Lawrence J. Morrissey
Mayor

To the Citizens of the City of Rockford:

On behalf of the City Council and our dedicated staff, I am proud to present to our citizens the 2011 City of Rockford budget. This budget, as proposed and approved, sets forth the City's continued commitment to provide the highest level of services to our residents, our businesses, and our visitors.

It is our intent, through responsible fiscal management, to provide for our citizens the opportunity to reside and do business in a strong and healthy community; a community that provides safe neighborhoods, strong schools, and a sound infrastructure that invites investment and economic development.

As we work to build a stronger Rockford, we do so with the understanding **that "Excellence Everywhere for Everyone"** is the goal we must achieve. Whether it is through the elimination of property taxes as a funding source for capital improvements or finding more efficient means of delivering city services through the accountability and analysis program "Rockstat" excellence shall always remain in sight.

Thank you,

Lawrence J. Morrissey
Mayor
City of Rockford

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

Lawrence J. Morrissey
Mayor

Executive Summary

The planning for the 2011 budget began with a retreat for elected officials and department heads in August. Elected officials were updated regularly on the status of the City's finances, specifically in regards to elastic revenues. The budget was prepared with the following goals in mind: maintain current staffing and service levels and continue the capital equipment replacement program. With the above principles, we were able to strategically prioritize resources and approve a balanced budget.

Issues and Priorities in 2011

The services provided by the City are made possible by the resources entrusted to it by the citizens and businesses of Rockford. Elected officials and City staffs are dedicated to using these resources to provide the community with the most efficient and effective services possible. The budget details how resources will be used to maintain and enhance the quality of existing services. Several principles have been established to guide the City during the budget process, including:

- Planning for the future, setting long-term goals, and providing a sense of direction to the community.
- Providing economic development efforts in order to retain and expand jobs and investment in the community.
- Renovating and improving City infrastructure to meet the needs and encouraging development of the commercial, industrial, and residential areas within the City.
- Providing efficient and effective City services with the resources allocated by the community.
- Actively search for additional sources of revenue to help fund the redevelopment of neighborhoods in the City of Rockford.

City officials use these objectives to guide their internal organizational decision making process. However, officials must also consider opportunities and challenges presented by the external environment during the development of the budget. Some of the issues the City will focus on in the forthcoming budget year include:

- Improving the quality of life for residents of the City's older neighborhoods.
- Investing in the downtown area and encouraging others to develop commercial and residential projects.
- Continuing investments in information technology to provide improvements in the effectiveness and efficiency of City services.
- Maintaining the City's solid financial condition.

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

Lawrence J. Morrissey
Mayor

- Maintaining a stable tax rate.
- Making incremental service adjustments to reflect changing community needs.

Challenges for the Community

While the national economy is showing signs of recovery, the local economic environment and the impact it has on the City's available revenue continues to present a challenge. The City must continue to carefully balance its priorities in order to maintain the quality of services and public infrastructure. Further stagnation in revenues will require the City to reassess the services it provides and make adjustments to maintain a balanced budget.

Financial challenges in upcoming years include fully funding capital equipment as part of the City's annual budget. After not purchasing capital equipment in 2002 and 2003, the City issued $3.2 million in bonds to cover capital equipment purchases for 2004 and 2005. The 2007 and 2008 budget addressed capital equipment through various fund revenues and capital project needs through an approved 1% sales tax referendum. The 2009 and 2010 budgets did not include any capital equipment purchases. The 2011 budget required capital equipment purchases due to equipment reaching its life expectancy.

The 2011 General Fund

The City of Rockford, like many other communities in Illinois and across the United States, has seen moderate growth in its sales, use, income, and replacement taxes, commonly referred to as elastic revenues. These revenue sources decreased just over $0.25 million, or about 0.6%, in 2010.

The 2011 budget process began with the City projecting a large deficit. A status-quo budget was presented in October followed by budget reductions in November to work towards a balanced budget that would be approved by the end of 2010. The local economic environment and the impact it has on the City's available revenue continues to present a challenge. The City must continue to carefully balance its priorities in order to maintain the quality of services and public infrastructure. Further stagnation in revenues will require the City to reassess the services it provides and make adjustments to maintain a balanced budget.

2011 employee contracts, pensions and health insurance costs make up the largest increases in the budget.

The City Council passed the 2011 budget in December. This budget allows the City to maintain the necessary fund and cash balances as well as allowing the 2011 budget process to begin on a sound financial footing.

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

Lawrence J. Morrissey
Mayor

Overview of the 2011 Budget

The City of Rockford is similar to many municipalities because it has limited resources to devote to the various challenges facing it. However, because Rockford is a non-home rule municipality, we have fewer options than all other cities in Illinois of any size. This was particularly apparent when preparing the budget for 2011. Resource constraints forced City officials to assess the external environment and utilize the budget development principles described above to prioritize among competing needs. The overall goal of this budget is to maintain existing services; however, City officials prioritized several projects to address the issues discussed above. Consistent with a maintenance budget, many of these priorities are a continuation of initiatives from previous years.

The Community Development Department will manage the many TIF districts the City has and their associated development projects. The Code Enforcement Division continues to address violation of ordinances, zoning regulations, and public safety concerns.

The Human Services Department continues to support programs from other areas of the City, including Drug Free, Shelter Care, and Supportive Housing.

The Police Department will address continue efforts towards geographic community policing programs, using their records management system to better deploy resources and respond to potential problems while continuing to reduce overtime costs. The Police Department will also address recruit testing in 2011 to bring staffing levels to the full authorized strength.

The Fire Department will develop a plan for capital expenditures and continue working towards International Accreditation.

The Legal Department will be the lead department in labor negotiations, code enforcement, annexation efforts, and City projects.

The Public Works Department will be aggressive in repairing and improving bridges and roads in the City.

Financial Summary

With the 2011 budget, the City was able to continue its goal of maintaining a stable operating property tax rate for citizens with declining debt service rate as a result of 1% tax referendum. The 2011 budget adopted a property tax rate of $2.45.

The improved bond rating that was received in a prior year helps the City maintain property tax rate stability. The improvement means lower interest rates for current and future bond issues and the ability to pass those savings on to the taxpayer. In July 2010, there was a bond sale for $3.5 million to complete the $75 million water system rehabilitation project. At this time in 2011, no bond sales are planned.

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

Lawrence J. Morrissey
Mayor

In addition to financing capital improvements by issuing bonds, the City will continue to utilize dedicated revenue streams for specific purpose projects. Examples of these projects include sanitary sewers, parking facilities, and water improvements. This allows the City to maintain a competitive tax rate, while capturing contributions from those in the community who live outside of the City but use its resources on a regular basis. Dedicated revenue streams also ensure that users pay for the services they receive.

Operational Highlights

The City's service provision efforts are divided into five program areas including Legislative and Management, Community Development, Human Services, Public Safety, and Public Works. Each of these areas encompasses multiple departments performing specialized activities that collectively compose the functions associated with the program area.

The Legislative and Management departments provide policy direction and administrative services for the rest of the municipal organization. The departments in this area will be engaged in many projects to enhance the operational effectiveness and efficiency of the City. The Mayor's Office will continue to provide leadership and direction to City staff and policy makers. The Legal Department will be the lead department in labor negotiations, code enforcement, annexation efforts, acquisition of properties for the federal courthouse, and City projects. The Information Technology Department will handle a number of large projects, including the acquisition and implementation of a customer service system.

Several activities and projects will be occurring in the Community Development program area. The department will assist in the development of a comprehensive economic development strategy for the City and Winnebago County. The Weed and Seed program will also be continued in 2011.

The City's Human Services Department will remain an important resource to City residents in the coming year. The Head Start program serves approximately 590 children in four different programs which include home base schooling, part day classes, students in full day classes, and family plus. The Department plans to continue this service despite federal funding challenges.

There are a variety of programs that provide assistance to economically disadvantaged families. The energy program focuses on replacing furnaces, cleaning and tuning older systems, and repairs to electrical, plumbing, and roofing. The department operates the energy assistance program that assists low-income families and individuals with their heating bills.

Public Safety services provided by the City include police and fire protection. The Police Department is utilizing their new records management system to better analyze crime data and allocate resources. The Fire Department continues to upgrade equipment and train its firefighters to better serve the citizens of Rockford. The two departments will continue to develop their new role at the airport. The City is maintaining an Insurance Services Organization (ISO) fire protection rating of two, which places the City in the top one percent of the nation. A

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

Lawrence J. Morrissey
Mayor

lower rating benefits residents and businesses through better rates for fire insurance. In addition, the Fire Department is continuing its certification program.

The Public Works Department will remain proactive in meeting the needs of our citizens through the planned maintenance of our roads, right of ways, and public assets. The department will continue to implement a Capital Improvements program which will focus on improving our infrastructure through the investment and leverage of the 1% sales tax.

Conclusion

On December 27, 2010, the City Council adopted the 2011 budget after the Finance and Personnel Committee had finished its review of the proposal. This budget is the result of considerable, careful discussion and deliberation by the City Council, the Finance and Personnel Committee, the Finance Department, and various staff members from every department who contributed to the development of departmental budget requests. I would like to thank them, as well as department heads and staff members, for participating in this important process. This budget serves the public interest in describing and providing the resources for the provision of City services and products to its customers.

425 East State Street Rockford, Illinois 61104-1068 USA
815-987-5560 800-380-7175 **www.rockfordil.gov**

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Rockford

Illinois

For the Fiscal Year Beginning

January 1, 2010

President

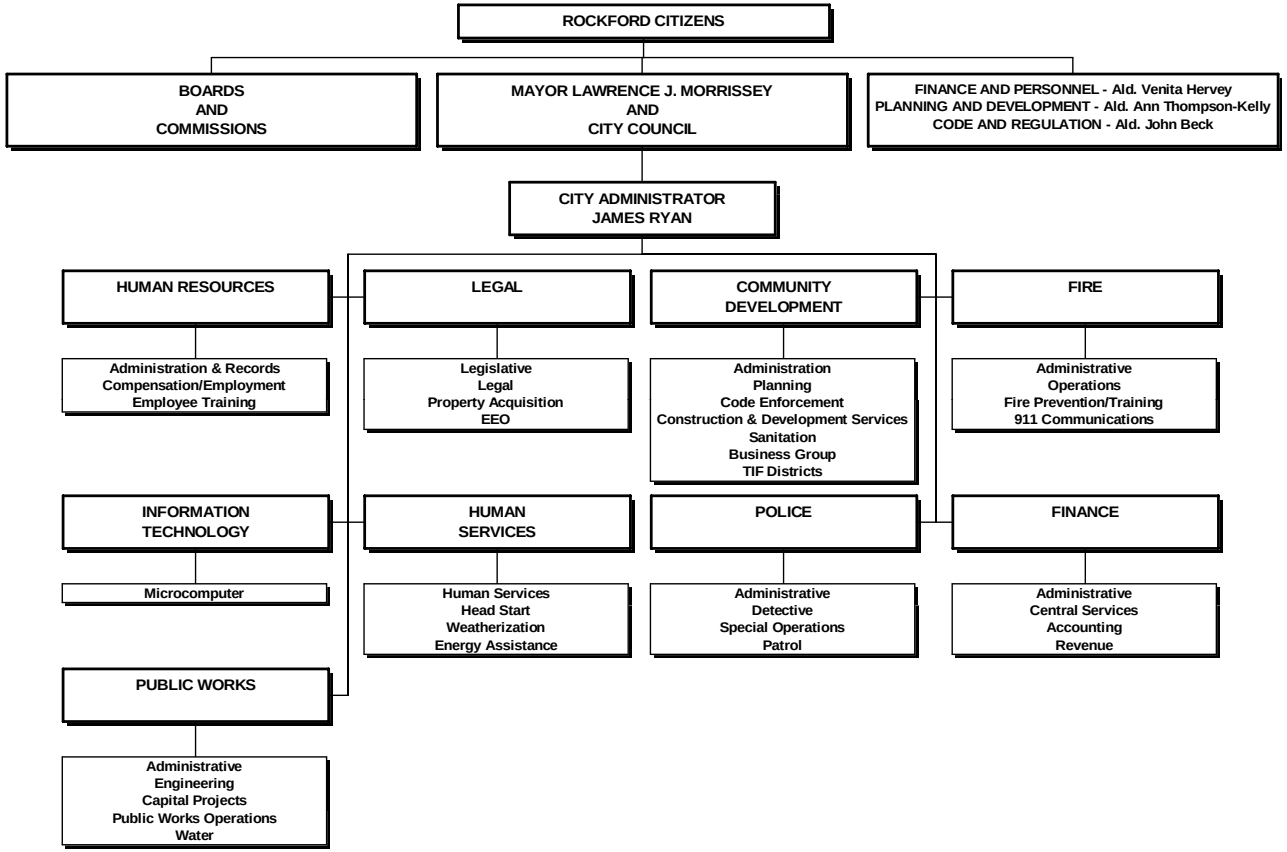
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award For Distinguished Budget to the City of Rockford, Illinois, for its annual budget for the fiscal year beginning January 1, 2010.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period on one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF ROCKFORD, ILLINOIS ORGANIZATION CHART



Board of Election Commission
Building Board of Appeals
Community Action Program Board
Community Development Citizens Participation Committee
Electrical Commissions
Fair Housing Board
Fire and Police Commission
911 Communication Board
Greater Rockford Airport Authority
Historical Preservation Commission
Homestead Board
Liquor Commission
Mechanical Board
Metro Authority
Personnel Appeals Board
Rockford Housing Authority
Rockford Library Board
Rockford Local Development Corporation
Rockford Mass Transit District
Traffic Commission
Zoning Board of Appeals

CITIZEN'S BUDGET HIGHLIGHTS

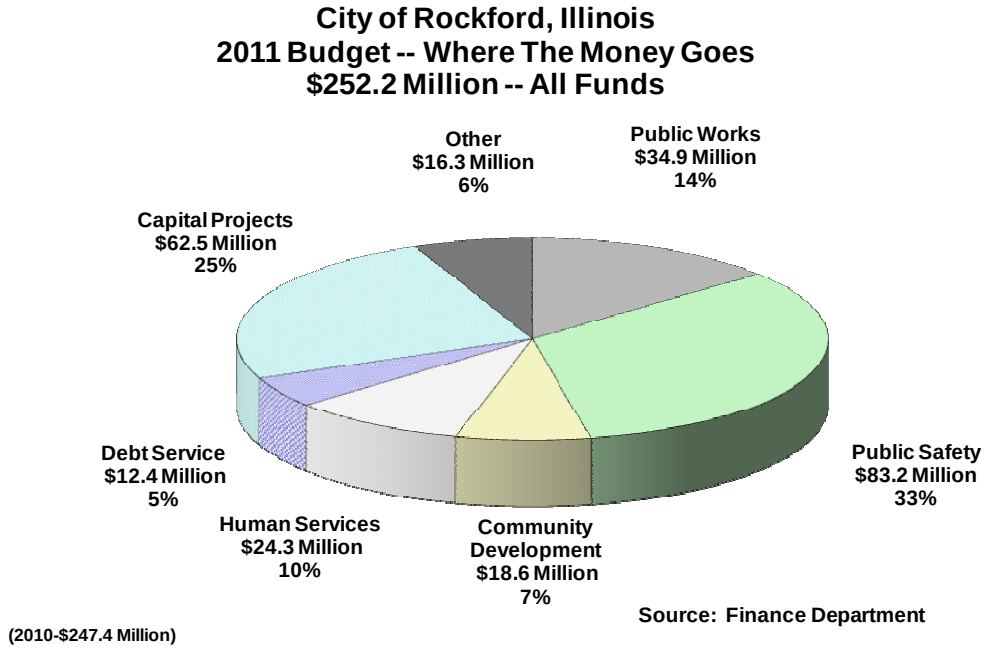
The City's goal in developing the 2011 budget was to continue offering citizens basic services, economic development efforts, a continuing capital improvements program, and fiscal stability. Development and adoption of this budget was premised on maintaining a level of service equivalent to 2010, making incremental improvements where possible, and continuing to comply with the limitations of the Property Tax Extension Limitation Law (Taxcaps).

PROGRAM EXPENDITURES

The budget appropriation in 2011 is $252.2 million for all funds, an increase of $4.8 million from the 2010 appropriation of $247.4 million. Major program changes for 2011 include:

Community Development's appropriation decreases $3.5 million. Decreases are the result of a reduction in permanent salaries, health insurance and IMRF costs, the elimination of TIF development costs and Brownfield grants, and decreases in cleanups and demolitions.

Public Safety's appropriation increases $3.0 million. Increases are the result of contract increases and pension costs in Police, Fire, and 911 Communications budgets. Pension costs were decreased from the original actuary-determined contribution by $1.5 million in anticipation of changes to the funding formula passed by the State legislature.



Human Services' appropriation increased $2.1 million from 2011. Increases for Human Services are due to an increase in Head Start and Weatherization

personnel. Expenses that directly impact the community, such as homeless prevention and housing assistance increased as well. Increases in contractual expenses occurred due to the additional federal ARRA funding for a number of programs.

The Public Works budget decreases $2.4 million from the previous year's budget. Personnel costs decreased and as a result, IMRF and health insurance expense also decreased. Streetlight electricity costs decreased as a measure to eliminate a projected deficit in the City's budget.

The budget for Debt Service decreases $0.4 million from 2010 to 2011.

The Capital Projects Fund budget for 2011 increased $5.1 million from the previous year. Projects that will begin in 2011 include total reconstruction of W. State Street, the Morgan Street bridge, and construction of the Riverwalk.

In the Other category, the increase of $0.9 million is due to an increase in contractual services offset by decreases in permanent salaries, pension and health insurance expenses in the Health Insurance Fund, Workers' Compensation Fund, Risk Management Fund and the Legislative and Management departments within the General Fund.

REVENUES

For 2011, the revenue budget is $267.3 million for all funds, an increase of $10.4 million from 2010's $256.9 million.

The 2011 revenue budget emphasizes:

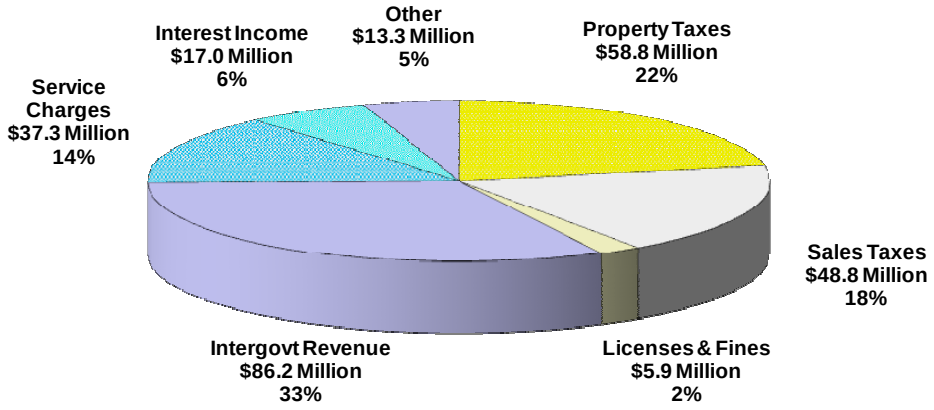
- A stable property tax rate.
- Continued emphasis on user fees including systematically updating the rates to keep pace with costs.
- Ongoing efforts to aggressively capture federal and state revenues.

Major revenue changes for 2011 include:

Sales tax increased $367,500 due to a slight improvement in the current economic conditions.

Replacement taxes decrease $567,800 as a result of the prior year tax amnesty program artificially inflating the per capita distribution and a decrease in the amount of unpaid income tax refunds.

City of Rockford, Illinois
2011 Budget -- Where The Money Comes From
$267.3 Million -- All Funds



(2010 - $256.9 Million)

Source: Finance Department

Service charges decrease $1.8 million from the previous year total of $39.1 million due to a decrease in new installation and connection fees for water and a decrease in water usage, based on economic conditions. Turn-off fees for the water utility also declined due to monthly water billing as customers are able to stay current with regular billing.

Intergovernmental revenues from federal, state, and local governments are projected to increase $23.3 million from 2010.

The state income tax increased $0.4 million due to unemployment rate slowly starting to decline.

Property taxes increased $1.7 million from the 2010 total due to an increase in the EAV and annexations.

Interest income decreased $4.6 million from the 2010 total of $21.7 million due to the decreased revenue from police and fire pension investments.

Bond proceeds decreased $12 million to zero for 2011 with no expected bond sales to occur for the year.

ACCOUNT EXPENDITURES

The 2011 City Budget, when viewed from a line item rather than a program perspective, illustrates the fact that almost forty percent of the budget is attributable to personnel and infrastructure improvements. This reflects the fact that the City is a labor intensive service

organization with 1,100 employees and has a considerable investment in streets, bridges, buildings, and water and sewer systems that must be maintained and renewed.

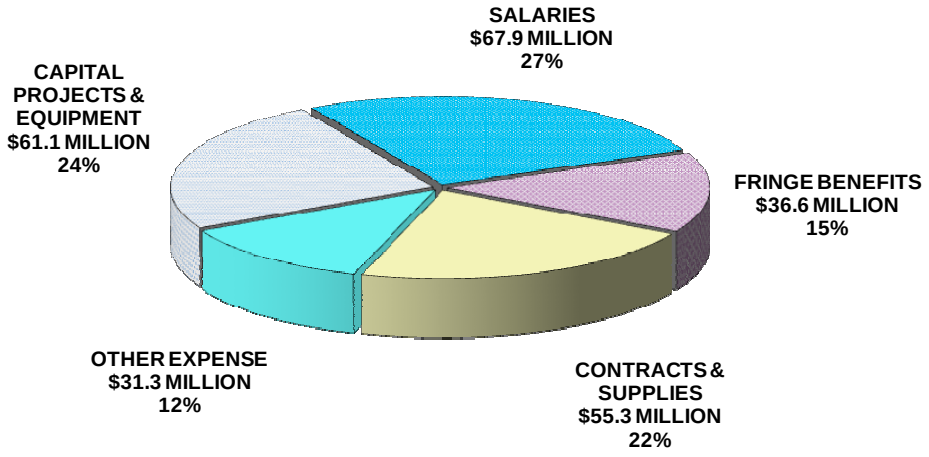
Major spending changes by account type for 2011 are:

Salaries decreased $1.3 million as a result of retirements and resulting positions being left vacant, wage freezes and a small number of layoffs.

Fringe benefits increased $2.3 million as a result of health insurance premium increases, pension increases, and worker's compensation increases.

Contractual and supply accounts increased $1.0 million. Human Services and Library contributed to this increase as a result of an increase in service contracts. In addition, the health insurance fund went up due to increased medical and pharmacy costs.

City of Rockford, Illinois
2011 Budget -- $252.2 Million
All Funds Combined By Account Classification



(2010-$247.4 MILLION) SOURCE: FINANCE OFFICE

Capital projects increase $6.2 million from the 2010 budget, with available funding for transportation and economic development initiatives. Projects scheduled to begin in 2011 include total reconstruction of W. State Street, the Morgan Street bridge, and construction of the Riverwalk.

Other expenses are projected to decrease $2.9 million.

COUNCIL CHANGES TO THE BUDGET

The Council received the budget on September 7, 2010 and referred it to the Finance Committee. The Committee, after holding four budget hearings with departments, approved the budget on December 27, 2010.

WHAT THE 2011 BUDGET WILL COST THE TAXPAYER

The 2011 budget continues stability for the Rockford homeowner. For a homeowner with a $100,000 home, the rate and cost for 2007 – 2011 are shown below.

Property Tax Bill (City Portion Only)
For Home With $100,000 Market Value
2007-2011 Levy Years

Year	Rate	Bill
2007	$2.20	$623
2008	2.21	615
2009	2.23	610
2010	2.36	645
2011	2.49	681

Whiles the rates are anticipated to increase for 2010 and 2011, the increase is a reflection of decreasing equalized assessed valuations (EAV). The levies, as always under non-home rule tax rates and the property tax extension limitation law (tax caps), are limited as to increases. If EAV decreases, the tax rates will rise to maintain the status quo.

The City continues to use and to selectively adjust user fees so that those who use certain services pay for them rather than passing the costs on to all taxpayers through property taxes. Through a combination of property taxes and user charges, quality city services will be offered at a reasonable cost to the residents of Rockford.

HOW TO USE THIS DOCUMENT

This budget document is intended to provide Rockford Citizens with information about 2011 City government and services.

The Table of Contents lists every subject covered in this document and its' page number. The document is organized under three major headings composed of a total of eight divider sections (Roman Numerals).

INTRODUCTORY SECTION

I. Executive Summary
- Citizen's Budget Highlights
- How To Use This Document
- The Budget Process and Document
- Significant Budget Issues

PROGRAM SUMMARIES

II. Legislative and Management Services
III. Community Development Services
IV. Human Services
V. Public Safety Services
VI. Public Works Services
VII. Non-Operating Funds

SUPPORTING INFORMATION

VIII. Supplemental Section
- Summary Schedules
- Financial Policies

This budget is a financial plan relating proposed City services for the year with the estimated means of financing them. The budget is prepared on a basis sufficient to accommodate accounting, legal and management requirements.

The 2011 budget is comprised of sixty-six (66) budgetary units. A budgetary unit can be defined as either a department, such as the Police Department, or a division of a department, such as the Street Division of the Public Works Department. A department, utilized in a managerial fashion by the City, can be by fund, such as the Library Fund or can be part of a fund, like the Fire Department in the General Fund. It also can consist of parts of the General Fund as well as other funds, such as the Community Development and Public Works Departments. An accounting fund(s) can be a department, like the 911 Communications Fund, or a division of a department, such as the Water Fund in Public Works.

Each city budgetary unit, regardless of accounting fund, is assigned to a program category, i.e., Police to Public Safety. For those readers interested in the City budget from a purely fund accounting point of view, the summary schedules in the appendix address that need as does the

Revenue and Financing Changes section in the summary's Significant Budget Issues. Revenues from a program perspective are discussed under each department.

The description of each budgetary unit and its programs is structured as follows:

Budgetary Unit Summary
- Mission Statement
- Primary Functions
- 2010 Accomplishments
- 2011 Goals and Objectives
- Budget Summary
- (2009-2011 Expenditure and 2008-2011 Staffing Review, 2010-2011 Funding Analysis)
- Budget Analysis
- Information and Statistics
- Capital Equipment
- Personnel Review
- Performance Measures

The City utilizes a cost center budget with a cost center defined as the budget for a specific service being delivered. The primary advantage of cost center budgeting is that it gives policy makers and management exact information concerning a service and its associated costs for the decision making process. The cost center provides a description of the service being provided, how it is being provided and the service unit being delivered. For example, cost centers in the Fire Department budget are categorized by function such as Ambulance or Arson Investigation. The budget for a cost center includes all costs associated with providing the particular service–labor, fringe benefit, contractual, supply, interest and capital expenditures.

Additional information on the City's fiscal affairs is available in the following documents at City Hall:

City Financial Statements
City Annual Report
City Capital Improvements Program

The Finance Department staff is also available to answer any questions citizens may have on the City's financial affairs:

City of Rockford - Finance Department
425 East State Street
Rockford, Illinois 61104
(815) 987-5643

BASIS OF BUDGETING

The City's budget is prepared on the gross, rather than net budgetary basis. In order to associate costs with services, revenues and expenditures for pensions and certain other fringe benefits are budgeted by premium or unit/percentage allocation in departments providing services and are then transferred to funds that provide for the actual expenditures.

All revenues and expenditures that result from transfers between funds are adjusted to eliminate overstatements when all funds are consolidated.

While the 2010 audit is not yet finished, the 2010 actual revenues and/or expenditures used herein are materially correct.

The budget for the City of Rockford general government funds (these include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds) is prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles. This means that expenditures are recorded when the related fund liability (such as an outstanding purchase order) is incurred and revenue is recognized when measurable and available. Expendable trust and agency funds are also prepared on the modified accrual basis.

Enterprise Funds, Internal Service Funds, Non-expendable Trust Funds, Pension Trust Funds, and Component Units are budgeted according to accrual accounting. These funds recognize revenues in the accounting period in which they are earned and become measurable while expenses are recognized in the period they are incurred. Budgeting for these funds is also consistent with Generally Accepted Accounting Principles.

The City attempts to use Generally Accepted Accounting Principles when preparing the budget, one exception is noted:

> For budget purposes, Proprietary Funds expense compensated absence liabilities when paid to employees as opposed to GAAP statements which require these liabilities to be accrued as earned.

THE PROCESS, PUBLIC INVOLVEMENT, AMENDING THE BUDGET

The City's fiscal year is the calendar year and its budget cycle is an annual one. By Illinois State Statutes, the Council must pass a budget prior to the end of the first quarter of the proposed budget year. During the first quarter of the proposed budget year, if the Council has not yet adopted a new budget, departments operate under the prior year's budget. Typically, the process begins sometime in March/April and ends at some point during the first quarter of the following year (the budget year).

THE 2011 PROCESS

The 2011 process began early in 2010 due to projected General Fund deficit. Two Saturday hearings were held in October, followed by two hearings held in November to achieve budget approval by the end of 2010. Since 2003, two hearings have been held every year with the exception of 2005. The schedule of events is shown in the Budget Timeline, beginning on Page EX-9.

PUBLIC INVOLVEMENT

It is the City's policy to keep citizens informed during the budget process and to seek public input. In addition to holding public hearings, the City also makes available, before and after adoption, other summary and detail information. The City's efforts are assisted by extensive media coverage (daily newspaper, four television stations and a number of radio stations).

AMENDING THE BUDGET

The State of Illinois provides two avenues for budget (Appropriation Ordinance) amendment.

The City Council, at any time after the first half of each fiscal year, by a two-thirds vote of all members, may make transfers within any department of funds appropriated for one corporate purpose to another.

During any part of the fiscal year, the Council may adopt a supplemental Appropriation Ordinance in an amount not in excess of the aggregate of any additional revenue available to the City, or estimated to be received, subsequent to the adoption of the Appropriation Ordinance for that fiscal year. Such a supplemental Appropriation Ordinance shall affect only revenue that was not available for appropriation when the annual Appropriation Ordinance was adopted.

CITY OF ROCKFORD, ILLINOIS
BUDGET TIMELINE
THE 2011 PROCESS

2010

March | April | May | June | July | August

- Finance Department updates the 5 year plan document for 2011-2015.
- Based on the Five-Year Plan and year to date performance, Finance prepares preliminary budget estimates and discusses budget policies for the forthcoming year with the Mayor.
- Public Works Department begins work on updating the five-year Capital Improvement Program.
- Finance determines budgetary allocations.
- Departments receive budget packages.
- Finance begins user fee analysis on selected services.
- Departments complete and return budget packages to Finance.
- Finance conducts departmental budget hearings and prepares budget draft.
- Finance presents budget draft to Mayor. Hearings are held with departments and some revenue and expenditure modifications are made.

CITY OF ROCKFORD, ILLINOIS
BUDGET TIMELINE
THE 2011 PROCESS

				2011		
September	October	November	December	January	February	March

Council refers budget to Finance Committee which holds two budget hearings (October 9, 16) with City Departments.

Finance completes updated deficit budget for Finance Committee to review which holds two additional budget hearings (November 13, 20) with City Departments.

December 27: Finance Committee approves budget. Council holds State Budget Act public hearing for citizen input. Appropriation Ordinance adopted by Council. Council adopts 2011 Budget Committee Report.

February 14: Mayor submits Capital Improvements Program to Council for Committee review and approval. Council adopts 2011-2015 Capital Improvments Program.

While the Five-Year Improvements Program is prepared separately by Public Works, the first year element is integrated into the budget draft and consideration of it is in the context of being part of the whole.

FINANCIAL PLANNING — THE KEY TO THE FUTURE

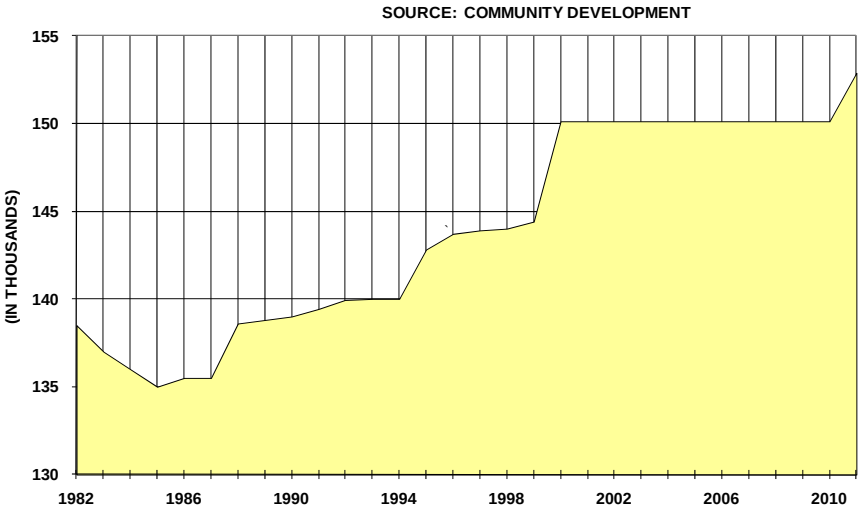
Beginning in 1984 with the General Fund, the City incorporated long-term financial planning into its budget cycle. In 1989, the planning process was expanded to incorporate the balance of the City's budget. Each year the budget staff updates selected trends and the five-year forecast. In conjunction with this, the City has, from time to time, used a financial task force of business and financial executives who review and discuss the trends, assumptions, and proposed forecasts. In addition, the group reviews financial policy proposals that the staff develops for Council approval.

Since their inception, the planning process and the financial advisory group have guided the development of financial policies for budgeting, cash flow management, infrastructure improvement, and investment guidelines. In addition, the planning process has provided policy makers with the opportunity to view the possible future and temper today's decisions accordingly.

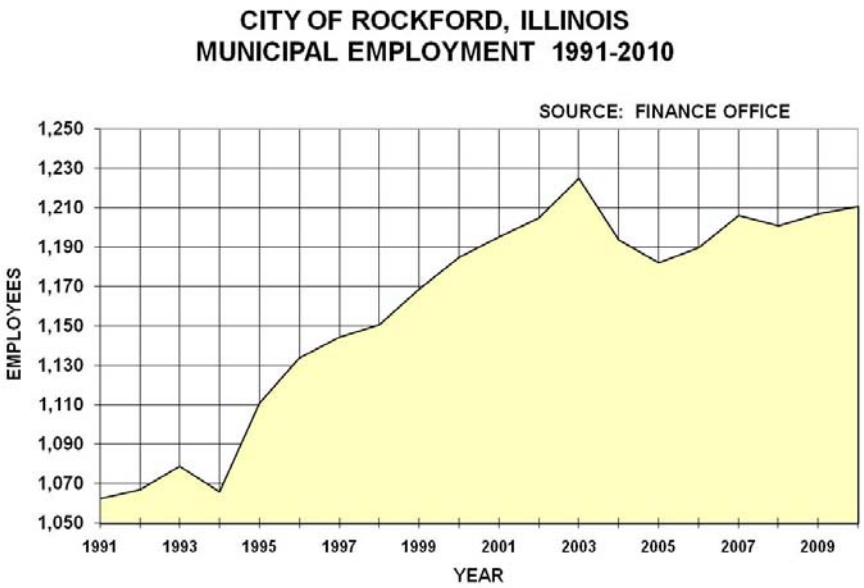
SELECTED TRENDS

One key to the financial planning process is gathering information about trends that affect the City's financial future. One set of trends the City continually examines is demographics such as population, jobs, and unemployment. The 2010 census of 152,871 was 2,756 (1.8%) greater than the 2000 census of 150,115. The population is expected to increase gradually over the next few years. The transformation of the local economy, the City's ongoing annexation program, and the selection of Rockford as a choice of residence for Chicago suburbanites contribute to the City's increasing population.

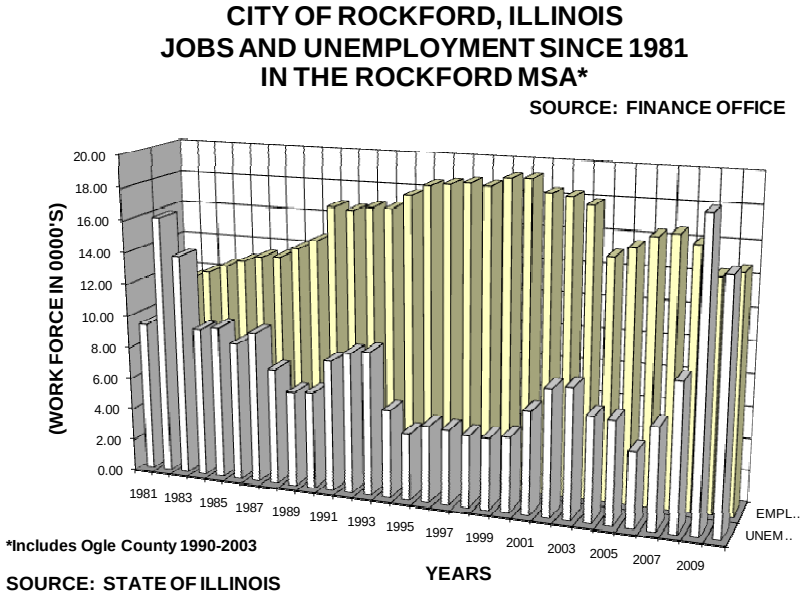
CITY OF ROCKFORD, ILLINOIS
POPULATION FROM 1982



During the 1980's, the City took steps to keep the ratio of its employees and population in proportion. Since then, the City has maintained a constant ratio of employees per thousand residents. This ratio should continue to remain stable in the future as both the population and the City work force incrementally increase.



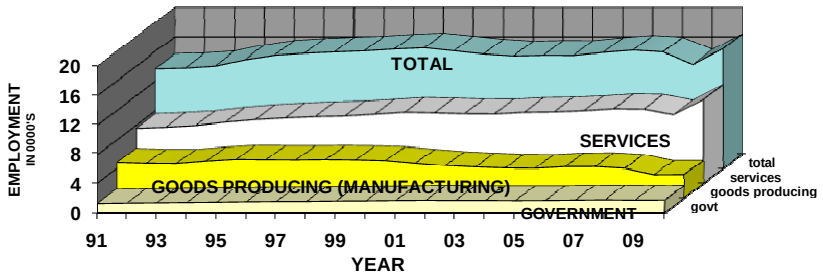
Although the City continues to attain an increasing population, the last few years have been difficult for the manufacturing industry. Unemployment in the City and County in general has been higher than state and national averages. Strong local economic development efforts by organizations such as the Chamber of Commerce, the Rockford Area Economic Development Council, and the City of Rockford continue to recruit additional employers to help reduce the unemployment rate in the City and surrounding area; however, the unemployment rate may continue to increase over the next few years.



Employment in the Rockford MSA for December 2010 was approximately 146,392, a 3,252 increase from 2009. 31,600 jobs were in goods producing, 115,000 in private service-providing, and 16,900 in government positions. Increases from the prior year were 1.0% for goods

producing jobs, 21.8% for service jobs, and 1.8% for government jobs. While goods producing jobs have decreased 41.0% from 1991 to 2010, service and government jobs have increased 56.6% and 40.1% respectively. Overall, total employment has decreased 12.2% from 1991 to 2010.

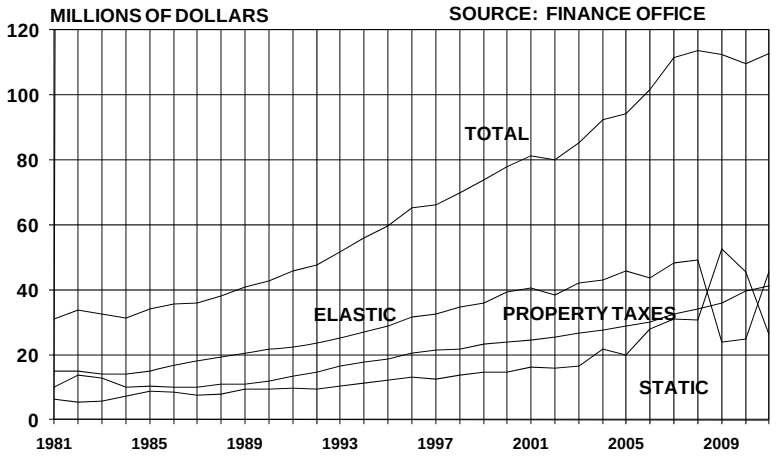
CITY OF ROCKFORD, ILLINOIS
NON-AGRICULTURAL EMPLOYMENT HISTORY IN THE ROCKFORD MSA 1991-2010



SOURCE: STATE OF ILLINOIS

In addition to demographic trends, the City also follows revenue trends for its General Fund. All City revenues can be classified as property taxes, elastic revenues, and static revenues. Property taxes are a tax levied on real property. Elastic revenues are defined as those revenues that tend to change with economic conditions, such as sales taxes and income taxes. Static revenues, the balance, are revenues that change only by increased population and/or legislative change. Examples of these are building permits, liquor licenses and magistrate fines.

CITY OF ROCKFORD, ILLINOIS
GENERAL FUND REVENUE SOURCE COMPOSITION
YEARS FROM 1981

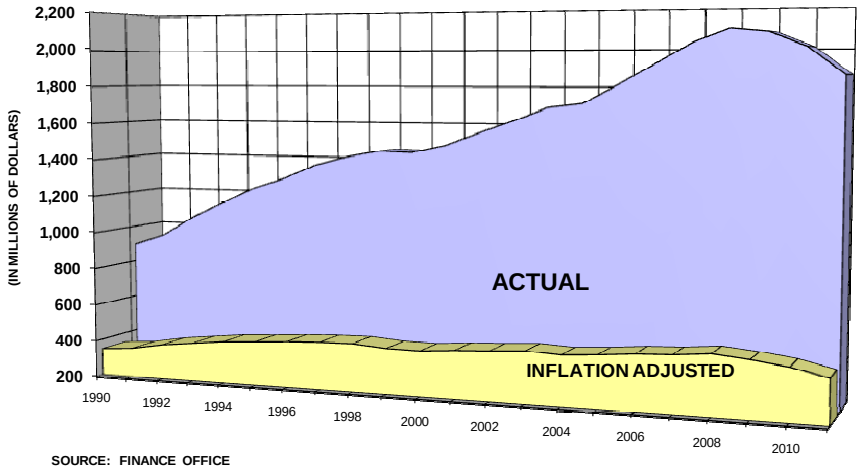


An economic expansion or recession would have a greater effect on elastic revenues than on the other two types. The General Fund Revenue Source Composition Graph illustrates this point well. Property tax rates, controlled by elected officials, were flat until the early 1980's when

they were increased for several years. After a home rule referendum in 1984 in which voters imposed certain tax rate limitations, property tax rates have decreased and remained relatively stable ever since. Increases in property tax revenue are a result of growth in the tax base, the consumer price index factor in the PTELL law, and debt service expenditures approved by referendum.

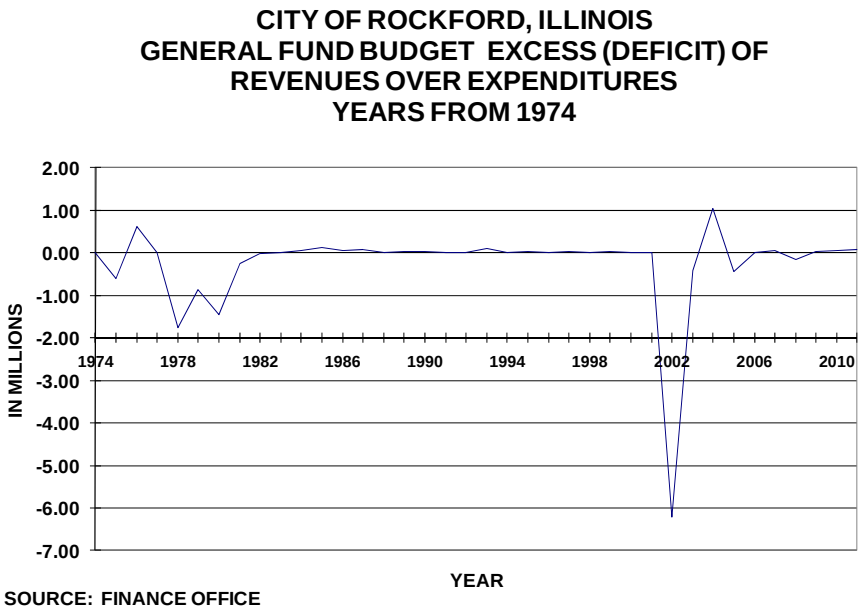
Elastic revenues increase throughout the period illustrating their ability to grow with the economy. In order to maintain a well-balanced mix of revenue sources, the City needs to continue to emphasize the growth of elastic revenues as well as static revenue sources through economic maintenance and development.

CITY OF ROCKFORD, ILLINOIS
EQUALIZED ASSESSED VALUATION
1990-2011

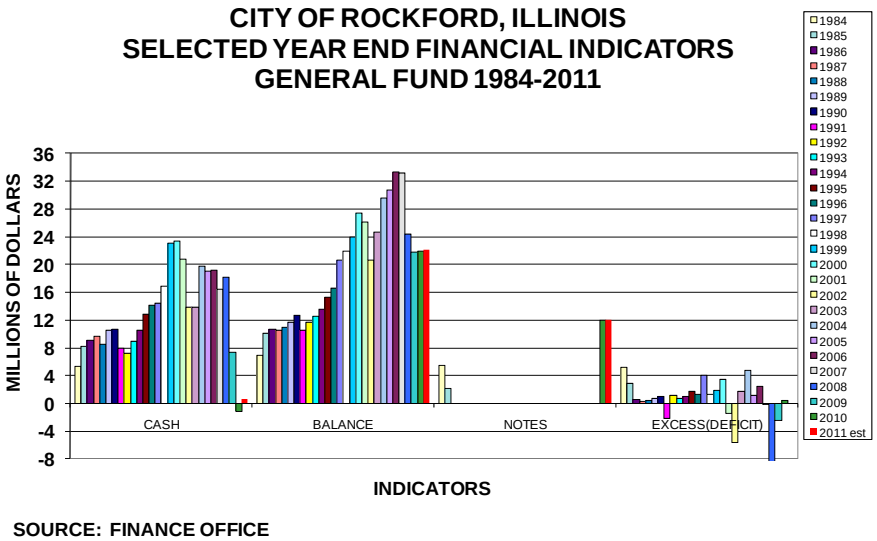


For 2011, Rockford's equalized assessed valuation (EAV) is estimated to decrease 5.0% to $1.909 billion. 2010 EAV decreased $73.8 million (-3.5%). New growth (annexations and new construction) added $6.9 million (0.3%) while existing EAV decreased $80.7 million (-3.8%).

The City has been successfully achieving fiscal management goals since 1981, following the development and implementation of responsive and proactive financial policies. However, the last few years have been more challenging because of lower than anticipated elastic revenues as a result of the slowing economy. After planned and actual budget deficits in the late 1970's, the City has adopted balanced General Fund budgets for 27 of the last 29 years. As a result of current economic conditions, City operations and expenses have been curtailed to avoid deficit spending.



Added together, these year end surpluses have improved the cash and fund balances of the General Fund from negative to positive. 2011 is a balanced budget year. It is the City's intention to maintain a positive cash and fund balance by limiting the short-term borrowing of funds and to continue past practices of balancing budgets, avoiding deficits, and maintaining adequate cash in the future.



The financial trends discussed in this section provide the financial advisory group and City policy makers with a sense of direction as they make decisions that affect the City's future. Examining these past trends and extrapolating them into the future gives decision-makers information that allows them to chart a direction for the City.

ASSUMPTIONS

The City's five-year forecast for the General Fund (one-half of the City budget and the one with the most flexibility as to revenues and services) is based on certain assumptions. Certain important assumptions include:

REVENUES	ASSUMPTION	PERCENT BUDGET SHARE
Assessed Valuation (Percent)	(-7.0) – 0	31.3
Uncollectible Factor	0 – 1.0	
Sales and Other Taxes	0 – 3.0	26.8
Cable TV, Gas Licenses	0 – 2.0	1.5
State Income Tax	0 – 3.0	10.5
State Replacement Tax	0.0	5.2
Inspections	0 – 3.0	1.0
Federal/State/County	0.0	4.9
All Other	0.0	8.4
Service Reimbursements	0 – 5.0	5.7
Tax Levy Reimbursements	0 – 3.0	4.7

EXPENDITURES

All Salary & Wage Compensation (Percent)	0 – 2.0
Fringe Benefits	0 – 20.0
Contracts, Supplies, and Other Expense	0 – 3.0
Interest Expense	0 – 3.0
Capital Expense	0 – 5.0

2012-2016 PLAN

These assumptions, when applied to General Fund budget estimates for future years, produce the following excesses or deficits of revenues over expenditures.

Year	Excess (Deficit) (In 000's)	Percent of Total Budget	Cash Policy Test (70% Minimum)
2012	(3,761)	-3.3	20
2013	(5,611)	-4.7	10
2014	(6,358)	-5.2	-4
2015	(7,721)	-6.1	-18
2016	(9,322)	-7.1	-35

NOTE: For the revenue and expenditure detail supporting these, refer to the General Fund summary schedule in the Supplemental Section.

Property taxes in Illinois are levied during a budget year but are not collected until the following year after the money has already been spent. At that time, they are collected in two payments, June and September. As will be discussed in the next section, Cash Management, this tax timing

issue and the timing issue with State shared revenues require sufficient cash to be on hand to finance operations. If the City does not have sufficient cash reserves, it will have to borrow from outside sources.

While home rule cities simply have one levy for all purposes, non-home rule cities such as Rockford have specific purpose levies. Some of these levies, for example, for retirement purposes, are unlimited; others have specific rate limitations that apply, i.e., corporate (43.75 cents/$100 EAV), police protection (60), fire protection (60), street (10), sanitation (10), library (60), and library maintenance (2), for specific levies. If a levy divided by the final EAV exceeds the rate limitation, then the County Clerk will reduce that specific levy.

For budget years 1997 and thereafter, voters in Winnebago County approved tax caps for all units of government including the City of Rockford. The tax cap law (Property Tax Extension Limitation Law) can be defined as limiting the proposed budget year's property tax extension increase to the lesser of the consumer price index (CPI) or five percent plus the new money generated by new construction and annexations. While rate limitations are specific to individual levies, tax caps are applied to the overall tax levy extension, excepting referendum approved debt service. Thus, an individual levy could be affected by its rate limitation and the overall City extension could be impacted by tax caps.

For 2011, the estimated property tax revenue loss due to tax caps is $0.6 million. For the 2012 – 2016 planning period, tax cap losses occur annually and range from $67,000 TO $455,000.

The 2011 operating tax rate is expected to increase marginally while the debt service rate will decrease. The increase is due to decreasing assessments and marginal CPI while the debt service decrease is due to the City ending its use of bonding to fund its infrastructure program. Property tax dollar growth will occur due to new construction and annexations as well as from the dollars generated from the CPI formula. Property tax revenue will increase moderately due to statutes, local economic conditions, and increased annexations into the City. The long term will see the City begin to rely more on user fees and other taxes as well as making certain service reductions.

Future assumptions are set to insure that revenue production will be maximized; however, expenditures will be planned to match expected revenues.

This five-year budget forecast indicates annual deficits for the entire period. Since the City has operated with a surplus for most of the last two decades, it may be that actual revenues will again exceed budgets and departments will under expend their budgets. This scenario may eliminate these initial deficits.

If this does not occur, then the City's cash policy test, required to be 70% of the General Fund tax levies and tax reimbursements in order for the City to avoid borrowing, will decrease. This would require the City to find alternative cash flow sources either from other city funds or the outside. This has been the case as the 2008 – 2010 losses have required external borrowing to finance non General Fund cash flow needs.

While the City faces potential deficits in its newest five year plan, the history of its past experience illustrates that, by calling attention early to possible problems, solutions are sought and, as the deficit years get nearer, the size of the problem diminishes.

CASH MANAGEMENT— MAXIMIZING RESOURCES

Each year the City adopts a budget. At the same time, this budget is converted into a cash budget internally to determine the cash flow for the budget year. Two revenue issues require consideration, property taxes and timing issues with shared revenues from the State. This requires the City to provide interim financing, internal or external, for certain operating funds. These funds and their percentage of revenue that is property tax are as follows.

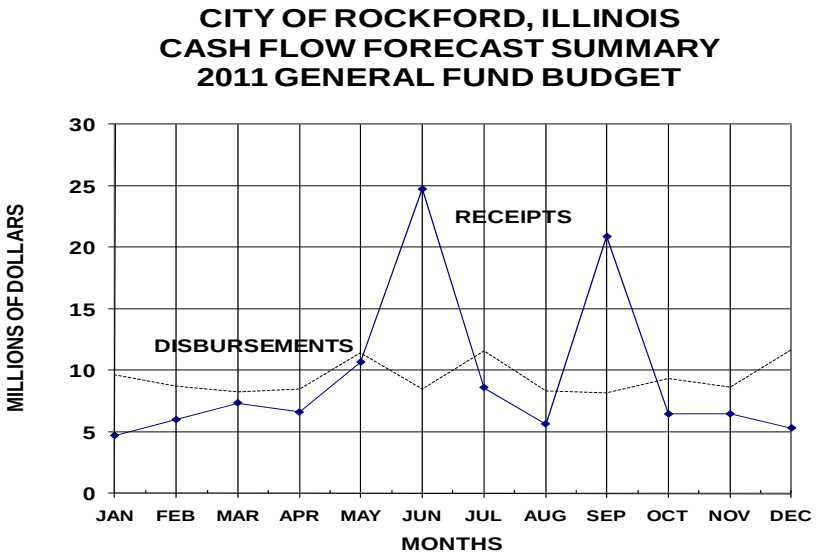
PROPERTY TAXES AS A PERCENTAGE OF REVENUE FOR CERTAIN FUNDS

	General	Sanitation	Library
2007	28.8	22.0	82.9
2008	28.8	22.9	81.6
2009	32.1	23.5	82.8
2010	36.0	0.2	78.6
2011	36.4	0.2	85.9

The range of property tax revenue varies from nearly negligible for the Sanitation Fund to just over three of every four for the Library Fund.

UNDERSTANDING CASH FLOW

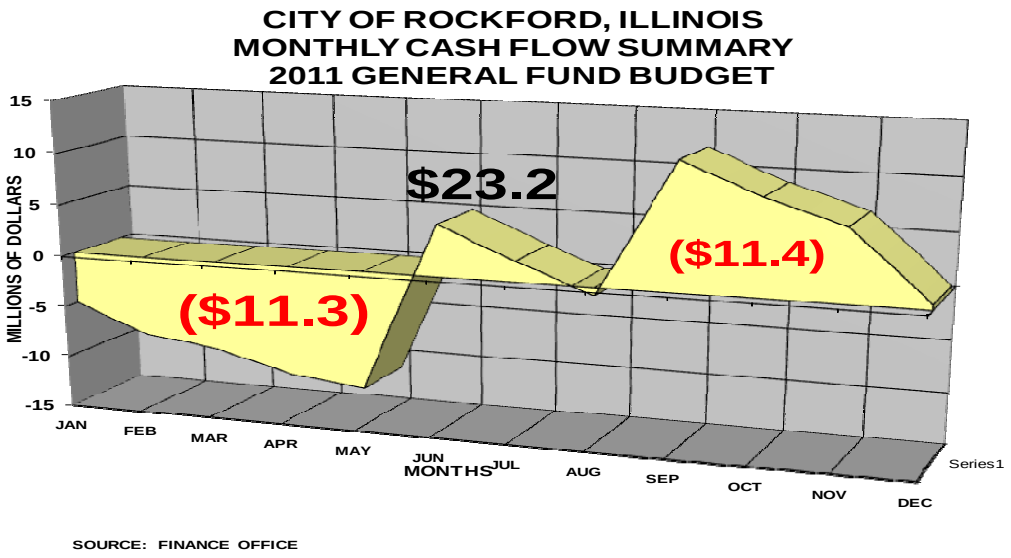
To completely understand the importance that property tax revenues have in cash management, the 2011 cash flow forecast summary for the General Fund graph is useful in illustrating the timing problem.



SOURCE: FINANCE OFFICE

Illinois property taxes are collected the year after the budget for which they were authorized in two payments: June and September. As noted above, the collection of over a quarter of the fund's revenues distorts any semblance of an orderly flow of revenue that matches expenditures.

This produces a cash draw down for the first five months of a fiscal year as the monthly cumulative summary illustrates.



For the General Fund, the 30% range for property taxes as a percentage of total fund revenues and the elastic revenue surpluses have generated sufficient cash for internal financing. The Sanitation Fund changed in 2010 from being financed by property taxes (20%) and user fees (80%) to being totally financed by user fees. The result is an almost ideal match of revenues and expenditures. Due to its heavy reliance on property taxes, the Library Fund utilized short term financing internally until 2005.

CASH POLICY REVIEW

The first City Financial Task Force recommended that the City develop balances that would allow it to accomplish two objectives:

> Reduce or eliminate the need to obtain short-term borrowing to cover operating expenses, and;
>
> Offset fluctuations caused by yearly excesses (deficits) of revenues over expenditures.

The current cash balance policy is:

> Assure adequate cash balances are available to meet the City's anticipated disbursements. Prior to budget deliberations, the Finance Department will annually develop cash flow analysis and recommend cash balance goals at specific points in time to meet those disbursements.

> For 1987, a minimum cash balance equal to 70% of those levies that support the General Fund is recommended to be in effect at the beginning of the City's fiscal year, January 1.

The Council policy for the use of above 70% excess funds is:

> Those funds available in excess of the minimum cash balance may be reappropriated for other municipal purposes by the City Council. The use of these funds should be limited to non-recurring expenditures outside of the City's operating budget. Funds may also be used for abating taxes if the City Council so approves.

In the past, excess funds have been used for capital construction needs. Due to increasing cash flow requirements and decreasing surpluses, excess funds have not been available since 1989. 2010 cash flow demands will absorb all available funds.

CASH MANAGEMENT IN 2011

As in 2010, the City will utilize a $15 million line of credit during the first five months of the fiscal year. It is anticipated that $12 million will actually be drawn down. The line of credit will be repaid in June and September from the receipt of property taxes. While the General Fund almost has adequate cash, $9.2 million, to deal with its beginning year mismatch, due to the operating losses in the last two years, common cash pool loans to other funds will have to be financed externally.

With General Fund levies increasing $3.8 million in 2010 and $1.7 million in 2011 (primarily due to increasing public safety pension contribution requirements), cash needs have increased. The 70% cash test, with 27th payroll, has decreased, 54% in 2008, 42% in 2009, 21% in 2010, and 18% in 2011.

It is anticipated that excess funds, should they materialize during future years, will be used exclusively to maintain the cash policy percentage of 70%. Management of the necessary cash flow will be the primary concern in the next few years for the City as property tax caps and binding arbitration continue to affect City operations.

2011 ESTIMATED TAX ANTICIPATION NOTE ISSUES

OPERATING FUND	AUTHORIZATION	ESTIMATED SALE
General	$31,340,000	$12,000,000
Sanitation	20,000	0
Library	6,120,000	0
	$37,480,000	$12,000,000

The City will continue to exert strong budget control and place importance on financial planning in 2011 in order to restore and maintain its cash position.

EMPLOYEES—THE CITY'S MOST IMPORTANT ASSET

The City, like most local governmental units, provides services and can therefore be classified as a labor-intensive organization. Any organization that provides services can expect a substantial portion of its budget to be allocated for personnel costs. The following chart illustrates the City's personnel costs.

Key Personnel Statistics

	General Fund	Total City
Total Budget	$112.8 Million	$252.2 Million
Employees	732	1,105
Personnel Costs	$83.2 Million	$104.5Million
Percentage		
Personnel	73.8	41.4
Salary	47.5	26.9
Fringe Benefits	26.3	14.5

To help contain personnel costs, the City has taken several steps in the past to economize its use of personnel while maintaining service quality. These steps include:

- eliminating inefficient or ineffective services;
- improving the method of delivery for certain services;
- contracting certain specialized and/or seasonal services to private contractors; and
- adding certain key positions.

As part of the City's budget preparation process, departments consider the aforementioned means of reducing personnel costs while maintaining service levels and quality. When departments prepare their personnel and dollar budgets, they give consideration to current and future practices in the context of the above factors. The 2011 budget was developed using these steps as guideposts to ensure that quality services are being delivered with the lowest possible personnel costs. All departments and agencies prepared budgets by analyzing their operations in light of the above factors.

EMPLOYMENT TRENDS

Since 2009, 105.85 full-time equivalent positions have been eliminated, a decrease of 8.7%, across program lines in legislative and management, public safety, community development, public works, and human services.

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS

PROGRAMS AND AGENCIES	2008	2009	2010	2009-2010 INCREASE (DECREASE)	2011	2010-2011 INCREASE (DECREASE)
LEGISLATIVE & MANAGEMENT						
MAYOR	8.00	8.00	6.00	(2.00)	5.00	(1.00)
COUNCIL				0.00		0.00
LEGAL	20.00	20.00	17.00	(3.00)	12.00	(5.00)
FINANCE	34.00	34.00	32.00	(2.00)	32.00	0.00
INFORMATION SERVICES	10.00	8.00	6.00	(2.00)	6.00	0.00
HUMAN RESOURCES	7.00	7.00	6.00	(1.00)	5.00	(1.00)
LEGISLATIVE & MGMT TOTAL	79.00	77.00	67.00	(10.00)	60.00	(7.00)
COMMUNITY DEVELOPMENT						
CD ADMINISTRATION	2.00	2.00	1.50	(0.50)	1.50	0.00
CD CODE ENFORCEMENT	13.00	13.00	12.20	(0.80)	10.20	(2.00)
CD PLANNING	11.25	6.30	5.30	(1.00)	4.30	(1.00)
CD CONSTRUCTION SERVICES	19.00	25.00	18.00	(7.00)	15.00	(3.00)
CD SANITATION	0.00	0.00	0.00	0.00	0.00	0.00
CD DEVELOPMENT	8.75	7.50	7.00	(0.50)	8.00	1.00
COMM DEVELOPMENT TOTAL	54.00	53.80	44.00	(9.80)	39.00	(5.00)
HUMAN SERVICES						
HUMAN SERVICES	92.50	90.75	97.85	7.10	99.00	1.15
DRUG FREE INITIATIVE	0.00	0.00	0.00	0.00	0.00	0.00
TUBERCULOSIS SANITARIUM	0.00	0.00	0.00	0.00	0.00	0.00
LIBRARY	109.20	115.10	82.00	(33.10)	84.50	2.50
HUMAN SERVICES TOTAL	201.70	205.85	179.85	(26.00)	183.50	3.65
PUBLIC SAFETY						
POLICE	339.00	345.00	318.00	(27.00)	318.00	0.00
FIRE	282.00	282.00	282.00	0.00	278.00	(4.00)
911 COMMUNICATIONS	53.00	53.00	53.00	0.00	53.00	0.00
PUBLIC SAFETY TOTAL	674.00	680.00	653.00	(27.00)	649.00	(4.00)
PUBLIC WORKS						
ADMINISTRATION	6.50	4.50	3.50	(1.00)	2.00	(1.50)
ENGINEERING	4.50	10.00	7.45	(2.55)	5.50	(1.95)
STREETS & SEWERS	39.50	40.00	38.00	(2.00)	32.00	(6.00)
TRAFFIC	18.00	12.40	13.00	0.60	11.00	(2.00)
CAPITAL PROJECT	15.80	16.30	17.05	0.75	18.50	1.45
PARKING SYSTEM	9.00	9.00	8.50	(0.50)	8.50	0.00
SANITATION	1.00	0.00	0.00	0.00	0.00	0.00
PROPERTY & EQUIPMENT	28.00	0.00	0.00	0.00	0.00	0.00
BUILDING MAINTENANCE	0.00	12.00	12.00	0.00	10.00	(2.00)
EQUIPMENT MAINTENANCE	0.00	11.00	11.00	0.00	10.00	(1.00)
CENTRAL STORES	0.00	4.00	4.00	0.00	4.00	0.00
WATER	75.70	75.00	77.00	2.00	72.00	(5.00)
PUBLIC WORKS TOTAL	198.00	194.20	191.50	(2.70)	173.50	(18.00)
NON OPERATING						
CITY HALL REHAB MGMT	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	1,206.70	1,210.85	1,135.35	(75.50)	1,105.00	(30.35)

Staffing for 2010 was 1,135.25 positions, a decrease of 75.50 FTE over 2009. 10 positions were eliminated from Legislative and Management, 9.8 eliminated from Community Development, 33.1 eliminated from Library while Human Services increased 7.10. 27 positions were eliminated from Police and 2.7 eliminated from Public Works.

2010 EMPLOYMENT

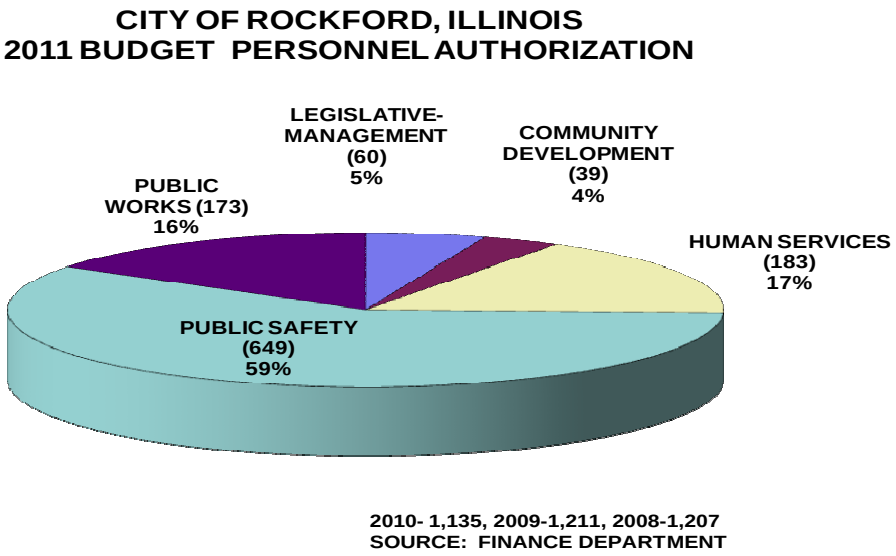
Staffing for the 2011 budget by program is provided in the Personnel Authorization Schedule. Employment has decreased to 1,105.00 positions.

The Public Works group saw the largest change. Public Works total FTE decreased by 18.00, for reductions of 8 maintenance workers, 2 traffic personnel, and 5 water plant operators.

In the Legislative and Management group, there is an overall decrease of 7.00 FTE. Reductions include five positions Legal and one position in both Human Resources and Mayor's Office.

In the Public Safety group, there is an overall decrease of 4.00 FTE. Reductions include four positions in the Administration Division of the Fire Department.

In the Human Services group, there is a small increase of 3.65 FTE. Increases include 2.5 FTE for Library and 1.15 for Senior Office Assistant in the Human Service Division.



2011 CHANGES IN COMPENSATION

The majority of the City's work force is organized into five collective bargaining units.

CITY'S EMPLOYEE UNIONS

Unit	Employees	Percentage Of Total
Police Sworn	271.0	31.0%
Fire Sworn	264.0	30.1
Public Works/Clerical (AFSCME)	210.5	24.0
Community Development (AFSCME)	17.0	2.0
Human Services (AFSCME)	51.9	5.9
Library (AFSCME)	61.0	7.0
	875.4	100.0%

2007-2011 SALARY AND BENEFIT ADJUSTMENTS BY EMPLOYEE GROUP
(Percentage)

Year	Police Sworn	Fire Sworn	AFSCME	AFSCME B	Exempt
2007	3.50	3.50	3.50	3.50	3.00
2008	4.00	4.00	4.00	4.00	2.50
2009	0	0	4.00	4.00	-3.33
2010	2.00	2.00	0	0	0
2011	2.00	Arbitration	0	0	0

From the late 1970's to the 1980's the City paid the total cost of health insurance premiums. In 1988, the Community Development AFSCME group and the exempt employees each began contributing to their health insurance costs. In 2004, employee contributions more than doubled as an effort to control rising health insurance costs. In 2007, the City introduced a new health savings (HSA) option in addition to the traditional PPO plan for health insurance premiums. Annual premium costs for the HSA in 2011 are $6,994 for single, $13,988 for single plus one, and $20,982 for family. Annual premium costs for the traditional PPO plan in 2011 are $8,034 for single, $16,068 for single plus one, and $24,102 for family.

EMPLOYEE FRINGE BENEFITS

Total employee compensation includes not only salaries but also all direct fringe benefits necessary to fund a position. Fringe benefits are often not considered during compensation review and the ramifications of this hidden cost are often not realized until later budget years.

For the City, direct dollar fringe benefits average from 50.7% to 65.2% of salaries. While fringe benefits vary by employee group, the selection of Police Sworn, Fire Sworn, Finance (office), and Public Works Streets Division (field) illustrates the four typical groups.

BENEFITS AS A SALARY PERCENTAGE

	Sworn		Non-Sworn	
Benefits	Police	Fire	Office	Field
Pension	24.8	32.3	20.5	23.4
Worker's Comp	3.6	4.6	0.2	4.1
Health	26.7	27.9	28.9	32.9
Other	0.9	0.4	1.1	0.2
Total	56.0	65.2	50.7	60.6
	Average Costs Per Budgeted Position			
Salary	$71,079	$71,157	$51,520	$35,489
Fringe Benefits	39,803	46,415	26,094	21,512
Total	$110,882	$117,571	$77,614	$57,001

As shown above, 2011 fringe benefits range from 50.7 percent for office personnel to 65.2 percent for fire personnel, while average costs per position range from $57,001 for field personnel to $117,571 for firefighters. Costs increase primarily because of salary adjustments, and health insurance.

In 2009, fringe benefits ranged from 45.5 percent for office personnel to 62.6 percent for fire personnel, while costs per position ranged from $66,852 for the field to $113,384 for fire. In 2010, the fringe benefit range was from 48.0 percent for office personnel to 65.6 percent for fire personnel, while costs per position range from $69,905 for field to $97,254 for fire.

Overall, 2011 fringe benefits, except for health insurance and pension, continue to remain fairly stable. Direct fringe benefits are discussed individually in the Non-Operating Funds section of the budget.

In addition to direct fringe benefit costs, certain indirect fringe benefits, such as vacations and sick leave, may add approximately six to eight percent to the fringe benefit percentages. These costs are not, unless additional positions are budgeted to compensate for this lost time, an addition in dollars, rather they represent a loss in service units delivered. Employees, as this section illustrates, are a key component of the City's budget both in terms of delivering services to citizens and as the single largest expense.

CAPITAL EQUIPMENT AND PROJECTS

Capital equipment and projects, slated at $62.8 million for 2011, are important elements of the City's service delivery system. Capital equipment, over $5,000, is used by employees to deliver services such as police and fire protection to the public. Capital projects, whether streets, bridges, wells, sewers, or water mains, serve community residents by providing basic necessities for industrial, commercial, and residential needs and development.

