue training modules for Occupational Safety and Health Administration (OSHA) safety compliance committee and provide support to staff involved.
- Continue to support staff in providing and analyzing data for RockStat.
- Continue to work with operations managers on process improvements as needed.

## **PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$295,556	\$307,833	\$308,291	\$302,082	(\$6,209)
CONTRACTUAL	60,479	60,475	56,478	58,740	2,262
SUPPLIES	5,817	5,945	9,100	9,100	0
OTHER	0	40,294	3,820	2,675	(1,145)
TOTAL	<u>\$361,852</u>	<u>\$414,547</u>	<u>\$377,689</u>	<u>\$372,597</u>	<u>(\$5,092)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$47,191	\$47,144	\$48,393	\$45,215	(\$3,178)
INTERDIVISIONAL PURCHASE					
OF SERVICES	263,900	269,800	274,200	270,000	(4,200)
GENERAL REVENUES	<u>50,761</u>	<u>97,603</u>	<u>55,096</u>	<u>57,382</u>	<u>2,286</u>
TOTAL	<u>\$361,852</u>	<u>\$414,547</u>	<u>\$377,689</u>	<u>\$372,597</u>	<u>(\$5,092)</u>

# **Public Works Administration Division**

## **PUBLIC WORKS ADMINISTRATION DIVISION AUTHORIZED POSITIONS**

<b>POSITION TITLE</b>	<b>POSTION <u>RANGE</u></b>	<b>2016 <u>EMPLOYEES</u></b>	<b>2017 <u>EMPLOYEES</u></b>	<b>INCREASE/ <u>(DECREASE)</u></b>
DIRECTOR	316	1.00	1.00	0.00
PW SUPERINTENDENT	213	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>0.00</u></b>

## **BUDGET HIGHLIGHTS**

- Personnel expenses decrease due to a new director appointment and a decrease in IMRF rates and are offset by an increase in health insurance rates.
- Contractual expenses increase due to changes in internal service charges.
- Other expenses of \$2,675 will cover estimated lease payments for vehicles acquired from 2013-2015.

**PUBLIC WORKS-ADMINISTRATION DIVISION  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

Account	Description	2015	2016	8 MONTH	2017	CHANGE
		ACTUAL	BUDGET	ACTUAL	BUDGET	17-16
71112	Salaries Permanent	227,409	222,896	117,224	218,067	(4,829)
71129	Salary Adjustment	-	4,458	-	4,362	(96)
71251	IMRF	44,521	46,176	24,001	43,062	(3,114)
71253	Unemployment	226	360	360	360	-
71262	Workmen's Compensation	637	637	328	623	(14)
71263	Health Insurance	34,320	33,020	11,938	34,840	1,820
71264	Life Insurance	156	156	63	156	-
71271	Parking Benefits	564	588	392	612	24
<b>TOTAL PERSONNEL</b>		<b>307,833</b>	<b>308,291</b>	<b>154,306</b>	<b>302,082</b>	<b>(6,209)</b>
72203	Wireless	1,239	1,490	181	1,490	-
72204	VOIP	-	1,728	1,152	2,850	1,122
72211	Printing & Publication	-	250	-	250	-
72212	Postage	-	50	-	50	-
72213	Telephone	7,795	-	3,194	5,600	5,600
72214	Travel	-	-	852	-	-
72215	Dues	650	300	-	300	-
72216	Subscriptions	-	250	-	250	-
72218	Service Contracts	96	-	96	-	-
72263	Microcomputer	32,820	32,680	21,787	28,130	(4,550)
72264	Vehicle Repairs	3,309	3,200	2,052	3,000	(200)
72265	Fuel	1,266	1,280	561	1,120	(160)
72267	Risk Management	1,760	1,220	813	1,170	(50)
72271	Rental Equipment	1,110	1,000	602	1,000	-
72272	Rental Building	10,430	13,030	8,687	13,530	500
72290	Education	-	-	100	-	-
<b>TOTAL CONTRACTUAL</b>		<b>60,475</b>	<b>56,478</b>	<b>40,077</b>	<b>58,740</b>	<b>2,262</b>
75520	Small Tools	1,142	4,000	-	4,000	-
75521	Medicine And Drugs	-	300	-	300	-
75525	Food	140	-	42	-	-
75560	Office General Supplies	4,635	4,700	1,989	4,700	-
75561	Photography & Reproduction	28	100	-	100	-
<b>TOTAL SUPPLIES</b>		<b>5,945</b>	<b>9,100</b>	<b>2,031</b>	<b>9,100</b>	<b>-</b>
77721	Transfer to Debt Service	3,305	3,820	2,547	2,675	(1,145)
77746	Transfer to RMAP	36,989	-	-	-	-
<b>TOTAL OTHER</b>		<b>40,294</b>	<b>3,820</b>	<b>2,547</b>	<b>2,675</b>	<b>(1,145)</b>
<b>TOTAL PUBLIC WORKS ADMIN</b>		<b>414,547</b>	<b>377,689</b>	<b>198,961</b>	<b>372,597</b>	<b>(5,092)</b>

# **Engineering Division**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue implementation of the City's Stormwater Management Program, including compliance with the City's NPDES permit.
- Continue inspections for industrial high risk run off program and for illicit discharge of pollutants into our storm sewer system.
- Complete biennial detention basin inspections.
- Begin process for joining the Community Rating System.
- Implement the master creek maintenance and repair contracts created in 2016.
- Follow up with Aldermen and event organizers regarding special event process improvements made for 2016.
- Continue internal process improvement regarding staff review for events in timely manner.
- Consolidate honorary street naming process under Traffic Engineer to allow for more efficient customer service.
- Create a "grant" program with application process for city in-kind services.
- Continue to coordinate transfer of management of the Outdoor Market Pavilion.
- Evaluate cost savings and coordinate possible continuation of streetlight reduction program.
- Continue to work with Rockford Community Partners on beautification projects.
- Evaluate benefit of Forest City Beautiful Pilot Program and coordinate with RACVB and city administration on process improvements and potential extension of agreement.
- Continue to work with Rockford Community Partners on beautification projects.
- Work with Rockford Public Library and ComEd on parking issues, and land use items for 2017 remediation on esplanade.
- Continue evaluating the improved banner and basket program as needed during new corridor and neighborhood lighting installation.
- Continue process improvements to the right-of-way permit inspection plan.
- Develop and implement pre-pour inspections for all driveway and service cut repairs in the right of way for protecting our infrastructure.
- Develop a one-stop public works permit and customer service location in Engineering Permits Section.
- Continue coordinating with Construction and Development Services on process improvements to improve customer service for permits.
- Continue work with Madison Street Corridor group for corridor enhancement.

## Engineering Division

- Continue cooperation with the expansions of the health care systems within Rockford.
- Create and implement a Public Works GIS Master Plan.
- Continue to develop GIS integration with Hansen Asset Management.
- Continue to develop a geometric network (GIS model rules) for storm and water utilities.
- Continue GPS/GIS collection of City assets along with verification of information collected.
- Continue to update and maintain all Public Works GIS layers and attributes.
- Continue to review and revise the water infrastructure improvement program book.
- Implement the plan for use of Innozyte InfoMaster Software for water asset integrity management and capital planning.
- Develop a method to hyperlink as-builts and photos to all utilities.
- Continue to redesign and organize the facilities management drive (GIS Asset Management Section).
- Seek to further integrate technology into process improvement in the conduct of daily tasks.

### ENGINEERING DIVISION BUDGET SUMMARY

<b>APPROPRIATION</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$523,908	\$583,709	\$771,256	\$618,381	(\$152,875)
CONTRACTUAL	159,521	167,845	243,735	245,015	1,280
SUPPLIES	23,025	16,580	30,750	26,750	(4,000)
OTHER	6,012	7,166	8,282	5,800	(2,482)
CAPITAL	<u>10,303</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$722,769</u>	<u>\$775,300</u>	<u>\$1,054,023</u>	<u>\$895,946</u>	<u>(\$158,077)</u>

<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$81,950	\$86,290	\$116,614	\$85,598	(\$31,016)
FEES	23,502	36,289	16,000	24,950	8,950
WATER PURCHASE OF SERVICES	471,840	491,170	413,590	443,830	30,240
CIP PURCHASE OF SERVICES	0	226,520	229,630	0	(229,630)
CAPITAL LEASE FUNDS	0	0	0	0	0
GENERAL REVENUES	<u>145,477</u>	<u>0</u>	<u>278,189</u>	<u>341,568</u>	<u>63,379</u>
TOTAL	<u>\$722,769</u>	<u>\$840,269</u>	<u>\$1,054,023</u>	<u>\$895,946</u>	<u>(\$158,077)</u>

# Engineering Division

## ENGINEERING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2016	2017	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
CITY ENGINEER	214	0.40	0.40	0.00
ENGINEERING OPERATIONS MANAGER	212	0.40	0.40	0.00
WATER ENGINEER	111	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.50	0.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
PROJECT MANAGER	109	0.50	0.50	0.00
SENIOR ENGINEERING TECHNICIAN	105	3.40	2.00	(1.40)
SR OFFICE ASSISTANT	105	1.00	0.40	(0.60)
CUSTOMER RELATIONS TECH	103	<u>1.00</u>	<u>0.50</u>	<u>(0.50)</u>
<b>TOTAL PERSONNEL</b>		<b><u>9.10</u></b>	<b><u>6.60</u></b>	<b><u>(2.50)</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses decrease as stormwater staff previously budgeted in Engineering are shifted to CIP.
- The balance of changes in the budget include small adjustments between accounts.
- Other expenses of \$5,800 will cover estimated lease payments for vehicles acquired from 2013-2015.

### CAPITAL EQUIPMENT

No capital replacements are planned for 2017.

### ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATE	BUDGET
SITE PLANS REVIEWED	136	30	100	100
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	99%	95%	98%	95%
DEVELOPMENT PLANS REVIEWED	23	20	20	20
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	96%	95%	100%	95%
ROW/DRIVEWAY PERMITS ISSUED	2,091	1,750	1,750	1,750
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	99%	95%	96%	95%
ROW/DRIVEWAY PERMITS CLOSED	NA	NA	3,000	1,500
DETENTION BASIN INSPECTED (ODD YRS)	463	NA	NA	46300%
STORMWATER OUTFALLS INSPECTED (EVEN YRS)	NA	960	1,145	NA
MILES OF CREEK INSPECTED (EVEN YRS)	NA	TBD	72	NA
INDUSTRIAL HIGH RISK INSPECTIONS	123	108	120	108
EROSION CONTROL INSPECTIONS	264	250	350	300
ILLICIT DISCHARGE INVESTIGATIONS	43	35	30	35
NPDES PERMIT WATER/STORMWATER SAMPLES	85	50	50	50
SWPPP REVIEWS	37	35	25	30
STORMWATER SERVICE REQUESTS	NA	150	475	500

**PUBLIC WORKS-ENGINEERING DIVISION  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	392,883	533,653	308,402	411,006	(122,647)
71113	Salaries Temporary	9,954	-	226	-	-
71122	Salaries Overtime Perm	115	-	422	-	-
71129	Salary Adjustment	-	10,673	-	8,220	(2,453)
71251	IMRF	79,358	110,553	62,201	81,162	(29,391)
71253	Unemployment	1,266	1,638	1,424	1,188	(450)
71262	Workmen's Compensation	5,666	4,423	4,105	3,248	(1,175)
71263	Health Insurance	86,204	104,255	57,768	109,003	4,748
71264	Life Insurance	489	710	404	515	(195)
71265	Retiree Insurance	2,860	-	-	-	-
71271	Parking Benefits	4,914	5,351	3,567	4,039	(1,312)
<b>TOTAL PERSONNEL</b>		<b>583,709</b>	<b>771,256</b>	<b>438,519</b>	<b>618,381</b>	<b>(152,875)</b>
72203	Wireless	8,049	2,800	2,439	2,800	-
72204	VOIP	-	6,540	4,360	8,540	2,000
72211	Printing & Publication	-	400	-	400	-
72212	Postage	-	-	-	500	500
72213	Telephone	1,988	-	110	-	-
72214	Travel	1,049	-	181	2,000	2,000
72215	Dues	1,745	900	300	900	-
72216	Subscriptions	299	300	-	300	-
72218	Service Contracts	15,254	89,000	3,925	89,000	-
72252	Maint-Equipment	744	1,400	744	1,400	-
72255	Maint-Office & Furniture	-	4,000	-	4,000	-
72263	Microcomputer	92,640	92,040	61,360	88,000	(4,040)
72264	Vehicle Repairs	6,442	6,000	6,123	6,000	-
72265	Fuel	1,869	3,160	912	2,760	(400)
72267	Risk Management	15,080	10,950	7,300	11,350	400
72271	Rental Equipment	2,220	2,000	1,203	2,000	-
72272	Rental Building	18,240	22,590	15,060	23,410	820
72290	Education And Training	2,226	1,655	445	1,655	-
<b>TOTAL CONTRACTUAL</b>		<b>167,845</b>	<b>243,735</b>	<b>104,462</b>	<b>245,015</b>	<b>1,280</b>
75509	Books	-	300	-	300	-
75520	Small Equipment And Tools	107	1,500	918	1,500	-
75523	Drafting & Engineering	-	500	-	500	-
75560	Office General Supplies	180	1,900	27	1,900	-
75570	Computer Noncapital	16,293	26,550	4,034	22,550	(4,000)
<b>TOTAL SUPPLIES</b>		<b>16,580</b>	<b>30,750</b>	<b>4,979</b>	<b>26,750</b>	<b>(4,000)</b>
77721	Transfer to Debt Service	7,166	8,282	5,521	5,800	(2,482)
<b>TOTAL OTHER</b>		<b>7,166</b>	<b>8,282</b>	<b>5,521</b>	<b>5,800</b>	<b>(2,482)</b>
<b>TOTAL ENGINEERING DIVISION</b>		<b>775,300</b>	<b>1,054,023</b>	<b>553,481</b>	<b>895,946</b>	<b>(158,077)</b>

# **Capital Projects Fund**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

The primary functions of the Capital Projects Division include:

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Continue utilizing the Capital Improvement Program to fulfill our core values of enhancing public safety, maintaining and improving the movement of commerce and economic activity, and promoting a sense of well-being for the community.
- Commence construction progress on the Harrison Avenue corridor reconstruction project.
- Coordinate with IDOT on the completion of the South Main Street reconstruction.
- Coordinate with IDOT on the North Main Street reconstruction project.
- Continue coordination with IDOT on land acquisition and utility issues on Phase II of the West State Street reconstruction project.
- Coordinate with IDOT on the resurfacing of East State Street between Mid-America Drive and Buckley Drive, with the installation of pedestrian improvements.
- Remove two obsolete and unused bridges over Keith Creek.
- Commence the 2017 biennial bridge inspections.
- Through the bridge inspections, identify bridges in need of structural steel painting and prepare a contract to accomplish the work.
- Complete construction on the North Alpine Road box culvert replacement project.
- Coordinate with the Rock River Water Reclamation District on the Spring Creek Trunk Sewer Replacement project, with the City to resurface Spring Creek Rd upon completion of construction.
- Aggressively implement the neighborhood improvement program by finalizing the Aldermen's 2017 Ward plans in early spring and structuring contracts to reach substantial completion by November 1, 2017.
- Identify strategic arterial and collector streets that need improvement and develop an inventory with targeted year for implementation.
- Continue development of new sidewalk and ADA layers in GIS to track sidewalk repairs and monitor the repair backlog.

## **Capital Projects Fund**

- Continue investment into a City-wide sidewalk transition plan for compliance with the Americans with Disabilities Act (ADA).
- Continue to reconstruct intersection sidewalk ramps to current ADA standards at all intersections in conjunction with adjacent street resurfacing projects.
- Identify sidewalk and/or pedestrian path continuity gaps throughout the community and develop a project implementation plan.
- Continue work on regional transportation issues through active participation in the Rockford Metropolitan Agency for Planning (RMAP).
- Continue coordination with other City departments, such as Fire and Police, to assist them with their building and infrastructure needs.
- Utilize the Capital Improvement Program to enhance our City-wide infrastructure maintenance programs.
- Continue program support for the Water Division, including analysis of existing systems and facilities within the design cycle of road projects.
- Continue fulfilling goals of the 2015-2019 Implementation Plan.
- Continue the sign replacement program for compliance with the Retroreflectivity Plan.
- Continue study of removal of obsolete traffic signals and signage.
- Continue inventory of existing traffic signal equipment.
- Continue to coordinate with the parking management vendor.
- Continue to work with RAVE on parking concerns to enhance event experience.
- Implement parking app to enhance downtown parking customer service.
- Continue structural repairs of municipal parking decks.
- Continue to cultivate and develop future corridor studies and project development with partner agencies.
- Finalize implementation of North Main Street two-way traffic conversion near the Riverfront Museum Campus.
- Install street lighting along East State Street near Miracle Mile.
- Study and implement low cost accident reduction practices at the Main and Auburn roundabout.
- Begin program to address failed and failing vehicle detention at signalized intersections.
- Continue installation of on-street bike facilities.

# Capital Projects Fund

## CAPITAL PROJECTS DIVISION BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,821,223	\$1,927,176	\$1,853,387	\$2,032,345	\$178,958
CONTRACTUAL	5,736,047	5,627,555	789,331	756,560	(32,771)
SUPPLIES	265,917	711,236	16,700	16,700	0
OTHER	782,055	1,590,549	741,570	489,060	(252,510)
CAPITAL	<u>28,198,255</u>	<u>43,772,744</u>	<u>26,469,012</u>	<u>24,499,035</u>	<u>(1,969,977)</u>
TOTAL	<u>\$36,803,497</u>	<u>\$53,629,260</u>	<u>\$29,870,000</u>	<u>\$27,793,700</u>	<u>(\$2,076,300)</u>

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

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	3,762,680	4,848,574	2,420,000	443,700	(1,976,300)
LOCAL SALES TAX	15,524,262	15,972,917	15,950,000	15,950,000	0
WATER REPLACEMENT IMPROVEMENT	4,606,412	4,334,545	4,800,000	7,500,000	2,700,000
OTHER GOVERNMENTS/PRIVATE	7,543,787	6,890,717	5,000,000	1,200,000	(3,800,000)
INTERFUND TRANSFERS	1,200,000	2,500,000	1,500,000	2,500,000	1,000,000
INTEREST INCOME	<u>(683,710)</u>	<u>603,877</u>	<u>200,000</u>	<u>200,000</u>	<u>0</u>
TOTAL	<u>\$31,953,431</u>	<u>\$35,150,630</u>	<u>\$29,870,000</u>	<u>\$27,793,700</u>	<u>(\$2,076,300)</u>

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

## CAPITAL PROJECTS DIVISION AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
CITY ENGINEER	214	0.60	0.60	0.00
TRAFFIC ENGINEER	212	1.00	1.00	0.00
ENGINEERING OPERATIONS MANAGER	212	0.60	0.60	0.00
CIP OPERATIONS MANAGER	212	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.60	0.60	0.00
ASST TRAFFIC ENGINEER	110	1.00	1.00	0.00
SR PROJECT MANAGER	110	1.50	1.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
ENVIRONMENTAL PROJECT COORDINATOR	110	1.00	1.00	0.00
PROJECT MANAGER	109	3.50	3.50	0.00
CIP PROGRAM SR ANALYST	108	1.00	1.00	0.00
STORM WATER/ENVIRON COORDINATOR	107	1.00	1.00	0.00
SENIOR CONSTRUCTION TECHNICIAN	105	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	105	3.60	5.00	1.40
CIP ACCOUNTING TECHNICIAN	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>18.90</u></b>	<b><u>20.30</u></b>	<b><u>1.40</u></b>

# Capital Projects Fund

## **BUDGET HIGHLIGHTS**

- Personnel expenses increase as staff previously budgeted in Engineering are transferred to the Capital Projects Fund.
- The balance of changes in the budget include minor adjustments to contractual and supply accounts to adjust for actual expense, as well as in purchase of service charges.

