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Thomas P. McNamara
Mayor
Office of the Mayor

March 2019

Dear Citizens of the City of Rockford,

On behalf of the Rockford City Council and our committed staff, I am proud to present the 2019 City of Rockford Budget. This budget includes input from the citizen-led Financial Task force and also is the product of hours of work by dozens of citizens and employees, demonstrating our goal of providing the best value and service to our residents, our businesses, and our visitors.

While the budget covers a variety of services and programs that our residents expect and deserve, the 2019 Budget continues to focus on public safety—which again represents the largest portion of our budget. Thanks to responsible fiscal management, the Police Department continues to invest in new technology, added training resources, replacement vehicles and other technology to give the sworn staff the tools they need to address the City's public safety challenges. We are also continuing our work with other local, state, and federal law enforcement partners.

I'm especially pleased that we kept our property tax levy flat. Maintaining a flat levy leaves approximately \$1.5 million in revenue the City could otherwise have collected from property taxpayers.

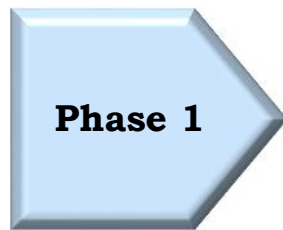
My administration continues to seek opportunities to grow our economy and strengthen our neighborhoods. As we work on our day-to-day operations, as well as the City's long-range plans, we appreciate the support of our citizens and the dozens of community organizations working to move our community forward.

Very truly yours,

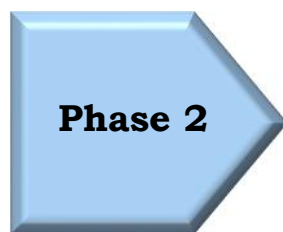
A handwritten signature in black ink that reads "Thomas P. McNamara". The signature is written in a cursive, flowing style.

Thomas P. McNamara
Mayor, City of Rockford, Illinois

BUDGET TIMELINE – THE 2019 PROCESS



-) **January 2018** – Fiscal Year Begins
-) **March 2018**– Finance Department prepares preliminary budget estimates and discusses budget policies for the forthcoming year with the Mayor.



-) **August 2018** – Finance Department determines budgetary allocations. Departments receive budget packages.
-) **September 2018** - Departments complete and return budget packages to Finance Department for review. Finance Department reviews Department budgets and prepares a budget draft. Mayor's Office reviews budget and presents budget to Council.



-) **October 2018 to November 2018** – Finance Committee and Council hold budget hearings with City Departments. Budget discussions held throughout the following months during Finance Committee regular meetings.
-) **November 5, 2018** – Council holds State Budget Act public hearing for citizen input.



-) **November 19, 2018** – Appropriation Ordinance and 2019 Budget Committee report adopted by Council
-) **December 12, 2018** – Council adopts 2019-2023 Capital Improvements Program.

Executive Summary

The planning for the 2019 budget began with a retreat for elected officials and department heads in September. 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 goals of maintaining staffing and service levels and finding a permanent solution to the City's budget imbalance. With the above principles, we were able to strategically prioritize resources and approve a balanced budget.

Issues and Priorities in 2019

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 staff 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.



Thomas P. McNamara
Mayor

- ◆ Investing in the downtown area and encouraging others to develop commercial and residential projects.
- ◆ Assessing City services for efficiency and possible cost saving measures.
- ◆ Continuing investments in information technology to provide improvements in the effectiveness and efficiency of City services.
- ◆ Maintaining the City's solid financial condition.
- ◆ Reducing the City's share of the property tax bill.
- ◆ Making incremental service adjustments to reflect changing community needs.
- ◆ Adjusting to possible reductions in shared State funds.

Challenges for the Community

While the national economy has recovered from the 2008 recession, 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. Growth in expenses continues to outpace growth in revenues, driven by the City's largely personnel-based services. While the City did not project a deficit in fiscal year 2019, significant deficits are projected for future years and we will continue to make decisions to help bring those years to balance.

While operating budget shortfalls have been the trend the last several years and will continue, the City has a growing need for capital investment, in vehicles, facilities and technology. A permanent funding source should be identified to address the ongoing capital needs.

The 2019 General Fund

The City of Rockford, like many other communities in Illinois and across the United States, has seen very slow growth in its sales, use, income, and replacement taxes, commonly referred to as elastic revenues. While 2018 saw a slight rebound in these taxes, the forward trend does not keep pace with projected growth in expenses. New



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Mayor

revenue generated by the gas and electric utility taxes help keep 2019 in balance, but do not sustain the City long-term.

The City was selected for development of a long-term financial plan by the National Resource Network, whose ten month engagement culminated with a presentation to City Council on the City's long term financial outlook in October. A balanced budget was subsequently presented for Council approval.

2019 contractual and supplies expenses are the largest increase in the budget, due to necessary repairs and maintenance, as well as increasing internal service costs. Fringe benefit costs make up the second largest increases in the budget, due to significant increases in the City's required pension contribution.

The City Council passed the 2019 budget in November 2018. This budget allows the City to maintain the necessary fund and cash balances.

Overview of the 2019 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 2019. 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 Construction and Development Services Division continues to address violation of ordinances, zoning regulations, and public safety concerns and will manage a significant volume of demolition activity in 2019.

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



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Mayor

The Police Department will address continued efforts towards geographic community policing programs, using crime data to better deploy resources and respond to potential problems while continuing to reduce overtime costs.

The Fire Department will continue to maintain certifications and accreditation requirements and expand public education activities.

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, addressing forestry needs, and maintaining the city-wide vehicle leasing program.

Financial Summary

With the 2019 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 the 1% infrastructure sales tax referendum. City Council held the property tax levy flat, forgoing \$1.5m in additional revenue. The 2019 budget adopted an estimated property tax rate of \$3.19.

In addition to financing capital improvements through sales tax revenues, 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.



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Mayor

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 construction projects, and City projects. The Finance Department will implement new online bidding and electronic water billing platforms.

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 City's Human Services Department will remain an important resource to City residents in the coming year. The Head Start program serves approximately 798 children in four different programs, which include home base schooling, part day classes, students in full day classes, and family plus.

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. Housing assistance, neighborhood outreach, and self-sufficiency training continue to be important programs within the Human Services Department to assist low-income neighborhoods and the City's homeless population.

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 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 lower rating benefits residents and businesses through better rates for fire insurance.

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.



Thomas P. McNamara
Mayor

Conclusion

On November 19, 2018 the City Council adopted the 2019 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.

GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the City of Rockford its Distinguished Budget Presentation Award for the City's 2018 Budget and Financial Plan.

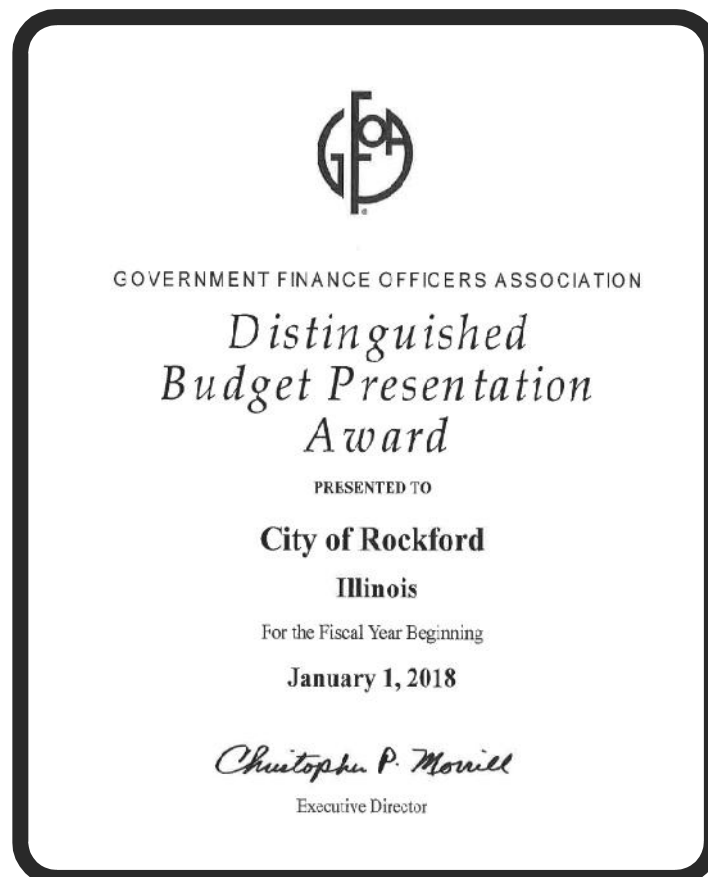
The award represents a significant achievement by the city, as it reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting.

Through this award, GFOA recognizes that the budget serves in four primary ways:

- Policy document
- Operations guide
- Financial plan
- Communications device

Budget documents must be rated "proficient" in all four categories, and the fourteen mandatory criteria within those categories, to receive the award. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.