It is City policy to avoid balancing the budget by deferring capital equipment purchases. Doing so may serve an immediate purpose but it becomes a costly deferral in the long run. Failure to purchase necessary capital items can have disastrous consequences. Drawbacks to deferring capital equipment purchases results in acquiring assets whose lives do not match the repayment schedule, accentuating an extremely cyclical equipment replacement schedule, and sharply higher maintenance costs.

Since the early 1980's, capital equipment for operating departments has been funded on a level basis with a goal of minimizing erratic annual spending patterns. With balanced spending patterns, equipment replacement is ideally sought when maintenance and the accompanying loss of employee productivity become greater than the depreciation of the equipment. Certain items, such as quints and ladder trucks used by the Fire Department, are budgeted over the course of several years in order to avoid disrupting replacement schedules for other equipment. City policy dictates acquiring capital equipment if doing so eliminates or stabilizes personnel costs. Capital spending policies are discussed in the Capital Project Fund under the Public Works section and in the Financial Policies under the Supplemental section.

With the 2002 economic downturn, $3.0 million in capital equipment spending was eliminated. Police vehicle spending of $500,000 was augmented by a $3.2 million 2004 bond issue for fire trucks, ambulances, and a fifteen truck snow fleet. Spending since then has been sporadic. Since 2009, the City has purchased used ambulance and fire trucks.

Capital equipment from 2004 through 2009 for Police, Fire, and Public Works was $8.9 million or about $1.7 million annually. Police spent $2.7 million for cars and specialized equipment. The Fire Department spent $3.4 million for fire trucks, specialized fire equipment, and buildings. Public Works spent $2.8 million for vehicles and specialized equipment, with no capital expenditures for these functions last year or in 2005 through 2007. For 2011, capital spending was eliminated due to budgetary restraints.

In 2011, 25.0% of the budget is allocated to capital items. Capital items for the City can be divided into equipment and projects. The former can be further divided into the following categories: office equipment, which is primarily office equipment and furniture, building improvements, vehicles and operating equipment, and computer hardware and software.

The $62,825,000 budgeted for capital equipment and projects in 2011 can be divided into five components: office equipment - $35,000; building improvements - $298,000; vehicles and operating equipment - $301,000; computer software and hardware - $190,800; and for capital projects - $60,760,400.

Equipment Fund	2004	2005	2006	2007	2008	2009	2010
Actual Expenditures	2,994,074	3,347,325	3,407,340	3,878,913	4,634,799	3,784,746	3,774,495

The Equipment Fund has shown historical growth in repair expenses over the past several years as a result of the elimination of capital equipment purchases. To address the growing maintenance costs, the City will pursue the option of vehicle leasing in 2011. Vehicle repair expenses for the Police, Fire, and Public Works Departments decreased $10,250 from 2009's total.

The CIP Sales Tax has given the City a higher level of capital project investment than ever. As a result of the increased investment in road resurfacing and reconstruction, the Street Division has experienced a reduction in pothole complaints and pothole patching.

POTHOLE SUMMARY

Statistics	2008	2009	2010	2011 *	TOTAL
Potholes Patched	127,127	152,358	88,442	65,753	433,680
Material Cost	$195,000.01	$202,810.48	$126,216.72	$83,712.10	$607,739.31
Number Potholes Requests **	241	2,792	1,808	1,196	6,037
* 1/1/2011 Through 4/20/2011					
** 2/1/2007 through 4/20/2011					

Office equipment of $25,000 is allocated to the Election Commission. The Election Commission's capital dollars will go toward future election equipment.

Building improvements of $208,000 are allocated to the Main Library and various branches. The Library also has $30,000 in vehicles and operating equipment as well as $22,000 in computer software and $7,000 in computer hardware. The Water Division's $360,000 includes a variety of vehicles, operating equipment, and building improvements.

The anticipated capital purchases will replace equipment and vehicles in the existing fleet, and add new vehicles to the fleet as well. The City expects to realize a significant reduction in service and repair costs related to maintaining aging City vehicles. With new vehicle purchases, department vehicles will be used in the field more frequently rather than being out of service.

During 2011, the Rockford Public Library's budgeted dollar amount of $29,000 for computer hardware and software will go towards a microfiche machine, website eblast software, a chiller computer circuit, and servers.

The capital project portion, $62.8 million ($60.7 million capital) includes $52.9 million for transportation and economic development and $12.0 million for water for new projects. Ongoing projects, already funded in previous years, will continue and incur expenses in 2011 as well.

The proposed water system improvements, $12.0 million in 2011 work, include construction of 10 treatment plants at various well sites, installation of two wells, and construction of about 15 miles of trunkline water main. The project initiated in 2006 as a $75.0 million program, is being done to address several problems including low water pressure, discolored water, and the requirement to remediate radium levels at five wells.

The current program revenues for 2011 are at $52.9 million. A new local sales tax of one percent (1%) was approved for a five year period starting July 2007 and was extended by referendum for an additional five year period April 5, 2011. The local sales tax replaces the annual street bond referendum and provides $14.2 million in revenue. State motor fuel tax revenues decrease $500,000.

The $52.9 million budgeted in the capital improvements program supports the traditional transportation and drainage programs funded by sales tax, motor fuel taxes and grants. State motor fuel taxes provide only $3.3 million of funding while the new local sales tax, which replaced the annual street bond referendum, will generate $14.2 million in revenue. 2011 is the first year of the 2011-2015 five-year capital improvement program becoming part of the current year's budget. The capital improvements program is City Council approved and funded by a mix of revenues including bond proceeds, state taxes, local taxes, and interfund transfers.

REVENUE AND FINANCING CHARGES

The 2011 budget estimates revenue of $267.3 million net of inter-fund charges and transfers for all funds. As discussed in the selected trends section of Financial Planning earlier, the City classifies revenues as property taxes, elastic revenues and static revenues.

For 2011, the City assumes (-3.5%) - 0% growth in assessed valuation (the basis for property tax revenue), a 0-4% growth in elastic revenues, and a 0-2% increase in static revenues.

For accounting purposes, the City classifies programs and operations into the fund structure used for local governments. These funds and how they are financed are shown below.

FUND	FINANCED BY
General Fund	1,2,3,4,5,6,8
Special Revenue	1,2,3,4,5,6,8
Debt Service	1,6,8
Capital Projects	6,7,8
Enterprises	3,4,6
Internal Service	1,3,5,6,8
Pension Trust	1,5,6

1 Property Taxes
2 Sales Taxes
3 Service Charges
4 Licenses/Fines
5 Intergovernmental Revenue
6 Interest Income
7 Bond Proceeds
8 Other/Transfers

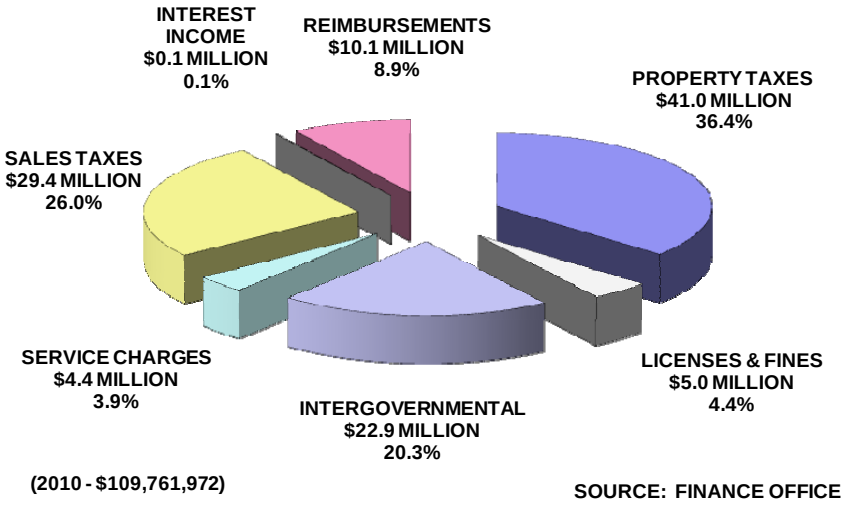
Most of these are self-explanatory. Intergovernmental revenue is income from federal, state, and other local governments. Other income and transfers are miscellaneous items, restricted receipts and transfers. Property taxes are net of accounting adjustments and projected tax cap losses.

General Fund Revenues
($112,890,632)

General Fund revenues are derived from eight major sources: taxes, licenses, intergovernmental revenues, service charges, fines, interest income, transfers and other miscellaneous income.

Elastic revenues, sales and intergovernmental taxes, account for more than one-half of the fund. With property taxes included, these three sources comprise 80% of the total. The total dollar amount collected for most of these sources has increased from 2010 to 2011. The percentage of the total that each, property taxes, elastic revenues and static revenues, represents has also slightly increased from the prior year.

CITY OF ROCKFORD, ILLINOIS
2011 GENERAL FUND REVENUES $112,890,632



The Property Tax

Property tax revenues are generated by multiplying equalized assessed valuation (EAV), in Illinois one-third of market value less any exemptions, by a tax rate.

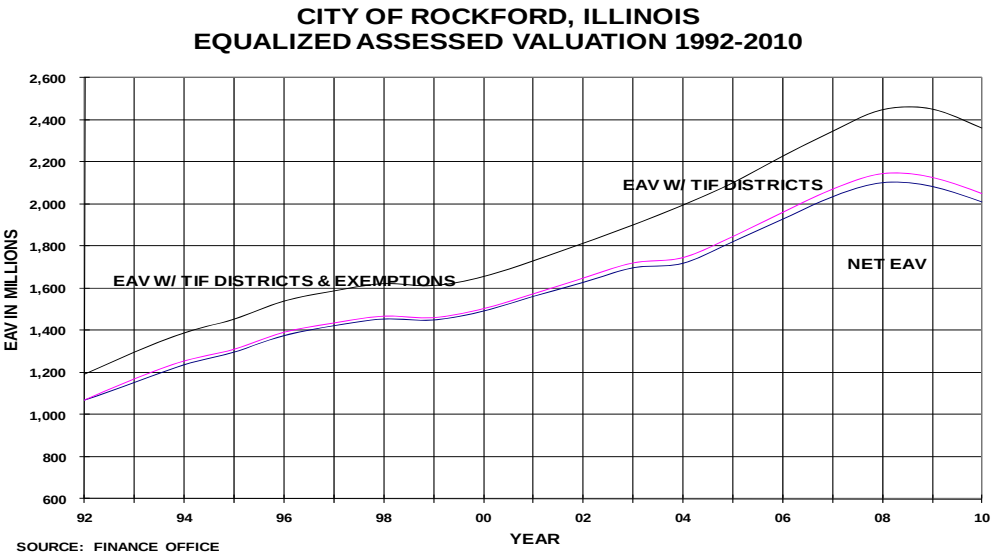
2011 EAV is estimated at $1,909,000 (-5.0%). 2010 EAV of $2,008,995,373 certified in the spring of 2011 was a 3.5% decrease compared to the previous year's $2,082,799,663. 2006 ($106.7 million), 2007 ($106.9 million), 2008 ($67.5 million), and 2009 ($63.5 million). With the economic downturn, the drop in existing valuation of $80.6 million (-3.9%) was offset by new construction and annexations of $6.8 million (0.3%) resulting in a net 2010 decrease of $73.8 million (-3.5%).

Increases in EAV due to annexation of new areas were $5.3 million for 2006, $6.3 million for 2007, $3.4 million for 2008, $0.2 million for 2009, and $0.1 million for 2010. EAV change estimates will be -3.5% for 2010, -5.0% for 2011,-7.0% for 2012, -5.0% for 2013, and 0% for 2014-2016. In previous years, zero percent was used for 1999-2000, one percent was used for 2005-2009, five percent was used for the 1991-1998 period and two percent was utilized prior to 1991.

Exemptions (2007 - $327.2 million, 2008 - $346.8 million, 2009 - $367.9, 2010 - $352.0) represent one out of seven dollars of valuation. The exemption process, an unfunded mandate from the State Legislature, singles out certain elements for special treatment.

The State allows homeowner exemptions at $6,000 and the senior citizen exemption at $4,000. Exemptions increased $35.5 million from 2007 to 2008, $21.1 million from 2008-2009 and decreased $15.9 million from 2009-2010.

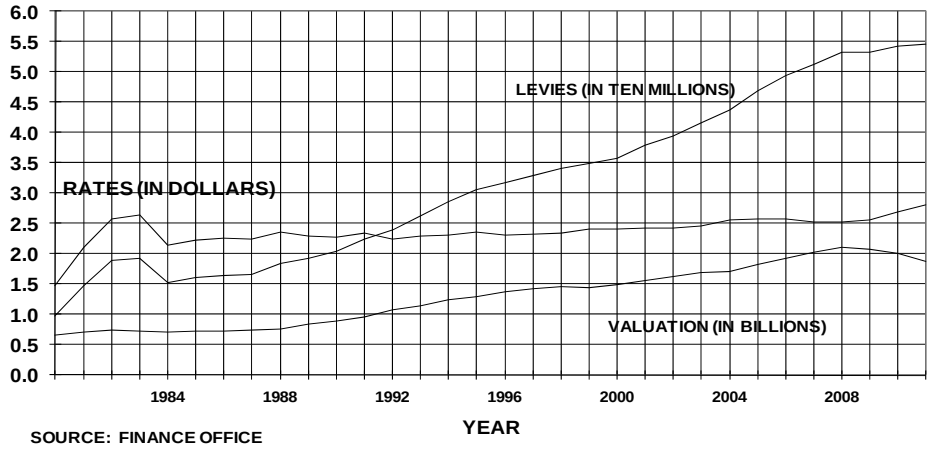
Of the exemptions, only one, the tax increment district ($44.9 million), serves a common community purpose and benefit by stimulating older commercial areas and producing future economic benefits. The new tax dollars exempted and diverted from other governmental units go towards paying for infrastructure and economic development efforts in the district. At the end of the district's life all tax revenues are once again distributed normally to all taxing districts.



The other exemptions, homeowner ($226.6 million), senior citizen ($79.7 million), and all other ($4.2 million), cause economic distortions in forcing commercial and industrial properties to pay a larger share of the total. In reality, the senior citizen exemptions are shouldered by all other assessment classes. The net effect of this is to force property tax rates up as taxing bodies attempt to recover this lost revenue. In some cases where rates are at statutory limits or tax caps are applicable, the result may be a change to other revenue sources and/or a reduction in services.

The graph below illustrates the relationships. Poor EAV performance puts pressure on the rate if levies are increased to raise revenue. Given the fact that rates are fixed for a number of levies and that the City is at the maximum for many limited levies, this has implications for future budgets.

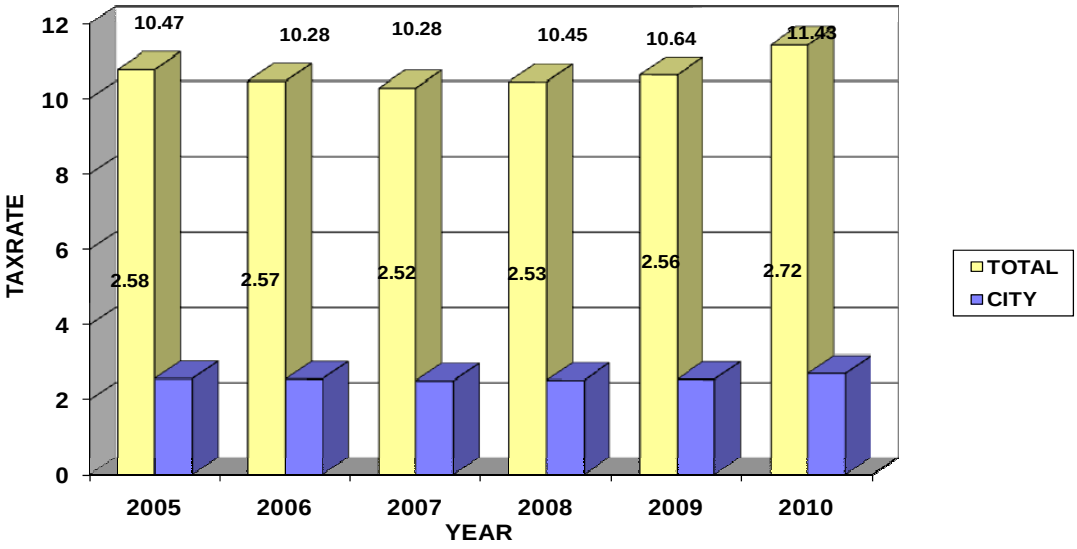
CITY OF ROCKFORD, ILLINOIS
EQUALIZED ASSESSED VALUATIONS, TAX RATES,
AND EXTENSIONS 1980-2011



SOURCE: FINANCE OFFICE

As the All City Tax Rate Graph illustrates, tax rates for both the City and all taxing districts increased a total of 79.4 cents in 2010. The City tax rate increased 15.5 cents. Tax rate changes for the remaining six taxing districts ranged from an increase of 53.9 cents for the school district to an increase of 0.6 cents for the township; overall, there was an increase of 63.9 cents for these units.

CITY OF ROCKFORD, ILLINOIS
ALL CITY TAXING DISTRICTS COMBINED 2005-2010



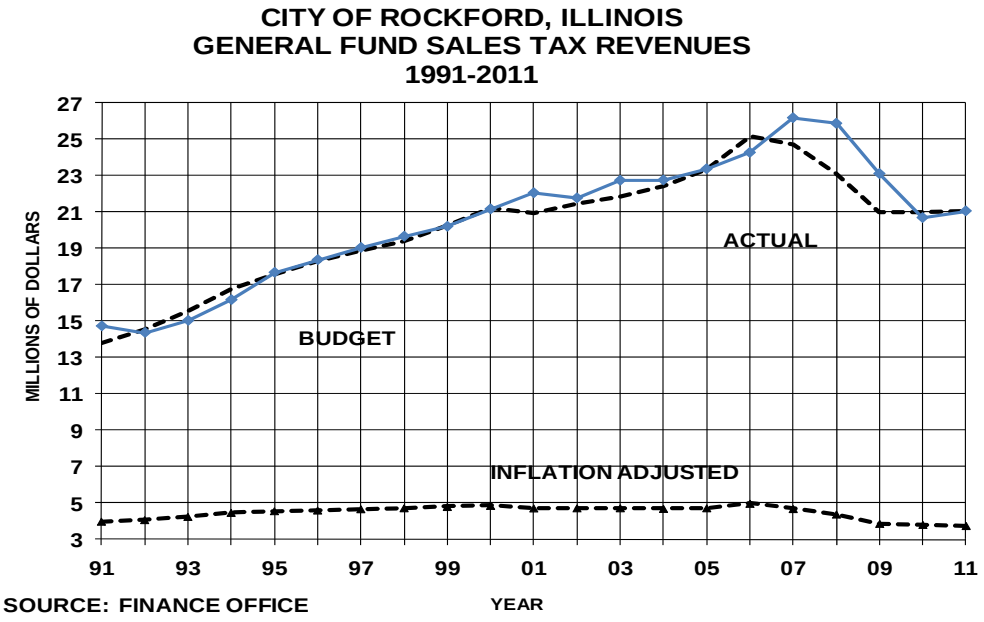
SOURCE: FINANCE OFFICE

The City rate is 23.8% of the total rate of $11.43. It is the City's goal to maintain a stable tax rate in order to remain competitive with surrounding communities and unincorporated areas in economic development and annexation efforts.

The 2010 City rate estimate, originally $2.75, changed due to less than expected EAV growth, -0.8% rather than 0.9%. For property taxes, the City's five year planning process takes into account the impact of both tax rate and tax cap limitation rules. With conservative budgeting and adequate reserves, these regulations can be adhered to.

The General Fund Sales Tax

Sales tax, retailer's occupation tax, is assessed at one percent on all sales in the municipality and is collected and distributed by the State of Illinois on a monthly basis. The 2010 budget estimates $21,050,000 which is 1.8% ($367,500) less than the 2010 budget ($20,682,500). As the following graph illustrates, this elastic revenue source tends to fluctuate depending on the national and local economies as well as on local economic growth. This tax graph tends to pinpoint economic ups and downs rather well. While sales tax has increased at an average rate of better than five percent in the past, if the increase is adjusted for inflation, then this revenue source has not always held its own for the City. For the future, the City estimates three percent for both the growth and inflation rate.



The City began receiving local use tax on a statewide formula basis during 1990. This is a sales tax collected by the State on sales to Illinois residents by out of state companies. Revenues for 2008, 2009, and 2010 are $2,189,684, $1,818,959, and $2,030,553 respectively. 2011 budgeted revenue is $1,852,900.

The City receives a 6% phone tax. Revenue, $5,846,406 for 2009, and $5,363,604 for 2010, is budgeted at $5,458,100 for 2011. The 5% water utility tax, implemented in 2003, generated $1,141,686 in 2009 and $1,058,108 in 2010; $1,000,000 is budgeted for 2011.

Other General Fund Revenues

License and inspection estimates have decreased $162,800 from $3,590,000 in 2010 to $3,427,200 in 2011. Building inspection fees in excess of $100,000 per project are considered unusual and are not budgeted.

The 2010 actual of $4,495,705 is $348,705 over budget, reflecting both increases and decreases in licenses issued. Primary decreases occurred in building and electrical inspection ($36,820), plan review ($24,105) and deposit fees ($45,000). Increases occurred in cable TV franchise fees ($1,000,630) and other licenses ($57,916).

The 2011 intergovernmental revenue budget estimate is $22,878,890, a decrease of $367,627 from 2010's $23,246,517. Decreases occurred in most revenue sources. The most significant was the replacement tax ($568,700). Income taxes are estimated to increase 3.0% from the 2010 budget. Due to the volatile nature of replacement taxes, a fixed growth assumption is not used; rather, annual results are analyzed.

The 2010 intergovernmental actual exceeded the original budget by $1,914,157. Replacement taxes, a state revenue source distinguished by its instability since its inception in 1978, came in $1,011,983 over estimates. This revenue source is allocated by state law to pensions as well as the Library and General Fund. The latter two Funds absorb all annual gains and losses. This is perhaps the most volatile elastic revenue source the City has and, consequently, the most difficult one to forecast. Rockford School District reimbursement, $256,596, State of Illinois $437,140, and state income tax $178,030, all exceeded estimates.

Service charges, budgeted at $4,700,000 for 2010, have increased $320,000 to $4,380,000 for 2011. This is primarily due to an increase in ambulance fee revenues.

The 2010 service charges actual of $4,335,638 was $364,362 under budget. Decreased income from fire ambulance fees ($379,805) and zoning fees ($52,269) was offset by increase in fire telephone ($53,026).

General Fund fine revenue can vary depending on economic conditions. $1,590,000 is the 2011 estimate (2010 budget - $1,740,000); the 2010 actual collected was $1,516,398. A decrease in false alarm fines, $75,000, and magistrate fines, $55,000, is reduced by an increase in code hearing fines, $15,000.

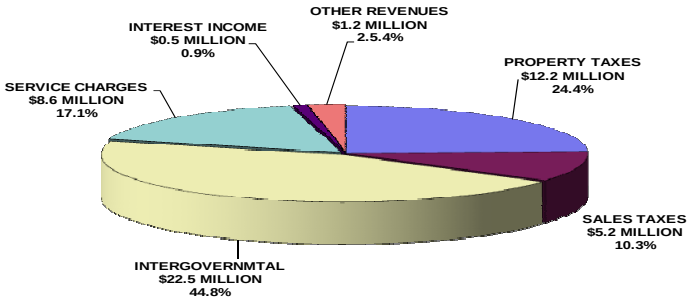
Interest income, budgeted at $100,000 for 2010, is estimated at $100,000 for 2011. $168,042 was recorded for 2010.

Other income for the General Fund consists of purchase of service reimbursements (indirect cost allocation) from various funds for administrative, legal, financial, and personnel services provided, various damage, abandoned property, and miscellaneous accounts. The amounts charged to other funds are increased annually to insure that they reflect actual costs. The 2008 budget and receipts were $7,024,380 and $7,226,428 respectively. 2010's budgeted $7,191,496

is $167,116 more than the prior year's budget and $283,493 less than the actual. Purchase of service reimbursements are increased annually to reflect increased costs.

Transfers total $2,400,000 this year. The $2,400,000 transfer from the Motor Fuel Tax Fund is designed to pay for street lighting. The General Fund, in turn, transfers $2,400,000 to the Capital Projects Fund to pay for designated projects.

CITY OF ROCKFORD, ILLINOIS
2011 SPECIAL REVENUE FUNDS' REVENUE
$50,210,513



(2010- $49,512,611)

SOURCE: FINANCE OFFICE

The City utilizes thirty-one special revenue funds. Although financing for this fund group has increased slightly from 2010's $49.5, the revenue mix has been essentially unchanged since 1985.

Motor Fuel Tax Fund (2011 Budget - $3,816,400; 2010 Budget - $3,957,000; 2010 Actual - $4,223,945; 2009 Actual - $4,350,787). This fund is financed by shared revenue payments ($3,694,400) from the State of Illinois on motor fuel (19 cents per gallon) for road building and maintenance purposes. 2011 interest earnings are estimated at $121,000.

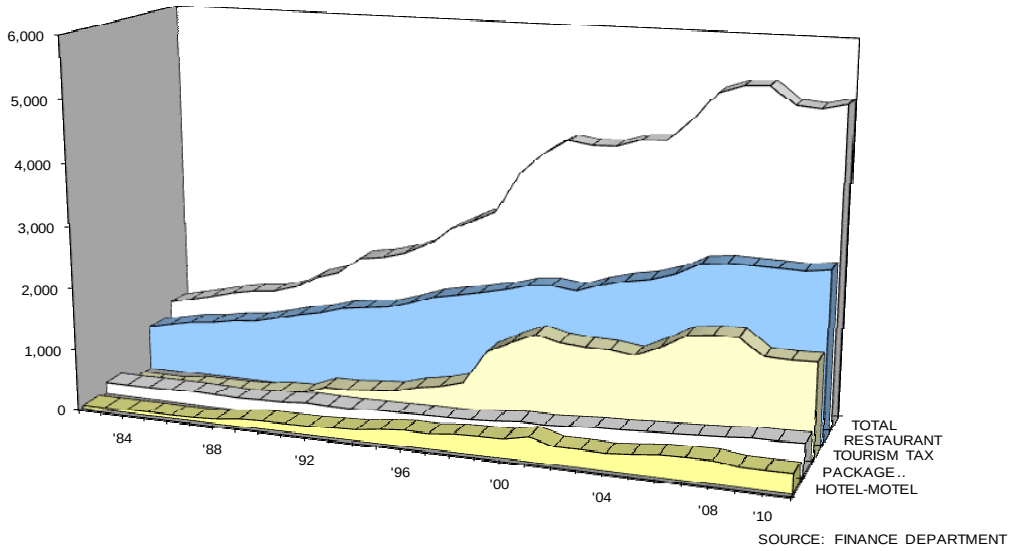
Sanitation Fund (2011 Budget - $8,647,200; 2010 Budget - $8,542,300; 2010 Actual - $8,616,907; 2009 Actual - $8,513,324). This fund is financed by a $170.40 annual user fee collected on the monthly water bill. In addition, the fund receives a small amount in rental income and, interest earnings.

Community Development Block Grant Fund (2011 Budget - $4,479,717; 2010 Budget - $4,971,754; 2010 Actual - $5,297,997; 2009 Actual - $5,297,997). This fund, primarily involved with economic development and neighborhood rehabilitation, is financed by federal grants ($3,584,892). Program income is estimated at $122,000. The 2011 carryover of prior year funds and grant authorizations is $894,825.

Redevelopment Fund (2011 Budget - $3,528,000; 2010 Budget - $3,495,200; 2010 Actual - $3,557,288; 2009 Actual - $6,924,482). This fund, for redevelopment purposes and Metro Center Authority subsidy payments, has four revenue sources: motel/hotel tax (1%) - $311,300; restaurant/lounge (1%) - $2,777,900; package liquor (1%) - $512,800. For 2010, receipts are

$3,557,288, $82,088 above the estimate; with motel and restaurant taxes coming in above estimates. This tax, authorized in 1978 and originally designed to expire in 1998, was extended to 2008 in 1990, as a result of the Coronado Theater renovation project, extended to 2018 in 1998, and, as a result of the 2007 Metro Center renovation project, extended to 2028.

CITY OF ROCKFORD, ILLINOIS REDEVELOPMENT/TOURISM SOURCES OF REVENUE 1982-2011



Tourism-Promotion Fund (2011 Budget - $1,556,500; 2010 Budget - $1,522,500; 2010 Actual - $1,542,290; 2009 Actual - $1,490,392). This tax, five percent on motels and hotels, was instituted in 1985 to promote tourism. It was increased from one to two percent in 1991, from two to four percent June 1997, and, for the Coronado Theater renovation project, from four to five percent July 1999.

Tax Increment Financing Districts - (2011 Budget: East Side - $348,070, West Side - $404,390, 7th Street - $1,070,460, South Rockford - $128,653; 2010 Budget: East Side - $349,270, West Side - $404,390, 7th Street - $1,081,760, South Rockford - $128,453; 2010 Actual: East Side - $350,075, West Side - $654,229, 7th Street - $1,214,434, South Rockford - $128,019; 2009 Actual: East Side - $611,935, West Side - $1,108,414, 7th Street - $1,042,985, South Rockford - $299,247). TIF districts receive revenues from property taxes, state and local sales taxes, and interest income. In TIF districts, assessment values are frozen at a certain date and the increase, and the increment in assessed values and consequently, property taxes since that date, is to be used for redevelopment purposes in the districts. Property taxes for all districts continue to grow at an incremental pace. For the East and West Side Districts, new state legislation adopted in 1986 allows new sales tax revenue that is generated within the district after a certain date to be used only for district redevelopment purposes just as the property tax increment. The East and West Side TIF's began receiving State and City sales tax revenues in 1987. Due to businesses leaving both Districts, 1992 was the last year for sales tax increments. The City did not apply this sales tax increment provision to the 7th Street District due to its strong economic condition.

East River TIF (2011 Budget - $116,990; 2010 Budget - $46,923; 2010 Actual - $296,359; 2009 Actual - $1,137,712). The East River tax increment district, created in 2008, was established to aid in retail and residential development within the district.

Westside II TIF (2011 Budget - $10,000; 2010 Budget - $9,990; 2010 Actual - $9,827; 2009 Actual - $8,800). The Westside II tax increment district, created in 2007, was established to aid in redevelopment within the district.

Lincolnwood Housing TIF (2011 Budget - $79,443; 2010 Budget - $79,800; 2010 Actual - $77,591; 2009 Actual - $77,542). Created in 2001, this west side housing tax increment district will utilize property taxes to pay for certain improvements in order to generate affordable housing.

Lincolnwood II TIF (2011 Budget - $55,870; 2010 Budget - $48,880; 2010 Actual - $49,183; 2009 Actual - $96,327). The Lincolnwood II tax increment district was established in 2005 to assist affordable residential development on the City's west-side.

Springfield Corners TIF (2011 Budget - $442,076; 2010 Budget - $411,100; 2010 Actual - $163,696; 2009 Actual - $1,801,740). This west side housing tax increment district was established in 2002 to utilize property taxes to pay for improvements to generate affordable housing.

North Main TIF (2011 Budget- $86,232; 2010 Budget- $76,680; 2010 Actual - $74,105; 2009 Actual - $54,992). This tax increment district was created in 2004 to aid in redevelopment within the district.

Rockford Global Trade Park TIF (2011 Budget - $1,079,000; 2010 Budget - $913,720; 2010 Actual - $908,572; 2009 Actual – $1,777,344). The Rockford Global Trade Park tax increment district was established in 2004 to develop 6,600 acres of land surrounding the Rockford Airport.

Rockford Global Trade Park 2 TIF (2011 Budget - $196,971; 2010 Budget - $214,883; 2010 Actual - $190,343; 2009 Actual – $203,162). The Rockford Global Trade Park tax increment district was established in 2007 to develop land surrounding the Rockford Airport.

Rockford Global Trade Park 3 TIF (2011 Budget - $141,432; 2010 Budget - $137,951; 2010 Actual - $117,942; 2009 Actual – $88,454). The Rockford Global Trade Park tax increment district was established in 2008 to develop land surrounding the Rockford Airport.

Garrison TIF (2011 Budget - $53,000; 2010 Budget - $53,800; 2010 Actual - $50,541; 2009 Actual - $29,975) The Garrison tax increment district was established in 2005 to develop the area surrounding the old Garrison school. Residential development is planned for the area.

River Oaks TIF (2011 Budget - $73,000; 2010 Budget - $71,300; 2010 Actual - $69,118; 2009 Actual - $70,007) The River Oaks tax increment district was created in 2005 to assist river front residential development.

Hope Six TIF (2011 Budget - $162,530; 2010 Budget - $185,500; 2010 Actual - $182,849; 2009 Actual - $69,515) The Hope Six tax increment district, created in 2006, was established to assist with residential development.

Kishwaukee Harrison 1 TIF (2011 Budget - $54,815; 2010 Budget - $55,187; 2010 Actual - $53,994; 2009 Actual - $53,302) The Kishwaukee Harrison tax increment district, created in 2006, was established to aid in redevelopment within the district.

Kishwaukee Harrison 2 TIF (2011 Budget - $253; 2010 Budget - $250; 2010 Actual - $249; 2009 Actual - $0) The Kishwaukee Harrison 2 tax increment district, created in 2009, was established to aid in redevelopment within the district.

Main Auburn TIF (2011 Budget - $20,735; 2010 Budget - $20,030; 2010 Actual - $20,102; 2009 Actual - $18,127) The Main and Auburn tax increment district, created in 2006, was established to aid in redevelopment within the district.

Jackson School TIF (2011 Budget - $145,284; 2010 Budget - $125,420; 2010 Actual - $121,710; 2009 Actual - $114,606) The Jackson School tax increment district, created in 2006, was established to aid in redevelopment within the district.

State Kilburn TIF (2011 Budget - $23,311; 2010 Budget - $23,760; 2010 Actual - $20,959; 2009 Actual - $19,148) The State and Kilburn tax increment district, created in 2006, was established to aid in redevelopment within the district.

State Central TIF (2011 Budget - $275,270; 2010 Budget - $252,540; 2010 Actual - $231,722; 2009 Actual - $239,760) The State and Central tax increment district, created in 2006, was established to aid in redevelopment within the district.

Preston Central TIF (2011 Budget - $135,600; 2010 Budget - $316,172; 2010 Actual - $241,424; 2009 Actual - $73,688) The Preston and Central tax increment district, created in 2006, was established to aid in redevelopment within the district.

State Alpine TIF (2011 Budget - $270,927; 2010 Budget - $269,530; 2010 Actual - $264,678; 2009 Actual - $293,460) The State and Alpine tax increment district, created in 2006, was established to aid in redevelopment within the district.

River North TIF (2011 Budget - $102,645; 2010 Budget - $79,700; 2010 Actual - $80,860; 2009 Actual - $399,322) The River North tax increment district, created in 2008, was established to aid in redevelopment within the district.

Main Whitman TIF (2011 Budget - $77,900; 2010 Budget - $41,580; 2010 Actual - $40,701; 2009 Actual - $1,309,376) The Main Whitman tax increment district, created in 2008, was established to aid in redevelopment within the district.

Assisted Living TIF (2011 Budget - $43; 2010 Budget - $40; 2010 Actual - $83; 2009 Actual - $41) The Assisted Living tax increment district, created in 2008, was established to aid in redevelopment within the district.

Broadway TIF (2011 Budget - $52,884; 2010 Budget - $52,360; 2010 Actual - $93,717; 2009 Actual - $109) The Broadway tax increment district, created in 2008, was established to aid in redevelopment within the district.

Midtown TIF (2011 Budget - $65,860; 2010 Budget - $67,210; 2010 Actual - $65,728; 2009 Actual - $53,381) The Midtown tax increment district, created in 2008, was established to aid in redevelopment within the district.

Human Services (2011 Budget - $15,009,663; 2010 Budget - $12,683,428; 2010 Actual - $22,818,897; 2009 Actual - $18,660,125). This fund is financed by two federal ($7,288,080) and four state agencies ($6,630,237) as well as City revenue ($196,666) to provide services in Community Services, Headstart Preschool, Drug Free, Weatherization and Energy Assistance. Revenues tend to fluctuate based on grants and federal philosophy. In addition to its cash contribution, the City's General Fund contributes over $100,000 in indirect services annually.

Tuberculosis Sanitarium (2011 Budget - $151,175; 2010 Budget - $151,175; 2010 Actual - $186,683; 2009 Actual - $160,998). Revenues are received from property taxes, user fees, and interest income. The property tax limit is $991,000; currently the fund is at $152,700.

Library Fund (2011 Budget - $8,440,852; 2010 Budget - $7,946,888; 2010 Actual - $8,095,720; 2009 Actual - $9,078,414). This fund is financed by property taxes ($7,262,400), fringe benefit expenditure reimbursements ($20,000), state replacement taxes ($620,000) fines ($173,490), service charges and non-resident fees ($47,730), grants ($152,000), interest and rental income ($118,732) and miscellaneous income ($26,500). Of any City operating fund, the Library is most heavily dependent on the property tax as the largest source of revenue, 86.0%.

OTB Special Projects Fund (2011 Budget - $90,000; 2010 Budget - $120,000; 2010 Actual - $98,229; 2009 Actual - $116,842). This fund, used for special projects, receives one percent of the handle from the local off-track betting parlor.

Debt Service Funds
Revenues ($19,042,779)

Debt Service Funds (2011 Budget - $19,042,779; 2010 Budget - $17,013,992; 2010 Actual, excluding utility debt - $13,976,948; 2009 Actual, excluding utility debt - $31,325,788). These funds are funded by property taxes ($5,546,650), tax abatements from TIF Districts, development funds, and OTB Special Projects Fund ($4,908,007), the parking and water utilities ($6,869,186), and sales tax ($899,417). For further information, see Debt Service under Non-Operating Fund section.

Capital Project Funds
Revenues ($63,725,000)

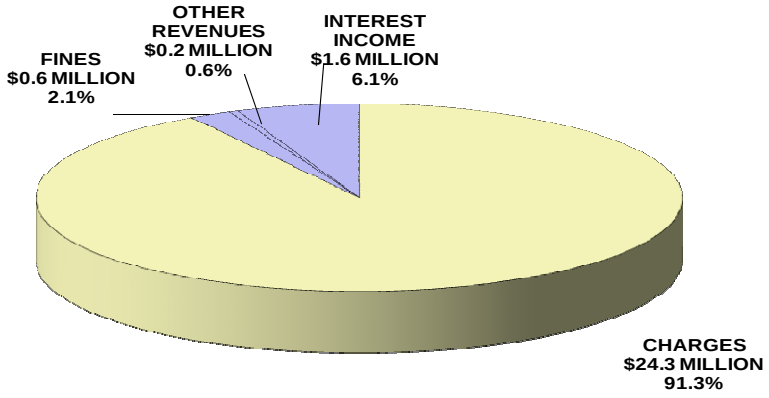
Capital Project Funds (2011 Budget - $63,725,000; 2010 Budget - $48,310,000; 2010 Actual - $40,693,300; 2009 Actual - $32,395,890). These funds are financed transfers from Sales Tax, Motor Fuel Tax, General, and Water Funds. For further information, see Capital Projects under the Public Works section.

Enterprise Funds
Revenues ($26,570,800)

The City utilizes two enterprise funds, Water and Parking in the Public Works Department. The revenue mix has changed little from the previous year.

Water Fund (2011 Budget - $24,569,400; 2010 Budget - $26,522,800; 2010 Actual - $22,911,864; 2009 Actual - $22,679,862). This fund is financed by user fees ($23,390,000), installations and connections ($771,000); interest income ($200,000), and service charges to other funds and governmental agencies ($208,400).

CITY OF ROCKFORD, ILLINOIS
2011 ENTERPRISE FUNDS' REVENUES $26,570,800



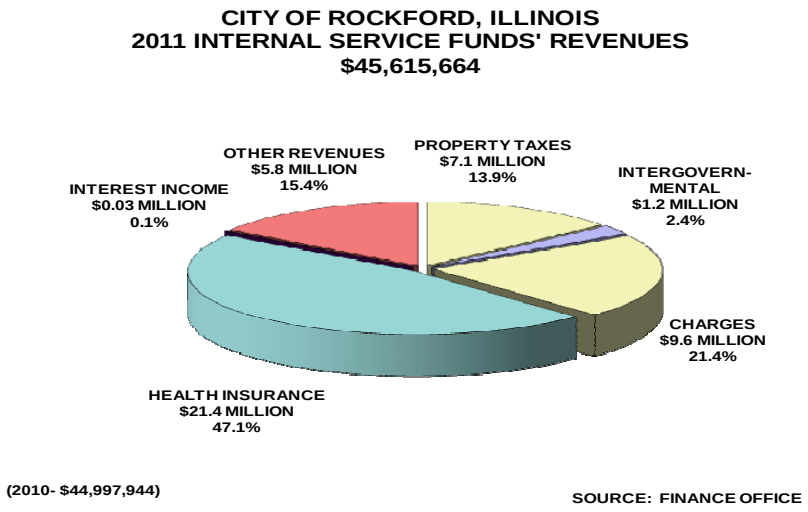
(2010- $28,325,200)

SOURCE: FINANCE OFFICE

Parking Fund (2011 Budget - $2,001,400; 2010 Budget - $1,850,400; 2010 Actual - $2,313,947; 2009 Actual - $1,795,114). The Parking System is financed by fines ($556,600), permits and fees ($1,311,200), purchase of services ($23,700), and interest income ($109,900).

Internal Service Funds
Revenues ($45,615,664)

The City uses eleven internal service funds. While financing for this fund group has increased from 2010's $44,997,944 budget, the revenue mix is unchanged.



Property Fund (2011 Budget - $2,858,990; 2010 Budget - $2,902,460; 2010 Actual - $2,571,785; 2009 Actual - $2,930,468). This fund, part of the Public Works Property and Equipment Division, provides building maintenance for City Hall, the City Yards and other City facilities.

Equipment Fund (2011 Budget - $3,754,990; 2010 Budget - $3,601,100; 2010 Actual - $3,901,251; 2009 Actual - $3,848,837). The Public Works Department operates garage facilities for vehicle maintenance for City departments and some County agencies at several locations.

Central Stores Fund (2011 Budget - $417,520; 2010 Budget - $412,100; 2010 Actual - $414,404; 2009 Actual - $422,458). This fund, part of the Public Works Property and Equipment Division, provides centralized inventory services for the Property and Equipment Units and the Water Division.

Information Technology Fund (2011 Budget - $2,650,210; 2010 Budget - $2,632,370; 2010 Actual - $2,645,879; 2009 Actual - $2,665,050). This fund finances the Information Technology department, which provides mainframe and microcomputer services to user departments.

911 Communications Fund (2011 Budget - $5,249,218; 2010 Budget - $4,995,717; 2010 Actual - $5,081,273; 2009 Actual - $5,106,224). Providing 911 communication services to public safety departments, this fund is financed by County and City General Fund purchase of services.

Illinois Municipal Retirement Fund (2011 Budget - $6,647,727; 2010 Budget - $6,889,096; 2010 Actual - $6,529,757; 2009 Actual - $6,097,848). The revenues for this fund finance the City pension as well as Social Security contributions. Property taxes are estimated at $3,002,395; replacement taxes at $277,300; interfund transfers from non-property tax funds at $3,358,032 and interest income at $10,000 for 2011. The property tax rate is unlimited.

Unemployment Insurance Fund (2011 Budget - $171,020; 2010 Budget - $63,914; 2010 Actual - $64,543; 2009 Actual - $65,190). The budget includes $140,575 in property taxes and $29,145 in interfund transfers from non-property tax funds. The property tax rate is unlimited.

Worker's Compensation Fund (2011 Budget - $1,985,470; 2010 Budget - $1,928,298; 2010 Actual - $3,658,490; 2009 Actual - $2,242,211). Income for 2011 includes $1,765,341 in property taxes, $205,129 in interfund transfers from non-property tax funds, and $15,000 in interest income. The property tax rate is unlimited for this purpose.

Auditing Fund (2011 Budget - $237,950; 2010 Budget - $238,667; 2010 Actual - $277,181; 2009 Actual - $236,553). This fund is financed by property taxes ($182,240) and interfund transfers from non-property tax funds ($55,710). The property tax rate is unlimited for this purpose.

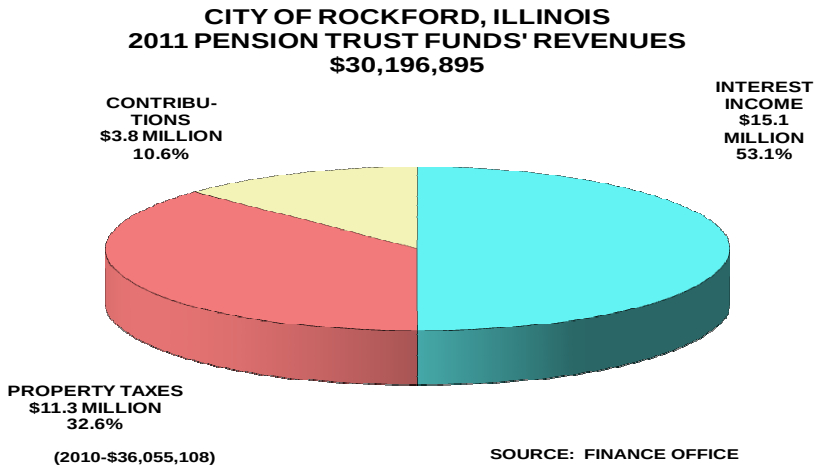
Health Insurance Fund (2011 Budget - $21,394,734; 2010 Budget - $21,105,014; 2010 Actual - $21,309,412; 2009 Actual - $21,162,815). The City operates a self-insured plan for active employees, retirees, and several outside groups. The City's share of $17,223,362 is supplemented by employees, retired employees, and outside agency contributions of $4,171,372.

Risk Management Fund (2011 Budget - $1,679,050; 2010 Budget - $1,625,200; 2010 Actual- $1,046,825; 2009 Actual - $1,125,423). This fund, used for the payment of claims, judgments and general self-insured losses, is financed by an unlimited levy ($1,237,500), departmental charges ($386,550), and insurance reimbursements ($55,000).

Pension Funds
Revenues ($30,196,895)

The City operates local pension plans for sworn police and fire officers.

Police Pension Fund (2011 Budget - $14,255,453; 2010 Budget - $17,954,874; 2010 Actual - $22,526,873; 2009 Actual – $23,595,054). This fund is financed by a contribution from the General Fund (property taxes, $4,942,653 and state replacement taxes, $776,300), member contributions ($1,986,500), investment income ($3,800,000), and fair value appreciation ($3,500,000). The interest rate assumption for 2011 is 7% (2010 Actual 13.4% earnings).



Fire Pension Fund (2011 Budget - $15,941,442; 2010 Budget - $18,100,234; 2010 Actual - $3,904,122; 2009 Actual – $22,673,073). This fund is financed by a contribution from the General Fund (property taxes, $5,364,242 and state replacement taxes, $931,600), member contributions ($1,845,600) and investment income ($2,800,000), and fair value appreciation ($5,000,000). The interest rate assumption for 2011 is 7% (2010 Actual 12.7% earnings).

DEPARTMENT FUNDING MATRIX

The table on the following two pages shows the funds listed in the preceding pages and the City departments that they fund. This matrix helps to illustrate how the financial structure of the City relates to the budgetary units that will be described in more detail in the rest of the budget book.

DEPARTMENT FUNDING

Funds

City Departments	General Fund	Motor Fuel Tax Fund	Sanitation Fund	CD Block Grant Fund	Redevelopment Fund	Tourism-Promotion Fund	TIF Funds	Human Services Fund	Tuberculosis Sanitarium	Library Fund	OTB Fund	Debt Service Funds	Capital Project Funds	Water Fund
Mayor's Office	x					x							x	
City Council	x													
Legal Department	x			x									x	
Finance Department	x		x		x	x							x	x
Information Technology Department														
Personnel Department	x													
Board of Elections	x													
CD Administration	x													
CD Business Group				x	x									
CD Redevelopment					x									
CD Tourism Promotion						x								
TIF Funds							x							
Planning Division	x						x							
Sanitation Division			x											
Code Enforcement Division	x		x	x										
Building Department	x													
Human Services Department	x							x						
Tuberculosis Sanitarium									x					
Rockford Public Library										x				
Rockford Mass Transit District	x													
Police Department	x													
Fire Department	x													
911 Division	x													
Fire & Police Commissioners	x													
Public Works Administration	x		x											x
Public Works Engineering	x													x
Capital Project Fund	x	x											x	x
Motor Fuel Tax Fund		x												
Street Maintenance Division	x		x											
Traffic Division	x	x												
Parking Division	x													
Property & Equipment Division														
Water Division	x				x									x
Police Pension														
Fire Pension														
IMRF Pension														
Health Insurance														
Unemployment														
Worker's Compensation														
Auditing														
Debt Management												x		
OTB Special Projects											x			
Risk Management														
Workforce Investment Board	x													

DEPARTMENT FUNDING

City Departments	Parking Fund	Property Fund	Equipment Fund	Central Stores Fund	Information Tech Fund	911 Fund	IMRF Fund	Unemployment Fund	Worker's Comp Fund	Auditing Fund	Health Insurance Fund	Risk Management Fund	Police Pension Fund	Fire Pension Fund
Mayor's Office														
City Council														
Legal Department												x		
Finance Department	x											x	x	x
Information Technology Department					x									
Personnel Department									x		x			
Board of Elections														
CD Administration														
CD Business Group														
CD Redevelopment														
CD Tourism Promotion														
TIF Funds														
Planning Division														
Sanitation Division														
Code Enforcement Division														
Building Department														
Human Services Department														
Tuberculosis Sanitarium														
Rockford Public Library														
Rockford Mass Transit District														
Police Department	x													
Fire Department														
911 Division						x								
Fire & Police Commissioners														
Public Works Administration	x	x	x	x										
Public Works Engineering														
Capital Project Fund														
Motor Fuel Tax Fund														
Street Maintenance Division														
Traffic Division	x													
Parking Division	x													
Property & Equipment Division		x	x	x										
Water Division														
Police Pension													x	
Fire Pension														x
IMRF Pension							x							
Health Insurance											x			
Unemployment								x						
Worker's Compensation									x					
Auditing										x				
Debt Management														
OTB Special Projects														
Risk Management												x		
Workforce Investment Board														

YEAR END FINANCIAL CONDITION

Fund balances for the 2011 budget year ending December 31, 2011 are deemed to be sufficient to insure a healthy financial condition for the City. Of the eighteen funds projected to have year-end deficits, none are considered to be of concern.

Certain funds are project, rather than service oriented. In these funds, the practice can be to appropriate all available funds, current plus certain future amounts, for one or more potential projects. The ten TIF districts with deficits are examples of this. Two other funds, Redevelopment, and OTB Special Projects, can also be included. All of these project funds should turn positive before their current legal authority ends.

The Risk Management and Workers' Compensation Funds carry deficits due to incurred claim estimates that are adjusted annually. The City has a long term funding plan in place to fund future claims.

A 2010 surcharge of $1.6 million as well as a planned one of $1.0 million for 2011 will eliminate most of the Worker's Compensation Fund deficit.

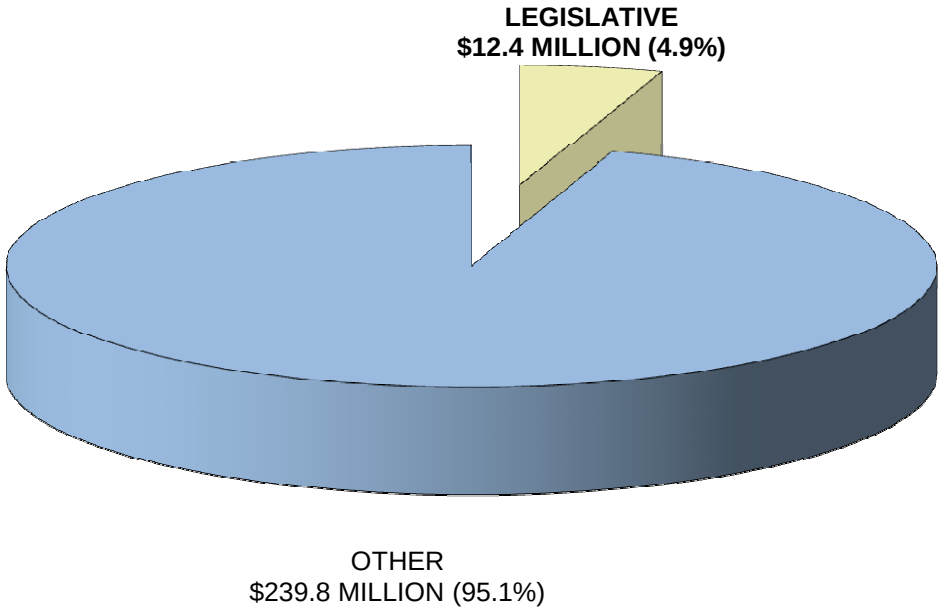
The RMAP fund has a temporary deficit due to startup costs. This will be corrected over several years. The Human Services, 911 Communications, and Purchase of Service have short term deficits which will correct.

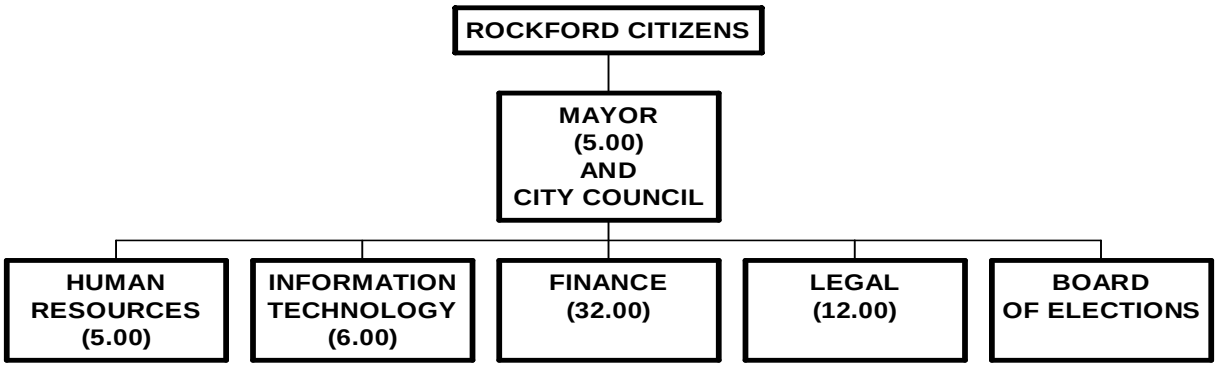
With these actions, these funds should again be in good condition.

CITY OF ROCKFORD, ILLINOIS
SCHEDULE OF ANTICIPATED ENDING FUND BALANCES
2011 BUDGET

FUND	BEGINNING BALANCE 01/01/11	REVENUES	APPROPRIATION	EXCESS (DEFICIT)	ADJUSTMENTS	ENDING BALANCE 12/31/11
GENERAL-OPERATING	$22,672,029	112,890,632	$112,734,629	$156,003	$86,913	$22,914,945
SPECIAL REVENUE						
MOTOR FUEL TAX	9,647,399	3,816,400	5,700,000	(1,883,600)		7,763,799
SANITATION	3,349,134	8,647,200	8,506,907	140,293		3,489,427
COMMUNITY DEVELOPMENT	1,642,679	3,584,892	4,543,551	(958,659)		684,020
REDEVELOPMENT TAX	(2,914,537)	3,602,000	3,159,956	442,044		(2,472,493)
TOURISM PROMOTION TAX	94,619	1,556,500	1,556,500	0		94,619
TAX INCREMENT DISTRICTS	(2,418,807)	5,667,540	5,766,269	(98,729)		(2,517,536)
HUMAN SERVICES	(175,980)	14,114,983	15,009,663	(894,680)		(1,070,660)
TUBERCULOSIS SANITARIUM	108,286	151,173	160,300	(9,127)		99,159
LIBRARY	5,302,738	8,260,280	7,871,000	389,280		5,692,018
OTB SPECIAL PROJECTS	(72,490)	90,000	26,700	63,300		(9,190)
RMAP PLANNING	(111,989)	746,211	742,000	4,211		(107,778)
DEBT SERVICE	8,317,681	12,344,905	19,042,779	(6,697,874)	6,697,874	8,317,681
CAPITAL PROJECT	14,375,594	63,725,000	62,825,000	900,000		15,275,594
ENTERPRISE						
WATER SYSTEM	121,729,242	24,569,400	23,419,768	1,149,632		122,878,874
PARKING SYSTEM	17,276,417	2,001,400	2,352,638	(351,238)		16,925,179
INTERNAL SERVICE						
PUBLIC WORKS PROPERTY	346,944	2,902,460	2,764,461	137,999		484,943
PUBLIC WORKS EQUIPMENT	888,200	3,601,100	3,694,330	(93,230)		794,970
PUBLIC WORKS CENTRAL STORE	176,446	412,100	417,545	(5,445)		171,001
911 COMMUNICATIONS	0	4,995,717	5,249,218	(253,501)		(253,501)
IMRF PENSION	50,988	6,889,096	6,637,727	251,369		302,357
UNEMPLOYMENT INSURANCE	(108,492)	163,914	169,720	(5,806)		(114,298)
WORKER'S COMPENSATION	(1,426,818)	1,928,298	1,970,470	(42,172)		(1,468,990)
AUDITING	0	238,667	237,950	717		717
RISK MANAGEMENT	(3,607,904)	1,625,200	1,674,700	(49,500)		(3,657,404)
INFORMATION TECHNOLOGY	1,283,269	2,632,370	2,471,659	160,711		1,443,980
HEALTH INSURANCE	3,907,535	21,105,014	23,550,700	(2,445,686)		1,461,849
PENSION						
POLICE PENSION	160,191,839	17,954,874	5,444,153	12,510,721	(7,650,000)	165,052,560
FIRE PENSION	144,554,008	18,100,234	6,905,642	11,194,592	(7,350,000)	148,398,600
ELIMINATIONS & ADJUSTMENTS	0	(80,997,311)	(82,389,914)	1,392,603	(1,392,603)	0
		$267,320,249	$252,216,021	$15,104,228	($9,607,816)	$510,574,442

LEGISLATIVE MANAGEMENT'S SHARE OF 2011 $252.2 MILLION ROCKFORD CITY BUDGET





Administration &
Records
Compensation &
Benefits
Employee Training

Microcomputer

ADMINISTRATION
Administration
Miscellaneous

CENTRAL SERVICES
Financial Planning
Purchasing
Mail & Printing

ACCOUNTING
Financial Reporting
Payroll
Accounts Payable
Accounts Receivable
Fixed Assets
Auditing
Tax Collections
Billing

REVENUE
Collections

PENSIONS & INVESTMENTS
Police & Fire Pensions
General Investments

Administrative
Legislative
Legal Services
Property Acquisition
EEO

(60.00) EMPLOYEES

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 Function → 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.

2010 Accomplishments →

- Expanded the RockStat program to include internal service providers such as Human Resources, IT, and Finance. The inclusion of these services allows for process improvement, better service delivery, and accountability in business practices to our operational partners.

- Successfully completed the fifth year of participation in the national ICMA benchmarking program which allowed the city's departments to utilize internal data captured through the Hansen/RockStat system to establish internal benchmarks and the external data supplied by the ICMA annual report for performance measurement.

- Partnered with the Information Technology Department in the redesign of the City of Rockford website.

- Formalized the geographic reporting process for the 2009 RockStat meetings which will allow for a more effective utilization of organizational resources.

- Completed the comprehensive strategic planning process that better integrates organizational goals with departmental needs.

- Appointed a volunteer Educational Liaison to assist the Mayor in communicating and building partnerships with educational leaders in the Rockford community.

- Implemented the Mayor's Education Advisory Board which developed a vision, strategic plan and timeline for charter school implementation and to develop appropriate venues for community engagement and information sharing.

- Rewrote special events ordinance to allow the city the ability to better control costs, security, and life safety issues.

- Worked with event organizers and city staff to lower event costs and better manage city assets as related to special events. Overall reduction in costs for special events to the City is anticipated to be approximately $125,000 for 2010.

- Partnered with the Sister City program and the RAEDC to create and implement a unique, inclusive and comprehensive approach to global initiatives.

Mayor's Office

- Developed the Mayor's Public Education and Government (PEG) Advisory Board which will advise the City administration on the best practices in managing the need to absorb the PEG responsibilities on a local level.

- Provided support to the Green Team Initiative which has implemented the first review of the Greenhouse Gas Emissions Inventory, which should allow the City to move towards creating a better environment for residents.

- Worked with the Downtown Venues, Festivals, and Special Events Advisory Group to implement changes to the MetroCentre operations as well as develop a long-term vision for other arts and entertainment venues and initiatives for the City.

- Continued efforts in the community with regard to improving community-police relations through the Department of Justice mediation process.

- Successfully completed the Wanxiang Solar Facility development, in addition to the development of a solar farm on Chicago-Rockford International Airport property.

- Worked with the Rock River Development Partnership to develop implementation strategies for downtown redevelopment, including an outdoor market that began in Summer 2010.

2011 Goals and Objectives →

- Build and maintain strong financial stewardship including budgeting and resource analysis.

- Develop service delivery options for the City organization, including outsourcing and service consolidation with other units of government to foster organizational sustainability.

- Advocate for the continuation of the Rebuilding Rockford Capital Investment Initiative.

- Engage and support citizen involvement in City planning and activities.

- Build and support intergovernmental relationships, collaboration, and advocacy.

- Provide accountability through approving, monitoring, and updating annual plan elements.

- Support staff development, diversity and staff execution of strategic plan.

- Continue work in establishing opportunities for international trade and economic growth.

Mayor's Office

Budget Summary

MAYOR'S OFFICE BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$625,202	$636,248	$511,917	$533,589	($102,659)
CONTRACTUAL	162,773	156,025	144,194	146,855	(9,170)
SUPPLIES	9,283	12,350	11,772	12,350	0
OTHER	0	0	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
	$797,258	$804,623	$667,883	$692,794	($111,829)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	8.00	8.00	6.00	5.00	(1.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENT	$86,457	10.1	$73,021	10.5
PURCHASE OF SERVICES	$0	0.0	0	0.0
GENERAL REVENUES	718,166	80.4	619,773	89.5
TOTAL	$804,623	90.5	$692,794	100.0

Budget Analysis

The 2011 budget of $692,794 represents a $111,829 (13.9%) decrease from 2010. Personnel expenses fell a total of $102,660, primarily due to the elimination of the Assistant City Administrator position ($79,580) and associated decreases in IMRF ($13,800) and health insurance ($15,300). Increases occurred as a result of the reclassification of support staff ($6,200) and unemployment expense ($500).

Contractual expenses decreased a total of $9,170 due to decreases in telephone expenses ($3,700) as a result of phone plan management and building rental ($6,000). These are offset by increases in microcomputer expense ($250) and vehicle repairs ($300).

The supply accounts remained unchanged from 2010.

In 2010, the Mayor's Office spent $667,883, or 83% of its budgeted allocation. Over the past several years, 83% to 104% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for the Mayor's Office in 2011.

Mayor's Office

Personnel Review

MAYOR'S OFFICE

BENEFITS AND SALARIES	2010	2011	INCREASE/
SALARY	**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT	$421,955	$348,578	($73,377)
TOTAL SALARIES	$421,955	$348,578	($73,377)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$85,151	$71,319	(13,832)
UNEMPLOYMENT TAX	378	900	522
WORKMEN'S COMPENSATION	928	802	(126)
HEALTH INSURANCE	124,488	109,200	(15,288)
LIFE INSURANCE	468	390	(78)
PARKING BENEFITS	2,880	2,400	(480)
TOTAL BENEFITS	$214,293	$185,011	(29,282)
TOTAL COMPENSATION	**$636,248**	**$533,589**	**(102,659)**

	POSTION	2010	2011	INCREASE/
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
MAYOR	ELECTED	1.00	1.00	0.00
CITY ADMINISTRATOR	E-16	1.00	1.00	0.00
ASSISTANT CITY ADMINISTRATOR	E-10	1.00	0.00	(1.00)
EXECUTIVE COORDINATOR TO THE MAYOR	E-8	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	1.00	1.00	0.00
TOTAL PERSONNEL		**6.00**	**5.00**	**(1.00)**

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.

2010 Accomplishments →

- Approved 2010 budget.
- Approved 2010-2014 Capital Improvement Plan.
- Approved a number of development agreements to grow and expand the City's economic base.
- Established dialogue between the City, County and School District regarding fiscal consolidation opportunities.

2011 Goals and Objectives →

- 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

CITY COUNCIL BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$365,233	$409,523	$370,170	$416,330	$6,807
CONTRACTUAL	61,710	123,575	124,051	165,740	42,165
SUPPLIES	1,235	900	750	900	0
OTHER	0	0	0	0	0
TOTAL	$428,178	$533,998	$494,971	$582,970	$48,972

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
ELECTED	14.00	14.00	14.00	14.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$32,769	6.1	$33,222	5.7
GENERAL REVENUES	501,229	93.9	549,748	94.3
TOTAL	$533,998	100.0	$582,970	100.0

Budget Analysis

The 2011 budget of $582,970 represents a $48,972 (9.2%) increase from the 2010 budget. Personnel expenses increased $6,800 as a result of increased health insurance premiums ($11,150) and IMRF ($440). These were offset by the approval of eight aldermen to take a 5% reduction in pay for 2011 ($4,800).

Contractual expenses for City Council increased $42,165 through an increase in service contracts by an amendment to seek outside counsel from a reduction in the Legal Department budget ($50,000). This was offset by decreases to travel ($5,000) and building rental ($2,800).

In 2010, the City Council spent $494,971, or 92.7% of its budgeted allocation. Over the past several years, 86% to 103% of the budget has been spent.

City Council

Personnel Review

CITY COUNCIL

BENEFITS AND SALARIES		2010	2011	INCREASE/
SALARY		**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT		$168,000	$168,000	$0
SALARY SAVINGS		0	(4,800)	(4,800)
TOTAL SALARIES		$168,000	$163,200	($4,800)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		32,399	$32,836	$437
WORKER'S COMPENSATION		370	386	16
HEALTH INSURANCE		201,422	212,576	11,154
LIFE INSURANCE		1,092	1,092	0
PARKING BENEFITS		6,240	6,240	0
TOTAL BENEFITS		$241,523	$253,130	$11,607
TOTAL COMPENSATION		**$409,523**	**$416,330**	**$6,807**
	POSTION	**2010**	**2011**	**INCREASE/**
	RANGE	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
POSITION TITLE	ELECTED	14.00	14.00	0.00
TOTAL PERSONNEL		**14.00**	**14.00**	**0.00**

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 Function → 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.

2010 Accomplishments →

- Performed all aspects of major litigation and obtained summary judgment and/or dismissals in the following major litigation matters: Cooper v. City of Rockford [officer-involved shooting fatality], Lawson [false arrest/imprisonment], James Johnson v. Rockford Police Department [false arrest/imprisonment], Anderson-Bey v. Martin, et al.[failure to protect].

- Expanded resident participation in Weed and Seed coffee hour, garden projects and neighborhood outreach programs.

- Applied for and received Reentry Employment Initiative Technical Assistance Grant to receive in-depth training and technical assistance to address gang prevention and reentry efforts.

- Applied for and received Technical Assistance Grant for in-depth on-site training on Economic Development and Community Engagement and Sustainability.

- Assisted in program development and implementation that resulted in rehabilitation projects on 17 homes in the Ellis Heights and Kishwaukee Weed and Seed Sites.

- Developed draft legislation and a local initiative to target nuisance properties with local landlords through participation with Housing Task Force.

- Supervised and directed the implementation of a new City-wide system for Freedom of Information requests in compliance with the revised FOIA statute of 2010.

- Trained City employees in the new system to act as liaison officers or FILOs for direct contact with the public. The system is "paperless" and may be monitored in real-time with several dashboards.

- On a daily interactive basis, performed function as City-wide FOIA officer, OMA Officer and de facto Local Records Act Officer. Oversaw implementation of the City-wide e-mail retention software.

- Supervised staff development and training in court representation for the police subpoena process.

- Continued online CLE for Legal Department staff resulting in an overall cost savings to the Department.

Legal Department

- Representation of the City disciplinary and contract grievances, interest arbitration with PB&PA Unit 6 and continuing labor relations matters with all City bargaining units.

- Continuing participation in the 17th Judicial Circuit Court's Truancy Advisory Board .

- Prosecution of driving under the influence and major traffic violations in Circuit Court.

- Assisted Loves Park and our retained lobbyist in the reauthorization of the Industrial Jobs Recovery Act, an incentive the City successfully used for many job creation and retention projects, most recently for the Wanxiang solar panel manufacturing plant and solar farm.

- Supported the successful application for $5 million in grade crossing protection funding from the Illinois Commerce Commission, reducing present and future costs for the Morgan Street Bridge and local rail operations.

2011 Goals and Objectives →

- Increase economic activity by supporting development projects.

- Finalize right of way acquisition for Morgan Street Bridge, North Main, Churchill Park storm water management and other infrastructure improvement projects.

- Support Community Development Department through effective drafting and review of development and incentive agreements.

- Reduce crime by effective ordinance adoption and enforcement and support of Weed and Seed initiatives.

- Successful implementation of Solicitation Impound Ordinance.

- Support transition to geographic policing.

- Increase living wage jobs by continuing expansion of Minority Procurement Policy.

- Create a qualified and educated workforce by supporting Community Education Partnership Initiatives.

- Develop partnership with District 205 to target and assist students reading below grade level.

- Create vibrant neighborhoods by supporting Code Enforcement, Weed and Seed Programs and Neighborhood Associations.

- With community partners, implement a re-entry program for parolees wherein they receive housing and job skills training.
- Create foreclosure database to track all foreclosures within the City and streamline foreclosure defense actions.

Legal Department

- Finalization and implementation of cable franchise renewal.
- Continue annual negotiation of animal control services intergovernmental agreement and reduction of City costs for animal services.
- Revision of City's towing and impound ordinance for improved cost recovery and protection from predatory towing practices.
- Maintain efficient services and control costs through support of labor negotiations.
- Transition driving under the influence and traffic prosecutions to the State's Attorney's office.
- Explore outsourcing opportunities within the Legal Department and support outsourcing activities throughout the organization.
- Systems analysis and improvement in City-wide debt collection practices.

Budget Summary

LEGAL DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$1,667,594	$1,620,773	$1,623,498	$1,327,735	($293,038)
CONTRACTUAL	184,447	201,890	198,609	279,740	77,850
SUPPLIES	15,261	18,750	16,293	23,700	4,950
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
TOTAL	$1,867,302	$1,841,413	$1,838,400	$1,631,175	($210,238)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	20.00	20.00	17.00	12.00	(5.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$229,451	12.5	$179,846	11.0
MAGISTRATE FINES	650,000	35.3	665,000	40.8
PURCHASE OF SERVICES	497,100	27.0	534,100	32.7
GENERAL REVENUES	464,862	25.2	252,229	15.5
TOTAL	$1,841,413	100.0	$1,631,175	100.0

Budget Analysis

The 2011 budget of $1,631,175 is a $210,238 (11.4%) decrease from the 2010 budget. Personnel costs decreased $293,040 due to the retirement of a City Attorney and layoff of two Administrative Assistant positions, an Office Assistant and an Assistant City Attorney ($215,440) as duties shifted to the State's Attorney's office, IMRF ($50,740), workers compensation ($500), health insurance ($47,600), parking benefits ($960) and life insurance ($150) all decreased with the reduction in

Legal Department

staff. Increases that also contribute are the unemployment ($1,630), retiree health insurance expense ($15,000), and overtime expense ($6,000).