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$28,628	\$29,486	\$30,371	\$31,282	\$32,220
Expenses	<u>28,628</u>	<u>29,486</u>	<u>30,371</u>	<u>31,282</u>	<u>32,220</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2018-2022 five-year forecast assumes that the City will continue to have a balanced capital replacement and construction program funded by a variety of resources, both long and short term.

**PUBLIC WORKS-CAPITAL IMPROVEMENT PROGRAM  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015</b>	<b>2016</b>	<b>8 MONTH</b>	<b>2017</b>	<b>CHANGE</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>17-16</b>
SALARIES PERMANENT	1,288,191	1,214,348	822,879	1,335,943	121,595
SALARIES TEMPORARY	3,645	22,000	17,753	22,000	-
SALARIES OVERTIME	20,940	22,000	8,790	22,000	-
SALARY ADJUSTMENT	-	24,287	-	26,719	2,432
IMRF	261,032	257,719	165,572	269,755	12,036
UNEMPLOYMENT	2,886	3,402	3,775	3,852	450
WORKER'S COMPENSATION	19,203	13,418	13,446	14,806	1,388
HEALTH INSURANCE	319,553	283,626	204,803	322,504	38,878
LIFE INSURANCE	1,520	1,474	956	1,669	195
PARKING BENEFITS	10,206	11,113	7,409	13,097	1,984
<b>SONNEL</b>	<b>1,927,176</b>	<b>1,853,387</b>	<b>1,245,383</b>	<b>2,032,345</b>	<b>178,958</b>
WIRELESS	17,373	6,600	3,148	6,600	-
VOIP	-	15,036	10,024	5,700	(9,336)
PRINTING	274	11,000	206	11,000	-
POSTAGE	354	750	323	750	-
TELEPHONE	5,397	-	299	-	-
TRAVEL	4,078	6,000	2,272	6,000	-
DUES	1,980	1,200	-	1,200	-
SUBSCRIPTIONS	413	3,000	580	3,000	-
ADVERTISING	-	1,615	-	1,615	-
SERVICE CONTRACTS	366,924	8,760	164,627	8,760	-
OTHER CONTRACTUAL	227,233	-	375,808	-	-
UTILITIES-BLDG & OFFICE	392	-	227	-	-
MAINT-OFFICE	-	5,000	-	5,000	-
DEMOLITION	725,594	-	8,738	-	-
MICROCOMPUTER	72,500	71,760	47,840	52,550	(19,210)
VEHICLE REPAIRS	25,839	33,490	19,440	33,400	(90)
FUEL	10,123	9,540	6,258	8,350	(1,190)
RISK MANAGEMENT	485,450	503,710	335,807	499,940	(3,770)
RENTAL EQUIPMENT	35,201	2,200	17,867	2,200	-
RENTAL BUILDING	76,830	85,270	56,847	87,995	2,725
ENG DESIGN-LIGHTING	20,565	-	-	-	-
PROF FEE LEGAL	-	3,000	-	3,000	-
PROF FEE AUDITING	9,461	9,400	6,267	7,500	(1,900)
PROF FEE ENGINEERING	1,989,296	-	169,553	-	-
ENGINEERING CONSTRUCTION	1,506,069	-	960,967	-	-
PROF FEES-MISC	-	-	68	-	-
EDUCATION	3,637	6,000	3,103	6,000	-
ENG-DESIGN-LAND	18,263	-	14,263	-	-
PUBLIC RELATIONS	-	1,000	106	1,000	-
MISCELLANEOUS CONTRACTUAL	4,416	5,000	-	5,000	-
LANDSCAPING NON-CAP	2,134	-	-	-	-
DEMO-MISC	17,759	-	1,548	-	-
<b>TRACTUAL</b>	<b>5,627,555</b>	<b>789,331</b>	<b>2,206,186</b>	<b>756,560</b>	<b>(32,771)</b>

	2015 ACTUAL	2016 BUDGET	8 MONTH ACTUAL	2017 BUDGET	CHANGE 17-16
PUBLIC WORKS	914	-	692	-	-
BOOKS	-	200	-	200	-
SMALL EQUIPMENT AND TOOLS	1,392	7,000	6,253	7,000	-
CLOTHING	38	-	-	-	-
FOOD	418	1,000	182	1,000	-
OTHER SUPPLIES	634	-	-	-	-
MAINT-TREES	133,666	-	61,274	-	-
OFFICE GENERAL SUPPLIES	1,266	4,500	780	4,500	-
PHOTO	375	-	-	-	-
MISC SUPPLIES	600	-	391	-	-
COMPUTER NONCAPITAL	4,277	4,000	12,048	4,000	-
MAINT-INFRASTRUCTURE NON-CAP	568,570	-	32,886	-	-
<b>PLIES</b>	<b>711,236</b>	<b>16,700</b>	<b>113,814</b>	<b>16,700</b>	<b>-</b>
PROPERTY TAXES	35,608	-	2,352	-	-
DEVELOPMENT EXPENSE	20	-	-	-	-
SALES TAX REBATE	214,522	-	59,643	-	-
TRANS TO OTHER FUNDS	410,937	-	387,985	-	-
PURCH SERVICE-GENERAL FD	733,596	741,570	494,380	489,060	(252,510)
TRANSFER TO RMAP	147,416	-	-	-	-
NOTE/BOND ISSUE COST	48,450	-	-	-	-
<b>IER</b>	<b>1,590,549</b>	<b>741,570</b>	<b>944,360</b>	<b>489,060</b>	<b>(252,510)</b>
LAND	1,203,153	-	1,001,308	-	-
LAND IMPROVEMENT	28,200	-	-	-	-
LAND-RELOCATION	92,982	-	78,178	-	-
BUILDING IMPROVEMENTS	1,503	-	-	-	-
CONST PROJECT-LNDS	-	-	151,887	-	-
CONSTRUCTION PROJ-LIGHTING	5,402	-	-	-	-
CONSTRUCTION PROJECT	41,594,203	26,469,012	13,174,094	24,499,035	(1,969,977)
CONST PROJECT COST X	847,301	-	-	-	-
<b>ITAL</b>	<b>43,772,744</b>	<b>26,469,012</b>	<b>14,405,467</b>	<b>24,499,035</b>	<b>(1,969,977)</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>53,629,260</b>	<b>29,870,000</b>	<b>18,915,210</b>	<b>27,793,700</b>	<b>(2,076,300)</b>

# Motor Fuel Tax Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTION/FUND HIGHLIGHTS**

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

## **MOTOR FUEL TAX FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFERS TO					
GENERAL FUND	\$1,150,000	\$2,500,000	\$1,500,000	\$3,500,000	\$2,000,000
RMAP FUND	76,292	76,292	76,300	76,300	0
CAPITAL PROJECTS FUND	<u>1,640,126</u>	<u>4,848,574</u>	<u>2,420,000</u>	<u>443,700</u>	<u>(1,976,300)</u>
TOTAL	<u>\$2,866,418</u>	<u>\$7,424,866</u>	<u>\$3,996,300</u>	<u>\$4,020,000</u>	<u>\$23,700</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	\$5,090,851	\$3,737,298	\$4,503,500	\$4,000,000	(503,500)
TRANSFER FROM CIP	0	0	0	0	0
INTEREST INCOME	<u>2,251</u>	<u>5,399</u>	<u>10,000</u>	<u>20,000</u>	<u>10,000</u>
TOTAL	<u>\$5,093,102</u>	<u>\$3,742,697</u>	<u>\$4,513,500</u>	<u>\$4,020,000</u>	<u>(\$493,500)</u>

## **BUDGET HIGHLIGHTS**

The 2017 budget calls for \$443,700 million in transfers to the Capital Projects Fund and \$3,500,000 to the General Fund for eligible expenses. The General Fund, in turn, will transfer \$2,500,000 to the Capital Projects Fund for projects and \$1,000,000 will remain in the General Fund in order to help offset costs with District Police stations.

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$4,323	\$4,307	\$4,307	\$4,307	\$4,307
Expenses	<u>4,323</u>	<u>4,307</u>	<u>4,307</u>	<u>4,307</u>	<u>4,307</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>10,243</u>	<u>10,243</u>	<u>10,243</u>	<u>10,243</u>	<u>10,243</u>
Ending Balance	<u>\$10,243</u>	<u>\$10,243</u>	<u>\$10,243</u>	<u>\$10,243</u>	<u>\$10,243</u>

## **Motor Fuel Tax Fund**

The 2018-2022 five year forecast assumes growth as projected by the State for tax revenues and assumes expenditures essentially equal to annual revenues. The State of Illinois assumes stagnant growth, for the taxes on motor fuels, with an annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

**MOTOR FUEL TAX FUND**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>BUDGET</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>CHANGE</b>
				<b>16-17</b>
72482 TRANSFER TO GENERAL FUND	2,500,000	1,500,000	3,500,000	2,000,000
72497 RMAP TRANSFER	76,292	76,300	76,300	-
77729 TRANSFER TO CIP	4,848,574	2,420,000	443,700	(1,976,300)
<i>TOTAL OTHER</i>	7,424,866	3,996,300	4,020,000	23,700
<b>TOTAL MOTOR FUEL TAX FUND</b>	<b>7,424,866</b>	<b>3,996,300</b>	<b>4,020,000</b>	<b>23,700</b>

# **Street Maintenance Division**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Complete remaining ash tree removals from public right of way.
- Continue an aggressive media campaign to stimulate interest in order to meet a goal of replanting 1,000 trees annually.
- Continue to work with CIP to integrate a corridor maintenance plan to coincide with newly reconstructed gateway arterial streets.
- Continue training for forestry personnel to prepare for Arborist certification.
- Focus appropriate level of manpower for pothole patching when needed to address seasonal issues.
- Continue to outsource labor and services as needed to maintain City streets, rights of way, and drainage areas.

# Street Maintenance Division

## STREET MAINTENANCE DIVISION BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$2,888,248	\$2,679,091	\$2,586,693	\$2,686,852	\$100,159
CONTRACTUAL	5,348,785	5,730,581	5,377,518	4,232,765	(1,144,753)
SUPPLIES	2,147,043	887,846	1,194,000	1,233,000	39,000
OTHER	577,092	548,108	627,781	485,887	(141,894)
CAPITAL	<u>2,021,477</u>	<u>67,810</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$12,982,645</u>	<u>\$9,913,436</u>	<u>\$9,785,992</u>	<u>\$8,638,504</u>	<u>(\$1,147,488)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
STREET AND BRIDGE	\$1,537,740	\$1,434,205	\$1,458,731	\$1,422,089	(\$36,642)
REIMBURSEMENTS	468,669	451,410	430,103	423,875	(6,228)
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	2,629,435	3,015,150	3,240,107	2,616,290	(623,817)
CAPITAL LEASE FUNDS	2,021,477	67,810	0	0	0
GENERAL REVENUES	<u>5,975,324</u>	<u>4,594,861</u>	<u>4,307,051</u>	<u>3,826,250</u>	<u>(480,801)</u>
TOTAL	<u>\$12,982,645</u>	<u>\$9,913,436</u>	<u>\$9,785,992</u>	<u>\$8,638,504</u>	<u>(\$1,147,488)</u>

## STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

	POSTION	2016	2017	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
MAINTENANCE SUPERVISOR	108	2.00	2.00	0.00
SENIOR TREE TRIMMER	A-26	2.00	2.00	0.00
TREE TRIMMER	A-24	5.00	5.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR CLERK	A-23	2.00	2.00	0.00
SENIOR SECRETARY	A-20	1.00	1.00	0.00
MAINTENANCE WORKER	A-20	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>31.00</u></b>	<b><u>31.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

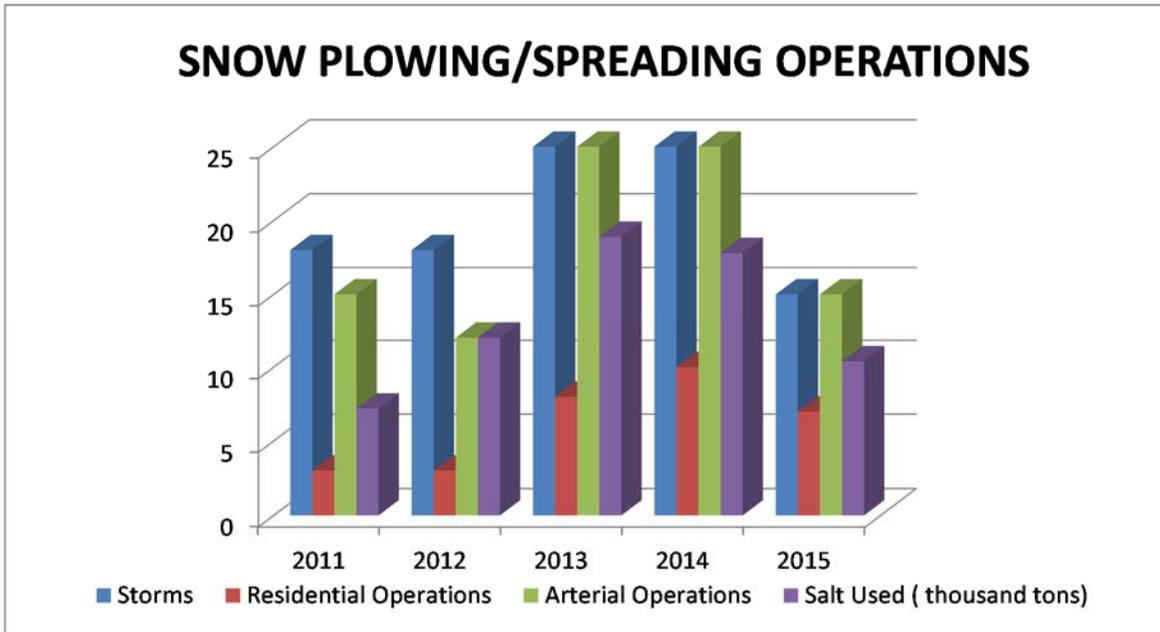
- Personnel expenses reflect a budgeted 2% wage increase for all staff and an increase in health insurance rates.
- Contractual expenses decrease \$1,144,750 due to decreases in charges from internal service funds as well as a decrease in expenses for removal of ash trees.
- Supply expenses increase due to an increase in the cost of patch materials.
- Estimated lease payments for capital acquired from 2012-2015 are budgeted at \$371,128.
- A transfer from the Sanitation Fund will cover both street sweeping and forestry operation in the Street Division, accounting for 30.3% of the total revenue for the budget unit.

# Street Maintenance Division

## CAPITAL EQUIPMENT

No capital replacements are planned for 2017.

## OPERATIONAL INFORMATION



## STREET DIVISION PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATE	2017 BUDGET
AVERAGE OPEN POTHOLE REQUESTS	42	75	30	75
% OF ARTERIAL POTHOLES FILLED, LESS THAN 10 DAYS	90%	90%	90%	90%
% OF RESIDENTIAL POTHOLES FILLED, LESS THAN 30 DAYS	96%	90%	95%	90%
MILES OF STREET SWEEP	1,613	2,200	2,200	2,200
TREES TRIMMED	2,384	2,400	2,700	2,400
TREES REMOVED	1,587	1,800	1,700	1,000
TREES PLANTED	530	1,000	600	1,000
AVERAGE UNRESOLVED FORESTRY REQUESTS	86	90	85	90
TOTAL REQUESTS	7,271	7,500	6,000	7,500
TOTAL OPEN REQUESTS	194	200	200	200

**PUBLIC WORKS - STREET DIVISION**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>17-16 BUDGET</b>
71112	Salaries Permanent	1,403,046	1,431,409	983,353	1,473,285	41,876
71119	Out Of Class Pay	326	-	40	-	-
71122	Salaries Overtime Perm	309,284	250,000	225,509	250,000	-
71129	Salary Adjustment	-	28,629	-	29,466	837
71180	Employee Agency Wages	40,897	50,000	19,748	50,000	-
71251	IMRF	341,995	347,309	242,955	339,333	(7,976)
71253	Unemployment	5,659	5,580	6,627	5,580	-
71262	Workmen's Compensation	103,756	77,214	73,129	78,962	1,748
71263	Health Insurance	469,251	394,134	308,765	457,808	63,674
71264	Life Insurance	2,589	2,418	1,656	2,418	-
71265	Retiree Health Insurance	2,288	-	-	-	-
<b>TOTAL PERSONNEL</b>		<b>2,679,091</b>	<b>2,586,693</b>	<b>1,861,782</b>	<b>2,686,852</b>	<b>100,159</b>
72203	Wireless	5,459	6,735	1,068	6,735	-
72204	VOIP	-	4,848	3,232	7,970	3,122
72211	Printing & Publication	300	1,000	-	1,000	-
72212	Postage	-	100	-	100	-
72213	Telephone	7,270	650	3,262	650	-
72214	Travel	75	2,000	163	2,000	-
72215	Dues	150	1,300	-	1,300	-
72217	Advertising	-	500	-	500	-
72218	Service Contracts	3,262,099	2,360,685	1,242,029	1,960,685	(400,000)
72231	Utilities-Bldg & Off	10,086	300	4,265	300	-
72232	Utilities-Str Light	-	200	-	200	-
72252	Equipment Maint	3,809	-	2,616	-	-
72263	Microcomputer	56,140	55,310	36,873	51,545	(3,765)
72264	Vehicle Repairs	715,945	775,500	572,239	775,000	(500)
72265	Fuel	129,155	202,100	59,470	177,810	(24,290)
72267	Risk Management	931,640	1,275,170	850,219	593,900	(681,270)
72268	Central Store Services	100,800	100,800	67,200	100,800	-
72271	Rental Equipment	22,682	10,000	13,980	10,000	-
72272	Rental Building	462,895	556,320	370,880	518,270	(38,050)
72290	Education And Training	1,934	4,000	1,272	4,000	-
72295	Garbage - Composting	12,000	15,000	-	15,000	-
72298	Garbage Disposal	8,142	5,000	2,589	5,000	-
<b>TOTAL CONTRACTUAL</b>		<b>5,730,581</b>	<b>5,377,518</b>	<b>3,231,357</b>	<b>4,232,765</b>	<b>(1,144,753)</b>
75501	Public Works	877,970	1,184,000	922,357	1,223,000	39,000
75520	Small Equipment And Tools	-	-	1,068	-	-
75521	Medicine And Drugs	-	500	-	500	-
75525	Food	1,854	2,000	1,331	2,000	-
75527	Linens And Laundry	654	-	348	-	-
75560	Office General Supplies	3,138	3,500	1,960	3,500	-
75570	Computer Noncapital	4,230	4,000	2,451	4,000	-
<b>TOTAL SUPPLIES</b>		<b>887,846</b>	<b>1,194,000</b>	<b>929,515</b>	<b>1,233,000</b>	<b>39,000</b>
77721	Transfer to Debt Service	433,349	513,022	342,014	371,128	(141,894)
77725	Purch Service-General Fd	19,159	19,159	12,773	19,159	-
77728	Purch Serv Tranf-Water	95,600	95,600	63,733	95,600	-
<b>TOTAL OTHER</b>		<b>548,108</b>	<b>627,781</b>	<b>418,520</b>	<b>485,887</b>	<b>(141,894)</b>
79901	Land Acquisition	24,596	-	-	-	-
79922	Vehicles	43,214	-	15,877	-	-
<b>TOTAL OTHER</b>		<b>67,810</b>	<b>-</b>	<b>15,877</b>	<b>-</b>	<b>-</b>
<b>TOTAL STREET DIVISION</b>		<b>9,913,436</b>	<b>9,785,992</b>	<b>6,457,051</b>	<b>8,638,504</b>	<b>(1,147,488)</b>

# Traffic Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

The primary functions of the Traffic Engineering Division include:

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Create a signalized intersection inspection route.
- Create a City-wide signal system inventory.
- Completion of City-wide pedestrian conversion signals to LED countdown pedestrian signals.
- Completion of improvements to fiber optic cable and the surrounding network.
- Completion of signage upgrade in accordance with the Manual on Uniform Traffic Control Devices mandate of 2015.
- Finalize 30 mph sign replacement neighborhood plan.