CITIZEN'S BUDGET HIGHLIGHTS

The City's goal in developing the 2019 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 2018, making incremental improvements where possible, and maintaining a flat or reduced property tax levy.

PROGRAM EXPENDITURES

The budget appropriation in 2019 is \$287.9 million for all funds, an increase of \$14.7 million from the 2018 appropriation of \$273.2 million. Major program changes for 2019 include:



Community Development's appropriation increases \$2.1 million primarily in redevelopment contractual expenses, demolitions, property acquisitions, housing rehabilitation loans and Community Housing Development Organization (CHDO) housing projects.

Public Safety's appropriation increases \$5.6 million. Increases are due to a new Records Management System for police, vehicle purchases and lease payments offset by overtime cost decreases.

Human Services appropriation increases \$2.8 million from 2018. Increases for Human Services are due to changes in assistance programs and additions to a new Library Main Branch.

Public Works' budget decreases \$158,745 from the previous year's budget. Decreases are primarily due to internal service charges and decreases in service contracts costs for the Street Division offset by increases in planned vehicle purchases in 2019.

The budget for Debt Service decreases \$1.2 million from previous year as a result of decreased lease payments.

Capital Projects' budget increased \$7.3 million from the previous year's budget. Projects in 2019 include beginning rehabilitation of the Colman Village, resurfacing of East State Street and Gregory Heights Drainage Improvements.

The Other category decreases \$1.7 million due to increases in Police and Fire Pensions, offset by changes in workers' compensation fund and decreases in Sales Tax Rebate programs and payments to debt service.

REVENUES

For 2019, the revenue budget is \$282.5 million for all funds, an increase of \$18.0 million from 2018's \$264.4 million.

The 2019 revenue budget emphasizes:

-) A stable property tax levy.
-) 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 2019 include:



Intergovernmental revenues from federal, state, and local governments are projected to increase \$1.8 million from 2018.

Service charges increased \$876,349 from the 2018 total of \$50.0 million.

Interest income is projected to increase \$890,266.

Other income is projected to increase \$8.6 million.

ACCOUNT EXPENDITURES

The 2019 City Budget, when viewed from a line item rather than a program perspective, illustrates the fact that over sixty 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 1,098 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 2019 are:



Salaries increased \$148,890 as a result of additional positions offset by decreases in overtime costs in police and fire departments.

Fringe benefits increased \$1.2 million as a direct result of increased salaries and an increase in police and fire pension contributions.

Contractual and supply accounts increased \$2.8 million. Slight increases across various departments contributed to this increase as well as an increase in internal service charges.

Capital projects and equipment increase \$13.5 million from the 2018 budget, with increases for funding vehicle purchases under the City's vehicle leasing program. Projects in 2019 include rehabilitation of the Colman Village, resurfacing of East State Street and Gregory Heights Drainage Improvements.

COUNCIL CHANGES TO THE BUDGET

The Council received the budget in October 2018 and referred it to the Finance Committee. The proposed budget was modified by the City Council to avoid an increase in the property tax levy, transfer funds from the unemployment fund and workers' compensation fund, an adjustment to the fee schedule and make various reductions in departmental budgets. The Committee, after holding budget hearings with departments, approved the budget on November 19, 2018.

WHAT THE 2019 BUDGET WILL COST THE TAXPAYER

The 2019 budget continues stability for the Rockford homeowner. For a homeowner with a \$100,000 home, the rate and cost for 2013 – 2017 are shown below.

Property Tax Bill (City Portion Only) For Home With \$100,000 Market Value 2013-2017 Levy Years		
<u>Year</u>	<u>Rate</u>	<u>Bill</u>
2013	3.08	842
2014	3.29	899
2015	3.36	918
2016	3.26	891
2017	3.25	878

While the rates are decreasing for 2017, the decrease is a reflection of increasing 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. As EAV increases, the tax rates drop 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 2019 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 2019 budget is comprised of sixty-four (64) operating 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
-) Objectives for Fiscal Year 2019
-) Budget Summary (2017-2019 Expenditure and 2016-2019 Funding Analysis)
-) Authorized Personnel
-) Budget Highlights
-) Five Year Financial Forecast
-) Capital Equipment
-) Performance Measures
-) Operational Information

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
(779) 348-7470

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.

The 2018 audit is not yet complete; this document provides estimates of 2018 expenditures and revenues.

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 before the beginning of the budget year.

THE 2019 PROCESS

The 2019 process began early in 2018 due to projected General Fund deficit. Hearings were held from October to November.

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.

FINANCIAL PLANNING — THE KEY TO THE FUTURE

Each year, 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.

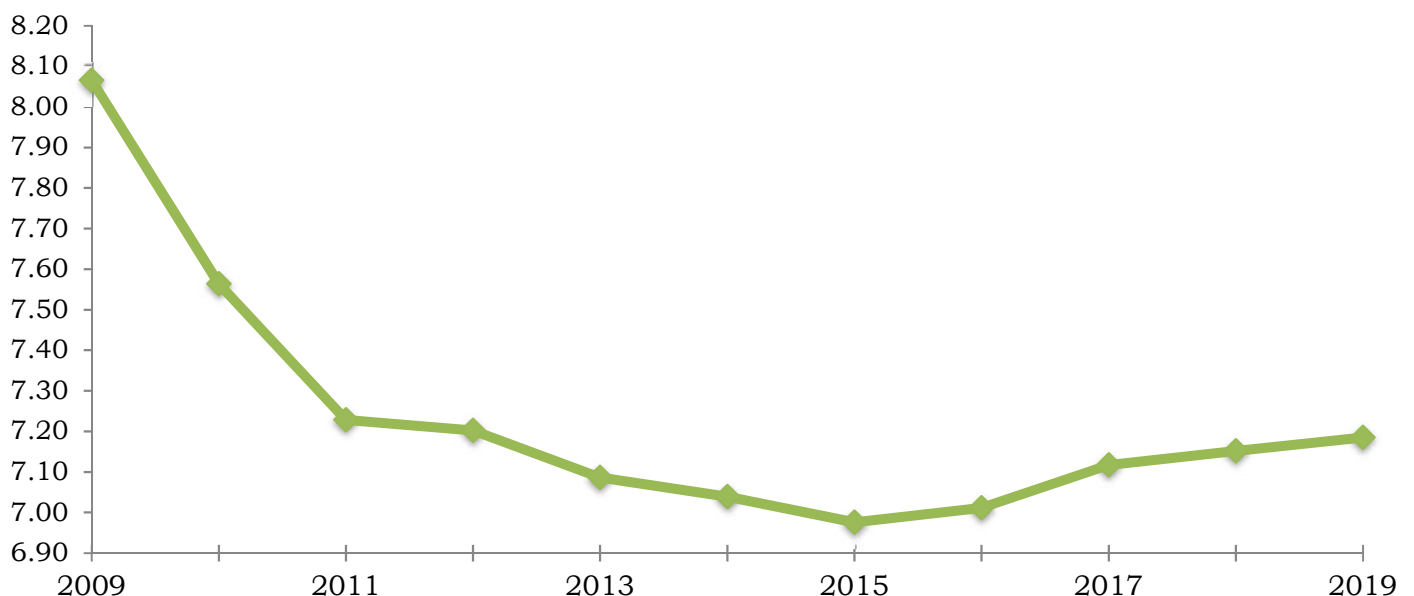
The planning process and the financial advisory group have guided the development of financial policies for budgeting, cash flow management, infrastructure improvement, and investment guidelines. The planning process, including the financial trends discussed in this section, has provided City policy 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.

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 decrease slightly over the next few years.

The City continues to keep the ratio of its employees and population in proportion. Budget deficits since 2009 have resulted in staffing reductions City-wide with a slight increase in staffing for 2019 across multiple departments.