Overall contractual expenses increased $77,850. The primary increase was in legal professional fees ($129,500) to compensate for the reduction in staff. Service contracts ($900), travel ($1,000) and education expense ($4,500) also increased. The increases were partially offset by decreases in telephone expense ($2,500) and building rental ($6,000). Outside legal professional fees were reduced $50,000 by an amendment from the City Council to seek outside legal counsel for their own use.

Supplies increased by $4,950 due to increases in books expense ($1,950) and computer supplies ($3,000).

In 2010, the Legal Department worked with the Winnebago County State Attorney's Office to transition out of prosecuting DUI and traffic violations. This transition will also include the positions involved solely in the prosecutions to be eliminated from the Legal Department. The department anticipates a minimal reduction of revenue from the transition.

In 2010, the Legal Department spent $1,838,400, or 99.8% of its budgeted allocation. Over the past several years, 96% to 104% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Legal Department

Personnel Review

LEGAL DEPARTMENT

BENEFITS AND SALARIES		2010	2011	INCREASE/
SALARY		**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT		$1,119,506	$953,105	($166,401)
TEMPORARY		0	0	0
SEVERANCE		0	53,873	53,873
OVERTIME		0	6,000	6,000
MERIT PAY		0	0	0
SALARY ADJUSTMENT		0	(102,912)	(102,912)
TOTAL SALARIES		$1,119,506	$910,066	($209,440)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		$225,916	$175,177	($50,739)
UNEMPLOYMENT TAX		1,071	2,700	1,629
WORKER'S COMPENSATION		2,464	1,969	(495)
HEALTH INSURANCE		255,970	208,364	(47,606)
LIFE INSURANCE		1,326	1,170	(156)
RETIREE HEALTH INSURANCE		0	14,729	14,729
PARKING BENEFITS		14,520	13,560	(960)
TOTAL BENEFITS		$501,267	$417,669	($83,598)
TOTAL COMPENSATION		**$1,620,773**	**$1,327,735**	**($293,038)**
	POSITION	**2010**	**2011**	**INCREASE/**
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
LEGAL DIRECTOR	E-14	1.00	1.00	0.00
CITY ATTORNEY	E-11	4.00	3.00	(1.00)
LAND TRANSACTIONS OFFICER	E-7	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	E-8	2.00	2.00	0.00
DIVERSITY PROCUREMENT OFFICER	E-8	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	5.00	4.00	(1.00)
OFFICE ASSISTANT	E-2	2.00	2.00	0.00
PERSONNEL ADJUSTMENT		0.00	(3.00)	(3.00)
TOTAL PERSONNEL		**17.00**	**12.00**	**(5.00)**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
Claims filed	568	310	199	225
Fines collected	$1,229,982	$1,252,606	$1,180,844	$1,200,000
Ordinance/traffic tickets issued/prosecuted	24,997	23,946	23,000 *	23,000
Ordinances drafted/presented	260	243	153	250
Resolutions drafted/presented	120	128	167	175

*2010 Issued/prosecuted is estimated

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 four 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 collect various revenues, manage the police and fire pension funds, ensure payment to retirees is processed, and invest idle City funds.

2010 Accomplishments →

- Received the Distinguished Budget Award for the 26th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 30th consecutive year from the Government Finance Officers' Association.

- Provided a training session to Water Customer Service on the City's responsibilities and procedures in online payment processing.

- Completed transition to NOVATime timekeeping system for Finance, IT, Human Resources, Public Works and Mayor's Office.

- Implemented Munis General Billing to invoice and track fire alarm monitoring fees and fire relay calls. All invoicing of receivables should be complete by the end of 2010 to save time and provide more timely access to accurate receivable information.

- Implemented MUNIS General Billing to invoice parking and other miscellaneous receivables.

- Began working with Public Works on the parking ticket system process improvement plan which includes installing new parking ticket software.

- Recommend and implement changes to business license rates and requirements as well as develop better enforcement measures.

Finance Department

- Continued cross training of Finance staff and process improvements within the Department.
- Issued debt to finance projects as necessary.
- Managed the City's public safety pension plans and the City's investment portfolio.
- Completed the Pension Fund audits and actuarial information by June 15th.
- Implemented a new five day notice process prior to water turn offs.
- Set up unemployment and deferred compensation accounts to submit files electronically.
- Provided purchasing training to all appropriate City staff.
- Completed first City-wide copier rental bid, to better control costs and management of overall printing activity. Estimated savings from the new contract are approximately $120,000.
- Completed first request for proposals for insurance broker services and successfully transitioned to a new broker.
- Began reporting on budget performance at Rockstat meetings.

2011 Goals and Objectives →

- Achieving the Distinguished Budget Presentation Award for the 27th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 31st consecutive year from the Government Finance Officer's Association.
- Implement applicable GASB statements in order to stay in compliance with Generally Accepted Accounting Practices.
- Continue working with Public Works on the parking ticket system process improvement plan which includes installing new parking ticket software.
- Convert Business Licenses to a new system platform.
- Continue cross training of Finance staff and process improvements with the Department.
- Issue debt to finance projects as necessary.
- Install a payment kiosk that provides 24-hour payment capability for water bills and look for other ways to reroute lobby traffic during peak periods.
- Implement a single log in to access multiple billing accounts with the same owner and make one payment for all accounts.

Finance Department

- Complete 2010 Pension Fund Audit and transmit the audited information to the Actuary by April 30th

- Bring the rest of Community Development, Police, Fire, and Human Services Departments, and the Library on to the NOVATime timekeeping system.

- Implement a system which converts accounts payable originally paid by check to electronic card payments through PNC Bank.

Budget Summary

FINANCE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$2,532,562	$2,502,313	$2,583,360	$2,489,406	($12,907)
CONTRACTUAL	1,136,303	1,060,995	1,097,760	1,048,080	(12,915)
SUPPLIES	20,903	21,905	20,341	25,869	3,964
OTHER	3,450,416	3,354,917	2,423,525	4,506,367	1,151,450
CAPITAL	0	0	0	0	0
ENCUMBRANCE	0	0	0	0	0
TOTAL	$7,140,184	$6,940,130	$6,124,986	$8,069,722	$1,129,592

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	34.00	34.00	32.00	32.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$236,608	3.4	$240,843	3.5
PURCHASE OF SERVICES	2,153,600	31.0	2,149,800	31.0
FROM OTHER GOVERNMENTS	250,000	3.6	250,000	3.6
GENERAL REVENUES	4,299,922	65.6	5,429,079	65.5
TOTAL	$6,940,130	100.0	$8,069,722	100.0

Budget Analysis

The 2011 budget of $8,069,722 is an increase of $1,129,592 (16.3%) from the previous year. Personnel expenses decreased $12,900 due to changes in salaries ($7,000) and reversal of the 2010 salary adjustment ($43,600). Increases include rate increases for IMRF ($3,100), unemployment ($3,700), health insurance ($29,000) and retiree health insurance ($1,600).

Contractual services decreased by $12,915. This is due to decreases in postage related to monthly water billing ($58,100), telephone ($7,500), credit card collection expenses ($18,000), building rental ($11,800) and auditing ($4,800). The decreases are offset by an increase in service contracts ($41,900), miscellaneous expenses ($40,800) related to banking fees increase for monthly water billing, advertising ($2,000) and minimal increases in dues, subscriptions and microcomputer expenses.

Supplies increased by $3,964 due to an increase in general office supplies. Other expenses increased by $1,151,450 due to an increase in transfer to RMAP ($2,500), sales tax rebate ($17,500), transfer to Human Services ($70,000) and an increase to CIP transfers to reflect the

Finance Department

planned 2010 transfer, which did not occur in 2010 ($1,200,000). Decreases that offset the increase in other expenses include a decrease in miscellaneous expenses ($78,700). This includes Winnebago County Animal Control, Sister Cities, and a reimbursement for real estate taxes on property disconnected from Edgebrook-Bradley Heights Fire Protection District and annexed to the City of Rockford during the year 2007. Other decreases include development expenses ($50,000) and transfer to debt service ($15,000).

Of the 32 staff assigned to Finance Department, 20.9 are direct reimbursements.

In 2010, the Finance Department spent $6,124,986, or 88.3% of its budgeted allocation. In the past several years, 88% to 106% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Personnel Review

FINANCE DEPARTMENT

BENEFITS AND SALARIES		2010	2011	INCREASE/
SALARY		BUDGET	BUDGET	(DECREASE)
PERMANENT		$1,655,911	$1,648,651	($7,260)
SALARY ADJUSTMENT		43,630	0	(43,630)
TOTAL SALARIES		$1,699,541	$1,648,651	($50,890)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		$334,163	$337,315	$3,152
UNEMPLOYMENT TAX		2,016	5,760	3,744
WORKER'S COMPENSATION		3,643	3,790	147
HEALTH INSURANCE		438,724	468,000	29,276
RETIREE HEALTH INSURANCE		6,370	8,034	1,664
LIFE INSURANCE		2,496	2,496	0
PARKING BENEFITS		15,360	15,360	0
TOTAL BENEFITS		$802,772	$840,755	$37,983
TOTAL COMPENSATION		**$2,502,313**	**$2,489,406**	**($12,907)**
	POSTION	**2010**	**2011**	**INCREASE/**
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
FINANCE DIRECTOR	E-14	1.00	1.00	0.00
MANAGER	E-11	3.00	3.00	0.00
FINANCIAL ANALYST	E-8	2.00	2.00	0.00
SENIOR ACCOUNTANT	E-8	3.00	3.00	0.00
ACCOUNTANT	E-7	4.00	4.00	0.00
SENIOR ADMIN. ASSISTANT	E-6	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	E-5	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	6.00	6.00	0.00
PURCHASING TECHNICIAN	A-23	2.00	2.00	0.00
ACCOUNT CLERK	A-19	9.00	9.00	0.00
TOTAL PERSONNEL		**32.00**	**32.00**	**0.00**

Finance Department

Performance Measures

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
Purchase Orders issued	12,400	11,726	10,606	10,800
Bids/RFP's issued	188	204	141	160
Consecutive Years receiving GFOA Budget Award	24	25	26	27
Consecutive Years receiving GFOA Financial Reporting Award	28	29	30	31
Bond Issues	2	1	1	0
Investment Earnings	3,686,164	478,887	764,272	1,176,000

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.

2010 Accomplishments→

- Upgraded the City's web site to make it easier to use, easier to locate information, and to provide relevant information in a more timely manner.
- Continued data center consolidation efforts.
- Supported the implementations of Police in-squad video surveillance project and Crime View system.
- Supported the System Upgrades of:
    - Police Department's RMS records managements system.
    - Legal Department's "TimeMatters" records management system.
    - Fire Department's "FireHouse" records management system.
- Created an automated FOIA workflow process.
- Enhance and improved the City's network infrastructure, including upgrades to the data center core network.
- Upgraded MS Office suite to 2007.
- Upgraded anti-virus system.
- Began implementation of printing cost reduction project conjointly with the Finance Department.
- Performed numerous upgrades to database infrastructure.
- Upgraded network monitoring and alerting system.

Information Technology Department

- Made several major enhancements to the data center virtual server infrastructure.
- Continued to refine and enhance the Hansen Planning / Permitting / Code Enforcement / on-line permitting systems.
- In conjunction with NIU and nine counties in NW Illinois, applied for and was awarded $46 million Federal ARRA Broadband grant and matching $15 million state grant.
- Responded to Google's "Fiber for Communities" request for information.
- Upgraded the City's Address Management System (AIMS).
- Supported the reporting needs for RockStat.
- Performed several major enhancements to the City's core storage infrastructure.
- Closed over 9,000 requests for service.

2011 Goals and Objectives→

- Implement first production management dashboard.
- Implement Phase II of enhanced data protection and recovery system.
- Upgrade City's financial system.
- Upgrade SharePoint infrastructure.
- Upgrade Exchange server.
- Begin upgrading desktops to Windows 7 platform.
- Work with Finance to complete printer consolidation project.
- Implement eTicketing system for Police Department.
- Replace parking ticket system.
- Implement ARRA Broadband project.

Information Technology Department

Budget Summary

INFORMATION TECHNOLOGY FUND

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$629,120	$571,502	$573,660	$578,395	$6,893
CONTRACTUAL	1,330,111	1,338,485	1,368,803	1,447,862	109,377
SUPPLIES	157,260	21,500	49,743	36,500	15,000
OTHER	469,026	516,044	522,205	408,902	(107,142)
TOTAL	$2,585,517	$2,447,531	$2,514,411	$2,471,659	$24,128
INCREASE ADJUSTED FOR ENCUMBRANCES IS:					($6,767)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	10.00	8.00	6.00	6.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
INFORMATION TECHNOLOGY CHARGES				
GENERAL FUND	$1,980,700	75.2	$1,994,370	75.3
OTHER FUNDS	651,670	24.8	655,840	24.7
TOTAL	$2,632,370	100.0	$2,650,210	100.0

Budget Analysis

The 2011 budget of $2,471,659 is an increase of $24,128 (0.1%) from 2010. Personnel costs increased $6,900 due to increases in IMRF ($1,100), unemployment ($700), and rate increases in health insurance ($5,000).

Contractual services increased $109,377 from the prior year. Consulting fees increase $71,500 as a result of increases in ATS contract fees. Other increases include maintenance office equipment ($16,000), building rental ($2,200), and service contracts ($1,100). This increase is offset by a decrease in the telephone allocation ($1,700).

Supplies increased by $15,000 for computer non-capital items. Depreciation decreased $107,142.

In 2010, Information Technology spent $2,514,411, or 102.7% of its budgeted allocation. In the past several years, 75% to 108% of the budget has been spent.

Information Technology Department

Five Year Financial Forecast

The 2012-2016 forecast assumes operations will continue as they are programmed for 2011 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.

Information Technology Internal Service Fund 2012-2016 Financial Forecast (In 000s)

	2012	2013	2014	2015	2016
Revenues	$2,756	$2,866	$2,981	$3,100	$3,224
Expenditures	2,549	2,651	2,757	2,867	2,982
Excess (Deficit)	207	215	224	233	242
Beginning Balance	409	616	831	1,055	1,288
Ending Balance	$616	$831	$1,055	$1,288	$1,530

Fixed Assets

The 2011 budget of $161,800 for fixed assets includes the VMware License, MFS, Net App Disk Shelf, and a Dell Server.

FIXED ASSETS
INFORMATION TECHNOLOGY DEPARTMENT
2011 BUDGET

DESCRIPTION	ACCOUNT	AMOUNT
Virtual Server Software License	79927	$7,000
Fiber Network Purchase Payments	79928	112,800
NetApp Disk Shelf	79928	25,000
Dell Server	79928	10,000
	79928	7,000
TOTAL CURRENT FIXED ASSETS		$161,800

Information Technology Department

Personnel Review

INFORMATION TECHNOLOGY DEPARTMENT

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$397,613	$397,759	$146
OVERTIME	0	0	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$397,613	$397,759	$146
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$80,239	$81,381	$1,142
UNEMPLOYMENT TAX	378	1,080	702
WORKER'S COMPENSATION	874	915	41
HEALTH INSURANCE	89,050	93,912	4,862
LIFE INSURANCE	468	468	0
PARKING BENEFITS	2,880	2,880	0
TOTAL BENEFITS	173,889	180,636	6,747
TOTAL COMPENSATION	**$571,502**	**$578,395**	**$6,893**

POSITION TITLE	POSITION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
IT DIRECTOR	E-14	1.00	1.00	0.00
SENIOR IT SPECIALIST	E-9	4.00	4.00	0.00
IT SPECIALIST	E-8	1.00	1.00	0.00
COMPUTER TECHNICIAN	A-21	0.00	0.00	0.00
TOTAL PERSONNEL		**6.00**	**6.00**	**0.00**

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 maintain personnel files, administer the City's fringe benefit program, recruit and interview job applicants, develop and implement employee training programs, and coordinate employee activities.

2010 Accomplishments →

- Successfully managed the change from ECOH and UMR to Blue Cross Blue Shield as health network and third party administrator, which covers approximately 3,300 lives.

- Successful application submission to US Health & Human Service Department for reimbursement of early retiree medical expenses under Early Retiree Reinsurance Program.

- Encouraged approximately 100 more employees to take advantage of the pre-tax savings of the flexible spending program.

- Launched an employee-led Wellness Initiative which has included a spring Wellness survey, a summer Lunch and Learn series, a fall Wellness Fair, and participation in the 911 Fun Run.

- Implemented a new Pharmacy Benefit Manager (PBM) program which allowed for a seamless transition in providers for the 2010 benefit year.

- Completed annual non discrimination testing for Flexible Spending Account plan.

- Partnered with the Finance Department in the transition and addition of HR/Finance reporting responsibilities to the HR Department after the retirement of the Accounting Manager.

- Enhanced the reporting capabilities of the City's third party administrator for Family Medical Leave Act and trained timekeepers to ensure more accurate tracking of leave hours.

- Continued work with health insurance broker to right-size the City's health insurance fund, reversing a course from a deficit in the health insurance fund of $2.815 million to a surplus of $2.850 million.

- Worked with the Health Focus Group (HFG) to find additional methods to save costs in the City's health benefit plan.

Human Resources Department

- Conducted Supervisor/Manager Training for 70 managers and supervisors which provided attendees with a resource book on day-to-day employee relations issues and FAQ's which also provided guidance and additional resources from the Human Resource staff.

- Partnered with City departments in OSHA implementation and training.

- "Retirewise", financial educational and pre-retirement sessions for City employees, was held in the fall of 2010.

- Partnered with Public Works and Human Services in department reorganization including the creation of new job descriptions and factoring appropriate compensation.

- Conducted the annual Employee Blood Drive, United Way program, Jeans for Wishes/Make a Wish foundation and the Employee Award ceremony.

- Acted as advocate for employees for health benefit concerns allowing for more comprehensive care and the resolution to billing concerns.

- Implemented the "Put Illinois to Work" program which brought 25 summer hires to City departments at no cost to the City.

- Designing a comprehensive HR calendar which will allow employees to plan for training, benefit enrollments, and wellness opportunities.

- Managed the early retirement program which allowed 25 employees to retire at the age of 55.

2011 Goals and Objectives →

- Implement vigorous risk management program.

- Develop stronger partnerships with City departments through onsite training, work observation, and customer-focused hiring practices.

- Continue pro-active management of employee benefit program which will allow for integration of changes required by the Health Care Reform Act.

- Develop a referral and resource program for City employees that may be laid-off as a result of budget cuts.

- Reinvigorate City's training program through in-house resources, grants, and private sector partnerships.

Human Resources Department

- Assess and identify ways to reduce City's exposure to workers' compensation claims and time lost to injury.
- Explore the potential savings by utilizing current pharmacy benefit managers for purchase of prescriptions by employees covered by workers' compensation.
- Develop union management meetings which will encourage more open communications and problems solving at the supervisory level.
- Encourage employees to participate in pre-tax savings programs such as Flexible spending and the 457 plan.
- Update Rules and Regulations to reflect current laws, practices, and policies.
- Conduct in-house compensation and job audit study to allow for consistency in practice and application of pay plan.
- Grow employee Wellness program through programming, education, and enhanced communication pieces.
- Integrate City's core values and organizational philosophy into daily operations, creating a culture of excellence.

Budget Summary

HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$619,557	$582,240	$593,372	$517,249	($64,991)
CONTRACTUAL	119,037	103,270	128,948	125,980	22,710
SUPPLIES	6,836	6,800	4,349	6,800	0
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
	$745,430	$692,310	$726,669	$650,029	($42,281)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	7.00	7.00	6.00	5.00	(1.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENT	$86,548	12.5	$72,485	11.2
TRANFERS FROM OTHER FUNDS	188,400	27.2	194,200	29.9
GENERAL REVENUES	417,362	60.3	383,344	58.9
TOTAL	$692,310	100.0	$650,029	100.0

Human Resources Department

Budget Analysis

The 2011 budget of $650,029 represents a $42,281 (6.1%) decrease from the 2010 budget. Personnel costs decreased $64,990 due to the decrease in the Director salary ($9,800), the elimination of the Human Resources manager position ($66,580) and the reduction in IMRF expense ($14,450). An increase of health insurance rates ($26,000) partially offset the decreases.

Contractual services increased $22,710 due to an increase in service contracts for additional employee training expenses ($26,000). Decreases in contractual services include building rental ($2,700) and telephone expense ($950). Supplies remained the same.

In 2010, the Human Resources Department spent $726,669, or 105% of its budgeted allocation. Over the past several years, 92% to 105% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Personnel Review

HUMAN RESOURCES DEPARTMENT

BENEFITS AND SALARIES SALARY		2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT		$422,404	$345,982	($76,422)
TOTAL SALARIES		$422,404	$345,982	($76,422)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		$85,241	$70,788	($14,453)
UNEMPLOYMENT TAX		378	900	522
WORKER'S COMPENSATION		929	797	(132)
HEALTH INSURANCE		69,940	95,992	26,052
LIFE INSURANCE		468	390	(78)
PARKING BENEFITS		2,880	2,400	(480)
TOTAL BENEFITS		$159,836	$171,267	$11,431
TOTAL COMPENSATION		**$582,240**	**$517,249**	**($64,991)**
POSITION TITLE	**POSTION RANGE**	**2010 EMPLOYEES**	**2011 EMPLOYEES**	**INCREASE/ (DECREASE)**
HUMAN RESOURCES DIRECTOR	E-14	1.00	1.00	0.00
COMPENSATION & BENEFITS MGR.	E-10	1.00	1.00	0.00
HUMAN RESOURCES MGR.	E-10	1.00	0.00	(1.00)
HUMAN RESOURCES SPECIALIST	E-7	3.00	2.00	(1.00)
ADMINISTRATIVE ASSISTANT	E-5	0.00	1.00	1.00
TOTAL PERSONNEL		**6.00**	**5.00**	**(1.00)**

Human Resources Department

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
Applications	3,453	2,281	2,450	2,570
Vacancies Filled	87	49	38	20
Worker's Comp Claims	242	267	190	250
Worker's Comp Lost Days	663	1,508	900	1,050
Training Sessions	50	30	30	30
Health Insurance Participants	1,483	1,397	3,302	3,100
Flex Spending Participants	313	411	375	450

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		FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI-DATED	GENERAL/ NON-PARTISAN
1999		76,333		2005	84,374	88,781	88,781
		18,567			7,092	33,716	33,716
		24.32%			8.41%	37.98%	37.98%
2000	80,753		85,630	2006	80,359		82,058
	17,467		55,698		21,122		38,224
	21.63%		65.04%		26.28%		46.58%
2001	83,463	83,665	86,899	2007		83,070	
	6,038	37,343	39,080			22,142	
	7.23%	44.63%	44.97%			26.65%	
2002	83,563		79,624	2008	76,371		85,871
	27,639		39,077		29,478		59,609
	33.08%		49.08%		38.60%		69.42%
2003		81,366		2009	86,954	87,357	
		19,900			3,530	22,408	
		24.46%			4.06%	25.65%	
2004	80,330		87,937	2010	87,357		
	19,228		57,905		12,508		
	23.94%		65.85%		14.32%		

2010 Accomplishments →

- Successfully conducted the February 2, 2010 General Primary Election in which there were total of 12,508 ballots cast of the 87,357 registered voters, resulting in a 14.32% participation rate.

2011 Goals and Objectives →

- Conduct the Consolidated General Election on November 1, 2011.
- Perform training for deputy registrars as appointed.
- Print and mail 88,000 voter identification cards within the City per law.

Board of Election Commissioners

Budget Summary

BOARD OF ELECTION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$351,160	488,397	$364,822	$442,395	($46,002)
CONTRACTUAL	550,533	329,594	556,325	304,857	(24,737)
SUPPLIES	0	81,450	0	36,450	(45,000)
CAPITAL	0	25,000	0	25,000	0
OTHER	0	0	0	0	0
TOTAL	$901,693	$924,441	$921,147	$808,702	($115,739)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
COUNTY PROPERTY TAX TRANSFER	$924,441	100.0	$808,702	100.0
TOTAL	$924,441	100.0	$808,702	100.0

Budget Analysis

The 2011 budget is $808,702, which is a $115,739 (12.5%) decrease from the 2010 budget. Personnel costs decrease $46,000 due to a decrease in temporary staff ($43,500), IMRF ($4,000), and overtime ($15,000). The decreases were partially offset by increases in permanent salaries ($3,300), employee agency wages ($5,700), and health insurance ($7,300).

Contractual services decreased $24,737 due to a decrease in printing expenses ($43,000) and an increase in postage expenses ($19,500). Non-forwardable Voter Identification cards will be mailed to all City registrants during 2011. This will cause the mailing of forwardable, return postage paid confirmation cards, which will allow voters to mail a change of address. Other contractual decreases include advertising ($14,500) and miscellaneous expenses ($37,000). Increases include microcomputer maintenance ($43,000), insurance ($6,000), education ($1,200), and legal ($2,000).

Supplies decreased $45,000 due to a decrease in general office supplies ($17,000) and computer/supplies ($28,000).

In 2010, the Board of Election Commissioners spent $921,147, or 99.6% of its budgeted allocation. In the past several years, 98% to 113% of the budget has been spent.

Board of Election Commissioners

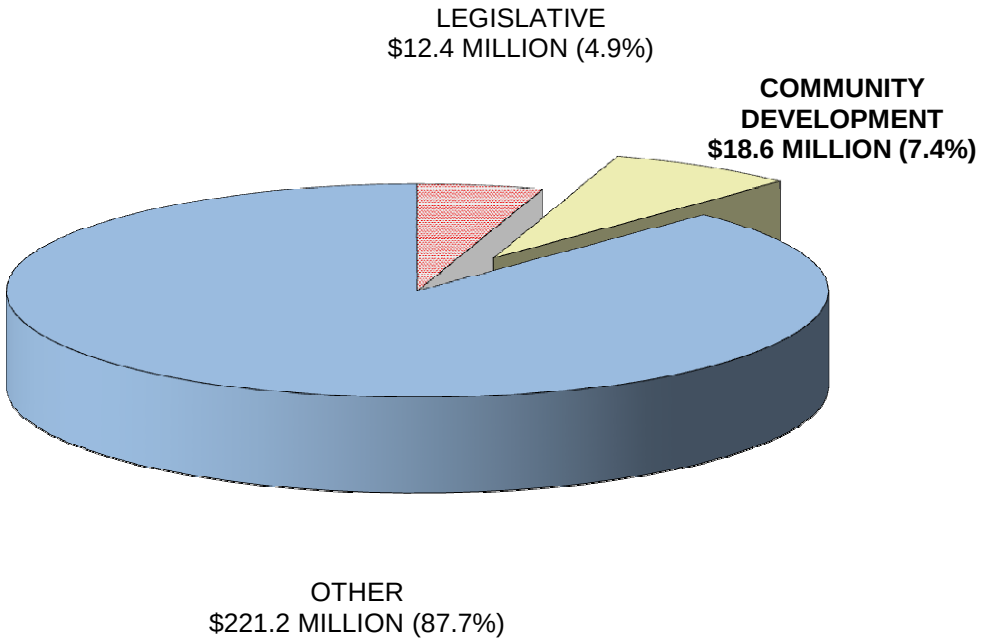
Capital Equipment

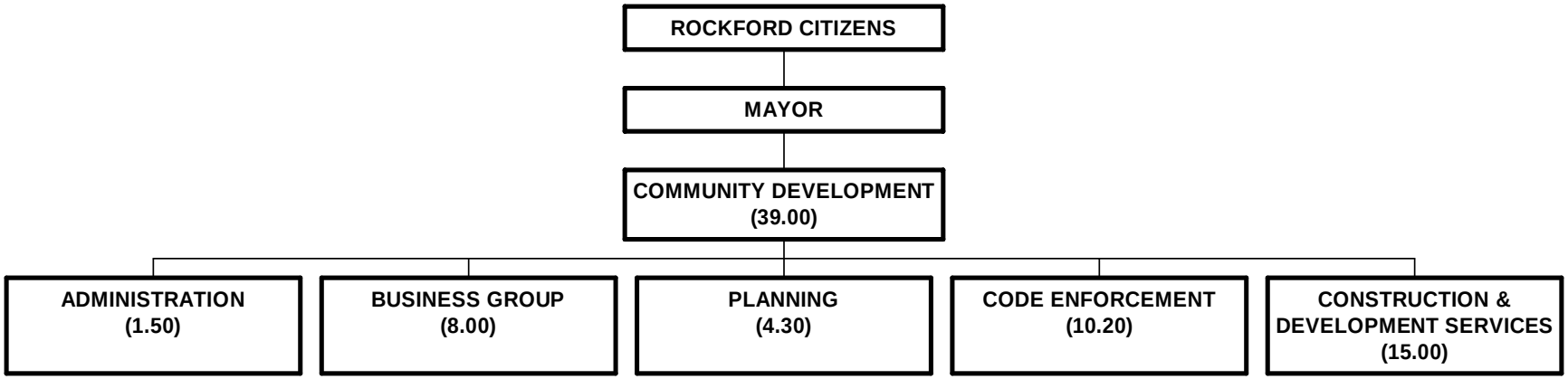
For 2011, the Board of Election Commissioners have budgeted $25,000 for election equipment.

CAPITAL EQUIPMENT
BOARD OF ELECTIONS
2011 BUDGET

DESCRIPTION		AMOUNT
ELECTION EQUIPMENT FUND		$25,000
	TOTAL CAPITAL	$25,000

COMMUNITY DEVELOPMENT'S SHARE OF 2011 $252.2 MILLION CITY OF ROCKFORD BUDGET





CDBG Administration
Economic Development
Neighborhood Services
Home Program
Brownfield Redevelopment
Redevelopment
Tourism Promotion
Sanitation
Retail TIF District
Industrial TIF Districts
Residential TIF Districts

Planning & Research
Economic Development

(39.00) EMPLOYEES

Community Development Administration

Mission Statement

It is the mission of Community 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 Development.

2010 Accomplishments →

- Continued process improvements to enhance department performance.
- Continued the City's pursuit of stimulus dollars.
- Continued to attract and retain jobs.
- Recommended solution to cut costs while maintaining service levels.

2011 Goals and Objectives →

- Continue process improvements to enhance department performance.
- Continue the City's pursuit of stimulus dollars.
- Continue to attract and retain jobs.

Community Development Administration

Budget Summary

CD ADMINISTRATION DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$223,928	$198,273	$153,098	$194,714	($3,559)
CONTRACTUAL	56,670	58,710	25,433	29,465	(29,245)
SUPPLIES	771	2,020	1,414	2,020	0
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
TOTAL	$281,369	$259,003	$179,945	$226,199	($32,804)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	2.00	2.00	1.50	1.50	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$31,286	12.1	$31,916	14.1
GENERAL REVENUES	227,717	87.9	194,283	85.9
TOTAL	$259,003	100.0	$226,199	100.0

Budget Analysis

The 2011 budget is $226,199, which is a decrease of $32,804 from the previous year. Personnel costs decreased $3,600 due to changes in insurance enrollments.

Contractual costs decreased $29,245 due to the elimination of the $30,000 TIF development cost center budget. This decrease is offset by small adjustments in internal service charges for vehicle maintenance, IT charges, fuel and rent.

In 2010, the Administrative Division spent $179,945 or 69.5% of its budgeted allocation. In the past several years, 67% to 159% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Community Development Administration

Personnel Review

COMMUNITY DEVELOPMENT ADMINISTRATION DIVISION

BENEFITS AND SALARIES	2010	2011	INCREASE/
SALARY	BUDGET	BUDGET	(DECREASE)
PERMANENT	$144,955	$145,121	$166
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$144,955	$145,121	$166
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$29,252	$29,692	$440
UNEMPLOYMENT TAX	95	270	175
WORKMEN'S COMPENSATION	319	334	15
HEALTH INSURANCE	20,982	18,460	(2,522)
RETIREE INSURANCE	1,833	0	(1,833)
LIFE INSURANCE	117	117	0
PARKING BENEFITS	720	720	0
TOTAL BENEFITS	$53,318	$49,593	(3,725)
TOTAL COMPENSATION	**$198,273**	**$194,714**	**($3,559)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	E-14	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	E-6	0.50	0.50	0.00
TOTAL PERSONNEL		**1.50**	**1.50**	**0.00**

Planning Division

Mission Statement

It is the mission of the Planning Division to encourage and guide balanced growth and development and enhance the quality of life in all neighborhoods by providing quality planning, development, and neighborhood services.

Primary Functions → The primary functions of the Planning Division are administering environmental assessment, cleanup and redevelopment of City-owned Brownfield sites, and developing various long-range planning programs which include comprehensive growth management/fiscal impact analysis, the River Edge initiative, focus area/neighborhood plans, annexation strategies, the implementation of the recommendations of the 20/20 Plan, Historic Preservation, Intergovernmental Annexation Boundary Agreement, and numerous other programs. The Planning Division also manages, coordinates, or assists with numerous major projects occurring within the City of Rockford, such as the Federal Courthouse project and the redevelopment of older commercial and industrial sites.

2010 Accomplishments →

- Drafted text amendments to the 2020 Plan as the first step in a major update of the 2020 Plan.

- Provided Grants Administration and Coordination of the Brownfields Program and Project Oversight on two major Cleanup efforts at Barber Colman: Groundwater injections were done to neutralize cleaning solvents and demolition of buildings 10 and 19. These projects brought the Barber Colman Site closer to the redevelopment goal.

- Grant applications were prepared for $1.7 million in new Brownfield funds. $500,000 in Supplemental RLF for Hazardous Substances has been approved so far from the 2010 grant applications. Grant announcements for additional funds will be made in May.

- Prepared Grant Applications for numerous Supplemental and Economic Stimulus funded programs including the USEPA Jobs Training Program, USEPA Supplemental Revolving Loan Fund Grant Program and Economic Stimulus Revolving Loan Fund Grant Program; US Department of Energy Block Grant Program; USEPA Brownfield Planning Technical Assistance and the EDA Grant program.

- Received $750,000 in USEPA Brownfield Assessment Grants. Provided project management of these two Brownfields Assessment Grants being used for extensive environmental assessment work in eight targeted areas which include the South Main Rail Yards, Barber Coleman Village, Downtown sites, North Madison Street sites, the Museum Campus area, the Ingersoll/S. Water Street/ Whitewater Park area, West State Street petroleum sites, and Keith Creek floodplain sites. Work began in August due to pre-award approval granted by USEPA. Several Phase I and Phase II Environmental Site Assessments were completed during 2010.

- Managed the South Main Corridor study in the initial stages, including negotiating contracts with consulting firms.

Planning Division

- Received a $200,000 Cleanup Grant and Cooperative Agreement for the Ingersoll Buildings. Work was completed in June and is 50% complete.

- Continued its assistance to the Historic Preservation Commission. Completed environmental assessment activities at the Armory.

- Negotiated and completed an intergovernmental agreement with the Village of Davis Junction concerning an annexation boundary and development standards.

- Provided extensive staff support to the Census Complete Count Committee. Census participation rate of 70% exceeded expectations.

- Prepared formal applications for the River Edge Brownfield program for the South Main Rail Yards sites and received approval for $750,000 in Brownfield work subject to funding availability.

2011 Goals and Objectives →

- Complete the major five year review, update and amendments to the 2020 Plan initiated in November of 2009, and obtain approval of the plan as the 2030 Plan.

- Complete the Kishwaukee Corridor Study Implementation Phase and the South Main/ Rail Yards Study. Prepare amendments to the 2030 Plan accordingly.

- Complete the Environmental Cleanup Work at the Barber Colman Complex, the Ingersoll complex and the West State Corridor from Kent Creek to Central Ave and the priority downtown sites. Initiate the implementation of environmental cleanup at additional Brownfield sites using River Edge and USEPA Brownfield Revolving Loan Funding.

- Assist with the River Edge Redevelopment project initiatives and potential grant-funded projects for historic preservation such as a potential projects as the Brewhouse, TAPCO, Amerock, the Elks Club and Armory.

- Direct Brownfield redevelopment efforts, including environmental assessments, remedial action plans, cleanups and redevelopment planning.

- Continue in the development of intergovernmental boundary agreements with the Village of Winnebago.

- Continue to create tools and strategies to assist in the growth of the commercial and industrial employment base in the City of Rockford working with our economic development partners in the region to facilitate development opportunities.

- Help support activities which retain jobs in the community, particularly in the industrial sector.

Planning Division

- Use Community Development Block Grant funds to help create jobs in the low/moderate income levels by utilizing our partners to facilitate employment opportunities.

- Assist in the removal and or reuse of blighted and underutilized properties.

- Prepare grant applications to the USEPA for Brownfields Assessment Funds, Cleanup Grants, Revolving Loan Funds, Brownfields Job Training and Technical Planning Assistance.

- Assist Economic Development staff with TIF expansions and de-TIF/re-TIF efforts.

Budget Summary

CD PLANNING DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$571,211	$515,766	$507,793	$424,434	($91,332)
CONTRACTUAL	102,560	88,560	93,179	83,550	(5,010)
SUPPLIES	2,725	1,970	2,735	1,970	0
OTHER	363	79,700	38,470	0	(79,700)
CAPITAL	0	0	0	0	0
ENCUMBRANCES	0	0	0	0	0
TOTAL	$676,859	$685,996	$642,177	$509,954	($176,042)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	11.25	6.30	5.30	4.30	(1.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES REIMBURSEMENTS	$86,376	14.2	$71,776	12.9
CDBG FUND	134,200	0.0	136,880	24.7
TIF FUNDS	209,300	0.0	210,300	37.9
ZONING FEES	145,743	24.0	121,270	21.8
OTHER GOVERNMENTS(RATS)	15,000	2.5	15,000	2.7
GENERAL REVENUES	15,677	59.3	0	0.0
TOTAL	$606,296	100.0	$555,226	100.0

Budget Analysis

The 2011 budget is $509,954, a decrease of $176,042 (25.7%) from the previous year. Personnel costs decreased $91,300 due to a retirement and position elimination in the division. Permanent salaries declined $78,000, IMRF $14,900, health insurance ($4,200) offset by an increase in retiree insurance ($6,000).

Contractual costs decrease $5,010 due to a variety of small adjustments in internal service charges. Supply costs remain unchanged. Other expenditures decrease $79,700, due to one-time grant expenditures added in the 2010 supplemental appropriation ordinance.

Planning Division

In 2010, the Planning Division spent $642,177 or 93.6% of the budgeted allocation. In the past several years, 89% to 106% of the budgeted amount has been spent.

Capital Equipment

No capital equipment is planned for 2011.

Personnel Review

COMMUNITY DEVELOPMENT PLANNING DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$366,483	$288,504	($77,979)
TEMPORARY	0	0	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$366,483	$288,504	($77,979)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$73,956	$59,028	($14,928)
UNEMPLOYMENT TAX	334	774	440
WORKMEN'S COMPENSATION	806	664	(142)
HEALTH INSURANCE	69,230	65,031	(4,199)
RETIREE INSURANCE	2,000	8,034	6,034
LIFE INSURANCE	413	335	(78)
PARKING BENEFITS	2,544	2,064	(480)
TOTAL BENEFITS	$149,283	$135,930	($13,353)
TOTAL COMPENSATION	**$515,766**	**$424,434**	**($91,332)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
PLAN & ZONING PROGRAMS MANAGER	E-11	1.00	1.00	0.00
INDUSTRIAL DEVELOPMENT MANAGER	E-10	1.00	1.00	0.00
PLANNER II	E-8	2.00	1.00	(1.00)
DEVELOPMENT SPECIALIST	E-8	1.00	1.00	0.00
SR ADMINISTRATIVE ASSISTANT	E-6	0.30	0.30	0.00
TOTAL PERSONNEL		**5.30**	**4.30**	**(1.00)**

Code Enforcement Division

Mission Statement

It is the mission of the Code Enforcement unit is to enforce codes and ordinances to attain a higher quality of life by promoting a safer, cleaner, and more beautiful city for all to enjoy.

Primary Functions → The primary functions of the Code Enforcement unit are to address violation of ordinances, zoning regulations and public safety concerns.

2010 Accomplishments →

- Rewrote city-wide clean-up contractor request for qualifications, which yielded three new contractors and greater control of bidding and work processes.
- Sought out neighborhood groups and seminars as means to educate and inform the public concerning ordinances and zoning regulations.
- Acted as liaison between Weed and Seed Restoration Committee, Rockford Urban Ministries, and non-profit "Know Sweat" from Joplin, Missouri.
- Integrated full responsibility of administering solid-waste contract into organizational framework of Code Enforcement.
- Assisted Police Department in enforcement sweep efforts as part of their Summer Crime Initiative in various targeted neighborhoods.
- Provided coded information to recover maintenance services costs through the Neighborhood Stabilization Program land banking provision.
- Coordinated with Human Services and "Put Illinois to Work" to staff the summer Weeds Control program.
- Successfully maintained 138 City owned lots under the Division's control.
- Maintained a high level of customer service despite staff reductions.
- To date, Code Enforcement has handled 5,024 complaints in both Neighborhood Standards and Property Standards. Of those, 1,816 were tall weeds complaints. The total tall weeds violations were 2,860.

2011 Goals and Objectives →

- Develop a permit process for Property Standard complaints to help recover costs associated with inspection protocol.

Code Enforcement Division

- Create a survey administered by staff that can assist in determining public awareness of ordinances and zoning regulations and serve as an educational tool.
- Continue to improve Code Enforcement templates used in Rockstat presentations.
- Continued involvement in the Summer Work Camp program in cooperation with RUM, Weed and Seed East and West and Human Services.
- Implemented the Hansen Code Enforcement Module Contracted Services section into the weeds enforcement program as trial start-up of full integration.
- Continued cooperation with Human Services in facilitating project SWEEP.
- Develop method to better market project SWEEP to better utilize talents available
- Continue effort with Faith Center Church to clean alleys and determine alternative projects in case of inclement weather.
- Begin to assemble ideas for improving the solid waste contract at renewal.

Budget Summary

CD CODE ENFORCEMENT DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$911,358	$950,380	$872,612	$757,966	($192,414)
CONTRACTUAL	529,488	509,225	454,200	434,065	(75,160)
SUPPLIES	6,545	4,025	6,849	4,025	0
CAPITAL	0	0	0	0	0
TOTAL	$1,447,391	$1,463,630	$1,333,661	$1,196,056	($267,574)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	13.00	14.20	12.20	10.20	(2.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
REIMBURSEMENTS	$149,422	10.2	$123,718	10.3
CDBG FUND	479,420	32.7	570,260	47.7
SANITATION FUND	309,636	21.1	254,398	21.3
FEES	88,800	6.1	10,000	0.8
GENERAL REVENUES	438,352	36.0	237,680	19.9
TOTAL	$1,465,630	106.1	$1,196,056	100.0

Code Enforcement Division

Budget Analysis

The 2011 budget is $1,196,056, a decrease of $267,574 (18.3%) from the previous year. Personnel expenditures decreased by $192,400 due to the retirement and planned elimination of the building official position and the transfer of staff to open positions in the Development Division. The majority of the reductions come from permanent salaries ($133,000), IMRF ($25,500), health insurance ($40,600), worker's comp ($1,300), and parking ($960). Increases include retiree health insurance ($8,000), and unemployment ($1,100).

Contractual costs are budgeted at $434,065, a decrease of $75,160. Decreases include cleanups ($40,700) and demolition ($32,900), both reduced to meet deficit allocations. Other reductions occurred in vehicle repairs ($3,500), telephone ($8,200), and building rental ($4,400). Increases occurred in printing ($7,300) for additional compliance documentation and correspondence and fuel ($6,300).

The supply budget totals $4,025, which includes moderate expenditures for office supplies.

In 2010, the Code Enforcement Division spent $1,333,661, or 91.1% of its budgeted allocation. In the past several years, spending has been 91% to 105% of the budget.

Capital Equipment

No capital equipment is planned for 2011.

Code Enforcement Division

Personnel Review

COMMUNITY DEVELOPMENT CODE ENFORCEMENT DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$599,053	$468,101	($130,952)
TEMPORARY	0	0	0
OVERTIME	2,000	0	(2,000)
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$601,053	$468,101	($132,952)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$121,293	$95,774	($25,519)
UNEMPLOYMENT TAX	769	1,836	1,067
WORKMEN'S COMPENSATION	23,320	21,988	(1,332)
HEALTH INSURANCE	197,137	156,541	(40,596)
LIFE INSURANCE	952	796	(156)
RETIREE HEALTH INSURANCE	0	8,034	8,034
PARKING BENEFITS	5,856	4,896	(960)
TOTAL BENEFITS	$349,327	$289,865	($59,462)
TOTAL COMPENSATION	**$950,380**	**$757,966**	**($192,414)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
BUILDING OFFICIAL		1.00	0.00	(1.00)
PROPERTY IMPROVEMENT PROG MANAGE	E-9	1.00	1.00	0.00
NEIGHBORHOOD ZONE COORDINATOR	E-7	2.00	1.00	(1.00)
SR ADMINISTRATIVE ASSISTANT	E-6	0.20	0.20	0.00
SENIOR BUILDING INSPECTOR	CD-24	1.00	1.00	0.00
NEIGHBORHOOD ENFORCEMENT SPECIALI	CD-15	5.00	5.00	0.00
SENIOR CLERK	A-19	2.00	2.00	0.00
TOTAL PERSONNEL		**12.20**	**10.20**	**(2.00)**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Weed Complaints	3,375	3,417	3,530	3,800
Vehicle Tows	45	17	18	25

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, and electrical inspections for all existing and new construction, as well as administering land use planning and zoning policies and ordinances.

2010 Accomplishments →

- Fully implemented Advanced Energy Conservation Code Program, including the adopted and facilitation of the 2009 International Energy Code inclusive of plan review, inspection and documentation.
- Ongoing integration of Construction and Developments Services Division to RockStat.
- Adopted and implemented wind conversion and solar regulations to the Zoning Ordinance.
- Conducted meetings with contractors, developers, engineers, and architects to provide status for process improvements and Process Improvement Plan.
- Completed City-wide update of zoning map to implement Long Range Comprehensive Plan.
- Adopted the 2009 International Codes with amendments. This included the formation of committees and review of trade regulations including existing building regulations and energy code.

2011 Goals and Objectives →

- Continue to streamline development process by facilitating one stop permitting.
- Facilitate development activities through positive customer service.
- Conduct a series of process improvement meetings with a focus on the mechanical, electrical and plumbing trades.
- Facilitate training for Mechanical contractor, design professionals and general contractors related to the 2009 International Mechanical Code with local amendments and 2009 Energy Code.
- Ongoing implementation and reporting of the Energy Grant/ Job Retention program from Energy Efficient Community Block Grant.

Construction & Development Services Division

- Integrate cross training of inspectors to allow for greater efficiency and satisfy benchmarks of 2011 Rockstat Score sheet.

- Complete and integrate customer survey.

Budget Summary

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$1,633,674	$1,592,013	$1,472,954	$1,327,578	($264,435)
CONTRACTUAL	273,074	260,120	274,628	254,390	(5,730)
SUPPLIES	15,647	5,810	6,531	5,730	(80)
CAPITAL	0	0	0	0	0
TOTAL	$1,922,395	$1,857,943	$1,754,113	$1,587,698	($270,245)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	19.00	25.00	18.00	15.00	(3.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES-FRINGE BENEFIT REIMBURSEMENTS	$243,093	13.1	$207,996	13.1
FEES				
BUILDING	641,400	34.5	653,800	41.2
ELECTRICAL	46,100	2.5	50,000	3.1
PLUMBING/HEATING	133,100	7.2	150,000	9.4
ALL OTHER	147,800	8.0	168,400	10.6
TOTAL FEES	968,400	52.2	1,022,200	64.3
GENERAL REVENUES	646,450	34.7	357,502	22.6
TOTAL	$1,857,943	100.0	$1,587,698	100.0

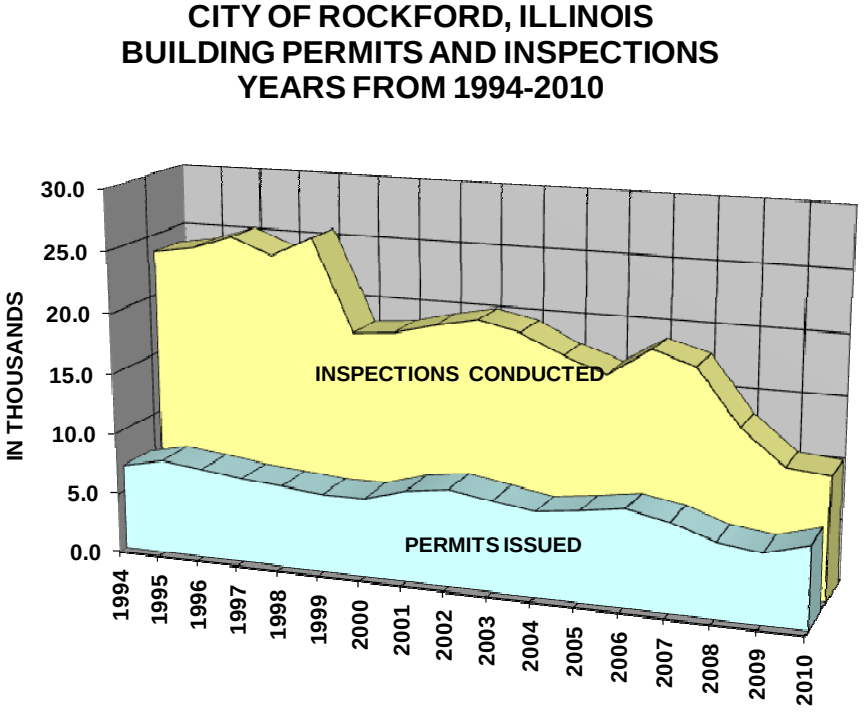
Budget Analysis

The 2011 budget of $1,587,698 reflects a decrease of $270,245. Personnel expenses decreased due to the 2009 fall layoffs and staff changes that resulted, as well as the removal of vacant plans examiner and administrative assistant positions. This includes a reduction in permanent salaries ($184,600), health insurance ($41,600), IMRF ($35,100), workers compensation ($1,900), and certification pay ($3,000). Increases occurred in overtime ($1,500) to handle the displaced workload and in unemployment ($1,900) due to a rate increase.

Contractual costs decreased $5,730 due to adjustments in internal service charges to the division. The supply budget reduced $80.

Construction & Development Services Division

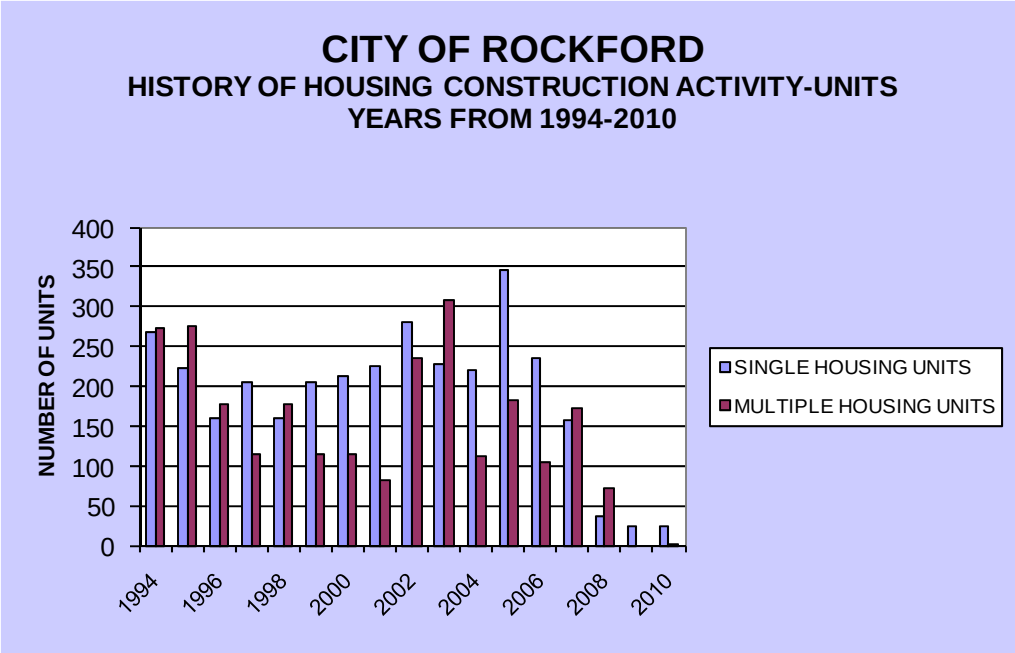
2010 fee revenue, budgeted at $968,400, was $1,009,673 for the year. 2011 fee income is based on 2010 actual less unusual permits. Revenue is estimated to be $1,022,200, an increase of $53,800 (budget/budget basis) and $12,500 on an actual/budget basis.



SOURCE: CONSTRUCTION & DEVELOPMENT SERVICES DIVISION

During the past seventeen years, total permits issued by the Construction & Development Services Division have been relatively flat. Permits issued in 1994 were 7,090 while 2010 was 6,722.

Construction & Development Services Division



Housing construction for single and multifamily units in 2009 was 23 and 0 for a total of 23. 2010 had similar levels of activity, with 24 single family units and two multifamily.

In 2010, the Construction and Development Services Division spent $1,754,113 or 94.4% of its budgeted allocation. In the past several years, 91% to 125% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Construction & Development Services Division

Personnel Review

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION

BENEFITS AND SALARIES	2010	2011	INCREASE/
SALARY	BUDGET	BUDGET	(DECREASE)
PERMANENT	$1,050,168	$865,594	($184,574)
TEMPORARY	0	0	0
OVERTIME	3,000	4,500	1,500
MERIT PAY	0	0	0
TRANSLATOR PAY	1,170	0	(1,170)
SALARY CERTIFICATION	9,230	7,410	(1,820)
SALARY ADJUSTMENT	0	0	0
ZONING BOARD OF APPEALS	2,100	2,100	0
TOTAL SALARIES	$1,065,668	$879,604	($186,064)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$215,052	$179,967	($35,085)
UNEMPLOYMENT TAX	819	2,700	1,881
WORKMEN'S COMPENSATION	27,222	25,329	(1,893)
HEALTH INSURANCE	273,208	231,608	(41,600)
LIFE INSURANCE	1,404	1,170	(234)
PARKING BENEFITS	8,640	7,200	(1,440)
TOTAL BENEFITS	$526,345	$447,974	($78,371)
TOTAL COMPENSATION	**$1,592,013**	**$1,327,578**	**($264,435)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
DEPUTY DIRECTOR - CONST SERVICES	E-13	1.00	1.00	0.00
MANAGER BUILDING CODE SECTION	E-10	1.00	1.00	0.00
BUILDING PLANS EXAMINER	E-9	1.00	0.00	(1.00)
PLANNER II	E-8	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	2.00	1.00	(1.00)
SENIOR INSPECTION OFFICER	CD-28	3.00	3.00	0.00
INSPECTION OFFICER	CD-26	5.00	4.00	(1.00)
LAND USE PLANNER	CD-16	2.00	2.00	0.00
SENIOR CLERK	A-19	1.00	1.00	0.00
TOTAL PERSONNEL		**18.00**	**15.00**	**(3.00)**

Construction & Development Services Division

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Total Acres Annexed	372	37	3	40
Assessed Valuation in Annexed Areas	$2,870,700	$125,000	$97,879	$130,000
Dwelling Units in Annexed Areas	54	6	3	20
Zoning Applications	99	76	48	50
Zoning Clearances	1,945	1,730	1,729	2,000
Residential Permits	1,730	1,581	2,160	1,950
Commercial Permits	457	339	315	350
Demolitions	109	125	127	100
Plan reviews	806	472	448	500
Total inspections	13,259	10,485	10,157	11,000
Average inspections per day	52	42	40	45
Projects over $1 million/total value	30/$94M	16/$50M	15/$34M	10/$30M

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 seven different areas of focus:

- **CDBG Administration →** Staff perform day to day activities, including planning, formulating applications, reviewing performance, accounting, acquiring land, and conducting environmental assessments. In addition, staff provides assistance to various groups including the Citizen Participation Committee, the Historical Preservation Commission, 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, including housing acquisitions, demolitions, homeless programs, and community assistance program projects and coordinate the efforts of others to bring about economic, physical, and social improvements in selected neighborhoods.

- **Home Program →** Annual Federal housing grant program designed to fund operating and project expenses for Community Housing Development Organizations (CHDO) that rehabilitate housing, offer homesteading opportunities for low-income homebuyers either through new construction or rehabilitation of residential properties, and fund housing rehabilitation for existing low-income homeowners.

2010 Accomplishments →

- Administered the Healthy Neighborhoods program and other renewed or new public service projects; 6 projects were assisted.

- Continued existing rehabilitation programs.

- Code Enforcement provided needed services to the CDBG area, which included the Neighborhood Stabilization census tracts. Three sweeps were completed: Garrison/Coronado-Haskell/Garrison area, Sablewood neighborhood and Ellis Heights.

- Homebuyer assistance was provided to income eligible purchasers. The City successfully applied for an Illinois Housing Development Authority (IHDA) Homebuyer grant with the Rockford Area Affordable Housing Coalition and Neighborhood Housing Services of Freeport. The City will continue to provide technical assistance for this two (2) year grant.

Community Development Business Group

- Continued to work towards the build out of the subdivision at Springfield Corners, Thatcher Blake Riverwalk, 21xx Reed Avenue, Lincolnwood II, Garrison Lofts/Townhomes sites and the sale of scattered site new construction projects.

- Planned, developed and administered programs according to CDBG and HOME Federal requirements. Monitored Human Services' Emergency Solutions (Shelter) Grants Program which provided funds to 4 agencies.

- Sought proposals for Community Housing Development Organizations (CHDO) operating funds and awarded funds to 2 CHDOs. Monitored & completed awards from previous year.

- Monitored for-profit and non-profit new construction and rehabilitation activities.

- Continued partnerships with the Winnebago County Health Department and the Human Services Department in order to address lead based paint hazards and weatherize homes leveraging our federal funds.

- Administered the Neighborhood Stabilization Program partnering with lenders, the Rockford Area Board of Realtors, for-profit and non-profit developers. Leveraged private funds and made a positive impact in the Garrison/Coronado-Haskell neighborhood in particular.

- Directly acquired five properties for the purpose of demolition and/or redevelopment through the Community Development Block Grant program and provided funds to developers under the Neighborhood Stabilization programs for acquisition and redevelopment of property.

- Demolished 44 blighted properties.

- Began the process to redevelop Church School by executing a purchase agreement for the sale and developer applied for tax credits. Continue to work with a developer to secure project financing.

- Continued partnerships with Northwestern IL Area Agency on Aging and Regional Access Mobilization Program and began the administration of the IHDA's Home Modification Program. A grant was submitted to IHDA for a second grant but was not funded.

- Continued to lend our support to outside activities such as the Money Smart Week Campaign and committees associated with the Rockford Area Affordable Housing Coalition and Rockford Area Association of Realtors.

- Continued to administer and report on the accomplishments of the CDBG-R grant and the Neighborhood Stabilization Program1 grant which were granted under the American Recovery and Reinvestment Act of 2009 and HERA of 2008. Began the demolition of Barber Colman Buildings 10 & 19 with CDBG-R funds.

- Completed the 2011 Annual Plan and the Community Annual Performance and Evaluation Report (CAPER) for 2009.

Community Development Business Group

2011 Goals and Objectives →

- Administer the Healthy Neighborhoods program and other renewed or new public service and public facilities and improvements projects representing 4 projects. Additionally, Discovery Center will continue its 21st Century After School Program and the Rockford Area Affordable Housing Coalition will provide pre- and post-purchase counseling services.

- Continue existing housing rehab and new construction programs with a focus on main thoroughfares and expanded area programs assisting 124 units.

- Code Enforcement will continue to provide needed services to Neighborhood Stabilization Areas and other CDBG areas.

- Homebuyer assistance will be provided to purchasers within the Tax Incentive Program, IHDA Homebuyer Assistance Program as well as Community Housing Development Organizations and other City supported projects. A minimum of eight households will be assisted.

- Continue to facilitate the continued build out of the subdivision at Springfield Corners, Thatcher Blake Riverwalk, 21xx Reed Avenue, and the Garrison Lofts/Townhomes sites.

- Plan, develop, and administer programs according to CDBG and HOME Federal requirements. Monitor Human Services' Emergency Solution Grants Program with 4 projects expected.

- Seek proposals for CHDO operating funds and monitor project completion. It is anticipated that 3 organizations will be assisted.

- Provide technical assistance to Freeport NHS and RAAHC in their successful administration of IHDA's Homebuyer Assistance Program.

- Continue partnerships with the Winnebago County Health Department and the Human Services Department in order to address lead based paint hazards and weatherize homes leveraging our federal funds when feasible and funding available.

- Acquire two properties for the purpose of demolition and/or redevelopment through the Community Development Block Grant and provide funds to developers under the Neighborhood Stabilization programs for acquisition of property.

- Demolish 25 blighted properties.

- Begin the redevelopment of Church School, working with a developer.

- Continue to assist elderly and physically disabled persons through a home modification program; reapply for funds through IHDA if the IHDA Home Modification grant is funded again.

Community Development Business Group

- Continue to lend our support to outside activities such as the Money Smart Week Campaign, Bootcamp, Rockford Area Affordable Housing Coalition, Rockford Area Association of Realtors, and other various committees throughout the community.

- Continue to administer and report on the accomplishments of the CDBG-R grant and Neighborhood Stabilization Program1 grant under the American Recovery and Reinvestment Act of 2009 and HERA of 2008.

Economic Development

The Economic Development Program, budgeted at $490,292, is funded by the Community Development Block Grant. Of the total, $353,412 is allocated for program costs, with a transfer for economic development staff, housed in the Planning Division, budgeted at $136,880.

Economic Development funding includes the following:

- $301,412 for the Rehab and Development Assistance program designed to help create development opportunity in the City of Rockford and future projects providing a wage above the threshold median hourly wage to numerous low/moderate income City residents. Also, the loan/grant will be used for projects that have the potential to fill a long-vacant building or site, preferably in one of the City's TIF districts, the City's State certified Enterprise Zone, or one of the previously described strategic areas.
- $22,000 for Minority/Women Business Enterprise training.
- $30,000 for the Self-Employment Training Program that will provide basic entrepreneurial training to low to moderate-income persons in conjunction with Rock Valley College's Small Business Development Center. Projected training is for 80 participants.

Neighborhood Development

Housing programs, budgeted at $3,528,594, are funded from three grant programs: the Community Development Block Grant, $1,910,253; the Home Program, $1,386.368; Emergency Shelter Grants, $92,065; and program income, $68,500.

Neighborhood Development funding includes the following:

- $2,161,832 to assist existing owner occupants and new homebuyers. The funding will be used to make exterior improvements, interior health and safety code items and work needed to remove lead hazards. The City anticipates assisting approximately 74 low-income households once funds are leveraged with HOME funds.
- $489,010 is to fund the code enforcement program, which will address approximately 3,400 self-initiated and neighborhood standards complaints.
- $58,588 for acquisition of property under private ownership. The funds will be used to acquire properties for use for new construction, the Homestead program or demolition program and vacant lots will be used for the development of single-family housing or to improve blighted conditions.
- $26,666 for the Lead Based Paint Hazard Reduction Program as a 10% match that will be provided to the Human Services Department to match a State of Illinois lead-based paint federal

grant. The program is only made available to low-moderate income households. The City anticipates assisting 15 low-moderate income households.

- $299,653 for continuation of the Demolition Program for demolishing abandoned, vacant, or boarded up properties primarily identified by the Focus Area Action Plan and deteriorated properties located near schools, on major thoroughfares, and strategically located scattered sites. The City anticipates the demolition of 25 units/structures.
- $25,000 for the Rockford Area Affordable Housing Coalition for pre-purchase counseling to all participating buyers. Also included is information on employment, repairing credit, savings methods, and the overall home buying process.
- $50,000 to the Discovery Center for an after school program.
- $100,000 in funds will be awarded to neighborhood groups and/or other non-profits to do special projects that serve lower-income individuals/neighborhoods. Projected activity is four units.
- $30,000 for the Ramp Program to build ramps for low-income persons with mobility disabilities. Projected activity is 12 units to be administered by the Rockford Area Mobilization Project.
- $72,973 is to be used by CHDO's for operating expenses. Funding level is for three CHDO's.
- $92,065 is for the Emergency Shelter Grant program, administered by the Human Services Department.

In addition, $524,665 is budgeted for Block Grant general administrative costs which includes $76,002 for Section 108 debt payment if necessary. Funding is from Block Grant, $303,536, the Home Program $101,504, NSP funds, $73,699, and program income, $53,500.

Budget Analysis

CD DEVELOPMENT DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$600,732	$606,250	$523,840	$685,617	$79,367
CONTRACTUAL	728,669	1,116,050	448,358	311,992	(804,058)
SUPPLIES	9,792	8,850	5,973	9,150	300
OTHER	4,130,136	3,209,626	3,609,705	3,536,792	327,166
CAPITAL	0	0	0	0	0
TOTAL	$5,469,329	$4,940,776	$4,587,876	$4,543,551	($397,225)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
	8.75	7.50	7.00	8.00	1.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
CURRENT FUNDS				
COMMUNITY DEVELOPMENT GRANT	$2,101,638	42.3	$2,355,780	52.6
HOME PROGRAM	1,018,339	20.5	1,015,047	22.7
OTHER FEDERAL/STATE	992,310	20.0	92,065	2.1
PROGRAM INCOME	122,000	2.5	122,000	2.7
	4,234,287	85.3	3,584,892	80.1
REPROGRAMMED FUNDS-PRIOR YEARS				
COMMUNITY DEVELOPMENT GRANT	205,680	4.1	422,000	9.4
HOME PROGRAM	524,500	10.5	472,825	10.6
OTHER FEDERAL/STATE	0	0.1	0	-0.1
	730,180	14.7	894,825	19.9
TOTAL	$4,964,467	100.0	$4,479,717	100.0

Community Development Business Group

The 2011 budget is $4,543,551, which is a decrease of $397,200 due to the elimination of $900,000 for Brownfields Grants and a decrease in HOME ($54,900), offset by increases in Administration ($62,800), Economic Development ($283,400), Neighborhood Development ($160,600), and NSP ($73,500) (See sections above).

Personnel costs increased $79,367 (13.1%), due to staffing changes. Increases occurred in salaries ($32,900), health insurance ($36,000), IMRF ($7,800), worker's comp ($2,750), parking ($1,300) and unemployment ($1,000), offset by a decrease in retiree insurance ($2,500).

Non-program contractual expenses decrease $4,700 with adjustments in a number of accounts. Building rental decreases $2,500, vehicle repairs $2,000, telephone $1,700 and printing $1,600 to reflect changes in activity levels. Risk management increases $1,200 and audit $2,500. Supply costs increase $300 to reflect actual expenses for office supplies. Administrative costs, required to not exceed 20% of expenditures, are projected to be 13% for 2011.

Program income is $107,000 for the Block Grant and $15,000 for the HOME program.

Under Federal guidelines, grant years remain open until funds are expended. The Division estimates that at the end of 2010, a total of $894,825 will be reprogrammed for 2011. These reprogrammed funds include $422,000 in prior year Community Development Block Grant Funds, and $472,825 in prior year Home Program funds.

In 2011, the Community Development Business Group spent $4,587,876 or 92.6% of its budgeted allocation. In the past several years, spending has been between 81% and 134% of the budgeted amount.

Capital Equipment

For 2011, the Division will not have any capital purchases.

Five Year Financial Forecast

The 2012-2016 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.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$4,470	$4,604	$4,742	$4,884	$5,031
Expenditures	4,470	4,604	4,742	4,884	5,031
Excess(Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0

Community Development Business Group

Personnel Review

COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION

BENEFITS AND SALARIES	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
SALARY			
PERMANENT	$399,013	$431,880	$32,867
TOTAL SALARIES	$399,013	$431,880	$32,867
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$80,520	$88,363	$7,843
UNEMPLOYMENT TAX	441	1,440	999
WORKMEN'S COMPENSATION	3,216	5,966	2,750
HEALTH INSURANCE	117,494	153,504	36,010
RETIREE HEALTH INSURANCE	2,500	0	(2,500)
LIFE INSURANCE	546	624	78
PARKING BENEFITS	2,520	3,840	1,320
TOTAL BENEFITS	$207,237	$253,737	$46,500
TOTAL COMPENSATION	**$606,250**	**$685,617**	**$79,367**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
DEVELOPMENT PROGRAMS MANAGER	E-10	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST II	E-7	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST I	E-6	1.00	1.00	0.00
HOUSING REHAB SPECIALIST II	E-6	1.00	1.00	0.00
HOUSING REHAB SPECIALIST I	E-5	1.00	1.00	0.00
REHAB CONST SPECIALIST I	CD-15	1.00	2.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
TOTAL PERSONNEL		**7.00**	**8.00**	**1.00**

Performance Measurements

Plans for 2011 forecast similar levels of activity. Selected activity levels for 2008-2011 are illustrated below.

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Housing rehabilitation	132	90	96	124
Homeless programs	4	4	4	5
New construction units	12	10	2	27
Demolitions	31	13	44	25
Public services/facilities, organizations	9	9	7	8
Acquisitions	2	4	5	2
Homebuyer Assistance	13	24	13	8
Tax incentive program	1	0	0	3
Hope VI driveways installed	29	n/a	n/a	n/a

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.

2010 Accomplishments

- The Redevelopment Fund financed the Metro Center Authority operating deficits, provided funds for redevelopment activities, and assisted in financing economic development efforts.

2011 Goals and Objectives

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

Budget Summary

COMMUNITY DEVELOPMENT REDEVELOPMENT FUND

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$9,187	$6,000	$3,230	$6,000	$0
OTHER	5,183,428	3,396,397	3,031,884	3,153,956	(242,441)
TOTAL	$5,192,615	$3,402,397	$3,035,114	$3,159,956	($242,441)

FUNDING SOURCE REDEVELOPMENT SALES TAX	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
MOTEL	$304,500	8.7	$311,300	8.6
PACKAGE	499,100	14.3	512,800	14.2
RESTAURANT	2,691,600	77.0	2,777,900	77.2
SUBTOTAL	3,495,200	100.0	3,602,000	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$3,495,200	100.0	$3,602,000	100.0

Redevelopment Fund

Redevelopment Fund Expenses

Expenses can be broken down into three groups as follows:

- Metro Center subsidy - $450,000
- Debt service – $1,362,761
- All other expenses – $1,373,475

Metro Center Subsidy

- Total 2011 City commitment is $1,050,000 with $450,000 from the Redevelopment Fund and $600,000 from the Tourism Promotion Fund. If the current agreement with the Rockford Area Convention and Visitors Bureau (RACVB) cannot be amended, then the Redevelopment Fund will loan $550,000 in 2010 and $600,000 in 2011 until the current agreement ends. The Tourism Promotion Fund would begin paying its subsidy contribution to the Metro Center in 2012 as well as repaying the Redevelopment Fund the $1,150,000.