## **TRAFFIC DIVISION BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$913,536	\$939,783	\$1,008,138	\$1,088,666	\$80,528
CONTRACTUAL	2,517,506	2,766,267	2,656,694	2,621,140	(35,554)
SUPPLIES	330,200	328,239	357,000	433,000	76,000
OTHER	102,791	136,980	109,826	91,581	(18,245)
CAPITAL	<u>0</u>	<u>33,627</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,864,033</u>	<u>\$4,204,896</u>	<u>\$4,131,658</u>	<u>\$4,234,387</u>	<u>\$102,729</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$172,029	\$165,809	\$174,780	\$182,439	\$7,659
PURCHASE OF SERVICES	25,400	26,600	64,300	65,600	1,300
FROM OTHER GOVERNMENTS	138,029	180,000	180,000	180,000	0
I-FIBR JULIE LOCATES	0	25,000	25,000	25,000	0
STATE MOTOR FUEL TAX	1,200,000	2,500,000	1,500,000	1,500,000	0
CAPITAL LEASE FUNDS	0	33,627	0	0	0
GENERAL REVENUES	<u>2,328,575</u>	<u>1,273,860</u>	<u>2,187,578</u>	<u>2,281,348</u>	<u>93,770</u>
TOTAL	<u>\$3,864,033</u>	<u>\$4,204,896</u>	<u>\$4,131,658</u>	<u>\$4,234,387</u>	<u>\$102,729</u>

# Traffic Division

## PUBLIC WORKS TRAFFIC DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2016	2017	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
TRANSP/PROP MANAGER	110	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	108	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	5.00	6.00	1.00
SIGN/MARKING TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>11.00</u></b>	<b><u>12.00</u></b>	<b><u>1.00</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses increase due to general step and longevity increases, a budgeted 2% salary adjustment, and an increase in health insurance rates. Also, the addition of a traffic signal repairer position increases personnel expenses.
- Contractual expenses decrease due to adjustments in internal service charges for microcomputer, property maintenance and risk management.
- Supply expenses increase due to upgrades in street lighting fixtures.

### CAPITAL EQUIPMENT

There are no planned capital replacements for 2017.

### TRAFFIC DIVISION PERFORMANCE MEASURES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	95%	95%	95%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	95%	95%	95%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	95%	95%	95%	95%

**TRAFFIC DIVISION  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Permanent	578,143	635,567	414,791	693,446	57,879
71113	Temporary	3,192	-	5,488	-	-
71119	Out of Class Pay	450	-	-	-	-
71122	Salaries Overtime Perm	59,562	60,000	37,073	60,000	-
71129	Salary Adjustment	-	12,627	-	13,785	1,158
71180	Employee Agency Wages	9,094	-	6,395	-	-
71251	IMRF	127,719	143,834	91,319	148,536	4,702
71253	Unemployment	1,558	1,980	2,008	2,160	180
71262	Workmen's Compensation	36,532	28,966	26,311	31,743	2,777
71263	Health Insurance	122,734	124,306	82,232	138,060	13,754
71264	Life Insurance	799	858	530	936	78
<b>TOTAL PERSONNEL</b>		<b>939,783</b>	<b>1,008,138</b>	<b>666,147</b>	<b>1,088,666</b>	<b>80,528</b>
72203	Wireless	10,014	6,250	2,373	6,250	-
72204	VOIP	-	3,984	2,656	6,830	2,846
72211	Printing & Publication	536	600	-	600	-
72212	Postage	454	1,000	477	1,000	-
72213	Telephone	2,440	-	304	-	-
72214	Travel	755	4,100	1,653	4,100	-
72215	Dues	-	600	-	600	-
72216	Subscriptions	-	200	-	200	-
72217	Advertising	-	200	-	200	-
72218	Service Contracts	61,889	101,900	52,666	101,900	-
72232	Utilities-Str Light	2,113,841	1,930,440	1,360,908	1,930,440	-
72252	Maint-Equipment	5,588	5,000	5,533	8,000	3,000
72253	Maint-Public Works	345	24,000	-	24,000	-
72263	Microcomputer	61,000	63,340	42,227	47,160	(16,180)
72264	Vehicle Repairs	104,494	135,500	72,808	135,300	(200)
72265	Fuel	18,256	18,390	11,213	16,050	(2,340)
72267	Risk Management	174,892	113,880	75,920	109,080	(4,800)
72268	Central Store Services	48,950	48,150	32,100	49,990	1,840
72271	Rental Equipment	2,603	1,500	1,901	3,000	1,500
72272	Rental Building	157,795	189,660	126,440	168,440	(21,220)
72290	Education And Training	2,415	8,000	4,944	8,000	-
<b>TOTAL CONTRACTUAL</b>		<b>2,766,267</b>	<b>2,656,694</b>	<b>1,794,123</b>	<b>2,621,140</b>	<b>(35,554)</b>
75501	Public Works	322,870	333,000	390,386	409,000	76,000
75520	Small Tools	3,286	8,000	4,457	8,000	-
75524	Clothing	280	4,000	778	4,000	-
75525	Food	988	-	-	-	-
75543	Maint-Equipment	-	7,000	-	7,000	-
75560	Office General Supplies	815	5,000	333	5,000	-
<b>TOTAL SUPPLIES</b>		<b>328,239</b>	<b>357,000</b>	<b>395,954</b>	<b>433,000</b>	<b>76,000</b>
77721	Transfer to Capital Fund	54,707	63,226	42,151	44,281	(18,945)
77727	Purchase Service Tranf	51,300	46,600	31,067	47,300	700
77746	Transfer to RMAP	30,973	-	-	-	-
<b>TOTAL OTHER</b>		<b>136,980</b>	<b>109,826</b>	<b>73,218</b>	<b>91,581</b>	<b>(18,245)</b>
79922	Vehicle & Operating Equip	33,627	-	-	-	-
<b>TOTAL CAPITAL</b>		<b>33,627</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRAFFIC DIVISION</b>		<b>4,204,896</b>	<b>4,131,658</b>	<b>2,929,442</b>	<b>4,234,387</b>	<b>102,729</b>

# Parking Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- J Update landscaping at City Hall, City Yards and City Market.
- J Update landscaping at Lot 20 and Church Lot.
- J Plant new trees in Lot 17.
- J Restripe west side surface parking lots.
- J Continue to work with ABM in managing the parking system for the City.

## **PUBLIC WORKS PARKING DIVISION BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$220,890	\$264,492	\$248,659	\$251,008	\$2,349
CONTRACTUAL	1,314,589	1,297,214	1,246,301	1,288,157	41,856
SUPPLIES	16,714	71,504	35,500	36,500	1,000
OTHER	<u>1,181,878</u>	<u>1,040,797</u>	<u>1,231,907</u>	<u>1,100,149</u>	<u>(131,758)</u>
TOTAL	<u>\$2,734,071</u>	<u>\$2,674,007</u>	<u>\$2,762,367</u>	<u>\$2,675,814</u>	<u>(\$86,553)</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PARKING FEES	\$1,317,708	\$1,103,329	\$1,601,668	\$1,649,700	48,032
FINES	753,819	458,942	518,442	534,000	15,558
RENTAL/INTEREST INCOME	110,316	92,996	136,449	140,500	4,051
PURCHASE OF SERVICES	50,100	47,025	46,600	48,000	1,400
TRANSFER FROM CIP	<u>0</u>	<u>0</u>	<u>240,000</u>	<u>0</u>	<u>(240,000)</u>
TOTAL	<u>\$2,231,943</u>	<u>\$1,702,292</u>	<u>\$2,543,159</u>	<u>\$2,372,200</u>	<u>(\$170,959)</u>

## **PARKING DIVISION AUTHORIZED POSITIONS**

	POSTION	2016	2017	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
PARKING SYSTEMS SUPERVISOR	108	1.00	1.00	0.00
PARKING SYSTEM REPAIRER	A-22	2.00	2.00	0.00
<b>TOTAL PERSONNEL</b>		<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>0.00</u></b>

## Parking Division

### BUDGET HIGHLIGHTS

- ) Personnel expenses increase slightly due to a wage increase from general longevity and step increases, a budgeted 2% salary adjustment and an increase in health insurance rates. The increases are offset by a slight decrease in IMRF rates.
- ) Contractual expenses increase due to increased snow removal costs and additional lot resurfacing costs.
- ) Other expenses decrease due to additional debt service payment for the Concourse Deck repairs being less than originally anticipated.
- ) The 2017 net is a loss of \$303,614; net of depreciation, it is a gain of \$328,386.
- ) The 2017 budgeted cash out, which includes capital purchases, the principal portion of the payments on debt service, less depreciation is \$2,538,814.

### FIXED ASSETS

Planned fixed assets for 2017 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
Resurface Lot SS	1	25,000	25,000
Resurface additional lot	1	25,000	25,000
Replace chiller at Pioneer	1	100,000	<u>100,000</u>
TOTAL			\$150,000

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$2,443	\$2,516	\$2,592	\$2,670	\$2,750
Expenses	<u>2,710</u>	<u>2,779</u>	<u>2,851</u>	<u>2,951</u>	<u>3,028</u>
Excess (Deficit)	(267)	(263)	(259)	(281)	(278)
Beginning Balance	<u>13,943</u>	<u>13,676</u>	<u>13,413</u>	<u>13,154</u>	<u>12,872</u>
Ending Balance	<u>\$13,676</u>	<u>\$13,413</u>	<u>\$13,154</u>	<u>\$12,873</u>	<u>\$12,594</u>

The 2018-2022 five year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

### PARKING FUND PERFORMANCE MEASURES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 BUDGET
TOTAL PARKING SPACES	4,170	4,170	4,170	4,170
TOTAL SHORT-TERM PARKING LEASES	1,300	1,300	1,300	1,300
TOTAL LONG-TERM PARKING LEASES	2,375	2,375	2,375	2,375
HANDICAPPED PARKING SPACES	162	162	162	162
DOLLAR AMOUNT OF TICKETS ISSUED	500,000	500,000	500,000	500,000
NUMBER OF TICKETS ISSUED	19,000	19,000	19,000	19,000

**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
PARKING FUND**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	172,794	148,650	98,418	149,861	1,211
71113	Salaries Temporary	-	5,000	4,385	5,000	-
71122	Salaries Overtime Perm	3,570	5,500	1,229	5,500	-
71129	Salary Adjustment	-	3,083	-	3,108	25
71251	IMRF	34,557	32,317	20,347	31,063	(1,254)
71253	Unemployment	603	540	581	540	-
71262	Workmen's Compensation	6,352	4,947	4,648	4,954	7
71263	Health Insurance	44,368	46,228	34,757	48,516	2,288
71264	Life Insurance	196	234	100	234	-
71271	Parking Benefits	2,052	2,160	1,440	2,232	72
<b>TOTAL PERSONNEL</b>		<b>264,492</b>	<b>248,659</b>	<b>165,905</b>	<b>251,008</b>	<b>2,349</b>
72203	Wireless Expense	6	100	4	100	-
72204	VOIP	-	864	576	-	(864)
72211	Printing & Publication	63	3,500	-	3,500	-
72212	Postage	-	-	-	-	-
72213	Telephone	13,438	-	7,755	-	-
72214	Travel	-	-	979	-	-
72217	Advertising	295	-	-	-	-
72218	Service Contracts	918,217	904,467	707,868	938,467	34,000
72231	Utilities-Bldg & Off	42,224	36,830	22,129	36,830	-
72232	Utilities-Str Light	16,121	15,000	7,578	15,000	-
72233	Snow Removal	42,821	35,000	12,374	42,000	7,000
72241	Insurance Expense	-	-	5,323	-	-
72251	Maint-Building	48,077	35,000	21,499	35,000	-
72264	Vehicle Repairs	321	17,100	10,133	17,000	(100)
72265	Fuel	6,317	4,860	3,726	4,240	(620)
72267	Risk Management	7,190	8,150	5,433	7,870	(280)
72268	Central Store Services	22,250	12,890	8,593	12,890	-
72270	Credit Card Service Fee	12,249	-	9,643	-	-
72271	Equipment Rental	-	-	-	-	-
72272	Rental Building	136,320	140,590	93,727	142,660	2,070
72273	Rental Land	-	30,000	-	30,000	-
72281	Prof Fee Legal	13,891	-	6,050	-	-
72282	Prof Fee Auditing	-	450	-	600	150
72283	Engineering-Design	16,801	-	-	-	-
72290	Education And Training	227	1,500	1,942	2,000	500
72292	Consulting Services	386	-	-	-	-
72298	Garbage Disposal	-	-	375	-	-
72299	Miscellaneous Contractual	-	-	461	-	-
<b>TOTAL CONTRACTUAL</b>		<b>1,297,214</b>	<b>1,246,301</b>	<b>926,168</b>	<b>1,288,157</b>	<b>41,856</b>
75501	Public Works	15,580	10,000	9,552	10,000	-
75520	Small Equipment And Tools	239	1,500	8,885	2,500	1,000
75524	Clothing	118	2,000	-	2,000	-
75540	Maint-Building	31,685	8,400	3,853	8,400	-
75541	Maint-Grounds	22,590	9,800	4,906	9,800	-
75546	Maint-Janitorial & CIng	-	300	-	300	-
75560	Office General Supplies	1,292	3,500	272	3,500	-
<b>TOTAL SUPPLIES</b>		<b>71,504</b>	<b>35,500</b>	<b>27,468</b>	<b>36,500</b>	<b>1,000</b>
76760	Property Taxes	5,904	2,200	6,616	2,200	-
76780	Depreciation	705,500	632,000	421,333	632,000	-
77721	Tranf To Debt Serv Fd	141,875	404,989	269,993	-	(404,989)
77725	Purch Service-General Fd	187,518	192,718	128,479	195,337	2,619
78751	Debt Service Fee	-	-	250	-	-
78833	Interest GOB	-	-	114,024	270,612	270,612
<b>TOTAL OTHER</b>		<b>1,040,797</b>	<b>1,231,907</b>	<b>940,695</b>	<b>1,100,149</b>	<b>(131,758)</b>
<b>TOTAL PARKING DIVISION</b>		<b>2,674,007</b>	<b>2,762,367</b>	<b>2,060,236</b>	<b>2,675,814</b>	<b>(86,553)</b>

# Property Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- Begin maintenance of new Police District stations.
- Continue lighting improvements throughout City Yards interior and exterior.
- Build new structures for Building 8 at City Yards to facilitate signs and signals.
- Continue Fire Station apparatus bay light improvements.
- Replace roof at Wellness Center.
- Continue to upgrade the Murphy evidence complex for Police.
- Begin ceiling restoration of the City Hall lobby.
- Begin exterior restoration of City Hall.
- Update the elevator controls at City Hall.

## **PROPERTY FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$787,377	\$836,056	\$874,266	\$974,725	\$100,459
CONTRACTUAL	1,346,551	1,126,103	1,414,377	1,695,665	281,288
SUPPLIES	247,926	268,121	246,700	353,700	107,000
OTHER	<u>319,940</u>	<u>262,882</u>	<u>327,550</u>	<u>371,550</u>	<u>44,000</u>
TOTAL	<u>2,701,794</u>	<u>2,493,162</u>	<u>2,862,893</u>	<u>3,395,640</u>	<u>532,747</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
BUILDING RENTAL CHARGES					
GENERAL FUND	\$1,266,741	\$1,341,260	\$1,745,300	\$2,315,040	\$569,740
OTHER FUNDS	1,222,733	1,277,213	1,241,980	1,208,425	(33,555)
MISCELLANEOUS	110,943	188	0	0	0
TRANSFER FROM STREET DIV	19,159	19,159	19,159	19,159	0
TRANSFER FROM WATER FUND	5,404	5,404	5,404	5,404	0
GRAFFITI RECOVERY	233	900	0	0	0
INTEREST INCOME	<u>57,077</u>	<u>6,266</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
PROPERTY FUND TOTAL	<u>2,682,290</u>	<u>2,650,390</u>	<u>3,031,843</u>	<u>3,568,028</u>	<u>536,185</u>

# Property Division

## PROPERTY FUND AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
PROPERTY SUPERVISOR	108	1.00	1.00	0.00
MAINTENANCE REPAIR WORKER	A-24	<u>9.00</u>	<u>10.00</u>	<u>1.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>10.00</u></b>	<b><u>11.00</u></b>	<b><u>1.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase due to the addition of a maintenance repair worker to facilitate maintenance at the three new Police District stations and an increase in health insurance rates. Additionally, wages increase due to a general longevity and step increases and a budgeted 2% salary adjustment.
- Contractual expenses increase to cover general maintenance costs associated with day to day upkeep of the three new Police District stations.
- Supplies expenses increase due increased costs for janitorial and building supplies associated with the three new Police District stations.
- Other expenses increase for additional depreciation due to capital improvements to City facilities.

## Property Division

### FIXED ASSETS

Planned fixed assets for 2017 includes:

#### FIXED ASSET INVESTMENT

EQUIPMENT	QUANTITY	BUDGET EACH	TOTAL BUDGET
Replace roof at Building 8	1	40,000	40,000
Replace HVAC at City Yards	1	25,000	25,000
Backup generator for City Yards	1	14,000	14,000
Replace carpet at City Yards Administration Building	1	10,000	10,000
Replace fence at City Yards	1	20,000	20,000
Upgrade security cameras at City Yards	1	20,000	20,000
Upgrade lighting at City Yards	1	15,000	15,000
Replace roof at Coronado	1	200,000	200,000
Replace carpet on 3rd floor at City Hall	2	22,000	44,000
Replace south sidewalk ramp and railing at City Hall	1	25,000	25,000
Building façade repair at City Hall	1	500,000	500,000
Additional security cameras at City Hall	1	15,000	15,000
Complete final stage of card access at City Hall	1	15,000	15,000
Upgrade elevator controls at City Hall	1	65,000	65,000
Restoration of lobby at City Hall	1	350,000	<u>350,000</u>
TOTAL			\$1,358,000

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$3,675	\$3,785	\$3,899	\$4,016	\$4,136
Expenses	<u>3,498</u>	<u>3,603</u>	<u>3,711</u>	<u>3,822</u>	<u>3,937</u>
Excess (Deficit)	<u>177</u>	<u>182</u>	<u>188</u>	<u>194</u>	<u>199</u>
Beginning Balance	<u>1,334</u>	<u>1,511</u>	<u>1,693</u>	<u>1,881</u>	<u>2,075</u>
Ending Balance	<u>\$1,511</u>	<u>\$1,693</u>	<u>\$1,881</u>	<u>\$2,075</u>	<u>\$2,274</u>

The 2018-2022 five-year forecast assumes operations will continue as they are programmed for 2017 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