EMPLOYEES PER 1,000 RESIDENTS



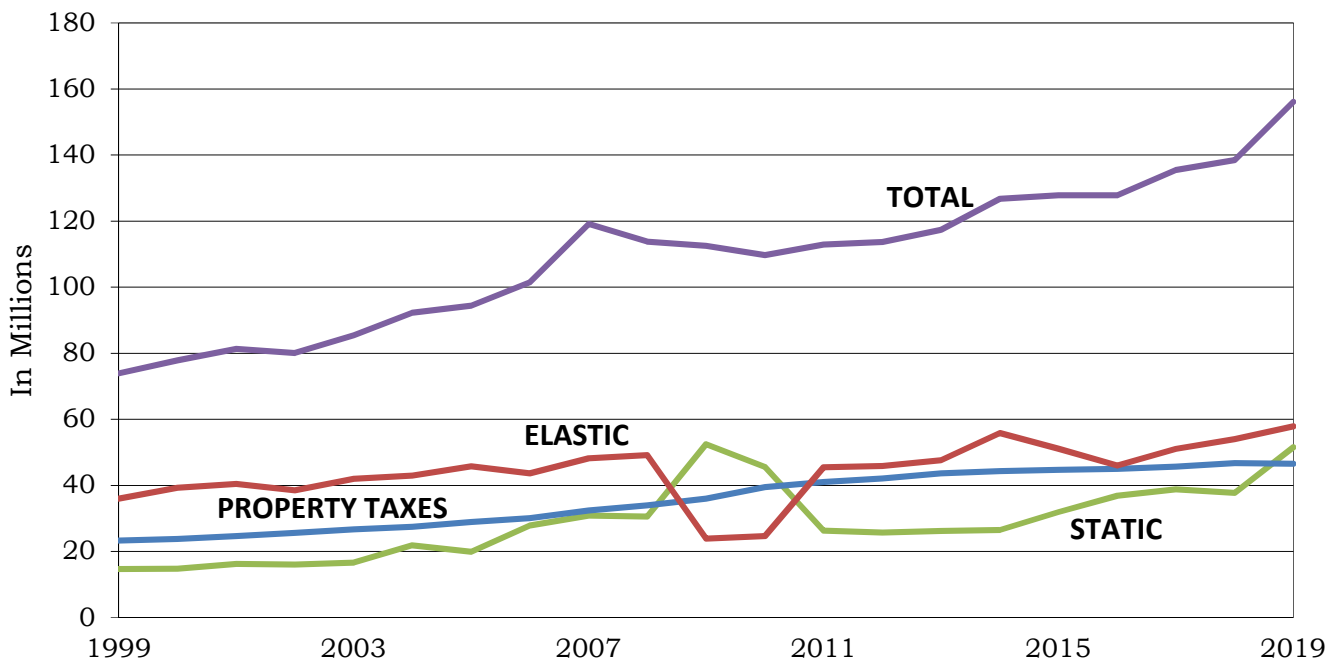
2010 Census shows population at 152,871

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.

Employment in the Rockford MSA for December 2018 was approximately 157,281, an increase of 482 from 2017. Overall, total employment has increased 2.9% from 2008 to 2018.

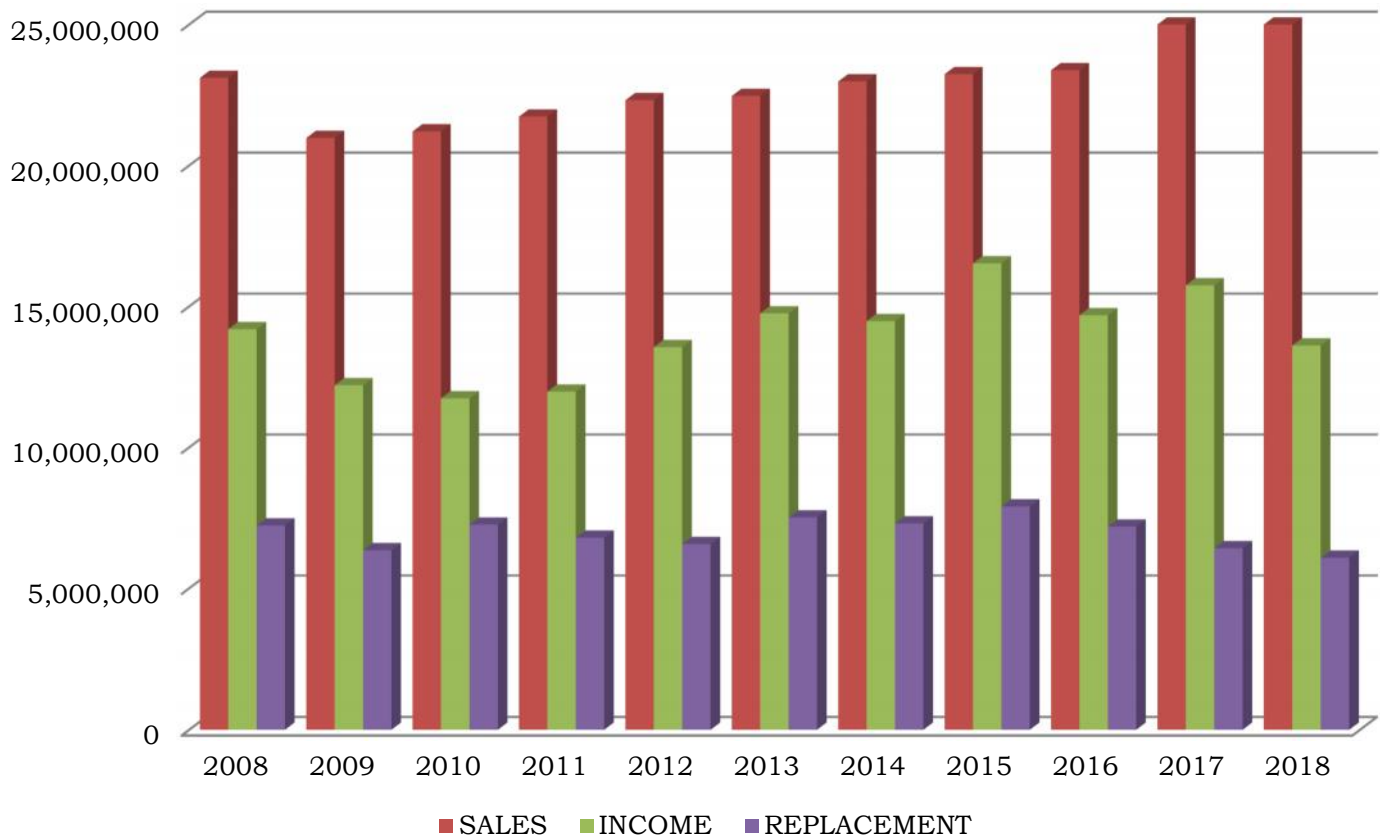
In addition to demographic trends, the City also follows revenue trends for its General Fund. All City revenues can be classified as property taxes, elastic revenues, and static revenues. Property taxes are a tax levied on real property. Elastic revenues are defined as those revenues that tend to change 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.

GENERAL FUND REVENUE SOURCE COMPOSITION



An economic expansion or recession would have a greater effect on elastic revenues than on the other two types. Increases in property tax revenue are a result of growth in the tax base, the consumer price index factor in the Property Tax Extension Law Limit (tax caps), and debt service expenditures approved by referendum.

MAJOR ELASTIC REVENUES SALES, INCOME AND REPLACEMENT TAX 2008-2018



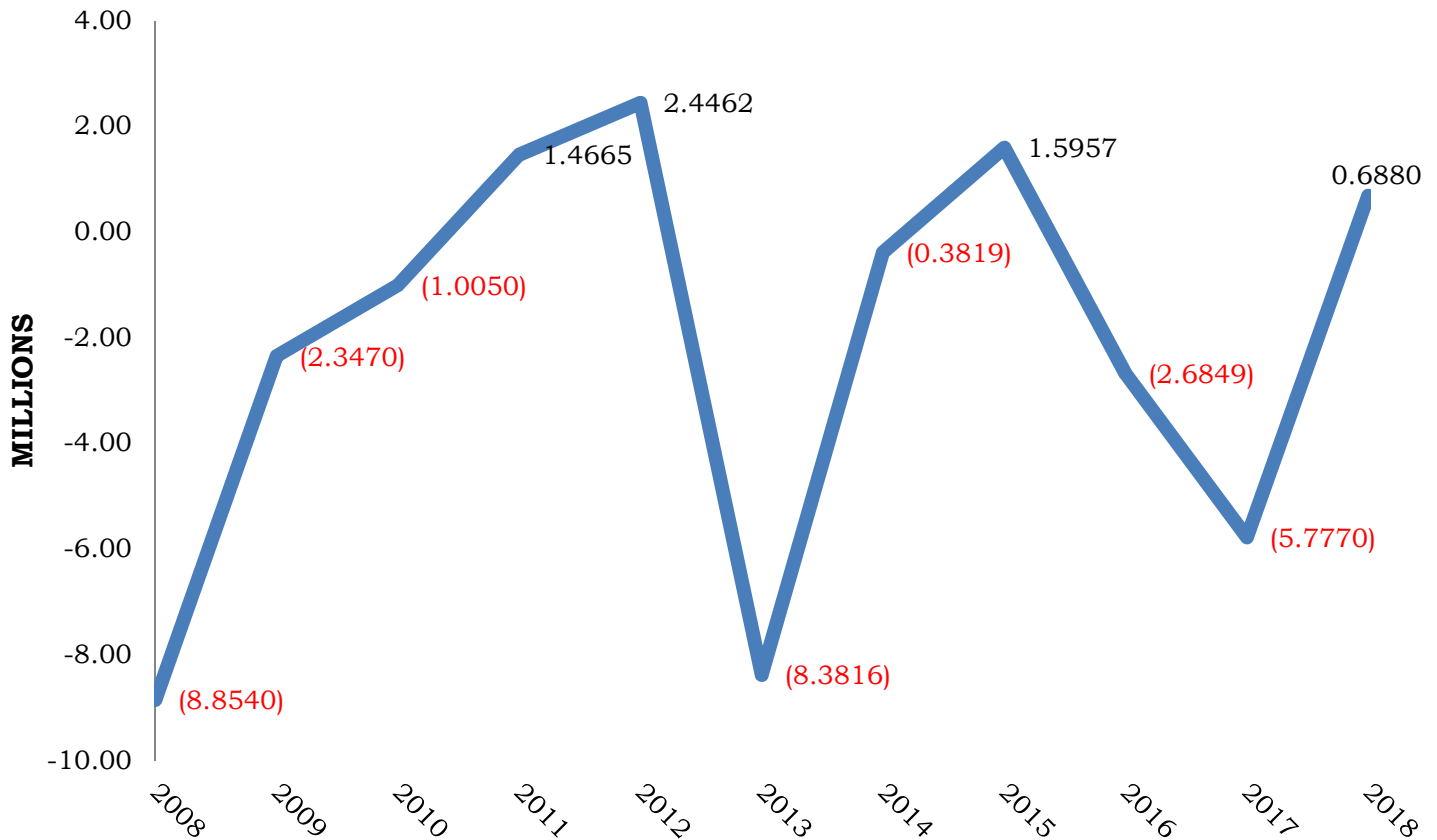
In order to maintain a well-balanced mix of revenue sources, the City needs to continue to emphasize the growth of elastic revenues as well as static revenue sources through economic maintenance and development.