Debt Service

- $203,318 for debt service (2000 $4.0 million and 2004 $3.07 million refunding bond issue) for funding improvements associated with the construction of a 33,000 square foot supermarket in the South Rockford Tax Increment Finance District. The initial phase included property acquisition, demolition of existing structures, site work on ten acres, construction, equipment, and tenant improvements. Debt service from 2007 to 2019 will range from $336,018 to $380,513 (Redevelopment share $147,068 to $225,518, with the balance paid from South Rockford TIF).
- $712,000 for debt service on the Coronado. In 1999, the City issued $7,000,000 in bonds for the Coronado Theatre restoration. City financing sources included the Tourism (1999-2003) and Redevelopment Funds as well as amusement and parking taxes at the Coronado Theatre. The Redevelopment Fund will pay the balance of the debt service due after the application of the two taxes. Debt service from 2007 to 2017 will range from $545,075 to $988,880.
- $5,575 net (2011 debt service $1,836,575) for debt service on the Metro Center. In 2007, the City issued $23 million in bonds for remodeling the Metro Center and acquiring an AHL franchise. Financing for debt repayment includes assistance from Winnebago County ($460,000), the Redevelopment Fund ($5,575), and the 2009 $8.065 Metro Center taxable refunding issue ($1,371,000).
- $441,868 for debt service on the 2009 $8.065 Metro Center taxable refunding issue. Designed to abate 2009 – 2014 debt service for the 2007 issue, debt service from 2009 through 2026, funded from the Redevelopment Fund, will range from $441,868 to $1,229,868.

All Other Expenses

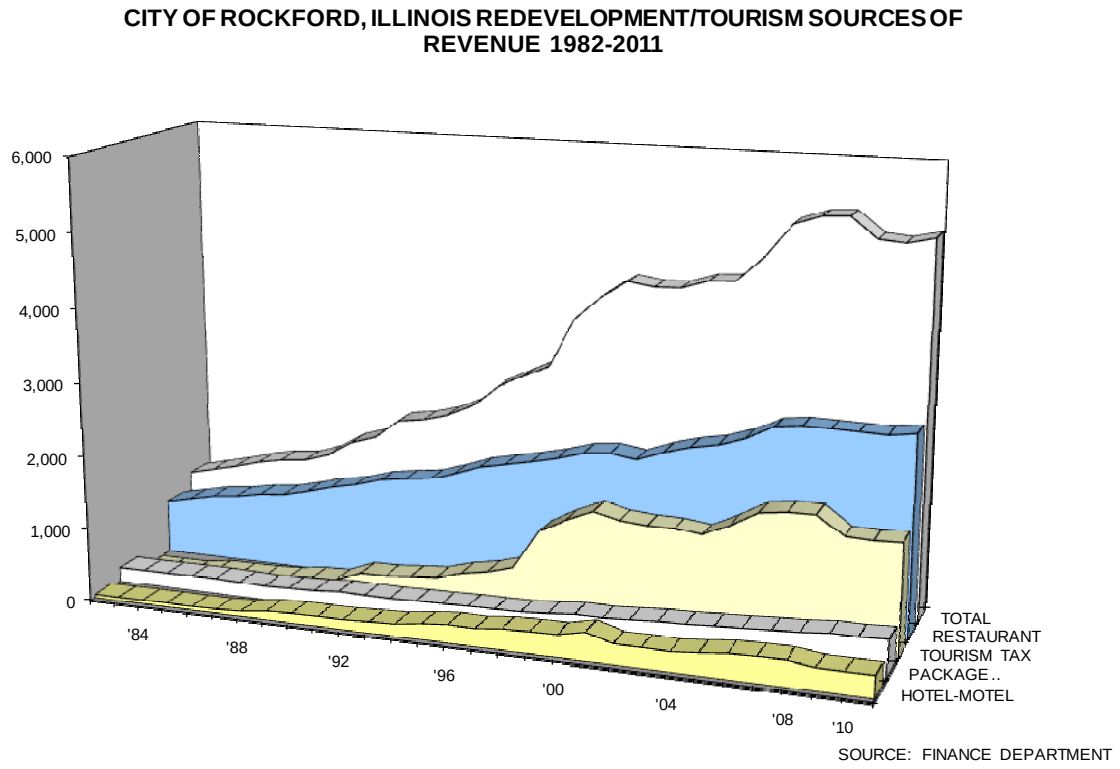
- $100,000 is provided to RACVB. The County and the City levy a tax on motel accommodations, three percent by the County and six percent by the City. The County passes the entire amount to the Bureau while the City keeps one percent for redevelopment efforts. The remaining five percent is sent to the Bureau. With the annexation of four motels into the City in 1988, the City agreed to transfer the other one percent (for these four motels only) from the Redevelopment Fund to the Bureau.

Redevelopment Fund

- $200,000 to the Rockford Area Economic Development Council (RAEDC) to continue economic development efforts and industrial park marketing.
- $150,000 for Coronado Performing Arts Center's annual assistance (2008-2013).
- $26,000 will be reimbursed to the Public Works Water Division for the Millennium Fountain maintenance.
- $671,200 is transferred to the Public Works Property Division for staff services for building maintenance at the Coronado Theater ($300,700), Festival Park ($66,000), the Armory ($52,500), Barber Colman ($84,700), and Ingersoll ($167,300).
- $6,000 is budgeted for contractual expenses.
- $108,100 is for tax collection cost reimbursement.
- $112,175 is for interest expense.

Budget Analysis

2009 tax revenue, budgeted at $3,658,300, was $3,506,778 at year's end, a loss of $151,500 (-4.1%) from the budget and an increase of $24,000 (-0.7%) from the 2008 actual. Tax revenue for 2010, budgeted at $3,495,200, is estimated at $3,457,000, a loss of $38,200 (-1.1%), a decrease of $201,300 (-5.5%) from the 2009 budget of $3,658,300 and a decrease of $49,800 (-1.4%) from 2009's actual.



Assumptions for revenue growth are 1% for motels (8.7%), 3% for package liquor (14.4%), and 2% for restaurants (76.9%) for a total of 2.1%. Growth in the last five years has ranged as follows: motels, -14.1% to 2.8%, package liquor, -0.4% to 7.1%, restaurants, -0.3% to 2.0%, and the three combined, -0.6% to 2.2%. 2011 income is estimated to be $3,528,000, an increase of $32,800 (0.9%) from the 2010 budget and an increase of $71,000 (2.7%) from the estimated 2010 actual.

Redevelopment Fund

The restructuring of the 2007 taxable debt as well as the elimination of $50,000 in expense, the deferral of $150,000 in expense, and the payment of $1,079,764 of debt service from other funds was a significant restructuring for this fund for 2009. 2010 included the elimination of $695,900 in previous expense.

In 2010, the Redevelopment Fund spent $3,035,114 or 89.2% of the budgeted allocation. In the past several years, 89% to 131% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 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 and the slowing economy. The refinancing and the structural changes made in 2009 should insure the long term viability of this fund.

REDEVELOPMENT FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$3,676	$3,752	$3,829	$3,908	$3,989
Expenses	3,020	3,040	4,362	4,411	4,456
Excess (Deficit)	656	712	(533)	(503)	(467)
Beginning Balance	(2,252)	(1,596)	(884)	(1,417)	(1,920)
Ending Balance	($1,596)	($884)	($1,417)	($1,920)	($2,387)

Community Development 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. 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.

2010 Accomplishments →

- The Bureau continues to collaborate with important Rockford attractions, events, hotels and restaurants to attract visitors.
- The sales team secured bookings for meetings, tournaments and events that took place at Rockford hotels and facilities. These bookings filled hotel rooms resulting in additional spending in the region.
- Rockin' Summer and Winter Rocks leisure marketing campaigns, which RACVB is a partner, have continued to drive awareness of Rockford's tourism and quality of life assets among local residents and potential visitors.

2011 Goals and Objectives →

- 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).

Community Development Tourism Promotion Fund

Budget Summary

COMMUNITY DEVELOPMENT TOURISM PROMOTION FUND

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
TRANSFER TO RACVB	$1,408,034	$1,103,300	$1,054,449	$837,300	($266,000)
RAVE SUBSIDY	0	0	350,000	600,000	600,000
PURCHASE OF SERVICES	99,700	119,200	119,200	119,200	0
TOTAL	$1,507,734	$1,222,500	$1,523,649	$1,556,500	$334,000

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
TOURISM PROMOTION SALES TAX	$1,522,500	100.0	$1,556,500	100.0
TOTAL	$1,522,500	100.0	$1,556,500	100.0

Budget Analysis

Tax revenue for 2010, budgeted at $1,522,500, was $1,541,578, an increase of $19,080 (1.3%), a decrease of $327,900 (-17.5%) from the 2009 budget of $1,869,500 and an increase of $33,800 from 2009's actual. 2011 income is estimated to be $1,556,500, an increase of $34,000 (2.2%) from the 2010 budget of $1,522,500 and an increase of $14,900 (0.9%) from the 2010 actual of $1,541,578. Expenses in 2011 include $1,800 for collection costs, $117,400 for City tourism costs, $600,000 to RAVE for the operating subsidy and the balance ($837,300) to the Rockford Area Convention and Visitor's Bureau for operating expenses.

In 2010, the Tourism Promotion Fund spent $1,523,649 or 124.6% of its budgeted allocation. In the past several years, 81% to 125% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 five year forecast assumes motel revenue growth at two percent annually and appropriation of all income to the Visitors Bureau except for City reimbursements.

TOURISM PROMOTION FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$1,489	$1,504	$1,519	$1,534	$1,550
Expenses	1,489	1,504	1,519	1,534	1,550
Excess (Deficit)	0	0	0	0	0
Beginning Balance	76	76	76	76	76
Ending Balance	$76	$76	$76	$76	$76

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 Retail TIF Districts, East Side, East River, West Side #1 and #2, River North, South Rockford, Assisted Living, State and Kilburn, State and Central, Springfield Corners, North Main, Main and Auburn, Main and Whitman, Seventh Street, Midtown, Broadway, and State and Alpine.

2010 Accomplishments →

- Provided financial assistance to the River District Association and Miracle Mile Rockford to support marketing of TIF Districts.
- Continued to market TIF Districts at trade shows.
- Helped with Great Downtown Open House tour event of 12 downtown residential properties simultaneously.
- Supported the Lantow Lofts project developed by Zion Development Corporation by providing TIF funding for the rehabilitation of the Katie's Cup community room at 502 7th Street.
- Created two new TIF Districts: Broadway and East River.

2011 Goals and Objectives →

- Continue to seek new investment and redevelopment opportunities.
- Work with other organizations including River District Association, Miracle Mile Rockford, and the Element to develop and implement marketing strategies.
- Use TIF funds to leverage other funding sources like Brownfields Economic Development Initiative (BEDI), HUD Section 108 loans, and Federal historic preservation tax credits.

Retail Tax Increment Financing Districts

Budget Summary

COMMUNITY DEVELOPMENT EAST SIDE TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$6,457	$10,000	$20,000	$10,000	$0
OTHER	1,099,974	415,963	320,178	332,150	(83,813)
TOTAL	$1,106,431	$425,963	$340,178	$342,150	($83,813)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$348,070	99.7	$348,042	100.0
INTEREST INCOME	1,200	0.3	0	0.0
TOTAL	$349,270	100.0	$348,042	100.0

COMMUNITY DEVELOPMENT EAST RIVER TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	0	303,169	267,605	52,689	(250,480)
TOTAL	$0	$303,169	$267,605	$52,689	($250,480)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$46,500	0.0	$116,568	0.0
INTEREST INCOME	423	0.0	1,687	0.0
TOTAL	$46,923	0.0	$118,255	0.0

COMMUNITY DEVELOPMENT WEST SIDE TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$394	$0	$0	$0	$0
OTHER	183,342	678,186	643,614	435,473	(242,713)
TOTAL	$183,736	$678,186	$643,614	$435,473	($242,713)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$404,390	100.0	404,387	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$404,390	100.0	$404,387	100.0

Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT WEST SIDE 2 TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$2,500	$0	$0	$0	$0
OTHER	907	700	0	355	(345)
TOTAL	$3,407	$700	$0	$355	($345)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$9,990	0.0	$10,000	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$9,990	0.0	$10,000	100.0

COMMUNITY DEVELOPMENT RIVER NORTH TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$100,000	$0	$0	$0	$0
OTHER	38,004	28,913	270,989	133,324	104,411
TOTAL	$138,004	$28,913	$270,989	$133,324	$104,411

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$79,700	100.0	$100,976	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$79,700	100.0	$100,976	100.0

COMMUNITY DEVELOPMENT SOUTH ROCKFORD TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$144	$0	$0	$0	$0
OTHER	338,018	175,494	173,037	175,494	0
TOTAL	$338,162	$175,494	$173,037	$175,494	$0

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$128,453	100.0	$126,948	99.9
INTEREST INCOME	0	0.0	100	0.1
TOTAL	$128,453	100.0	$127,048	100.0

Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT ASSISTED LIVING TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$0	0.0	$40	0.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$0	0.0	$40	0.0

COMMUNITY DEVELOPMENT STATE KILBURN TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	1,439	833	0	0	($833)
TOTAL	$1,439	$833	$0	$0	($833)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$23,760	100.0	$23,300	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$23,760	100.0	$23,300	100.0

COMMUNITY DEVELOPMENT STATE CENTRAL TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$11,286	$0	$0	$0	$0
OTHER	398,134	250,000	250,000	250,746	746
TOTAL	$409,420	$250,000	$250,000	$250,746	$746

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$250,740	99.3	$250,700	100.0
INTEREST INCOME	1,800	0.7	0	0.0
TOTAL	$252,540	100.0	$250,700	100.0

Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT SPRINGFIELD CORNERS TAX INCEMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$198,632	$330,338	$1,532,705	$314,847	($15,491)
TOTAL	$198,632	$330,338	$1,532,705	$314,847	($15,491)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$411,100	100.0	$390,341	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$411,100	100.0	$390,341	100.0

COMMUNITY DEVELOPMENT NORTH MAIN STREET TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	79,468	80,346	68,963	176,920	107,957
TOTAL	$79,468	$80,346	$68,963	$176,920	$107,957

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$76,680	100.0	$86,232	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$76,680	100.0	$86,232	100.0

COMMUNITY DEVELOPMENT MAIN AUBURN TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$25	$0	$0	$0	$0
OTHER	156	5,000	0	10,000	5,000
TOTAL	$181	$5,000	$0	$10,000	$5,000

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$20,030	0.0	$20,000	95.2
INTEREST INCOME	0	0.0	1,000	4.8
TOTAL	$20,030	0.0	$21,000	100.0

Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT MAIN WHITMAN TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$101,386	$101,386	$0	($101,386)
OTHER	1,467,781	5,265	0	105,151	99,886
TOTAL	$1,467,781	$106,651	$101,386	$105,151	($1,500)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$41,580	100.0	$77,900	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$41,580	100.0	$77,900	100.0

COMMUNITY DEVELOPMENT SEVENTH STREET TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$1,762	$10,300	$425	$10,300	$0
OTHER	1,932,032	1,628,170	1,598,921	1,144,120	(484,050)
TOTAL	$1,933,794	$1,638,470	$1,599,346	$1,154,420	($484,050)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$1,044,600	98.0	$1,056,661	99.3
INTEREST INCOME	21,100	2.0	7,000	0.7
TOTAL	$1,065,700	100.0	$1,063,661	100.0

COMMUNITY DEVELOPMENT MIDTOWN TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	0	165,000	165,000	31,127	(133,873)
TOTAL	$0	$165,000	$165,000	$31,127	($133,873)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$65,210	97.0	$65,860	100.0
INTEREST INCOME	2,000	3.0	0	0.0
TOTAL	$67,210	100.0	$65,860	100.0

Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT BROADWAY TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	135,000	25,000	0	2,100	(22,900)
TOTAL	$135,000	$25,000	$0	$2,100	($22,900)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$52,360	100.0	$52,884	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$52,360	100.0	$52,884	100.0

COMMUNITY DEVELOPMENT STATE ALPINE TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$2,853	$12,000	$0	$12,000	$0
OTHER	253,796	340,429	300,000	310,429	(30,000)
TOTAL	$256,649	$352,429	$300,000	$322,429	($30,000)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$262,530	0.0	$265,200	98.9
INTEREST INCOME	7,000	0.0	3,000	1.1
TOTAL	$269,530	0.0	$268,200	100.0

Budget Analysis

This 17 district group collectively runs a deficit until 2012, turns positive, and then again runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of $960,000 and an estimated ending deficit of $287,000 in 2026, and Main Whitman, a high deficit year of $519,000 (2025) and an estimated ending deficit of $54,000 in 2031.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

Deficit reduction action was taken in two areas for 2009. For the near downtown area, adjustments were made among the Seventh Street, East River, South Rockford, East Side, and West Side #1 districts. In addition, $300,000 was transferred from the State and Central district to Springfield Corners. An additional $2.2 million will need to be transferred from 2010 through 2018 from the former to the latter.

Retail Tax Increment Financing Districts

No long term financing is planned for 2011.

Five Year Financial Forecasts

The 2012-2016 five-year forecasts assume no 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.

EAST SIDE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$348	$350	$350	$350	$350
Expenditures	156	352	352	352	429
Excess (Deficit)	192	(2)	(2)	(2)	(78)
Beginning Balance	(109)	83	82	80	78
Ending Balance	$83	$82	$80	$78	($0)

EAST RIVER TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$119	$121	$123	$124	$124
Expenditures	79	103	127	126	125
Excess (Deficit)	40	18	(4)	(2)	(1)
Beginning Balance	92	132	150	146	143
Ending Balance	$132	$150	$146	$144	$142

WEST SIDE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

.

	2012	2013	2014	2015	2016
Revenues	$404	$407	$414	$414	$414
Expenditures	214	210	411	411	682
Excess (Deficit)	190	196	3	2	(268)
Beginning Balance	(123)	67	263	266	268
Ending Balance	$67	$263	$266	$268	$0

WEST SIDE 2 TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$10	$10	$11	$11	$11
Expenditures	0	0	10	10	10
Excess (Deficit)	10	10	1	1	1
Beginning Balance	1	11	21	22	23
Ending Balance	$11	$21	$22	$23	$24

RIVER NORTH TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$110	$114	$117	$120	$122
Expenditures	26	76	75	130	129
Excess (Deficit)	84	38	42	(10)	(7)
Beginning Balance	392	476	515	556	546
Ending Balance	$476	$514	$557	$546	$539

Retail Tax Increment Financing Districts

SOUTH ROCKFORD TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$129	$129	$129	$130	$130
Expenditures	172	174	176	178	180
Excess (Deficit)	(44)	(45)	(47)	(48)	(50)
Beginning Balance	(44)	(88)	(133)	(179)	(228)
Ending Balance	($88)	($133)	($179)	($228)	($278)

ASSISTED LIVING TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$0	$0	$0	$0	$0
Expenditures	0	0	0	0	0
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0

STATE KILBURN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$24	$25	$26	$28	$29
Expenditures	0	0	0	0	0
Excess (Deficit)	24	25	26	28	29
Beginning Balance	22	47	72	98	126
Ending Balance	$46	$72	$98	$126	$155

STATE CENTRAL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$251	$251	$251	$251	$251
Expenditures	250	250	250	250	250
Excess (Deficit)	1	1	1	1	1
Beginning Balance	(8)	(8)	(8)	(7)	(7)
Ending Balance	($7)	($7)	($7)	($6)	($6)

SPRINGFIELD CORNERS TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$418	$421	$424	$570	$577
Expenditures	451	472	467	486	474
Excess (Deficit)	(33)	(51)	(43)	84	103
Beginning Balance	(257)	(290)	(341)	(384)	(300)
Ending Balance	($290)	($341)	($384)	($300)	($197)

NORTH MAIN STREET TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$92	$143	$147	$151	$155
Expenditures	180	179	226	223	219
Excess (Deficit)	(88)	(36)	(79)	(72)	(64)
Beginning Balance	(420)	(508)	(544)	(623)	(695)
Ending Balance	($508)	($544)	($623)	($695)	($760)

Retail Tax Increment Financing Districts

MAIN AUBURN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$21	$22	$22	$22	$22
Expenditures	10	20	25	25	25
Excess (Deficit)	11	2	(3)	(3)	(3)
Beginning Balance	40	52	53	50	47
Ending Balance	$51	$54	$50	$47	$44

MAIN WHITMAN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$80	$84	$87	$91	$95
Expenditures	108	107	106	125	124
Excess (Deficit)	(28)	(23)	(19)	(34)	(29)
Beginning Balance	(256)	(283)	(307)	(326)	(360)
Ending Balance	($284)	($306)	($326)	($360)	($389)

7TH STREET TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$1,067	$1,069	$1,069	$1,070	$1,069
Expenditures	1,034	1,048	1,045	1,119	1,298
Excess (Deficit)	34	20	24	(49)	(230)
Beginning Balance	200	234	255	279	230
Ending Balance	$234	$255	$279	$230	$0

MIDTOWN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$70	$71	$72	$74	$75
Expenditures	50	50	50	50	50
Excess (Deficit)	20	21	22	24	25
Beginning Balance	89	109	130	152	176
Ending Balance	$109	$130	$152	$176	$201

BROADWAY TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$53	$54	$55	$56	$56
Expenditures	1	25	50	50	50
Excess (Deficit)	52	29	5	6	6
Beginning Balance	(57)	(5)	24	29	35
Ending Balance	($5)	$24	$29	$35	$41

Retail Tax Increment Financing Districts

STATE ALPINE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$275	$276	$280	$283	$287
Expenditures	305	255	260	257	240
Excess (Deficit)	(30)	21	20	26	47
Beginning Balance	189	158	179	198	224
Ending Balance	$159	$179	$199	$224	$271

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 six industrial TIF Districts, Kishwaukee-Harrison #1 and #2, Preston and Central, Rockford Global Trade Park #1, #2, #3.

2010 Accomplishments →

- Completed reconstruction projects for Kishwaukee Street and Kishwaukee Bridge.
- Continued implementation of Kishwaukee Corridor Study recommendations.
- Continued to coordinate Kishwaukee Corridor Empowerment Group.
- Continued cooperative marketing plan for industrial TIFs with RAEDC.
- Expanded boundary of Global TradePark TIF #1.
- Continued evaluation of creating Global TradePark South Redevelopment Planning Area.
- Advocated successfully for extension of Industrial Jobs Recovery Act.
- Completed negotiations for annexation boundary and utility agreement with Village of Davis Junction.
- Completed employee training activities for companies in Global Trade Park and Kishwaukee Harrison districts.
- Demolished buildings 10 and 19 at Barber Colman.
- Completed construction of Wanxiang's 40,000 square foot solar panel manufacturing facility.
- Commenced construction of Rockford Solar Partners' 200 acre solar farm.

Industrial Tax Increment Financing Districts

- Haldex Hydrolics Corporation relocated machine tools creating eight new jobs, retaining 31 and investing $5 million.

- Ingersoll Machine Tool created new wind energy business with 87 new jobs, retained 69 jobs, and invested $12 million.

- Ring Container Tech added 8,000 square feet, retaining 30 jobs and investing $7.5 million.

- Pyramid Plastics, Inc added new machinery, creating 15 new jobs, retaining 40 and investing $500,000.

- ABI, Inc added 25,000 square feet, creating 16 jobs, retaining four and investing $1.07 million.

- Arntzen Corp. added new 4,500 square feet office, retaining 35 jobs and investing $1.05 million.

- Phoenix Investors Purchased Amerock Bldg at 4000 Auburn, created 25 jobs, retained 25 jobs and invested $2.9 million.

- Railroad Construction Equipment committed to add 11,000 square feet, create 15 jobs, retain 12 jobs and invest $750,000.

- Provided assistance to Global Display Solutions, Brew House, Cellusuede Products Inc, Navistar, Reload/Watco, Gates Corp, Testors, Driveline Systems, American Colloid Co: Jacobson Warehousing, Goeller Inc: Gfi Metal treating, B/E Aerospace, Arntzen Corp, UPS, Flow-EZE Co: Rockford Products, and W.A. Whitney:

2011 Goals & Objectives →

- Begin construction of Logistics Parkway extension.

- Begin construction of RockAero Park/Faith Center Church intersection/access road.

- Continue implementation of Kishwaukee Corridor Study recommendations.

- Continue to coordinate Kishwaukee Corridor Empowerment Group.

- Construct new Rockford Global TradePark sign.

- Continue cooperative marketing plan for industrial TIFs with RAEDC.

- Continue evaluation of creating Global TradePark South Redevelopment Planning Area.

- Initiate annexation of Gensler and Wolfenberger properties.

- Eliminate three sources of blight in industrial TIFs.

Industrial Tax Increment Financing Districts

- Attract four new companies to industrial TIFs.
- Assist four existing companies to expand in industrial TIFs.
- Provide assistance to six existing companies in industrial TIFs.

Budget Summary

COMMUNITY DEVELOPMENT GLOBAL TRADE PARK TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$3,027	$13,500	$2,691	$10,000	($3,500)
OTHER	1,684,058	750,463	754,988	809,168	58,705
TOTAL	$1,687,085	$763,963	$757,679	$819,168	$55,205

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$884,887	100.0	$1,079,000	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$884,887	100.0	$1,079,000	100.0

COMM DEV GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$6,688	$0	$1,787	$0	$0
OTHER	215,169	133,700	100,000	236,000	102,300
TOTAL	$221,857	$133,700	$101,787	$236,000	$102,300

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$211,200	0.0	$193,600	98.3
INTEREST INCOME	403	0.0	3,371	1.7
TOTAL	$211,603	0.0	$196,971	100.0

Industrial Tax Increment Financing Districts

COMM DEV GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	75,000	50,000	50,000	100,000	50,000
TOTAL	$75,000	$50,000	$50,000	$100,000	$50,000

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$135,100	0.0	$138,900	98.2
INTEREST INCOME	312	0.0	2,532	1.8
TOTAL	$135,412	0.0	$141,432	100.0

COMMUNITY DEVELOPMENT PRESTON CENTRAL TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$28,544	$0	$0
OTHER	105,267	142,702	105,600	135,454	(7,248)
TOTAL	$105,267	$142,702	$134,144	$135,454	($7,248)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$20,900	100.0	$37,300	27.5
OTHER	0	0.0	98,300	72.5
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$20,900	100.0	$135,600	100.0

COMMUNITY DEVELOPMENT KISHWAUKEE HARRISON TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	29,796	45,050	33,273	46,239	1,189
TOTAL	$29,796	$45,050	$33,273	$46,239	$1,189

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$53,000	97.6	$54,399	99.2
INTEREST INCOME	1,327	2.4	416	0.8
TOTAL	$54,327	100.0	$54,815	100.0

Industrial Tax Increment Financing Districts

COMMUNITY DEVELOPMENT KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$0	$0
OTHER	0	100	0	100	0
TOTAL	$0	$100	$0	$100	$0

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$245	100.0	$253	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$245	100.0	$253	100.0

Budget Analysis

This six district group collectively runs a deficit for the entire period, a low of $0.7 million in 2012 and a high of $2.7 million in 2031. This is entirely due to the Preston and Central TIF District which has had not only cost overruns during site preparation but also delays in the project being initiated. Given the most optimistic outlook, this project could have several phases and change the current financial estimate. Until development occurs on the site, thereby producing increment, debt service payments will be reimbursed by Liebovich.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

Deficit reduction actions taken in 2009 and 2010 included steps in the three Global Trade Park TIF Districts. For 2011, $200,000 will be transferred from Trade Park #2 and $100,000 from Trade Park #3 to Trade Park #1. Additional transfers will be made in 2012 to address the Trade Park #1 deficit.

No long term financing is planned for 2011.

Five Year Financial Forecasts

The 2012-2016 five-year forecasts assume no 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.

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK TIF #1 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$1,096	$819	$835	$850	$869
Expenditures	824	834	882	773	1,033
Excess (Deficit)	272	(15)	(47)	77	(164)
Beginning Balance	71	343	328	281	358
Ending Balance	$343	$328	$281	$358	$194

GLOBAL TRADE PARK TIF #2 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$198	$199	$203	$205	$207
Expenditures	236	137	187	188	188
Excess (Deficit)	(38)	62	16	17	19
Beginning Balance	96	57	120	135	152
Ending Balance	$58	$119	$136	$152	$171

GLOBAL TRADE PARK TIF #3 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$144	$146	$148	$149	$150
Expenditures	100	150	150	150	150
Excess (Deficit)	44	(4)	(2)	(1)	0
Beginning Balance	143	187	183	181	180
Ending Balance	$187	$183	$181	$180	$180

PRESTON CENTRAL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$38	$70	$72	$73	$74
Expenditures	133	134	134	134	134
Excess (Deficit)	(95)	(64)	(62)	(61)	(60)
Beginning Balance	(1,122)	(1,218)	(1,282)	(1,345)	(1,406)
Ending Balance	($1,217)	($1,282)	($1,344)	($1,406)	($1,466)

KISHWAUKEE HARRISON TIF #1 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$56	$56	$57	$58	$59
Expenditures	47	47	48	48	49
Excess (Deficit)	9	9	9	10	10
Beginning Balance	25	34	43	53	63
Ending Balance	$34	$43	$53	$63	$73

KISHWAUKEE HARRISON TIF #2 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$0	$0	$0	$0	$0
Expenditures	0	0	0	0	0
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	1	1	1	1
Ending Balance	$1	$1	$1	$1	$1

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 residential TIFs include Lincolnwood #1 and #2, Hope 6, Garrison, River Oaks, and Jackson School.

2010 Accomplishments

- At Thatcher Blake RiverWalk, no additional units have been constructed above the 16 currently built out. There are two models to view and the prices have been reduced. Of the 16 units, 8 units have been sold and there are 2 pending sales.

- There is one lot left to sell at Lincolnwood II. This lot/home must be presold prior to the start of construction.

- Construction began on five lots at the Springfield Corners Subdivision. Two of the five homes are completed and occupied. The construction is stalled on the remaining three lots due to the sluggish market.

- Garrison Lofts (School & Gym) still enjoys very high occupancy rates on all completed units. The developer is about to begin construction on an additional unit as demand remains strong. The developer has also acquired several additional properties for rehab in the neighborhood. Their presence and positive affect grows each year despite the dismal realities of real estate in general.

- Garrison Town Homes has recently completed two additional model units and they have regular traffic. They had an October Fest themed open house to show off the models, the considerable work completed to the remaining shell units and the grounds. Items include; Additional stoops, garage spaces, blacktop, landscaping, lighting and general curb appeal. One town home has been sold.

- 21XX Reed is currently available for sale. There is an interested party but no contracts have been executed for the sale of the lot.

Residential Tax Increment Financing Districts

2011 Goals and Objectives

- Facilitate through marketing efforts and the provision of incentives, the continued build out of the Springfield Corners Subdivision, Thatcher Blake RiverWalk, 21xx Reed Avenue, and the Garrison Lofts/Townhomes sites. The developers with lots/homes to sell are hopeful that the market will improve and they will sell additional units in 2011.

- The Garrison Townhome units are being listed as for sale or lease due to the high demand for upscale residential housing the development has experienced. While the long term strategy is to sell the townhomes, short term leases will provide the cash flow needed to justify the completion of additional units until the market fully recovers.

- Once the remaining units of Thatcher Blake Condos are sold (8 units), the developer intends to proceed with the new construction of additional units. This will be market driven.

- The one remaining unit in Lincolnwood Estates II will be sold and this TIF project will be completed.

- The developer at Springfield Estates will also continue to build out on the remaining lots once the housing market improves.

Budget Summary

COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #1

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$96,688	$45,688	$45,688	$44,688	($1,000)
TOTAL	$96,688	$45,688	$45,688	$44,688	($1,000)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$75,500	96.2	$76,800	96.2
INTEREST INCOME	3,000	3.8	3,000	3.8
TOTAL	$78,500	100.0	$79,800	100.0

Residential Tax Increment Financing Districts

COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #2

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$25,239	$23,631	$23,631	$48,631	$25,000
TOTAL	$25,239	$23,631	$23,631	$48,631	$25,000

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$47,000	98.3	$54,600	97.7
INTEREST INCOME	800	1.7	1,300	2.3
TOTAL	$47,800	100.0	$55,900	100.0

COMMUNITY DEVELOPMENT HOPE SIX TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$127,638	$118,115	$129,119	$265,808	$147,693
TOTAL	$127,638	$118,115	$129,119	$265,808	$147,693

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$182,990	100.0	$181,530	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$182,990	100.0	$181,530	100.0

COMMUNITY DEVELOPMENT GARRISON TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$72,891	$74,415	$64,463	$71,802	($2,613)
TOTAL	$72,891	$74,415	$64,463	$71,802	($2,613)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$51,800	100.0	$53,000	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$51,800	100.0	$53,000	100.0

Residential Tax Increment Financing Districts

COMMUNITY DEVELOPMENT RIVER OAKS TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
OTHER	$191,550	$317,706	$298,588	$309,844	($7,862)
TOTAL	$191,550	$317,706	$298,588	$309,844	($7,862)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$71,300	100.0	$73,000	100.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$71,300	100.0	$73,000	100.0

COMMUNITY DEVELOPMENT JACKSON SCHOOL TAX INCREMENT FINANCING DISTRICT

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$0	$0	$0	$75,000	$75,000
OTHER	22,000	212,000	206,063	67,735	(144,265)
TOTAL	$22,000	$212,000	$206,063	$142,735	($69,265)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
TAX INCREMENT	$121,400	96.3	$143,385	98.7
INTEREST INCOME	4,700	3.7	1,900	1.3
TOTAL	$126,100	100.0	$145,285	100.0

Budget Analysis

This six district group collectively runs a deficit until 2026 ranging from $1.2 million in 2011 to $2.7 million in 2019. The deficit generators are Hope 6, a high deficit year (2023) of $820,000 before turning positive in 2027, Garrison, a high deficit year (2023) of $650,000 before turning positive in 2027, and River Oaks, a high deficit year (2019) of $1.8 million before turning positive in 2025.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

No long term financing is planned for 2011.

Residential Tax Increment Financing Districts

Five Year Financial Forecast

The 2012-2016 five-year forecasts assume no 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 TIF FUND #1 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$82	$82	$82	$82	$82
Expenditures	69	92	89	86	83
Excess (Deficit)	13	(10)	(7)	(4)	(1)
Beginning Balance	144	157	148	141	137
Ending Balance	$157	$147	$141	$137	$136

LINCOLNWOOD TIF FUND #2 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	55	55	55	54	53
Expenditures	48	72	80	67	65
Excess (Deficit)	7	(17)	(25)	(13)	(12)
Beginning Balance	56	63	47	22	9
Ending Balance	63	46	22	9	(3)

HOPE SIX TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$186	$193	$199	$207	$214
Expenditures	262	259	279	274	269
Excess (Deficit)	(76)	(66)	(80)	(67)	(55)
Beginning Balance	(203)	(280)	(346)	(426)	(494)
Ending Balance	($280)	($347)	($426)	($493)	($549)

GARRISON TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$144	$139	$142	$145	$148
Expenditures	76	174	171	168	164
Excess (Deficit)	68	(35)	(29)	(23)	(16)
Beginning Balance	(327)	(259)	(294)	(323)	(345)
Ending Balance	($259)	($294)	($323)	($346)	($361)

RIVER OAKS TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$75	$77	$79	$345	$353
Expenditures	319	344	345	345	361
Excess (Deficit)	(244)	(267)	(266)	0	(8)
Beginning Balance	(1,037)	(1,281)	(1,548)	(1,814)	(1,814)
Ending Balance	(1,281)	(1,548)	(1,814)	(1,814)	(1,822)

Residential Tax Increment Financing Districts

JACKSON SCHOOL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$153	$155	$157	$159	$162
Expenditures	167	166	165	164	163
Excess (Deficit)	(14)	(11)	(8)	(5)	(1)
Beginning Balance	168	154	143	135	130
Ending Balance	$154	$143	$135	$130	$129

Community Development 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, composting, recycling, and technical and financial services.

- **Collection and Disposal**→ Provides weekly unlimited collection to all residential buildings of four units or less through a private contractor.

- **Composting Program**→ Contractor collects yard wastes, including leaves, grass, and pruning, and composts them at a City owned landfill site and uses material for landfill cover.

- **Recycling Program**→ Provides curbside recycling as part of regular weekly collection. Residents can recycle 32 items and Christmas trees are recycled seasonally.

- **Technical and Financial Services**→ Purchase of service for contract monitoring, billing and collecting, and reimbursement for street cleaning services are included.

Fund and Rate Information

- Contracts for collection and disposal of solid waste extend to 2013 with contract annual price changes tied to Consumer Price Index (CPI), both positive and negative, not to exceed 4% per year.

- City Council approved a two year increase, $3.00 per month, to $14.20 effective January 1, 2010. At the end of 2011, rates will be reviewed.

Community Development Sanitation Fund

Budget Summary

COMMUNITY DEVELOPMENT SANITATION DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$768	$0	$0	$0	$0
CONTRACTUAL	6,882,379	7,288,405	6,567,498	7,138,632	(149,773)
SUPPLIES	1,439	25,500	1,100	500	(25,000)
OTHER	1,613,244	1,293,600	1,293,600	1,367,775	74,175
TOTAL	$8,497,830	$8,607,505	$7,862,198	$8,506,907	($100,598)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	1.00	0.00	0.00	0.00	0.00

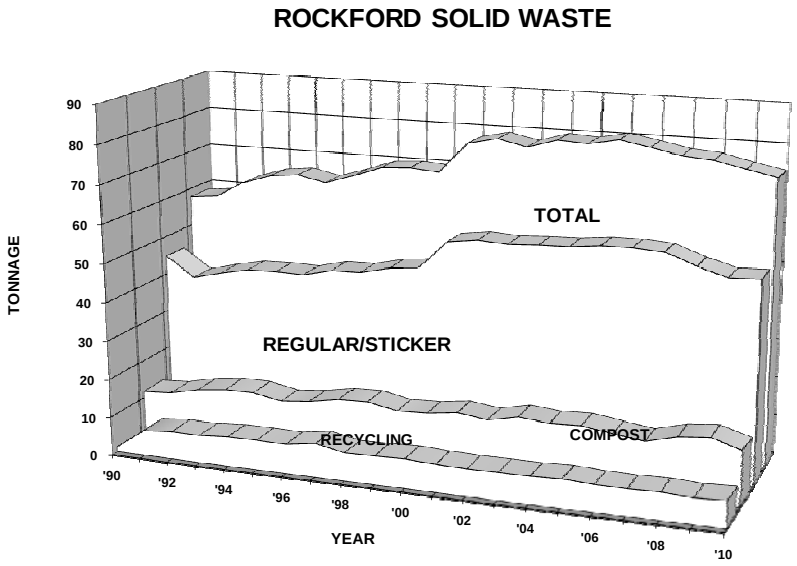
FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
SANITATION	$21,000	0.2	$21,000	0.2
FRINGE BENEFIT REIMBURSEMENT	700	0.0	700	0.0
USER FEE	8,463,800	99.1	8,571,100	99.1
LANDFILL RENT	15,400	0.2	15,400	0.2
INTEREST INCOME	41,400	0.5	39,000	0.5
TOTAL	$8,542,300	100.0	$8,647,200	100.0

Budget Analysis

The contractual budget for collection and disposal costs will decrease $128,800 or 1.8% from the previous year. Rate increases change by the CPI; 2010 CPI (to be released mid January 2011) is estimated to be 2.5%. The collection rate will increase from $64.46 to $66.07 per ton while the disposal rate will rise from $36.93 to $37.85 per ton. Estimated 2010 tonnage is 73,650, 5,850 tons less than the budgeted 79,500 while 2011's projected 74,820 tons is 4,680 tons less than 2010's budget and 1,170 tons more than the estimated 2010 actual. Customers are estimated at 49,670 for the year.

Code Enforcement Division staff monitor and enforce the contract. Supplies decrease $25,000 with the elimination of budgeted dollars for site improvement at the household hazardous waste collection site. Purchase of services increases $74,175 reflecting an increase in street sweeping expenses.

Community Development Sanitation Fund



SOURCE: COMMUNITY DEVELOPMENT

As the performance measurement schedule indicates, the introduction of alternative programs, composting and recycling, have kept wastes out of the landfill. It is anticipated 29% of the waste stream, or 21,820 tons, will be diverted for 2011.

Rate changes since the introduction of the user fee in 1984 have been minimal and with good reason. Previously, a ten cent property tax rate, generating $2.0 million annually, added to the user fee in paying for this service. With this rate transferred to the General Fund to pay public safety expenses, the 2010 user fee was increased to pay for this service. The user fee remains at the same rate for 2011, $170.40. Other income includes land rental and interest earnings.

In 2010, the Sanitation Fund spent $7,862,198 or 91.3% of the budgeted allocation. In the past several years, 91% to 99% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 five year forecast assumes that total tonnage will increase approximately 300 tons per year. Costs are expected to increase 3.0% (4% is the maximum) annually for collection, composting, and recycling, and disposal. Rates will remain unchanged through 2011 and then will be reviewed.

SANITATION FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

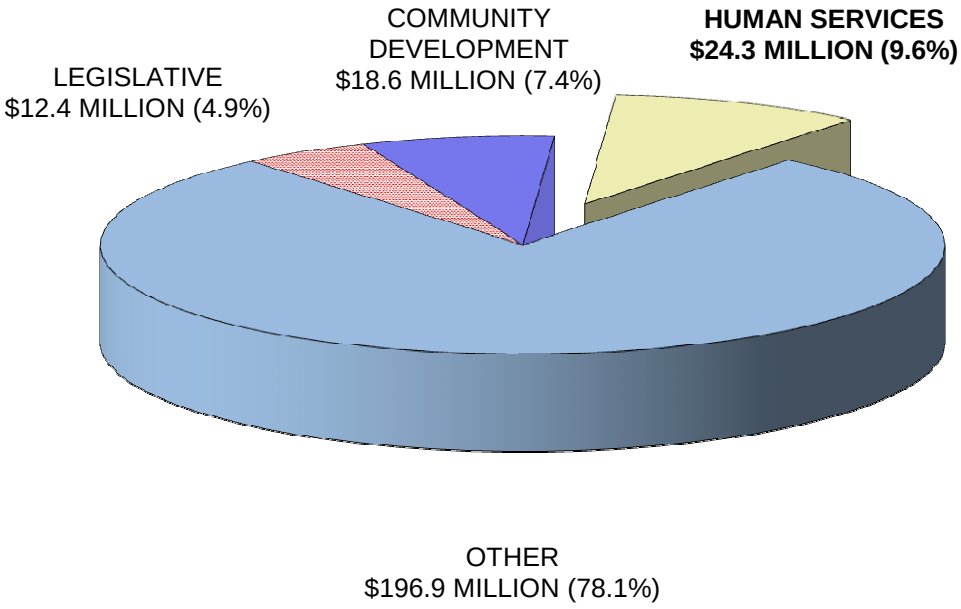
	2012	2013	2014	2015	2016
Recommended Rates	$180.00	$186.00	$192.00	$198.00	$204.00
Revenues	$9,203	$9,593	$9,986	$10,388	$10,794
Expenses	8,687	9,138	9,298	9,771	9,953
Excess(Deficit)	516	455	687	617	841
Beginning Balance	2,609	3,126	3,581	4,268	4,885
Ending Balance	$3,126	$3,581	$4,268	$4,885	$5,726
RESERVE	36.0	39.2	45.9	50.0	57.5

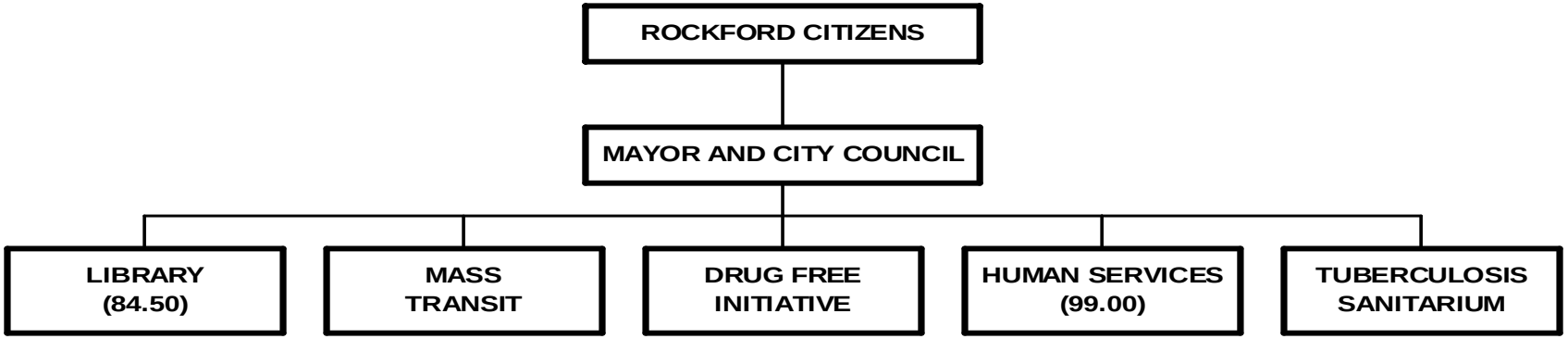
Community Development Sanitation Fund

Performance Measurements

	2008 Tonnage	2009 Tonnage	2010 Budgeted Tonnage	(Est) 2010 Tonnage	2011 Budgeted Tonnage	2010-2011	2010 Actual/ 2011 Budget
Regular	53,875	51,786	56,000	52,120	53,210	(2,790)	1,090
Composting	15,854	16,620	16,000	14,320	14,560	(1,440)	240
Recycling	7,239	6,830	7,500	7,210	7,330	(170)	120
Sticker	3	17	20	3	20	0	17
	76,971	75,253	79,520	73,653	75,120	(4,400)	1,467
Landfill	53,878	51,803	56,020	52,123	53,230	(2,790)	1,107
Baxter	15,854	16,620	16,000	14,320	14,560	(1,440)	240
Recycled	7,239	6,830	7,500	7,210	7,330	(170)	120
	76,971	75,253	79,520	73,653	75,120	(4,400)	1,467
Diversion Rate	30.0	31.2	29.6	29.2	29.1		

HUMAN SERVICE'S SHARE OF 2011
$252.2 MILLION CITY OF ROCKFORD BUDGET





ADMINISTRATION
- Director
- Personnel
- Finance
- Community Relations
- Computer Support

ADULT SERVICES
- Collection Development & Maintenance
- Reference

YOUTH SERVICES

EXTENSION SERVICE
- Montague Branch
- Northeast Branch
- Rock River Branch
- Rockton Branch
- Lewis Lemon Branch
- Special Groups

CIRCULATION

TECHNICAL PROCESSING
- Ordering & Receiving
- Cataloging

BUILDING/GROUNDS MAINTENANCE
- Main & Branches

HEADSTART
- Headstart Program
- Early Headstart Program

ENERGY ASSISTANCE

WEATHERIZATION
- Weatherization Program
- Weatherization DOE

COMMUNITY SERVICES
- Community Services Program
- Project Self-Sufficiency
- Summer Feeding Program
- Project Tap
- Homeless

(183.50) EMPLOYEES

Human Services

Mission Statement

It is the mission of the Human Services Department to mobilize community resources to change people's lives, offer hope to those in need, improve our community, and help people help themselves and others.

Primary Functions & Services → The primary function of the Human Services Department is to provide funding, activities, and services for programs that include Head Start, Energy Services, Weatherization, and Community Services.

Head Start Program → This program is aimed at meeting the educational, social, health, and emotional needs of low-income preschool children and their families in Winnebago County. Facilities are located at the former Henrietta School, near the Orton Keyes housing development, and near the Fairgrounds housing development. Activities are geared toward developing the cognitive, emotional, and social growth of the child. The program has four different service options that include home based parent and child instruction and part day, full day, and child care based classroom experiences for children age's 3-5 years old from income eligible households. A new Early Head Start program targets children younger than 3.

Energy Assistance Program → The Department is the local administering agency for the Low Income Home Energy Assistance Program (LIHEAP) for Winnebago and Boone counties. LIHEAP assists those who pay their heating bills to a regulated fuel company or has heating included in their rent. The amount of assistance varies with household income, size, and fuel type. Priority eligibility is given to the elderly and handicapped. Over 90% of the recipients live in Rockford.

Weatherization → The Weatherization program is responsible for lessening the impact of heating and cooling costs to low-income individuals by making homes more energy efficient. Homes are selected on a first come first serve basis following a completed and approved application. Homes that are not owner occupied require a landlord/owner contribution. Otherwise, household income and size information are used to determine eligibility. Serves Winnebago and Boone counties.

Community Services Program → The primary goal of Community Services is to promote self-sufficiency among low-income individuals. Activities include outreach, advocacy, emergency assistance, summer food, self-sufficiency case management and training, consumer education, and economic development through small business loans, scholarships, and Individual Development Accounts.

The Get the Lead Out (GLO) → Program targets homes occupied by families with one or more children ages 6 years or under who test with elevated lead levels placing them at risk of health and/or developmental consequences. The same eligibility rules apply to the GLO program as those used by the Weatherization program. Serves Winnebago and Boone counties.

Housing Assistance → Services include emergency shelter, transitional housing, permanent supportive housing, rent and mortgage assistance and temporary and permanent crisis relocation assistance to residents of Winnebago and Boone Counties.

Human Services

2010 Accomplishments →

- Continued support of Neighborhood Network through provision of office space and equipment, as well as grant dollars.
- Continued SWEEP (Sharing Work for Excellence Everywhere Program) with Community Development Code Enforcement Division.
- Permanent Supportive Housing units/persons continued to expand during 2010.
- Homeless Prevention services were provided to 1,267 households in 2010.
- Awarded additional funding for Rental Housing Support Program adding another 36 units of affordable housing in market rate properties owned and managed by private landlords. The program now provides a total of 125 units.
- Condemnation relocation services have been provided to 16 families through December 2010 2010.
- The Energy Division assisted 686 individuals in receiving credits for a total of $355,104.42 under the ComEd Hardship reconnection Assistance Program.
- The Summer Food Program served 3,890 children through summer 2010.
- 1,003 persons participated in intensive case management from January through December 2010.
- 667 children and families participated in Head Start during the 2009/2010 school year.
- 113 children/pregnant women were enrolled in Early Head Start through December 2010.
- Positive change continued to be measured in the beliefs and behaviors regarding the use of ATOD (alcohol, tobacco, and other drugs) by youth and children as measured by the IL Youth Survey.
- Several area communities implemented BASSET (Beverage Alcohol Sellers and Servers Education and Training) ordinances in support of efforts to reduce underage alcohol purchases as measured by alcohol compliance checks.
- Head Start health, dental, and nutrition treatment results continued to improve significantly during the 2009/2010 school year.
- A new partnership with RAEDC (Rockford Area Economic Development Council) was developed focusing on aligning economic development and anti-poverty efforts.
- Support of truancy reduction efforts and education/community alignment was provided through staff involvement and funding.

Human Services

2011 Goals and Objectives →

- Maintain and expand housing support, case management, and crisis assistance services in keeping with the Mayors' Task Force 10 Year Plan and the annual CSBG Plan.
- Launch a housing resource center.
- Weatherize approximately 500 homes.
- Participate in the roll out of the Percentage of Income Payment Plan (PIPP) as an alternative to LIHEAP.
- Serve approximately 780 Head Start and Early Head Start eligible families.
- Develop and implement a process for tracking Head Start children's post-program educational progress as a means of assessing and improving program outcomes in collaboration with District 205 and ISBE (Illinois State Board of Education).
- Increase the number of community sites taking energy assistance applications from four to at least 17.
- Participate in Alignment Rockford committees and other efforts to address improvement of local education outcomes.
- Continue to support initiatives on alignment of early care and education and seek resources to better support a comprehensive systems approach.
- Explore options for and participate in efforts to better align planning and coordination of work force, economic development, and housing and human services.
- Implement the state Eligibility Intake data base system to better coordinate service delivery and planning functions of the Department.
- Continue social norms campaign and other prevention education efforts aimed at children youth to reduce the use of ATOD (alcohol, tobacco, and other drugs) and expand these efforts based on available resources.
- Maintain and expand support of community gardens, SWEEP and other neighborhood based improvement strategies.
- Continue to improve Head Start and community health and nutrition outcomes and services.
- Continue to prioritize case management and support self sufficiency.

Human Services

Budget Summary

HUMAN SERVICES BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$6,341,176	$6,526,614	$6,994,773	$6,613,506	$86,892
CONTRACTUAL	$2,517,799	1,774,324	2,821,627	2,891,529	1,117,205
SUPPLIES	$1,771,581	754,342	1,724,475	754,302	(40)
OTHER	$8,145,522	4,239,301	9,624,183	4,750,326	511,025
INTEREST	$0	0	0	0	0
CAPITAL	$239,928	0	275,659	0	0
TOTAL	$19,016,006	$13,294,581	$21,440,718	$15,009,663	$1,715,082

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTALS	91	91.00	98.00	99.00	1.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
FEDERAL	$5,233,930	41.3	$7,288,080	51.6
STATE	7,252,832	57.2	6,630,237	47.0
GENERAL REVENUES	196,666	1.6	196,666	1.4
	$12,683,428	100.0	$14,114,983	100.0

Budget Analysis

The 2011 budget is $15,009,663, which is an increase of $1,715,082 (12.9%) from the previous year. Personnel costs are greater than last year due to an increase in Head Start and Weatherization staffing ($87,000). Increases include permanent salaries ($30,000), health insurance ($23,500), IMRF ($18,000), retiree health insurance ($8,400), workers' compensation ($5,500), and unemployment ($1,300).

Contractual expenses increased $1,117,205. Risk management ($10,300) and microcomputer ($1,500) were the only accounts to decrease. Major increases include other contractual services ($558,000), building rental ($25,000), vehicle repairs ($27,000), fuel ($7,900), telephone expenses ($2,000), education and training ($501,500), janitorial contract ($2,400) and auditing ($5,000). These increases are the result of the additional federal ARRA funding for a number of programs.

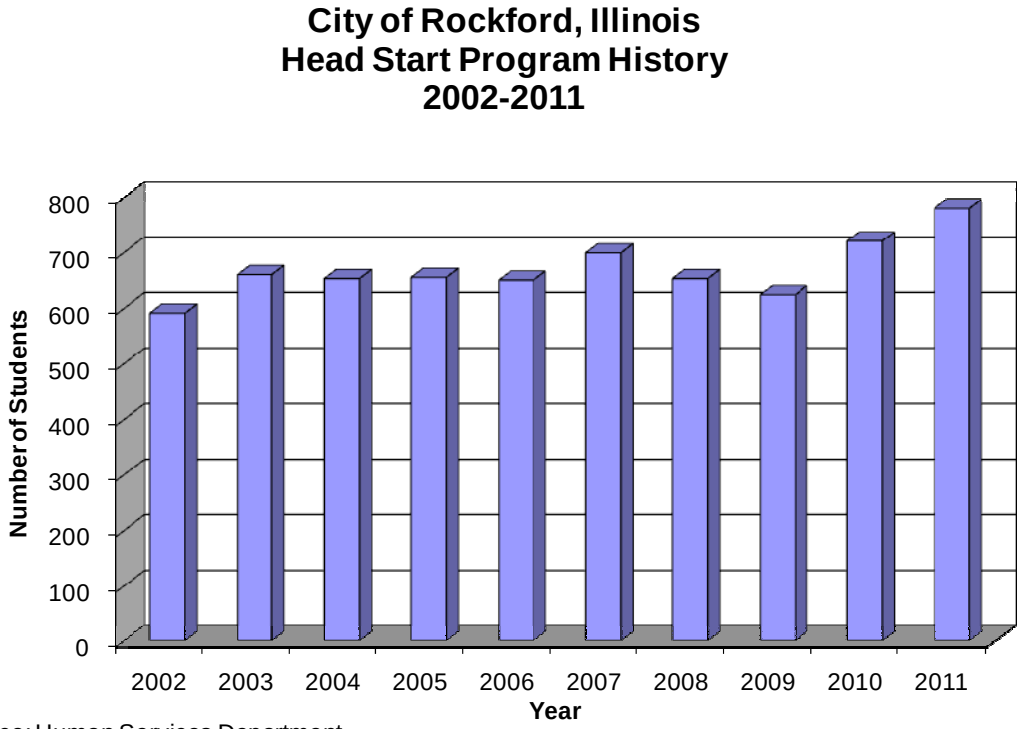
Supply expenses decreased slightly in office supplies.

Other expenses increased $511,025. Increases include homeless prevention ($212,000), rental assistance ($202,000), down payment assistance ($48,000), emergency energy assistance ($21,000), shelter assistance ($20,000), and essential services ($9,000). These expenses all reflect direct services provided to the community.

In 2010, the Human Services Department spent $21,440,718. Spending tends to vary depending on matching program levels with funding sources.

Human Services

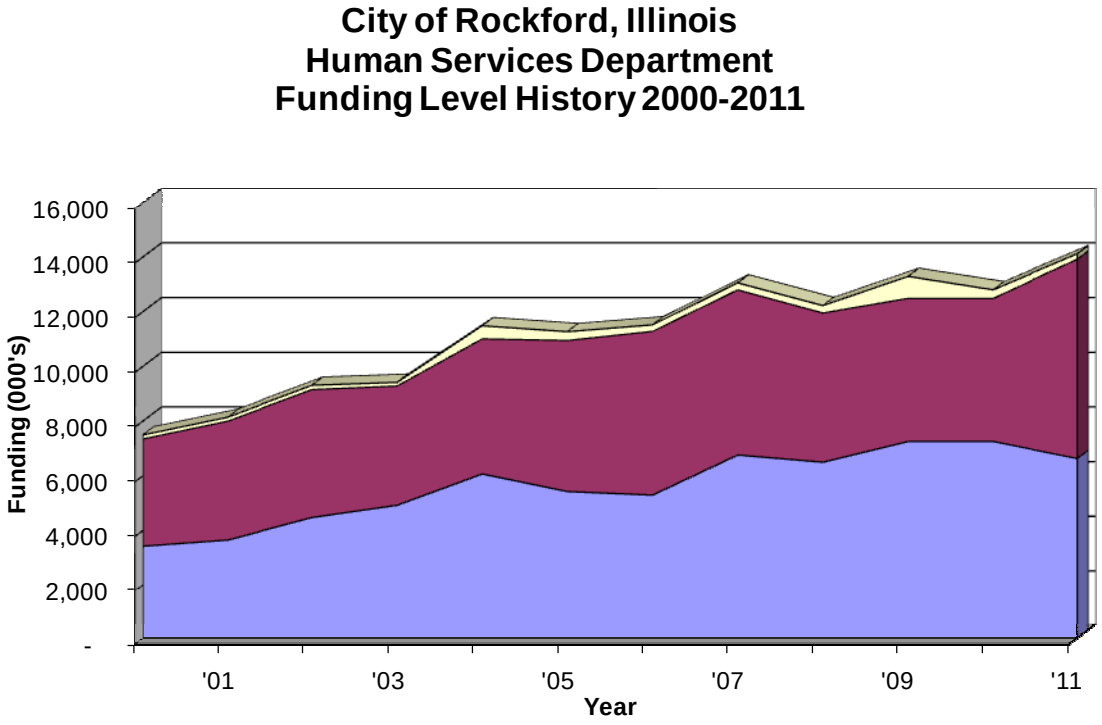
Information and Statistics



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 2010, the Human Services Department provided the program to over 721 children. The program projects an enrollment of 780 in 2011.

Human Services



Funding for this department changes on a yearly basis. The major funding source in 2010 was the State government at 57.2%, the Federal government at 41.3%, and the City contributing 1.5% of total funding. In 2011, funding from the Federal government is expected to increase over $2 million, while State funding is expected to drop $622,000. The City's contribution will remain unchanged.

Capital Equipment

For 2011, no capital items are budgeted.

Five Year Financial Forecast

The 2012-2016, 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 greater than 95 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 2012-2016 Financial Forecast (in 000's)

	2012	2013	2014	2015	2016
Revenues	$14,114,983	$14,114,983	$14,114,983	$14,114,983	$14,114,983
Expenditures	14,114,983	14,114,983	14,114,983	14,114,983	14,114,983
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0

Human Services

Performance Measures

	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
Clients receiving weatherization assistance	155	459	459	500
Individual Development Accounts	25	0	0	0
Households Receiving Energy Assistance	9,906	16,000	13,000	16,000
Head Start program enrollment	653	624	721	780
Homeless Prevention clients served	1,900	2,435	1,267	2,800
Lead Abatement - GLO	0	46	46	0
Summer Food Program	3,000	4,400	4,400	3,890

Human Services

Personnel Review

HUMAN SERVICES				
BENEFITS AND SALARIES		**2010**	**2011**	**INCREASE/**
SALARY		**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT		$4,178,121	$4,208,309	$30,188
TEMPORARY		8,200	8,200	0
MERIT		0	0	0
SALARY ADJUSTMENT		0	0	0
SALARY SAVINGS		0	0	0
TOTAL SALARIES		$4,186,321	$4,216,509	$30,188
BENEFITS				
IMRF		$843,153	$861,020	$17,867
UNEMPLOYMENT TAX		127,678	129,042	1,364
WORKMEN'S COMP		23,143	28,651	5,508
HEALTH INSURANCE		1,327,898	1,351,376	23,478
RETIREE HEALTH INSURANCE		7,667	16,068	8,401
LIFE INSURANCE		7,634	7,720	86
PARKING		3,120	3,120	0
TOTAL BENEFITS		$2,340,293	$2,396,997	$56,704
TOTAL COMPENSATION		**$6,526,614**	**$6,613,506**	**$86,892**
	POSTION	**2010**	**2011**	**INCREASE/**
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
EXECUTIVE DIRECTOR OF HUMAN SERVICE	E-14	1.00	1.00	0.00
HEADSTART DIRECTOR	E-11	1.00	1.00	0.00
EARLY HEAD START MANAGER	E-9	0.00	1.00	1.00
ADMIN & SUPPORT SERVICES MGR	E-9	1.00	1.00	0.00
FAMILY & COMMUNITY PARTNERSHIP MGR	E-9	1.00	1.00	0.00
CHILD DEVELOPMENT MANAGER	E-9	1.00	1.00	0.00
CSBG DIRECTOR	E-9	1.00	1.00	0.00
ENERGY PROGRAMS MANAGER	E-9	1.00	1.00	0.00
SITE MANAGER	E-8	3.00	3.00	0.00
FISCAL OFFICER	E-7	1.00	1.00	0.00
HEALTH SERVICES MANAGER	E-7	1.00	1.00	0.00
SPECIAL NEEDS/MENTAL HEALTH CO EX	E-7	1.00	1.00	0.00
ADMINISTRATIVE COORDINATOR	E-7	1.00	1.00	0.00
WEATHERIZATION SPECIALIST	E-6	5.00	4.00	(1.00)
FAMILY RESOURCE WORKER	AF	8.13	8.40	0.27
HOUSING ADVOCATE	E-6	2.00	2.00	0.00
CSBG PROGRAM COORDINATOR	E-6	1.00	1.00	0.00
RECRUITMENT/ENROLLMENT SPECIALIST	E-6	1.00	1.00	0.00
OUTREACH WORKER	E-6	5.00	5.00	0.00
ENERGY SPECIALIST	E-6	4.00	4.00	0.00
TRANSPORTATION SPECIALIST	E-6	0.98	1.00	0.02
CS DRUG FREE COORDINATOR	E-6	1.00	1.00	0.00
CS HOMELESS COORDINATOR	E-6	1.00	1.00	0.00
HEAD TEACHER	AF	12.55	11.70	(0.85)
HOME VISITOR TEACHER	AF	1.54	1.56	0.02
SENIOR ACCOUNT CLERK	E-5	3.00	3.00	0.00
TRAINING COORDINATOR	E-5	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	1.00	1.00	0.00
SENIOR OFFICE ASSISTANT	E-4	4.00	5.00	1.00
HEALTH TECHNICIAN	AF	1.00	0.98	(0.02)
ASSISTANT TEACHER	AF	12.23	12.02	(0.21)
PREVENTION PROGRAM SPECIALIST	E-3	1.00	1.00	0.00
PROGRAM DATA SPECIALIST	E-3	1.00	1.00	0.00
MAINTENANCE/REPAIR TECHNICIAN	SAFETY	1.00	1.00	0.00
OFFICE ASSISTANT	AF	5.00	4.75	(0.25)
OFFICE ASSISTANT	E-3	0.00	0.00	0.00
BUS DRIVER	AF	8.27	9.20	0.93
COOK AIDE	AF	2.16	2.37	0.21
TOTAL PERSONNEL		**98.00**	**98.98**	**0.98**

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

Fund Highlights

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 2010, 2,040 city patients were served (2009 – 1,970, 2008 – 1,709, 2007 – 1,914, 2006 – 1,317, 2005 –1,267, 2004 – 1,551). City patients have been 88% of the caseload for 2010 (2009 – 86%, 2008 – 86%, 2007 – 82%, 2006 – 80%, 2005 – 80%, 2004 – 75%).

Budget Summary

TUBERCULOSIS SANITARIUM BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$153,233	$152,700	$131,459	160,300	7,600
OTHER	0	0	0	0	0
TOTAL	$153,233	$152,700	$131,459	$160,300	$7,600

FUNDING SOURCE	2010 TOTAL	2010 PERCENTAGE	2011 TOTAL	2011 PERCENTAGE
PROPERTY TAXES				
TUBERCULOSIS SANITARIUM	$151,175	100.0	$158,697	100.0
SERVICE CHARGES	0	0.0	0	0.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$151,175	100.0	$158,697	100.0

Budget Analysis

The 2011 budget of $160,300 is $7,600 (4.9%) more than the 2010 budget of $152,700. Prior to 1999, the City provided tuberculosis services to residents. In 1999, the City began contracting with the County to provide such services. Spending has been $98,440 for 2003, $139,257 for 2004, $136,649 for 2005, $116,590 for 2006, $157,850 for 2007, $155,575 for 2008, $153,233 for 2009, and $131,459 for 2010.

Tuberculosis Sanitarium Fund

Five Year Financial Forecast

The 2012-2016 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 nine-tenths of a cent during this time period.

TUBERCULOSIS SANITARIUM FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$169	$177	$185	$194	$204
Expenditures	168	177	186	195	205
Excess (Deficit)	1	0	(1)	(1)	(1)
Beginning Balance	37	28	19	8	(4)
Ending Balance	$38	$28	$18	$7	($5)
Rate (Cents)	0.9	0.9	0.9	1.0	1.0

Rockford Public Library

Mission Statement

The mission of Rockford Public Library is to enhance community life and development by informing, educating, entertaining, and providing cultural enrichment to all people of all ages and by continuously collecting information to address the diverse interests of our dynamic community.

Primary Functions → The primary function of the Library is to provide a variety of services to the public through the Main Downtown facility and its five branch extensions. There are six primary operating divisions throughout the library network.

- **Administrative →** The Administrative Division provides all administrative and support services in order to maintain library operations.

- **Adult Services →** The primary responsibility of the Adult Services Division is to provide information in the form of media and non-print media, as well as instructions for use. This division is also responsible for providing cultural event programs and instructions in utilizing computers for information purposes.

- **Youth Services →** Youth Services provides story programs, children's books, reference materials, periodicals, and non-print media to children, parents, and teachers. An introduction to computers, the Internet, and other electronic information is also available in this division.

- **Circulation →** The primary responsibility of the Circulation Division is to checkout and return library materials, perform borrower's registration, and process reserves and overdue loans.

- **Collection Management & Technical Services →** The primary responsibility of the Collection Management & Technical Services Division is to identify, order, receive, and catalog all library materials for use by the public. It is also responsible for identifying and withdrawing materials no longer needed in the collection.

- **Physical Facilities →** Physical Facilities is responsible for maintaining the appearance and physical operations of the Main Library and all branches.

- **Branch Services →** There are five branch divisions of the Rockford Public Library (Montague, Rock River, Northeast, Lewis Lemon, and Rockton). Each division is independent of each other and is supervised by a Manager. The branches provide a basic collection of print, media, and electronic database resources that are appropriate for the community. Each branch also provides circulation, library card registration, reference, programming, and Internet access services to the public.

2010 Accomplishments →

- Prepared new strategic plan.

- Reduced hours, laid off employees, and restructured library operations to meet the demands of budget cuts.

Rockford Public Library

- Established the Rockford Public Library Explorer, a single-point promotional piece for the library.

2011 Goals and Objectives →

- Successfully implement a new union contract.
- Continue to run a balanced budget.
- Expand digital holdings, including ebook, online audiobook, and online music files

Budget Summary

ROCKFORD PUBLIC LIBRARY BUDGET SUMMARY

APROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$5,209,514	$4,322,068	$4,186,898	$4,291,644	($30,424)
CONTRACTUAL	1,237,073	1,373,802	1,112,277	1,609,529	235,727
SUPPLIES	1,171,820	1,275,012	1,202,265	1,313,502	38,490
OTHER	303,441	188,120	50,480	57,350	(130,770)
INTEREST	0	125,560	244,644	248,575	123,015
CAPITAL	516,676	265,173	58,388	350,400	85,227
ENCUMBRANCE	0	0	0	0	0
TOTAL	$8,438,524	$7,549,735	$6,854,952	$7,871,000	$321,265

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
EMPLOYEES	137	151	107	108	1.00
FULL-TIME EQUIVALENT	109.20	114.83	82.00	84.50	2.50

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
LIBRARY OPERATIONS	$6,246,370	78.6	$6,835,200	81.0
LIBRARY MAINTENANCE	412,618	5.2	427,200	5.1
ADJUSTMENTS, INT 3, TAX CAP	0	0.0	0	0.0
FRINGE BENEFIT REIMBURSEMENTS	20,000	0.3	20,000	0.2
REPLACEMENT TAXES	775,900	9.8	620,000	7.3
FINES	189,700	2.4	193,490	2.3
NON-RESIDENT FEES	18,500	0.2	18,870	0.2
SERVICE CHARGES	28,800	0.4	28,860	0.3
RENTS AND REIMBURSEMENTS	1,500	0.0	1,500	0.0
INTEREST INCOME/ENDOWMENTS	75,000	0.9	117,232	1.4
STATE OF ILLINOIS	152,000	1.9	152,000	1.8
MISCELLANEOUS	26,500	0.3	26,500	0.3
TOTAL	$7,946,888	100.0	$8,440,852	100.0

Rockford Public Library

Budget Analysis

The 2011 budget of $7,871,000 is a $321,265 (4.3%) increase from the 2010 budget. Personnel costs decreased $30,424 overall mainly due to a decrease in unemployment tax ($110,000) and IMRF expense ($5,400). These decreases were offset by increases to health insurance ($70,600), salaries ($4,700), temporary staffing expenses ($5,000) and severance pay ($4,500).