**PUBLIC WORKS - PROPERTY MAINTENANCE FUND  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	483,416	506,324	349,396	569,850	63,526
71113	Salaries Temporary	12,661	40,000	9,823	40,000	-
71122	Salaries Overtime Perm	13,947	11,300	14,619	11,300	-
71129	Salary Adjustment	-	10,126	-	11,398	1,272
71180	Employee Agency Wages	27,687	-	8,335	-	-
71251	IMRF	99,959	110,247	73,600	117,777	7,530
71253	Unemployment	1,475	1,800	1,833	1,980	180
71262	Workmen's Compensation	34,036	23,154	24,944	26,270	3,116
71263	Health Insurance	162,156	170,535	106,316	193,804	23,269
71264	Life Insurance	719	780	492	858	78
71271	Parking Benefits	-	-	-	1,488	1,488
<b>TOTAL PERSONNEL</b>		<b>836,056</b>	<b>874,266</b>	<b>589,358</b>	<b>974,725</b>	<b>100,459</b>
72203	Wireless	8,716	8,410	1,900	8,380	(30)
72204	VOIP	-	2,292	1,528	1,710	(582)
72211	Printing & Publication	63	400	-	400	-
72213	Telephone	7,671	-	1,197	3,000	3,000
72214	Travel	75	3,000	63	3,000	-
72216	Subscriptions	234	275	-	275	-
72218	Service Contracts	105,094	247,200	44,367	247,200	-
72219	Other Contractual	27,050	-	-	-	-
72231	Utilities-Bldg & Off	246,330	323,400	195,278	406,300	82,900
72232	Utilities-Street Lights	223	-	-	-	-
72251	Maint-Building	282,479	347,700	93,100	397,700	50,000
72252	Maint-Equipment	4,655	21,500	5,427	21,500	-
72255	Maint-Office	2,747	-	-	-	-
72259	Contracted Janitorial Ser	135,754	128,500	80,923	267,500	139,000
72263	Microcomputer	20,520	20,210	13,473	20,310	100
72264	Vehicle Repairs	54,489	60,000	34,905	60,000	-
72265	Fuel	11,303	12,700	6,603	11,080	(1,620)
72267	Risk Management	131,580	155,630	103,753	161,750	6,120
72268	Central Store Services	44,500	43,770	29,180	45,450	1,680
72271	Rental Equipment	18,975	11,000	9,075	11,000	-
72272	Rental Building	23,110	25,290	16,860	25,910	620
72282	Prof Fee Auditing	-	600	-	700	100
72290	Education And Training	300	500	200	500	-
72297	Garbage Collection	235	-	-	-	-
72299	Miscellaneous Contractual	-	2,000	-	2,000	-
<b>TOTAL CONTRACTUAL</b>		<b>1,126,103</b>	<b>1,414,377</b>	<b>637,832</b>	<b>1,695,665</b>	<b>281,288</b>
75501	Public Works	10,510	-	67	-	-
75520	Small Equipment And Tools	7,454	9,700	7,205	9,600	(100)
75521	Medicine and Drugs	-	-	127	-	-
75525	Food	886	1,000	512	1,000	-
75527	Linens And Laundry	18,519	16,850	14,765	16,850	-
75540	Maint-Building	180,802	151,000	106,274	211,500	60,500
75543	Maint-Equipment	108	2,350	25	1,950	(400)
75546	Maint-Janitorial & Cng	19,382	30,000	15,970	77,000	47,000
75560	Office General Supplies	1,772	6,800	840	6,800	-
75570	Computer Noncapital	9,970	4,000	5,630	4,000	-
75592	Equip & Furniture Noncapital	18,718	25,000	-	25,000	-
<b>TOTAL SUPPLIES</b>		<b>268,121</b>	<b>246,700</b>	<b>151,415</b>	<b>353,700</b>	<b>107,000</b>
76760	Property Taxes	2,931	24,700	2,992	8,700	(16,000)
76780	Depreciation	173,600	173,600	115,733	233,000	59,400
77725	Purch Service-General Fd	85,900	128,300	85,533	128,900	600
78839	Lease Interest	451	950	52	950	-
<b>TOTAL OTHER</b>		<b>262,882</b>	<b>327,550</b>	<b>204,310</b>	<b>371,550</b>	<b>44,000</b>
<b>TOTAL PROPERTY DIVISION</b>		<b>2,493,162</b>	<b>2,862,893</b>	<b>1,582,915</b>	<b>3,395,640</b>	<b>532,747</b>

# Equipment Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

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

## **EQUIPMENT FUND BUDGET SUMMARY**

	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
<b>APPROPRIATION</b>					
PERSONNEL	859,287	873,010	922,183	960,874	\$38,691
CONTRACTUAL	678,097	673,616	759,043	741,860	(17,183)
SUPPLIES	2,009,828	1,418,505	1,563,830	1,420,960	(142,870)
OTHER	<u>103,113</u>	<u>99,093</u>	<u>100,250</u>	<u>94,920</u>	(5,330)
TOTAL	<u>3,650,325</u>	<u>3,064,224</u>	<u>3,345,306</u>	<u>3,218,614</u>	(126,692)
<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
VEHICLE REPAIR CHARGES					
GENERAL FUND	1,227,237	1,306,901	1,551,050	1,565,900	14,850
OTHER FUNDS	537,603	572,263	676,760	676,100	(660)
FUEL CHARGES					
GENERAL FUND	1,450,969	801,768	922,080	810,110	(111,970)
OTHER FUNDS	404,925	207,562	248,500	217,600	(30,900)
MISCELLANEOUS	16,281	16,603	15,000	15,000	0
INTEREST INCOME	(29,172)	7,168	5,000	5,000	0
EQUIPMENT FUND TOTAL	<u>3,607,843</u>	<u>2,912,265</u>	<u>3,418,390</u>	<u>3,289,710</u>	(128,680)

# Equipment Division

## EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2016 <u>EMPLOYEES</u>	2017 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
EQUIPMENT SERVICES SUPERVISOR	108	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase due to a budgeted 2% salary adjustment and an increase in IMRF rates.
- Contractual expenses decrease due to a decrease in building rent expense.
- Fuel costs decrease \$142,900 due to predicted continual decline in market price.

## CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2017.

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$3,388	\$3,490	\$3,595	\$3,703	\$3,814
Expenses	<u>3,315</u>	<u>3,414</u>	<u>3,516</u>	<u>3,621</u>	<u>3,730</u>
Excess (Deficit)	<u>73</u>	<u>76</u>	<u>79</u>	<u>82</u>	<u>84</u>
Beginning Balance	<u>312</u>	<u>385</u>	<u>461</u>	<u>540</u>	<u>622</u>
Ending Balance	<u>\$385</u>	<u>\$461</u>	<u>\$540</u>	<u>\$622</u>	<u>\$706</u>

The 2018-2022 five-year forecast assumes operations will continue as they are programmed for 2017 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

**EQUIPMENT FUND**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	545,427	555,605	383,540	584,227	28,622
71119	Out Of Class Pay	412	1,200	282	1,200	-
71122	Salaries Overtime Perm	26,798	45,000	21,603	45,000	-
71129	Salary Adjustment	-	11,113	-	11,685	572
71251	IMRF	114,478	124,485	81,599	124,313	(172)
71253	Unemployment	1,218	1,620	1,592	1,620	-
71262	Workmen's Compensation	23,719	28,868	16,960	30,243	1,375
71263	Health Insurance	158,161	151,190	99,048	159,484	8,294
71264	Life Insurance	697	702	455	702	-
71273	Tool Allowance	2,100	2,400	1,800	2,400	-
<b>TOTAL PERSONNEL</b>		<b>873,010</b>	<b>922,183</b>	<b>606,879</b>	<b>960,874</b>	<b>38,691</b>
72203	Wireless	1,462	1,100	334	1,100	-
72204	VOIP	-	1,728	1,152	1,710	(18)
72211	Printing & Publication	-	50	1,265	50	-
72212	Postage	13	100	56	100	-
72213	Telephone	2,840	-	157	-	-
72214	Travel	15	-	45	-	-
72218	Service Contracts	16,222	16,800	17,122	16,800	-
72252	Maint-Equipment	6,617	10,500	533	10,500	-
72257	Maint-Communication Equip	3,891	8,600	-	8,600	-
72259	Contracted Janitorial Ser	4,183	5,400	-	5,400	-
72263	Microcomputer	11,670	12,130	8,087	13,890	1,760
72264	Vehicle Repairs	31,936	30,000	21,677	30,000	-
72265	Fuel	1,440	2,970	682	2,600	(370)
72266	Vehicle Vendor Service	427,708	463,000	273,722	463,000	-
72267	Risk Management	10,700	12,160	8,107	14,270	2,110
72268	Central Store Services	40,050	39,400	26,267	40,900	1,500
72271	Rental Equipment	1,839	1,320	708	1,320	-
72272	Rental Building	110,760	151,720	101,147	129,570	(22,150)
72282	Prof Fee Auditing	900	815	-	800	(15)
72290	Education And Training	1,370	1,250	2,549	1,250	-
<b>TOTAL CONTRACTUAL</b>		<b>673,616</b>	<b>759,043</b>	<b>463,610</b>	<b>741,860</b>	<b>(17,183)</b>
75520	Small Equipment And Tools	10,358	17,000	15,002	17,000	-
75521	Medicine And Drugs	63	50	25	50	-
75526	Fuel And Lubricants	1,057,705	1,170,580	477,823	1,027,710	(142,870)
75527	Linens And Laundry	6,033	6,400	4,911	6,400	-
75540	Maint-Building	158	-	-	-	-
75543	Maint-Equipment	490	500	244	500	-
75544	Maint-Vehicles	319,177	350,500	226,136	350,500	-
75546	Maint-Janitorial & Cln	-	200	-	200	-
75547	Maint-Vehicle Miscel	23,864	17,500	16,528	17,500	-
75560	Office General Supplies	657	1,100	515	1,100	-
<b>TOTAL SUPPLIES</b>		<b>1,418,505</b>	<b>1,563,830</b>	<b>741,184</b>	<b>1,420,960</b>	<b>(142,870)</b>
76780	Depreciation	26,800	26,600	17,733	26,600	-
77725	Purch Service-General Fd	72,000	72,700	48,467	65,300	(7,400)
78838	Lease Interest	293	950	1,629	3,020	2,070
<b>TOTAL OTHER</b>		<b>99,093</b>	<b>100,250</b>	<b>67,829</b>	<b>94,920</b>	<b>(5,330)</b>
<b>TOTAL EQUIPMENT DIVISION</b>		<b>3,064,224</b>	<b>3,345,306</b>	<b>1,879,502</b>	<b>3,218,614</b>	<b>(126,692)</b>

# Central Supply Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

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

## **CENTRAL SUPPLY FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	299,165	307,102	325,231	336,625	\$11,394
CONTRACTUAL	51,031	49,223	56,417	61,320	4,903
SUPPLIES	33,835	39,123	31,500	31,500	0
OTHER	<u>23,900</u>	<u>24,800</u>	<u>25,000</u>	<u>24,700</u>	<u>(300)</u>
TOTAL	<u>\$407,931</u>	<u>\$420,248</u>	<u>\$438,148</u>	<u>\$454,145</u>	<u>\$15,997</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
INVENTORY CONTROL CHARGES					
STREET DIVISION	100,800	100,800	105,060	109,070	4,010
TRAFFIC DIVISION	48,950	48,950	48,150	49,990	1,840
PARKING DIVISION	22,250	22,250	21,890	22,720	830
PROPERTY UNIT	44,500	44,500	43,770	45,450	1,680
EQUIPMENT UNIT	40,050	40,050	39,400	40,900	1,500
WATER DIVISION	182,450	182,450	179,880	186,340	6,460
INTEREST INCOME	<u>19,072</u>	<u>19,072</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>458,072</u>	<u>458,072</u>	<u>438,150</u>	<u>454,470</u>	<u>16,320</u>

# Central Supply Division

## CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2016 EMPLOYEES	2017 EMPLOYEES	INCREASE/ (DECREASE)
CENTRAL SUPPLY SUPERVISOR	108	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
INVENTORY CONTROL CLERK	A-21	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

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

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$468	\$482	\$506	\$531	\$558
Expenses	<u>468</u>	<u>482</u>	<u>496</u>	<u>511</u>	<u>526</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>10</u>	<u>20</u>	<u>32</u>
Beginning Balance	<u>344</u>	<u>344</u>	<u>344</u>	<u>354</u>	<u>374</u>
Ending Balance	<u>\$344</u>	<u>\$344</u>	<u>\$354</u>	<u>\$374</u>	<u>\$406</u>

The 2018-2022 five-year forecast assumes operations will continue as they are programmed for 2017 and that costs will increase three percent annually.

**CENTRAL SUPPLY FUND  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>Description</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112	Salaries Permanent	222,429	225,476	152,275	234,860	9,384
71122	Salaries Overtime Perm	331	6,000	434	6,000	-
71129	Salary Adjustment	-	4,509	-	4,697	188
71251	IMRF	44,576	47,929	30,668	47,540	(389)
71253	Unemployment	400	720	552	720	-
71262	Workmen's Compensation	624	661	428	688	27
71263	Health Insurance	38,453	39,624	23,924	41,808	2,184
71264	Life Insurance	289	312	185	312	-
<b>TOTAL PERSONNEL</b>		<b>307,102</b>	<b>325,231</b>	<b>208,466</b>	<b>336,625</b>	<b>11,394</b>
72203	Wireless	-	110	-	110	-
72204	VOIP	-	2,292	1,528	1,710	(582)
72213	Telephone	1,420	-	79	500	500
72252	Maint-Equipment	13,265	20,000	5,457	20,000	-
72263	Microcomputer	13,050	12,980	8,653	17,770	4,790
72264	Vehicle Repairs	7,868	4,000	4,743	4,000	-
72265	Fuel	705	220	355	190	(30)
72267	Risk Management	980	1,130	753	1,080	(50)
72270	Credit Card Service Fee	385	-	-	-	-
72271	Rental Equipment	-	2,920	-	2,920	-
72272	Rental Building	11,550	12,640	8,427	12,940	300
72282	Prof Fee Auditing	-	125	-	100	(25)
<b>TOTAL CONTRACTUAL</b>		<b>49,223</b>	<b>56,417</b>	<b>29,995</b>	<b>61,320</b>	<b>4,903</b>
75501	Public Works	24,748	10,000	10,623	10,000	-
75502	Water Supplies & Material	-	-	-	-	-
75520	Small Equipment And Tools	13,816	20,000	6,315	20,000	-
75527	Linens And Laundry	327	1,000	372	1,000	-
75560	Office General Supplies	232	500	73	500	-
<b>TOTAL SUPPLIES</b>		<b>39,123</b>	<b>31,500</b>	<b>17,383</b>	<b>31,500</b>	<b>-</b>
77725	Purch Service-General Fd	24,800	25,000	16,667	24,700	(300)
<b>TOTAL OTHER</b>		<b>24,800</b>	<b>25,000</b>	<b>16,667</b>	<b>24,700</b>	<b>(300)</b>
<b>TOTAL CENTRAL STORES</b>		<b>420,248</b>	<b>438,148</b>	<b>272,511</b>	<b>454,145</b>	<b>15,997</b>

# Water Division

## **MISSION STATEMENT**

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

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

## **PRIMARY FUNCTIONS**

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

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

## **OBJECTIVES FOR FISCAL YEAR 2017**

- ) Optimize monthly financial reporting of the Water Division operating budget.
- ) Create a quarterly WRIA balance sheet report consisting of year to date receivables, payables and committed encumbrances.
- ) Improve the quality of water delivered to customers by reducing iron, manganese, and radium concentrations through the use of water filtration facilities and reducing excursions in concentration of treatment chemicals.
- ) Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.
- ) Improve customer service by improving internal processes, systems and responsiveness.
- ) Enhance community awareness of the importance of drinking water and the Rockford water system (public service announcements, secondary school demonstrations and presentations, etc.).
- ) Continue to reduce water loss through leak detection, production meter calibration, and large meter testing.
- ) Develop a WinGIS interactive map for displaying public/private water service materials and enhance material inventory methods.
- ) Initiate small meter testing program to verify residential meter efficiency and life cycle status.
- ) Continue implementation of water meters' electronic radio transmitter (ERT) replacement program (focusing on the replacement of 40/50W ERTS).
- ) Improve preventative maintenance programs for well house, well and booster pumps, hydrants and valves.
- ) Initiate asset management/work order management in Distribution Section.
- ) Promote Rockford Environmental Laboratory and increase number of outside customers.
- ) Continue implementation of laptop programs for making field operations more efficient.

## Water Division

- ) Continue to promote worker safety and reduce number of on the job injuries by training employees, addressing all safety concerns in a timely manner and participating in the Public Works safety committee.
- ) Improve organizational efficiency through enhancing communications (SharePoint) across the organization and through implementation of accountability programs for managers and supervisors.
- ) Continue to develop and implement Rockford Water Academy to train and cross-train employees with a goal averaging over 10 hours per employee of training per year.

### WATER FUND BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,458,026	\$5,432,970	\$6,004,142	\$6,121,258	\$117,116
CONTRACTUAL	7,155,758	5,179,169	7,106,903	7,072,575	(34,328)
SUPPLIES	1,016,040	1,050,122	1,444,450	1,686,250	241,800
OTHER	8,767,130	8,923,509	9,049,054	8,941,729	(107,325)
INTEREST	<u>1,816,210</u>	<u>1,134,229</u>	<u>1,568,500</u>	<u>1,444,400</u>	<u>(124,100)</u>
TOTAL	<u>\$24,213,164</u>	<u>\$21,719,999</u>	<u>\$25,173,049</u>	<u>\$25,266,212</u>	<u>\$93,163</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$23,988,000	\$23,988,000	\$26,211,000	27,418,000	\$1,207,000
INSTALLATIONS & CONNECTIONS	581,000	581,000	726,000	781,000	55,000
INTEREST INCOME	200,000	200,000	200,000	200,000	-
MISCELLANEOUS	65,000	65,000	95,000	92,000	(3,000)
PURCHASE OF SERVICES	<u>73,740</u>	<u>73,740</u>	<u>107,250</u>	<u>111,450</u>	<u>4,200</u>
TOTAL	<u>\$24,907,740</u>	<u>\$24,907,740</u>	<u>\$27,339,250</u>	<u>\$28,602,450</u>	<u>\$1,263,200</u>

# Water Division

## WATER FUND AUTHORIZED PERSONNEL

POSITION TITLE	POSTION	2016	2017	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
WATER SUPERINTENDENT	213	1.00	1.00	0.00
WATER OPERATIONS MANAGER	110	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT	110	1.00	1.00	0.00
WATER QUALITY SUPERVISOR	108	1.00	1.00	0.00
WATER OPERATIONS SUPERVISOR - DISTRIBUTION	108	3.00	3.00	0.00
WATER PLANT OP. & MAINT.SUPERVISOR	108	1.00	1.00	0.00
WATER SYSTEMS & SCADA SUPERVISOR	108	1.00	1.00	0.00
WATER SERVICES COORDINATOR	108	1.00	0.00	(1.00)
WATER TREATMENT SUPERVISOR	108	1.00	1.00	0.00
ACCOUNTANT	107	1.00	1.00	0.00
WATER PROGRAM COORDINATOR	106	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	0.00	1.00	1.00
WATER QUALITY TECHNICIAN	A-26	2.00	2.00	0.00
PUBLIC WORKS CREW LEADER	A-28	5.00	5.00	0.00
WATER PLANT OPERATOR	A-28	12.00	12.00	0.00
WATER SERVICE INSPECTOR	A-26	8.00	8.00	0.00
WATER UTILITY TECHNICIAN	A-25	2.00	2.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR ACCOUNT CLERK	A-21	0.00	0.00	0.00
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>62.00</u></b>	<b><u>62.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- ) Personnel expenses increase due to an increase in wages for general longevity and step increases, a budgeted 2% salary adjustment, an increase in health insurance rates and an increase in overtime. These increases are offset by a decrease in IMRF rates.
- ) Contractual expenses decrease due to a decrease in service contracts, fuel costs and building rental which are offset by an increase in microcomputer internal service charge.
- ) Supply expenses increase due to additional meter purchases and additional small equipment for the SCADA equipment and chemical feed equipment.
- ) Other expenses decrease \$231,500 for interest expenses offset by depreciation expense.

# Water Division

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$29,630	\$30,697	\$31,802	\$32,947	\$34,133
Expenses	<u>26,512</u>	<u>27,838</u>	<u>29,230</u>	<u>30,692</u>	<u>32,227</u>
Excess (Deficit)	<u>3,118</u>	<u>2,859</u>	<u>2,572</u>	<u>2,255</u>	<u>1,906</u>
Beginning Balance	<u>143,639</u>	<u>146,757</u>	<u>149,616</u>	<u>152,188</u>	<u>154,443</u>
Ending Balance	<u>\$146,757</u>	<u>\$149,616</u>	<u>\$152,188</u>	<u>\$154,443</u>	<u>\$156,349</u>
Bond Issues	\$0	\$0	\$0	\$0	\$0
Rate Increases	3.6%	3.6%	3.6%	3.6%	3.6%

The 2018-2022 five-year forecast assumes annual 3.6% rate increases with consumption decreasing each year due to increased conservation efforts. Expenses for this forecast range from five to six percent. The City will finance future improvements on a pay as you go basis.