Fluctuations in the housing market impact general fund revenue in a number of ways. For 2018, Rockford's equalized assessed valuation (EAV) increased to 1.509 billion (2%) from the 2017 EAV of 1.445 billion. Increases in EAV affect property taxes, both rates and levies subject to tax caps.

Recent years have been more challenging due to lower elastic revenue growth, as well as tax cap and tax rate limit on property tax revenues, as a result of the slowing economy. 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. 2019 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.

GENERAL FUND BUDGET EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES



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
PROPERTY TAXES	0.0	35.1
OTHER TAXES	(-3.0) – 2.0	25.3
LICENSES & INSPECTIONS	0 – 5.0	3.7
INTERGOVERNMENTAL	0 – 3.0	20.5
CHARGES FOR SERVICES	0 – 3.0	4.6
FINES	0 – 3.0	0.9
MISCELLANEOUS	0 – 3.0	9.9
EXPENDITURES		
ALL SALARY & WAGE COMPENSATION (PERCENT)	0 – 2.0	
FRINGE BENEFITS	5.0 – 7.5	
CONTRACTS, SUPPLIES, AND OTHER EXPENSE	0 – 3.0	
INTEREST EXPENSE	0 – 3.0	
CAPITAL EXPENSE	0.0	

2020-2024 PLAN

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

<u>YEAR</u>	<u>EXCESS (DEFICIT)</u> <u>(IN 000'S)</u>	<u>PERCENT OF</u> <u>TOTAL BUDGET</u>
2020	(5,300)	-3.4%
2021	(7,000)	-4.6%
2022	(8,100)	-5.6%
2023	(10,500)	-7.7%
2024	(12,400)	-9.8%

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

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.

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.

The City will review operations to seek solutions to the growing deficit by addressing efficiency and effectiveness of City services.

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.

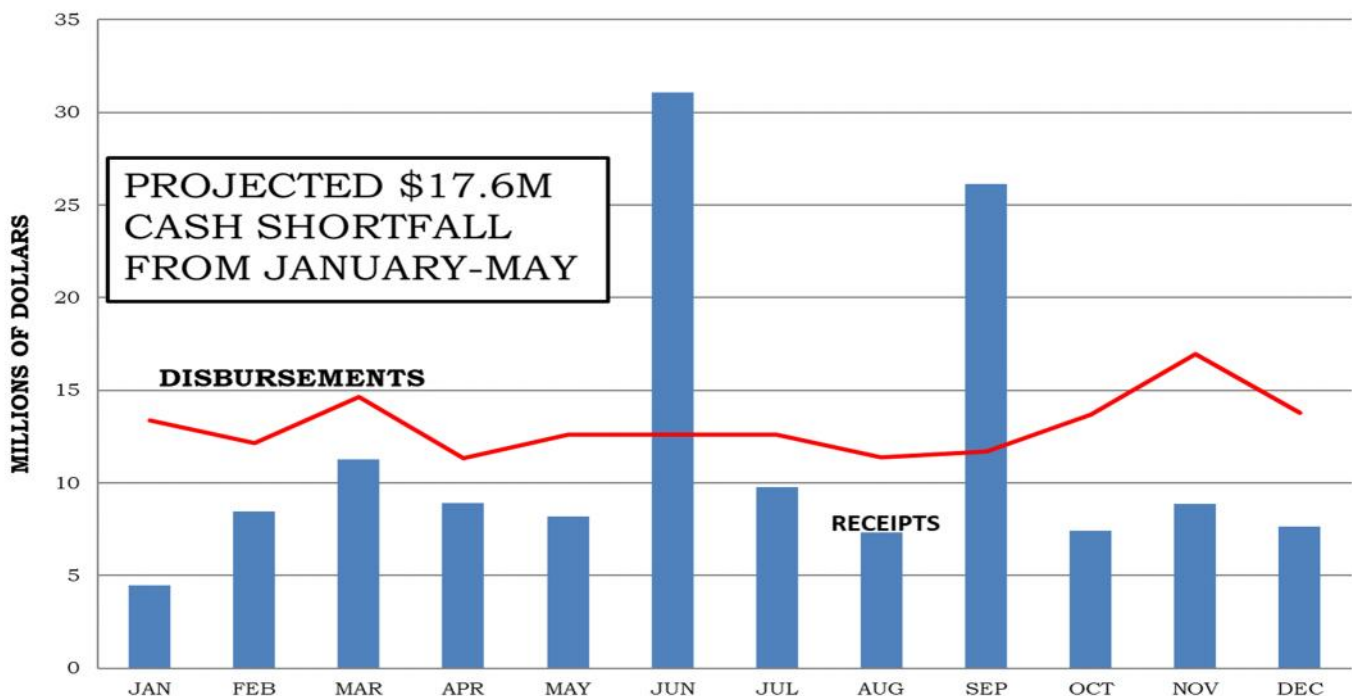
PROPERTY TAXES AS A PERCENTAGE OF REVENUE FOR CERTAIN FUNDS

YEAR	GENERAL	LIBRARY
2015	35.0	85.6
2016	35.8	85.8
2017	34.2	85.0
2018	32.5	85.6
2019	30.8	56.4

UNDERSTANDING CASH FLOW

To completely understand the importance that property tax revenues have in cash management, the 2019 cash flow forecast summary for the General Fund graph is useful in illustrating the timing problem.

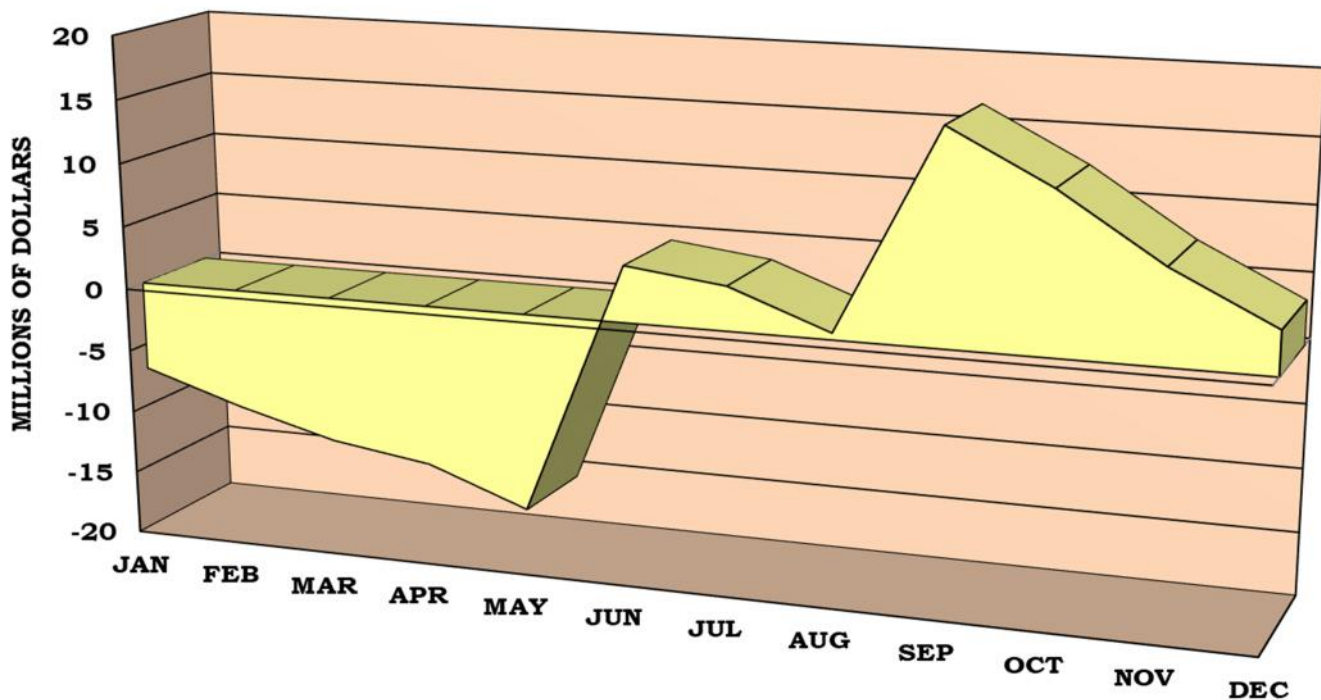
CASH FLOW FORECAST SUMMARY 2019 GENERAL FUND BUDGET



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.