Contractual services increased $235,727 overall. A number of increases occurred, including telephone at $82,100, postage at $2,700, service contracts at $147,300, advertising at $3,700, utilities at $26,000, building maintenance at $11,000, building rental at $3,200, professional fees at $12,300 and education at $5,700. These increases were offset by decreases in printing ($41,400), travel ($2,800), legal fees ($10,000) and miscellaneous contractual ($4,700).

Supplies increased $38,490, with a number of adjustments. The overall spending for new library materials slightly decreased from 2010 ($20,800), as well as equipment expenses ($7,400). Increases occurred in small tools ($16,800), clothing ($5,500), office supplies ($14,100) and computer expenses ($30,200).

Other expenses decreased $130,770, in group programs. Capital expenditures increase $85,227.

In 2010, actual expenditures were $6,854,952, or 90.8% of the budgeted amount.

Five Year Financial Forecast

The five-year financial forecast assumes three percent assessed valuation growth and a 32-cent property tax rate for operations and maintenance tempered by the impact of tax caps. As can be seen in the schedule below, the tax cap erodes the library's fiscal base. Other forms of revenue increase approximately five percent each year. Expenditures for personnel and supply cost are assumed to increase 5% annually; contractual costs are expected to increase 3.5% each year. All other expenditure types (other, interest, capital) are budgeted at current levels.

Library Fund 2012-2016 Financial Forecast (In 000's)

	2012	2013	2014	2015	2016
Revenues	$7,778	$8,365	$8,581	$9,024	$9,255
Expenses	8,072	8,439	8,823	9,225	9,647
Excess (Deficit)	(294)	(74)	(242)	(201)	(392)
Beginning Balance	2,860	2,566	2,492	2,250	2,049
Ending Balance	$2,566	$2,492	$2,250	$2,049	$1,657

Tax rate limits are 30 cents for operations and two cents for maintenance; fringe benefit reimbursement rates are unlimited.

Rockford Public Library

Capital Equipment

Capital items total $350,400 for 2011, an increase of $85,227 over 2010. Expenditures for 2011 include $86,660 in building improvements at the Main Library and various branches, $40,780 for a telephone messaging system, $16,390 for new microfilm readers, $170,070 for radio frequency identification and technology improvements at all locations, $21,500 for computer software, and $15,000 for computer hardware.

CAPITAL EQUIPMENT
ROCKFORD PUBLIC LIBRARY
2011 BUDGET

Description	Cost Center	Account	Amount	
ADA BATHROOM-3RD FLOOR MAIN	1850-MAINTENANCE	79911	$10,000	
TUBELITE THERMAL WINDOWS		79911	76,660	
MICROSOFT UPGRADES	1764-ITS	79927	6,500	
WEBSITE EBLAST SOFTWARE		79927	10,000	
SERVERS		79928	15,000	
MOBILE APPLICATION		79927	5,000	
TELEPHONE MESSAGING SYSTEM		79928	40,780	
MICROFILM READERS		79928	16,390	
RADIO FREQUENCY IDENTIFICATION		79928	70,000	
TECHNOLOGY IMPROVEMENTS		79928	100,070	
TOTAL CURRENT CAPITAL EQUIPMENT				$350,400

Rockford Public Library

Personnel Review

ROCKFORD PUBLIC LIBRARY

BENEFITS AND SALARIES	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
SALARY			
PERMANENT	$3,051,046	$3,055,819	$4,773
TEMPORARY	20,000	25,000	5,000
SEVERANCE PAY	65,500	70,000	4,500
TOTAL SALARIES	$3,136,546	$3,150,819	$14,273
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$650,006	$644,656	($5,350)
UNEMPLOYMENT TAX	135,000	25,000	(110,000)
WORKMEN'S COMPENSATION	11,583	12,021	438
HEALTH INSURANCE	376,489	447,148	70,659
LIFE INSURANCE	2,444	2,000	(444)
PARKING BENEFITS	10,000	10,000	0
TOTAL BENEFITS	$1,185,522	$1,140,825	($44,697)
TOTAL COMPENSATION	**$4,322,068**	**$4,291,644**	**($30,424)**

POSITION TITLE	POSTION RANGE	2010 FTE	2010 EMPLOYEES	2011 FTE	2011 EMPLOYEES	FTE CHANGE	INCREASE/ (DECREASE)
LIBRARY DIRECTOR	E-41	1.00	1	1.00	1	0.00	0.00
ASSISTANT DIRECTOR	E-38	1.00	1	1.00	1	0.00	0.00
MANAGER-ADULT SERVICES	E-35	1.00	1	1.00	1	0.00	0.00
CHIEF FINANCIAL OFFICER	E-35	1.00	1	1.00	1	0.00	0.00
DEVELOPMENT OFFICER	E-35	1.00	1	1.00	1	0.00	0.00
MANAGER-YOUTH SERVICES	E-34	1.00	1	1.00	1	0.00	0.00
ASSISTANT MANAGER-CIRCULATION	E-32	0.00	0	0.00	0	0.00	0.00
PROGRAM OFFICER	E-32	1.00	1	1.00	1	0.00	0.00
ASSISTANT MANAGER-ADULT SERVICES	E-32	0.00	0	0.00	0	0.00	0.00
ILS SPECIALIST	E-32	1.00	1	1.00	1	0.00	0.00
MANAGER-CIRCULATION	E-32	1.00	1	1.00	1	0.00	0.00
MANAGER-PHYSICAL FACILITIES	E-32	1.00	1	1.00	1	0.00	0.00
MANAGER-BRANCH	E-32	4.00	4	4.00	4	0.00	0.00
MANAGER-COLLECTIONS	E-29	0.00	0	0.00	0	0.00	0.00
COMMUNITY RELATIONS OFFICER	E-29	1.00	1	1.00	1	0.00	0.00
MANAGER-INFORMATION TECHNOLOGY	E-29	1.00	1	1.00	1	0.00	0.00
ADMINISTRATIVE SECRETARY	E-26	2.00	2	1.00	1	(1.00)	(1.00)
PERSONNEL OFFICER	E-26	1.00	1	1.00	1	0.00	0.00
INFORMATION TECHNOLOGY TECHNICIAI	E-26	0.50	1	1.00	1	0.50	0.00
INFORMATION TECHNOLOGY ASST	E-26	1.00	1	1.00	1	0.00	0.00
FINANCE/PAYROLL ASSISTANT	E-25	1.00	1	1.00	1	0.00	0.00
ADMINISTRATIVE CLERK	E-21	0.50	1	0.50	1	0.00	0.00
COMMUNITY RELATIONS ASSISTANT	E-21	1.00	1	1.00	1	0.00	0.00
COMMUNITY RELATIONS CLERK	E-20	1.00	1	1.00	1	0.00	0.00
PROGRAM COORDINATOR		3.00	4	4.00	5	1.00	1.00
LIBRARIAN		6.00	6	7.00	7	1.00	1.00
LIBRARIAN ASSISTANT		16.00	19	16.00	19	0.00	0.00
SENIOR LIBRARY CLERK		1.00	1	1.00	1	0.00	0.00
LIBRARY CLERK		21.50	33	21.00	30	(0.50)	(3.00)
MAINTENANCE ASSISTANT		2.00	2	2.00	2	0.00	0.00
PAGE COORDINATOR		0.50	1	0.00	0	(0.50)	(1.00)
SENIOR PAGE		1.50	3	1.00	2	(0.50)	(1.00)
PAGES		6.50	13	9.00	18	2.50	5.00
TOTAL PERSONNEL		**82.00**	**107**	**84.50**	**108**	**2.50**	**1.00**

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-need 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 Machesney Park and Loves Park, for which it is reimbursed.

Budget Summary

ROCKFORD MASS TRANSIT DISTRICT SUBSIDY BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$1,524,000	$1,524,000	$1,524,000	$1,524,000	$0
TOTAL	$1,524,000	$1,524,000	$1,524,000	$1,524,000	$0

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
GENERAL REVENUES	$1,524,000	100.0	$1,524,000	100.0
TOTAL	$1,524,000	100.0	$1,524,000	100.0

Budget Analysis

The 2011 RMTD budget, July 1, 2010, to June 30, 2011, proposes spending $13,866,043, an increase of $1,112,737 (7.0%) from the 2010 budget and an increase of $517,926 (3.9%) over the 2009 actual. Increases in personnel, contractual, supplies, and other expenses account for the increase.

The revenue estimate for 2011 is $923,101 more than the 2010 budget and $89,951 greater than the 2009 actual due to state and local funding increases. The federal contribution decreases $67,648 (8.9%) and the state subsidy increases $1,000,950 (12.8%) from the 2010 actual. Operating revenue from the District is estimated at $1,710,563. Overall, District revenues account for 14% of the necessary funding with the remaining $12,155,480 (86%) being provided by the Federal Government, the State of Illinois, and area municipalities.

Rockford Mass Transit District Subsidy

Five Year Financial Forecast

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 following forecast is projected.

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

ROCKFORD MASS TRANSIT CITY SUBSIDY
2012-2016 FINANCIAL FORECAST (IN 000'S)
(CITY FISCAL YEAR)

	2012	2013	2014	2015	2016
CITY SUBSIDY	$1,670	$1,720	$1,770	$1,820	$1,880

ROCKFORD MASS TRANSIT CITY SUBSIDY
2012-2016 FINANCIAL FORECAST (IN 000'S)
(RMTD FISCAL YEAR)

REVENUES	2012	2013	2014	2015	2016
FEDERAL	$761	$854	$953	$1,060	$1,060
STATE	9,419	9,843	10,289	10,754	11,242
LOCAL	417	431	447	463	479
CITY	1,745	1,798	1,854	1,912	2,085
OTHER	102	106	110	114	118
	12,444	13,032	13,653	14,303	14,984
DISTRICT	1,647	1,697	1,748	1,800	1,854
	14,091	14,729	15,401	16,103	16,838
EXPENDITURES	14,491	15,143	15,829	16,545	17,295
EXCESS(DEFICIT)	(400)	(414)	(428)	(442)	(457)
BEGINNING BALANCE	1,900	1,752	1,649	1,540	1,423
ENDING BALANCE	$1,500	$1,338	$1,221	$1,098	$966

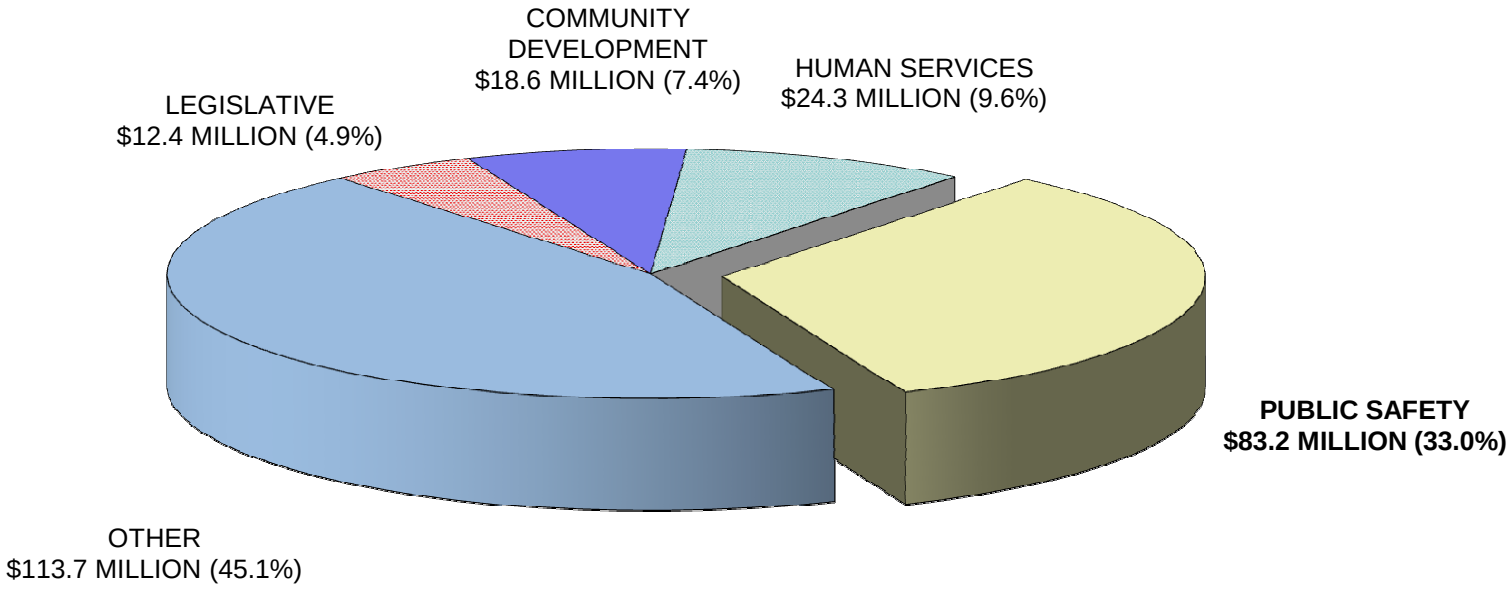
Rockford Mass Transit District Subsidy

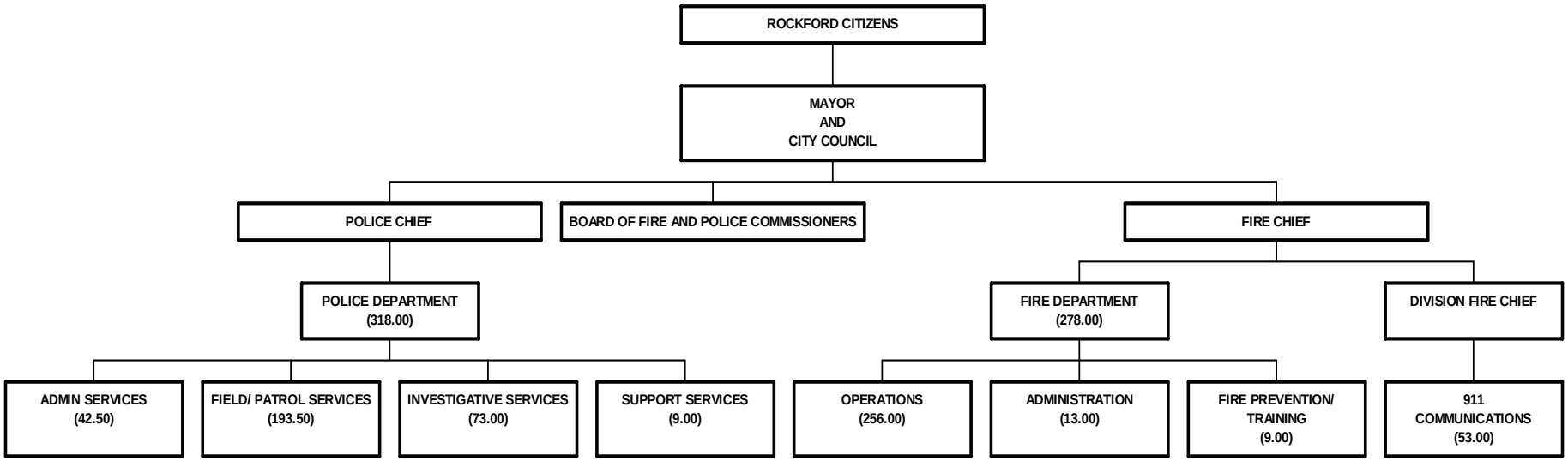
Performance Measurements

Rockford Mass Transit District
Ridership 1988-2010

RMTD FY	Daytime Ridership	Change	% Change	Evening Ridership	Change	%Change	Paratransit Ridership	Change	%Change
1988	1,678,121								
1989	1,741,202	63,081	3.8%						
1990	1,728,319	(12,883)	-0.7%						
1991	1,778,670	50,351	2.9%						
1992	1,719,979	(58,691)	-3.3%						
1993	1,545,739	(174,240)	-10.1%						
1994	1,529,703	(16,036)	-1.0%						
1995	1,679,952	150,249	9.8%	62,706					
1996	1,590,645	(89,307)	-5.3%	78,016	15,310	24.4%			
1997	1,465,155	(125,490)	-7.9%	62,331	(15,685)	-20.1%	29,925		
1998	1,375,344	(89,811)	-6.1%	68,980	6,649	10.7%	43,843	13,918	46.5%
1999	1,451,511	76,167	5.5%	81,068	12,088	17.5%	45,932	2,089	4.8%
2000	1,392,464	(59,047)	-4.1%	94,123	13,055	16.1%	39,938	(5,994)	-13.0%
2001	1,442,332	49,868	3.6%	90,791	(3,332)	-3.5%	50,051	10,113	25.3%
2002	1,435,963	(6,369)	-0.4%	85,492	(5,299)	-5.8%	71,023	20,972	41.9%
2003	1,308,266	(127,697)	-8.9%	82,163	(3,329)	-3.9%	100,921	29,898	42.1%
2004	1,229,769	(78,497)	-6.0%	67,107	(15,056)	-18.3%	100,135	(786)	-0.8%
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%

PUBLIC SAFETY'S SHARE OF 2011
$252.2 MILLION CITY OF ROCKFORD BUDGET





Accreditation Section
Evidence and Property Unit
Fiscal Services Section
Information Services Section
Payroll Section
Records Center Division
Crime Analyst
Training and Personnel Unit

Burglary Unit
Domestic Violence Unit
Gang Unit
General Case Unit
Identification Unit
Rockford Narcotics Unit
Violent Crimes Unit
Youth/ Sex Crimes Unit

Fire Stations 1-11
Ambulance Services
Emergency Vehicle Repair
Disaster Services

Inspections/ Code Enforcement
Public Education
Arson Investigation
Training

Supervision
Technical & Financial

Patrol
Special Operations Division
M 3 Team

School Liaison Unit
Support Services Unit
Traffic Unit

(649.00) EMPLOYEES

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 four primary operating bureaus within the Police Department.

- **Administrative Services** → Administrative Services is responsible for administrative and support services in divisions that include evidence and property control, administration, inspection services, research and development, training, personnel, and records.

- **Field Services** → Field Services is responsible for overseeing the patrol division, which includes the K9, M3 Team and Community Services.

- **Investigative Service** → The Investigative Services Bureau is responsible for investigative and support services in divisions including youth investigations, victim/witness assistance, adult investigations, narcotics, and scientific services.

- **Support Services** → Support Services is responsible for a variety of special and operational functions, including the school liaison unit and traffic division.

2010 Accomplishments →

- Reduction in overall crime by 4.5% for the year.

- Received over $600,000 in grants and training to assist with the City's budget crisis.

- Leveraged resources and created an additional reduction of the Police Department's overall operating budget by 8.4% for 2010.

- Introduced CompStat meetings to the department in June.

- Increased and released numerous software programs to the Citizens of Rockford: Crime Mapping, Leads Online, Offender Track, DocView and Nixle.

- Introduced a volunteer program within the Police Department

2011 Goals and Objectives →

- Continue implementation of Closed Circuit Police Cameras, adding at minimum three more cameras.

- Reduce Graffiti incidents by 5%.

Police Department

- Reduce Group A offenses by 5%.
- Create cross functional teams to analyze City issues.
- Develop geographic tracking program for collection of data.
- Maintain Citizen and Youth Academies.
- Expand training by 10%, including more community policing strategies.
- Establish pilot geographic policing proposal by third quarter of 2011.
- Increase staff attendance at neighborhood events by 8% for 2011.

Budget Summary

POLICE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$34,565,874	$35,770,783	$34,713,877	$35,953,231	$182,448
CONTRACTS	7,103,644	7,496,686	6,998,266	7,792,349	295,663
SUPPLIES	1,190,546	967,855	737,360	880,860	(86,995)
OTHER	0	0	0	0	0
CAPITAL	104,016	0	40,000	0	0
ENCUMBRANCES	0	0	0	0	0
TOTAL	$42,964,080	$44,235,324	$42,489,503	$44,626,440	$391,116

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
SWORN	305.00	305.00	282.00	282.00	0.00
CIVILIAN	34.00	40.00	36.00	36.00	0.00
TOTAL	339.00	345.00	318.00	318.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
POLICE PROTECTION	$9,540,000	21.6	$8,930,790	20.0
POLICE PENSION	5,088,964	11.5	4,992,579	11.2
SCHOOL CROSSING GUARD	10,000	0.0	10,000	0.0
FRINGE BENEFIT REIMURSEMENTS	5,586,532	12.6	1,480,633	3.3
911 FRINGE BENEFIT REIMBURSEMENT	423,862	1.0	435,610	1.0
REPLACEMENT TAXES	862,600	2.0	776,300	1.7
MAGISTRATE FINES	200,925	0.5	665,000	1.5
FEES	185,000	0.4	488,000	1.1
PARKING SYSTEM PURCHASE SERVICES	123,310	0.3	129,500	0.3
FROM OTHER GOVERNMENTS	751,619	1.7	1,099,356	2.5
PROPERTY FORFEITURES	28,600	0.1	26,500	0.1
GENERAL REVENUES	21,433,912	48.5	25,592,172	57.3
TOTAL	$44,235,324	100.0	$44,626,440	100.0

Police Department

Budget Analysis

The 2011 budget of $44,626,440 represents an increase of $391,116 (0.88%) from the 2010 budget. Personnel expenses increased $182,448 due to an increase in contract salaries ($703,000) and longevity and step increases ($250,000). Additional increases include an increase in IMRF ($21,800), unemployment ($37,200), workers' compensation ($66,100), health insurance ($304,600) and retiree health insurance ($16,000), all due to increases in rates and the wage bases they are applied to. A decrease occurred due to the restructuring of a lieutenant position to a deputy chief position ($21,000). Additionally, there was a decrease in police pension contributions ($931,700) including a $750,000 reduction to the original pension contribution due to State legislation changes to the pension funding formula. Concessions by the Police union allowed for a decrease in overtime expenses ($97,000) due to suspending the 24 hour court cancellation pay, a decrease in salaries for deferment of the 2% contracted pay increase due on 10/1/2011 ($92,000) and suspension of special pays for 2011 ($96,000)

Contractual expenses increased $295,663, including increases to communications equipment maintenance ($144,000) due to StarCom radio system, 911 communications reimbursement expense ($157,000), risk management charges ($74,000) and fuel due to increasing gas prices ($97,000). Decreases in contractual expenses include decreases in service contracts ($59,000) from the elimination of one-time records management software expenses, consulting fees ($39,000), education/training ($16,000) and vehicle maintenance and repair ($26,000). There were several other small increases and decreases within the contractual account group.

Supplies decreased $86,995 due to the Police union agreeing to waive the uniform allowance for the year ($87,000). There was also a decrease in small tools expense ($28,000) that was offset by an increase in computer supplies ($28,000).

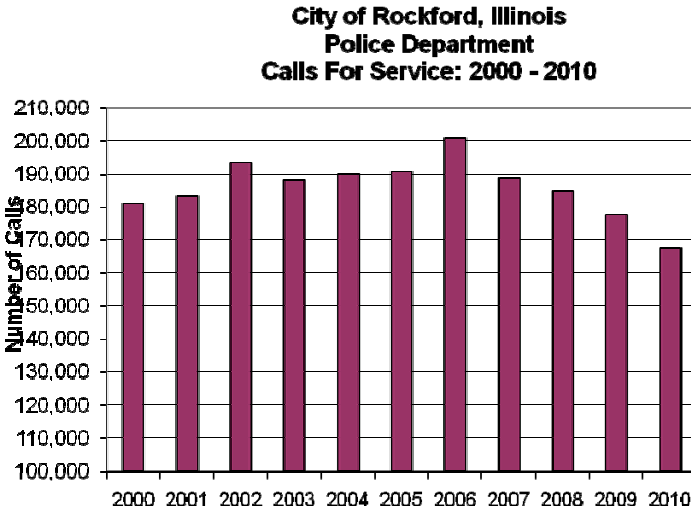
In 2010, the Police Department spent $42,489,503 or 96% of the budget. In the past several years, 95% to 102% of the budget has been spent.

Capital Equipment

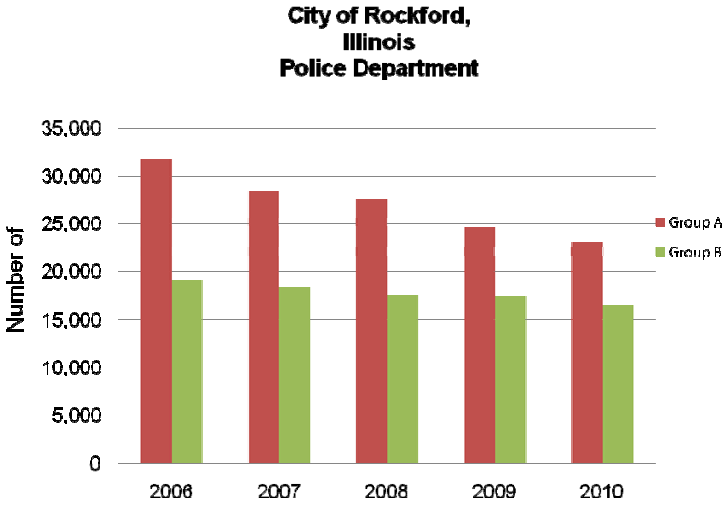
There are no capital items budgeted for 2011.

Police Department

Information and Statistics



The chart above demonstrates slight variations in calls over the past ten years. Specifically, there was a spike (6.9%) in 2002 compared to 2000, and a 10.9% increase in 2006 compared to 2000. However, calls are down by 7.6% since 2000. Calls in 2011 are projected to decrease slightly from 2010.



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. In 2006, 31,854 Group A Crimes were reported and 19,154 Group B Crimes were reported. As of 2010, the amount of Group A Crimes have decreased by 27.3% and Group B crimes have decreased by 13.8%. Crimes in 2011 are projected to decrease from 2010's total.

Police Department

Personnel Review

POLICE DEPARTMENT

BENEFITS AND SALARIES	2010	2011	INCREASE/
SALARY	**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT	$20,496,765	$21,665,094	$1,168,329
TEMPORARY	0	0	0
OVERTIME	2,495,626	2,398,626	(97,000)
OUT OF CLASS	84,007	84,005	(2)
MERIT PAY	0	0	0
SALARY SAVINGS	215,000	(188,000)	(403,000)
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$23,291,398	$23,959,725	$668,327
BENEFITS			
POLICE PENSION	$5,900,674	$5,718,953	($181,721)
OTHER PENSION EXPENSE	0	(750,000)	(750,000)
ILLINOIS MUNICIPAL RETIREMENT	689,911	711,748	21,837
UNEMPLOYMENT TAX	20,035	57,240	37,205
WORKER'S COMPENSATION	645,557	711,645	66,088
HEALTH INSURANCE	4,920,940	5,222,464	301,524
RETIREE HEALTH / DISABILITY	61,152	64,272	3,120
RETIREE HEALTH INSURANCE	58,032	74,100	16,068
LIFE INSURANCE	24,804	24,804	0
PARKING BENEFITS	158,280	158,280	0
TOTAL BENEFITS	$12,479,385	$11,993,506	($485,879)
TOTAL COMPENSATION	**$35,770,783**	**$35,953,231**	**$182,448**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
SWORN				
CHIEF	PS-4	1.00	1.00	0.00
DEPUTY CHIEF	PS-3	4.00	5.00	1.00
LIEUTENANT	PS-1	6.00	5.00	(1.00)
SERGEANT	P-3	32.00	32.00	0.00
INVESTIGATOR	P-2	76.00	76.00	0.00
PATROL OFFICER	P-1	163.00	163.00	0.00
CIVILIAN				
CRIME ANALYST	E-8	2.00	2.00	0.00
FINANCIAL ANALYST	E-8	1.00	1.00	0.00
RECORDS SUPERVISOR	E-7	1.00	1.00	0.00
INFORMATION SYSTEMS TECH	E-7	2.00	2.00	0.00
FISCAL SERVICES SPECIALIST	E-6	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASST	E-6	2.00	2.00	0.00
ASSET SEIZURE ANALYST	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASST	E-5	1.00	1.00	0.00
SENIOR OFFICE ASSISTANT	E-4	0.50	0.50	0.00
CITIZEN REPORTING ASSIST.	E-4	5.50	5.50	0.00
POLICE TECHNICIAN	A-22	5.00	4.00	(1.00)
PROPERTY & EVIDENCE TECHNICIAN	A-22	3.00	4.00	1.00
SENIOR CLERK	A-19	3.00	3.00	0.00
DATA ENTRY OPERATOR	A-18	8.00	8.00	0.00
REDUCTION IN FORCE				
TOTAL PERSONNEL		**318.00**	**318.00**	**0.00**

Police Department

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Total calls for service	184,824	177,688	167,304	166,714
Total Group A Offenses	27,590	24,663	23,169	20,799
Number of alarms	6,215	5,422	5,559	5,349
Arrests	15,864	15,286	13,536	13,676
Clearance Rate	33.70%	32.88%	33.40%	33.21%

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, emergency vehicle maintenance, 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. Fire personnel are also trained to handle fire and medical emergencies in a safe and efficient manner and provide fire safety materials and public education programs that teach fire safety and prevention. Firefighters are trained to respond to numerous types of emergencies, including hazardous material responses, water rescues, structural collapses, and vehicular accidents.

2010 Accomplishments →

- Continued to work with neighborhood organizations to foster more community involvement.

- Received results of the 2009 Insurance Service Office (ISO) - Public Protection Classification review that reported the Department remained a Class 2 rating.

- Completed the transition to OSF St. Anthony as the EMS Resource Hospital.

- Completed application and received certification by the National Weather Service recognizing Rockford as a "StormReady" Community.

- Updated and distributed revised building lists.

- Implemented annual physical assessment for all sworn personnel.

- Conducted the Tri-Annual Exercise at the Chicago Rockford International Airport.

- The Department Haz-Mat team was validated by the Illinois Terrorism Task Force through an exercise process held at the Illinois Fire Service Institute in Champaign.

- Implemented a pilot program at three fire stations for improving the physical fitness of personnel.

Fire Department

- Continue to research state and federal grants available to fire departments.
- Received the Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence for Department Maintenance and Repair Shop personnel.
- Maintain Emergency Vehicle Technician (EVT) certifications for all Department Maintenance and Repair Shop personnel.
- Received grant to purchase new extrication equipment for three apparatus.
- Published and presented the Standard of Cover (SOC) document for the accreditation process.
- Department will make application to become a Candidate Agency with the Center for Public Safety Excellence to facilitate Accreditation.
- Conducted recruit academy for 16 newly hired personnel.
- Participated as part of a MABAS Task Force deployment held in conjunction with the Fire-Rescue International Convention in August held in Chicago.
- Completed promotional examinations for the rank of Captain and District Chief.
- Conducted an “Operational Readiness” exercise with the Illinois Terrorism Task Force & Urban Search and Rescue Team.
- Completed revisions to the City of Rockford – Emergency Operations Plan.
- Received accredited status for the current EDSA Director by the Illinois Emergency Management Agency (IEMA).

2011 Goals and Objectives →

- Receive "Accredited Status" from the Center for Public Safety Excellence.
- Conduct a program evaluation of emergency medical services provided by the department.
- Work to implement the “Wellness and Fitness” initiative Department-wide.
- Review and revise the Department’s strategic plan.
- Inventory resources to maintain compliance with NIMS.
- Implement a third extrication company to provide better coverage in our community.

Fire Department

- Continue to educate the public and construction industry on fire sprinkler systems in 1 and 2 family structures in preparation for the full implementation in 2015.

- Conduct a program evaluation of the Fire Prevention Division to reduce injury and deaths while minimizing property damage.

- Review Mutual Aid agreements.

- Continue on-going efforts to provide personal and professional development programs for Officers and Driver/Engineers.

- Conduct promotional exams for Lieutenant and Fire Inspector.

- Identify ways to integrate Department resources to assist other City departments and private sector entities in an effort to create a safer community.

- Continue to support and participate with the Winnebago County Health Department and EMS in outreach services aimed at creating a healthier community.

- Evaluate Department services to identify methods to improve response times.

Fire Department

Budget Summary

FIRE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$33,000,120	$34,810,117	$34,588,526	$34,311,299	($498,818)
CONTRACTUAL	2,613,105	2,478,542	2,793,097	2,522,220	43,678
SUPPLIES	759,805	575,447	741,002	680,447	105,000
OTHER	67,961	0	3,657	0	0
CAPITAL	0	375,000	407,795	0	(375,000)
ENCUMBRANCES	0	0	0	0	0
TOTAL	$36,440,991	$38,239,106	$38,534,077	$37,513,966	($725,140)

INCREASE ADJUSTED FOR ENCUMBRANCE IS: ($725,140)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
SWORN	274.00	274.00	274.00	271.00	-3.00
CIVILIAN	8.00	8.00	8.00	7.00	-1.00
TOTAL	282.00	282.00	282.00	278.00	-4.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FIRE PROTECTION	$9,858,000	25.6	$9,021,000	24.0
FIRE PENSION	5,975,691	10.9	5,881,090	15.7
FRINGE BENEFIT REIMBURSEMENTS	1,259,855	2.7	1,303,507	3.5
911 FRINGE BENEFIT REIMBURSEMENT	99,365	0.2	121,927	0.3
REPLACEMENT TAX	1,035,100	2.6	931,600	2.5
AMBULANCE CHARGES	4,380,000	7.9	4,400,000	11.7
OTHER CHARGES	90,000	0.2	630,000	1.7
AIRPORT REIMBURSEMENT	877,000	0.0	905,800	2.4
GENERAL REVENUES	13,480,095	49.3	14,319,042	38.2
TOTAL	$37,055,106	100.0	$37,513,966	100.0

Budget Analysis

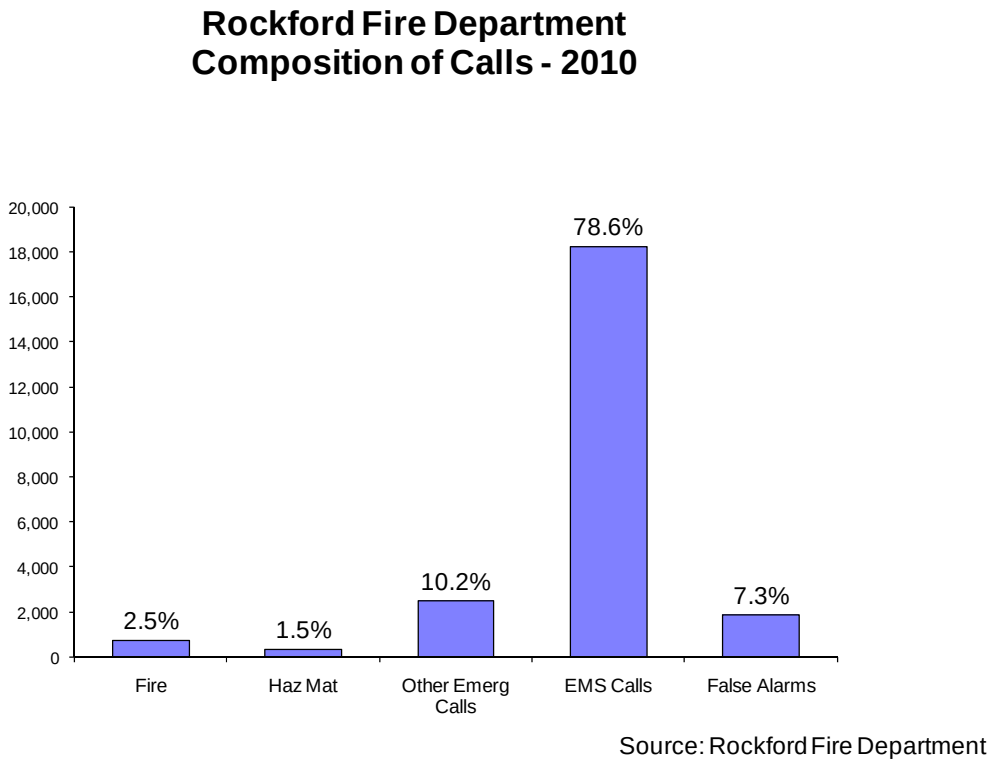
The 2011 budget is $37,513,966, which is a decrease of $725,140 (1.3%) compared to the prior year's budget. Personnel costs decrease $498,818 overall. Salaries increased $513,000 due to step increases and longevity. The salary savings from 2010 has been removed and resulted in a $535,000 increase. Health insurance increased ($271,000) due to the increase in premiums and changes in coverage. IMRF ($4,000) and workers compensation ($16,000) also increased as a result of the increased salaries and rate increases. Pension costs increased by $95,000. Decreases for the department include a reduction in retiree health insurance ($2,500).

Contractual services increased $43,678. Internal service charges increased for fuel ($38,000), 911 communications ($26,700), and risk management costs ($3,700). Service contracts also increased ($20,000) due to an increase of services from Med3000. Decreases included a reduction in the telephone allocation ($8,600), vehicle repairs ($30,000), and building rental ($4,600). The supply budget increased $105,000, in clothing expense.

Fire Department

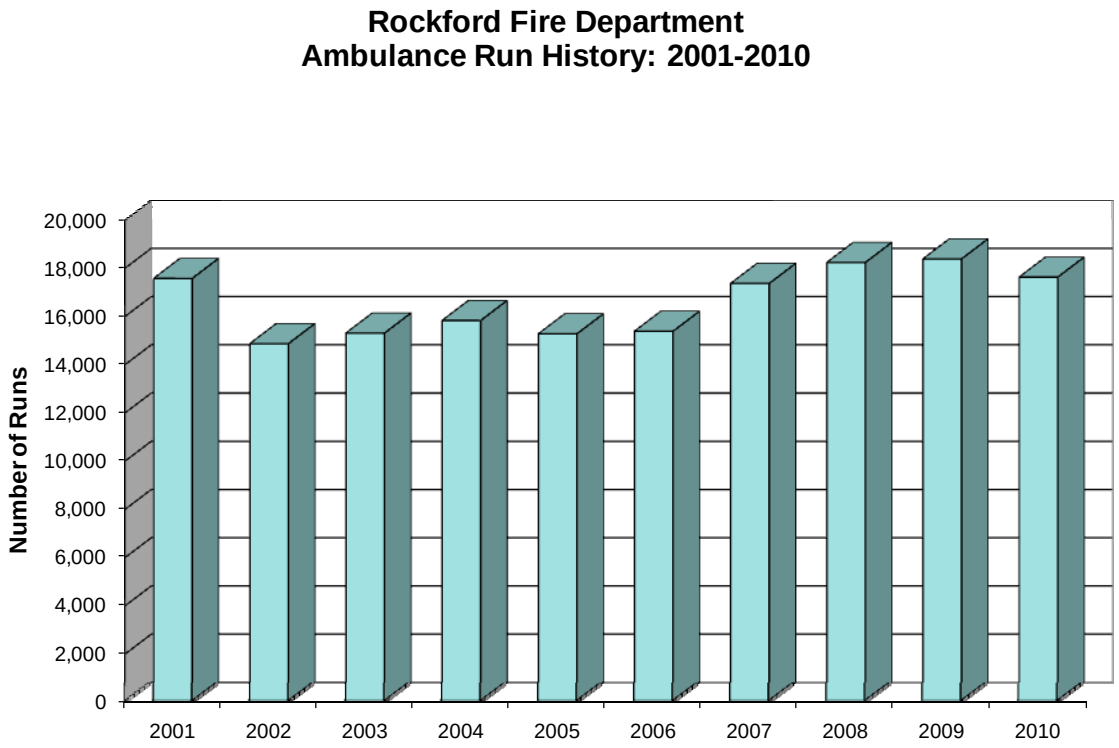
In 2010, the Fire Department spent $38,534,077 or 100.8% of its budgeted allocation. In the past several years, 97% to 101% of the budget has been spent.

Information and Statistics



In responding to calls, the Fire Department currently has eleven fire stations with thirteen fire companies – eight engines, three quints, and two ladder companies – in addition to five ambulances. The majority of calls the Fire Department responds to are EMS/Rescue calls (18,391), other emergency calls (2,609), false alarms (1,827), fire calls (688), and hazardous material calls (148).

Fire Department



Over the last ten years, calls have remained fairly steady at 17,600, with variance from year to year.

Capital Equipment

No capital purchases are budgeted for 2011.

Fire Department

Personnel Review

FIRE DEPARTMENT

BENEFITS AND SALARIES	2010	2011	INCREASE/
SALARY	**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT	$19,216,800	$19,729,950	$513,150
OVERTIME	1,947,000	1,112,000	(835,000)
SEVERANCE PAY	160,000	160,000	0
OUT OF CLASSIFICATION PAY	167,000	167,000	0
MERIT PAY	0	0	0
SALARY SAVINGS	(535,100)	0	535,100
SALARY ADJUSTMENT	353,564	0	(353,564)
PAGER ALLOWANCE	24,784	24,784	0
TOTAL SALARIES	21,334,048	21,193,734	(140,314)
BENEFITS			
FIRE PENSION	$6,951,034	$7,045,842	$94,808
OTHER PENSION EXPENSE	0	(750,000)	(750,000)
ILLINOIS MUNICIPAL RETIREMENT	354,489	349,881	(4,608)
UNEMPLOYMENT TAX	17,766	50,040	32,274
WORKMEN'S COMPENSATION	887,600	903,586	15,986
HEALTH INSURANCE	4,992,858	5,245,656	252,798
HEALTH INSURANCE/DISABILITY	65,286	68,796	3,510
RETIREE HEALTH INSURANCE	123,000	120,510	(2,490)
LIFE INSURANCE	21,996	21,684	(312)
CLOTHING ALLOWANCE	62,040	61,570	(470)
TOTAL BENEFITS	13,476,069	13,117,565	(358,504)
TOTAL COMPENSATION	**34,810,117**	**34,311,299**	**(498,818)**

	POSTION	2010	2011	INCREASE/
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
FIRE CHIEF	FS-4	1.00	1.00	0.00
DIVISION CHIEF	FS-3	4.00	3.00	(1.00)
DISTRICT CHIEFS	FS-2	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	FS-1	1.00	1.00	0.00
FIRE ANALYST	E-8	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	1.00	1.00	0.00
CAPTAIN	F-6	13.00	14.00	1.00
PREVENT/MAINT/FIRE COORDINATOR	F-6	4.00	4.00	0.00
LIEUTENANT	F-5	23.00	28.00	5.00
FIRE INSPECTOR	F-4	6.00	4.00	(2.00)
DRIVER ENGINEER	F-3	42.00	45.00	3.00
FIREFIGHTER	F-1	174.00	165.00	(9.00)
FIRE EQUIPMENT SPECIALIST	F-1	2.00	2.00	0.00
SENIOR CLERK	A-19	3.00	2.00	(1.00)
TOTAL PERSONNEL		**282.00**	**278.00**	**(4.00)**

Fire Department

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Total Calls for Service	23,629	23,663	22,839	22,216
Number of Fire Investigations	312	268	216	180
Total number of fire calls	702	688	564	566
Total number of ambulance runs	18,243	18,391	17,958	17,719

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 primary function of the 911 Division is to receive all 911 and non-emergency calls for the City of Rockford; providing pre-arrival medical instructions to the citizens until emergency personnel arrive on the scene; ensuring that citizens receive public safety services by dispatching fire, police and emergency medical units in the most expeditious manner as possible. 911 utilizes Automatic Number Identification (ANI) and the Automatic Location Identification (ALI) on all 911 calls. However, on wireless 911 calls the ALI provided by the wireless carriers is sent via latitude and longitude up to 125 meters, which must be plotted on the map. 911 is staffed to provide services 24 hours per day, every day of the year to the citizens of Rockford.

2010 Accomplishments →

- Implemented new VHF radio frequencies for the Department.
- Completed evacuation exercises at both the City and County 911 facilities.
- Continue preparation for NG 911 (Next Generation 911) upgrades.
- Installed automated external defibrillator equipment throughout the 911 Center.
- Implemented joint recruit training with the County center to improve interoperability between PSAPs.
- Appointed a new 911 Division Administrator.
- Fulfilled requirements for ISO public protection classification rating.
- Fire Chief visited all "Roll Call" meetings of Police shifts to survey and solicit ways to ensure their needs are addressed.

2011 Goals and Objectives →

- Conduct evacuation drills at both City and County PSAPs.
- Conduct monthly drills to ensure interoperability between all agencies using analog and digital communications.
- Implement new testing software to evaluate candidates testing for new telecommunicator positions.
- Evaluate the requirements of NG911 (Next Generation 911) and how future upgrades will impact the present Public Safety Answering Point.

911 Communications

- Work to reduce overtime expenditures by hiring and training additional telecommunicators.
- Evaluate the call taking process to identify methods that could decrease response times for Fire and Police services.
- Support TIC-P activities to improve inter-operability.
- Continue partnership with Police Department to ensure the Department's needs are met.
- Conduct mandatory training as required by Illinois Department of Public Health.

Budget Summary

911 COMMUNICATIONS FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$4,957,748	$4,841,818	$4,934,072	$5,095,113	$253,295
CONTRACTUAL	136,575	143,139	137,779	143,345	206
SUPPLIES	6,239	10,760	6,239	10,760	0
OTHER	0	0	0	0	0
TOTAL	$5,100,562	$4,995,717	$5,078,090	$5,249,218	$253,501
INCREASE ADJUSTED FOR ENCUMBRANCE IS:			$253,501		

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	53.00	53.00	53.00	53.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PURCHASE OF SERVICES				
POLICE DEPARTMENT	$3,212,721	64.3	$3,445,519	65.6
ETS BOARD	278,372	5.6	248,357	4.7
COUNTY	570,400	11.4	570,400	10.9
	4,061,493	81.3	4,264,276	81.2
FIRE ALARM	934,224	18.7	984,942	18.8
TOTAL	$4,995,717	100.0	$5,249,218	100.0

Budget Analysis

The 2011 budget is $5,249,218 is an increase of $253,501 (5.1%) over the previous year. Personnel costs increased $253,295. Salaries increased $28,100 as a result of personnel changes. Overtime increased $100,000 to reflect actual expenditures. IMRF ($33,100), unemployment ($6,200), and workmen's compensation ($600) increased as a result of rate increases. Health insurance ($98,500) increased as a result of increased premiums.

Contractual costs increased $206, due to small adjustments in internal service charges. The supply accounts remain unchanged.

911 Communications

Prior to 2006, call taking and dispatch expenses for the Police and the Sheriff's Departments were previously paid 60% by the City and 40% by the County. The County had also paid the salary and benefits of the 911 Manager and telephone expenses, while the Fire Department was responsible for the Fire 911 dispatch and personnel expenses. In 2006, driven by the need to upgrade call taking/dispatch technology, the Emergency Telephone System Board (911 Board) completed an $11 million project that consisted of extensive renovations to the existing center. In addition to the renovation, the construction of a new call/dispatch center for the Sheriff's Department was undertaken in order to provide state of the art dispatch and call taking services. The effect of this decentralization in 2007 was realized as a $1.6 million loss in revenue for the 911 dispatch center. As outlined by the existing agreement that went into effect in 2007, the County continues to fund two 24 hour a day, 7 days a week call-taker positions at a total expense of $570,400 to the County that serves as revenue for the City. Not a significant change from previous years, 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 as funds are available. The current budgeted contribution amount from the 911 Board is $248,357.

Police call taking and dispatch expenses for 2011 are $3,445,419 and Fire dispatch is $984,942 (total City expense $4,430,461).

The fifty-cent surcharge, which is assessed on each land-based and cellular line, is currently collected by the County and averages approximately $142,000 per month. It is used to pay for debt service and various operating expenses.

In 2010, the 911 Communications fund spent $5,078,090, or 101.6% of its budgeted allocation. Over the past several years, 95% to 106% of the budget has been spent.

Five Year Forecast

The 2012-2016 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 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$5,511,679	$5,803,798	$6,111,399	$6,435,303	$6,776,375
Expenditures	5,511,679	5,803,798	6,111,399	6,435,303	6,776,375
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0

911 Communications

Personnel Review

911 COMMUNICATIONS FUND

BENEFITS AND SALARIES	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
SALARY			
PERMANENT	$3,048,127	$3,076,246	28,119
TEMPORARY	0	0	0
OVERTIME	380,250	480,250	100,000
MERIT PAY	0	0	0
SALARY ADJUSTMENT	13,280	0	(13,280)
TOTAL SALARIES	$3,441,657	$3,556,496	114,839
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$694,526	$727,659	33,133
UNEMPLOYMENT TAX	3,339	9,540	6,201
WORKMEN'S COMPENSATION	7,572	8,180	608
HEALTH INSURANCE	653,510	752,024	98,514
RETIREE HEALTH INSURANCE	0	0	0
LIFE INSURANCE	4,134	4,134	0
PARKING BENEFITS	27,840	27,840	0
CLOTHING ALLOWANCE	9,240	9,240	0
TOTAL BENEFITS	$1,400,161	$1,538,617	138,456
TOTAL COMPENSATION	**$4,841,818**	**$5,095,113**	**253,295**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS MANAGER	E-10	1.00	1.00	0.00
TELECOMMUNICATIONS SUPERVISOR	E-7	5.00	5.00	0.00
COMPUTER SERVICES COORDINATOR	E-8	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	1.00	1.00	0.00
TOTAL PERSONNEL		**53.00**	**53.00**	**0.00**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Total non-emergency calls	130,481	119,097	112,076	114,317
Total emergency calls	137,536	120,247	119,200	121,584
Total police dispatches	174,122	159,703	167,305	170,651
Total fire dispatches	27,643	24,425	23,539	24,009

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.

2010 Accomplishments →

- Began testing for Fire applicants and developed an eligibility list for hiring.

2011 Goals and Objectives →

- Begin testing for Police applicants and develop an eligibility list for hiring.
- Begin testing for Police sergeants and develop an eligibility list for hiring.
- Begin testing for Police lieutenants and develop an eligibility list for hiring.

Budget Summary

BOARD OF FIRE AND POLICE COMMISSIONERS

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$10,500	$10,500	$10,500	$10,500	$0
CONTRACTUAL	63,774	267,985	94,376	132,635	(135,350)
SUPPLIES	953	3,300	600	2,300	(1,000)
TOTAL	$75,227	$281,785	$105,476	$145,435	($136,350)

FUNDING SOURCE	2010 BUDGET	2010 PERCENT	2011 BUDGET	2011 PERCENT
GENERAL REVENUES	$281,785	100.0	$145,435	100.0

Budget Analysis

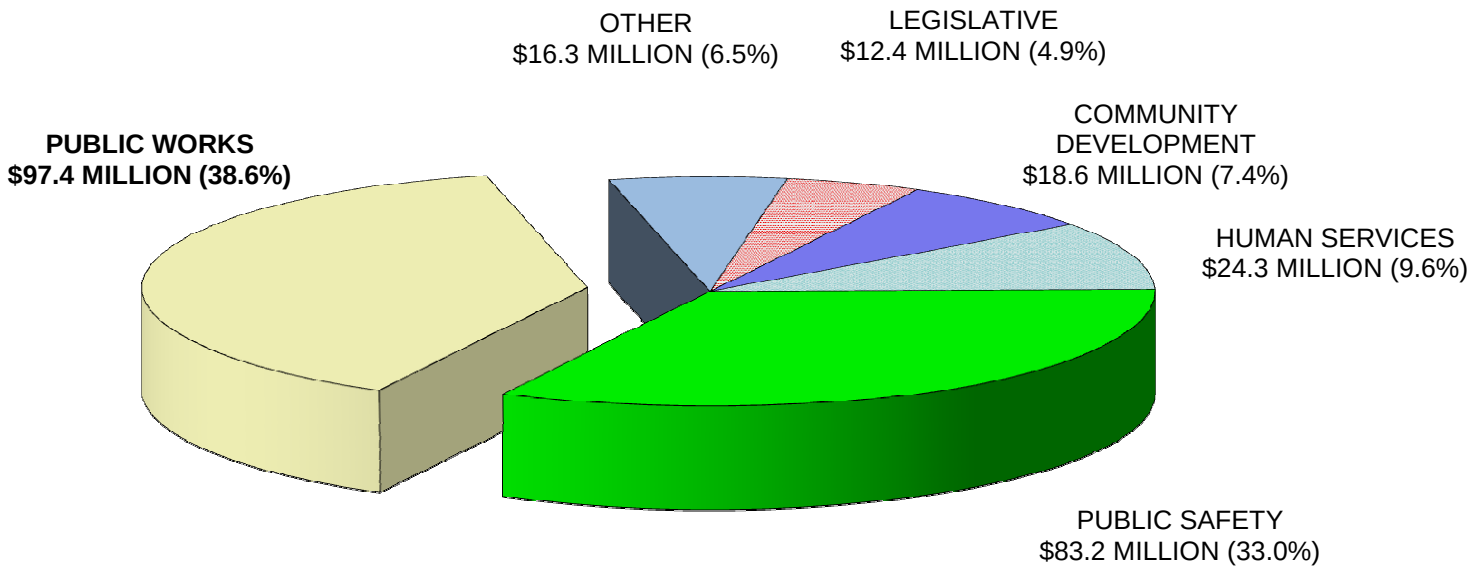
The 2011 budget of $145,435 reflects a $136,350 decrease (48.4%) from the 2010 budget due to no testing being contemplated for the Fire Department. The Board of Fire and Police Commissioners anticipate expending $81,860 for testing. This budget includes $63,300 for entry level Police

exams and promotional exams for Police sergeants and $18,560 for promotional exams for Police lieutenants.

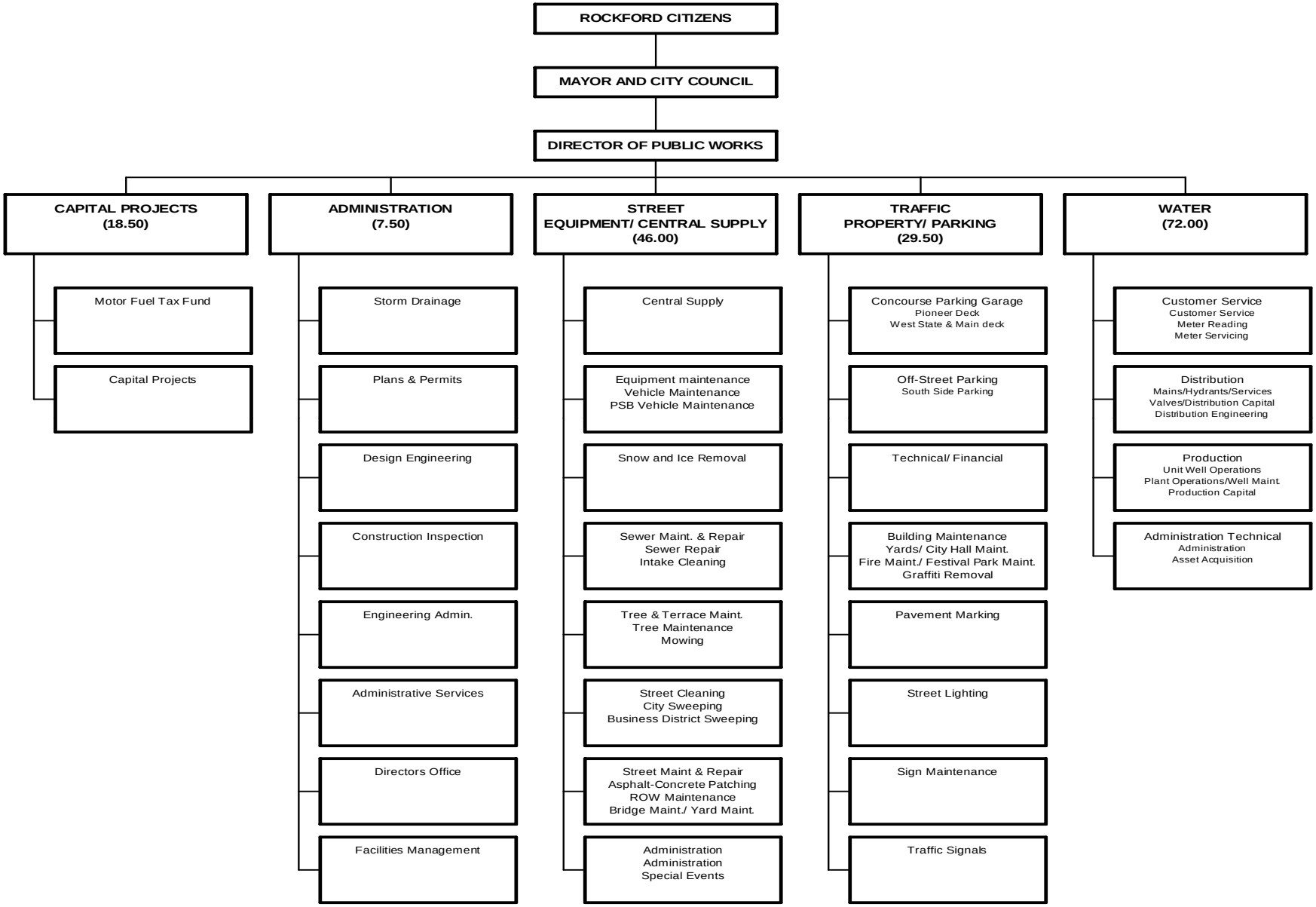
Police and Fire staff time and certain contractual expenses are budgeted directly in the respective departments. In addition to the Commission's $145,435 budget, each department's recruiting costs will range from approximately $61,000 to $150,000 for 2011.

In 2010, the Board of Fire and Police Commissioners spent $105,476. Over the past several years, 46% to 112% of the budget has been spent.

PUBLIC WORKS' SHARE OF 2011
$252.2 MILLION CITY OF ROCKFORD BUDGET



PUBLIC WORKS INCLUDES $62.5 MILLION CAPITAL PROJECTS FUND



(173.50) EMPLOYEES

Public Works–Administration

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.

2010 Accomplishments →

- Continued to support staff by providing and analyzing data for Rockstat.
- Cross trained in areas of customer service in all aspects of right-of-way issues.
- Cross trained Public Works staff in Hansen customer service module.
- Provided direction to Public Works staff as the divisions went through lean process improvement.
- Provided support to staff in the creation of 2010 and 2011 ward capital plans.
- Supported bringing the City into compliance with OSHA regulations as required by the Department of Labor.
- Implemented new timekeeping system, reconciled with Snow and Ice overtime.

2011 Goals and Objectives →

- Support staff in the development of 2011 and 2012 ward capital plans.
- Complete standard operating procedures for all areas of work in the Division.
- Provide training in areas of claims, lawsuits, and council requests.

Public Works–Administration

Budget Summary

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$361,269	$444,940	$464,492	$268,922	($176,018)
CONTRACTUAL	62,223	61,010	62,181	58,590	(2,420)
SUPPLIES	7,251	5,100	6,833	5,100	0
CAPITAL	0	0	0	0	0
TOTAL	$430,743	$511,050	$533,506	$332,612	($178,438)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	6.50	4.50	3.50	2.00	(1.50)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$64,447	14.3	$48,219	14.5
INTERDIVISIONAL PURCHASE OF SERVICES	310,800	68.9	241,100	72.5
GENERAL REVENUES	75,803	16.8	43,293	13.0
TOTAL	$451,050	100.0	$332,612	100.0

Budget Analysis

The 2011 budget is $332,612, which is a decrease of $178,438 (34.9%) from the previous year. Personnel costs decrease $176,018 due to the retirement and replacement of the Superintendent, transfer of portion of a clerk position to CIP, and elimination of the customer service technician position. Reductions occurred in all personnel accounts.

Contractual costs decrease $2,420 overall with a number of changes in internal service charges. Telephone decreased $2,000 due to changes in plans, and building rent declined $2,150. Increases offset in vehicle repair ($1,050) and small increases in fuel, risk management, and IT charges. The supply group remains unchanged.

In 2010, the Administration Division spent $533,506, or 104.4% of its budget allocation. In the past years, 88% to 104% of the budget has been spent.

Capital Equipment

Capital equipment is not budgeted in 2011.

Public Works–Administration

Personnel Review

PUBLIC WORKS ADMINISTRATION DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$274,539	$191,007	($83,532)
TEMPORARY	0	0	0
OVERTIME	0	0	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	60,000	0	(60,000)
TOTAL SALARIES	$334,539	$191,007	($143,532)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$55,402	$39,080	($16,322)
UNEMPLOYMENT TAX	221	360	139
WORKMEN'S COMPENSATION	604	439	(165)
HEALTH INSURANCE	52,221	36,920	(15,301)
LIFE INSURANCE	273	156	(117)
PARKING BENEFITS	1,680	960	(720)
TOTAL BENEFITS	$110,401	$77,915	($32,486)
TOTAL COMPENSATION	**$444,940**	**$268,922**	**($176,018)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	E-15	1.00	1.00	0.00
PW SUPERINTENDENT	E-12	1.00	1.00	0.00
CUSTOMER RELATIONS TECHNICIAN	E-4	1.00	0.00	(1.00)
SENIOR ACCOUNT CLERK	A-21	0.50	0.00	(0.50)
TOTAL PERSONNEL		**3.50**	**2.00**	**(1.50)**

Public Works–Engineering Division

Mission Statement

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, and 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-signaled 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.

2010 Accomplishments →

- Wrote City Sustainability Policy for City Operation and Procurement.
- Completed the pavement assessment of the arterial and collector streets.
- Wrote the Outdoor Dining Design Guidelines and provided guidance to Ordinance amendments for Sidewalk Cafés and the Downtown Mall.
- Completed a hydropower assessment of the Rock River.
- Applied for and received $4 million from FEMA and DCEO for flood mitigation.
- Applied for and received a $25 million grant from the Department of Energy for energy efficiency retrofits of buildings within the region.
- Completed two intersection safety studies with the Police Department.
- Started working with IT and Traffic to create an online parking map.
- Completed 10 hour OSHA Training.
- Completed energy audits on all City-owned buildings and developed a strategy to lessen their energy demand.
- Hosted the 4th Annual International Bio Energy Days.
- Revised City bid documents for Clean Water Act compliance.
- Completed several standard operating procedures and how-to documents.
- Completed Auto-Cad design of water construction projects.

Public Works–Engineering Division

- Completed floor plan Auto-Cad drawings for 50% of the well houses.
- Implemented enforcement of the commercial property snow removal ordinance.
- Completed inspection on all 2009 ROW permits and 90% of 2010 ROW permits, which has reduced complaints on poor workmanship.
- Wrote draft of EOP Public Works Annex and Debris Management Plan.
- Successfully coordinated numerous special events through a complete change in the permitting process implemented in 2010.
- Successfully completed two road diets.
- Applied for and received two Highway Safety Improvement Program grants.
- Prepared City-wide 10-year bike plan as amendment to the 20 year plan.
- Signed a new signal maintenance agreement with Winnebago County.

2011 Goals and Objectives →

- Continue scanning as-built drawings of City infrastructure and load into SharePoint to provide better accessibility to records.
- Continue inspections and database entry of the City's storm sewer system and other infrastructure.
- Complete the traffic sign inventory and replacement program.
- Complete the traffic signal systems inventory and data entry into GIS.
- Create/update a layer in GIS for private well systems.
- Complete the integration of GIS water services with the water accounts.
- Create and update layer in GIS for vault locations and water main easements.
- Complete a minimum of two intersection traffic safety studies.
- Complete all standard operating procedures and how-to documents for Division.
- Complete the online parking map.

Public Works–Engineering Division

- Complete Division wide training on Chapter 26, the Subdivision Ordinance, and the Water IEPA permit process.
- Update the Multi-Hazard Mitigation Plan.
- Complete the scanning of all road construction plans and traffic IDS plans and parking structure plans.
- Enter all asset inventory into GIS from the arterial and collector streets videos.
- Complete the transfer of Engineering files and drawings over to City Yards.
- Complete large wind and small wind power assessments.
- Design and build Keith Creek Greenway throughout Churchill Park.
- Institute new pilot program for industrial illicit discharge of pollutants into our storm sewer.
- Coordinate the installation of a new 400 ac solar panel field and a power of purchase agreement.
- Complete design and construction on a hydropower unit on the Rock River.
- Create a monthly reporting program for construction site inspections.
- Update Chapter 26 of the Code of Ordinances.
- Update the Engineering Design Criteria Manual.
- Completion of School Crossing Guard Warrant Study.

Public Works–Engineering Division

Budget Summary

PUBLIC WORKS ENGINEERING DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$815,762	$583,535	$572,523	$422,844	($160,691)
CONTRACTUAL	138,406	426,775	302,103	191,600	(235,175)
SUPPLIES	9,017	6,750	5,788	6,750	0
CAPITAL	0	0	0	0	0
TOTAL	$963,185	$1,017,060	$880,414	$621,194	($395,866)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
ENGINEERING	4.50	10.00	7.45	5.50	(1.95)
CAPITAL PROJECTS	15.80	16.30	17.05	18.50	1.45
TOTAL	20.30	26.30	24.50	24.00	(0.50)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$83,278	9.0	$61,266	9.9
FEES	27,700	3.1	26,100	4.2
OTHER GOVERNMENT	24,000	2.7	24,000	3.9
INTERDIVISIONAL PURCHASE OF SERVICES	180,550	20.1	246,690	39.7
GENERAL REVENUES	465,032	65.1	263,138	42.3
TOTAL	$780,560	100.0	$621,194	100.0

Budget Analysis

The 2011 budget of $621,194 is a decrease of $395,866 (38.9%) from 2010. Adjusting for one-time grant expenditures added in the 2010 supplemental appropriation, the decrease is $159,366 or 20.4%. Personnel costs decrease $160,691 from the previous year, as a result of a 1.95 reduction in staffing in the division. Decreases occurred in all personnel accounts except unemployment, which increased $520 due to a rate adjustment.

Contractual services decrease $235,175 from the prior year. Adjusted for the 2010 SAO, the contractual budget is an increase of $1,300. Increases in building rental ($7,900) and fuel ($2,700) are offset by decreases in vehicle repairs ($7,000) and IT charges ($2,600). The supplies group remains unchanged.

In 2010, the Engineering Division spent $880,414 or 86.6% of its budgeted allocation. In the past several years, 67% to 96% of the budget has been spent.

Public Works–Engineering Division

Personnel Review

PUBLIC WORKS ENGINEERING DIVISION

BENEFITS AND SALARIES	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
SALARY			
PERMANENT	$393,760	$282,276	($111,484)
TEMPORARY	0	0	0
OVERTIME	0	0	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	**$393,760**	**$282,276**	**($111,484)**
BENEFITS			
IMRF RETIREMENT	$79,460	$57,754	($21,706)
UNEMPLOYMENT TAX	469	990	521
WORKMEN'S COMPENSATION	3,349	2,522	(827)
HEALTH INSURANCE	102,339	76,232	(26,107)
LIFE INSURANCE	582	430	(152)
PARKING BENEFITS	3,576	2,640	(936)
TOTAL BENEFITS	$189,775	$140,568	($49,207)
TOTAL COMPENSATION	**$583,535**	**$422,844**	**($160,691)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	E-12	0.70	0.50	(0.20)
ENGINEERING OPERATIONS MANAGER	E-10	0.75	0.50	(0.25)
STORM WATER PROJECT MANAGER	E-8	0.50	0.50	0.00
ENVIRONMENTAL PROJECT COORDINATOR	E-7	0.50	0.50	0.00
TRAFFIC SENIOR ENGINEER	E-6	1.00	0.00	(1.00)
SENIOR ENGINEERING TECHNICIAN	E-6	1.00	0.50	(0.50)
ENGINEERING TECHNICIAN	E-5	3.00	3.00	0.00
TOTAL PERSONNEL		**7.45**	**5.50**	**(1.95)**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Number of ROW/utility permits issued	1,152	1,383	1,512	1,400
Number of engineering plans reviewed	113	94	70	75
Number of right-of-way/other permits issued	432	240	239	225

Public Works-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.

2010 Accomplishments

- Completed approximately 82 blocks of residential resurfacing across every zone in the City. The residential program also included the resurfacing and reconstruction of 16 alleys.

- Reconstructed neighborhood streets Day Ave (Sherman to Arthur and Fairview to Blaisdell) and Hecker Ave (Fulton to dead end).

- Resurfaced or reconstructed the following Arterial / Collectors: Kishwaukee (Harrison to Brooke), E. State St. (Fairview to 6th), N. Main St. (Auburn to Riverside), Kishwaukee (Harrison to 10th).

- As part of the City-Wide, Local Bridge Replacement Program, the Morsay Avenue Bridge was removed and replaced.

- The Kishwaukee Bridge replacement project was wrapped up in 2010. The medians, shoulders, and final site work within 10th Avenue park was done by mid-summer.

Public Works-Capital Projects Fund

- The design engineering for the Morgan St. Bridge progressed throughout 2010 as we move towards a 2011 construction date. Extensive property acquisition was ongoing throughout the year in preparation for the new bridge development.

- Several American Reinvestment and Recovery Act (ARRA) projects were completed in 2010.

- Completed the design engineering and permit approval for the installation of a lighting system that will span the length of the Kishwaukee corridor from south of Harrison Avenue to 1st Avenue. The system will contain 87 lights.

- Completed the design and installation of new curb and gutter along Rockton Avenue from Auburn to Fulton. This was in advance of the resurfacing project undertaken under the ARRA program.

- The Harrison Avenue Bridge required emergency replacement of support rockers beneath the bridge deck. The project was designed and constructed before the end of the summer.

- 120,000 center line feet of roadway crack sealing was done on arterial, collector, and residential roads in order to help preserve the roads and extend the length of their life.

- Initiated various sidewalk and ADA replacement projects through all sectors of the City.

- All properties have been appraised and the majority were acquired and demolished for the West State Street Corridor project. Staff coordinated two workshops to engage stakeholders in the project design for the linear park.

- Received final Phase I approval from IDOT for the North Main and Auburn Roundabout in late 2009. Retained the Phase II design consultant in 2010 and will complete approximately 50% design plans by the end of the year. Land acquisition for the project began.

- Retained a design consultant to create conceptual plans for the conversion of the downtown, West Side (Church Street/Wyman Street/North Main) one-way pair conversion to two-way traffic. Alternatives to make the conversion have been created and will be presented to the community.

- Supported the third year of a four year program to collect and collate tree data for assets located within City ROW.

- Funded the collection of Pavement Condition Index (PCI) data for the City-Wide arterial and collector system. This data will allow better management of the investment of CIP funds to those arterial / collectors that show the greatest need.

- Worked with IDOT in 2009/2010 to bring the resurfacing of two significant arterials, East State Street (Fairview to 6th Street), and North Main Street (Auburn to Riverside) to the

community. Two inside lanes of West State Street were also resurfaced, from Kent Creek to Pierpont.

- The Riverwalk received Phase I approval in 2010. Design has progressed towards a November 2010 letting date, with a spring 2011 construction date.

2011 Goals and Objectives

- Complete the land acquisition and the design for the linear park in conjunction with the West State Street Corridor project. This project has a tentative June 2011 state letting date, which will also require the completion of the joint City-RRWRD water main/sanitary sewer project, as well as an overhead utility relocation project.

- The City will support the Phase I design engineering for the North Main Street corridor project being lead by IDOT.

- The Riverwalk – Museum Campus project is scheduled to begin construction in 2011. It is anticipated that the project will encompass the entire 2011 construction season. Final landscaping and various aesthetic appointments will be completed in 2012.