## FIXED ASSETS

Planned fixed assets for 2017 include:

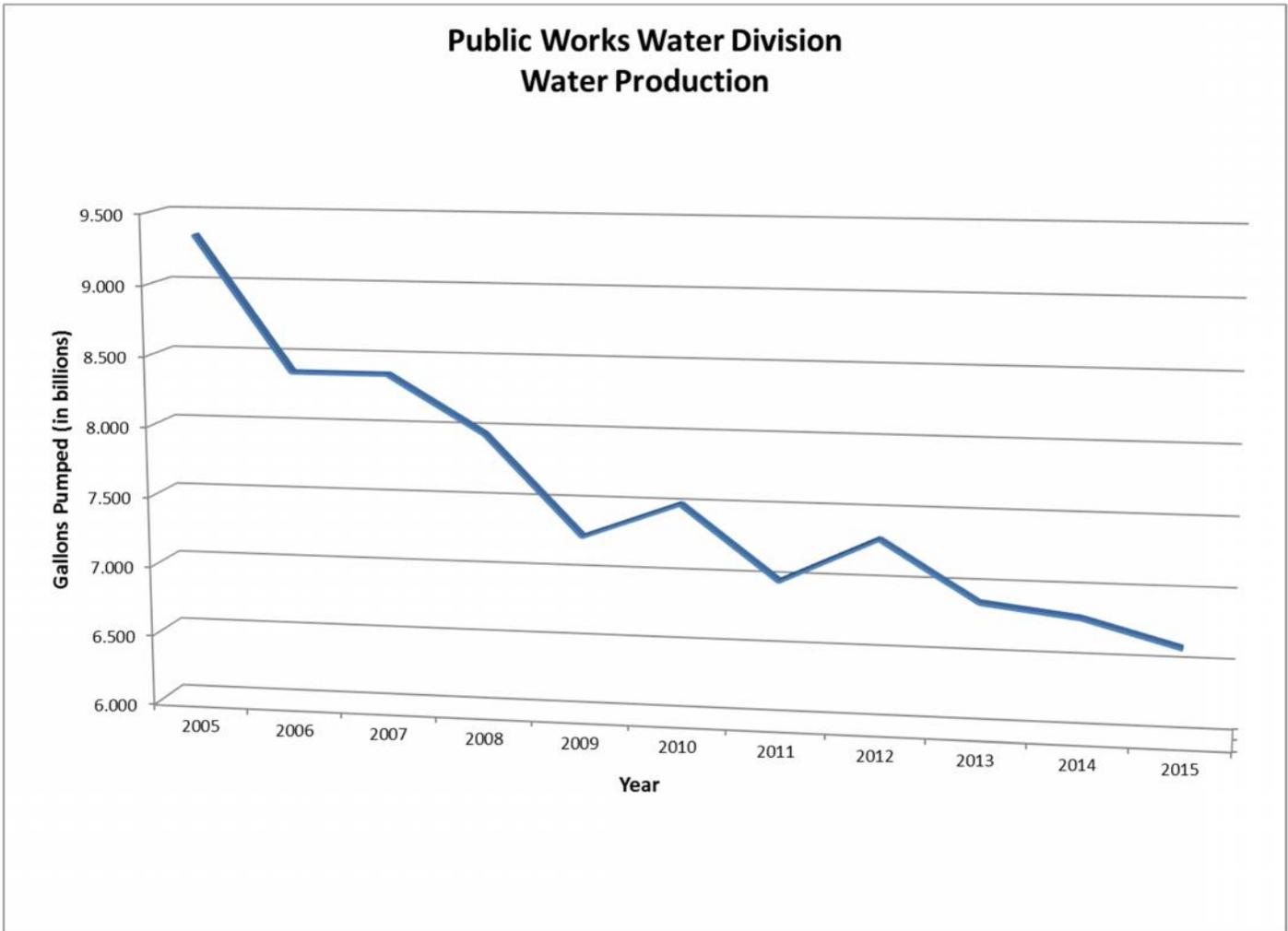
	QUANTITY	BUDGET EACH	TOTAL BUDGET
Meter testing bench	1	18,000	18,000
UBS and Generator replacement	1	70,000	70,000
Video cameras at Cedar Street	1	7,000	7,000
New radios and network for SCADA	1	21,000	21,000
Replace garage roof at Cedar Street	1	250,000	250,000
Masonry repair at Cedar Street	1	60,000	60,000
Upgrade the cage at Cedar Street	1	10,000	10,000
Leak locator	1	25,000	25,000
Install fiber optic cable to additional sites	1	60,000	<u>60,000</u>
TOTAL			\$521,000

## WATER FUND PERFORMANCE MEASURES

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 BUDGET
EMERGENCY REPAIR TIME (HOURS)	1.80	2.00	1.75	2.00
% OF TOTAL REPAIRS THAT ARE PLANNED	76%	80%	76%	70%
BACKLOG OF NON-EMERGENCY REPAIRS (WKLY AVG)	26	30	35	30
WATER MAIN FLUSHED (MILES)	253	240	250	240
AVG DAYS TO CORRECT METER PROBLEM	28	30	10	30
WATER QUALITY COMPLAINTS	31	18	14	18
% DESIGN DEMAND	139%	100%	138%	100
%PREVENTATIVE MAINTENANCE	52%	60%	70%	60%
NEW WATER CONNECTIONS	30	36	95	35

# Water Division

## OPERATIONAL INFORMATION



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

**WATER DIVISION  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

<b>Account</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71112 Salaries Permanent	3,133,303	3,393,791	2,133,025	3,442,278	48,487
71113 Salaries Temporary	34,960	101,900	31,813	96,200	(5,700)
71119 Out Of Class Pay	1,328	-	464	-	-
71122 Salaries Overtime Perm	446,090	558,000	310,234	567,000	9,000
71129 Salary Adjustment	-	67,876	-	68,845	969
71180 Employee Agency Wages	52,105	-	3,141	-	-
71251 IMRF	717,864	824,189	507,787	796,884	(27,305)
71253 Unemployment	8,951	11,160	10,881	11,160	-
71262 Workmen's Compensation	154,945	172,012	111,507	175,759	3,747
71263 Health Insurance	861,632	868,686	574,158	957,684	88,998
71264 Life Insurance	4,508	4,836	2,814	4,836	-
71265 Retiree Health Insurance	15,028	-	-	-	-
71271 Parking Benefits	2,256	1,692	1,128	612	(1,080)
<b>TOTAL PERSONNEL</b>	<b>5,432,970</b>	<b>6,004,142</b>	<b>3,686,952</b>	<b>6,121,258</b>	<b>117,116</b>
72203 Wireless Expense	38,391	43,100	14,480	42,000	(1,100)
72204 VOIP	-	16,728	11,152	16,520	-
72211 Printing & Publication	16,389	11,000	4,753	16,000	5,000
72212 Postage	35,344	6,300	829	6,300	-
72213 Telephone	18,997	5,500	3,915	6,800	1,300
72214 Travel	2,560	1,400	1,259	2,300	900
72215 Dues	10,698	11,460	9,621	11,580	120
72216 Subscriptions	-	1,500	418	1,050	(450)
72217 Advertising	-	2,000	1,792	2,000	-
72218 Service Contracts	1,309,366	2,966,200	1,184,372	2,891,200	(75,000)
72219 Other Contractual Service	132,818	132,425	58,728	148,500	16,075
72230 Water Power Expense	1,601,921	1,600,000	635,245	1,600,000	-
72231 Utilities-Bldg & Off	1,467	19,900	1,042	20,050	150
72235 Backwash Treatment	67,727	85,000	22,219	80,000	(5,000)
72237 Utilities-Gas	7,941	-	4,972	-	-
72251 Maint-Building	32,451	67,000	19,181	74,500	7,500
72252 Maint-Equipment	79,417	93,000	39,238	96,500	3,500
72253 Maint-Public Works	3,569	4,000	1,666	4,000	-
72258 Water Reservoir Repair	4,603	13,200	4,000	13,200	-
72263 Microcomputer	233,040	230,930	153,953	277,410	46,480
72264 Vehicle Repairs	319,066	390,470	235,205	390,000	(470)
72265 Fuel	141,270	173,590	79,737	152,130	(21,460)
72267 Risk Management	302,860	328,530	219,020	331,100	2,570
72268 Central Store Services	182,450	179,880	119,920	186,340	6,460
72271 Rental Equipment	188,096	228,700	98,762	228,700	-
72272 Rental Building	404,320	441,990	294,660	425,795	(16,195)
72273 Rental Land	4,493	5,000	3,610	5,000	-
72282 Prof Fee Auditing	-	12,000	-	7,500	(4,500)
72283 Prof Fee Engineering	12,103	-	6,613	-	-
72284 Medical	950	-	-	-	-
72290 Education And Training	26,862	33,700	6,971	33,700	-
72298 Garbage Disposal	-	2,400	-	2,400	-
<b>TOTAL CONTRACTUAL</b>	<b>5,179,169</b>	<b>7,106,903</b>	<b>3,237,333</b>	<b>7,072,575</b>	<b>(34,120)</b>

**WATER DIVISION  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

Account	2015 ACTUAL	2016 BUDGET	8 MONTH ACTUAL	2017 BUDGET	CHANGE 17-16
75501 Public Works	-	-	2,346	-	-
75502 Water Supplies & Material	827,355	1,182,000	585,918	1,464,000	282,000
75509 Books	-	-	109	-	-
75520 Small Equipment And Tools	33,497	49,100	17,152	41,950	(7,150)
75521 Medicine And Drugs	444	-	51	-	-
75522 Laboratory	29,559	31,600	15,554	34,100	2,500
75524 Clothing	1,670	1,900	432	1,800	(100)
75525 Food	3,121	3,350	1,180	3,800	450
75526 Fuel And Lubricants	4,460	7,000	956	6,000	(1,000)
75527 Linens And Laundry	7,467	8,200	6,585	8,200	-
75540 Maint-Building	868	2,000	29	2,000	-
75543 Maint-Equipment	72,184	51,800	42,048	73,800	22,000
75546 Maint-Janitorial & Cln	-	200	-	-	(200)
75560 Office General Supplies	8,792	14,200	5,163	13,700	(500)
75561 Photography & Reproductn	3,390	2,200	-	2,000	(200)
75565 Public Relations	9,137	10,000	400	10,000	-
75569 Miscellaneous Supplies	-	500	-	-	(500)
75570 Computer Noncapital	27,555	56,100	14,180	15,900	(40,200)
75592 Equip & Furniture Noncapital	20,623	24,300	12,183	9,000	(15,300)
<b>TOTAL SUPPLIES</b>	<b>1,050,122</b>	<b>1,444,450</b>	<b>704,286</b>	<b>1,686,250</b>	<b>241,800</b>
76780 Depreciation	6,122,000	6,158,900	4,074,696	6,291,050	132,150
76799 Loss From Asset Disposal	74,807	-	-	-	-
77725 Purch Service-General Fd	2,682,294	2,598,200	1,732,133	2,598,200	-
77733 Tranf To Bldg Maint	5,404	5,404	3,603	5,404	-
78751 Debt Service Fee	2,525	4,500	2,525	4,500	-
78833 Interest Gob	1,134,229	1,568,500	302,192	1,444,400	(124,100)
78839 Capital Lease Interest	8,312	263,550	7,009	24,075	(239,475)
78885 Amortization	28,167	18,500	12,328	18,500	-
<b>TOTAL OTHER</b>	<b>10,057,738</b>	<b>10,617,554</b>	<b>6,134,486</b>	<b>10,386,129</b>	<b>(231,425)</b>
<b>TOTAL WATER DIVISION</b>	<b>21,719,999</b>	<b>25,173,049</b>	<b>13,763,057</b>	<b>25,266,212</b>	<b>93,371</b>

# Police and Fire Pension Fund

## **MISSION STATEMENT**

It is the mission of the Police and Fire Pension Funds to provide retirement benefits for retired police officers and firefighters and their beneficiaries through employer and employee contributions and investment earnings.

## **PRIMARY FUNCTIONS**

The primary function of this non-operating budgetary unit is to finance pensions for employees by both employer and employee contributions combined with interest earnings on those contributions. These three revenue streams, if based on sound actuarial assumptions, should generate sufficient funds for employee retirement without placing either an undue burden on the employer or a risk to the pension due the employee.

## **POLICE PENSION FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$14,691,555	\$15,371,973	\$15,772,729	\$16,436,098	\$663,369
CONTRACTUAL	409,014	392,890	410,925	410,925	0
SUPPLIES	0	0	0	0	0
OTHER	<u>119,200</u>	<u>116,900</u>	<u>106,503</u>	<u>86,881</u>	<u>(19,622)</u>
TOTAL EXPENSE	<u>15,219,769</u>	<u>15,881,763</u>	<u>16,290,157</u>	<u>16,933,904</u>	<u>643,747</u>
<b>FUNDING SOURCE</b>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>	INCREASE (DECREASE)
POLICE DEPARTMENT TRANSFER					
POLICE PENSION PROPERTY TAX	\$4,608,968	\$4,611,003	\$5,340,427	\$6,921,439	\$1,581,012
POLICE PENSION REPLACE TAX	<u>1,096,852</u>	<u>975,000</u>	<u>1,004,250</u>	<u>963,000</u>	<u>(41,250)</u>
TOTAL CITY CONTRIBUTION	5,705,820	5,586,003	6,344,677	7,884,439	1,539,762
INTEREST INCOME	6,613,696	7,411,762	5,350,000	5,350,000	0
APPRECIATION (DEPRECIATION)	<u>5,290,879</u>	<u>(5,709,068)</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>
INVESTMENT INCOME	11,904,575	1,702,694	10,350,000	10,350,000	0
EMPLOYEE CONTRIBUTIONS	<u>2,131,555</u>	<u>2,130,613</u>	<u>2,029,200</u>	<u>2,157,400</u>	<u>128,200</u>
TOTAL	<u>\$19,741,950</u>	<u>\$9,419,310</u>	<u>\$18,723,877</u>	<u>\$20,391,839</u>	<u>1,667,962</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$5,455,009	\$5,501,680	\$6,069,076	\$7,815,910	1,746,834

# Police and Fire Pension Fund

## FIRE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	INCREASE (DECREASE)
PERSONNEL	\$15,700,060	\$16,135,612	\$16,598,129	\$17,240,576	\$642,447
CONTRACTUAL	404,981	351,151	390,575	390,575	0
OTHER	<u>121,900</u>	<u>116,800</u>	<u>103,667</u>	<u>83,988</u>	<u>(19,679)</u>
TOTAL EXPENSE	<u>16,226,941</u>	<u>16,603,563</u>	<u>17,092,371</u>	<u>17,715,139</u>	<u>622,768</u>

FUNDING SOURCE	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 BUDGET	INCREASE (DECREASE)
FIRE DEPARTMENT TRANSFER					
FIRE PENSION PROPERTY TAX	\$5,658,956	\$5,565,065	\$7,328,157	\$7,105,775	(\$222,382)
FIRE PENSION REPLACE TAX	<u>1,642,182</u>	<u>1,170,000</u>	<u>1,297,588</u>	<u>1,155,600</u>	<u>(141,988)</u>
TOTAL CITY CONTRIBUTION	7,301,138	6,735,065	8,625,745	8,261,375	(364,370)
INTEREST INCOME	11,015,409	6,088,247	4,800,000	4,800,000	0
APPRECIATION(DEPRECIATION)	<u>(1,891,892)</u>	<u>(5,688,590)</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>0</u>
INVESTMENT INCOME	9,123,517	399,657	6,800,000	6,800,000	0
EMPLOYEE CONTRIBUTIONS	<u>1,953,524</u>	<u>1,942,979</u>	<u>1,885,900</u>	<u>2,017,300</u>	<u>131,400</u>
TOTAL	<u>\$18,378,179</u>	<u>\$9,077,701</u>	<u>\$17,311,645</u>	<u>\$17,078,675</u>	<u>(232,970)</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$6,672,686	\$6,719,009	\$7,229,015	\$8,552,472	1,323,457

## BUDGET HIGHLIGHTS

- ) The City utilizes an independent actuary to determine the necessary funding for these two plans on an annual basis. Once this is determined, the City funds the plans based on the recommendations of the independent actuary. There were no changes with respect to plan provisions, actuarial methods, or actuarial assumptions from the prior year.
- ) For 2015, the Police plan earned \$3.2 million in interest income while the Fire plan earned \$3.3 million in interest income.
- ) The Police and Fire plans also realized \$4.2 and \$2.8 million respectively on the sale of investments.
- ) In addition, reflecting fair market value adjustments of investments, the Police Pension Fund estimated a loss of \$5.7 million while the Fire Pension Fund estimated a loss of \$5.7 million.
- ) Investment expenses were \$296,000 for Police and \$282,000 for Fire.
- ) Approximate annual rates of return were below the assumption rate of 7.5%, with 0.79% for Police and 0.08% for Fire.
- ) Police contribution requirement increases to \$7,815,910. The percent funded in 2015 was 62.8%.
- ) Fire contribution requirement decreases to \$8,552,472. The percent funded in 2015 was 58.0%.

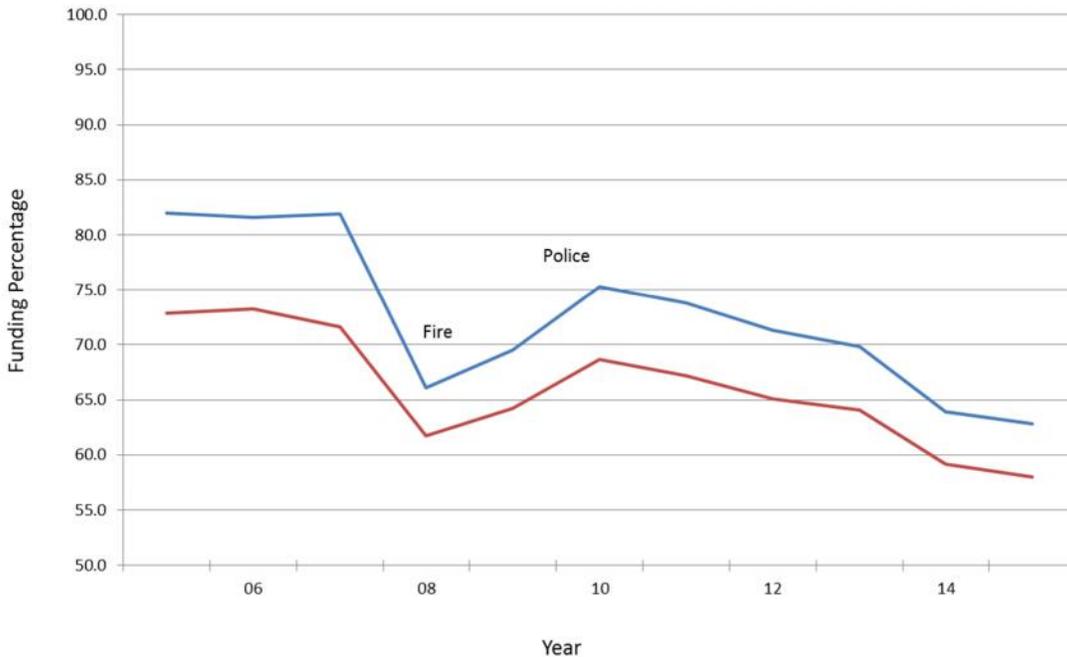
# Police and Fire Pension Fund

## OPERATIONAL INFORMATION

The State of Illinois enacted a reform package for Illinois police and fire pension plans in 2010. Benefit changes, for new hires beginning January 1, 2011, included the following: (1) normal retirement age of 55 (currently 50); (2) early retirement at age 50 with 6% reduction for each year prior to 55; (2) pensionable salary cap of \$106,800 indexed to ½% of CPI-U; (3) final average salary calculated using the last 8 of 10 years (currently final day's salary); (4) survivor benefit of 66 2/3% of pension earned at date of death (currently 100% of pension); and (5) cost of living adjustments beginning the year after a retiree or survivor turns age 60 with annual increases equaling the lesser of 3% simple or ½ of CPI-U (currently 3% compounded each year after pension becomes payable).