MONTHLY CASH FLOW SUMMARY 2019 GENERAL FUND BUDGET



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.

POLICY REVIEW

The current fund balance policy is 20% of the general fund adopted budget appropriations. Those funds available in excess of the minimum cash balance may be re-appropriated 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.

CASH MANAGEMENT IN 2019

With General Fund levies increasing \$423,999 in 2018 and \$839,000 in 2019, cash needs have decreased.

The City will continue to exert strong budget control and place importance on financial planning in 2019 in order to 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.

	GENERAL FUND	TOTAL CITY
TOTAL BUDGET	\$157.1 MILLION	\$287.9 MILLION
EMPLOYEES	751.1	1,098.4
PERSONNEL COSTS	\$103.7 MILLION	\$144.9 MILLION
PERSONNEL	66.0%	50.3%
SALARY	43.4%	33.1%
FRINGE BENEFITS	22.6%	17.2%

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 budgets, they give consideration to current and future practices in the context of the above factors. The 2019 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

In 2019, 10.95 full-time equivalent positions were eliminated, a decrease of 1.00%, across program lines in legislative and management, public safety, community development, public works, and human services.

**CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS**

				2017-2018 INCREASE (DECREASE)		2018-2019 INCREASE (DECREASE)
PROGRAMS AND AGENCIES	<u>2016</u>	<u>2017</u>	<u>2018</u>		<u>2019</u>	
LEGISLATIVE & MANAGEMENT						
MAYOR	4.00	4.00	5.00	1.00	5.00	0.00
LEGAL	13.00	13.00	13.00	0.00	13.00	0.00
FINANCE	36.00	35.00	36.00	1.00	33.00	(3.00)
INFORMATION SERVICES	5.00	5.00	5.00	0.00	6.00	1.00
HUMAN RESOURCES	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>5.00</u>	<u>0.00</u>
LEGISLATIVE & MGMT TOTAL	<u>63.00</u>	<u>62.00</u>	<u>64.00</u>	<u>2.00</u>	<u>62.00</u>	<u>(2.00)</u>
COMMUNITY DEVELOPMENT						
CD ADMINISTRATION	1.50	1.50	1.50	0.00	1.50	0.00
CD CODE ENFORCEMENT	0.00	0.00	0.00	0.00	0.00	0.00
CD PLANNING	4.50	4.50	4.50	0.00	8.50	4.00
CD CONSTRUCTION SERVICES	25.00	25.00	25.00	0.00	21.00	(4.00)
CD DEVELOPMENT	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	<u>6.00</u>	<u>0.00</u>
COMM DEVELOPMENT TOTAL	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>	<u>0.00</u>	<u>37.00</u>	<u>0.00</u>
HUMAN SERVICES						
HUMAN SERVICES	90.83	95.02	93.35	(1.67)	84.40	(8.95)
LIBRARY	<u>87.00</u>	<u>87.00</u>	<u>87.00</u>	<u>0.00</u>	<u>87.00</u>	<u>0.00</u>
HUMAN SERVICES TOTAL	<u>177.83</u>	<u>182.02</u>	<u>180.35</u>	<u>(1.67)</u>	<u>171.40</u>	<u>(8.95)</u>
PUBLIC SAFETY						
POLICE	323.00	336.00	342.00	6.00	341.00	(1.00)
FIRE	258.00	260.00	272.00	12.00	272.00	0.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>52.00</u>	<u>(1.00)</u>	<u>52.00</u>	<u>0.00</u>
PUBLIC SAFETY TOTAL	<u>634.00</u>	<u>649.00</u>	<u>666.00</u>	<u>17.00</u>	<u>665.00</u>	<u>(1.00)</u>
PUBLIC WORKS						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	9.10	6.60	6.00	(0.60)	6.10	0.10
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	12.00	12.00	0.00	12.00	0.00
CAPITAL PROJECT	18.90	21.40	21.00	(0.40)	19.90	(1.10)
PARKING SYSTEM	3.00	3.00	3.00	0.00	3.00	0.00
BUILDING MAINTENANCE	10.00	11.00	11.00	0.00	11.00	0.00
EQUIPMENT MAINTENANCE	9.00	9.00	9.00	0.00	9.00	0.00
CENTRAL STORES	4.00	4.00	4.00	0.00	4.00	0.00
WATER	<u>62.00</u>	<u>62.00</u>	<u>63.00</u>	<u>1.00</u>	<u>65.00</u>	<u>2.00</u>
PUBLIC WORKS TOTAL	<u>160.00</u>	<u>162.00</u>	<u>162.00</u>	<u>0.00</u>	<u>163.00</u>	<u>1.00</u>
TOTAL	<u>1071.83</u>	<u>1092.02</u>	<u>1109.35</u>	<u>17.33</u>	<u>1098.40</u>	<u>(10.95)</u>

Staffing for 2018 was 1,109.35 positions, an increase of 17.33 FTE over 2017.

2019 EMPLOYMENT

Staffing for the 2019 budget by program is provided in the Personnel Authorization Schedule. Employment has decreased to 1,098.40 positions.

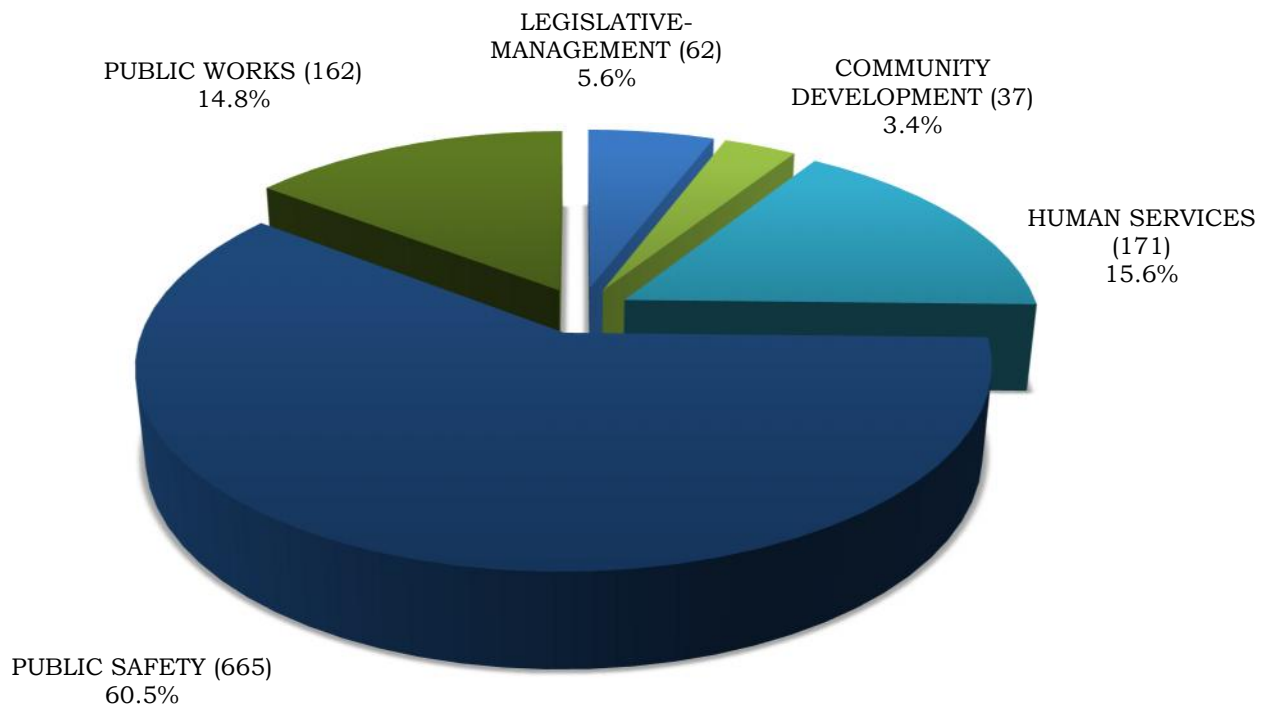
In the Legislative and Management group, there is a decrease of 2.00 FTE. The Finance Department eliminated one Central Services Technician and transferred two Water Meter Readers. The Information Technology Department added one IT Systems Technician, a transfer from the Police Department.