- Central Avenue Bridge, delayed due to a bidding issue at IDOT, will be constructed in 2011.

- Complete American Reinvestment and Recovery Act funded resurfacing of Spring Brook Rd. (Mulford to Imperial Oaks).

- Complete the design engineering, and possibly the construction required to make necessary improvements to the Rockton and Halsted intersection. The City received Highway Safety Improvement Program (HSIP) funds from IDOT in 2010 to move this project forward.

- Continued advancement of design and permitting in support of both the major bridge and local bridge program.

- Pursue major bridge funding for the rehabilitation of the Harrison Avenue Bridge deck and the complete replacement of the Jefferson Street Bridge. Funding is targeted for FY 2016.

- Continue to assess the feasibility of converting the downtown one-way pair system (Church Street and Main Street); and, the US 251 one-way pair system (2nd Street and 3rd Street), including the potential reconfiguration of the Whitman interchanges, through the eastern portion of downtown.

- Work with IDOT to include the possibility of including potential interchange at Bypass 20 and Kishwaukee Street (US 251) within their US Bypass 20 corridor analysis.

- Continue work on regional transportation issues through active participation in the Rockford Metropolitan Agency for Planning (RMAP).

Public Works-Capital Projects Fund

- Continue to move forward with enhancements to the Streetscape area. This is to include way finding signage, kiosks, and vendor area.

- Continue investment into arterial / collector sidewalk program. Create a neighborhood sidewalk construction program (primarily for areas without sidewalks, but also to fill in gaps in neighborhoods where total sidewalk replacement or development are warranted).

- Collect and utilize data on the City's infrastructure systems (including pavement conditions). Move toward an asset management model to focus on infrastructure investment in those areas of greatest need.

- Continue program support for the Water Division, including analysis of existing system facilities within the design cycle of road projects.

Public Works-Capital Projects Fund

Budget Summary

PUBLIC WORKS CAPITAL PROJECTS DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$1,195,290	$1,445,959	$1,494,571	$1,553,845	$107,886
CONTRACTUAL	9,497,644	219,580	5,117,497	200,995	(18,585)
SUPPLIES	7,270	5,460	9,806	5,460	0
OTHER	2,889,074	1,683,200	2,719,925	304,300	(1,378,900)
CAPITAL	46,025,332	54,255,801	14,741,133	60,760,400	6,504,599
TOTAL	$59,614,610	$57,610,000	$24,082,932	$62,825,000	$5,215,000

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

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
ENGINEERING	4.50	10.00	7.45	5.50	(1.95)
CAPITAL PROJECTS	15.80	16.30	17.05	18.50	1.45
TOTAL	20.30	26.30	24.50	24.00	(0.50)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
BOND & CERTIFICATE PROCEEDS				
GENERAL OBLIGATION BONDS	$0	0.0	$0	0.0
GENERAL OBLIGATION-ALTERNATE	0	0.0	0	0.0
WATER REVENUE BONDS	12,000,000	25.0	0	0.0
SUBTOTAL	12,000,000	25.0	0	0.0
CURRENT REVENUE				
STATE MOTOR FUEL TAX	3,800,000	7.9	3,300,000	5.2
LOCAL SALES TAX	14,250,000	29.5	14,250,000	22.4
WATER REPLACEMENT IMPROVEMENT ACCT	0	0.0	4,050,000	6.4
OTHER GOVERNMENTS/PRIVATE	16,060,000	33.2	39,525,000	62.0
INTERFUND TRANSFERS	2,200,000	4.6	2,600,000	4.0
SUBTOTAL	36,310,000	75.2	63,725,000	100.0
TOTAL	$48,310,000	100.0	$63,725,000	100.0

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

Budget Analysis

For the City, the first year of the five-year capital improvement program becomes part of the current year's budget. Accordingly, the City Council annually determines the composition of the program and includes it when considering the current year's total resources and need. The capital improvement effort is funded by a mix of current revenues from a variety of sources and bond proceeds that are repaid from property taxes, water revenues, and abatements.

Currently, the City is in the midst of a four year $75 million water improvement program that is being financed by bond issues and participation in a state loan program. These borrowings will

Public Works-Capital Projects Fund

be repaid by water revenues. When this program is complete in 2011, the City will finance future water improvements on a cash basis.

The 2011 work program consists of $60.760 million for transportation and economic development. Ongoing projects, already funded in previous years, will continue and incur expenses in 2011 as well.

The current program revenues for 2011 are at $63.1 million, which is 100% of the total revenues. A new local sales tax replaces the annual street bond referendum and provides $14.2 million in revenue. State motor fuel tax revenues remain constant.

The CIP Fund will purchase $254,570 in direct services from other City departments such as Legal, Community Development, and Finance.

In 2010, the CIP Fund spent $24,082,932 or 41.8% of its budgeted allocation. In the past several years, 68% to 180% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 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.

CAPITAL PROJECTS FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$64,964	$66,913	$68,920	$70,988	$73,118
Expenses	64,964	66,913	68,920	70,988	73,118
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0

Public Works-Capital Projects Fund

Personnel Review

PUBLIC WORKS CAPITAL PROJECTS DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$946,704	$989,834	$43,130
TEMPORARY	22,000	22,000	0
OVERTIME	22,000	22,000	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$990,704	$1,033,834	$43,130
BENEFITS			
IMRF RETIREMENT	$197,167	$208,705	$11,538
UNEMPLOYMENT TAX	1,074	3,330	2,256
WORKMEN'S COMPENSATION	7,380	8,325	945
HEALTH INSURANCE	240,120	289,328	49,208
LIFE INSURANCE	1,330	1,443	113
PARKING BENEFITS	8,184	8,880	696
TOTAL BENEFITS	$455,255	$520,011	$64,756
TOTAL COMPENSATION	**$1,445,959**	**$1,553,845**	**$107,886**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER-ENGINEERING SERVICES	E-11	0.30	0.50	0.20
CITY ENGINEER-CAPITAL PROJECTS	E-11	1.00	0.00	(1.00)
CONSTRUCTION PROGRAM MANAGER	E-11	1.00	1.00	0.00
TRAFFIC ENGINEER	E-11	1.00	1.00	0.00
ENGINEERING OPERATIONS MANAGER	E-10	0.25	0.50	0.25
CIP OPERATIONS MANAGER	E-10	0.00	1.00	1.00
STORM WATER PROJECT MANAGER	E-10	0.50	0.50	0.00
PROJECT MANAGER	E-8	3.00	2.50	(0.50)
ENVIRONMENTAL PROJECT COORDINATOR	E-7	0.50	1.00	0.50
SENIOR CONSTRUCTION TECHNICIAN	E-6	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	E-6	4.00	4.50	0.50
ENGINEERING TECHNICIAN	E-5	2.00	2.00	0.00
SENIOR ACCOUNT CLERK	A-21	0.50	1.00	0.50
SENIOR CLERK	A-19	2.00	2.00	0.00
TOTAL PERSONNEL		**17.05**	**18.50**	**1.45**

Public Works–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. It is the policy of the City to use these user fee taxes on motor fuel sales exclusively for road improvement.

- **Primary Function** → 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.

Budget Summary and Analysis

Motor fuel taxes have been generated by a flat rate of cents per gallon, 19.0 for gasoline and 21.5 for diesel fuel, plus a sales tax transfer. With the Illinois First (Fund for Infrastructure, Roads, Schools, and Transit) program adopted by the State in 1999, the sales tax transfer was eliminated April 2000 and certain vehicle registration fees replaced and supplemented this shared state revenue. On a net basis, the City received an additional 18%.

Budgeted revenue for 2011 is $3,694,400, reflecting a $148,600 (3.9%) decrease from the prior year's budget. The revenue for 2010 is $3,811,673, which is 0.9% below the 2009 actual of $3,844,478. With a population of 150,115, on a per capita basis, 2009 is $25.61, 2010 is $25.39 and 2011 is $24.61.

MOTOR FUEL TAX FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
TRANSFERS TO					
GENERAL FUND	$1,200,000	$0	$0	$2,400,000	$2,400,000
CAPITAL PROJECTS FUND	2,047,060	3,800,000	2,346,538	3,300,000	(500,000)
TOTAL	$3,247,060	$3,800,000	$2,346,538	$5,700,000	$1,900,000

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
STATE MOTOR FUEL TAX	$3,843,000	95.6	$3,694,400	95.8
INTEREST INCOME	176,000	4.4	160,000	4.2
TOTAL	$4,019,000	100.0	$3,854,400	100.0

Interest earnings vary with the amount of money available for investment.

Transfers to the Capital Projects Fund have varied, depending on annual project selection, between $640,000 and $4.78 million. Expenditures in 2010 were $2,346,538. The 2011 budget calls for $3.3 million in transfers to the Capital Projects Fund and $2,400,000 to the General Fund for eligible street lighting expenses. The General Fund, in turn, will transfer $2,400,000 to

the Capital Projects Fund for projects. The $2.4 million transfers reflect both the planned 2010 transfer, which did not occur in 2010, and the regular 2011 transfer.

The City had its own one cent per gallon gas and diesel fuel tax enacted in 1979 under its former home rule powers with a sunset provision at the end of 1985 that generated $600,000 annually. In 1996 the State gave the City authority to enact by voter approval at referendum, a one cent per gallon tax on motor fuels. To date, the City has not chosen this alternative.

Five Year Financial Forecast

The 2012-2016 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 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$3,819	$3,799	$3,778	$3,765	$3,752
Expenses	4,500	4,500	4,200	4,200	4,200
Excess (Deficit)	(681)	(701)	(422)	(435)	(448)
Beginning Balance	6,064	5,383	4,682	4,260	3,825
Ending Balance	$5,383	$4,682	$4,260	$3,825	$3,377

Public Works–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.

2010 Accomplishments→

- Outsourced 60 additional mowing sites
- Outsourced right of way pesticide applications.
- Addressed spring pothole initiative with no overtime expense.
- Continued emphasis on clearing and maintenance of drainage ways in support of Army Corp of Engineers initiatives.

2011 Goals and Objectives→

- Continue to outsource appropriate job functions as staffing levels are reduced.
- Continue to perform basic City services with reduced staffing.
- Increase involvement of other Public Works Divisions to staff snow and ice operations.
- Begin process of tree injection to protect healthy ash trees from the threat of the emerald ash borer. The goal is to treat 10% of the City's 1,400 ash trees.
- Emphasize reduced salt utilization for winter operations.

Public Works–Street Maintenance Division

Budget Summary

PUBLIC WORKS STREETS AND SEWERS DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$2,875,395	$2,885,436	$2,798,222	$2,387,314	($498,122)
CONTRACTUAL	4,040,653	3,507,955	3,447,664	3,442,470	(65,485)
SUPPLIES	1,214,106	1,384,000	1,270,887	1,384,000	0
OTHER	167,521	87,959	170,320	92,559	4,600
CAPITAL	1,125	0	255	0	0
ENCUMBRANCES	0	0	0	0	0
TOTAL	$8,298,800	$7,865,350	$7,687,348	$7,306,343	($559,007)
INCREASE ADJUSTED FOR ENCUMBRANCES IS:			($559,007)		

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	39.50	40.00	38.00	32.00	(6.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
STREET AND BRIDGE	$2,098,800	26.7	$2,098,800	28.7
REIMBURSEMENTS	598,272	7.6	377,081	5.2
OTHER GOVERNMENTS	270,000	3.4	270,000	3.7
TRANFERS FROM OTHER FUNDS	718,825	9.1	940,300	12.9
GENERAL REVENUES	4,179,453	53.1	3,620,162	49.5
TOTAL	$7,865,350	100.0	$7,306,343	100.0

Budget Analysis

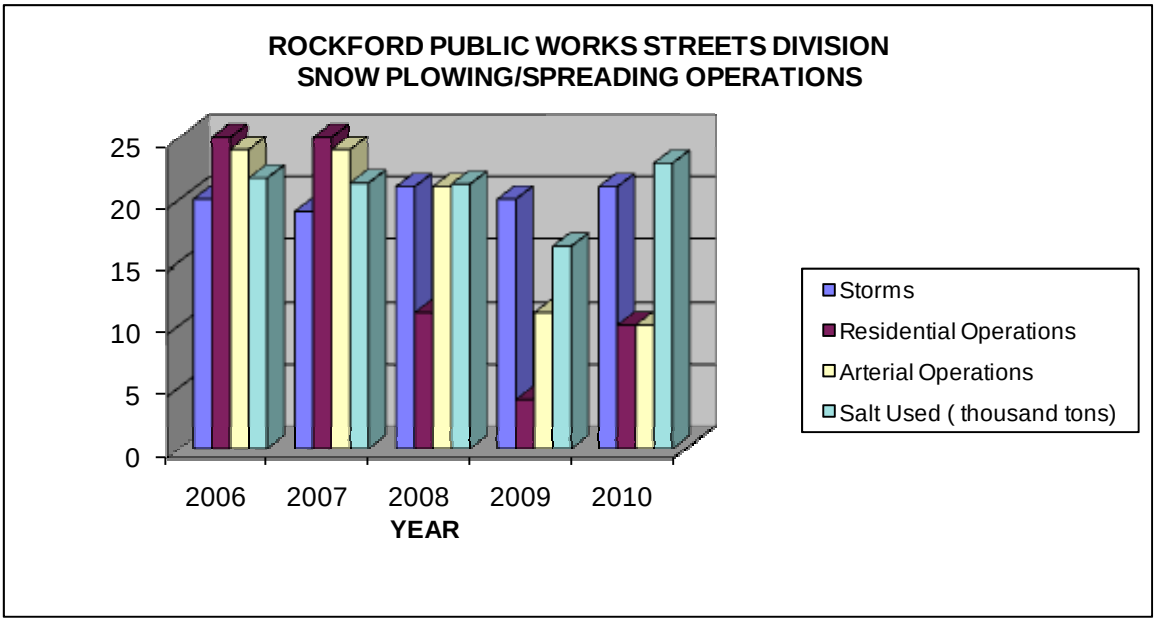
The 2011 budget of $7,306,343 is a $559,007 (7.1%) decrease over the 2010 budget. Personnel costs decreased $498,100. Salaries decrease $287,800 due to a number of changes. The street superintendent position became vacant and was eliminated. A number of retirements and other staffing changes resulted in elimination of vacant senior tree trimmer and maintenance worker positions. Finally, two maintenance worker positions that were intended to be kept vacant to achieve budget savings were eliminated from the budget, for a total staff reduction of six (6). Fringe benefits reduced along with the reduction in staffing and in salaries.

Contractual services decrease $65,485. The largest change occurred in vehicle repairs, for a decrease of $61,600. IT charges fell $4,300, fuel charges reduced $5,300, and pager rental was eliminated for $7,800. Risk management charges rose $5,300, building rent rose $4,500, and service contracts went up $2,500. The supply group remains unchanged. The other account group increases $4,600 as a result of an increase in the purchase of J.U.L.I.E locate service from the Water Division.

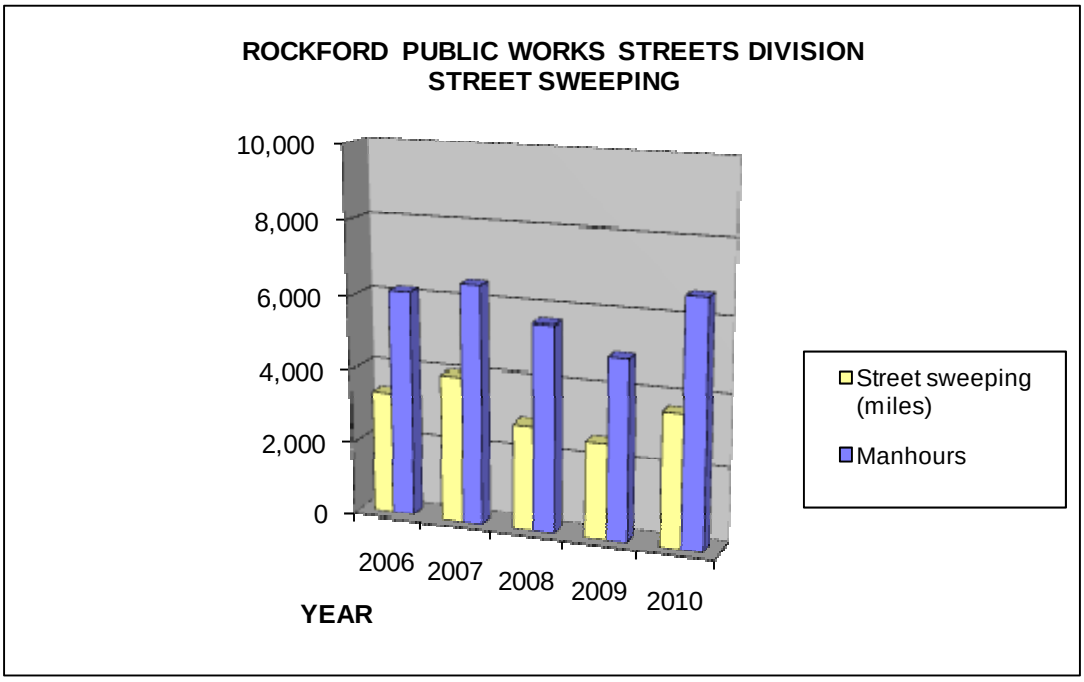
In 2010, the Street Division spent $7,687,348, or 97.7% of its budgeted allocation. In past several years, 81% to 121% of the budget has been spent.

Public Works–Street Maintenance Division

Information and Statistics



As noted earlier, about one-quarter of the Street Division budget is allocated to snow and ice control. Actual expenditures vary significantly depending upon total expected snowfall, temperature, and the type of precipitation that occurs. In the 2009-10 winter season, the Division responded to 19 occurrences that resulted in 45.0 inches of snowfall.



The division is responsible for sweeping an estimated 3,992 miles of arterial and residential streets, as well as arterial streets in business districts.

Public Works–Street Maintenance Division

Personnel Review

PUBLIC WORKS STREET MAINTENANCE DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$1,636,348	$1,348,567	($287,781)
OVERTIME	180,000	180,000	0
TEMPORARY	36,000	36,000	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$1,852,348	$1,564,567	($287,781)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$369,293	$315,499	($53,794)
UNEMPLOYMENT TAX	2,394	5,760	3,366
WORKMEN'S COMPENSATION	77,865	55,822	(22,043)
HEALTH INSURANCE	572,572	435,136	(137,436)
RETIREE HEALTH INSURANCE	8,000	8,034	34
LIFE INSURANCE	2,964	2,496	(468)
TOTAL BENEFITS	$1,033,088	$822,747	($210,341)
TOTAL COMPENSATION	**$2,885,436**	**$2,387,314**	**($498,122)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
STREET SUPERVISOR	E-9	1.00	0.00	(1.00)
MAINTENANCE SUPERVISOR	E-7	2.00	2.00	0.00
SENIOR EQUIPMENT OPERATOR	A-26	3.00	3.00	0.00
SENIOR TREE TRIMMER	A-26	2.00	1.00	(1.00)
TREE TRIMMER	A-24	3.00	3.00	0.00
SECRETARY	A-24	1.00	0.00	(1.00)
EQUIPMENT OPERATOR	A-23	8.00	8.00	0.00
SENIOR CLERK	A-23	3.00	3.00	0.00
SENIOR SECRETARY	A-20	0.00	1.00	1.00
MAINTENANCE WORKER	A-20	15.00	11.00	(4.00)
TOTAL PERSONNEL		**38.00**	**32.00**	**(6.00)**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Plowing/spreading occurrences	31	20	21	22
Street sweeping cycles	4.00	3.00	3.00	3.00
Pothole patching (tons used)	2,762	3,131	1,868	1,400
Tree trims	2,890	4,136	1,181	1,500
Tree plantings	0	19	28	100

Public Works–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.

2010 Accomplishments →

- Completed final phase of the City-NIU fiber optic project.
- Continued to upgrade traffic lights with LED lights.
- Researched different types of lighting for outdoor use in parking decks, parking lots, and on-street lighting.
- Evaluated and executed a plan to remove City-owned equipment in downtown ComEd vaults.
- Striped 138 miles for the City and four miles for the township.
- Executed plan for the Kishwaukee street light project.
- Completed initial installation of street lights for Downtown Streetscape project.
- Developed a successful plan to efficiently stripe the streets and crosswalks in a proficient manner that maintains City of Rockford standards.
- Continued to upgrade MUTCD signs for the 2015 mandate.

2011 Goals and Objectives →

- Institute phase 1 plan for centralized traffic control center.
- Research and develop a plan to reduce energy consumption for street lights.
- Complete installation of street lights for the Downtown Streetscape project.

Public Works–Traffic Division

- Continue to upgrade traffic lights with LED lights.
- Continue to lay fiber optic cable and improve the surrounding network.
- Work with outside partners to develop a plan for a new infrastructure system.
- Continue to upgrade signage for the MUTCD mandate of 2015
- Continue to develop the plan and execute street and crosswalk striping in a proficient manner that maintains City of Rockford standards.
- Review all signage on State roads, and remove and replace all signage that does not meet IDOT standards.
- Implement a plan to replace all existing school signs City-wide. Complete replacement process by September 2011.

Budget Summary

PUBLIC WORKS TRAFFIC DIVISION BUDGET SUMMARY

	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$874,398	$1,010,064	$900,254	$905,045	($105,019)
CONTRACTUAL	3,653,973	3,368,620	3,441,710	3,000,905	(367,715)
SUPPLIES	253,705	281,000	189,397	266,000	(15,000)
OTHER	23,600	24,300	24,300	23,700	(600)
CAPITAL	15,198	0	16,899	0	0
ENCUMBRANCES	0	0	0	0	0
TOTAL	$4,820,874	$4,683,984	$4,572,560	$4,195,650	($488,334)
INCREASE ADJUSTED FOR ENCUMBRANCES IS:			($488,334)		

STAFFING REVIEW

	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	18.00	12.40	13.00	11.00	(2.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	$169,487	3.6	$155,297	2.9
PURCHASE OF SERVICES	47,000	1.0	47,900	0.9
FROM OTHER GOVERNMENTS	180,000	3.8	180,000	3.3
TRANSFERS FROM OTHER FUNDS	1,200,000	25.6	2,400,000	44.5
GENERAL REVENUES	3,087,497	65.9	2,612,453	48.4
TOTAL	$4,683,984	100.0	$5,395,650	100.0

Public Works–Traffic Division

Budget Analysis

The 2011 budget of $4,195,650 is a $488,334 (10.4%) decrease from prior year. Personnel costs decrease $105,000 due to the elimination of a vacant sign/marking technician and the maintenance worker position, which was held vacant for budget savings. Reductions occurred in all personnel accounts except unemployment, which rose ($1,100) due to a rate increase.

Contractual services decrease $367,715 overall, primarily due to a reduction of $358,200 in street lighting expenses. The division will complete a light reduction program in 2011 to cut costs for this service. Other reductions occurred in public works maintenance ($23,800), risk management ($18,000), building rent ($9,100) and telephone ($3,700). These reductions were offset by increases in service contracts ($40,000) and vehicle repairs ($4,400).

The supplies account group decreases $15,000, from a reduction in equipment maintenance supplies. Other expenses reflect a decrease of $600 for parking purchase of service.

The Division will receive $120,000 from IDOT for maintenance performed on city-state joint signals and approximately $60,000 from the County for maintenance performed on their 30 signals. The budget also includes a $2,400,000 transfer from the Motor Fuel Tax Fund to pay a portion of the street lighting expense, an eligible MFT activity, for both 2010 and 2011.

In 2010, the Traffic Division spent $4,572,560 or 97.6% of its budgeted allocation. In the past several years, 65% to 112% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2011.

Public Works–Traffic Division

Personnel Review

PUBLIC WORKS TRAFFIC DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$645,163	$572,114	($73,049)
TEMPORARY	0	0	0
OVERTIME	37,000	37,000	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$682,163	$609,114	($73,049)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$137,660	$124,625	($13,035)
UNEMPLOYMENT TAX	819	1,980	1,161
WORKER'S COMPENSATION	31,008	28,692	(2,316)
HEALTH INSURANCE	153,400	139,776	(13,624)
RETIREE HEALTH INSURANCE	4,000	0	(4,000)
LIFE INSURANCE	1,014	858	(156)
TOTAL BENEFITS	$327,901	$295,931	($31,970)
TOTAL COMPENSATION	**$1,010,064**	**$905,045**	**($105,019)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
TRANSP/PROP MANAGER	E-8	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	E-8	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	5.00	5.00	0.00
SIGN/MARKING TECHNICIAN	A-22	3.00	2.00	(1.00)
MAINTENANCE WORKER	A-20	1.00	0.00	(1.00)
SENIOR CLERK	A-19	1.00	1.00	0.00
TOTAL PERSONNEL		**13.00**	**11.00**	**(2.00)**

Public Works - 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).

2010 Accomplishments →

- Upgraded lighting and electrical system at the Concourse deck.
- Worked with Finance to develop a plan to upgrade the Parking Control Officer's outdated Auto-Cite Hand-Held system.
- Upgraded the parking permit/badge system for the Metro deck.

2011 Goals and Objectives →

- Install solar sinks in City sprinkler systems, which monitor moisture and heat and water accordingly (instead of watering at specific times) to reduce water use.
- Upgrade Auto Cite software and train entire department on new system.
- Resurface parking lot 38.
- Continue to upgrade parking system communications infrastructure.

Public Works - Parking Division

PUBLIC WORKS PARKING SYSTEM

LOT	LOCATION	TOTAL SPACES
West Side		
A	Mulberry/Court/Winnebago	125
B	Wyman-Elm Deck	329
C	Wyman/Park	125
CC	Library/River/Park	23
I	Chestnut/Court/Winnebago	80
L	State-Main Deck	287
P	State-Winnebago	166
S	Concourse Parking Garage	843
W	Wyman/Mulberry/Main	59
WW	Memorial Hall/Library	52
Y	Pioneer Deck	786
SS	Hanley	129
AmCore Lot		50
Block 38 Metro Lease		68
	Total West Side CBD	3,122
East Side		
D	City Hall	70
DD	Walnut/2nd Street	14
J	Shumway Market	112
M	East State/Madison	91
N	East State/3rd Street	20
Q	East State, Madison/1st	55
R	East State/2nd Street	17
T	East State/Water Garage	96
TT	200 North Water	15
Church Lot-Leased City Hall		112
	Total East Side CBD	602
Broadway		
F	13th Avenue, 7th/8th	86
V	Broadway(1200 Block)	23
	Total Broadway Side CBD	109
South Main		
H	South Main/Kent	30
HH	South Main/Morgan	25
K	1000 South Main	30
K1	1000 South Main	15
	Total South Main CBD	100
North Main		
G	Latham/King	79
O	Toner/Myott	100
	Total North Main CBD	179
7th Street		
EE	1st Avenue, 7th/2nd Ave.	79
X	7th, 2nd/3rd Avenues	28
Total System of 30 lots and 4 garages in six areas		4,219

Public Works - Parking Division

Budget Summary

PUBLIC WORKS PARKING DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$517,096	$513,648	$483,700	$519,125	$5,477
CONTRACTUAL	424,150	493,238	430,325	477,950	(15,288)
SUPPLIES	25,100	41,550	27,959	41,550	0
OTHER	1,235,846	1,295,369	1,135,078	1,314,013	18,644
INTEREST	0	0	0	0	0
TOTAL	$2,202,192	$2,343,805	$2,077,062	$2,352,638	$8,833

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	9.00	9.00	8.50	8.50	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PARKING FEES	$1,125,000	63.3	$1,311,200	65.5
FINES	603,100	27.8	556,600	27.8
RENTAL/INTEREST INCOME	98,000	7.9	109,900	5.5
PURCHASE OF SERVICES	24,300	1.0	23,700	1.2
TOTAL	$1,850,400	100.0	$2,001,400	100.0

Budget Analysis

The 2011 budget is $2,352,638, which is an increase of $8,800 (0.1%) over the previous year. Personnel expenses increase $5,477 primarily as a result of increases in fringe benefit rates, including health insurance ($2,300), IMRF ($1,400), and unemployment ($1,000).

Contractual costs decrease $15,300 (3.1%). Increases in lighting utilities of $24, 500, in snow removal of $10,000, and fuel of $2,400 were offset by decreases of $46,000 in building utilities and $6,500 in building rental.

Supplies remained stable and the other accounts group increased $18,600 due to increases in depreciation, debt service, and a reduction in the purchase of services from the Police department.

2011 revenue of $2,001,400 is an increase of $151,000 over the 2010 budgeted revenue of $1,850,400. The increase is mostly attributable to increased parking fees and rental income for 2010. Parking fees, to be increased $1 per month, are projected to increase $186,000 along with rental income increasing $12,000. Parking fines are expected to drop $46,500.

The 2011 net is a loss of $351,238; net of depreciation, it is a gain of $362,762.

In 2010, the Parking Division spent $2,077,062, or 88.6% of its budgeted allocation. In the past several years, 90% to 139% of the budget has been spent.

Public Works - Parking Division

Five Year Financial Forecast

The 2012-2016 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, last changed in 2009, if lots are to be redone, signage added, and enforcement/payment equipment acquired.

PARKING FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$2,062	$2,124	$2,187	$2,253	$2,320
Expenses	2,489	2,542	2,598	2,681	2,740
Excess (Deficit)	(427)	(418)	(411)	(428)	(420)
Beginning Balance	16,367	15,940	15,522	15,111	14,683
Ending Balance	$15,940	$15,522	$15,111	$14,683	$14,263

Fixed Assets

There are no fixed assets budgeted for 2011.

Public Works - Parking Division

Personnel Review

PUBLIC WORKS PARKING DIVISION

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$374,969	$376,408	$1,439
TEMPORARY	5,000	5,000	0
OVERTIME	5,500	5,500	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$385,469	$386,908	$1,439
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$77,162	$78,521	$1,359
UNEMPLOYMENT TAX	536	1,530	994
WORKMEN'S COMPENSATION	5,882	6,279	397
HEALTH INSURANCE	41,496	43,784	2,288
RETIREE INSURANCE	1,000	0	(1,000)
LIFE INSURANCE	663	663	0
PARKING	1,440	1,440	0
TOTAL BENEFITS	$128,179	$132,217	$4,038
TOTAL COMPENSATION	**$513,648**	**$519,125**	**$5,477**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
PARKING SYSTEMS SUPERVISOR	E-7	1.00	1.00	0.00
PARKING LOT ATTENDANT	A-17	2.50	2.50	0.00
PARKING SYSTEM REPAIRER	A-22	2.00	2.00	0.00
PARKING CONTROL OFFICER	A-19	3.00	3.00	0.00
TOTAL PERSONNEL		**8.50**	**8.50**	**0.00**

Performance Measurements

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Total parking spaces	4,504	4,504	4,504	4,504
Total short-term parking leases	1,404	1,404	1,404	1,404
Total long-term parking leases	2,500	2,500	2,500	2,500
Handicapped parking spaces	147	147	152	155
Dollar amount of tickets issued	526,590	648,032	527,355	600,352
Number of tickets issued	24,023	24,741	18,268	22,000

Public Works–Property Division

Mission Statement

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

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

2010 Accomplishments →

- Remodeled the break/lunch room in the Water facility on Cedar Street.
- Restructured Property staff rounds making them more efficient.
- Painted the interior walls, doors and floors in Building 8 at City Yards.
- Recycled and scrapped various materials at the City-owned facility on Buchanan Street prior to demolition.
- Reduced graffiti supply costs by adjusting purchasing schedule and changing suppliers.
- Reduced inefficient maintenance and improved customer service on City-owned buildings.

2011 Goals and Objectives→

- Remodel the Sign office floor.
- Revamp Property staff assignments to Fire Stations to increase efficiency and reduce cost.
- Upgrade Break/Lunch room in Building 8 at City Yards with a sink and drainage area.
- Create a rotation system for the Property staff that allows each staff member to work in each City-owned building and become more efficient with all maintenance tasks such as HVAC, plumbing, electrical and carpentry.
- Move towards using green environmental building and remodeling products, and in all cleaning products used in City-owned buildings.

Public Works–Property Division

Budget Summary

PUBLIC WORKS PROPERTY DIVISION BUDGET SUMMARY

PROPERTY UNIT	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$811,755	$839,733	$728,545	$766,361	($73,372)
CONTRACTUAL	1,470,076	1,560,630	1,373,891	1,580,930	20,300
SUPPLIES	196,186	210,470	201,250	210,470	0
OTHER	206,082	216,700	224,835	206,700	(10,000)
TOTAL	2,684,099	2,827,533	2,528,521	2,764,461	(63,072)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	13.40	12.00	11.00	10.00	(1.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
BUILDING RENTAL CHARGES				
INTERNAL	$2,559,500	88.2	$2,849,890	98.1
EXTERNAL	342,960	11.8	54,960	1.9
BUILDING RENTAL TOTAL	2,902,460	100.0	2,904,850	100.0

Budget Analysis

The Property Division's budget has decreased $63,072 (2.2%) to $2,764,461. Personnel costs have decreased $73,372 (8.7%), due to the resignation and subsequent elimination of the maintenance repair technician position. All personnel accounts, except unemployment, decreased as a result. Unemployment increased $1,100 due to rate increases.

Contractual expenses increase $20,300 (1.3%) due to increases in internal service charges, vehicle repairs increased $15,200 and fuel rose $4,300. The supply budget remains the same. Other expenses decrease $10,000, due to a decrease in purchase of services.

In 2010, the Property Division spent $2,528,521 or 89.4% of the budgeted allocation. In past years, 104% to 113% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 five-year forecast assumes operations will continue as they are programmed for 2011 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 Division

PROPERTY FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$2,992	$3,082	$3,174	$3,269	$3,367
Expenses	2,847	2,932	3,020	3,111	3,204
Excess (Deficit)	145	150	154	158	163
Beginning Balance	526	671	821	975	1,133
Ending Balance	$671	$821	$975	$1,133	$1,296

Fixed Assets

No fixed assets are planned for 2011.

Personnel Review

PUBLIC WORKS PROPERTY FUND

BENEFITS AND SALARIES		**2010**	**2011**	**INCREASE/**
SALARY		**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT		$490,082	$438,614	($51,468)
TEMPORARY		40,000	40,000	0
OVERTIME		11,300	11,300	0
MERIT PAY		0	0	0
SALARY ADJUSTMENT		0	0	0
TOTAL SALARIES		$541,382	$489,914	($51,468)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		104,239	$95,112	($9,127)
UNEMPLOYMENT TAX		693	1,800	1,107
WORKMEN'S COMPENSATION		17,231	16,307	(924)
HEALTH INSURANCE		174,850	162,448	(12,402)
LIFE INSURANCE		858	780	(78)
PARKING BENEFITS		480	0	(480)
TOTAL BENEFITS		$298,351	$276,447	($21,904)
TOTAL COMPENSATION		**$839,733**	**$766,361**	**($73,372)**
	POSTION	**2010**	**2011**	**INCREASE/**
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
PROPERTY SUPERVISOR	E-8	1.00	1.00	0.00
MAINTENANCE REPAIR TECHNICIAN	E-3	1.00	0.00	(1.00)
MAINTENANCE REPAIR WORKER	A-24	7.00	7.00	0.00
MAINTENANCE WORKER	A-20	2.00	2.00	0.00
TOTAL PERSONNEL		**11.00**	**10.00**	**(1.00)**

Public Works–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.

2010 Accomplishments →

- Maintained the fleet so that the operating divisions in Public Works and the other City departments could complete their assigned tasks.
- Utilized new plasma cutter which allowed us to increase our ability to fabricate and repair all City vehicles and equipment.
- Provided efficient, cost effective maintenance and improved customer service on vehicles.

2011 Goals and Objectives →

- Evaluate new repairs to snow and ice fleet to ensure a continuous effective operation during critical snow and ice events.
- Purchase new tools for repair and analysis that will allow more effective and complete diagnostics and repairs of equipment and vehicles.
- Continue to use cost effective procedures to maintain the fleet so that it will operate effectively.
- Research and implement the usage of eco-friendly oils and lubricants.

Public Works–Equipment Division

Budget Summary

PUBLIC WORKS EQUIPMENT FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	925,429	1,036,625	854,978	953,445	(83,180)
CONTRACTUAL	939,813	690,805	845,782	884,405	193,600
SUPPLIES	1,771,503	1,682,000	1,920,427	1,769,380	87,380
OTHER	147,919	140,400	153,309	87,100	(53,300)
CAPITAL	0	0	0	0	0
TOTAL	3,784,664	3,549,830	3,774,496	3,694,330	144,500

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	11.90	11.45	11.00	10.00	(1.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
VEHICLE SERVICE CHARGES				
PUBLIC WORKS	1,920,410	53.3	1,939,260	51.3
POLICE	1,232,460	34.2	1,316,170	34.8
ALL OTHER AGENCIES	448,230	12.5	521,860	13.9
VEHICLE SERVICE TOTAL	3,601,100	100.0	3,777,290	100.0

Budget Analysis

The Equipment Division's budget is $3,694,330, an increase of $144,500 (4.1%). Many of the changes in this budget occur due to the elimination of repairs at the PSB Garage. Police Department vehicles are now serviced by an outside repair shop, and the PSB Garage is staffed by a crew leader who manages the contract and approves repairs. The remaining two mechanics were transferred to the Yards Garage to service undercover vehicles, Fire non-emergency vehicles, and assist with the rest of the fleet.

Personnel costs decrease $83,180 with the retirement of the PSB crew leader and subsequent elimination of a vacant mechanic position. Reductions occur in all personnel accounts except unemployment, where rates increased.

The contractual budget increases $193,600 (28.1%) due primarily to the shifting of work from PSB garage mechanics to the contracted repair shop. Small reductions also occurred in janitorial service ($6,000) and vehicle repairs ($6,600), offset by an increase in fuel charges ($4,900).

Supply expenses increase $87,380 or 5.2% over 2010. The budget increase reflects an increase in fuel costs ($221,400), offset by a reduction in parts expenses as Police parts will now be purchased by the outside body shop directly. Other expenses decrease $53,300, due to a decrease in the general fund purchase of services.

Public Works–Equipment Division

The City's cost per gallon for fuel purchased at vendor sites is estimated at $2.92 for gasoline and $3.14, market price, for diesel. Fuel purchased is budgeted at 346,075 gallons for gasoline and 160,760 gallons for diesel, a total of 506,835 gallons. New work order rates were established for 2009 budget; cars $95 and trucks $110.

In 2010, fuel prices at vendor sites have ranged from $2.28 to $2.56 for gasoline and $2.37 to $2.70 for diesel. At the Yards, prices have ranged from $2.24 to $2.43 for gasoline and $2.30 to $2.43 for diesel.

In 2010, the Equipment Division spent $3,774,496 or 106.3% of the budgeted allocation. In the past several years, 97% to 114% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 five-year forecast assumes operations will continue as they are programmed for 2011 and that costs will increase four percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

EQUIPMENT FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$3,891	$4,008	$4,128	$4,252	$4,380
Expenses	3,805	3,919	4,037	4,158	4,283
Excess (Deficit)	86	89	91	94	97
Beginning Balance	481	567	656	747	841
Ending Balance	$567	$656	$747	$841	$938

Public Works–Equipment Division

Personnel Review

PUBLIC WORKS EQUIPMENT FUND

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$646,260	$586,183	($60,077)
OVERTIME	29,000	29,000	0
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$675,260	$615,183	($60,077)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$136,267	$125,866	($10,401)
UNEMPLOYMENT TAX	693	1,800	1,107
WORKMEN'S COMPENSATION	24,715	22,516	(2,199)
HEALTH INSURANCE	195,832	184,600	(11,232)
LIFE INSURANCE	858	780	(78)
TOOL ALLOWANCE	3,000	2,700	(300)
TOTAL BENEFITS	$361,365	$338,262	($23,103)
TOTAL COMPENSATION	**$1,036,625**	**$953,445**	**($83,180)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
EQUIPMENT SERVICES SUPERVISOR	E-8	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	9.00	8.00	(1.00)
TOTAL PERSONNEL		**11.00**	**10.00**	**(1.00)**

Public Works–Central Stores

Mission Statement

It is the mission of the Central Stores Division to service City departments with necessary equipment and tools.

- **Primary Functions**→ Central Stores is responsible for providing centralized inventory to the Property and Equipment Maintenance units, as well as to the Traffic, Engineering, and Water Division.

2010 Accomplishments →

- Continued to provide inventory to City departments in a timely fashion.
- Completed and began utilizing the centralized purchasing and accounting procedures.

2011 Goals and Objectives →

- Continue cross training of all Central Stores personnel.
- Track all contracts for Public Works to eliminate delays in contractual changes and improve contractual monitoring process.
- Re-organize the small tool room. This includes updating equipment, labeling all items, and the taking of a complete physical inventory.
- Begin implementing OSHA requirements including correct safety equipment, proper usage and storage of chemicals, and safely secure the items in the wing shed.

Public Works–Central Stores

Budget Summary

PUBLIC WORKS CENTRAL STORES FUND BUDGET SUMMARY

	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	202,176	285,130	275,963	298,055	12,925
CONTRACTUAL	51,880	64,810	60,661	57,590	(7,220)
SUPPLIES	39,215	37,700	33,682	37,700	0
OTHER	20,989	21,000	19,756	24,200	3,200
TOTAL	$314,260	$408,640	$390,062	$417,545	$8,905

STAFFING REVIEW

	2008	2009	2010	2011	INCREASE (DECREASE)
CENT/STORES UNIT	3.25	3.25	4.00	4.00	0.00
TOTAL	3.25	3.25	4.00	4.00	0.00

FUNDING SOURCE

	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
INVENTORY CONTROL CHARGES				
STREET DIVISION	90,500	22.0	91,800	22.0
TRAFFIC DIVISION	41,480	10.1	42,080	10.1
PARKING DIVISION	29,360	7.1	29,630	7.1
PROPERTY UNIT	51,710	12.5	52,250	12.5
EQUIPMENT UNIT	33,940	8.2	34,430	8.2
WATER DIVISION	165,110	40.1	167,330	40.1
CENTRAL STORES TOTAL	$412,100	100.0	$417,520	100.0

Budget Analysis

The Central Stores budget increases $8,905 (2.2%) for 2011, to $417,545. Personnel costs increase $12,925 due to position reclassification ($6,100) and rate increases for IMRF ($1,800) and health insurance ($4,500).

Contractual accounts decrease $7,220 (11.1%) due to a decrease in vehicle repairs of $7,600 and a decrease of $740 in fuel, offset by an increase in building rental of $1,120. Supply accounts remain unchanged. Other expenses rise $3,200 due to a change in the purchase of services amount.

In 2010, the Central Stores Division spent $390,062 or 95.5% of the budgeted allocation. In the past several years, 97% to 110% of the budget has been spent.

Five Year Financial Forecast

The 2012-2016 five-year forecast assumes operations will continue as they are programmed for 2011 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–Central Stores

CENTRAL STORES FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$430	$443	$465	$488	$512
Expenses	430	443	456	470	484
Excess (Deficit)	0	0	9	18	28
Beginning Balance	27	27	27	36	54
Ending Balance	$27	$27	$36	$54	$82

Personnel Review

PUBLIC WORKS CENTRAL STORES FUND

BENEFITS AND SALARIES		**2010**	**2011**	**INCREASE/**
SALARY		**BUDGET**	**BUDGET**	**(DECREASE)**
PERMANENT		$185,053	$191,175	$6,122
OVERTIME		6,000	6,000	0
MERIT PAY		0	0	0
SALARY ADJUSTMENT		0	0	0
TOTAL SALARIES		$191,053	$197,175	$6,122
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		$38,554	$40,342	$1,788
UNEMPLOYMENT TAX		246	720	474
WORKMEN'S COMPENSATION		420	434	14
HEALTH INSURANCE		54,553	59,072	4,519
LIFE INSURANCE		304	312	8
TOTAL BENEFITS		$94,077	$100,880	$6,803
TOTAL COMPENSATION		**$285,130**	**$298,055**	**$12,925**
	POSTION	**2010**	**2011**	**INCREASE/**
POSITION TITLE	**RANGE**	**EMPLOYEES**	**EMPLOYEES**	**(DECREASE)**
CENTRAL SUPPLY SUPERVISOR	E-6	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
INVENTORY CONTROL CLERK	A-21	2.00	2.00	0.00
TOTAL PERSONNEL		**4.00**	**4.00**	**0.00**

Public Works-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.

2010 Accomplishments →

- Improved the quality of water delivered to customers by reducing iron, manganese, and radium concentrations through the use of new water filtration facilities.

- Completed construction and start-up of three radium removal facilities and effectively operating three iron filtration facilities.

- Continued to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.

- Continued to inform stakeholders (Administration, Alderman, water customers, realtors, etc.) about our Water Quality Improvement Project (through announcements, consumer confidence report, information bulletins, brochures, presentations, etc.).

- Completed Rockford Water Laboratory with Illinois EPA Certification in third quarter 2010.

- Improved customer service by improving internal systems and responsiveness.

- Continued to promote worker safety and reduce number of on the job injuries (training and equipment).

- Continued to address all safety concerns in a timely manner.

Public Works-Water Division

- Continued to develop and implement Rockford Water Academy to train and cross-train employees with a goal averaging 20 hours per employee of training per year.

- Continued to improve office environment at 1111 Cedar Street. Renovation of women's bathroom is underway and a remedy for the sewer back-up problem is being engineered.

- Improved organizational efficiency through enhancing communication (SharePoint) across the organization, filling the Manager of Operations position, and accountability programs for managers and supervisors.

- Completed Pilot Program in Customer Service and issued laptops to three Water Service Inspectors.

2011 Goals and Objectives →

- Complete Water Utility Master Plan.

- Improve the quality of water delivered to customers by reducing iron, manganese, and radium concentrations through the use of new water filtration facilities and reducing excursions in concentration of treatment chemicals.

- Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.

- Continue to inform stakeholders (Administration, Alderman, water customers, realtors, etc.) about our Water Quality Improvement Project (through announcements, consumer confidence report, information bulletins, brochures, presentations, etc.).

- Enhance community awareness of the importance of drinking water and the Rockford Water System (public service announcements, secondary school demonstrations and presentations, etc.).

- Implement Rockford Water Laboratory and offer services to general public.

- Improve customer service by improving internal systems and responsiveness.

- Continue to promote worker safety and reduce number of on the job injuries (training and equipment). Address all safety concerns in a timely manner.

- Continue to develop and implement Rockford Water Academy to train and cross-train employees with a goal averaging 20 hours per employee of training per year.

- Continue to improve office environment at 1111 Cedar Street.

Public Works-Water Division

- Improve organizational efficiency through enhancing communication (SharePoint) across the organization and through implementation of accountability programs for managers and supervisors.

- Continue implementation of laptop program to make field operations more efficient.

Budget Summary

PUBLIC WORKS WATER DIVISION BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$5,969,917	$6,611,555	$5,982,256	$6,263,404	($348,151)
CONTRACTUAL	4,649,959	6,020,545	4,351,358	5,936,190	(84,355)
SUPPLIES	1,047,215	1,706,900	1,029,114	1,626,740	(80,160)
OTHER	5,201,054	6,460,542	6,383,497	7,040,434	579,892
INTEREST	2,255,468	2,598,000	2,273,154	2,553,000	(45,000)
TOTAL	$19,123,613	$23,397,542	$20,019,379	$23,419,768	$22,226

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
OPERATIONS	70.70	71.00	74.00	68.00	(6.00)
FIXED ASSETS	4.00	4.00	4.00	4.00	0.00
TOTAL	74.70	75.00	78.00	72.00	(6.00)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
WATER USER FEES	$23,840,000	89.9	$23,390,000	95.2
INSTALLATIONS & CONNECTIONS	1,231,500	4.6	771,000	3.1
INTEREST INCOME	820,000	3.1	200,000	0.8
FROM OTHER GOVERNMENTS	0	0.0	0	0.0
MISCELLANEOUS	508,000	1.9	109,000	0.4
PURCHASE OF SERVICES	123,300	0.5	99,400	0.5
TOTAL	$26,522,800	100.0	$24,569,400	100.0

Budget Analysis

The 2011 budget of $23,419,768 is a $22,226 increase from the 2010 budget. Personnel costs decreased $348,151 due to a reduction in staffing by six. Resulting decreases included salaries at $279,400, IMRF at $48,400, worker's comp at $3,200, retiree insurance at $7,900, and small adjustments to parking and life insurance. Temporary salaries ($7,640) and overtime ($14,000) also decreased. Decreases are offset by increases in unemployment ($8,100) and health insurance ($5,700) due to rate increases.

Contractual services decreased $84,355 in 2011. A number of changes attribute to this increase, including $24,500 in vehicle repairs, other contractual at $26,700 due to new maintenance contracts at new facilities, $16,100 in fuel, $10,000 in backwash treatment, and a number of other, smaller increases. These are offset by decreases in water power expense of $160,000 for reductions in pumping energy use, $24,600 in service contracts with the elimination of hydrant painting, $5,800 for printing expenses, and a variety of other small reductions.

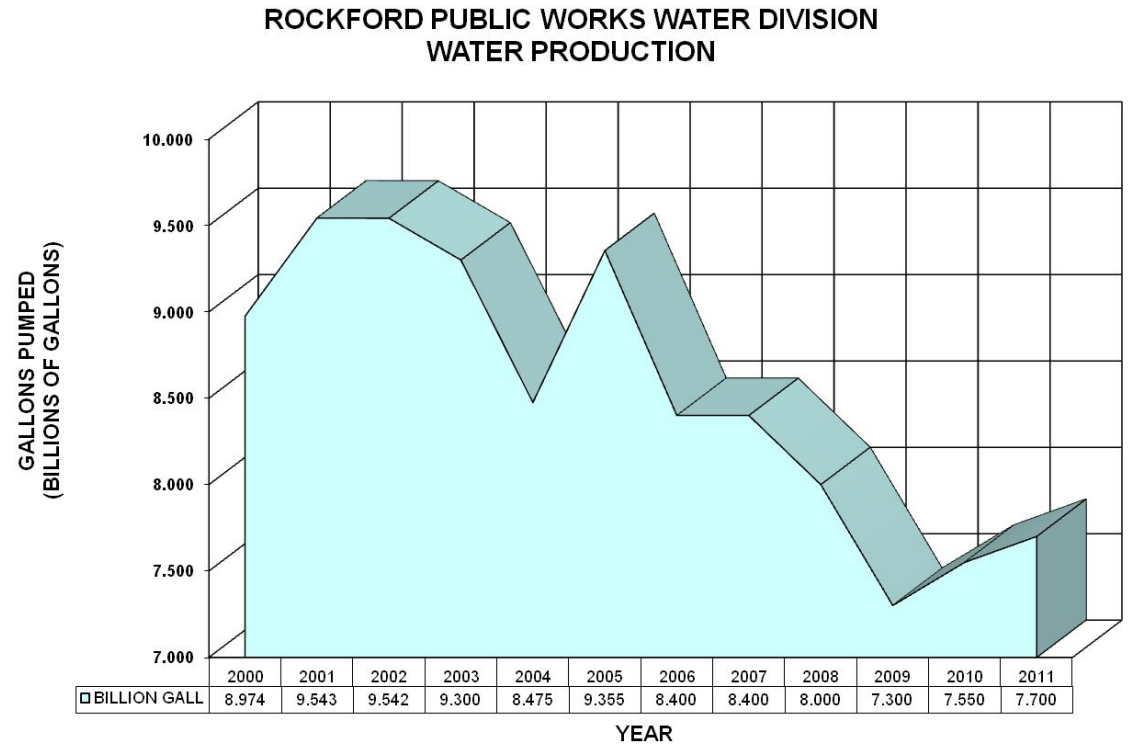
Public Works-Water Division

Supplies decreased $80,160 primarily due to a decrease in water supplies ($123,400), based on predicted activity and actual expenditures, a decrease in equipment, and increases in small tools ($25,400), lab supplies ($16,300), and fuel and lubricants ($12,900).

Other expenses increased $333,637 for 2011. Increases in depreciation of $337,135 and $20,700 in debt expense are offset by a decrease of $24,200 in purchase of services. Interest expense decreases $45,000.

In 2010, the Water Division spent $20,019,379 or 85.6% of its budgeted allocation. In the past several years, 83% to 97% of the budget has been spent.

Information and Statistics



SOURCE: WATER DIVISION

As the graph above shows, water production has fluctuated somewhat in the last ten years. Since 1998, when gallons pumped was at 8.9 billion, production has decreased 3%, to an estimated 7.55 billion gallons in 2010. The average production for the past seven years is 8.101 billion gallons, which is more than expected 2011 production of 7.7 billion. Weather conditions, particularly annual rainfall, impact water usage in the City.

Five Year Financial Forecast

The 2012-2016 five-year forecast assumes annual three percent rate increases with consumption rising three-quarters of one percent each year. Expenses for this forecast range from five to six percent.

Public Works-Water Division

WATER FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$25,446	$26,362	$27,311	$28,294	$29,313
Expenses	24,169	25,377	26,646	27,978	29,377
Excess (Deficit)	1,277	985	665	316	(64)
Beginning Balance	69,682	70,959	71,944	72,609	72,925
Ending Balance	$70,959	$71,944	$72,609	$72,925	$72,861
Bond Issues	$0	$0	$0	$0	$0
Rate Increases	3.0%	3.0%	3.0%	3.0%	3.0%

After completion of the $75 million rehabilitation program, the City will finance future improvements on a pay as you go basis.

Fixed Assets

The 2011 budget of $360,000 for fixed assets includes a variety of vehicles, operating equipment, and building improvements.

FIXED ASSETS
PUBLIC WORKS WATER DIVISION
2011 BUDGET

DESCRIPTION	COST CENTER	ACCOUNT	AMOUNT
Chlorine cylinder closers	3502	79922	$12,000
Air conditioners	3502	79922	$13,000
1/2 Ton 4x4 Pickup	3510	79922	$30,000
1 Ton Utility Box Pickup	3500	79922	$65,000
Tandem dump truck	3510	79922	$130,000
Customer Service cargo van	3526	79922	$21,000
			$271,000
Roof replacement at Well 34	3502	79910	$14,000
Cedar St. Improvements (phase 4)	3526	79910	$75,000
			$89,000
	TOTAL CURRENT FIXED ASSETS		**$360,000**

Public Works-Water Division

Personnel Review

PUBLIC WORKS WATER DIVISION

BENEFITS AND SALARIES	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
SALARY			
PERMANENT	$3,882,425	$3,647,918	($234,507)
TEMPORARY	93,560	85,920	(7,640)
OVERTIME	492,000	482,000	(10,000)
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$4,467,985	$4,215,838	($252,147)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$889,916	$851,554	($38,362)
UNEMPLOYMENT TAX	4,851	13,140	8,289
WORKER'S COMPENSATION	103,417	100,847	(2,570)
HEALTH INSURANCE	1,112,020	1,125,072	13,052
RETIREE HEALTH INSURANCE	24,000	16,068	(7,932)
LIFE INSURANCE	6,006	5,694	(312)
PARKING	3,360	3,360	0
TOTAL BENEFITS	$2,143,570	$2,115,735	($27,835)
TOTAL COMPENSATION	**$6,611,555**	**$6,331,573**	**($279,982)**

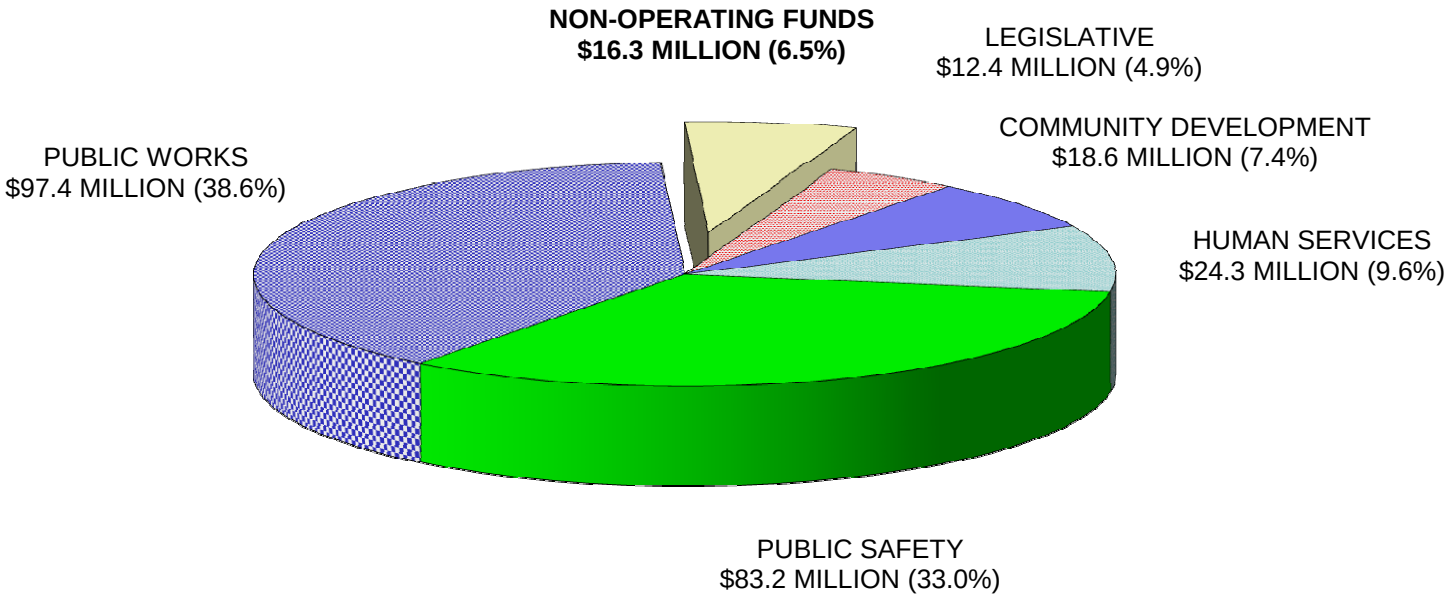
POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
WATER SUPERINTENDENT	E-12	1.00	1.00	0.00
WATER OPERATIONS MANAGER	E-10	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT	E-9	1.00	1.00	0.00
WATER QUALITY SUPERVISOR	E-9	1.00	1.00	0.00
CUSTOMER SERVICE MANAGER	E-8	1.00	0.00	(1.00)
DIS SYS OP SUPERVISOR	E-8	1.00	1.00	0.00
WATER OPERATIONS SUPERVISOR - DISTRIBUTION	E-7	2.00	2.00	0.00
WATER PLANT OP. & MAINT.SUPERVISOR	E-8	1.00	1.00	0.00
WATER SYSTEMS & SCADA SUPERVISOR	E-8	1.00	1.00	0.00
WATER TREATMENT SUPERVISOR	E-8	1.00	1.00	0.00
WATER SERVICES COORDINATOR	E-8	2.00	2.00	0.00
ACCOUNTANT	E-7	1.00	1.00	0.00
SENIOR WATER QUALITY TECHNICIAN	E-6	0.00	1.00	1.00
WATER QUALITY TECHNICIAN	E-5	2.00	1.00	(1.00)
WATER CONTROL SYSTEM TECHNICIAN	E-5	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	E-6	3.00	2.00	(1.00)
ENGINEERING TECHNICIAN	E-5	1.00	1.00	0.00
INSPECTION OFFICER	CD-26	1.00	0.00	(1.00)
PUBLIC WORKS CREW LEADER	A-28	5.00	5.00	0.00
WATER PLANT OPERATOR	A-28	13.00	12.00	(1.00)
WATER SERVICE INSPECTOR	A-26	9.00	8.00	(1.00)
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
SENIOR SECRETARY	A-20	1.00	1.00	0.00
SENIOR CLERK	A-19	8.00	8.00	0.00
WATER METER READER	A-18	3.00	3.00	0.00
TOTAL PERSONNEL		**78.00**	**73.00**	**(5.00)**

Public Works-Water Division

Performance Measures

	2008 Actual	2009 Actual	2010 Actual	2011 Projected
Annual water production (billion gallons)	8.00	7.30	7.40	7.70
Hydrants replaced or installed	70	128	149	150
Services replaced or installed	65	657	609	600
Valves replaced or installed	110	116	123	120
Number of radio frequency meters installed	1,900	672	800	1,000
Number of customer meters	53,267	53,030	53,055	53,030
Radio frequency meters as a % of total	98.3%	99.8%	99.8%	99.8%

NON-OPERATING FUND'S SHARE OF 2011 $252.2 MILLION CITY OF ROCKFORD BUDGET



NON-OPERATING FUNDS

POLICE PENSION

FIRE PENSION

ILLINOIS MUNICIPAL RETIREMENT FUND

HEALTH INSURANCE FUND

UNEMPLOYMENT FUND

WORKER'S COMPENSATION FUND

AUDITING

DEBT SERVICE FUND

OTB SPECIAL PROJECTS FUND

RISK MANAGEMENT FUND

WORKFORCE INVESTMENT BOARD

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.

Budget Summary

POLICE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$10,881,796	$5,900,674	$11,640,324	$4,968,953	($931,721)
CONTRACTUAL	364,362	414,300	350,142	375,100	(39,200)
SUPPLIES	122	200	31	200	0
OTHER	101,700	101,700	101,700	99,900	(1,800)
TOTAL	11,347,980	6,416,874	12,092,197	5,444,153	(972,721)
NON-APPROPRIATION	0	5,800,000	0	7,650,000	1,850,000
TOTAL EXPENSE	$11,347,980	$12,216,874	$12,092,197	$13,094,153	$877,279

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
POLICE DEPARTMENT TRANSFER				
POLICE PENSION PROPERTY TAX	$4,942,653	27.8	$4,942,653	34.7
POLICE PENSION PROPERTY TAX	0	0.0	(750,000)	(5.3)
POLICE PENSION REPLACE TAX	776,300	4.4	776,300	5.4
TOTAL CITY CONTRIBUTION	5,718,953	32.2	4,968,953	34.8
INTEREST INCOME	3,600,000	20.3	3,800,000	26.7
FV APPRECIATION(DEPRECIATION)	6,500,000	36.6	3,500,000	24.6
INVESTMENT INCOME	10,100,000	56.8	7,300,000	51.2
EMPLOYEE CONTRIBUTIONS	1,954,200	11.0	1,986,500	14.0
TOTAL	17,773,153	100.0	14,255,453	100.0
ACTUARY'S CONTRIBUTION REQUIREMENT	5,900,674	33.2	5,718,953	40.1
AMORTIZATION AMOUNT	$5,738,000		$1,161,300	

(SEE TEXT FOR PENSION FINANCING EXPLANATION TO EXPLAIN REVENUE AND EXPENSE DISCREPANCY)

Police and Fire Pension Fund

Budget Summary

FIRE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$11,888,462	$6,951,034	$12,929,522	$6,295,842	($655,192)
CONTRACTUAL	451,270	592,000	480,220	509,700	(82,300)
SUPPLIES	0	200	0	200	0
OTHER	101,700	101,700	101,700	99,900	(1,800)
TOTAL	12,441,432	7,644,934	13,511,442	6,905,642	(739,292)
NON-APPROPRIATION	0	7,100,000	0	7,350,000	250,000
TOTAL EXPENSE	$12,441,432	$14,744,934	$13,511,442	$14,255,642	($489,292)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
FIRE DEPARTMENT TRANSFER				
FIRE PENSION PROPERTY TAX	$5,915,934	32.7	$6,114,242	38.4
FIRE PENSION PROPERTY TAX	0		(750,000)	(4.7)
FIRE PENSION REPLACE TAX	1,035,100	5.7	931,600	5.8
TOTAL CITY CONTRIBUTION	6,951,034	38.4	6,295,842	39.5
INTEREST INCOME	4,300,000	23.8	2,800,000	17.6
FV APPRECIATION(DEPRECIATION)	5,000,000	27.6	5,000,000	31.4
INVESTMENT INCOME	9,300,000	51.4	7,800,000	48.9
EMPLOYEE CONTRIBUTIONS	1,849,200	10.2	1,845,600	11.6
TOTAL	18,100,234	100.0	15,941,442	100.0
ACTUARY'S CONTRIBUTION REQUIREMENT	6,951,034	38.4	7,045,842	44.2
AMORTIZATION AMOUNT	$4,588,792		$1,685,800	

(SEE TEXT FOR PENSION FINANCING EXPLANATION TO EXPLAIN REVENUE AND EXPENSE DISCREPANCY)

Budget Analysis

The City utilizes an independent actuary to annually determine the necessary funding for these two plans. 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 2010, the Police plan earned $1.9 million in interest income while the Fire plan earned $2.1 million in interest income. The Police and Fire plans also realized $16.4 and $6.6 million respectively on the sale of investments. In addition, reflecting fair market value adjustments of investments, the Police Pension Fund recorded a depreciation loss of $3.1 million while the Fire Pension Fund recorded a gain of $3.3 million. Investment expenses were $290,000 for Police and $469,000 for Fire. Approximate annual rates of return were positive for both, (10.9%) for Police and (9.0%) for Fire. The rate of return assumption is 7.5%.

Police and Fire Pension Fund

In 1993, the State of Illinois increased the pension benefits for these two plans. This increase not only increased costs for the future but it also significantly increased the unfunded liability for service already earned. With the member contribution rate increased only marginally, the bulk of the cost of paying for these improved benefits fell to local governments. To mitigate this, the State replaced the existing forty year level dollar amortization schedule begun in 1980 with a new 1993 forty year level percentage schedule. The City has elected, as long as was possible, to fund the annual contribution based on the 1980 schedule. For 2002, the last year that making this additional contribution was possible, this election added $406,805 to the Police contribution and $1,002,874 to the Fire contribution. Due to continuing and increasingly severe property tax cap restrictions, the City in 2003 changed and began to recognize the 1993 amortization method. The impact of this change for 2003 was estimated to be $980,000 for the Police contribution and $1,750,000 for the Fire contribution.

Effective July 1, 2004, the State changed the surviving spouse formula for the Fire Pension from 54% of ending salary to 100% of ending pension. To help fund this increased benefit, the firefighter contribution from salary was increased from 8.455% to 9.455%, an addition of $166,400 and the municipal contribution was calculated at $365,000, 2.1 cents on the tax rate. 30 of the 48 surviving spouses accounted for a first year cost increase of $215,000. For the future, this will add an additional $20,000 annually for each new surviving spouse. The State exempted the property tax necessary for this new benefit from the tax cap law.

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).

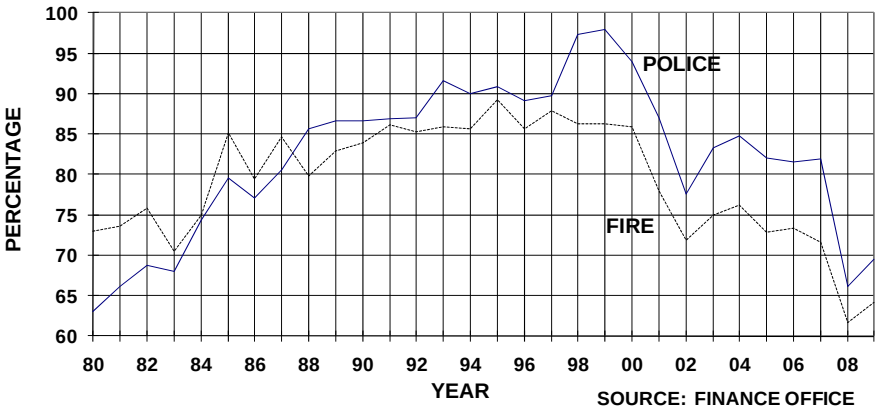
In addition, the following changes were made to public safety pension funding: (1) 30 year closed amortization period with a funding target of 90% by the end of 2040 (currently expires in 2033 with a funding target of 100%); (2) state shared revenue diversions to pension funds beginning in 2016 equaling 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 will be in the spring of 2011 for the year ended 2010 for the 2012 budget levy and the 2013 budget expense. The City has reduced the 2010 budget levy which becomes the 2011 budget expense by $750,000 for each pension fund to recognize the change in law.

Police and Fire Pension Fund

For the 2011 Police contribution requirement, the amount has decreased from $5,900,674 to $5,718,953, -$181,721 (-3.1%). The decrease in the contribution requirement is due to the decrease in the annual payroll and the investment return was greater than assumed. In addition, reflecting the new law, the contribution to be made is reduced by $750,000 (-12.7%). Thus, the total change is a decrease of $931,721 (-15.8%) to $4,968,953. The percent funded has increased from 61.1% to 69.5%.

CITY OF ROCKFORD, ILLINOIS
PERCENTAGE RATE OF FULL FUNDING
FOR POLICE & FIRE PENSIONS YEARS FROM 1980



SOURCE: FINANCE OFFICE

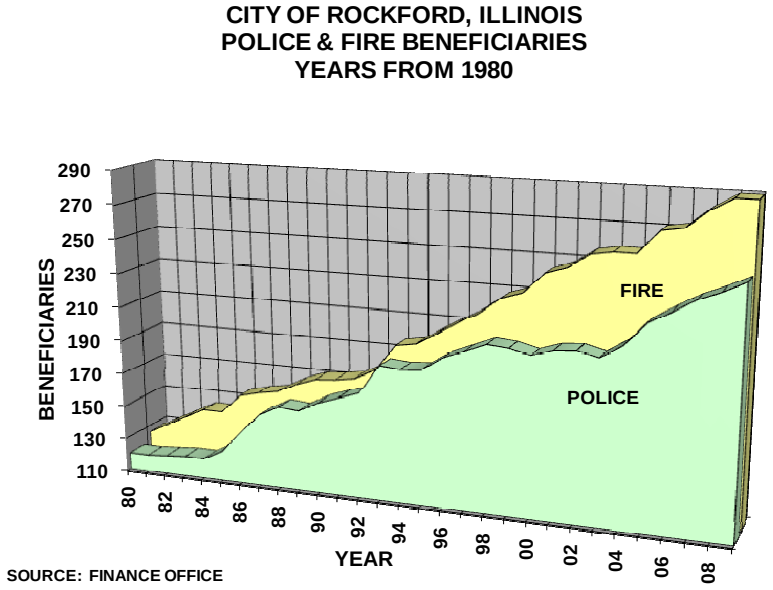
For the 2011 Fire contribution requirement, the amount has increased from $6,951,034 to $7,045,842 ($94,808 – 1.4%). The increase in the contribution requirement is due to the increase in salaries and was offset due to the investment return was greater than assumed. In addition, reflecting the new law, the contribution to be made is reduced by $750,000 (-10.8%). Thus, the total change is a decrease of $655,192 (-9.4%) to $6,295,842. The percent funded has increased from 61.7% to 64.2%.

ROCKFORD PENSION PLANS

	Police	Fire	IMRF/SS
Employees	Sworn	Sworn	All Other
2011 Employer Rate	24.79%	32.25%	19.01%
2011 Employee Rate	9.910%	9.455%	10.70%
Social Security Included	No	No	Yes (6.2%)
Plan Administration	Local	Local	State
Retirement Age	50	50	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	Last Pay	Average of (4) Highest Consecutive Years In Last (10)

Police and Fire Pension Fund

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



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 2011, estimated rates are 25.7 cents for the Police plan and 31.8 cents for the Fire plan. 2010 rates are estimated at 25.3 and 29.7 cents respectively. The property tax rate increase is due to the plan cost increase. For the Fire plan, 3.0 cents for 2010 and 3.4 cents for 2011 are exempt from tax caps.