In addition, the following changes were made to public safety pension funding: (1) 30 year closed amortization period with a funding target of 90% by the end of 2040 (previously expired in 2033 with a funding target of 100%); (2) state shared revenue diversions to pension funds beginning in 2016 equaling the difference between the employer contribution and the required actuarial contribution. Three year phase in with up to 1/3 of state shared revenue diverted in 2016, up to 2/3 in 2017, and up to the full contribution difference beginning in 2018; (3) expanded investment authority including corporate bonds for all funds and greater equity investments for funds with assets of at least \$10 million; and (4) 5 year smoothing of actuarial gains and losses. The first actuarial study to be performed using these changes was completed in the spring of 2011 for the year ended 2010 for the 2012 budget levy and the 2013 budget expense.

**CITY OF ROCKFORD, ILLINOIS  
FUNDING PERCENTAGES OF POLICE AND FIRE PENSION FUNDS  
2005-2015**



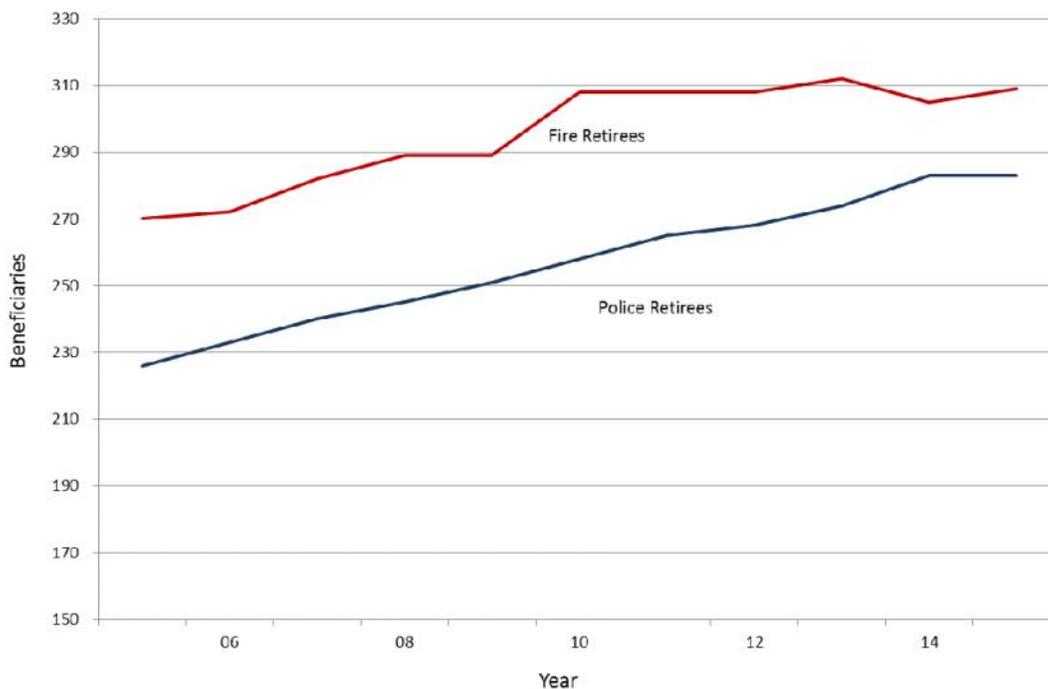
# Police and Fire Pension Fund

## ROCKFORD PENSION PLANS

	<u>Police</u>	<u>Fire</u>	<u>IMRF/SS</u>
Employees	Sworn	Sworn	All Other
2017 Employer Rate	75.50%	80.81%	17.91%
2017 Employee Rate	9.910%	9.455%	10.70%
Social Security Included	No	No	Yes (6.2%)
Plan Administration	Local	Local	State
Retirement Age	50/55	50/55	55/60
Vesting (Years)	10	10	8
Pension (20 Years Service)	50%	50%	35%
Pension Limit	75%	75%	75%
Years To Achieve Limit	30	30	40
Pension Based On	Last Pay/Average of 8 Highest Consecutive Years in Last 10	Last Pay/Average of 8 Highest Consecutive Years in Last 10	Average of 4 Highest Consecutive Years in Last 10

Trends for the two funds include active member percentage decreasing as the number of retirees increase as well as dollar costs rising.

**CITY OF ROCKFORD, ILLINOIS  
BENEFICIARIES OF POLICE AND FIRE PENSION FUNDS  
2005-2015**



## Police and Fire Pension Fund

Approximately one-half of the annual revenues for these two plans are generated from investment earnings. While member contributions have increased to 9.91% for Police in 2000 and 9.455% for Fire in 2005, employee contributions are still the smallest element of the financing equation.

The City contributions are funded from property taxes and state replacement taxes. Pension property taxes are unlimited; however, property tax extension limitations (tax caps) do apply on a total city basis except for the new benefit provision for Fire Pension surviving spouses. For 2016, estimated rates are 37.9 cents for the Police plan and 44.4 cents for the Fire plan. 2015 rates are 32.1 and 38.8 cents respectively. The property tax rate increase is due to the plan cost increase.

Both plans utilize the Finance Department's staff. The Police pension fund will also utilize a consultant, \$65,000, and a custodian, \$4,900, as well as three money managers at an estimated cost of \$231,000 (2015-\$225,237). The Fire pension uses a consultant, \$65,000, a custodian, \$6,600, and four money managers at an estimated cost of \$233,000 (2015-\$227,896). Each fund pays the State Department of Insurance \$8,000 annually for oversight services.

### **POLICE PENSION FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$27,647	\$29,133	\$30,728	\$32,424	\$34,232
Expenditures	<u>16,909</u>	<u>17,521</u>	<u>18,152</u>	<u>18,802</u>	<u>19,471</u>
Excess (Deficit)	<u>10,738</u>	<u>11,611</u>	<u>12,576</u>	<u>13,622</u>	<u>14,761</u>
Beginning Balance	<u>214,095</u>	<u>224,832</u>	<u>236,443</u>	<u>249,019</u>	<u>262,641</u>
Ending Balance	<u>\$224,832</u>	<u>\$236,443</u>	<u>\$249,019</u>	<u>\$262,641</u>	<u>\$277,402</u>
Property Tax Rates (in cents)	44.0	48.7	53.9	59.5	61.8

### **FIRE PENSION FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$26,704	\$28,059	\$29,507	\$31,050	\$32,708
Expenditures	<u>18,338</u>	<u>18,993</u>	<u>19,668</u>	<u>20,363</u>	<u>21,079</u>
Excess (Deficit)	<u>8,366</u>	<u>9,066</u>	<u>9,839</u>	<u>10,686</u>	<u>11,629</u>
Beginning Balance	<u>186,247</u>	<u>194,613</u>	<u>203,679</u>	<u>213,518</u>	<u>224,204</u>
Ending Balance	<u>\$194,613</u>	<u>\$203,679</u>	<u>\$213,518</u>	<u>\$224,204</u>	<u>\$235,833</u>
Property Tax Rates (in cents)	53.4	59.0	65.1	71.7	74.3

The 2018-2022 five-year forecast on a traditional basis, assumes five percent City and employee contribution increases as well as a 7.5% return on investments. The combined impact for the two plans of this increase on the property tax rate would be approximately eleven cents annually. Costs are assumed to rise annually due to three percent pension increases and an annual new retiree group of five. This forecast does not address a number of issues such as mortality, disability, and withdrawal that an actuary would. In addition, it makes no assumptions as to the likelihood of additional benefits gained through the legislative process in Springfield.

**CITY OF ROCKFORD**  
**NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**  
**POLICE PENSION FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71276 Pension Payment	15,240,885	15,702,729	16,366,098	663,369
71277 Contribution Refund	131,088	70,000	70,000	-
<b>TOTAL PERSONNEL</b>	<b>15,371,973</b>	<b>15,772,729</b>	<b>16,436,098</b>	<b>663,369</b>
72212 Postage	1,909	2,500	2,500	-
72214 Travel	736	600	600	-
72215 Dues	1,570	775	775	-
72218 Service Contracts	225,235	241,000	241,000	-
72241 Insurance Expense	20,550	20,550	20,550	-
72281 Legal	42,700	40,000	40,000	-
72284 Medical Expenses	22,094	30,000	30,000	-
72290 Education	3,463	2,500	2,500	-
72292 Consulting Fee	65,000	65,000	65,000	-
72299 Misc Contracts	9,633	8,000	8,000	-
<b>TOTAL CONTRACTUAL</b>	<b>392,890</b>	<b>410,925</b>	<b>410,925</b>	<b>-</b>
75560 Office Supplies	-	-	-	-
<b>TOTAL OFFICE SUPPLIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
77725 P/S-GF	116,900	106,503	86,881	(19,622)
<b>TOTAL OTHER</b>	<b>116,900</b>	<b>106,503</b>	<b>86,881</b>	<b>(19,622)</b>
<b>TOTAL POLICE PENSION FUND</b>	<b>15,881,763</b>	<b>16,290,157</b>	<b>16,933,904</b>	<b>643,747</b>

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
FIRE PENSION FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71276 Pension Payment	16,125,125	16,583,129	17,225,576	642,447
71277 Contribution Refund	10,487	15,000	15,000	-
<b>TOTAL PERSONNEL</b>	<b>16,135,612</b>	<b>16,598,129</b>	<b>17,240,576</b>	<b>642,447</b>
72212 Postage	1,983	2,200	2,200	-
72214 Travel	118	500	500	-
72215 Dues	1,570	775	775	-
72218 Service Contracts	227,894	254,700	254,700	-
72241 Insurance Expense	18,100	18,100	18,100	-
72281 Legal	31,395	28,000	28,000	-
72284 Medical Expenses	10,215	10,000	10,000	-
72290 Education	2,263	3,000	3,000	-
72292 Consulting Fees	48,750	65,000	65,000	-
72299 Misc Contracts	8,863	8,300	8,300	-
<b>TOTAL CONTRACTUAL</b>	<b>351,151</b>	<b>390,575</b>	<b>390,575</b>	<b>-</b>
77725 P/S-GF	116,800	103,667	83,988	(19,679)
77784 Investment	-	-	-	-
<b>TOTAL OTHER</b>	<b>116,800</b>	<b>103,667</b>	<b>83,988</b>	<b>(19,679)</b>
<b>TOTAL FIRE PENSION FUND</b>	<b>16,603,563</b>	<b>17,092,371</b>	<b>17,715,139</b>	<b>622,768</b>

# IMRF Pension Fund

## **MISSION STATEMENT**

It is the mission of the Illinois Municipal Retirement Fund to provide retirement benefits for all retired non-sworn City employees and their beneficiaries.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the IMRF Fund is to account for all benefits for retired non-sworn City employees and their beneficiaries through employer and employee contributions.

Based on sound professional actuarial advice and adequate funding, former employees are able to draw retirement benefits from the plan.

## **IMRF PENSION FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,828,224	\$6,543,852	\$7,098,732	\$7,022,866	(\$75,866)
CONTRACTUAL	<u>260</u>	<u>249</u>	<u>225</u>	<u>300</u>	75
TOTAL	<u>\$6,828,484</u>	<u>\$6,544,101</u>	<u>\$7,098,957</u>	<u>\$7,023,166</u>	<u>(\$75,791)</u>

## **RATES APPLIED**

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
IMRF	13.67	13.41	12.54	12.66	11.71
SOCIAL SECURITY	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>
TOTAL	<u>21.32</u>	<u>21.06</u>	<u>20.19</u>	<u>20.31</u>	<u>19.36</u>

<b>FUNDING SOURCE</b>	2014	2015	2016	2017	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
IMRF FUND	\$3,339,101	\$3,219,358	\$3,298,000	\$3,217,971	(\$80,029)
REPLACEMENT TAXES	328,700	325,000	325,000	321,000	(4,000)
INTERFUND TRANSFERS	3,520,920	3,167,774	3,475,957	3,484,195	8,238
INTEREST INCOME	<u>32,098</u>	<u>6,272</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
TOTAL	<u>\$7,220,819</u>	<u>\$6,718,404</u>	<u>\$7,108,957</u>	<u>\$7,033,166</u>	<u>(\$75,791)</u>

## **BUDGET HIGHLIGHTS**

- The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2016. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) remains unchanged from 2016's \$110,100.
- The 2017 IMRF rate decreases slightly to 11.71% due to the performance of equity markets. The City's IMRF plan is 77.64% funded (2015 market value).
- The property tax rate for IMRF and Social Security retirement is unlimited by statute. The 2016 rate is estimated at 0.2357.

## **IMRF Pension Fund**

### **IMRF PENSION FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$7,455	\$7,977	\$8,535	\$9,132	\$9,771
Expenses	<u>7,445</u>	<u>7,966</u>	<u>8,524</u>	<u>9,121</u>	<u>9,759</u>
Excess (Deficit)	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>12</u>
Beginning Balance	<u>632</u>	<u>642</u>	<u>653</u>	<u>664</u>	<u>675</u>
Ending Balance	<u>\$642</u>	<u>\$653</u>	<u>\$664</u>	<u>\$675</u>	<u>\$687</u>
Property Tax Rates (in cents)	30.0	34.6	37.2	39.9	42.9

The 2018-2022 five-year forecast assumes that retirement costs will increase 5% annually due to salary adjustments, that the Social Security and IMRF rates will remain constant, that the Social Security base will continue to increase incrementally and that the revenue mix of property and transfer reimbursements will remain constant.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
IMRF RETIREMENT FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
71251 IMRF Retirement	6,543,852	7,098,732	7,022,866	(75,866)
<i>TOTAL PERSONNEL</i>	6,543,852	7,098,732	7,022,866	(75,866)
72282 Audit	249	225	300	75
<i>TOTAL CONTRACTUAL</i>	249	225	300	75
<b>TOTAL IMRF RETIREMENT FUND</b>	<b>6,544,101</b>	<b>7,098,957</b>	<b>7,023,166</b>	<b>(75,791)</b>

# Health Insurance Fund

## **MISSION STATEMENT**

It is the mission of the Health Insurance Fund is to provide health insurance benefits for City employees, City retirees, and outside participants through a self-insured plan financed by employer and partial premiums for employees in addition to those by retirees and outside participants.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the health insurance fund is to account for all health insurance costs including medical and dental expenses, administrative expenses and excess coverage policies.

With health insurance costs continuing to escalate as a percentage of the City's cost of doing business, the City refined its traditional PPO plan and introduced a new health savings account (HSA) offering in 2007. A multi-year schedule designed to increase employee deductibles and co-pays was approved. For 2009, the City secured new agreements for the dental, life insurance, health savings account, and flex care programs. In 2011, a change in network and third party administrators saved additional funds. In 2014, the opening of a wellness center with clinic services for employees and their families is expected to have a positive impact on expense in 2015 and going forward. With these changes, the City continues to offer its employees excellent health insurance at a reasonable cost.

The City will work to maintain a 25% reserve for this fund.

## **HEALTH INSURANCE FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$18,982,979	\$21,088,674	\$21,807,800	\$22,298,305	\$490,505
SUPPLIES	119	5,176	500	6,000	5,500
OTHER EXPENSE	<u>161,500</u>	<u>161,500</u>	<u>169,600</u>	<u>163,240</u>	<u>(6,360)</u>
<b>TOTAL</b>	<u>\$19,144,598</u>	<u>\$21,255,350</u>	<u>\$21,977,900</u>	<u>\$22,467,545</u>	<u>\$489,645</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
EMPLOYER PREMIUMS	\$14,338,873	\$16,221,508	\$17,133,183	\$17,032,548	<u>(\$100,635)</u>
EMPLOYEE PREMIUMS	466,425	911,893	1,267,110	1,278,875	11,765
RETIREES	1,511,929	1,743,286	2,473,287	2,404,725	<u>(68,562)</u>
OTHER	681,399	626,659	<u>(85,000)</u>	<u>(128,000)</u>	<u>(43,000)</u>
INTEREST INCOME	<u>656,781</u>	<u>161,832</u>	<u>119,900</u>	<u>103,900</u>	<u>(16,000)</u>
<b>TOTAL</b>	<u>\$17,655,407</u>	<u>\$19,665,178</u>	<u>\$20,908,480</u>	<u>\$20,692,048</u>	<u>(\$216,432)</u>

## **BUDGET HIGHLIGHTS**

- In 2016, premiums decreased 3.5% to generate a \$500,000 savings in the general fund. For 2017, due to reductions in the fund balance and growing expenses, rates increase 5%.
- Medical expenses are expected to increase 6% and prescription costs are expected to increase 36% over the 2016 budget.

# Health Insurance Fund

## HEALTH INSURANCE FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$22,144	\$23,619	\$25,216	\$26,945	\$28,815
Expenses	<u>23,231</u>	<u>24,112</u>	<u>25,029</u>	<u>25,986</u>	<u>26,985</u>
Excess (Deficit)	<u>(1,087)</u>	<u>(493)</u>	<u>187</u>	<u>959</u>	<u>1,830</u>
Beginning Balance	<u>5,149</u>	<u>4,062</u>	<u>3,568</u>	<u>3,755</u>	<u>4,715</u>
Ending Balance	<u>\$4,062</u>	<u>\$3,569</u>	<u>\$3,755</u>	<u>\$4,714</u>	<u>\$6,545</u>
Rate Increase	7.5	7.5	7.5	7.5	7.5
Reserve Percentage	22.2	16.8	14.3	14.5	17.5

The 2018-2022 five year plan assumes that medical costs will increase 3% annually and that the revenue mix of employer, employee, and third party contributions will continue to evolve in order to continue a financially viable plan. Premium increases are anticipated to be 7.5% per year for 2018-2022.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
HEALTH INSURANCE FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
72212 Postage	1,148	2,000	1,500	(500)
72214 Travel	-	2,000	-	(2,000)
72215 Dues	-	4,500	4,500	-
72218 Service Contracts	-	97,500	82,500	(15,000)
72221 Admin Service Fee	969,586	891,000	1,158,205	267,205
72222 Medical Claims	13,012,322	14,700,000	13,800,000	(900,000)
72223 Dental	1,160,318	1,175,000	1,160,000	(15,000)
72234 Pharmacy	3,867,733	2,940,000	4,000,000	1,060,000
72241 Insurance	927,637	880,000	880,000	-
72272 Building Rent	76,800	91,800	133,700	41,900
72282 Audit	829	1,000	900	(100)
72284 Medical Fees	1,985	-	2,000	2,000
72288 Miscellaneous Prof Fee	919,780	888,000	920,000	32,000
72292 Consulting Fee	150,536	135,000	155,000	20,000
<b>TOTAL CONTRACTUAL</b>	<b>21,088,674</b>	<b>21,807,800</b>	<b>22,298,305</b>	<b>490,505</b>
75525 Food	4,254	-	5,000	5,000
75560 Office Supplies	922	500	1,000	500
<b>TOTAL SUPPLIES</b>	<b>5,176</b>	<b>500</b>	<b>6,000</b>	<b>5,500</b>
77725 Purchase of Services	161,500	169,600	163,240	(6,360)
<b>TOTAL OTHER</b>	<b>161,500</b>	<b>169,600</b>	<b>163,240</b>	<b>(6,360)</b>
<b>TOTAL HEALTH INSURANCE FUND</b>	<b>21,255,350</b>	<b>21,977,900</b>	<b>22,467,545</b>	<b>489,645</b>

# Unemployment Fund

## **MISSION STATEMENT**

It is the mission of the Unemployment Tax Fund to provide services for unemployment costs to former employees.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the Unemployment Tax Fund is to account for all unemployment expenditures.

The City operates a self-insured unemployment tax program with financing provided by premiums charged to departments based on a percentage of the first \$9,000 salary. The City will continue to strive to provide this program to former employees while maintaining responsible costs for the taxpayers through its self-insured program.