In the Human Services group, there is a decrease of 8.95. Human Services added one Deputy Director, 5.41 Teachers while eliminating 12.17 Assistant Teachers and 5.65 Bus Drivers. Staffing changes were based on available federal and state grant funds and program delivery changes.

In the Public Safety group, there is a decrease of 1.00 FTE. The Police Department transferred one IT Systems Technician to the Information Technology Department.

The Public Works group, there is an increase of 1.00 FTE. The Water Division added two Water Meter Readers from the Finance Department and Capital Projects Programs eliminated one Assistant Operations Manager.

CITY OF ROCKFORD, ILLINOIS 2019 BUDGET PERSONNEL AUTHORIZATION



2018 - 1,109; 2017 - 1,092

2019 CHANGES IN COMPENSATION

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

<u>UNIT</u>	<u>EMPLOYEES</u>	<u>PERCENTAGE OF TOTAL</u>
POLICE SWORN	284.0	32.9%
FIRE SWORN	256.0	29.7
PUBLIC WORKS/CLERICAL (AFSCME)	201.0	23.3
COMMUNITY DEVELOPMENT (AFSCME)	14.0	1.6
HUMAN SERVICES (AFSCME)	46.4	5.4
LIBRARY (AFSCME)	<u>61.1</u>	<u>7.1</u>
	862.5	100.0%

2015-2019 SALARY AND BENEFIT ADJUSTMENTS BY EMPLOYEE GROUP (Percentage)

<u>Year</u>	<u>POLICE SWORN</u>	<u>FIRE SWORN</u>	<u>AFSCME</u>	<u>AFSCME B</u>	<u>NON- REPRESENTED</u>
2015	2.00	2.00	2.00	2.00	2.00
2016	2.00 – 1/1/2016 0.50 – 7/1/2016	2.00	2.00	2.00	2.00
2017	1.50 1/1/2017 0.25 7/1/2017	2.00	2.00	2.00	2.00
2018	2.00	CURRENTLY BARGAINING	2.00	2.00	2.00
2019	CURRENTLY BARGAINING	CURRENTLY BARGAINING	CURRENTLY BARGAINING	CURRENTLY BARGAINING	2.00

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 2019 are \$7,280 for single, \$14,560 for single plus one, and \$21,840 for family. Annual premium costs for the traditional PPO plan in 2019 are \$7,462 for single, \$14,924 for single plus one, and \$22,386 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 40.77% to 68.64% 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

<u>BENEFITS</u>	SWORN		NON-SWORN	
	<u>POLICE</u>	<u>FIRE</u>	<u>OFFICE</u>	<u>FIELD</u>
PENSION	32.57%	40.02%	16.98%	16.98%
WORKER'S COMP	4.36%	5.95%	0.28%	4.56%
HEALTH	21.86%	22.42%	22.29%	26.05%
OTHER	<u>0.08%</u>	<u>0.24%</u>	<u>1.22%</u>	<u>0.08%</u>
TOTAL	58.87%	68.64%	40.77%	47.67%

AVERAGE COSTS PER BUDGETED POSITION

SALARY	\$83,707	\$88,725	\$56,858	\$59,958
FRINGE BENEFITS	<u>49,282</u>	<u>60,897</u>	<u>23,179</u>	<u>28,582</u>
TOTAL	\$132,989	\$149,622	\$80,037	\$88,539

As shown above, 2019 fringe benefits range from 40.77 percent for office personnel to 68.64 percent for fire personnel, while average costs per position range from \$80,037 for office personnel to \$149,622 for firefighters. Costs increase primarily because of salary and pension adjustments.

In 2018, the fringe benefit range was from 42.98 percent for office personnel to 66.97 percent for fire personnel, while costs per position range from \$81,914 for office to \$151,013 for fire.

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 \$40.2 million for 2019, are important elements of the City's service delivery system. Capital equipment, over \$25,000, 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. 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.

With the 2002 economic downturn, \$3.0 million in annual 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 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 from 2005 through 2007.

In late 2011, City Council approved a policy to begin replacing capital equipment with a municipal lease program. Staff estimates that, once fully implemented, the leasing program will cost the City \$5 million annually in payments and reduce maintenance expenses by at least \$1 million.

In 2019, 17% 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: building improvements, vehicles and operating equipment, and computer hardware and software.

The \$40,174,600 budgeted for capital equipment and projects in 2019 can be divided into four components: vehicle purchases - \$5,549,000; computer software and hardware - \$268,750; and for capital projects - \$37,127,748.

EQUIPMENT FUND	2015	2016	2017	2018
ACTUAL EXPENDITURES	3,064,224	3,261,557	3,223,242	3,675,915

The Equipment Fund maintenance expenses increase when equipment replacement stops. Council approved resuming capital purchases in 2018 after a few years without replacement.

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	2015	2016	2017	2018	TOTAL
POTHLES PATCHED	69,103	76,792	71,152	86,109	303,156
MATERIAL COST	\$148,059	\$150,934	\$260,124	\$317,940	\$877,058
POTHOLE REQUESTS	2,754	2,644	2,895	2,640	10,933

The anticipated capital purchases will replace equipment and vehicles in the existing fleet. The City expects to realize a significant reduction in service and repair costs related to maintaining aging City vehicles. With new vehicle purchases, it is expected that vehicle down time will drop significantly. This will allow for an overall fleet downsizing and increases in employee productivity.

The capital project portion, \$37.1 million includes \$9.3 million in roadway improvements, \$5.5 million in neighborhood programs, \$6.9 million in highway repairs, \$2.6 million in drainage and storm water, \$1.4 million in sidewalk and multi-use paths, \$300,000 in lighting and traffic signals, \$2.2 million in maintenance projects and \$8.9 million in project development. Ongoing projects, already funded in previous years, will continue and incur expenses in 2019 as well.

The proposed water system improvements, \$9.0 million in 2019 work, include rehabilitation and replacement of water mains, storage facilities and pumping stations.

The current program revenues for 2019 are at \$40.2 million. A 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 and for an additional five years on March 15, 2016. The local sales tax replaces the annual street bond referendum and provides \$15.7 million in revenue. State motor fuel tax revenues of \$2.5 million increase \$5,900 over 2018.

The \$40.2 million budgeted in the capital improvements program supports the traditional transportation and drainage programs funded by sales tax, motor fuel taxes and grants. The capital improvements program is City Council approved and funded by a mix of revenues including bond proceeds, state taxes, local taxes, interfund transfers, and grant funds.

REVENUE AND FINANCING CHARGES

The 2019 budget estimates revenue of \$287.9 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 2019, the City assumes 0% growth in assessed valuation (the basis for property tax revenue), a 0-3% 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	PROPERTY TAXES	SALES TAXES	SERVICE CHARGES	LICENSES FINES	INTERGVT REVENUE	INTEREST INCOME	BOND PROCEEDS	OTHER TRANSFERS
GENERAL FUND	X	X	X	X	X	X		X
SPECIAL REVENUE	X	X	X	X	X	X		X
DEBT SERVICE	X					X		X
CAPITAL PROJECTS					X	X	X	X
ENTERPRISES			X	X		X		
INTERNAL SERVICE	X		X		X	X		X
PENSION TRUST	X				X	X		