Both plans utilize the Finance Department's staff. The Police pension fund will also utilize a consultant, $40,000, and a custodian, $3,400, as well as seven money managers at an estimated cost of $457,900 (2009-$494,879). The Fire pension uses a consultant, $60,000, a custodian, $11,600, and eight money managers at an estimated cost of $408,500 (2009-$449,478). Each fund pays the State Department of Insurance $8,000 annually for oversight services.

Five Year Financial Forecast

The 2012-2016 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 four 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

Police and Fire Pension Fund

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.

During 2009, the two portfolios recovered a portion of their 2008 losses. If this continues, then future contribution increases can return to more normal levels.

POLICE PENSION FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$21,656	$22,830	$24,100	$25,445	$26,889
Expenditures	13,592	14,105	14,633	15,177	15,738
Excess (Deficit)	8,063	8,725	9,466	10,268	11,152
Beginning Balance	162,003	170,066	178,791	188,257	198,525
Ending Balance	$170,066	$178,791	$188,257	$198,525	$209,677
Property Tax Rates (in cents)	30.2	34.2	36.6	39.2	41.9

FIRE PENSION FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$21,746	$22,898	$24,128	$25,449	$26,861
Expenditures	14,789	15,338	15,903	16,485	17,085
Excess (Deficit)	6,957	7,560	8,225	8,963	9,776
Beginning Balance	146,989	153,945	161,505	169,731	178,694
Ending Balance	$153,945	$161,505	$169,731	$178,694	$188,470
Property Tax Rates (in cents)	37.3	42.0	44.8	47.9	51.1

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 → 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.

Fund Highlights

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

Budget Summary

IMRF PENSION FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$5,947,533	$6,878,846	$6,525,637	$6,637,477	($241,369)
CONTRACTUAL	317	250	211	250	0
OTHER	125,000	0	125,000	0	0
TOTAL	$6,072,850	$6,879,096	$6,650,848	$6,637,727	($241,369)

RATES APPLIED

	2007	2008	2009	2010	2011
IMRF	9.93	9.59	9.35	12.53	12.81
SOCIAL SEC	7.65	7.65	7.65	7.65	7.65
TOTAL	17.58	17.24	17.00	20.18	20.46

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
IMRF FUND	$3,173,264	46.1	$3,002,395	45.2
REPLACEMENT TAXES	308,100	4.5	277,300	4.2
INTERFUND TRANSFERS	3,397,732	49.3	3,358,032	50.5
INTEREST INCOME	10,000	0.1	10,000	0.1
TOTAL	$6,889,096	100.0	$6,647,727	100.0

Budget Analysis

The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2011. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) remains unchanged from 2010's $106,800.

The 2011 IMRF rate increases slightly to 12.81% from 2009's 12.53% (2.2%) due to the performance of equity markets. Combining IMRF and Social Security, the 2011 rate is 20.46%, a

IMRF Pension Fund

1.4% increase. The City's IMRF plan is 77.5% funded (2010 market value). Funding for the City's Police and Fire plans is 69.5% and 64.2% respectively (2009 market value).

The property tax rate for IMRF and Social Security retirement is unlimited by statute. The 2011 estimated rate is 15.9 cents, unchanged from the prior year's 15.9 cents.

Five Year Financial Forecast

The 2012-2016 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. Given the performance of the equity markets, the IMRF rate and consequently the City's expense may need to increase during this time period.

IMRF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$7,047	$7,540	$7,917	$8,313	$8,729
Expenses	7,036	7,529	7,905	8,300	8,715
Excess (Deficit)	11	11	12	13	14
Beginning Balance	61	72	83	95	108
Ending Balance	$72	$83	$95	$108	$122
Property Tax Rates (in cents)	18.2	20.6	21.6	22.8	24.0

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 (since 1978) financed by employer and partial premiums for employees in addition to those by retirees and outside participants.

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

Fund Highlights

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. For 2011, a change in third party administrators is expected to save $800,000. 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.

Budget Summary

HEALTH INSURANCE FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$19,537,941	$20,370,719	$18,617,789	$20,455,600	$84,881
SUPPLIES	187	0	187	0	0
OTHER EXPENSE	103,800	108,500	108,500	1,212,100	1,103,600
INTEREST EXPENSE	0	0	0	0	0
TOTAL	$19,641,928	$20,479,219	$18,726,476	$21,667,700	$1,188,481

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
EMPLOYER CONTRIBUTIONS	$16,904,299	80.1	$17,115,532	80.0
TOTAL CITY CONTRIBUTION	16,904,299	80.1	17,115,532	80.0
EMPLOYEE PREMIUMS	1,139,151	5.4	1,102,206	5.2
RETIREES	2,498,888	11.8	2,616,060	12.2
OUTSIDE AGENCIES	30,576	0.1	32,136	0.2
OTHER	500,000	0.1	500,000	2.3
	4,168,615	17.4	4,250,402	19.9
INTEREST INCOME	33,800	0.0	28,800	0.1
TOTAL	$21,106,714	97.5	$21,394,734	100.0

Health Insurance Fund

Budget Analysis

After several deficit years, experience since 2008 has been positive allowing the fund balance to once again be positive after eight deficit years. This is a result of premium increases as well as increased employee participation. As the schedule below illustrates, the ratio has ranged from 84% to 128%.

	REVENUE	EXPENSE	NET	BALANCE	BALANCE %	RATIO	% INC(DEC)
1988	2,777,020	2,549,611	227,409	560,612		91.8	10 ALL
1989	3,144,942	2,967,420	177,522	738,134	18.9	94.4	10 ALL
1990	3,176,403	3,365,489	(189,086)	549,048	21.9	106.0	0
1991	3,483,241	4,452,611	(969,370)	(420,322)	12.3	127.8	10 ALL
1992	4,095,408	4,954,672	(859,264)	(1,279,586)	(8.5)	121.0	25 ALL
1993	5,296,853	5,404,698	(107,845)	(1,387,430)	(23.7)	102.0	25 ALL
1994	6,392,149	5,364,154	1,027,995	(359,435)	(25.9)	83.9	25 ALL
1995	6,359,549	5,500,937	858,612	499,177	(6.5)	86.5	0
1996	6,535,598	6,124,402	411,196	910,373	8.2	93.7	0
1997	7,367,537	7,645,259	(277,722)	632,651	11.9	103.8	5 ALL
1998	7,217,807	7,652,194	(434,387)	198,264	8.3	106.0	0
1999	7,564,951	7,613,746	(48,795)	149,468	2.6	100.6	5 ALL
2000	8,076,883	9,246,188	(1,169,305)	(1,019,837)	1.6	114.5	5 ALL
2001	10,042,763	10,374,979	(332,216)	(1,352,053)	(9.8)	103.3	20 ALL
2002	11,538,109	12,533,560	(995,451)	(2,347,504)	(10.8)	108.6	20 ALL
2003	13,260,622	12,542,048	718,574	(1,628,930)	(18.7)	94.6	20 ALL
2004	15,020,931	15,513,193	(492,262)	(2,121,192)	(10.5)	103.3	10 ALL
2005	16,122,114	16,816,537	(694,423)	(2,815,615)	(12.6)	104.3	5 ALL
2006	18,135,153	17,364,862	770,291	(2,045,324)	(16.2)	95.8	15 ALL
2007	19,324,075	17,904,315	1,419,760	(625,564)	(11.4)	92.7	10 ALL
2008	20,671,082	19,308,042	1,363,040	737,476	(3.2)	93.4	5 ALL
2009	21,156,324	19,641,928	1,514,396	2,251,872	3.8	92.8	5 ALL
2010	20,377,191	18,726,289	1,650,902	3,902,774	12.0	91.9	5 ALL
2011	21,394,734	21,667,700	(272,966)	3,629,808	18.0	101.3	5 ALL
2012	22,364,876	21,560,000	804,876	4,434,684	16.8	96.4	5 ALL
2013	23,389,176	23,496,000	(106,824)	4,327,860	18.9	100.5	5 ALL
2014	25,512,376	25,605,400	(93,024)	4,234,836	16.9	100.4	10 ALL
2015	27,848,976	27,933,800	(84,824)	4,150,012	15.2	100.3	10 ALL
2016	30,418,676	30,453,000	(34,324)	4,115,688	13.6	100.1	10 ALL
2017	33,247,076	33,209,800	37,276	4,152,964	12.4	99.9	10 ALL

Five Year Financial Forecast

The 2012-2016 five year plan assumes that medical costs will increase up to10% 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. Revenue increases are anticipated to be 5% to 10% per year for 2012-2016. Full participation in the plan by the two public safety unions would be beneficial for all employees as well as for Rockford taxpayers. As information evolves about the new federal health insurance program, changes will be made to the City's program. Those changes are anticipated to add cost to the City's plan.

HEALTH INSURANCE FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$22,365	$23,389	$25,512	$27,849	$30,419
Expenses	21,560	23,496	25,605	27,934	30,453
Excess (Deficit)	805	(107)	(93)	(85)	(34)
Beginning Balance	3,630	4,435	4,328	4,235	4,150
Ending Balance	$4,435	$4,328	$4,235	$4,150	$4,116
Rate Increase	5.0	5.0	10.0	10.0	10.0
Reserve Percentage	16.8	18.9	16.9	15.2	13.6

Unemployment Fund

Mission Statement

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

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

Fund Highlights

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.

Budget Summary

UNEMPLOYMENT TAX FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$111,572	$161,514	$188,808	$169,720	$8,206
TOTAL	$111,572	$161,514	$188,808	$169,720	$8,206

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
UNEMPLOYMENT TAX	$50,681	79.3	$140,575	82.8
INTERFUND TRANSFERS	10,833	16.9	29,145	17.2
INTEREST INCOME	2,400	3.8	0	0.0
TOTAL	$63,914	100.0	$169,720	100.0

Budget Analysis

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 property tax rate for unemployment compensation is unlimited by statute. The 2011 estimated rate is 0.7 cents, changed from the prior year's 0.3 cent rate. Due to staff reductions since 2009, unemployment expense increased to $189,000 for 2010. Expenses should stabilize and decrease.

Five Year Financial Forecast

The 2012-2016 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 been increased from 0.7% ($63) of the first $9,000 of salary per employee to 2.0% ($180) for 2011. For the 2012 – 2016 planning period, the rate will be 2.0% ($180).

Unemployment Fund

UNEMPLOYMENT COMPENSATION FUND 2012-2016 FINANCIAL FORECAST (IN $000'S

	2012	2013	2014	2015	2016
Revenues	$169	$170	$171	$175	$179
Expenses	140	120	60	62	63
Excess (Deficit)	29	50	111	113	116
Beginning Balance	(100)	(71)	(21)	90	203
Ending Balance	($71)	($21)	$90	$203	$319
Property Tax Rates (in cents)	0.8	0.8	0.9	0.9	0.9

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.

Budget Summary

WORKER'S COMPENSATION FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$2,258,423	$1,833,398	$2,474,836	$1,887,670	$54,272
OTHER EXPENSE	79,000	79,900	79,900	82,800	2,900
RESERVE ADJUST	0	0	0	0	0
TOTAL	$2,337,423	$1,913,298	$2,554,736	$1,970,470	$57,172

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
WORKER'S COMP	$1,711,915	88.8	$1,765,341	88.9
INTERFUND TRANSFERS	201,383	10.4	205,129	10.3
INTEREST INCOME	15,000	0.8	15,000	0.8
TOTAL	$1,928,298	100.0	$1,985,470	100.0

Budget Analysis

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. With employees having three years from the date of injury to file a claim and payments on yet a longer cycle, the fund tends to exhibit a variable pattern. Adjustments to the reserve reflect this, increases for 2007 ($346,173), 2008 ($135,062), and 2009 ($277,565) offset by a decrease for 2010 ($170,654). Incurred claims currently stand at $3,398,686. Discounting the reserve adjustment, 2009 and 2010 expenses were 92% and 75% of the budget respectively. Rates, decreased 25% in 2000, were increased 25% for 2007, 10% for 2009, and 6% for 2011 due to increased expenses. In addition, with a fund deficit projected to be $3.0 million at the end of 2010, a $1.6 million surcharge was assessed to all participating funds. This resulted in an ending deficit of $1.4 million. It is anticipated that an additional $1.0 million surcharge will be assessed in 2011. The property tax rate for worker's compensation is unlimited by statute. The 2011 estimated rate is 9.3 cents, slightly less than the prior year's 8.6 cents.

Five Year Financial Forecast

The 2012-2016 five-year forecast assumes that worker's compensation costs will increase five percent annually and that the revenue mix of property and transfer reimbursements will remain

Worker's Compensation Fund

constant. Premiums will be increased 20% annually from 2012 to 2014 followed by 5% increases from 2015 to 2016 during this period. The fund will turn positive in 2016.

WORKER'S COMPENSATION FUND 2012-2016 FINANCIAL FORECAST (IN $000'S)

	2012	2013	2014	2015	2016
Revenues	$2,380	$2,852	$3,420	$3,590	$3,769
Expenses	2,415	2,535	2,662	2,795	2,935
Excess (Deficit)	(35)	317	758	795	834
Beginning Balance	(795)	(1,183)	(1,290)	(1,040)	(398)
Acctg Int Adjust	(353)	(424)	(508)	(153)	(160)
Ending Balance	($1,183)	($1,290)	($1,040)	($398)	$276
Property Tax Rates (in cents)	12.1	15.2	18.3	19.2	20.1
Expense Rate Change	20%	20%	20%	5%	5%

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.

Budget Summary

AUDITING FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$236,814	$238,667	$276,921	$237,950	($717)
SUPPLIES	0	0	0	0	0
TOTAL	$236,814	$238,667	$276,921	$237,950	($717)

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
AUDITING	$184,467	77.3	$182,240	76.6
INTERFUND TRANSFERS	54,200	22.7	55,710	23.4
TOTAL	$238,667	100.0	$237,950	100.0

Budget Analysis

The City utilizes an external auditor. In addition, the Fund reimburses the Finance Department for staff costs associated with auditing. 2011 costs include $80,800 for auditors, $155,400 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 2011 proposed rate is 0.9 cents, unchanged from the prior year's 0.9 cent rate.

Five Year Financial Forecast

The 2012-2016 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.

Auditing Fund

AUDITING FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$245	$252	$260	$268	$276
Expenses	245	252	260	268	276
Excess (Deficit)	0	0	0	0	0
Beginning Balance	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0
Property Tax Rates (in cents)	1.1	1.2	1.2	1.2	1.3

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 Functions → 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 has gone 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. Property tax financed debt service will end in 2017.

Currently, the City is in the midst of a four year $75 million water improvement program that is being financed by bond issues and Illinois EPA loans that will be repaid by water revenues. When this program is complete, the City will finance future water improvements on a cash basis.

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 Aa3 from Moody's Investors Service. The bond rating was lowered from Aa2 during the most recent sale in July 2010. Moody's expressed concerns about decreasing cash reserves and numerous budgetary pressures when reviewing the City's financial operations. Declining elastic revenues, mandated public safety costs, and an increased need to support development funds were cited. The City's limited financial flexibility, due to being non home rule, was an issue for them. An elevated debt burden with some exposure to variable rate interim debt was noted. Finally, as in past ratings, Moody's highlighted the local economy with high unemployment levels. The last bond rating, an upgrade, occurred in 2000.

Debt Management

CITY OF ROCKFORD, ILLINOIS
OUTSTANDING AND PROPOSED DEBT ISSUES

ISSUE AND AMOUNT	PAYMENT SOURCE	FINAL LEVY YEAR
1995 $1,745,924 Kishwaukee Trunk Sewer (RRWRD)	7	2015
1999 $5.3 Water Alt (Series A-$2.2, Series B-$3.1)	2	2011, 2018
1999 $28.5 GOB (Series A-$16.5 ($7.0 Street, $9.5 GOB Refunding),	1,6	2012, 2018
Series B-$7.0 Coronado Theatre Public		
2000 $12.2 GOB (Series A-$6.0 Street, Series B-$2.2 Water,	1,2,3,6, 9	2013, 2020
Series C-$4.0 South Rockford TIF)		
2000 $3.0 GO Alt (Series D-7th Street TIF Project)	3	2014
2001 $9.2 GOB (Series A-$7.0 Street, Series B-$2.2 Water	1, 2	2013
2002 $13.2 GOB (Series A-$8.0 Street, Series B-$2.2 Water,		
and Series C-$3.0 7th Street TIF Project)	1, 2, 3	2014
2002 $2.5 GOB Taxable Alternate (Downtown Development)	3	2011
2002 $3.360 GOB Alternate and Refunding (Series D-$2.060		
Refunding Sales/Water, $1.3 Springfield Corners Housing TIF	2, 3, 7	2020
2003 $10.4 GOB (Series A-$8.2 Street, Series B-$2.2 Water	1, 2	2015
2004 $15.9 GOB (Series A-$8.5 Street, Series B-$2.2 Water,		
Series C-$2.0 7th St Taxable TIF Project, and Series D-$3.2 Equipment)	1, 2, 3, 7	2016
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,		2023
Series D-$2.850 Taxable Alternate Southwest Rockford Econ Dev	3,7	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	6,9	2026
Taxable), Series C-$6.865 GOBA Refunding)	6	2026
2007 $8.75 GOB Alternate (Series D-$3.5 Water, Series E-$1.1	2	2026
Preston Central TIF, Series F-$1.1Sewer, Series G-$3.05 Library)	2,3,7,8	2026
2008 $12.15 GOB Alternate (Series A-$9.0 Water, Series B-$1.3	2,3,5	2028
TIF ($1.1 Airport, $0.2 Jackson School), Series C-$1.85 Taxable Parking		2018
2009 $2.6 GOB Alternate (Series A-$1.65 TIF ($0.35 River North, $1.3		2028
Main Whitman), Series B-$0.95 Taxable Global Trade #1)	3	2029, 2024
2009 $8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	6,9	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		2014, 2018,
Water, Series G-$1.33 7th Street TIF District)	1,2,3	2015
2010 $3.4 GOB Alternate Water	2	2029

2010 bonds issued
Amounts are in Millions
ALTERNATE - General Obligation Bonds (Alternate)
ALTERNATE CERTIFICATE - General Obligation Certificates
GOB - General Obligation Bonds (Exempt)
GOB TAXABLE - General Obligation Bonds (Taxable)
WRB - Water Revenue Bonds

PAYMENT SOURCES	
1	Property Taxes
2	Water Fund Revenues
3	Tax Increment Financing District Revenues
4	Special Service Area Property Taxes
5	Parking Fund Revenues
6	Redevelopment Fund Revenues
7	Sales Taxes
8	Off Track Betting Revenues
9	Private, Other

Debt Management

Budget Summary

DEBT SERVICE FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
BOND INTEREST	$4,695,169	$4,982,228	$3,814,422	$5,422,742	$440,514
REFUNDING ESCROW	18,273,210	0	0	0	0
BOND PRINCIPAL	9,023,765	12,031,764	9,096,764	13,620,037	1,588,273
TOTAL	$31,992,144	$17,013,992	$12,911,186	$19,042,779	$2,028,787

Actuals exclude water system debt

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
DEBT SERVICE-CITYWIDE	$6,334,985	37.2	$5,546,650	29.1
DEBT SERVICE-SPECIAL DISTRICTS	0	0.0	0	0.0
	6,334,985	37.2	5,546,650	29.1
ABATEMENTS-TAX EXEMPT				
PUBLIC WORKS WATER DIVISION	4,294,979	22.0	6,697,874	35.2
SALES TAX	583,073	3.0	579,573	3.0
TIF DISTRICTS	2,266,409	11.6	2,608,586	13.7
OFF TRACK BETTING	0	0.0	0	0.0
REDEVELOPMENT FUND	841,380	4.3	910,893	4.8
OTHER	824,644	4.2	819,519	4.3
	8,810,485	45.1	11,616,445	61.0
ABATEMENTS-TAXABLE				
TIF DISTRICTS	973,061	5.0	946,660	5.0
SALES TAX	331,093	1.7	319,844	1.7
REDEVELOPMENT FUND	441,868	11.0	441,868	2.3
PARKING	122,500	(30.4)	171,312	0.9
OTHER	0	0.0	0	0.0
	1,868,522	17.7	1,879,684	9.9
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$17,013,992	100.0	$19,042,779	100.0

Budget Analysis

Only one sale was held in 2010, $3.4 million for water improvements. Repayment is by water revenues.

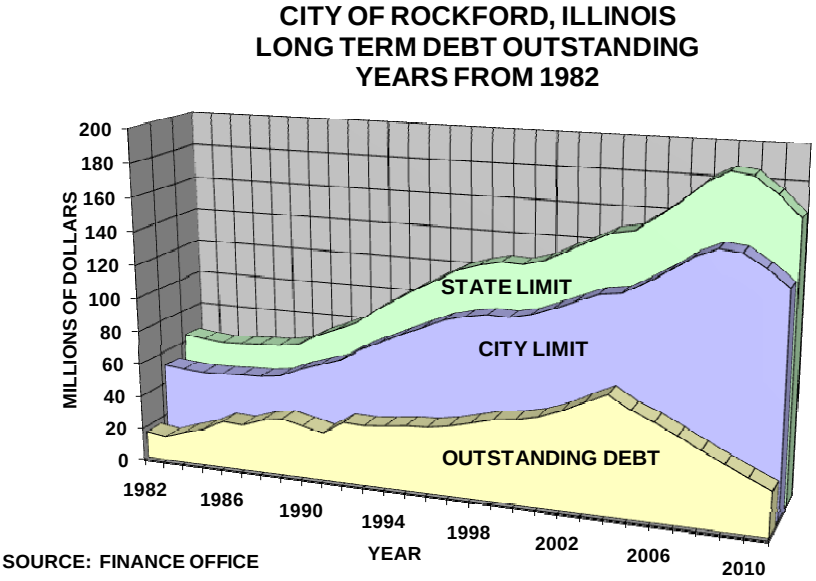
For the $75 million water program, the City has issued $30.9 million in the traditional marketplace. In addition, the City is participating in a State (IEPA) loan program for eligible mitigation activities that is anticipated to produce $15 million in savings over traditional financing. To date, the State has approved $23.1 million in twenty year 2.5% loans, $8.5 million in twenty year 1.25% loans, and $7.5 million in twenty year 0.0% loans, a total of $39.1 million. In addition, the City has received $5.4 million in ARRA stimulus grants. The State total is $44.5 million. The total borrowing is $70.0 million. With the grant funds, the total program is $75.4 million.

For 2011, the City does not plan to issue long term debt.

Debt Management

The General Fund sales tax transfer for annexation improvements will be $483,417 (includes $119,073 for the Kishwaukee Sewer Trunk, a 20 year state loan through the water reclamation district). In addition, the $3.2 million Equipment issue, averaging $400,000 per year for 10 years, will be repaid from sales tax. Combined, the 2011 sales tax transfer for debt service will be $899,417.

With no new general obligation debt proposed for street issues, the 2011 property tax funded debt service will only be for the five outstanding bond issues. The 2011 gross levy is $5,602,677, an estimated rate of 29.4 cents. The $796,000 decrease from the prior year is due primarily to the 2004 $4.375 million refunding issue debt service ending. With no new referendum debt for street improvements to be proposed, all outstanding debt will be retired by 2017 and the City's debt service tax rate will be eliminated.



The State has a limit of 8.625% of debt to equalized assessed valuation (EAV) for non-home rule units. Applying this percentage to the City, the limit would be $175.6 million (2010 EAV). With $26.4 million outstanding in general obligation bonds and $36.9 million in interim variable debt (total $63.3 million), the City is at 36.0% of the limit and has $112.3 million in authority remaining. The City Council has adopted a more stringent policy, 20% less than the State limit that allows only $140.5 million, 6.9% of EAV. Even with the stricter City policy, $77.2 million in authority is still available.

Five Year Financial Forecast

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 2012-2016 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.

Debt Management

DEBT SERVICE FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$17,945	$17,341	$17,760	$16,001	$14,746
Expenditures	17,945	17,341	17,760	16,001	14,746
Excess (Deficit)	0	0	0	0	0
Beginning Balance	2,500	2,500	2,500	2,500	2,500
Ending Balance	2,500	2,500	2,500	2,500	2,500
GO Bond Issues	0	0	0	0	0
Water Issues	0	0	0	0	0
Alternate Issues	0	0	0	0	0
Tax Rate (Cents)	27.7	25.5	21.3	16.1	10.9

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.

The City utilizes receipts for financing nonrecurring projects, the Rockford arts and property tax relief. Past undertakings have included property tax relief, contribution to the arts, certain road projects and fire station construction.

As part of its City Hall renovation project, the City issued three General Obligation Certificate issues (1990 - $1,355,000; 1991 - $4,000,000; and 1992 - $5,050,000) totaling $10,405,000. Debt service, 1990-2008, was scheduled to be derived from four revenue streams: the East Side TIF District, off-track betting income, redevelopment sales taxes and existing property taxes.

For the last three remaining debt service payments, 2005 - $269,298, 2006 - $403,040, 2007 - $453,780, the amounts to come from this fund were reduced by $200,000 for 2005 and $250,000 annually for 2006 and 2007, a total of $700,000. Were this not done, this fund would have been negative until 2026. The funding source for the difference was interest earnings and Redevelopment Fund.

Budget Summary

OTB PROJECTS BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
DEBT SERVICE/INTEREST	$0	$1,700	$790	$1,700	$0
ARTS	50,000	50,000	85,000	25,000	(25,000)
TOTAL	$50,000	$51,700	$85,790	$26,700	($25,000)

FUNDING SOURCE	2009 AMOUNT	2009 PERCENTAGE	2010 AMOUNT	2010 PERCENTAGE
OTB RECEIPTS	$120,000	100.0	$90,000	100.0
OTB ADMISSION FEE	0	0.0	0	0.0
INTEREST INCOME	0	0.0	0	0.0
TOTAL	$120,000	100.0	$90,000	100.0

Off-Track Betting Special Projects Fund

Budget Analysis

2009 and 2010 income, budgeted at $140,000 and $120,000 respectively, were $116,953 (83.5%) and $99,019 (82.5%) respectively. For 2011, the estimate is reduced to $90,000 for an estimated 360 days of operation.

For 2010, $35,000 was given to the OTB parlor for relocation expenses. In addition, the Rockford Arts Council received $50,000. For 2011, $25,000 is available for Redevelopment Fund reimbursement.

Five Year Financial Forecast

The 2012-2016 five year forecast assumes no revenue growth and expenditure of revenue for Redevelopment Fund reimbursement. With debt service completed in 2007, the fund's deficit should be eliminated by 2012. Future excess funds will reimburse the Redevelopment Fund for past advances, $700,000, made in 2005 – 2007 with the reimbursement complete by 2020.

OTB SPECIAL PROJECTS FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

	2012	2013	2014	2015	2016
Revenues	$90	$91	$96	$96	$96
Expenditures	50	75	100	100	100
Excess (Deficit)	40	16	(4)	(4)	(4)
Beginning Balance	(12)	28	43	39	35
Ending Balance	$28	$43	$39	$35	$31

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 judgements.

Primary Functions → 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.

Fund Highlights →

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. Approximately 64 percent of insurance coverage is directly attributable to non-general fund departments and grant-funded programs. Those City activities not covered through purchased insurance, such as the operation of fire, police, and public works vehicles, 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. For 2009, the City paid a $73,600 settlement on an employment issue. In 2010, $115,000 was paid for settlement of an excessive force claim against the Police Department.

Budget Summary

RISK MANAGEMENT FUND BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	$1,909,879	$1,312,270	$846,784	$1,371,500	$59,230
OTHER	307,300	303,200	329,118	303,200	0
TOTAL	$2,217,179	$1,445,540	$1,175,902	$1,674,700	$59,230

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
PROPERTY TAXES				
JUDGMENTS	$1,178,100	72.5	$1,237,500	73.7
SERVICE CHARGES	384,100	23.6	386,550	23.0
PROPERTY DAMAGE REIMBURSEMENTS	63,000	3.9	55,000	3.3
TOTAL	$1,625,200	100.0	$1,679,050	100.0

Risk Management Fund

Budget Analysis

The Risk Management Fund's budget of $1,674,700 is $59,230 more than the prior year's appropriation. The contractual group increases $59,230. Risk policies decrease $5,770 as a result of reductions in premium costs. Costs incurred for claims against the City increases $80,000 and expenses related to city losses decreases $25,000. Outside legal fees increases $10,000.

Prior to 1996, the Judgments Fund was funded by a Judgments tax levy and expense activity was limited to tax levy funded departments. Since the conversion to an internal service fund, the Risk Management Fund obtains its revenue from service charges and damage reimbursements from other parties. The total General Fund levy to accommodate this change to a service charge remains approximately same as the amount levied to finance the Judgments Fund in prior years.

Due to the nature of the fund, spending can fluctuate greatly from year to year depending on the claims presented against the City. As a result, the property tax rate for risk management is unlimited by statute. The estimated rate for 2011 is 5.5 cents.

In 2010, the Risk Management Fund spent $1,175,902 or 81.3% of the budgeted allocation. In the past several years, 61% to 170% of the budget has been spent.

Five Year Financial Forecast

The five-year forecast assumes that primarily small claims will be paid out of this fund with the exception of one to two legal settlements annually. In addition, it is assumed that large claims that 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 2012-2016 Financial Forecast (In 000's)

	2012	2013	2014	2015	2016
Revenues	$1,679	$1,684	$1,688	$1,693	$1,698
Expenses	1,193	1,224	1,255	1,288	1,323
Excess (Deficit)	486	460	433	405	375
Beginning Balance	(1,000)	(514)	(54)	379	784
Ending Balance	($514)	($54)	$379	$784	$1,159
Property Tax Rates	5.8	5.8	5.7	5.6	5.4

Workforce Investment Board

Mission Statement

It is the mission of the Workforce Investment Board is to create a competitive, skilled and educated workforce by providing a system for the Citizens of Boone and Winnebago Counties to gain meaningful employment responsive to the needs of business.

Primary Functions → The primary function of the Workforce Investment Board 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.

Fund Highlights

The City is the designated grant recipient for the federal Workforce Investment Act (WIA) funds for Boone and Winnebago counties. The WIA requires the establishment of a local Workforce Investment Board. This board and the City entered into an intergovernmental agreement in June 2004 that identifies the City as the employer of record and the mechanism for hiring Workforce Investment Board staff.

Budget Summary

WORKFORCE INVESTMENT BOARD BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$454,294	$506,917	$508,507	$513,690	$6,773
TOTAL	$454,294	$506,917	$508,507	$513,690	$6,773

STAFFING REVIEW	2007	2009	2010	2011	INCREASE (DECREASE)
TOTAL	5.00	6.00	6.00	6.00	0.00

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
FEDERAL	506,917	100.0	513,690	100.0
	$506,917	100.0	$513,690	100.0

Budget Analysis

The budget for 2011 reflects personnel expenses for six staff members. The overall budget of $513,690 is a 1.3% increase from 2010 due to increases in IMRF ($1,000), unemployment ($700) and health insurance ($5,000), all due to increases in rates.

All costs associated with Workforce Investment Board are reimbursed by federal funds.

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.

Budget Summary

RMAP BUDGET SUMMARY

APPROPRIATION	2009 ACTUAL	2010 BUDGET	2010 ACTUAL	2011 BUDGET	INCREASE (DECREASE)
PERSONNEL	$541,700	$558,501	$547,291	$548,187	($10,314)
CONTRACTUAL	936,834	419,233	423,865	151,150	(268,083)
SUPPLIES	10,204	8,750	5,145	14,963	6,213
OTHER	0	8,920	0	9,200	280
CAPITAL	4,774	0	31,626	18,500	18,500
TOTAL	$1,493,512	$995,404	$1,007,927	$742,000	($253,404)

STAFFING REVIEW	2008	2009	2010	2011	INCREASE (DECREASE)
TOTAL	4.00	6.00	6.00	6.00	0.0

FUNDING SOURCE	2010 AMOUNT	2010 PERCENTAGE	2011 AMOUNT	2011 PERCENTAGE
CURRENT FUNDS				
FEDERAL	594,400	58.5	594,377	80.0
STATE	0	0.0	0	0.0
LOCAL MATCH	66,400	6.5	66,034	8.9
CITY PORTION	82,560	8.1	82,560	11.1
REPROGRAMMED FUNDS-PRIOR YEARS				
OTHER FEDERAL/STATE	273,300	26.9	0	0.0
TOTAL	$1,016,660	100.0	$742,971	100.0

Budget Analysis

The 2011 budget is $742,000, which is a decrease of $253,404 (25.5%) from the previous year. Personnel costs decrease $10,314 as a result of a decrease in salaries ($13,000), and a decrease in IMRF ($1,600). Health insurance increased $3,700 due to an increase in rates.

Contractual costs decrease $268,083, primarily as a result of decreases in other contractual ($288,000). Contracts for services are adjusted to meet funding restrictions.

Supply costs increased $6,213 due to increases in small tools ($500), and drafting expenses ($5,700).

Rockford Metropolitan Agency for Planning

The new interagency agreement altered the funding formula for the organization by keeping all Federal and State funds within the organization, and changed the local match formula so that the City of Rockford no longer paid 100% of the local match.

In 2010, RMAP spent $1,007,927 or 101.3% of budget of its budget allocation.

Capital Assets

For 2011, total capital is budgeted at $18,500 for office equipment ($15,000) and computer software ($3,500).

Personnel Review

Rockford Metropolitan Agency for Planning

BENEFITS AND SALARIES SALARY	2010 BUDGET	2011 BUDGET	INCREASE/ (DECREASE)
PERMANENT	$396,878	$383,676	($13,202)
MERIT PAY	0	0	0
SALARY ADJUSTMENT	0	0	0
TOTAL SALARIES	$396,878	$383,676	($13,202)
BENEFITS			
ILLINOIS MUNICIPAL RETIREMENT	$80,090	$78,500	($1,590)
UNEMPLOYMENT TAX	378	1,080	702
WORKMEN'S COMPENSATION	873	882	9
HEALTH INSURANCE	76,934	80,701	3,767
LIFE INSURANCE	468	468	0
PARKING BENEFITS	2,880	2,880	0
TOTAL BENEFITS	$161,623	$164,511	$2,888
TOTAL COMPENSATION	**$558,501**	**$548,187**	**($10,314)**

POSITION TITLE	POSTION RANGE	2010 EMPLOYEES	2011 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	E-11	1.00	1.00	0.00
TRANSP PLANNER II	E-8	1.00	1.00	0.00
TRANSP PLANNER I	E-8	1.00	1.00	0.00
TRANSP ECONOMIST	E-8	1.00	1.00	0.00
TRANSP PLANNER/ENGINEER	E-8	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	E-6	1.00	1.00	0.00
TOTAL PERSONNEL		**6.00**	**6.00**	**0.00**

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SUMMARY-ALL FUNDS

	GENERAL GOVERNMENT				PROPRIETARY		FIDUCIARY		TOTALS	
REVENUES	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE	INTERNAL SERVICE	TRUST PENSION	ELIMINATIONS	2011	2010
PROPERTY TAX										
CITY WIDE	$37,366,600	$7,480,400	$17,219,122			$6,391,972		$1,250,000	$67,208,094	$66,786,063
TAXABLE BONDS			1,879,684						1,879,684	1,868,522
SPECIAL DISTRICTS		5,014,242	0						5,014,242	4,883,545
LESS, PROVISION FOR ABATEMENT			13,496,129						13,496,129	10,679,007
LESS, PROVISION FOR UNCOLLECTIBLE TAXES	373,666	124,946	56,027			63,921		12,500	606,060	628,578
NET TAX LEVY	36,992,934	12,369,696	5,546,650			6,328,051		1,237,500	59,999,831	62,230,545
TAX LEVY REIMBURSEMENTS	5,090,551	700	0			0		5,091,251	0	0
PROPERTY TAXES PRIOR TO ADJUSTMENTS	42,083,485	12,370,396	5,546,650			6,328,051		6,328,751	59,999,831	62,230,545
LESS, PROVISION FOR ACCOUNTING INTERPRETATION	425,968	69,784						0	495,752	3,613,877
LESS, TAX CAP EFFECTS	600,990	61,780	0			0		0	662,770	1,126,486
TOTAL PROPERTY TAXES	41,056,527	12,238,832	5,546,650			6,328,051		6,328,751	58,841,309	57,490,182
OTHER TAXES	29,361,000	5,158,500	0	$14,250,000		0		0	48,769,500	48,691,600
TOTAL TAXES	70,417,527	17,397,332	5,546,650	14,250,000		6,328,051		6,328,751	107,610,809	106,181,782
LICENSES, PERMITS & INSPECTION FEES	3,427,200	90,000							3,517,200	3,710,000
INTERGOVERNMENTAL	22,878,890	22,508,020	460,000	$39,525,000		1,096,057		277,300	86,190,667	62,857,457
CHARGES FOR SERVICES	4,380,000	8,599,960			$24,270,000	9,758,910		9,703,950	37,304,920	39,073,174
FINES, FORFEITURES & PENALTIES	1,590,000	212,360			556,600				2,358,960	2,551,300
REVENUE FROM USE OF MONEY & PROPERTY	100,000	472,241			1,621,100	55,100	$6,600,000	276,880	8,571,561	10,176,196
FAIR VALUE ADJUSTMENT							8,500,000		8,500,000	11,500,000
OTHER REVENUE & INCOME		98,300	0			4,250,402			4,348,702	4,242,978
RESTRICTED RECEIPTS							3,832,100		3,832,100	3,803,400
MISCELLANEOUS	7,697,015	26,500	60,000	0	0	55,000	0	7,480,115	358,400	789,500
TOTAL REVENUES	110,490,632	49,404,713	6,066,650	53,775,000	26,447,700	21,543,520	18,932,100	24,066,996	262,593,319	244,885,787
OTHER ADDITIONS										
TRANSFERS	2,400,000	805,800	6,278,255	9,950,000	123,100	24,072,144	11,264,795	50,348,022	4,546,072	1,242,792
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0	0	0	0	12,000,000
TOTAL OTHER ADDITIONS	2,400,000	805,800	6,278,255	9,950,000	123,100	24,072,144	11,264,795	50,348,022	4,546,072	13,242,792
ELIMINATIONS	0	0	0	0	0	0	0	(180,858)	180,858	(1,191,783)
TOTAL REVENUES & OTHER ADDITIONS	112,890,632	50,210,513	12,344,905	63,725,000	26,570,800	45,615,664	30,196,895	74,234,160	267,320,249	256,936,796
APPROPRIATION	112,734,629	53,016,180	19,042,779	62,825,000	25,772,406	47,407,265	12,349,795	80,932,033	252,216,021	244,286,513
NON-APPROPRIATION EXPENSES										
PROVISION FOR ACCOUNTING INTERPRETATION	86,913								86,913	(3,484,029)
TRANSFER TO WATER UTILITY				(4,050,000)					(4,050,000)	(13,000,000)
PENSION EXPENSE NOT SUBJECT TO APPROPRIATION							15,000,000		15,000,000	0 12,900,000
COMMUNITY DEVELOPMENT									0	0
LEGAL REQUIREMENT FOR DEBT SERVICE	0	0	(6,697,874)	0	0	0	0	(6,697,874)	0	0
PROJECTED EXPENDITURES & TRANSFERS	112,821,542	53,016,180	12,344,905	58,775,000	25,772,406	47,407,265	27,349,795	$74,234,159	263,252,934	$240,702,484
ADJUSTMENT FOR ENTERPRISE FUND PROJECTS				(4,050,000)					(4,050,000)	
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES AND ADJUSTMENTS	69,090	(2,805,667)	0	900,000	798,394	(1,791,601)	2,847,100		17,316	
BEGINNING BALANCE, JANUARY 1	22,672,029	14,451,052	8,317,681	14,375,594	139,005,659	1,510,168	304,745,847		505,078,030	
ENDING BALANCE, DECEMBER 31	$22,741,119	$11,645,385	$8,317,681	$15,275,594	$139,804,053	($281,433)	$307,592,947		$505,095,346	

CITY OF ROCKFORD, ILLINOIS
BUDGET PROGRAM SUMMARY BY EXPENDITURE CLASSIFICATION
2011 BUDGET

AGENCIES	2010 BUDGET	INCREASE (DECREASE)	2011 BUDGET	SALARY EXPENSE	FRINGE BENEFITS	CONTRACTUAL EXPENSE	SUPPLY EXPENSE	OTHER EXPENSE	INTEREST EXPENSE	CAPITAL EXPENSE	DEBT REQUIREMENT
LEGISLATIVE & MANAGEMENT											
MAYOR	$804,623	($111,829)	$692,794	$348,578	$185,011	$146,855	$12,350				
COUNCIL	533,998	48,972	582,970	163,200	253,130	165,740	900				
LEGAL	1,841,413	(210,238)	1,631,175	910,066	417,669	279,740	23,700				
FINANCE	6,940,130	1,129,592	8,069,722	1,648,651	840,755	1,048,080	25,869	$4,506,367			
INFORMATION TECH	2,447,531	24,128	2,471,659	397,759	180,636	1,447,862	36,500	408,902			
ELECTION COMMISSION	924,441	(115,739)	808,702	292,361	150,034	304,857	36,450			$25,000	
HUMAN RESOURCES	692,310	(42,281)	650,029	345,982	171,267	125,980	6,800				
COMMUNITY DEVELOPMENT											
ADMINISTRATION	259,003	(32,804)	226,199	145,121	49,593	29,465	2,020				
DEVELOPMENT	4,940,776	(397,225)	4,543,551	431,880	253,737	311,992	9,150	3,536,792			
REDEVELOPMENT	3,402,397	(242,441)	3,159,956			6,000		3,153,956			
TOURISM PROMOTION	1,522,500	34,000	1,556,500			1,437,300		119,200			
TAX INCREMENT DISTRICTS	5,636,738	129,531	5,766,269			32,000		5,644,572	89,697		
SANITATION	8,607,505	(100,598)	8,506,907			7,138,632	500	1,367,775			
CODE ENFORCEMENT	1,463,630	(267,574)	1,196,056	468,101	289,865	434,065	4,025				
PLANNING	685,996	(176,042)	509,954	288,504	135,930	83,550	1,970				
CONST SERVICES	1,857,943	(270,245)	1,587,698	879,604	447,974	254,390	5,730				
HUMAN SERVICES											
HUMAN SERVICES	13,294,581	1,715,082	15,009,663	4,216,509	2,396,997	2,891,529	754,302	4,750,326			
TUBERCULOSIS SANITARIUM	152,700	7,600	160,300			160,300					
LIBRARY	7,509,736	361,264	7,871,000	3,150,819	1,140,825	1,609,529	1,313,502	57,350	248,575	350,400	
MASS TRANSIT	1,524,000	0	1,524,000			1,524,000					
PUBLIC SAFETY											
POLICE	44,235,324	391,116	44,626,440	23,959,725	11,993,506	7,792,349	880,860				
FIRE	38,239,106	(725,140)	37,513,966	21,193,734	13,117,565	2,522,220	680,447				
911 COMMUNICATIONS	5,095,717	153,501	5,249,218	3,556,496	1,538,617	143,345	10,760				
FIRE/POLICE COMMISSION	281,785	(136,350)	145,435	10,500		132,635	2,300				
PUBLIC WORKS											
ADMINISTRATION	511,050	(178,438)	332,612	191,007	77,915	58,590	5,100				
ENGINEERING	1,017,060	(395,866)	621,194	282,276	140,568	191,600	6,750				
CAPITAL PROJECT	57,610,000	5,215,000	62,825,000	1,033,834	520,011	200,995	5,460	304,300		60,760,400	
MOTOR FUEL TAX	5,000,000	700,000	5,700,000					5,700,000			
STREETS & SEWERS	7,865,350	(559,007)	7,306,343	1,564,567	822,747	3,442,470	1,384,000	92,559			
TRAFFIC	4,683,984	(488,334)	4,195,650	609,114	295,931	3,000,905	266,000	23,700			
PARKING	2,343,805	8,833	2,352,638	386,908	132,217	477,950	41,550	1,314,013			
PROPERTY	2,827,533	(63,072)	2,764,461	489,914	276,447	1,580,930	210,470	206,700			
EQUIPMENT	3,549,830	144,500	3,694,330	615,183	338,262	884,405	1,769,380	87,100			
CENTRAL STORES	408,640	8,905	417,545	197,175	100,880	57,590	37,700	24,200			
WATER	23,397,542	22,226	23,419,768	4,166,937	2,096,467	5,936,190	1,626,740	7,040,434	2,553,000		
NON-OPERATING FUNDS											
POLICE PENSION	6,416,874	(972,721)	5,444,153		4,968,953	375,100	200	99,900			
FIRE PENSION	7,644,934	(739,292)	6,905,642		6,295,842	509,700	200	99,900			
IMRF PENSION	6,879,096	(241,369)	6,637,727		6,637,477	250					
WORKMEN'S COMPENSATION	1,913,298	57,172	1,970,470			1,887,670		82,800			
UNEMPLOYMENT INSURANCE	161,514	8,206	169,720			169,720					
HEALTH INSURANCE	20,479,219	3,071,481	23,550,700			22,338,600	0	1,212,100			
AUDITING	238,667	(717)	237,950			237,950					
DEBT SERVICE	17,013,992	2,028,787	19,042,779						5,422,742		$13,620,037
OTB PROJECTS	51,700	(25,000)	26,700					25,000	1,700		
RISK MANAGEMENT	1,615,470	59,230	1,674,700			1,371,500	0	303,200			
RMAP	995,404	(253,404)	742,000	383,676	164,511	151,150	14,963	9,200		18,500	
WIB OPS	506,917	6,773	513,690	345,197	168,493						
ELIMINATIONS	(80,085,347)	(2,304,567)	(82,389,914)	(4,749,348)	(20,023,179)	(24,722,450)	(2,068,264)	(24,128,800)	(2,137,692)	0	(4,560,181)
TOTAL	$247,402,508	$4,813,513	$252,216,021	$67,924,030	$36,576,653	$48,173,230	$7,108,384	$16,041,546	$6,178,022	$61,154,300	$9,059,856
BUDGET PERCENTAGE			100.0	26.9	14.5	19.1	2.8	6.4	2.4	24.2	3.7

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS

PROGRAMS AND AGENCIES	2008	2009	2010	2009-2010 INCREASE (DECREASE)	2011	2010-2011 INCREASE (DECREASE)	
LEGISLATIVE & MANAGEMENT							
MAYOR	8.00	8.00	6.00	(2.00)	5.00	(1.00)	asst city admin
COUNCIL				0.00		0.00	
LEGAL	20.00	20.00	17.00	(3.00)	12.00	(5.00)	courthouse staff, atty
FINANCE	34.00	34.00	32.00	(2.00)	32.00	0.00	
INFORMATION SERVICES	10.00	8.00	6.00	(2.00)	6.00	0.00	
HUMAN RESOURCES	7.00	7.00	6.00	(1.00)	5.00	(1.00)	mgr
LEGISLATIVE & MGMT TOTAL	79.00	77.00	67.00	(10.00)	60.00	(7.00)	
COMMUNITY DEVELOPMENT							
CD ADMINISTRATION	2.00	2.00	1.50	(0.50)	1.50	0.00	
CD CODE ENFORCEMENT	13.00	13.00	12.20	(0.80)	10.20	(2.00)	nb spec, zone coord
CD PLANNING	11.25	6.30	5.30	(1.00)	4.30	(1.00)	tif mgr
CD CONSTRUCTION SERVICES	19.00	25.00	18.00	(7.00)	15.00	(3.00)	clk(2), lu plan, plan II,
CD SANITATION	0.00	0.00	0.00	0.00	0.00	0.00	plan mgr, insp(2)
CD DEVELOPMENT	8.75	7.50	7.00	(0.50)	8.00	1.00	sr clk
COMM DEVELOPMENT TOTAL	54.00	53.80	44.00	(9.80)	39.00	(5.00)	
HUMAN SERVICES							
HUMAN SERVICES	92.50	90.75	97.85	7.10	99.00	1.15	wz spec(3), various
DRUG FREE INITIATIVE	0.00	0.00	0.00	0.00	0.00	0.00	
TUBERCULOSIS SANITARIUM	0.00	0.00	0.00	0.00	0.00	0.00	
LIBRARY	109.20	115.10	82.00	(33.10)	84.50	2.50	various
HUMAN SERVICES TOTAL	201.70	205.85	179.85	(26.00)	183.50	3.65	
PUBLIC SAFETY							
POLICE	339.00	345.00	318.00	(27.00)	318.00	0.00	
FIRE	282.00	282.00	282.00	0.00	278.00	(4.00)	inspect (3), clk
911 COMMUNICATIONS	53.00	53.00	53.00	0.00	53.00	0.00	
PUBLIC SAFETY TOTAL	674.00	680.00	653.00	(27.00)	649.00	(4.00)	
PUBLIC WORKS							
ADMINISTRATION	6.50	4.50	3.50	(1.00)	2.00	(1.50)	tech, clk
ENGINEERING	4.50	10.00	7.45	(2.55)	5.50	(1.95)	various eng
STREETS & SEWERS	39.50	40.00	38.00	(2.00)	32.00	(6.00)	mt wk (4), supv, clk
TRAFFIC	18.00	12.40	13.00	0.60	11.00	(2.00)	mt wk, tech
CAPITAL PROJECT	15.80	16.30	17.05	0.75	18.50	1.45	various eng
PARKING SYSTEM	9.00	9.00	8.50	(0.50)	8.50	0.00	
SANITATION	1.00	0.00	0.00	0.00	0.00	0.00	
PROPERTY & EQUIPMENT	28.00	0.00	0.00	0.00	0.00	0.00	
BUILDING MAINTENANCE	0.00	12.00	12.00	0.00	10.00	(2.00)	tech (2)
EQUIPMENT MAINTENANCE	0.00	11.00	11.00	0.00	10.00	(1.00)	mechanic
CENTRAL STORES	0.00	4.00	4.00	0.00	4.00	0.00	
WATER	75.70	75.00	77.00	2.00	72.00	(5.00)	tech (4), op, insp
PUBLIC WORKS TOTAL	198.00	194.20	191.50	(2.70)	173.50	(18.00)	
NON OPERATING							
CITY HALL REHAB MGMT	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL	1,206.70	1,210.85	1,135.35	(75.50)	1,105.00	(30.35)	
ANNUAL PERSONNEL CHANGE	6.00	4.15	(75.50)		(30.35)		
ANNUAL PERCENTAGE CHANGE	0.50	0.30	(6.20)		(2.70)		

CITY OF ROCKFORD, ILLINOIS
2011-2016 GENERAL FUND FORECAST

GENERAL FUND REVENUES	2009	2010	2011	2012	2013	2014	2015	2016
TAXES	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
PROPERTY TAXES	36,801,356	40,029,581	42,745,151	43,649,214	45,013,779	46,315,992	47,420,616	48,951,462
LESS, UNCOLLECTIBLE TAXES	0	0	(376,546)	(380,642)	(388,351)	(394,503)	(400,621)	(410,602)
NET LEVY	36,801,356	40,029,581	42,368,605	43,268,572	44,625,428	45,921,489	47,019,995	48,540,860
ADJUST FOR ACCTG INT EFFEC	0	0	(701,088)	(899,967)	(1,356,856)	(1,296,061)	(1,098,506)	(1,520,865)
ADJUST FOR TAX CAP EFFECTS	0	0	(600,990)	(272,987)	(67,450)	(246,156)	(308,538)	(192,204)
TOTAL PROPERTY TAXES	36,801,356	40,029,581	41,066,527	42,095,618	43,201,122	44,379,272	45,612,951	46,827,791
OTHER TAXES								
SALES AND USE TAXES	22,792,762	23,239,512	22,902,900	23,590,000	24,297,700	25,026,700	25,777,500	26,550,900
TELEPHONE FRANCHISE	5,852,740	5,363,604	5,458,100	5,512,700	5,567,800	5,623,500	5,679,700	5,736,500
UTILITY TAX	1,119,215	955,616	1,000,000	1,030,000	1,060,900	1,092,700	1,125,500	1,159,300
OTHER TAXES	29,764,717	29,558,732	29,361,000	30,132,700	30,926,400	31,742,900	32,582,700	33,446,700
TOTAL TAXES	66,566,073	69,588,313	70,427,527	72,228,318	74,127,522	76,122,172	78,195,651	80,274,491
LICENSES								
LIQUOR	663,776	680,354	655,000	665,000	675,000	685,000	695,000	705,000
CATV FRANCHISE FEE	1,445,813	2,450,581	1,460,000	1,489,200	1,519,000	1,549,400	1,580,400	1,612,000
OTHER LICENSES/FRANCHISE	352,143	354,641	290,000	340,000	345,000	345,000	345,000	345,000
INSPECTIONS	904,319	1,010,081	1,022,200	1,086,600	1,120,400	1,155,600	1,191,000	1,227,400
TOTAL LICENSES	3,366,106	4,495,657	3,427,200	3,580,800	3,659,400	3,735,000	3,811,400	3,889,400
INTERGOVERNMENTAL								
REPLACEMENT TAX	6,349,629	6,749,483	5,169,700	5,268,600	5,367,500	5,466,400	5,565,300	5,664,200
STATE INCOME TAX	12,201,422	11,736,930	12,000,000	10,958,395	11,287,100	11,625,700	11,974,500	12,333,700
FEDERAL, STATE, AND COUNT	6,780,525	6,511,801	5,709,190	5,447,500	4,448,300	4,551,800	4,647,900	4,746,700
TOTAL INTERGOVERNMENTAL	25,331,576	24,998,214	22,878,890	21,674,495	21,102,900	21,643,900	22,187,700	22,744,600
CHARGES FOR SERVICES								
AMBULANCE	3,869,220	4,000,195	4,100,000	4,100,000	4,180,000	4,260,000	4,350,000	4,440,000
ALL OTHER	376,794	335,443	280,000	292,200	299,700	307,500	315,600	324,000
TOTAL CHARGES FOR SERVICE	4,246,014	4,335,638	4,380,000	4,392,200	4,479,700	4,567,500	4,665,600	4,764,000
MAGISTRATE FINES	1,625,999	1,524,056	1,590,000	1,620,000	1,650,000	1,680,000	1,710,000	1,740,000
RENTS AND INTEREST	106,641	168,042	100,000	100,000	55,100	0	0	0
MISCELLANEOUS								
REIMBURSEMENTS FOR SERV	6,835,922	6,573,328	7,499,315	6,167,160	6,290,490	6,416,600	6,545,090	6,676,360
ALL OTHER	390,506	333,334	187,700	610,000	610,000	610,000	610,000	610,000
TOTAL MISCELLANEOUS	7,226,428	6,906,662	7,687,015	6,777,160	6,900,490	7,026,600	7,155,090	7,286,360
TOTAL REVENUES	108,468,837	112,016,582	110,490,632	110,372,973	111,975,112	114,775,172	117,725,441	120,698,851
OTHER ADDITION, TRANSFERS FROM								
MOTOR FUEL TAX	1,200,000	0	2,400,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
ALL OTHER	0	0	0	0	0	0	0	0
TOTAL OTHER ADDITIONS	1,200,000	0	2,400,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
TOTAL GENERAL FUND REVENI	109,668,837	112,016,582	112,890,632	111,572,973	113,175,112	115,975,172	118,925,441	121,898,851
GENERAL FUND EXPENDITURE:	(2,965,229)	(1,237,664)	(1,548,707)	1,671,680	585,000	585,000	585,000	585,000
SALARY	56,432,659	55,194,995	53,646,288	55,317,968	55,902,968	56,487,968	57,072,968	57,657,968
FRINGE BENEFIT	25,903,034	28,409,504	29,557,953	31,672,900	33,819,600	36,137,700	39,096,600	42,294,600
CONTRACTUAL EXPENSE	22,354,761	21,763,392	21,537,491	22,183,600	22,849,100	23,534,600	24,240,600	24,967,800
SUPPLY EXPENSE	3,386,014	3,022,407	3,345,271	3,445,600	3,549,000	3,655,500	3,765,200	3,878,200
OTHER EXPENSE	3,750,534	2,660,871	4,622,626	3,527,200	3,521,200	3,417,000	3,417,000	3,417,000
INTEREST EXPENSE	355,228	461,121	211,760	420,360	514,556	644,901	787,480	963,172
CAPITAL EXPENSE	188,110	464,948	25,000	25,000	25,000	25,000	25,000	25,000
FUND PRIOR TO ADJUSTMENTS	112,015,112	111,516,117	112,734,629	116,172,268	119,666,868	123,257,768	127,617,368	132,240,568
ADJUST FOR ACCTG INT EFFEC	0	0	86,913	(838,235)	(880,160)	(924,160)	(970,360)	(1,018,880)
TOTAL GENERAL FUND	112,015,112	111,516,117	112,821,542	115,334,033	118,786,708	122,333,608	126,647,008	131,221,688
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(2,346,275)	500,465	69,090	(3,761,060)	(5,611,596)	(6,358,438)	(7,721,569)	(9,322,839)

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SPECIAL REVENUE FUNDS
(PAGE 1 OF 2)

REVENUES	MOTOR FUEL TAX	SANITATION	COMMUNITY DEVELOPMENT	REDEVELOPMENT TAX	TOURISM PROMOTION	TAX INCREMENT FINANCING DISTRICTS	HUMAN SERVICES
PROPERTY TAXES							
CITY WIDE		$20,100					
SPECIAL DISTRICTS						$5,014,242	
LESS, UNCOLLECTIBLE TAXES		200				50,143	
NET TAX LEVY		19,900				4,964,099	
TAX LEVY REIMBURSEMENTS		700				0	
PROPERTY TAXES PRIOR ADJUST		20,600				4,964,099	
LESS, PROVISION FOR ACCTG INT		(1,100)					
LESS, TAX CAP EFFECTS		0				0	
TOTAL PROPERTY TAXES		21,700				4,964,099	
OTHER TAXES		0		$3,602,000	$1,556,500	0	
TOTAL TAXES		21,700		3,602,000	1,556,500	4,964,099	
LICENSES, PERMITS & FEES							
INTERGOVERNMENTAL	$3,694,400		$3,462,892				$13,918,317
SERVICE CHARGES		8,571,100					
FINES							
REVENUE, RENTS & INTEREST	122,000	54,400	122,000			55,141	
OTHER REVENUE & INCOME						98,300	
MISCELLANEOUS	0	0	0	0	0	0	0
TOTAL REVENUES	3,816,400	8,647,200	3,584,892	3,602,000	1,556,500	5,117,540	13,918,317
OTHER ADDITIONS							
TRANSFERS						550,000	196,666
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	3,816,400	8,647,200	3,584,892	3,602,000	1,556,500	5,667,540	14,114,983
APPROPRIATION	5,700,000	8,506,907	4,543,551	3,159,956	1,556,500	5,766,269	15,009,663
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	5,700,000	8,506,907	4,543,551	3,159,956	1,556,500	5,766,269	15,009,663
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(1,883,600)	140,293	(958,659)	442,044	0	(98,729)	(894,680)
BEGINNING BALANCE, JANUARY 1	9,647,399	3,349,134	1,642,679	(2,914,537)	94,619	(2,418,807)	(175,980)
ENDING BALANCE, DECEMBER 31	$7,763,799	$3,489,427	$684,020	($2,472,493)	$94,619	($2,517,536)	($1,070,660)

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SPECIAL REVENUE FUNDS
(PAGE 2 OF 2)

REVENUES	TUBERCULOSIS SANITARIUM	LIBRARY	RMAP	OTB SPECIAL PROJECTS	ELIMINATIONS	TOTAL
PROPERTY TAXES						
CITY WIDE	$160,300	$7,300,000				$7,480,400
SPECIAL DISTRICTS						5,014,242
LESS, UNCOLLECTIBLE TAXES	1,603	73,000				124,946
NET TAX LEVY	158,697	7,227,000				12,369,696
TAX LEVY REIMBURSEMENTS	0	0				700
PROPERTY TAXES PRIOR ADJUST	158,697	7,227,000				12,370,396
LESS, PROVISION FOR ACCTG INT	7,524	63,360				69,784
LESS, TAX CAP EFFECTS	0	61,780				61,780
TOTAL PROPERTY TAXES	151,173	7,101,860				12,238,832
OTHER TAXES	0	0				5,158,500
TOTAL TAXES	151,173	7,101,860				17,397,332
LICENSES, PERMITS & FEES				$90,000		90,000
INTERGOVERNMENTAL		772,000	$660,411			22,508,020
SERVICE CHARGES		28,860				8,599,960
FINES		212,360				212,360
REVENUE, RENTS & INTEREST		118,700				472,241
OTHER REVENUE & INCOME					$0	98,300
MISCELLANEOUS	0	26,500	0	0	0	26,500
TOTAL REVENUES	151,173	8,260,280	660,411	90,000	0	49,404,713
OTHER ADDITIONS						
TRANSFERS			85,800		26,666	805,800
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	151,173	8,260,280	746,211	90,000	26,666	50,210,513
APPROPRIATION	160,300	7,871,000	742,000	26,700	26,666	53,016,180
NON EXPENSE APPROPRIATION	0					0
EXPENDITURES AND TRANSFERS	160,300	7,871,000	742,000	26,700	26,666	53,016,180
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(9,127)	389,280	4,211	63,300		(2,805,667)
BEGINNING BALANCE, JANUARY 1	108,286	5,302,738	(111,989)	(72,490)		14,451,052
ENDING BALANCE, DECEMBER 31	$99,159	$5,692,018	($107,778)	($9,190)		$11,645,385

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 1 OF 2)

REVENUES	EAST SIDE	EAST RIVER	WEST SIDE #1	WEST SIDE #2	RIVER NORTH	SOUTH ROCKFORD
PROPERTY TAXES						
SPECIAL DISTRICTS	$351,586	$117,745	$408,475	$10,101	$101,996	$129,751
LESS, UNCOLLECTIBLE TAXES	3,516	1,177	4,085	101	1,020	1,298
NET TAX LEVY	348,070	116,568	404,390	10,000	100,976	128,453
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST		422				200
OTHER REVENUE	0	0	0	0	0	0
TOTAL REVENUES	348,070	116,990	404,390	10,000	100,976	128,653
OTHER ADDITIONS						
TRANSFERS						
PROCEEDS FROM SALE OF BOND	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	348,070	116,990	404,390	10,000	100,976	128,653
APPROPRIATION	391,950	52,689	429,573	355	133,324	175,494
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	391,950	52,689	429,573	355	133,324	175,494
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(43,880)	64,301	(25,183)	9,645	(32,348)	(46,841)
BEGINNING BALANCE, JANUARY 1	112,102	67,469	47,019	(7,355)	69,296	676
ENDING BALANCE, DECEMBER 31	$68,222	$131,770	$21,836	$2,290	$36,948	($46,165)

REVENUES	ASSISTED LIVING	STATE KILBURN	STATE CENTRAL	SPRINGFIELD CORNERS	NORTH MAIN	MAIN AUBURN
PROPERTY TAXES						
SPECIAL DISTRICTS	$40	$23,535	$253,232	$168,787	$87,103	$20,202
LESS, UNCOLLECTIBLE TAXES	0	235	2,532	1,688	871	202
NET TAX LEVY	40	23,300	250,700	167,099	86,232	20,000
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST				25,200		1,000
OTHER REVENUE		0	0	0	0	0
TOTAL REVENUES	40	23,300	250,700	192,299	86,232	21,000
OTHER ADDITIONS						
TRANSFERS				250,000		
PROCEEDS FROM SALE OF BONDS		0	0	0	0	0
TOTAL REVENUES & ADDITIONS	40	23,300	250,700	442,299	86,232	21,000
APPROPRIATION	0	0	250,746	310,632	176,920	10,000
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	0	0	250,746	310,632	176,920	10,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	40	23,300	(46)	131,667	(90,688)	11,000
BEGINNING BALANCE, JANUARY 1	124	(1,776)	(50,619)	(426,657)	(309,466)	33,986
ENDING BALANCE, DECEMBER 31	$164	$21,524	($50,665)	($294,990)	($400,154)	$44,986

REVENUES	MAIN WHITMAN	SEVENTH STREET	MIDTOWN	BROADWAY	STATE ALPINE	TOTAL RETAIL TIF DISTRICTS
PROPERTY TAXES						
SPECIAL DISTRICTS	$78,687	$1,071,374	$66,525	$53,418	$267,879	$3,210,436
LESS, UNCOLLECTIBLE TAXES	787	10,714	665	534	2,679	32,104
NET TAX LEVY	77,900	1,060,660	65,860	52,884	265,200	3,178,332
INTERGOVERNMENTAL						0
REVENUE, RENTS & INTEREST		9,800			6,000	42,622
OTHER REVENUE	0	0			0	0
TOTAL REVENUES	77,900	1,070,460	65,860	52,884	271,200	3,220,954
OTHER ADDITIONS						
TRANSFERS						250,000
PROCEEDS FROM SALE OF BOND	0	0			$0	0
TOTAL REVENUES & ADDITIONS	77,900	1,070,460	65,860	52,884	271,200	3,470,954
APPROPRIATION	105,151	1,154,420	31,127	990	322,429	3,545,800
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	105,151	1,154,420	31,127	990	322,429	3,545,800
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(27,251)	(83,960)	34,733	51,894	(51,229)	(74,846)
BEGINNING BALANCE, JANUARY 1	(219,091)	94,251	(45,891)	(41,181)	276,816	(400,297)
ENDING BALANCE, DECEMBER 31	($246,342)	$10,291	($11,158)	$10,713	$225,587	(475,143)

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 2 OF 2)

REVENUES	LINCOLNWOOD #1	LINCOLNWOOD #2	HOPE 6	GARRISON	RIVER OAKS	JACKSON SCHOOL
PROPERTY TAXES						
SPECIAL DISTRICTS	$77,576	$55,152	$183,364	$53,535	$73,737	$144,833
LESS, UNCOLLECTIBLE TAXES	776	552	1,834	535	737	1,448
NET TAX LEVY	76,800	54,600	181,530	53,000	73,000	143,385
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST	3,000	1,300				1,900
OTHER REVENUE	0	0	0	0	0	0
TOTAL REVENUES	79,800	55,900	181,530	53,000	73,000	145,285
OTHER ADDITIONS						
TRANSFERS						
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	79,800	55,900	181,530	53,000	73,000	145,285
APPROPRIATION	44,688	48,631	265,808	71,802	309,844	142,735
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	44,688	48,631	265,808	71,802	309,844	142,735
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	35,112	7,269	(84,278)	(18,802)	(236,844)	2,550
BEGINNING BALANCE, JANUARY 1	103,900	50,487	(129,599)	(289,921)	(760,228)	65,429
ENDING BALANCE, DECEMBER 31	$139,012	$57,756	($213,877)	($308,723)	($997,072)	$67,979

REVENUES	TOTAL RESIDENTIAL TIF DISTRICTS	ROCKFORD GLOBAL TRADE PARK #1	ROCKFORD GLOBAL TRADE PARK #2	ROCKFORD GLOBAL TRADE PARK #3	PRESTON CENTRAL
PROPERTY TAXES					
SPECIAL DISTRICTS	$588,197	$786,869	$195,556	$140,303	$37,677
LESS, UNCOLLECTIBLE TAXES	5,882	7,869	1,956	1,403	377
NET TAX LEVY	582,315	779,000	193,600	138,900	37,300
INTERGOVERNMENTAL	0				
REVENUE, RENTS & INTEREST	6,200		3,371	2,532	
OTHER REVENUE	0	0	0	0	98,300
TOTAL REVENUES	588,515	779,000	196,971	141,432	135,600
OTHER ADDITIONS					
TRANSFERS	0	300,000			
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	588,515	1,079,000	196,971	141,432	135,600
APPROPRIATION	883,508	819,168	236,000	100,000	135,454
NON EXPENSE APPROPRIATION					
EXPENDITURES AND TRANSFERS	883,508	819,168	236,000	100,000	135,454
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(294,993)	259,832	(39,029)	41,432	146
BEGINNING BALANCE, JANUARY 1	(959,932)	(83,879)	77,036	81,396	(1,160,594)
ENDING BALANCE, DECEMBER 31	(1,254,925)	$175,953	$38,007	$122,828	($1,160,448)

REVENUES	KISHWAUKEE HARRISON #1	KISHWAUKEE HARRISON #2	TOTAL INDUSTRIAL TIF DISTRICTS	TOTAL ALL TIF DISTRICTS
PROPERTY TAXES				
SPECIAL DISTRICTS	$54,948	$256	$1,215,609	$5,014,242
LESS, UNCOLLECTIBLE TAXES	549	3	12,157	50,143
NET TAX LEVY	54,399	253	1,203,452	4,964,099
INTERGOVERNMENTAL			0	0
REVENUE, RENTS & INTEREST	416		6,319	55,141
OTHER REVENUE	0	0	98,300	98,300
TOTAL REVENUES	54,815	253	1,308,071	5,117,540
OTHER ADDITIONS				
TRANSFERS			300,000	550,000
PROCEEDS FROM SALE OF BONDS	0	0	0	0
TOTAL REVENUES & ADDITIONS	54,815	253	1,608,071	5,667,540
APPROPRIATION	46,239	100	1,336,961	5,766,269
NON EXPENSE APPROPRIATION				
EXPENDITURES AND TRANSFERS	46,239	100	1,336,961	5,766,269
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	8,576	153	271,110	(98,729)
BEGINNING BALANCE, JANUARY 1	27,214	249	(1,058,578)	(2,418,807)
ENDING BALANCE, DECEMBER 31	$35,790	$402	($787,468)	($2,517,536)

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
INTERNAL SERVICE FUNDS
(PAGE 1 OF 2)

REVENUES	PROPERTY	EQUIPMENT	CENTRAL STORES	RISK MGMT	INFORMATION TECHNOLOGY	911 COMMUNICA-TIONS
PROPERTY TAXES				$1,250,000		
LESS, UNCOLLECTIBLE TAXES				12,500		
NET TAX LEVY				1,237,500		
TAX LEVY REIMBURSEMENTS				0		
PROPERTY TAXES PRIOR ADJUST				1,237,500		
LESS, PROVISION FOR ACCTG INT				0		
LESS, TAX CAP EFFECTS				0		
TOTAL PROPERTY TAXES				1,237,500		
INTERGOVERNMENTAL						$818,757
SERVICE CHARGES	$2,858,990	$3,754,990	$417,520	386,550	$2,650,210	
FINES AND PENALTIES						
RENTS AND INTEREST						
OTHER REVENUE						
RESTRICTED RECEIPTS						
MISCELLANEOUS	0	0	0	55,000	0	0
TOTAL REVENUES	2,858,990	3,754,990	417,520	1,679,050	2,650,210	818,757
OTHER ADDITIONS						
TRANSFERS	0	0	0			4,430,461
TOTAL REVENUES & ADDITIONS	2,858,990	3,754,990	417,520	1,679,050	2,650,210	5,249,218
APPROPRIATION	2,764,461	3,694,330	417,545	1,674,700	2,471,659	5,249,218
AND TRANSFERS	2,764,461	3,694,330	417,545	1,674,700	2,471,659	5,249,218
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	94,529	60,660	(25)	4,350	178,551	0
BEGINNING BALANCE, JANUARY 1	346,944	888,200	176,446	(3,607,904)	1,283,269	0
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0	0	0	0	0	0
ENDING BALANCE, DECEMBER 31	$441,473	$948,860	$176,421	($3,603,554)	$1,461,820	$0