## **UNEMPLOYMENT COMPENSATION TAX FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$48,960</u>	<u>\$54,956</u>	<u>\$166,725</u>	<u>\$170,300</u>	<u>\$3,575</u>
TOTAL	<u>\$48,960</u>	<u>\$54,956</u>	<u>\$166,725</u>	<u>\$170,300</u>	<u>\$3,575</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$173,933	\$173,782	\$134,478	\$135,468	\$990
OTHER FUND TRANSFERS	0	0	32,022	33,732	1,710
INTEREST INCOME	<u>21,588</u>	<u>8,701</u>	<u>9,700</u>	<u>12,300</u>	<u>2,600</u>
TOTAL	<u>\$195,521</u>	<u>\$182,483</u>	<u>\$176,200</u>	<u>\$181,500</u>	<u>\$5,300</u>

## **BUDGET HIGHLIGHTS**

- The property tax rate for unemployment, collected in the general fund, is unlimited by statute. The 2016 rate is estimated at 0.0102.

## **UNEMPLOYMENT COMPENSATION FUND FIVE YEAR FINANCIAL FORECAST (IN \$000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$222	\$227	\$233	\$239	\$244
Expenses	<u>66</u>	<u>68</u>	<u>70</u>	<u>71</u>	<u>73</u>
Excess (Deficit)	<u>156</u>	<u>159</u>	<u>163</u>	<u>168</u>	<u>171</u>
Beginning Balance	<u>596</u>	<u>752</u>	<u>911</u>	<u>1,074</u>	<u>1,241</u>
Ending Balance	<u>\$752</u>	<u>\$911</u>	<u>\$1,074</u>	<u>\$1,242</u>	<u>\$1,412</u>

The 2018-2022 five-year forecast assumes that unemployment costs will increase 3% annually and that premiums will be adjusted as necessary during this period. The unemployment rate charged to operating departments has remained stable at 2.0% (\$180) of the first \$9,000 of salary per employee for 2017. For the 2018 – 2022 planning period, the rate will be 2.0% (\$180).

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
UNEMPLOYMENT COMPENSATION FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
72229 Unemployment Benefit	53,878	166,500	169,200	2,700
72282 Audit	1,078	225	1,100	875
<b>TOTAL CONTRACTUAL</b>	<b>54,956</b>	<b>166,725</b>	<b>170,300</b>	<b>3,575</b>
 <b>TOTAL UNEMPLOYMENT COMPENSATION FUND</b>	 <b>54,956</b>	 <b>166,725</b>	 <b>170,300</b>	 <b>3,575</b>

# Worker's Compensation Fund

## **MISSION STATEMENT**

It is the mission of the Worker's Compensation Fund to provide for all administrative, reinsurance and benefit expenses associated with employees' worker's compensation claims.

## **PRIMARY FUNCTIONS**

The primary function is to account for all workers' compensation expenditures. The City operates a self-insured worker's compensation program with financing provided by premiums charged to departments based on job type and likelihood of injury.

## **WORKER'S COMPENSATION FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
CONTRACTUAL	\$3,017,884	\$2,399,970	\$2,650,250	\$2,802,250	\$152,000
OTHER EXPENSE	<u>85,900</u>	<u>94,490</u>	<u>96,900</u>	<u>98,500</u>	<u>1,600</u>
<b>TOTAL</b>	<u>\$3,103,784</u>	<u>\$2,494,460</u>	<u>\$2,747,150</u>	<u>\$2,900,750</u>	<u>\$153,600</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
GENERAL FUND TRANSFERS	\$2,508,169	\$2,560,122	\$2,423,942	\$2,589,887	\$165,945
OTHER FUND TRANSFERS	301,854	294,160	303,140	313,584	10,444
REIMBURSEMENTS	0	29,007	0	0	0
INTEREST INCOME	<u>270,283</u>	<u>89,385</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>
<b>TOTAL</b>	<u>\$3,080,306</u>	<u>\$2,972,674</u>	<u>\$2,742,082</u>	<u>\$2,918,471</u>	<u>\$176,389</u>

## **BUDGET HIGHLIGHTS**

- Rates remained the same as 2016 due to positive fund performance and an acceptable fund balance.
- The property tax rate for worker's compensation, collected in the general fund, is unlimited by statute. The 2016 rate is estimated at 17.19 cents, 0.33 cents lower than the previous 17.52 cents.

## **WORKER'S COMPENSATION FUND FIVE YEAR FINANCIAL FORECAST (IN \$000'S)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$3,488	\$3,662	\$3,844	\$4,036	\$4,237
Expenses	<u>3,358</u>	<u>3,526</u>	<u>3,702</u>	<u>3,887</u>	<u>4,082</u>
Excess (Deficit)	<u>130</u>	<u>136</u>	<u>142</u>	<u>149</u>	<u>155</u>
Beginning Balance	<u>911,024</u>	<u>911,154</u>	<u>911,290</u>	<u>911,432</u>	<u>911,581</u>
Ending Balance	<u>\$911,154</u>	<u>\$911,290</u>	<u>\$911,432</u>	<u>\$911,581</u>	<u>\$911,736</u>

Expense Rate Change	5%	5%	5%	5%	5%
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The 2018-2022 five-year forecast assumes that worker's compensation costs will increase five percent annually and that premiums will be increased 5% annually to keep pace with expense growth.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
WORKER'S COMPENSATION FUND**

		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>CHANGE</b>
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>17-16</b>
72221	Admin Service Fee	97,597	100,000	100,000	-
72225	WC Temporary Benefit	523,787	650,000	600,000	(50,000)
72226	WC Indemnity Benefit	900,267	1,000,000	1,200,000	200,000
72227	WC Medical/Legal	726,848	750,000	750,000	-
72241	Insurance	151,255	150,000	152,000	2,000
72282	Audit	216	250	250	-
<b>TOTAL CONTRACTUAL</b>		<b>2,399,970</b>	<b>2,650,250</b>	<b>2,802,250</b>	<b>152,000</b>
77725	Purchase of Services	94,490	96,900	98,500	1,600
<b>TOTAL OTHER</b>		<b>94,490</b>	<b>96,900</b>	<b>98,500</b>	<b>1,600</b>
<b>TOTAL WORKER'S COMPENSATION FUND</b>		<b>2,494,460</b>	<b>2,747,150</b>	<b>2,900,750</b>	<b>153,600</b>

# Auditing Fund

## **MISSION STATEMENT**

It is the mission of the Auditing Fund to provide and pay for auditing services in the most efficient and economical manner in order to produce the most accurate financial records.

## **PRIMARY FUNCTIONS**

The primary function of the Auditing Fund is to pay for all auditing services associated with the City's financial records.

## **AUDITING FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
CONTRACTUAL	<u>\$197,420</u>	<u>\$167,373</u>	<u>\$191,730</u>	<u>\$183,311</u>	<u>(\$8,419)</u>
TOTAL	<u>\$197,420</u>	<u>\$167,373</u>	<u>\$191,730</u>	<u>\$183,311</u>	<u>(\$8,419)</u>

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
AUDITING	<u>\$135,020</u>	<u>\$108,363</u>	<u>\$128,060</u>	<u>\$131,410</u>	<u>\$3,350</u>
INTERFUND TRANSFERS	<u>62,400</u>	<u>59,010</u>	<u>63,670</u>	<u>51,901</u>	<u>(11,769)</u>
TOTAL	<u>\$207,170</u>	<u>\$167,373</u>	<u>\$191,730</u>	<u>\$183,311</u>	<u>(\$8,419)</u>

## **BUDGET HIGHLIGHTS**

- ) The Fund reimburses the Finance Department for staff costs associated with auditing. 2017 costs include \$77,000 for auditors, \$103,311 for internal staff costs, and \$3,000 for printing the annual report in the newspaper.
- ) The property tax rate for auditing is unlimited by statute. The 2017 proposed rate is 1.30 cents.

## **AUDIT FUND FIVE YEAR FORECAST**

The 2018-2022 five year forecast assumes that audit costs will increase three percent annually and that the revenue mix of property taxes and transfer reimbursements will remain constant.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$189	\$195	\$201	\$207	\$213
Expenses	<u>195</u>	<u>201</u>	<u>207</u>	<u>213</u>	<u>219</u>
Excess (Deficit)	<u>(6)</u>	<u>(6)</u>	<u>(6)</u>	<u>(6)</u>	<u>(6)</u>
Beginning Balance	<u>0</u>	<u>(6)</u>	<u>(12)</u>	<u>(18)</u>	<u>(24)</u>
Ending Balance	<u>(\$6)</u>	<u>(\$12)</u>	<u>(\$18)</u>	<u>(\$24)</u>	<u>(\$30)</u>
Property Tax Rates (in cents)	0.7	0.7	0.7	0.7	0.7

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
AUDITING FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MO ACTUAL</b>	<b>2017 BUDGET</b>	<b>CHANGE 16-17</b>
72211 Printing	-	7,500	-	-	(7,500)
72282 Audit	167,373	184,230	122,820	183,311	(919)
<b>TOTAL CONTRACTUAL</b>	167,373	191,730	122,820	183,311	(8,419)
<b>TOTAL AUDITING FUND</b>	<b>167,373</b>	<b>191,730</b>	<b>122,820</b>	<b>183,311</b>	<b>(8,419)</b>

# **Debt Management**

## ***MISSION STATEMENT***

It is the mission of the Debt Management Fund to account for bonded indebtedness incurred by the City, including all bond and interest payments.

## **PRIMARY FUNCTION**

The primary function of the Debt Management Fund is to retire debt incurred by the City for long-term capital projects and short-term cash flow financing, by making annual payments of interest and principal based upon a planned schedule.

## **FUND HIGHLIGHTS**

Since 1982 when the first Capital Improvements Program was adopted, the City went to the market annually to seek financing for its infrastructure improvements. In addition to retiring debt through property taxes, sales taxes, and water revenues, the City also utilizes tax increment financing (TIF) and special service area (SSA) districts property taxes to retire bonds.

In 2006, the City submitted a referendum question to the voters to determine whether or not they would, rather than financing streets and drainage improvements through voter approved bond issue referendums and the resulting property tax financed debt service, rather pay for infrastructure improvements through a one percent sales tax. While the voters defeated that proposal, they approved the same proposal, but with a five year limitation, in the spring 2007 election. Effective July 1, 2007, the tax generates \$15 million annually. The tax was extended by referendum for an additional five year period on April 5, 2011 and for additional five years on March 15, 2016. Property tax financed debt service will end in 2017.

For the future, the City will only issue bonds for development purposes that are financed by TIF district property tax increment or other non-property tax alternate revenue sources.

The City's current bond (long-term debt) rating is A1 from Moody's Investors Service.

# Debt Management

## CITY OF ROCKFORD, ILLINOIS OUTSTANDING AND PROPOSED DEBT ISSUES

<u>ISSUE AND AMOUNT</u>	<u>PAYMENT SOURCE</u>	<u>FINAL LEVY YEAR</u>
2004 \$14.570 GOB Alternate and Refunding, (Alternate, Series E-\$4.65, N Main TIF \$1.65, Airport TIF \$3.0, Refundings, Series F-\$4.375 Street/ Drainage, Series G-\$2.475 Water, Series H-\$3.070 S Rockford TIF)	1, 2, 3	2023
2005 \$10.9 GOB (Series A-\$8.7 Street, Series B-\$2.2 Water)	1, 2	2017
2005 \$10.6 GOB (Alternate, Series C-\$7.550, Airport TIF \$0.915, Lincolnwood II TIF \$0.560, Springfield Corners TIF \$1.795, River Oaks \$2.450, Garrison TIF \$1.500, Lincolnwood I Refunding, \$0.530, Series D-\$2.850 Taxable Alternate Southwest Rockford Econ Dev	3,6	2023 2017
2006 \$17.5 GOB (Series A-\$15.0 Water, Series B-\$2.5 Hope 6 TIF)	2,3	2025
2007 \$29.865 GOB Alternate and Refunding (\$23.0 Metro Centre Improvements (Series A-\$6.635 Tax Exempt, Series B-\$16.365 Taxable), Series C-\$6.865 GOBA Refunding)	5,8 5	2026 2026
2007 \$8.75 GOB Alternate (Series D-\$3.5 Water, Series E-\$1.1 Preston Central TIF, Series F-\$1.1Sewer, Series G-\$3.05 Library)	2 2,3,6,7	2026 2026
2008 \$12.15 GOB Alternate (Series A-\$9.0 Water, Series B-\$1.3 TIF (\$1.1 Airport, \$0.2 Jackson School), Series C-\$1.85 Taxable Parking	2,3,4	2028 2018
2009 \$2.6 GOB Alternate (Series A-\$1.65 TIF (\$0.35 River North, \$1.3 Main Whitman), Series B-\$0.95 Taxable Global Trade #1)	3	2028 2029, 2024
2009 \$8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	5,8	2026
2009 \$1.7 GOB Alternate (Series D-\$1.35 Springfield Corners TIF, Series E-\$0.35 River East TIF)	3	2023
2009 \$13.585 Refunding (Series E-\$7.93 GOB Street, Series F-\$4.325 Water, Series G-\$1.33 7th Street TIF District)	1,2,3	2014, 2018, 2015
2010 \$3.4 GOB Alternate Water	2	2029
2012 \$1.47 Refunding (Series B-\$0.64 GOB Water, \$0.83 GOB Water)	2	2016
2012 \$7.73 Refunding (\$2.7 GO, Series C-\$0.88 7th Street TIF, Series C-\$0.93 Springfield Corners TIF, Series A-\$3.22 GO)	2, 3, 6	2016, 2021
2014 \$5.3 Fire Station #3	1	2023
2014 \$14.025 Refunding (Series A-\$4.65 Capital, \$6.305 Neighborhood Revi \$3.070 GO, Series B-\$8.5 Street Improvements, \$8.7 Capital Improvments, SeriesC-\$2.0 7th Street, \$2.85 Lowes Distribution, \$16.7 Metro Center Improvements)	1,3,5	2016,2027
2015 \$16.52 GOB Ingersoll Project	5	2034
2015 \$6.315 Parking	4	2034

- 1 Property Taxes
- 2 Water Fund Revenues
- 3 Tax Increment Financing District Revenues
- 4 Parking Fund Revenues
- 5 Redevelopment Fund Revenues
- 6 Sales Taxes
- 7 Off Track Betting Revenues
- 8 Private, Other

# Debt Management

## DEBT MANAGEMENT FUND BUDGET SUMMARY

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
BOND INTEREST	\$2,298,467	\$4,659,939	\$3,763,322	\$3,712,813	(\$50,509)
BOND PRINCIPAL	<u>7,670,000</u>	<u>9,410,000</u>	<u>11,757,702</u>	<u>11,385,276</u>	(372,426)
TOTAL	<u>\$9,968,467</u>	<u>\$14,069,939</u>	<u>\$15,521,024</u>	<u>\$15,098,089</u>	(\$422,935)

Actuals exclude water system debt

	2014	2015	2016	2017	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
PROPERTY TAXES					
DEBT SERVICE-CITYWIDE	<u>\$4,176,793</u>	<u>\$3,055,549</u>	<u>\$3,616,765</u>	<u>\$4,995,277</u>	<u>\$1,378,512</u>
	4,176,793	3,055,549	3,616,765	4,995,277	1,378,512
ABATEMENTS-TAX EXEMPT					
PUBLIC WORKS WATER DIVIS	5,837,826	5,826,107	5,563,868	5,320,202	(243,666)
SALES TAX	404,036	432,500	416,500	0	(416,500)
TIF DISTRICTS	2,259,366	2,407,650	2,966,072	1,898,566	(1,067,506)
REDEVELOPMENT FUND	1,089,368	534,675	839,675	609,938	(229,737)
OTHER	<u>804,144</u>	<u>823,988</u>	<u>817,800</u>	<u>691,613</u>	<u>(126,187)</u>
	10,394,740	10,024,920	10,603,915	8,520,319	(2,083,596)
ABATEMENTS-TAXABLE					
TIF DISTRICTS	692,888	681,825	350,852	203,375	(147,477)
SALES TAX	333,593	382,594	330,750	315,375	(15,375)
REDEVELOPMENT FUND	1,814,721	1,704,578	441,868	891,868	450,000
PARKING	<u>160,623</u>	<u>181,875</u>	<u>176,874</u>	<u>171,876</u>	<u>(4,998)</u>
	3,001,825	2,950,872	1,300,344	1,582,494	282,150
TOTAL	<u>\$17,573,358</u>	<u>\$16,031,341</u>	<u>\$15,521,024</u>	<u>\$15,098,089</u>	(\$422,935)

### BUDGET HIGHLIGHTS

- ) 2016 had one bond sale with two series. Series A included \$13,225,000 for the construction of police District 1 and District 3 facilities and an additional \$650,000 to fund a significant change order incurred for the Concourse Parking Deck rehabilitation project, for which bonds were initially sold in 2015.
- ) Series B includes \$17,300,000 for the refunding of previous issues funded by both Water funds and TIF funds for a combined net present value savings of \$1,250,000

## Debt Management

### DEBT SERVICE FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$11,855	\$11,470	\$10,865	\$11,034	\$10,468
Expenditures	<u>11,855</u>	<u>11,470</u>	<u>10,865</u>	<u>11,034</u>	<u>10,468</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Tax Rate (Cents)	31.2	25.1	22.0	20.6	19.2

As part of the annual development of the five year capital improvements program, the City also prepares a bond issue schedule. While currently no plans exist for the 2018-2022 period, the City may recognize a need in the future during this period and sell bonds. Actual size and issuance depends upon the development of the annual capital improvements program. As existing street debt is retired, the debt service tax rate should continue to decrease.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
DEBT MANAGEMENT FUNDS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 16-17</b>
78783 GO Bond Principal	9,410,000	11,757,702	11,385,276	<b>(372,426)</b>
78833 GO Bond Interest	4,659,939	3,763,322	3,712,813	<b>(50,509)</b>
<b>TOTAL OTHER</b>	<b>14,069,939</b>	<b>15,521,024</b>	<b>15,098,089</b>	<b>(422,935)</b>
<b>TOTAL DEBT MANAGEMENT</b>	<b>14,069,939</b>	<b>15,521,024</b>	<b>15,098,089</b>	<b>(422,935)</b>

# Off-Track Betting Special Projects Fund

## **MISSION STATEMENT**

It is the mission of the Off-Track Betting (OTB) Fund to finance projects from off-track betting receipts, as determined by the Mayor and Council.

## **PRIMARY FUNCTIONS**

The primary function of the OTB Fund is to account for OTB revenues and to allocate those revenues for special projects.

## **FUND HIGHLIGHTS**

The State Legislature approved a horse racing bill in December 1986 that included a provision for race tracks to operate off-track betting parlors in Illinois. A facility was opened in Rockford on November 18, 1987. The City and the County each receives one percent of the handle.

## **OTB PROJECTS BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$90,000	\$100,000	\$92,300	\$89,500	(\$2,800)
TOTAL	\$90,000	\$100,000	\$92,300	\$89,500	(\$2,800)

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTB RECEIPTS	\$90,000	\$100,000	\$90,000	\$87,000	(\$3,000)
INTEREST INCOME	0	1,100	2,300	2,500	200
TOTAL	\$90,000	\$101,100	\$92,300	\$89,500	(\$2,800)

## **BUDGET HIGHLIGHTS**

- ) Income budgeted at \$89,500 was decreased to historical actual.
- ) The revenue generated is transferred to redevelopment to cover \$50,000 payment for Rockford Area Arts Council and \$40,000 budget for administration of Rockford Community Partners organization.