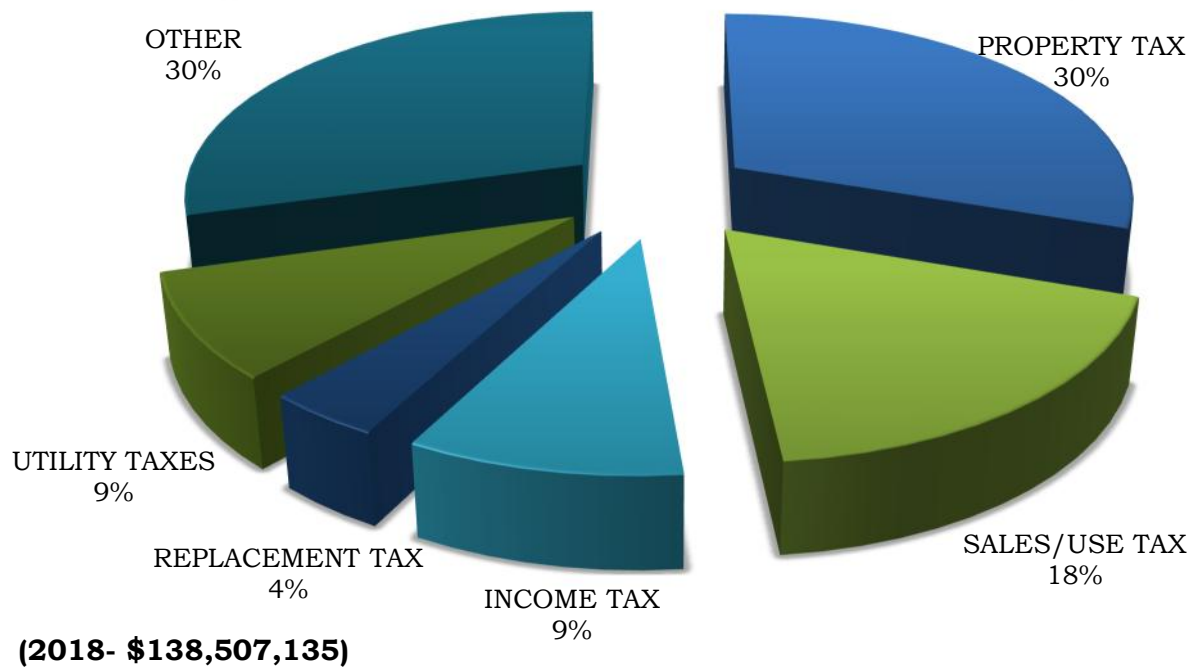
Most of these are self-explanatory. Intergovernmental revenue is income from federal, state, and other local governments. Other income and transfers are miscellaneous items, restricted receipts and transfers. Property taxes are net of accounting adjustments and projected tax cap losses.

GENERAL FUND REVENUE - (\$157,093,623)

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 2018 to 2019. The percentage of the total that each represents, property taxes, elastic revenues and static revenues, has also slightly increased from the prior year.

2019 GENERAL FUND REVENUE: \$157.1M



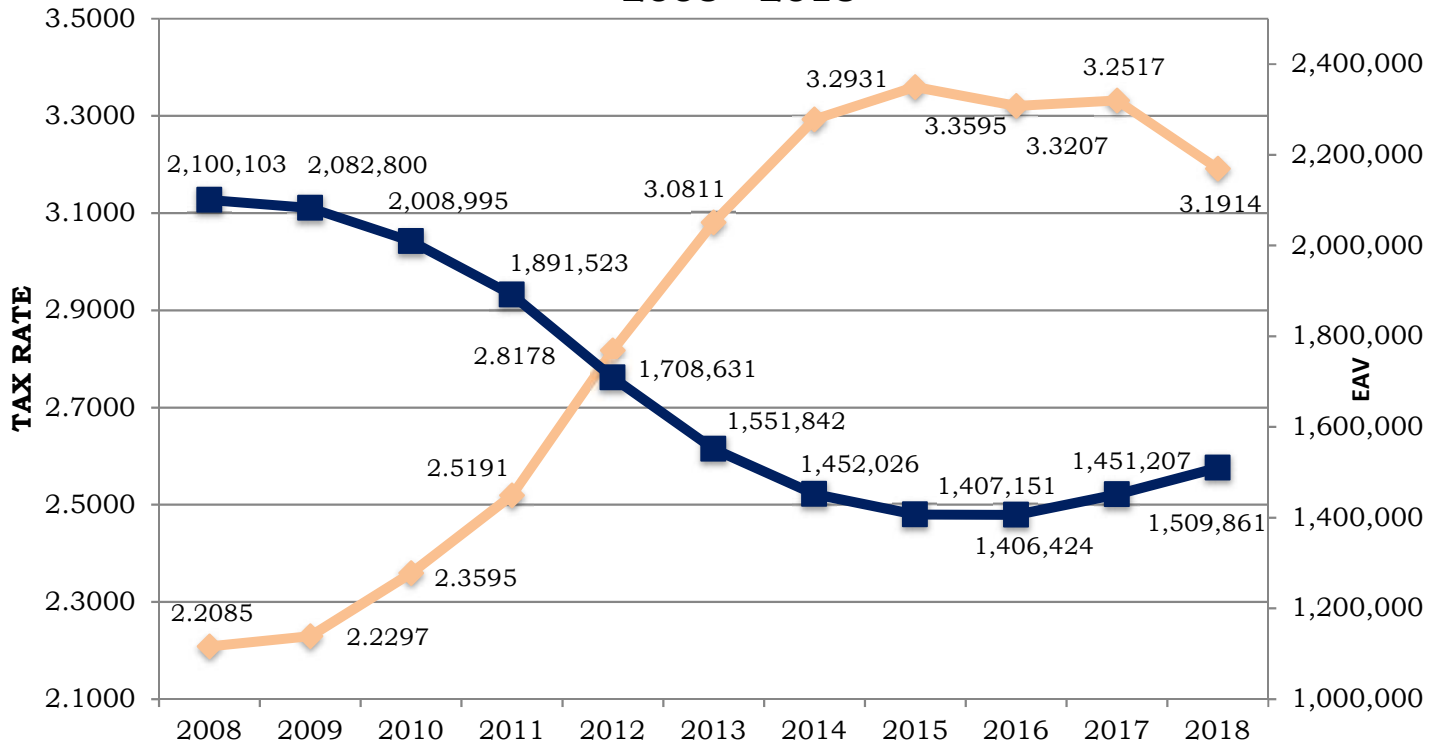
THE PROPERTY TAX

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.

2018 EAV is \$1,509,861,048 compared to the previous year's \$1,451,206,572. The increase is due to estimated new construction of \$2.6 million and annexations. Increases in EAV due to annexation of new areas were \$3.3 million in 2018. EAV change estimates will be 2% for 2019-2021.

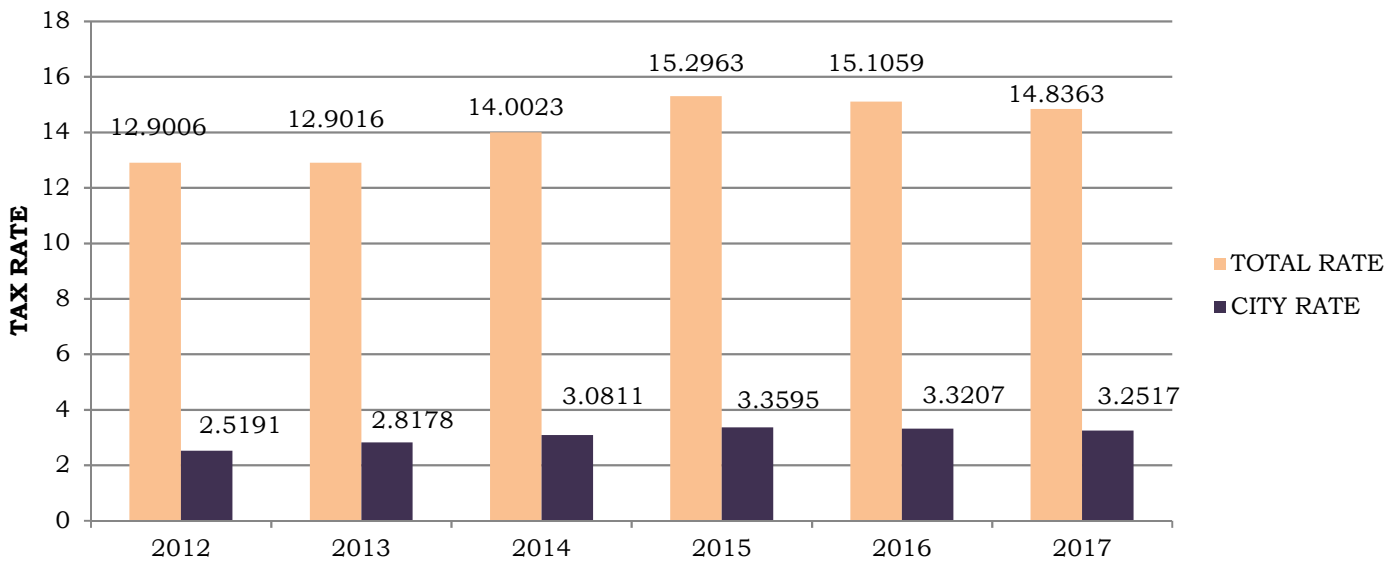
The graph below illustrates the relationship between EAV and the property tax rate. Poor EAV performance puts pressure on the rate if levies are increased to raise revenue. Given the fact that rates are fixed for a number of levies and that the City is at the maximum for many limited levies, this has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

**PROPERTY TAX RATE ASSOCIATED WITH LEVY
RATE SETTING EAV
2008 - 2018**



As the All City Tax Rate Graph illustrates, tax rates for both the City and all taxing districts decreased a total of 26.96 cents in 2018. The City tax rate decreased 6.9 cents. Tax rate changes for the remaining six taxing districts ranged from a decrease of 15.35 cents for the school district to an increase of 0.01 cents for the township; overall, there was a decrease of 26.96 cents for these units.