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
INTERNAL SERVICE FUNDS
(PAGE 2 OF 2)

REVENUES	ILLINOIS MUNICIPAL RETIREMENT	UNEMPLOY-MENT TAX	WORKER'S COMPENSATION	AUDITING	HEALTH INSURANCE	ELIMINATIONS	TOTAL
PROPERTY TAXES	$3,032,723	$141,995	$1,783,173	$184,081			$6,391,972
LESS, UNCOLLECTIBLE TAXES	30,328	1,420	17,832	1,841			63,921
NET TAX LEVY	3,002,395	140,575	1,765,341	182,240			6,328,051
TAX LEVY REIMBURSEMENTS	250	250	250			$750	0
PROPERTY TAXES PRIOR ADJUST	3,002,645	140,825	1,765,591	182,240		750	6,328,051
LESS, PROVISION FOR ACCTG INT							0
LESS, TAX CAP EFFECTS	0	0	0	0		0	0
TOTAL PROPERTY TAXES	3,002,645	140,825	1,765,591	182,240		750	6,328,051
INTERGOVERNMENTAL	277,300						1,096,057
SERVICE CHARGES						309,350	9,758,910
FINES AND PENALTIES							
RENTS AND INTEREST	10,000	1,300	15,000		$28,800		55,100
OTHER REVENUE					4,250,402		4,250,402
RESTRICTED RECEIPTS							
MISCELLANEOUS	0	0	0	0	0	0	55,000
TOTAL REVENUES	3,289,945	142,125	1,780,591	182,240	4,279,202	310,100	21,543,520
OTHER ADDITIONS							
TRANSFERS	3,357,782	28,895	204,879	55,710	17,115,532	1,121,115	24,072,144
TOTAL REVENUES & ADDITIONS	6,647,727	171,020	1,985,470	237,950	21,394,734	1,431,215	45,615,664
APPROPRIATION	6,637,727	169,720	1,970,470	237,950	23,550,700	1,431,215	47,407,265
AND TRANSFERS	6,637,727	169,720	1,970,470	237,950	23,550,700	1,431,215	47,407,265
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	10,000	1,300	15,000	0	(2,155,966)		(1,791,601)
BEGINNING BALANCE, JANUARY 1	50,988	(108,492)	(1,426,818)	0	3,907,535		1,510,168
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0	0	0	0	0		0
ENDING BALANCE, DECEMBER 31	$60,988	($107,192)	($1,411,818)	$0	$1,751,569		($281,433)

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
PROPRIETARY AND FIDUCIARY FUND TYPES

	ENTERPRISE			PENSION		
REVENUES	WATER	PARKING	TOTAL	POLICE	FIRE	TOTAL
PROPERTY TAXES						
TAX LEVY REIMBURSEMENTS						
TOTAL PROPERTY TAXES						
SERVICE CHARGES	$24,270,000		$24,270,000			
FINES AND PENALTIES		$556,600	556,600			
REVENUE, RENTS & INTEREST	200,000	1,421,100	1,621,100	$3,800,000	$2,800,000	$6,600,000
FAIR VALUE ADJUSTMENT				3,500,000	5,000,000	8,500,000
OTHER REVENUE						
MEMBER CONTRIBUTIONS				1,986,500	1,845,600	3,832,100
MISCELLANEOUS	0	0	0	0	0	0
TOTAL REVENUES	24,470,000	1,977,700	26,447,700	9,286,500	9,645,600	18,932,100
OTHER ADDITIONS						
TRANSFERS	99,400	23,700	123,100	4,968,953	6,295,842	11,264,795
TOTAL REVENUES & ADDITIONS	24,569,400	2,001,400	26,570,800	14,255,453	15,941,442	30,196,895
APPROPRIATION	23,419,768	2,352,638	25,772,406	5,444,153	6,905,642	12,349,795
NON-APPROPRIATION EXPENSES						
PENSION EXPENSE NOT SUBJECT TO APPROPRIATION				7,650,000	7,350,000	15,000,000
PROJECTED EXPENDITURES AND TRANSFERS	23,419,768	2,352,638	25,772,406	13,094,153	14,255,642	27,349,795
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	1,149,632	(351,238)	798,394	1,161,300	1,685,800	2,847,100
BEGINNING BALANCE, JANUARY 1	121,729,242	17,276,417	139,005,659	160,191,839	144,554,008	304,745,847
ADJUSTMENT FOR ACCOUNTING INTERPRETATION						0
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0	0	0	0	0	0
ENDING BALANCE, DECEMBER 31	$122,878,874	$16,925,179	$139,804,053	$161,353,139	$146,239,808	$307,592,947

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
DEBT SERVICE 2010-2016

REVENUES	2010	2011	2012	2013	2014	2015	2016
PT TAXES-CITY	$6,398,975	$5,602,677	$4,915,475	$4,298,788	$3,585,960	$2,713,697	$1,834,101
UNCOLLECTIBLE	(63,990)	(56,027)	(49,155)	(42,988)	(35,860)	(27,137)	(18,341)
	6,334,985	5,546,650	4,866,320	4,255,800	3,550,100	2,686,560	1,815,760
ABATEMENTS-EXEMPT							
TIF DISTRICTS	2,266,409	2,608,586	2,699,323	2,903,483	2,981,315	2,267,715	2,492,802
WATER	6,777,922	6,697,874	6,527,549	6,273,521	6,057,600	5,837,624	5,567,824
SALES TAX	583,073	579,573	574,773	579,573	463,573	492,036	416,500
REDEVELOPMENT/TOURISM	831,205	905,318	995,130	1,074,618	1,079,393	1,072,068	1,058,018
OTHER	834,819	825,094	820,169	814,844	814,119	832,763	824,975
	11,293,428	11,616,445	11,616,944	11,646,038	11,396,000	10,502,206	10,360,119
ABATEMENTS-TAXABLE							
TIF DISTRICTS	973,061	946,660	519,010	512,360	504,750	496,550	247,300
SALES TAX	331,093	319,844	333,593	321,094	333,593	319,844	330,750
REDEVELOPMENT	441,868	441,868	441,868	441,868	1,814,724	1,813,593	1,815,668
PARKING	122,500	171,312	167,750	164,187	160,625	181,875	176,875
OTHER	0	0	0	0	0	0	0
	1,868,522	1,879,684	1,462,221	1,439,509	2,813,692	2,811,862	2,570,593
TOTAL REVENUES	19,496,935	19,042,779	17,945,485	17,341,348	17,759,792	16,000,628	14,746,472
DEBT SERVICE							
KISHWAUKEE TRUNK-SANITARY DIST	119,073	119,073	119,073	119,073	119,073	59,536	59,536
2002 8,000,000 STREET GOB	846,235	847,675	857,145	864,145	868,595	0	0
2002 2,200,000 WATER ALT	236,393	238,318	239,718	235,478	240,695	0	0
2002 3,000,000 GO 7TIF ALT	323,045	321,995	320,385	328,065	324,415	0	0
2002 2,500,000 TIF TAXABLE	497,926	474,300	0	0	0	0	0
2002 1,300,000 SPRINGFIELD CR TIF	119,163	121,363	123,363	125,003	126,348	127,388	127,388
2003 8,200,000 STREET GOB	827,555	845,445	861,295	875,025	885,775	884,000	884,000
2003 2,200,000 WATER ALT	225,038	229,008	232,453	235,353	232,478	239,200	239,200
2004 8,500,000 STREET GOB	871,220	876,470	868,870	870,470	870,870	869,300	869,300
2004 2,200,000 WATER ALT	231,778	230,215	233,015	235,415	237,415	233,805	233,805
2004 2,000,000 TAXABLE TIF	242,560	243,560	244,060	244,060	243,350	242,075	242,075
2004 3,200,000 EQUIPMENT ALT	419,500	416,000	411,200	416,000	0	0	0
2004 1,650,000 NORTH MAIN TIF	68,963	168,963	164,963	160,963	206,963	200,963	200,963
2004 3,000,000 GLOBAL PARK #1 TIF	304,688	347,438	337,438	327,438	317,438	357,438	357,438
2004 4,375,000 STREET REFUND	816,465	0	0	0	0	0	0
2004 2,475,000 WATER REFUND	237,705	0	0	0	0	0	0
2004 3,070,000 SRTIF REFUND	336,018	348,318	354,318	354,118	358,518	362,318	362,318
2005 8,700,000 STREET GOB	889,810	897,060	903,260	914,860	924,860	933,260	933,260
2005 2,200,000 WATER ALT	225,540	229,559	228,215	231,555	234,430	236,430	236,430
2005 915,000 GLOBAL PARK TIF #1	124,600	120,600	141,600	161,600	145,600	0	0
2005 560,000 LINCOLNWOOD 2 TIF	23,632	48,631	47,631	71,631	79,632	67,231	67,231
2005 1,795,000 SPRINGFIELD TIF	76,469	76,469	176,469	197,469	192,469	212,469	212,469
2005 2,450,000 RIVER OAKS TIF	298,587	290,588	282,587	299,588	290,587	281,588	281,588
2005 1,500,000 GARRISON TIF	64,462	64,463	64,462	164,462	160,463	156,462	156,462
2005 530,000 LINCOLNWOOD 1 REF	45,687	44,688	68,687	91,688	88,687	85,688	85,688
2005 2,850,000 LOWE'S ALT	331,093	319,844	333,593	321,094	333,593	319,844	319,844
2006 $15,000,000 WATER ALT	1,188,000	1,189,000	1,189,000	1,188,000	1,182,625	1,201,125	1,201,125
2006 2,500,000 HOPE 6 TIF	111,750	261,750	255,375	248,813	267,250	259,375	259,375
2007 16,700,000 METRO CENTER TAX	0	0	0	0	1,372,856	1,371,725	1,371,725
2007 6,300,000 METRO CENTER	470,175	465,575	465,775	465,575	469,975	468,775	468,775
2007 6,865,000 CORONADO REFUND	710,187	772,000	860,812	950,500	960,875	959,750	959,750
2007 1,100,000 PRESTON CENTRAL TIF	98,300	96,175	94,050	91,863	89,613	87,363	87,363
2007 1,100,000 NW SEWER ALT	44,500	44,500	44,500	44,500	344,500	432,500	432,500
2007 3,500,000 LIBRARY ALT	244,644	239,519	234,394	229,269	224,144	243,988	243,988
2007 3,500,000 WATER	286,856	280,669	274,481	268,294	287,106	279,888	279,888
2008 9,000,000 WATER	713,906	702,531	715,718	702,125	712,125	721,125	721,125
2008 1,100,000 GLOBAL PARK #1TIF	65,875	90,125	88,625	87,000	135,250	131,750	131,750
2008 200,000 JACKSON SCHOOL TIF	32,000	31,250	30,500	29,687	28,812	27,937	27,937
2008 1,850,000 PARKING ALT	122,500	171,312	167,750	164,187	160,625	181,875	181,875
2009 350,000 RIVER NORTH TIF	27,292	26,802	26,311	25,818	25,325	30,135	30,135
2009 1,300,000 MAIN WHITMAN TIF	101,371	99,548	97,727	95,895	94,063	111,928	111,928
2009 950,000 TAX GLOBAL TRADE #1 TI	101,525	98,875	96,225	93,575	90,925	88,250	88,250
2009 8,065,000 TAX METRO REFUNDING	441,868	441,868	441,868	441,868	441,868	441,868	441,868
2009 7,930,000 STREET REFUNDING	2,083,700	2,080,000	1,375,750	731,300	0	0	0
2009 4,325,000 WATER REFUND	949,763	947,763	716,138	481,488	238,288	236,988	236,988
2009 1,330,000 7TIF REFUND	285,525	285,525	279,150	286,500	288,400	0	0
2009 1,350,000 SPRINGFIELD CORNERS	104,069	103,176	141,929	138,752	135,377	132,002	132,002
2009 350,000 RIVER TIF	26,981	26,749	36,796	35,973	35,098	34,223	34,223
2010 3,400,000 WATER	163,375	212,375	260,375	257,375	254,000	250,625	246,875
	$17,177,367	$16,587,130	$15,507,049	$14,902,910	$15,321,354	$13,562,190	$13,558,440

CITY OF ROCKFORD, ILLINOIS
EQUALIZED ASSESSED VALUATIONS, LEVIES, AND TAX RATES
2008-2011 BUDGETS
(RATES ARE DOLLARS PER ONE HUNDRED EAV)
(YEARS ARE LEVY YEARS, NOT COLLECTION YEARS)

FUND	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATE	2010-2011 INCREASE (DECREASE)	2008 RATES	2009 RATES	2010 RATES	2011 ESTIMATED RATES	2010-2011 INCREASE DECREASE	RATE LIMITS
TAX LEVIES FOR OPERATIONS											
GENERAL FUND											
CORPORATE	$5,351,262	$4,519,675	$3,596,102	$5,727,000	$2,130,898	0.2548	0.2170	0.1790	0.3000	0.1210	0.4375
POLICE PROTECTION	8,560,340	$9,862,056	10,022,878	9,545,000	(477,878)	0.4076	0.4735	0.4989	0.5000	0.0011	0.60
POLICE PENSION	2,513,917	2,782,620	4,309,295	4,242,600	(66,695)	0.1197	0.1336	0.2145	0.2222	0.0077	U/L
SCHOOL CROSSING	71,406	10,414	10,045	10,000	(45)	0.0034	0.0005	0.0005	0.0005	0.0000	0.050
FIRE PROTECTION	8,560,340	$9,862,056	10,022,878	9,545,000	(477,878)	0.4076	0.4735	0.4989	0.5000	0.0011	0.60
FIRE PENSION	3,782,427	4,509,261	5,193,254	5,426,000	232,746	0.1801	0.2165	0.2585	0.2842	0.0257	U/L
JUDGMENTS	1,150,899	1,191,361	1,183,298	1,250,000	66,702	0.0548	0.0572	0.0589	0.0655	0.0066	U/L
STREET & BRIDGE	2,099,779	2,083,799	1,999,311	1,910,000	(89,311)	0.1000	0.1000	0.0995	0.1001	0.0006	0.100
TOTAL GENERAL FUND	32,090,370	34,821,242	36,337,061	37,655,600	1,318,539	1.5280	1.6718	1.8087	1.9725	0.1638	
SANITATION	1,772,553	22,911	22,099	20,000	(2,099)	0.0844	0.0011	0.0011	0.0010	(0.0001)	0.100
SANITARIUM	161,714	187,452	154,693	155,000	307	0.0077	0.0090	0.0077	0.0081	0.0004	0.050
LIBRARY	6,371,950	6,475,424	6,858,710	7,000,000	141,290	0.3034	0.3109	0.3414	0.3667	0.0253	0.60
LIBRARY-MAINTENANCE	417,936	416,560	301,349	300,000	(1,349)	0.0199	0.0200	0.0150	0.0157	0.0007	0.020
IMRF PENSION	3,606,012	3,151,276	3,184,258	3,032,700	(151,558)	0.1717	0.1513	0.1585	0.1589	0.0004	U/L
UNEMPLOYMENT TAX	60,905	56,236	52,234	142,000	89,766	0.0029	0.0027	0.0026	0.0074	0.0048	U/L
WORKMEN'S COMPENSATION	1,686,446	1,889,099	1,717,691	1,783,200	65,509	0.0803	0.0907	0.0855	0.0934	0.0079	U/L
AUDITING	241,521	216,611	225,007	184,100	(40,907)	0.0115	0.0104	0.0112	0.0096	(0.0016)	U/L
LEVIES-OPERATIONS	46,409,407	47,236,811	48,853,102	50,272,600	1,419,498	2.2098	2.2679	2.4317	2.6333	0.2016	
LEVIES DEBT SERVICE											
EXISTING DEBT	7,674,063	7,004,455	6,340,389	5,603,000	(737,389)	0.3654	0.3363	0.3156	0.2935	(0.0221)	U/L
PROPOSED DEBT	0	0	0	0	0	0.0000	0.0000	0.0000	0.0000	0.0000	U/L
LEVIES DEBT SERVICE	7,674,063	7,004,455	6,340,389	5,603,000	(737,389)	0.3654	0.3363	0.3156	0.2935	(0.0221)	
TOTAL TAX LEVIES	54,083,470	54,241,266	55,193,491	55,875,600	682,109	2.5752	2.6042	2.7473	2.9268	0.1795	
LESS, TOWNSHIP ROAD AND BRIDGE	911,076	909,100	894,364	860,000	(34,364)	0.0434	0.0436	0.0445	0.0450	0.0005	
LESS, TAX CAP LOSS											
LIBRARY				5,500	5,500	0.0000	0.0000	0.0000	0.0003	0.0003	
CITY	0	0	0	273,000	273,000	0.0000	0.0000	0.0000	0.0143	0.0143	
TOTAL TAX CAP LOSS	0	0	0	278,500	278,500	0.0000	0.0000	0.0000	0.0146	0.0146	
CITY TAX EXTENSION	53,172,394	53,332,166	54,299,127	54,737,100	437,973	2.5318	2.5606	2.7028	2.8672	0.1644	
		46,440,182	47,139,068	47,442,600							
LESS DEBT SERVICE	45,498,331	46,327,711	47,958,738	49,412,600	1,453,862						
LIBRARY TAX RATE	0.3233	0.3309	0.3564	0.3821	0.0257						
CITY TAX RATE											
OPERATIONS	1.8431	1.8934	2.0308	2.1917	0.1609						
DEBT SERVICE	0.3654	0.3363	0.3156	0.2935	(0.0221)						
CITY TAX RATE	2.2085	2.2297	2.3464	2.4852	0.1388						
TOTAL TAX RATE	2.5318	2.5606	2.7028	2.8673	0.1645						
RATIO DEBT TO TOTAL	0.144	0.131	0.117	0.102	(0.0150)						
EQUALIZED ASSESSED VALUATION	2,100,181,467	2,082,799,663	2,008,995,393	1,909,000,000	(99,995,393)						
	3.3	(0.8)	(3.5)	(5.0)							

CITY OF ROCKFORD, ILLINOIS
2011 BUDGET
SCHEDULE OF TRANSFERS & PURCHASE OF SERVICES
(IN DOLLARS)

TRANSFER FROM / TRANSFER TO

	GENERAL	CAPITAL PROJECT	RMAP	SANITATION	PROPERTY	EQUIPMENT	STORES	WATER	HUMAN RESOURCES	POLICE PENSION
GENERAL		$2,400,000			$1,477,220	$2,943,530	$133,880	$68,800	$170,000	$4,968,953
GENERAL-FINANCE			$85,800							
INFO TECHNOLOGY	$34,500				15,050	950				
MOTOR FUEL TAX	2,400,000	3,300,000								
CAPITAL PROJECT	304,300				27,090	29,050				
PARKING	368,900				75,190	42,370	29,630			
SANITATION	1,367,775				4,000					
PW BLDG MT	87,600				25,270	54,000	52,250			
PW EQUIP MT	75,100				151,620	33,440	34,430			
PW STORES	22,000				12,640	4,410	0			
WATER	2,127,600				355,950	521,410	167,330			
BLOCK GRANT	980,040				17,630	4,190			26,666	
METRO TAX	102,300				667,640			55,750		
TOURISM/PROMOTION	1,800									
TIF-RKFD GLOBAL PAI	210,300									
HUMAN RESOURCES						155,080				
POLICE PENSION	99,900									
FIRE PENSION	99,900									
IMRF PENSION	3,002,395									
WK COMP-PERS	82,800									
HEALTH-PERS	1,212,100									
UNEMPLOYMENT INS	140,575									
WORK COMP	1,765,341									
AUDITING	182,240			$700						
JUDGMENTS	303,200	0	0	0	0	0	0	0	0	0
	14,970,666	5,700,000	85,800	700	2,829,300	3,788,430	417,520	124,550	196,666	4,968,953

TRANSFER FROM / TRANSFER TO

	FIRE PENSION	HEALTH INSURANCE	UNEMPLOY INSURANCE	WORK COMP	AUDITING	INFO TECH	RISK MGMT	DEBT SERVICE	911 COMM	MVPS
GENERAL	$6,295,842	$13,355,317	$3,155	$1,949		$1,994,370	$782,770	$899,717	$4,430,461	$216,720
GENERAL-TRAFFIC										23,700
INFO TECHNOLOGY		94,380	1,080	915			6,460			2,880
911 COMM		756,158		448		18,680	800			27,840
CAPITAL PROJECT		290,771	3,330	8,325	$2,800	66,050	8,640			8,880
PARKING		44,447	1,530	6,279	800	11,660	16,050	171,312		1,440
SANITATION					700					
PW BLDG MT		163,228	1,800	16,307	700	17,200	167,790			
PW EQUIP MT		185,380	1,800	22,516	1,000	18,540	630			
PW STORES		59,384	720	434	100	12,040	610			
WATER		1,139,372	12,960	100,186	10,800	165,610	79,850			2,400
BLOCK GRANT		154,128	1,440	5,966	8,100	40,960	16,980			3,840
METRO TAX					900			1,352,761		
TIF-EAST SIDE								237,150		
TIF-WEST SIDE								237,150		
TIF-SEVENTH ST								851,080		
TIF-SOUTH MAIN								95,000		
TIF-LINCOLNWOOD #1								44,688		
TIF-LINCOLNWOOD #2								48,631		
TIF-SPRINGFIELD CORNERS								301,008		
TIF-NORTH MAIN								168,963		
TIF-RKFD GLOBAL PARK								657,038		
TIF-RIVER OAKS								290,588		
TIF-GARRISON								64,463		
TIF-HOPE 6								261,750		
TIF-JACKSON SCHOOL								31,250		
TIF-PRESTON CENTRAL								96,175		
TIF-RIVER NORTH								27,819		
TIF-MAIN WHITMAN								115,744		
TIF-RIVER EAST								26,749		
HUMAN RESOURCES		1,375,164		28,651	13,200	270,840	93,180			
RMAP		81,169	1,080	882		7,200				2,880
LIBRARY		449,148		12,021	15,000			239,519		10,000
HEALTH-PERS					1,000					
AUDITING			250	250						
JUDGMENTS	0	0	0	0	0	0	0	0	0	0
	6,295,842	18,148,046	29,145	205,129	55,100	2,623,150	1,173,760	6,218,555	4,430,461	300,580

CITY OF ROCKFORD, ILLINOIS
2010 RESULTS OF OPERATIONS (UNAUDITED)
2011 BUDGET

FUND	BEGINNING BALANCE 01/01/10	REVENUES	EXPENDITURES EXPENSES	EXCESS (DEFICIT)	ENDING BALANCE 12/31/10
GENERAL-OPERATING	$22,006,223	112,247,580	111,581,774	$665,806	$22,672,029
SPECIAL REVENUE					
MOTOR FUEL TAX	7,446,703	4,547,234	2,346,538	2,200,696	9,647,399
SANITATION	2,617,083	8,616,807	7,884,756	732,051	3,349,134
COMMUNITY DEVELOPMENT	1,545,431	5,466,828	5,369,580	97,248	1,642,679
REDEVELOPMENT TAX	(3,408,510)	3,557,289	3,063,316	493,973	(2,914,537)
TOURISM PROMOTION TAX	75,978	1,542,290	1,523,649	18,641	94,619
TAX INCREMENT DISTRICTS	(60,251)	5,772,809	8,131,365	(2,358,556)	(2,418,807)
HUMAN SERVICES	114,351	21,150,387	21,440,718	(290,331)	(175,980)
TUBERCULOSIS SANITARIUM	53,062	186,683	131,459	55,224	108,286
LIBRARY	4,027,957	8,129,733	6,854,952	1,274,781	5,302,738
OTB SPECIAL PROJECTS	(85,719)	99,019	85,790	13,229	(72,490)
RMAP PLANNING	(230,057)	1,131,370	1,013,302	118,068	(111,989)
DEBT SERVICE	7,989,282	13,295,928	12,967,529	328,399	8,317,681
CAPITAL PROJECT	12,822,184	17,553,777	16,000,367	1,553,410	14,375,594
ENTERPRISE					
WATER SYSTEM	118,837,651	22,910,970	20,019,379	2,891,591	121,729,242
PARKING SYSTEM	17,261,371	2,192,087	2,177,041	15,046	17,276,417
INTERNAL SERVICE					
PUBLIC WORKS PROPERTY	303,678	2,571,785	2,528,519	43,266	346,944
PUBLIC WORKS EQUIPMENT	761,444	3,901,251	3,774,495	126,756	888,200
PUBLIC WORKS CENTRAL STORES	152,105	414,404	390,063	24,341	176,446
911 COMMUNICATIONS	(3,181)	5,081,273	5,078,092	3,181	0
IMRF PENSION	47,449	6,529,759	6,526,220	3,539	50,988
UNEMPLOYMENT INSURANCE	15,773	64,543	188,808	(124,265)	(108,492)
WORKER'S COMPENSATION	(2,530,572)	3,660,220	2,556,466	1,103,754	(1,426,818)
AUDITING	(260)	277,181	276,921	260	0
RISK MANAGEMENT	(1,897,240)	1,046,825	2,757,489	(1,710,664)	(3,607,904)
INFORMATION TECHNOLOGY	1,151,802	2,654,487	2,523,020	131,467	1,283,269
HEALTH INSURANCE	2,252,730	20,381,094	18,726,289	1,654,805	3,907,535
PENSION					
POLICE PENSION	149,757,163	22,526,873	12,092,197	10,434,676	160,191,839
FIRE PENSION	137,818,118	20,247,332	13,511,442	6,735,890	144,554,008

	2008 ACTUAL REVENUE	2008 ACTUAL EXPENSE	2008 EXCESS (DEFICIT)	2009 ACTUAL REVENUE	2009 ACTUAL EXPENSE	2009 EXCESS (DEFICIT)	2010 ACTUAL REVENUE	2010 ACTUAL EXPENSE	2010 EXCESS (DEFICIT)	2011 BUDGETED REVENUE	2011 BUDGETED EXPENSE	2011 EXCESS (DEFICIT)
GENERAL-OPERATING	112,104,401	120,958,385	(8,853,984)	109,668,837	112,015,112	(2,346,275)	112,247,580	111,581,774	665,806	112,890,632	112,734,629	156,003
SPECIAL REVENUE												
MOTOR FUEL TAX	4,152,477	2,436,821	1,715,656	4,350,787	3,247,060	1,103,727	4,547,234	2,346,538	2,200,696	3,816,400	5,700,000	(1,883,600)
SANITATION	8,942,612	8,862,848	79,764	8,513,324	8,497,829	15,495	8,616,807	7,884,756	732,051	8,647,200	8,506,907	140,293
COMMUNITY DEVELOPMENT	3,620,174	3,901,524	(281,350)	4,444,994	4,616,275	(171,281)	5,466,828	5,369,580	97,248	3,584,892	4,543,551	(958,659)
REDEVELOPMENT TAX	3,530,918	4,082,265	(551,347)	6,924,482	5,192,615	1,731,867	3,557,289	3,063,316	493,973	3,602,000	3,159,956	442,044
TOURISM PROMOTION TAX	1,790,544	1,774,101	16,443	1,490,392	1,507,734	(17,342)	1,542,290	1,523,649	18,641	1,556,500	1,556,500	-
TAX INCREMENT DISTRICTS	5,385,915	7,078,985	(1,693,070)	11,304,580	10,020,451	1,284,129	5,772,809	8,131,365	(2,358,556)	5,667,540	5,766,269	(98,729)
HUMAN SERVICES	15,387,366	15,580,921	(193,555)	18,443,754	18,800,396	(356,642)	21,150,387	21,440,718	(290,331)	14,114,983	15,009,663	(894,680)
TUBERCULOSIS SANITARIUM	144,880	155,576	(10,696)	160,998	153,233	7,765	186,683	131,459	55,224	151,173	160,300	(9,127)
LIBRARY	8,766,881	11,735,751	(2,968,870)	9,078,414	8,445,430	632,984	8,129,733	6,854,952	1,274,781	8,260,280	7,871,000	389,280
OTB SPECIAL PROJECTS	136,667	82,228	54,439	116,842	50,000	66,842	99,019	85,790	13,229	90,000	26,700	63,300
RMAP PLANNING	364,487	298,399	66,088	1,197,364	1,493,509	(296,145)	1,131,370	1,013,302	118,068	746,211	742,000	4,211
UST REMOVAL	3,312	80,000	(76,688)	-	-	-			-	-	-	-
DEBT SERVICE	15,217,217	16,063,701	(846,484)	31,325,788	32,003,917	(678,129)	13,295,928	12,967,529	328,399	12,344,905	19,042,779	(6,697,874)
CAPITAL PROJECT	20,326,524	27,536,291	(7,209,767)	23,110,157	27,184,326	(4,074,169)	17,553,777	16,000,367	1,553,410	63,725,000	62,825,000	900,000
ENTERPRISE												
WATER SYSTEM	25,291,361	18,003,425	7,287,936	22,679,862	19,123,613	3,556,249	22,910,970	20,019,379	2,891,591	24,569,400	23,419,768	1,149,632
PARKING SYSTEM	1,658,661	2,426,974	(768,313)	1,795,114	2,202,193	(407,079)	2,192,087	2,177,041	15,046	2,001,400	2,352,638	(351,238)
INTERNAL SERVICE												
PUBLIC WORKS PROPERTY	3,152,866	3,206,406	(53,540)	2,930,468	2,709,625	220,843	2,571,785	2,528,519	43,266	2,902,460	2,764,461	137,999
PUBLIC WORKS EQUIPMENT	4,711,574	4,634,800	76,774	3,848,837	3,784,746	64,091	3,901,251	3,774,495	126,756	3,601,100	3,694,330	(93,230)
PUBLIC WORKS CENTRAL STORES	294,118	274,732	19,386	422,458	313,008	109,450	414,404	390,063	24,341	412,100	417,545	(5,445)
911 COMMUNICATIONS	5,004,233	5,013,078	(8,845)	5,106,224	5,100,561	5,663	5,081,273	5,078,092	3,181	4,995,717	5,249,218	(253,501)
IMRF PENSION	5,947,502	6,072,850	(125,348)	6,097,848	6,100,818	(2,970)	6,529,759	6,526,220	3,539	6,889,096	6,637,727	251,369
UNEMPLOYMENT INSURANCE	72,144	77,143	(4,999)	65,190	111,572	(46,382)	64,543	188,808	(124,265)	163,914	169,720	(5,806)
WORKER'S COMPENSATION	2,116,243	2,414,759	(298,516)	2,242,211	2,337,423	(95,212)	3,660,220	2,556,466	1,103,754	1,928,298	1,970,470	(42,172)
AUDITING	307,732	307,732	-	236,553	236,814	(261)	277,181	276,921	260	238,667	237,950	717
RISK MANAGEMENT	1,401,098	964,523	436,575	1,125,413	2,217,178	(1,091,765)	1,046,825	2,757,489	(1,710,664)	1,625,200	1,674,700	(49,500)
INFORMATION TECHNOLOGY	2,704,528	2,514,809	189,719	2,665,050	2,585,517	79,533	2,654,487	2,523,020	131,467	2,632,370	2,471,659	160,711
HEALTH INSURANCE	20,671,082	19,308,042	1,363,040	21,157,184	19,641,928	1,515,256	20,381,094	18,726,289	1,654,805	21,105,014	23,550,700	(2,445,686)
PENSION												
POLICE PENSION	(13,768,801)	10,411,875	(24,180,676)	23,595,054	11,347,980	12,247,074	22,526,873	12,092,197	10,434,676	17,954,874	5,444,153	12,510,721
FIRE PENSION	(5,741,073)	11,197,412	(16,938,485)	22,673,072	12,512,112	10,160,960	20,247,332	13,511,442	6,735,890	18,100,234	6,905,642	11,194,592
	253,697,643	307,456,356	(53,758,713)	346,771,251	323,552,975	23,218,276	317,757,818	291,521,536	26,236,282	348,317,560	334,605,935	13,711,625

FINANCIAL POLICIES: GENERAL STATEMENTS
CITY OF ROCKFORD, ILLINOIS

1. The City of Rockford shall prepare a five year financial plan that is updated and approved annually by the City Council by March 31. An ad hoc advisory committee of community representatives will assist the City by reviewing the five-year expense and revenue projections and by making recommendations for changes in financial policy.

2. The City of Rockford shall intensify its efforts to retain and create jobs as well as expand the property tax base by providing Industrial Development Bonds, obtaining Urban Development Action Grants, providing low interest loans, and offering other such assistance to businesses and industries.

3. Recognizing that short-term borrowing is an acceptable fiscal procedure to be used when the fiscal needs of the City dictate, the City shall reduce or eliminate its dependence on short-term borrowing by maintaining adequate fund and cash balances.

The City will maintain a general fund balance at a level sufficient to provide for:

A. The reduction or elimination of short-term borrowing for operating expenses.

B. Meeting cash flow requirements, temporary short falls in revenue or emergency expenditure demands.

The minimum level of the General Fund balance shall be:

A. Fifty percent of the property tax levy of the current fiscal year, and;

B. Six percent of the elastic tax revenue sources (sales, income, and replacement taxes).

The City's cash balances policy is:

4. To ensure that adequate cash balances are available to meet the City's anticipated disbursements, prior to budget deliberations, the Finance Department will annually develop cash flow analysis and recommend cash balance goals at specific points in time to meet those disbursements.

5. For 1988 and years thereafter, a minimum cash balance equal to 70% of those levies that support the General Fund is recommended to be in effect at the beginning of the City's fiscal year, January 1. In addition, necessary cash balances will be maintained for unusual, non-budgeted encumbrances, and balances accrued for the extra payroll occurring every eleven years.

6. Investment of City funds shall be made in accordance with written polices adopted by the City Council on February 18, 1985.

7. The City of Rockford shall plan, develop, and adopt a Five-Year Capital Improvement Program (CIP) annually in conjunction with the five-year operating budget. Citizen input shall be obtained in the development of the program, and after adoption by the City Council, the five-year plans shall be communicated to the public.

FINANCIAL POLICIES: CAPITAL IMPROVEMENT PROGRAM
CITY OF ROCKFORD, ILLINOIS

1. The Capital Improvement Plan shall identify projects, their costs and the revenue sources and amounts needed to finance them.

2. The Capital Improvement Program will be financed by borrowing, i.e., obligating future revenues, or the 'pay-as-you-go' method. This decision will be based on the following factors:

    a. Type of Project - The projected useful life of the project will be a determinant. The longer the life of the project, the greater justification for borrowing.

    b. Cost of the Project - The larger the cost of the project, the greater justification for borrowing.

    c. Funding Source - The degree of certainty that exists on the future level and availability of a particular source is a factor.

    d. Fund Availability - If adequate fund balances are available, there is less justification for borrowing.

    e. City Financial Position - Issues such as the existing level of long-term indebtedness of the City, and overall financial condition, should be considered when borrowing.

    f. Municipal Bond Market - Status of the market condition, i.e., interest rates, marketability of bonds, and terms.

3. Schedules will be created for planning ongoing capital replacement in enterprise funds and the funding program to refinance them. These schedules shall be integrated into the Capital Improvement Program.

4. The City shall utilize such debt instruments as are necessary to carry out the Capital Improvement Program.

5. The Capital Improvement planning process will include all revenue sources that are available for capital expenditure. These shall include the following:

   a. Property Tax
   b. Motor Fuel Tax
   c. Gas and Diesel tax
   d. Redevelopment Fund tax
   e. Water Revenues
   f. Parking Revenues
   g. Community Development Block Grants
   h. Special Service Tax Revenues
   i. Tax Increment Financing
   j. Special Assessment Revenues
   k. Federal Aid to Urban Areas Funds
   l. Special Bridge Replacement Funds
   m. Other Federal, State or Local sources of revenue

6. For General Obligation Debt, the City will maintain a debt to assessed value ratio that is 20% more stringent than the state debt limit.

7. These guidelines shall be followed for the following funding sources:

   a. Motor Fuel Tax

      1. No more than 50% of the estimated annual revenue shall be obligated for long-term debt financing.

      2. A portion of the annual revenue shall be used for construction/reconstruction projects.

      3. A portion of the annual revenue shall be used for resurfacing each year.

   b. Gas and Diesel Tax - After debt service and collection cost the remaining annual revenue should be used for annual street resurfacing (Expired 12/31/85).

8. Where feasible, the City shall use all sources of revenue available before using local property tax funds. Where funding sources (i.e., MFT, federal, etc.) carry strict requirements and restrictions that are not considered in the best interest of the City, the City shall utilize its own resources to achieve local objectives through local control.

9. The City shall give priority to those projects that create demonstrated savings and/or revenue in the annual operating budget.

10. Capital funds may be used to incur expenses to analyze the condition of the City's infrastructure, i.e., road and bridge inspection.

11. Where possible, the City will use revenue or other self-supporting bonds instead of general obligation bonds.

12. The length of the term of the bonds will not exceed the useful life of the assets and will be matched as closely as possible to bond buyer preference.

13. The City will not use long-term debt for current operations.

14. The City will make an effort to obtain an 'A' rating by the end of 1987 (achieved July 18, 1986) and an 'AA' rating by the end of 1995. The City currently has an A1 rating.

FINANCIAL POLICIES: INVESTMENTS
CITY OF ROCKFORD, ILLINOIS

October, 1998

I. Policy

It is the policy of the City of Rockford to invest Public Funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of Public Funds.

II. Scope

This Investment Policy applies to the investment activities of all funds of the City of Rockford, except for the Police Pension Fund and the Fire Pension Fund, which are subject to the order of the Board of Trustees of each respective fund. All financial assets of other funds, including the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Special Assessment Funds, Enterprise Funds, Trust and Agency Funds, and other funds that may be created from time to time, shall be administered in accordance with the provisions of this policy.

III. Objective

The primary objective, in priority order of the City of Rockford investment activities shall be:

1. Safety:

Safety of principal is the foremost objective of the investment program. Investments of the City of Rockford shall be undertaken in a manner that seeks to insure the preservation of capital in the portfolio.

A. Credit Risk:

Credit Risk is the risk of loss due to the failure of the security issuer or backer. Credit risk may be mitigated by:

- Limiting investments to the safest types of securities
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which an entity will do business, and
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

B. Interest Rate Risk:

Interest rate risk is the risk that the market value of securities in the portfolio will fall due to changes in general interest rates. Interest rate risk may be mitigated by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity, and
- By investing operating funds primarily in shorter-term securities.

2. Liquidity:

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

3. Return on Investments:

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative

to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

1) a declining credit security could be sold early to minimize loss of principal;
2) a security swap would improve the quality yield, or target duration in the portfolio; or
3) liquidity needs of the portfolio require that the security be sold.

IV. Standards of Care

1. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

2. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the [entity].

3. Delegation of Authority

Authority to manage the City of Rockford's investment program is granted to the Finance Director and derived from the state statutes.

Responsibility for the operation of the investment program is hereby delegated to the Finance Director, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: selection of broker/dealers and financial institutions, safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, collateral/depository agreements and banking service contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The Finance Director may from time to time amend the written procedures in a manner not inconsistent with this policy or with state statutes.

The responsibility for investment activities of the Fire Pension Fund and the Police Pension Fund rests with the Board of Trustees of each fund, as stated in the state statute.

V. Safekeeping and Custody

1. Authorized Financial Dealers and Institutions

A list will be maintained of financial institutions authorized to provide investment services. The City will maintain operating and investment accounts in the financial institutions within the City of Rockford whenever possible. However, the City may approve qualified depositories regardless of location. In addition, a list also will be maintained of approved security broker/dealers selected by creditworthiness (e.g., a minimum capital requirement of $10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule), and have offices in the State of Illinois.

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements
- Proof of National Association of Securities Dealers (NASD) certification
- Proof of state registration
- Completed broker/dealer questionnaire

- Certification of having read and understood and agreeing to comply with the [entity's] investment policy

An annual review of the financial condition and registration of qualified financial institutions and broker/dealers will be conducted by the Finance Director.

2. Internal Controls

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the [entity] are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

Accordingly, the Finance Director shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

3. Delivery vs. Payment

All trades, where applicable, will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution before the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

VI. Suitable Investments

1. Investment Types

The City may invest in any type of security allowed for in Illinois statutes regarding the investment of public funds for non home rule municipalities. Approved investments include:

- Bonds, notes, certificates of indebtedness, treasury bills, treasury strips or other securities, including obligation of the Governmental National

Mortgage Association, which are guaranteed by the full faith and credit of the government of the United States of America, or other similar obligations of the United States of America or its agencies.

- Interest bearing savings accounts, interest bearing certificates of deposit or interest bearing time deposits or any other investment constituting direct obligations of any institution as defined by the Illinois Banking Act and is insured by the Federal Deposit Insurance Corporation.
- Illinois Public Treasurer's Investment Pool
- Short-term obligations of corporations (commercial paper) organized in the United States with assets exceeding $500 million and rated at the time of purchase at the highest classification established by at least two standard rating services. Must mature within 180 days from the date of purchase. Such purchase may not exceed 10% of the corporation's outstanding obligations and no more than 25% of the City's funds may be invested in commercial paper.
- Short-term discount obligations of the Federal National Mortgage Association or in shares or other forms of securities legally by savings and loan associations incorporated under the laws of this state or any other state or under the laws of the United States. Investments may be made only in those savings and loan associations of which the shares, or investment certificates are insured by the Federal Deposit Insurance Corporation.
- Money market mutual funds registered under the Investment Company Act of 1940, provided that the portfolio of any such money market fund is limited to obligations described in Paragraph 1 above and to agreements to repurchase such obligations.

2. Collateralization

Effective with purchases after January 1, 1999, collateralization will be required on Certificates of Deposit. In order to anticipate market changes and provide a level of security for the funds, the amount of collateral will be at least 110% of the total investment less the amount insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation (currently $100,000.00).

All securities, pledged as collateral, shall be placed for safekeeping in a custodial account at a Federal Reserve Bank, a trust department of a commercial bank, or through another financial institution not owned or controlled by the depository institution or its holding company.

The City will accept any of the following securities as collateral:

- Negotiable obligations of the United States Government; or
- Negotiable obligations of any agency or instrumentality of the United States Government guaranteed by the full faith and credit of the United States Government; or
- Negotiable obligations of the State of Illinois.

Collateral agreements will preclude the release of the pledged assets without an authorized signature from the City of Rockford, but they will allow for an exchange of collateral equal to or greater in value.

VII. Investment Parameters

1. Diversification

The City shall diversify its investments and may use the following investment categories and percentages as a guide in establishing actual limits:

a)	U.S. Treasury Securities	Not to exceed 50% of Portfolio
b)	U.S. Government Agencies and Instrumentalities of Government Sponsored Corporation	Not to exceed 50% of Portfolio
c)	Certificates of Deposit of Financial Institutions	Not to exceed 50% of Portfolio
d)	Certificates of Deposit of any One Financial Institution	Not to exceed 20% of Portfolio
e)	Commercial Paper	Not to exceed 25% of Portfolio
f)	Illinois Public Treasurers Investment Pool or other Money Market Securities	Not to exceed 50% of Portfolio
g)	Securities purchased for Interest Rate Play	Not to exceed 25% of Portfolio

2. Maximum Maturities

To the extent possible, the City of Rockford will attempt to match its investments with anticipated cash flow requirements. We recognize that there is a permanent part of the portfolio, and when the increase in return for extending maturities is compelling, the Finance Director may consider extending a segment of the portfolio into longer-term maturities. The maximum maturity for City investments shall be fifteen (15) years. The average maturity of the total portfolio shall not exceed five (5) years.

VIII. Reporting

1. Methods

The Finance Director shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner that will allow the [entity] to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the Mayor and City Council. The report will include the following:

- Listing, by investment type, of individual securities held at the end of the reporting period.
- Listing of investments by maturity date.
- Percentage of the total portfolio which each type of investment represents.
- Percentage of the total portfolio by financial institution/broker dealer.

2. Performance

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio, taking into account the City's investment constraints and cash flow needs, should obtain a market average rate of return during a market/economic environment of stable interest rates.

The City's investment strategy is passive, but the Finance Director reviews market conditions and is available to take advantage of market opportunities. Given this strategy, the basis used by the Finance Director to determine whether market yields are being achieved shall be the current six-month U.S. Treasury Bill and/or the Average Fed Funds Rate. Since these indices are relatively risk-free benchmarks, they comprise a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold.

3. Market to Market

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed consistent with the GFOA Recommended Practice on "Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools." *(See GFOA Recommended Practices, Appendix 1.*) In defining market value, considerations should be given to the GASB Statement 31 pronouncement.

IX Policy Considerations

1. Exemption

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

2. Amendments

This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance Director and any other appropriate authority, as well as the individuals(s) charged with maintaining internal controls.

X Attachments

The following documents, as applicable, are attached to this policy:

1. GFOA Recommended Practices
2. List of authorized personnel
3. Relevant investment statutes and ordinances
4. List of authorized Broker/Dealers and Financial Institutions
5. Glossary of Terms

XI Adoption

The City's investment policy shall be adopted by resolution of the City Council.
The Policy shall be reviewed annually by the Finance Director and any modifications made thereto must be approved by the City Council.

This Policy supersedes all prior investment policies.

COMMUNITY PROFILE – ROCKFORD, ILLINOIS

Location

The City of Rockford is located along the Rock River in north central Illinois approximately 90 miles northwest of downtown Chicago and 17 miles south of the Wisconsin border. Rockford is the third largest city in the State of Illinois with a population of 152,871 (2010 Census Bureau estimate). The Rockford, Illinois Metropolitan Statistical Area, which consists of Winnebago, Boone, and Ogle Counties in Illinois has an estimated population of 402,928 (2010). The City presently encompasses an area of approximately 61.81 square miles, up from 41 square miles in 1980.

History

New England settlers who valued the waterpower of the Rock River founded Rockford. The early village was called Midway because of its location halfway between Galena and Chicago. In 1837, the town became Rockford, named for a shallow place in the river with a rocky bottom where Indian and settlers once crossed. In 1839, it was incorporated as a town and selected as the County seat and by 1852, the town had become a city. Though Rockford's original settlers were from New England, a large Swedish population began settling in Rockford in the early 1850's bringing with them craftsman skills in woodworking and metals. This led to Rockford's first big industry, the furniture industry. A large percentage of the present population in Rockford is of Swedish descent while many other ethnic groups have become permanent members of the Rockford community in the last century.

Other important industries in Rockford before World War I included knitting and farm implements. By the 1920's, many of the industries turned to the production of metal products such as tools, hardware, dies, and fixtures for larger companies. These industries eventually overtook Rockford's traditional industries as the backbone of its economy and proved to be particularly important during World War II. To this day, the local economy is heavily reliant on metal fabrication industries.

Rockford Today

Rockford is the industrial and business hub of the Rock River Valley as well as North Central and Northwestern Illinois. Located just 65 miles northwest of Chicago's O'Hare International Airport and 90 miles east of the Mississippi River, its location allows for easy access to regional, national, and international markets. The economy is still based largely in manufacturing and is the largest fastener product producer (screw, nuts, and bolts) in the United States. Rockford is also one of the largest machine tool centers in the world. Furniture, hardware, farm implements, automobile parts, aviation and space instruments and machinery are among the more than 300 types of products made in Rockford.

City of Rockford

The City of Rockford has a mayor-aldermanic form of government that provides citizens with police, fire, building regulation, community development, human services, public library, water, and public works services. Rockford also serves as the seat of Winnebago County. In 1992, Rockford was one of ten communities nationwide designated as an "All-American City" in the annual competition administered by the National Civic League. The designation is awarded to cities that promote public-private partnerships to improve economic conditions and quality of life at the local level. In 1997, Entrepreneur magazine and Dun & Bradstreet ranked Rockford number four in the best cities for starting and running a small business in the mid-sized city category. In 2004, the City of Rockford received the Sports Illustrated 50th Anniversary Sportstown Award for Illinois (only one city per state was chosen). This award is presented to the City that provides a variety of sporting events and also encourages residents to play sports. In 2005, Rockford was designated as a winner for the America In Bloom award for the population category 100,001 –300,000. This award represents recognition by a national campaign and contest that promotes enhancing communities through beautification. Known as the "Forest City", Rockford prides itself on its beautiful tree-lined streets and neighborhoods as well as more than 4,900 acres of parkland.

Rockford blends the best of big city living with valuable small town assets. Families enjoy year-round ice skating and fair weather water sports, miles of bike and jogging paths, and some of the most imaginative playgrounds around.

The Arts

The historic Coronado Theatre was restored and opened for a variety of shows, which include plays and concerts. Built in the 1920's, the Coronado has presented top-notch performers on its stage for over seventy years. This project is designed to preserve, rehabilitate, and expand the theatre thereby preserving an important part of the City's history and maintaining it as a major downtown performing arts entertainment venue.

The City is also home to many unique art galleries and museums. The Rockford Art Museum, Storefront Cinema, the Discovery Center, and the Burpee Museum of Natural History are museums located on North Main Street, just north of downtown Rockford. The newly found Jane the Nanotyrannus makes her home at the Burpee Museum. Rockford is also home to Midway Village and Museum, the Ethnic Heritage Museum, Tinker Swiss Cottage Museum, Erlander Home Museum, and the Graham-Ginestra House.

Other artistic endeavors in the City include the premiere stage theatre in town, the Rockford Dance Company, Charlotte's Web for the Performing Arts, the Rockford Symphony Orchestra, and plays at the Clock Tower Resort Dinner Theatre.

Recreation

The Rockford Park District serves a 125 square mile area in Winnebago County including virtually the entire City. The District offers an extensive array of physical facilities and recreational programs. The District has 4,552 acres of parks, playgrounds, and facilities which include: five public golf courses; two indoor ice arenas including a twin-rink ice arena in downtown Rockford; four outdoor swimming/recreation centers; the Magic Waters Theme Park; a children's farm; four local museums; a Trolley station and Museum; an excursion boat; a 14-mile snowmobile trail through adjacent parks; and a greenhouse, garden, lagoon, and arboretum complex on the Rock River. In the early 1980's the District constructed a regional activity center called the Sportscore which contains eight lighted slow pitch ball diamonds, twenty soccer fields, playgrounds, bike and jogging paths, sand volleyball courts, boat ramp, three concession buildings, restroom facilities, and a parking lot for 800 vehicles. The Sportscore site totals 105 acres of which 50 acres were purchased and donated to the District by a local industrial concern. The Park District also has Sportscore II, which consists of a multi-purpose park on 124.2 acres. This new facility will have twenty additional soccer fields and two miles for a jogging path.

The recreational facilities of the Rockford Park District are supplemented by those of the Winnebago County Forest Preserve District and the State of Illinois through its State Parks. The Forest Preserve District has 5,388 acres in 31 forest preserves ranging in size from 2 to 948 acres. In addition to campgrounds, picnic areas, shelter houses, conservation areas, and the fishing areas on spring fed lakes, the Forest Preserve District has three 18-hole golf courses.

Festivals

The Rockford area offers many wonderful annual festivals throughout the year that feature art, music, dance, cultural heritage, and of course food. Here is a list of just a few of these annual events:

St. Patrick's Day Celebration: On or about March 17th in Downtown Rockford. Parade followed by a party featuring traditional music, dance, and food.

Ethnic Music Festival: First Sunday in June at the Ethnic Heritage Museum, 1129 S. Main Street in Rockford. Song, dance, and food by ethnic groups which originally settled Rockford.

Juneteenth: June 19 at Levings Lake Park, Pierpont and West Harrison Streets in Rockford. Celebrate African-American Independence Day with music, entertainment, talent show, art exhibit, food, and more.

Midsommer Fest: On or about the summer solstice in mid-June at Erlander Home Museum in Rockford. Traditional Swedish celebration of the longest day of summer.

Fourth of July Fireworks: A Rockford favorite as downtown is illuminated with fireworks to celebrate our nations independence.

Scottish Highland Games: Third Saturday in July in Davis Park at Founders Landing in downtown Rockford. Celebration of region's Scottish heritage with bagpipe bands, dancers, re-enactors, clans, traditional athletic competitions, vendors, and food.

Celtic Fest: Enjoy the thrill of being Irish, Scottish, or Welsh at the annual Celtic Fest. The Fest features two stages with continuous music, dancing, a re-enactment village, ethnic food and drink bagpiping, and other fun activities.

Festa Italiana: Weekend celebration the first weekend in August at Boylan High School in Rockford. Celebration of Rockford's Italian heritage with food, rides, games, music, dancing, and cultural displays.

Polish Fest: Third Sunday in August at St. Stanislaus Church in Rockford. Celebration of region's Polish heritage with food, music, crafts, dancing, cultural exhibits, and rides.

Booker Fest: Second or third weekend in August. Gospel and folk music, food, fun, and children's activities at the Booker Washington Community Center in Rockford.

On the Waterfront: The premiere festival in Northern Illinois that occurs Labor Day weekend on a 30 block area in and around Davis Park in downtown Rockford. Street festival with 10 music stages, 50+ food booths, street performers, carnivals, fireworks, and more.

Splendor & Majesty: First full weekend in December at a theater in downtown Rockford. Spectacular holiday stage production with glittering costumes, sparkling choreography, and traditional music.

Climate

The climate in Rockford is typical for the upper Midwest. Rockford has four distinct seasons, each of which brings special pleasures. Average temperatures range from January's average high of 26.6 degrees and low of 9.8 degrees Fahrenheit, to July's average high of 83.8 degrees and average low of 62.5 degrees Fahrenheit. Average precipitation for the year is 36.28 inches with June having the highest average of 4.52 inches. As for snowfall, on average the City receives approximately 36.5 inches of snow each year with December being the highest average snow month with 9.8 inches. Since 1951 the highest temperature recorded was 104 degree Fahrenheit on August 16, 1988 while the lowest temperature recorded was minus 27 degrees Fahrenheit on January 31, 1989.

CITY OF ROCKFORD, ILLINOIS
FACTS AND STATISTICS

- **LAND AREA** 61.81 Square Miles.

- **POPULATION**

1970	147,370
1980	139,712
1990	139,426
1998	143,656
2000	150,115

- **POPULATION DENSITY**
  2,680.6 Per Square Mile.

- **POPULATION AGE STRUCTURE (2000)**

Under 10 Years	15.2%
10-19 Years	14.1%
20-24 Years	6.6%
25-34 Years	14.9%
35-44 Years	14.8%
45-54 Years	12.5%
55-59 Years	4.4%
60-64 Years	3.5%
65-74 Years	6.7%
75 and Older	7.5%

- **MEDIAN AGE**

1990	33.4 Years
1995	35.1 Years
2000	34.4 Years
2010 Projected	39.6 Years
2020 Projected	40.8 Years

- **GENDER (2000)**

Female	51.8%
Male	48.2%

- **EDUCATIONAL ATTAINMENT (2000)**
  (25+ Years of Age)

Less than 9th Grade	7.7%
9th to 12th Grade	14.6%
High School Graduate	31.2%
Some College, No Degree	21.1%
Associate Degree	5.7%
Bachelor's Degree	12.7%
Graduate or Professional Degree	7.1%

- **HOUSEHOLD CHARACTERISTICS (2000)**

Total Households	59,201
Persons Per Household	2.53
One-Person Household	30.6%
Two-Person Household	31.8%
Three-Person Household	15.4%
Four-Person Household	12.5%
Five-Person Household	6.0%
Six-Person Household	2.1%
Seven or More-Person Household	1.6%

- **HOUSEHOLD INCOME (2000)**

Median Household Income	$55,300
Total Households	137,400
Under $10,000	9.7%
$10,000 - $29,999	25.5%
$30,000 - $49,999	33.3%
$50,000 - $74,999	21.9%
$75,000 - $99,999	5.7%
$100,000 - $124,999	1.7%
$125,000 and over	2.2%

- **HOUSING CHARACTERISTICS (2000)**

Total Housing Units	63,570
- Owner Occupied	56.9%
- Renter Occupied	36.2%
- Vacant	6.9%
Number of Units at Address:	
- One Unit	63.3%
- Two to Nine Units	24.7%
- 10+ Units	11.4%
- Mobile Home	0.6%

- **HOUSING MEDIAN PURCHASE PRICE**

Year	Rockford	Illinois
1998	$ 91,500	$135,100
1999	$ 93,800	$137,200
2000	$ 95,300	$140,500
2001	$100,400	$151,400
2002	$105,700	$161,700
2003	$111,200	$172,500
2004	$117,800	$184,000
2005	$118,200	$202,000
2006	$119,600	$203,900
2007	$119,200	$239,700
2008	$115,500	$240,000
2009	$103,750	$211,500
2010	$115,400	$256,240

- **UNEMPLOYMENT RATES**

1990	6.1%
1995	5.9%
2000	6.1%
2005	7.3%
2006	6.0%
2007	6.3%
2008	9.3%
2009	9.7%
2010 Illinois	11.0%
2010 United States	9.7%

- **LABOR FORCE BY OCCUPATION (2000)**

Management/Professional	29.1%
Sales/Office Occupations	26.0%
Production/Transportation.	22.6%
Service Occupations	14.8%
Construction/Extraction/Maint.	7.3%
Farming/Forestry/Fishing	0.2%

CITY OF ROCKFORD, ILLINOIS
FACTS AND STATISTICS

- **LABOR FORCE BY INDUSTRY – 2000**

Manufacturing	25.8%
Services	26.9%
Wholesale/Retail Trade	20.1%
Transportation/Communication/Utilities	4.6%
Finance/Insurance/Real Estate	3.9%
Construction/Mining	4.1%
Government	9.5%
Agriculture & Related	5.1%

- **CENSUS OF MANUFACTURERS – 1982-92**

	1982	1992
Number of Establishments	791	883
Number of Employees	50,400	49,800
Value Added by Manufacture	$2,166,400	$3,381,600

- **MAJOR PRIVATE EMPLOYERS**

Rockford Health System	3,600
Swedish American Health Systems	2,837
Hamilton Sundstrand Corporation	2,400
United Parcel Service	2,200
St. Anthony Medical Center	2,000
Daimler Chrysler	1,750
Woodward Governor	1,100
Adams, Division of Pfizer	750

- **CLASS OF WORKER**

Private Wage and Salary Workers	85.1%
Government Workers	9.7%
Self-employed Workers	4.8%
Unpaid Family Workers	0.4%

- **TRANSPORTATION**

Highways: Interstate Highway I-39, I-90 Tollway, Federal U.S. 20, U.S. 51/251.

Intra-city Bus Service: Rockford Mass Transit District.

Inter-city Bus Service: Greyhound Bus Lines, Rockford Coach Line, Van Galder.

Rail Service: Burlington Northern, CP Rail System, Illinois Central, Union Pacific.

Passenger Air Service: Allegiant Air, Apple Vacations, United Airlines

Cargo Air Service: UPS, Airborne Express, BAX Global, Emery Worldwide, Fed Ex, DHL, Landstar Inway.

- **UTILITIES**

- Electricity:	Commonwealth Edison
- Natural Gas:	NICOR, Inc.
- Water:	City of Rockford
- Waste Water:	Rock River Water Reclamation District
- Telephone	SBC Global

- **QUALITY OF LIFE**

Rockford Park District:

- Number of Parks	176
- Public Golf Courses	5
- Public Swimming Pools	3
- Ice Skating Rinks	2

- Sportscore Complex-2 facilities
- Magic Waters Theme Park
- BMX Bicycle Race Course

Professional Sports Teams:
- Rockford Raptors Soccer Team
- Rockford Ice Hogs Hockey Team
- Rockford Lions Football Team
- Rockford RiverHawks Baseball Team
- Rock River Raptors Arena Football Team

Rockford YMCA, Rockford YWCA

Number of Museums:	10
Number of Churches:	421
Number of Synagogues:	2
Number of Mosques:	1

Rockford Symphony Orchestra
Coronado

- **CITY OF ROCKFORD TAX RATE/$100 EAV**

	Rate	City % of Total
1995	$2.3604	21.5%
1996	$2.3094	20.0%
1997	$2.3183	20.0%
1998	$2.3422	20.4%
1999	$2.4094	21.1%
2000	$2.4031	22.4%
2001	$2.4327	23.1%
2002	$2.4276	21.3%
2003	$2.4519	22.7%
2004	$2.5529	23.5%
2005	$2.5772	23.9%
2006	$2.5683	24.5%
2007	$2.5172	24.5%
2008	$2.5318	24.2%
2009	$2.5606	24.1%
2010 estimate	$2.6991	24.1%

BUDGET GLOSSARY

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, a budget glossary has been included in this document.

Abatement: A complete or partial cancellation of a tax levy imposed by a government.

Accountability: The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry-to justify the raising of public resources and the purpose for which they are used.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent.

Adjustment For Accounting Interpretations: The budget's property tax levy is received in the year after the budget. In order to adjust for Accounting Interpretation whereby the prior year's levy is utilized, an adjustment for accounting interpretation is used to adjust fund balances.

Adjustment Of Balance To Revenue For Encumbrances: This adjustment is used in the General Fund to account for encumbrances that have been reappropriated. In order to eliminate the appearance of deficit budgeting, a revenue transfer amount entitled "application of restricted fund balance for encumbrances" is budgeted and is then offset by the adjustment of balance to revenue for encumbrances.

Adjustment for Non-Recurring Transfers: This adjustment is used in the General Fund to account for the Administrative Department's appropriation of the prior year's year-end excess cash. This allows General Fund expenditures to reflect operating expense only and eliminates the appearance of deficit budgeting.

AFSCME: Association of Federal, State, County, and Municipal Employees.

Alternate Bonds: General obligation bonds that, rather than being repaid by city-wide property taxes, are retired by specifically pledged revenue streams, i.e., sales taxes, water revenues, etc.

Amortization: Gradual reduction, redemption or liquidation of the balance of an account according to a specified schedule of times and amounts. Also, provision for the extinguishment of a debt by means of a Debt Service Fund.

Appraise: To estimate the value, particularly the value of property. If the property is valued for taxation, the narrower term "assess" is substituted.

Appropriation: An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

Appropriation Ordinance: The official enactment by the legislative body establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

Assessed Valuation: A valuation set upon real estate by the Township Assessor and Supervisor of Assessments as a basis for levying taxes.

Assets: Property owned by a government that has a monetary value.

Auditing Fund: A non-operating budgetary unit to provide and pay for auditing services.

Balanced Budget: A budget for which expenditures are equal to income.

Bond: A written promise to pay (debt) a specified sum of money (principal) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt. When a government pledges its full faith and credit to the repayment of the bonds it issues, then these are known as general obligation bonds. Bonds whose principal and interest are payable exclusively from the earnings of an Enterprise Fund are known as revenue bonds. Bonds whose principal and interest are payable exclusively from citywide property taxes are known as general obligation bonds.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Used without qualification, the term usually indicates a financial plan for a single fiscal year.

Budget Calendar: The schedule of key dates or milestones that the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The official written statement prepared by the budget office and supporting staff that presents the proposed budget to the legislative body.

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

Capital Improvement Program: Plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying its expected beginning and ending date, the amount to be expended in each year, and the method of financing those expenditures.

Capital Equipment: Expenditures for the acquisition of capital assets, i.e., vehicles, operating equipment, office equipment.

Capital Expenditure: Refers to any major project requiring the expenditure of public funds (over and above operating expenditures) for the construction, reconstruction or replacement of physical assets in the community. The City's general rule requires that long-term assets have at least a 2 year useful life and cost $5,000 or more.

Capital Projects: Projects involving the purchase or construction of capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Acronym for "Community Development Block Grant".

Contingency Account: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as emergencies, federal mandates, shortfalls in revenue, and similar eventualities.

Cost Center: The smallest unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performed by an organizational unit for the purpose of accomplishing a function for which the City is responsible.

CPI: Consumer price index. Measures the rate of inflation over time.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, and notes.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Funds: A fund established to account for the accumulation of resources for, and the payment of, bonds and general long-term debt principal and interest according to a predetermined schedule.

Deficit: The excess of expenditures over revenues during an accounting period; or, in the case of Enterprise and Intergovernmental Service Funds, the excess of expense over income during an accounting period.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Eliminations: When funds are consolidated, transactions between funds are eliminated in order to eliminate double accounting.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

Enterprise Fund: A fund established to account for operations which are financed and operated in a manner similar to private business enterprises where the intent of the City Council is that the costs of providing services to the general public on a continuing basis be financed or recovered primarily through user charges, i.e., water utility, parking system.

Equalized Assessed Valuation: Board of Review, on a county basis, reviews assessed valuation of all townships and may assign multipliers to equalize assessed valuations from township to township. If necessary, the State will then assign multipliers for counties in order that all property will be assessed at 33-1/3% of market value.

Executive Summary: The opening section of the budget provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Fiscal Year: A twelve month period that the annual operating budget applies at the end of which a determination of financial position and results of operations is carried out by the government.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Full-Time Equivalent Position (FTE): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a Head Start bus driver working for nine months, or 1,560 hours, would be equivalent to 0.75 of a full-time position.

Fund: A budgetary and accounting entity that is segregated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The fund equity of governmental funds and trust funds (excess of assets over liabilities).

Fund Type: In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally accepted accounting principles. Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board.

General Fund: The General Fund is the general operating fund of the City. It is used to account for all activities of a government except those required to be accounted for in another fund.

General Obligation Bond: Bonds which the full faith and credit of the issuing government or agency to be used or expended for a specified purpose or activity.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Health Insurance Fund: A non-operating budgetary unit utilized for internal purposes only. Financed by employer and partial employee paid premiums for health insurance benefits for employees, retirees, and outside participants.

IAFF: International Association of Fire Fighters.

IMRF Pension Fund: The Illinois Municipal Retirement Fund provides retirement benefits for all retired non-sworn City employees and their beneficiaries.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost reimbursement basis.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals, or base payments.

Levy: (verb) To impose taxes, special assessments, or service charges for the support of government activities. (noun) The total amount of taxes, special assessments, or service charges imposed by a government.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

MFT: Motor fuel tax.

Mission Statement: A brief description of functions and objectives rendered by an organization for the community it serves.

Modified Accrual Accounting: A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "measurable" and available for "expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

Municipal: In its broadest sense, an adjective denoting the state and all subordinate units of government. In a more restricted sense, an adjective denoting a city or village as opposed to other local governments.

Obligations: Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Budget: The authorized revenues and expenditures for on-going municipal services and is the primary means by which government are controlled. The life span of an operating budget typically is one year or less. Law usually requires the use of annual operating budgets.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as state statute, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

OTB Special Projects Fund: A non-operating budgetary unit used to collect off-track betting revenues to be used for special projects determined by the Mayor and Council.

PB & PA: Policeman's Benevolent and Protective Association.

Pension Trust Fund: A trust fund used to account for public employee retirement systems.

Performance Budget: A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective in the department.

Performance Standard (Cost Center Standard): The measurement of work units performed by a cost center and development of cost per work unit numbers for management purposes.

Property Tax: Property taxes are levied on real property according to the property's valuation and the tax rate.

Rating: The credit worthiness of a city as evaluated by independent agencies.

Requisition: A written demand or request, usually from one department, to the purchasing office or to another department for specific articles or services.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Securities: Bonds, notes, mortgages, or other forms of negotiable or nonnegotiable instruments.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Surplus: An excess of the assets of a fund over its liabilities and reserves.

Tax Anticipation Notes: Notes issued in anticipation of collection of taxes and retired from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Financing District: Areas of the City (as defined by State law) in need of development/redevelopment improvements that use a portion of property taxes collected in this area to make public improvements.

Tax Levy: The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Tax Rate: The amount of tax levied for each $100 of equalized assessed valuation. The tax rate times equalized assessed valuation equals the tax levy.

Transfers In/Out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

Unemployment Tax Fund: A non-operating budgetary unit used to account for all unemployment expenditures for former employees.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Worker's Compensation Fund: A non-operating budgetary unit used to account for all worker's compensation expenditures.

2011 ROCKFORD BUDGET
GRAPH AND TABLE INDEX

Budgetary Unit	BUDGET GRAPHS: Budgetary	BUDGET GRAPHS: Performance	BUDGET TABLES: Personnel	BUDGET TABLES: Budget Summary	BUDGET TABLES: Capital	BUDGET TABLES: Performance Related	BUDGET TABLES: Financial Forecast
I. EXECUTIVE SUMMARY (EX)							
Budget Highlights	1,3,4,42,43	42,43		31,46,47			48
City Population		12					
Employment		13,14	24,25,26	23,27			
Equalized Assessed Valuation	15,32,33,34						17
Cash Flow	20,21	14					21
Tax Related	14,32,33,34,35,36	34,35		5,31			17,21
II. LEGISLATIVE & MANAGEMENT (LM)							
MAYOR'S OFFICE			4	3			
CITY COUNCIL			7	6			
LEGAL			12	10		12	
FINANCE			16	15		17	
FINANCE - INFORMATION TECHNOLOGY			22	20	21		21
HUMAN RESOURCES			26	25		27	
BOARD OF ELECTION COMMISSIONERS				29	30	28	
III. COMMUNITY DEVELOPMENT (CD)							
COMMUNITY DEVELOPMENT							
Administration			3	2			
Planning			7	6			
Code Enforcement			11	9		11	
Construction & Development		14,15	16	13		17	
CDBG			24	22		24	23
Redevelopment	27			25			28
Tourism				30			30
Retail TIF Districts				32,33,34,35,36,37			38,39,40,41
Industrial TIF Districts				44,45,46			47
Residential TIF Districts				49,50,51			52,53
Sanitation		56		55		57	56
IV. HUMAN SERVICES (HS)							
HUMAN SERVICES			8	4		7	6
TUBERCULOSIS SANITARIUM				9			10
LIBRARY			15	12	14		13
MASS TRANSIT				16		18	17
V. PUBLIC SAFETY (PS)							
POLICE DEPARTMENT		4	5	2		6	
FIRE DEPARTMENT		11,12	13	10		14	
911 COMMUNICATIONS CENTER			18	16		18	17
BOARD OF FIRE & POLICE COMMISSIONERS				19			
VI. PUBLIC WORKS (PW)							
PUBLIC WORKS DEPARTMENT							
Administration			3	2			
Engineering			8	7		8	
Capital Project Fund			15	13			14
Motor Fuel Tax Fund				17			18
Streets & Sewers		21	22	20		22	
Traffic			26	24			
Parking System			31	29		31	30
Property			34	33			34
Equipment			38	36			37
Central Stores			41	40			41
Water System		45	47	44	46	48	46
VII. NON-OPERATING FUNDS (NOF)							
PENSION FUNDS		3,4,5		1,2		4	6
IMRF				7			8
HEALTH/UMEPLOYMENT/WORKERS COMP				9,11,13		10	10,12,14
AUDITING				15			16
DEBT MANAGEMENT		20		19		18	21
OTB SPECIAL PROJECTS				22			23
RISK MANAGEMENT FUND				24			25
UNDERGROUND STORAGE TANK REMOVAL				25			
RMAP			28	27			