## **OTB SPECIAL PROJECTS FUND FIVE YEAR FORECAST**

The 2018-2022 five year forecast assumes no revenue growth and expenditure of revenue for economic development.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$102	\$102	\$102	\$103	\$103
Expenditures	<u>102</u>	<u>102</u>	<u>102</u>	<u>103</u>	<u>103</u>
Excess (Deficit)	0	0	0	0	0
Beginning Balance	7	7	7	7	7
Ending Balance	<u>\$7</u>	<u>\$7</u>	<u>\$7</u>	<u>\$7</u>	<u>\$7</u>

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
OTB SPECIAL PROJECTS FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 16-15</b>
76709 Loans and Grants	100,000	92,300	89,500	(2,800)
<b>TOTAL OTHER</b>	<b>100,000</b>	<b>92,300</b>	<b>89,500</b>	<b>(2,800)</b>
<b>TOTAL OTB SPECIAL PROJECTS FUND</b>	<b>100,000</b>	<b>92,300</b>	<b>89,500</b>	<b>(2,800)</b>

# Risk Management Fund

## **MISSION STATEMENT**

It is the mission of the Risk Management Fund to provide for costs associated with insurance, legal claims, risk management, and judgments.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the Risk Management Fund is to account for insurance expenses, losses to City owned property, liability claims, and risk management activities.

Implemented in 1996 to comply with Governmental Accounting Standards Board guidelines, the Risk Management Internal Service Fund pays for all insurance, claim settlements, and accidental property losses for the City. Not unlike a premium from an insurance company, departments are assessed a service charge that is based on a cost recovery basis. The annual service charge covers all risk management services received for that year including claim and loss management, insurance premiums, accidental loss of equipment, and the defense and settlement of claims.

The Risk Management Fund transfers risk exposure to outside companies through purchased insurance. This coverage includes liability, surety, fidelity, and property protection. Those City activities not covered through purchased insurance are covered by the City's self-insurance program in which funds are set aside to cover losses and claims. Governmental accounting standards require the City to record anticipated liabilities from operations. The frequency and amounts of the liabilities can vary significantly from year to year.

## **RISK MANAGEMENT FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$6,300,832	\$3,590,399	\$3,752,630	\$3,763,030	\$10,400
SUPPLY	0	0	0	0	0
OTHER	<u>470,500</u>	<u>413,150</u>	<u>416,700</u>	<u>430,900</u>	<u>14,200</u>
TOTAL	<u>\$6,771,332</u>	<u>\$4,003,549</u>	<u>\$4,169,330</u>	<u>\$4,193,930</u>	<u>\$24,600</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
JUDGMENTS	2,486,039	3,579,612	2,945,640	2,957,300	11,660
SERVICE CHARGES	0	0	1,172,460	1,173,800	1,340
PROP DAMAGE REIMBURSEMENTS	119,163	131,251	115,000	115,000	0
MISCELLANEOUS	207,199	14,053	0	0	0
INTEREST INCOME	<u>(125,505)</u>	<u>(13,173)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>2,686,896</u>	<u>3,711,743</u>	<u>4,233,100</u>	<u>4,246,100</u>	<u>13,000</u>

## **BUDGET HIGHLIGHTS**

- Increase in expense occurs in legal fees associated with claims, offset by a reduction in premium costs.
- General fund purchase of services increases \$17,800 due to staff and wage increases.

# **Risk Management Fund**

## **RISK MANAGEMENT FUND FIVE YEAR FINANCIAL FORECAST (In 000's)**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues	\$4,246	\$4,329	\$4,413	\$4,499	\$4,587
Expenses	<u>4,193</u>	<u>4,259</u>	<u>4,329</u>	<u>4,402</u>	<u>4,478</u>
Excess (Deficit)	<u>53</u>	<u>70</u>	<u>84</u>	<u>97</u>	<u>109</u>
Beginning Balance	<u>(7,481)</u>	<u>(7,428)</u>	<u>(7,358)</u>	<u>(7,274)</u>	<u>(7,177)</u>
Ending Balance	<u>(\$7,428)</u>	<u>(\$7,358)</u>	<u>(\$7,274)</u>	<u>(\$7,177)</u>	<u>(\$7,068)</u>
Property Tax Rates	0.0	0.0	0.0	0.0	0.0

The five-year forecast assumes that primarily small claims will be paid out of this fund with the exception of one or two legal settlements annually. In addition, it is assumed that large claims in excess of liability insurance limits, which cannot be supported by the fund balance, will be paid through the issuance of judgment bonds or through structured settlements, because larger claims are not reasonably foreseeable.

**RISK MANAGEMENT FUND  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 17-16</b>
72211 Printing	45	-	-	-
72212 Postage	885	750	750	-
72214 Travel	90	500	500	-
72218 Service Contracts	-	1,000	1,000	-
72246 Risk-Administration	286,781	140,000	140,000	-
72247 Risk-Policies	766,911	729,200	689,600	(39,600)
72248 Risk-Claims	2,002,550	2,356,180	1,135,000	(1,221,180)
72249 Risk-City Losses	236,003	225,000	225,000	-
72281 Legal	297,184	300,000	350,000	50,000
<b>TOTAL CONTRACTUAL</b>	<b>3,590,404</b>	<b>3,752,630</b>	<b>2,541,850</b>	<b>(1,210,780)</b>
77725 Purch. Serv-Gen.	413,100	416,700	430,900	14,200
<b>TOTAL OTHER</b>	<b>413,100</b>	<b>416,700</b>	<b>430,900</b>	<b>14,200</b>
<b>TOTAL RISK MANAGEMENT</b>	<b>4,003,504</b>	<b>4,169,330</b>	<b>2,972,750</b>	<b>(1,196,580)</b>

# Northern Illinois Workforce Alliance

## **MISSION STATEMENT**

The mission of the Northern Illinois Workforce Alliance is to create a competitive, skilled and educated workforce by providing a system for the citizens of Boone, Stephenson, and Winnebago Counties to gain meaningful employment responsive to the needs of business.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

The primary function of the Northern Illinois Workforce Alliance is to plan and oversee the local workforce development system, negotiate local performance measures with the State, coordinate with economic development agencies and develop employer linkages, and promote the participation of the private sector in the workforce investment system.

The City is the designated grant recipient for the federal Workforce Innovation and Opportunity Act (WIOA) funds for Boone, Stephenson, and Winnebago counties and all expenses are covered by the grant. The WIOA requires the establishment of a local Workforce Development Board. This board and the City entered into a revised intergovernmental agreement in May 2016 that identifies the City as the employer of record and the mechanism for hiring Northern Illinois Workforce Alliance staff.

## **NORTHERN ILLINOIS WORKFORCE ALLIANCE BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$510,406	\$539,405	\$538,805	\$544,793	\$5,988
CONTRACTUAL	<u>1,080</u>	<u>1,130</u>	<u>1,290</u>	<u>1,230</u>	<u>(60)</u>
TOTAL	<u>\$511,486</u>	<u>\$540,535</u>	<u>\$540,095</u>	<u>\$546,023</u>	<u>\$5,928</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	<u>\$511,486</u>	<u>\$540,535</u>	<u>\$540,095</u>	<u>\$546,023</u>	<u>\$5,928</u>
	<u>\$511,486</u>	<u>\$540,535</u>	<u>\$540,095</u>	<u>\$546,023</u>	<u>\$5,928</u>

## **NORTHERN ILLINOIS WORKFORCE ALLIANCE AUTHORIZED POSITIONS**

<b>POSITION TITLE</b>	<b>POSITION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
EXECUTIVE DIRECTOR	E-11	1.00	1.00	0.00
BUSINESS ACCOUNT MANAGER	E-8	1.00	1.00	0.00
BUSINESS ACCOUNT MANAGER	E-9	1.00	1.00	0.00
PLAN & QUALITY ASSURANCE MANAGER	E-7	1.00	1.00	0.00
PR/GRANTS MANAGER	E-10	1.00	1.00	0.00
ASSISTANT	102	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b><u>0.00</u></b>

## **BUDGET HIGHLIGHTS**

- Personnel expenses increase due to a 2% wage increase budgeted for all department staff and an increase in health insurance rates.

**NORTHERN ILLINOIS WORKFORCE ALLIANCE  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>8 MONTH ACTUAL</b>	<b>2017 BUDGET</b>	<b>BUDGET CHANGE 17-16</b>
71112 Salaries Permanent	361,773	358,021	237,518	361,317	3,296
71129 Salary Adjustment	-	7,160	-	7,226	66
71251 IMRF	71,724	72,714	47,421	69,950	(2,764)
71253 Unemployment	864	1,080	1,080	1,080	-
71262 Worker's Comp	1,013	1,004	665	1,012	8
71263 Health Insurance	103,563	98,358	65,811	103,740	5,382
71264 Life Insurance	468	468	306	468	-
<b>TOTAL PERSONNEL</b>	<b>539,405</b>	<b>538,805</b>	<b>352,801</b>	<b>544,793</b>	<b>5,988</b>
71264 Risk Management	1,130	1,290	860	1,230	(60)
<b>TOTAL CONTRACTUAL</b>	<b>1,130</b>	<b>1,290</b>	<b>860</b>	<b>1,230</b>	<b>(60)</b>
<b>TOTAL WORKFORCE INVESTMENT BOARD</b>	<b>540,535</b>	<b>540,095</b>	<b>353,661</b>	<b>546,023</b>	<b>5,928</b>

# Rockford Metropolitan Agency for Planning

## **MISSION STATEMENT**

RMAP primary mission is to perform and carry out a continuing, cooperative, comprehensive transportation planning process for the Rockford Urbanized Area in accordance with applicable Federal laws, policies and procedures, and with the cooperation and assistance of its members and the U.S. Department of Transportation.

## **RMAP BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$703,257	\$689,297	\$694,963	\$1,201,847	\$506,884
CONTRACTUAL	396,424	444,468	254,823	262,653	7,830
SUPPLIES	13,476	13,989	15,500	15,500	0
OTHER	15,700	12,500	12,600	12,600	0
CAPITAL	<u>0</u>	<u>0</u>	<u>18,100</u>	<u>18,100</u>	<u>0</u>
TOTAL	<u>\$1,128,857</u>	<u>\$1,160,254</u>	<u>\$995,986</u>	<u>\$1,510,700</u>	<u>\$514,714</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
FEDERAL	\$785,116	\$120,504	\$674,068	\$1,100,000	\$425,932
STATE	301,830	691,948	187,211	187,211	0
LOCAL MATCH	138,301	136,700	148,594	148,594	0
CITY PORTION	76,292	223,708	76,292	76,292	0
INTEREST INCOME	<u>(44,771)</u>	<u>(5,851)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$1,256,768</u>	<u>\$1,167,009</u>	<u>\$1,086,165</u>	<u>\$1,512,097</u>	<u>\$425,932</u>

# **Rockford Metropolitan Agency for Planning**

## **RMAP AUTHORIZED POSITIONS**

<b>POSITION TITLE</b>	<b>POSITION RANGE</b>	<b>2016 EMPLOYEES</b>	<b>2017 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
DIRECTOR	RMAP	1.00	1.00	0.00
EXECUTIVE DIRECTOR EDDNI	RMAP	0.00	1.00	1.00
METRO PROGRAM MANAGER	RMAP	1.00	2.00	1.00
TRANSP PLANNER I	RMAP	1.00	0.00	(1.00)
GRANTS COMPLIANCE SUPERVISOR	RMAP	0.00	1.00	1.00
RESEARCH & INFORMATION DIRECTOR	RMAP	0.00	1.00	1.00
TRANSP ECONOMIST	RMAP	1.00	0.00	(1.00)
TRANSP PLANNER/ENGINEER	RMAP	2.00	2.00	0.00
LAND USE PLANNER	RMAP	0.00	1.00	1.00
GRANT WRITER	RMAP	0.00	1.00	1.00
RESEARCH ASSOCIATE	RMAP	0.00	1.00	1.00
PROJECT PLANNER	RMAP	0.00	1.00	1.00
SENIOR ADMIN ASSISTANT	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b>7.00</b>	<b>13.00</b>	<b>6.00</b>

## **BUDGET HIGHLIGHTS**

- Personnel expenses increase due to the Economic Development District of Northern Illinois staff integrating with RMAP and an increase in salaries, a budgeted 2% salary adjustment and an increase in health insurance rates.
- Contractual expenses increase due to adjustments in the internal purchase of service charges.

**ROCKFORD AREA METROPOLITAN AGENCY FOR PLANNING  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS**

	2015 ACTUAL	2016 BUDGET	8 MONTH ACTUAL	2017 BUDGET	CHANGE 17-16
71112 Permanent	485,783	491,857	-	846,643	354,786
71122 Overtime	114	-	-	-	-
71129 Salary Adjustment	-	9,837	-	16,933	7,096
71251 IMRF	107,626	99,896	-	163,910	64,014
71253 Unemployment	1,812	1,260	-	2,340	1,080
71262 Worker's Comp	1,346	1,377	-	2,371	994
71263 Health Insurance	87,294	85,150	-	158,964	73,814
71264 Life Insurance	534	546	-	1,014	468
71265 Retiree Health	0	-	-	0	-
71271 Parking	4,788	5,040	-	9,672	4,632
<b>TOTAL PERSONNEL</b>	<b>689,297</b>	<b>694,963</b>	<b>-</b>	<b>1,201,847</b>	<b>506,884</b>
72203 Wireless	146	700	-	700	-
72204 VOIP	-	5,940	-	6,270	330
72211 Printing	6,062	6,500	-	6,500	-
72212 Postage	139	1,500	-	1,500	-
72213 Telephone	4,028	0	-	0	-
72214 Travel	8,499	12,000	-	12,000	-
72215 Dues	2,550	12,000	-	12,000	-
72216 Subscriptions	325	2,500	-	2,500	-
72217 Advertising	-	500	-	500	-
72218 Service Contracts	26,994	49,270	-	49,390	120
72219 Other Contractual	290,393	50,703	-	50,703	-
72231 Building Utilities	4,551	5,500	-	5,500	-
72259 Janitorial	12,616	14,000	-	14,000	-
72263 Microcomputer	32,790	32,350	-	38,780	6,430
72267 Risk Management	2,210	2,530	-	2,410	(120)
72272 Building Rental	50,000	50,000	-	50,000	-
72282 Auditing	1,900	830	-	1,900	1,070
72290 Education	1,265	8,000	-	8,000	-
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>444,468</b>	<b>254,823</b>	<b>-</b>	<b>262,653</b>	<b>7,830</b>
75520 Small Tools	-	1,500	-	1,500	-
75525 Food	2,941	2,000	-	2,000	-
75560 General Office	4,667	8,000	-	8,000	-
75570 Computer Noncapital	6,381	4,000	-	4,000	-
<b>TOTAL SUPPLIES</b>	<b>13,989</b>	<b>15,500</b>	<b>-</b>	<b>15,500</b>	<b>-</b>
77725 POS General Fund	12,500	12,600	-	12,600	-
<b>TOTAL OTHER</b>	<b>12,500</b>	<b>12,600</b>	<b>-</b>	<b>12,600</b>	<b>-</b>
79911 Building Improvements	-	18,100	-	18,100	-
79920 Office Equipment	-	-	-	-	-
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>18,100</b>	<b>-</b>	<b>18,100</b>	<b>-</b>
<b>TOTAL RMAP</b>	<b>1,160,254</b>	<b>995,986</b>	<b>-</b>	<b>1,510,700</b>	<b>514,714</b>

# **Capital Replacement Fund**

## **MISSION STATEMENT**

It is the mission of the Capital Replacement Fund to provide for the replacement of vehicles and the repair and replacement of facilities.

## **PRIMARY FUNCTIONS**

The primary function is to account for all capital expenditures. The primary expense of the fund is capital lease payments for vehicles, funded by proceeds from the sale of vehicles beyond their useful life, by revenue generated by video gaming establishments, and by transfers from operating departments in the general fund.

## **CAPITAL REPLACEMENT FUND BUDGET SUMMARY**

	2014	2015	2016	2017	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER EXPENSE	<u>\$2,776,243</u>	<u>\$3,643,300</u>	<u>\$4,204,179</u>	<u>\$3,756,982</u>	<u>\$3,756,982</u>
TOTAL	<u>\$2,776,243</u>	<u>\$3,643,300</u>	<u>\$4,204,179</u>	<u>\$3,756,982</u>	<u>\$3,756,982</u>

	2014	2015	2016	2017	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	<u>\$1,657,884</u>	<u>\$2,031,882</u>	<u>\$2,681,491</u>	<u>\$1,906,982</u>	<u>(\$774,509)</u>
SALE OF ASSETS	<u>303,669</u>	<u>169,430</u>	<u>120,000</u>	<u>50,000</u>	<u>(70,000)</u>
VIDEO GAMING	<u>1,213,184</u>	<u>1,324,188</u>	<u>1,150,000</u>	<u>1,300,000</u>	<u>150,000</u>
TOTAL	<u>\$3,174,737</u>	<u>\$3,525,500</u>	<u>\$3,951,491</u>	<u>\$3,256,982</u>	<u>(\$694,509)</u>

## **BUDGET HIGHLIGHTS**

- The fund is created to account for the payment of capital leases, offsetting general fund revenues by designated capital revenue, proceeds from the sale of vehicles and video gaming revenue.
- The fund will make lease payments for all general fund budget units for leases committed thus far.

# Capital Replacement Fund

## LEASE AGREEMENT SUMMARY

<b>2012</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
1 stock engine, 1 stock aerial, 2 custom aerials and related equipment	Oshkosh Capital	8 years	2.65%	345,413.02
10 snow & ice, 3 water dumps, 2 chippers, 2 patchers, 2 clam loaders, 2 buckets, 1 sewer truck, 1 backhoe	JP Morgan Chase	10 years	1.85%	370,809.59
42 cars, trucks, SUVs	US Bancorp	5 years	1.27%	245,880.78
Total				962,103.39

<b>2013</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
4 ambulances and related equipment	US Bancorp	5 years	1.125%	218,491.23
4 engines and related equipment	JPMorgan Chase	7 years	1.520%	353,012.58
10 snow dumps, 2 water dumps, patcher truck, endloader, forklift, backhoe, breaker, 2 message boards, 2 fire day cab tractors with	Fifth Third Equipment Finance	10 years	2.460%	296,675.50
Marked and unmarked squad cars	JPMorgan Chase	4 years	1.280%	378,044.53
Cars, trucks, SUVs	Fifth Third Equipment	5 years	1.260%	283,405.54
Total				1,529,629.38

<b>2014</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
2 ambulances	PNC	4 years	1.42%	142,064.54
2 engines and related equipment	US Bancorp	7 years	2.01%	179,298.76
1 bomb trailer, 1 SWAT vehicle, 1 Patcher, 4 snow plows, 1 chipper, 1 backhoe, 2 slope mowers, 2 water dumps	US Bancorp	10 years	2.29%	190,449.14
16 Chevy Caprices, 14 Chevy Impalas plus related equipment	PNC	4 years	1.45%	264,502.15
21 cars, trucks, SUVs	JPMorgan Chase	5 years	2.00%	228,155.99
Total				1,004,470.58

<b>2015</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
1 ambulance	JPMorgan Chase	4 years	2.10%	78,498.11
1 aerial	JPMorgan Chase	8 years	2.10%	136,268.86
Total				214,766.97

<b>2016</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
3 SUVs and 1 Pickup	PNC	4 years	1.48%	53,200.12
Endloader	PNC	7 years	1.79%	44,488.52
Total				97,688.64

Totals do not match due to the inclusion of vehicles for non-general fund units. Those lease payments will be made by the respective funds directly.

**CITY OF ROCKFORD  
NEXT YEAR/CURRENT YEAR BUDGET ANALYSIS  
CAPITAL REPLACEMENT FUND**

	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>CHANGE 17-16</b>
72218 Service Contracts	250	-	-	-
78839 Lease Interest	327,731	321,964	266,107	(55,857)
78788 Lease Principal	3,315,319	3,882,215	3,490,875	(391,340)
<i>TOTAL OTHER</i>	3,643,300	4,204,179	3,756,982	(447,197)
<b>TOTAL CAPITAL REPLACEMENT</b>	<b>3,643,300</b>	<b>4,204,179</b>	<b>3,756,982</b>	<b>(447,197)</b>