**CITY OF ROCKFORD, ILLINOIS
ALL CITY TAXING DISTRICT COMBINED 2012-2017**



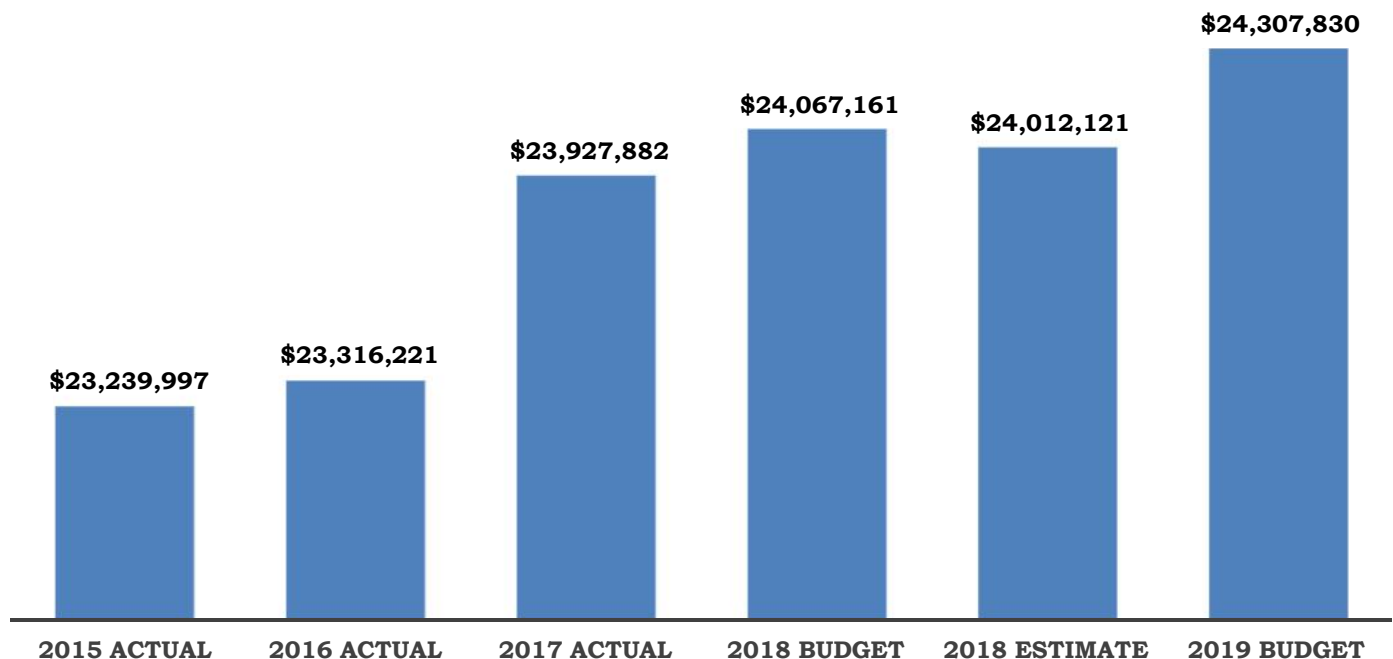
The City rate for the 2017 levy is 22% of the total rate of \$14.8363. 2018 EAV and rates are not yet finalized. It is the City's goal to maintain a stable tax rate in order to remain competitive with surrounding communities and unincorporated areas in economic development and annexation efforts.

The 2017 City rate is \$3.25. \$3.13 for operations and \$0.12 for debt service. 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 2019 budget estimates \$24,307,830 which is 1.00% (\$240,669) more than the 2018 budget (\$24,067,161). 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 two percent for both the growth and inflation rate.

SALES TAX REVENUE 2015-2019



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 2017 and 2018 are \$3,874,287 and \$4,357,281 respectively. 2019 budgeted revenue is \$4,250,000.

The City receives a 6% phone tax. Revenues for 2017 and 2018 are \$3,567,762 and \$3,387,398 respectively. 2019 budgeted revenue is \$3,416,400.

The City implemented a 5% water utility tax in 2003. Revenues for 2017 and 2018 are \$1,295,913 and \$1,326,076 respectively. 2019 budgeted revenue is \$1,390,500.

The City implemented a 5% electric utility tax in 2018. Revenue for 2018 is \$3,525,598. 2019 budgeted revenue is \$6,962,000.

The City implemented a 5% natural gas utility tax in 2018. Revenue for 2018 is \$794,016. 2019 budgeted revenue is \$2,160,000.

OTHER GENERAL FUND REVENUE

License and inspection estimates have increased \$104,670 from \$5,144,570 in 2018 to \$5,249,240 in 2019. Building inspection fees in excess of \$100,000 per project are considered unusual and are not budgeted.

The 2018 estimated actual of \$6,101,996 is \$957,426 over budget, reflecting many increases and decreases in licenses issued. Primary increases occurred in building permits (\$985,209).

The 2019 intergovernmental revenue budget estimate is \$25,466,545, an increase of \$836,862 from 2018's \$ 24,662,683. The most significant increase was the State Income Tax (\$954,211) offset by decreases in Winnebago County (\$255,386). Due to the volatile nature of replacement taxes, a fixed growth assumption is not used; rather, annual results are analyzed.

The 2018 intergovernmental actual is estimated to increase from the original budget by \$305,202. Replacement taxes, a state revenue source distinguished by its instability since its inception in 1978, came in \$267,974 above estimate. 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. State Income Tax over performed the estimate by \$1,132,129.

Service charges, budgeted at \$6,469,230 for 2018, have increased \$12,697,469 to \$19,396,699 for 2019. This is primarily due to a consolidation of the Sanitation Fund to General Fund.

General Fund fine revenue can vary depending on economic conditions. The 2019 budget estimate is \$1,478,000, an increase of \$25,500 from 2018's \$1,452,500. A increase in neighborhood fines (\$20,500) and false alarm fines (\$9,000) offset by decreases in liquor commission fines (\$5,000).

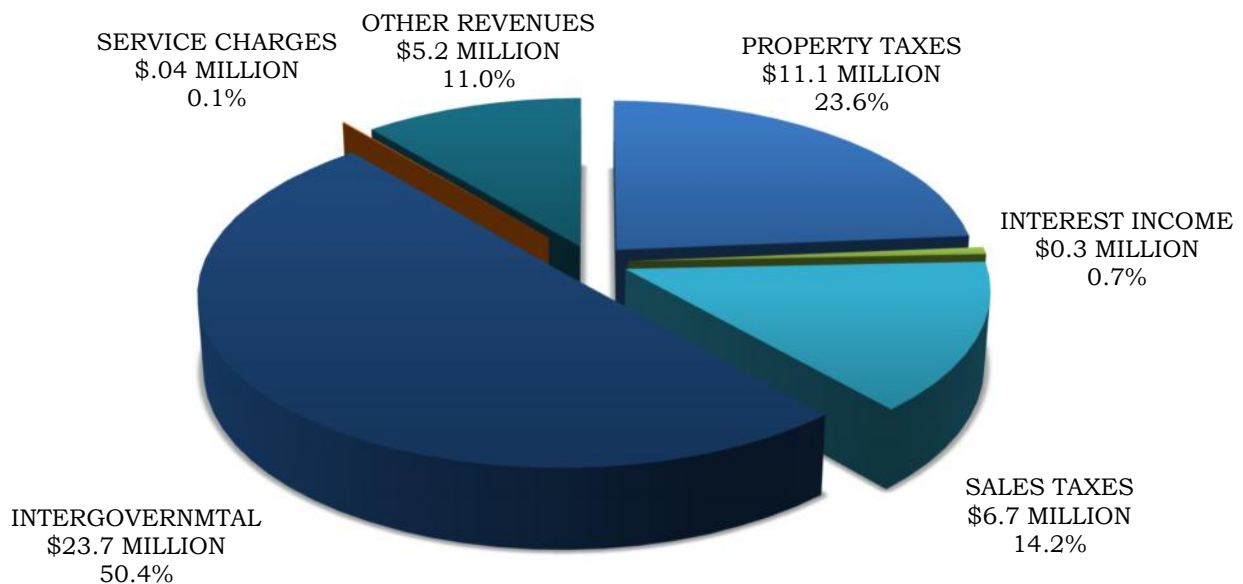
The 2018 interest income actual is estimated to increase from the \$200,000 budget by \$24,842. \$200,000 is estimated for 2019.

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 2018 budget and receipts were \$13,717,128 and \$23,971,564 respectively. 2019's budgeted \$12,355,846 is \$1,361,828 less than the prior year's budget and \$10,254,436 less than the actual primarily due to capital lease proceeds. Purchase of service reimbursements are increased annually to reflect increased costs.

Transfers total \$2,500,000 this year. The \$2,500,000 transfer from the Motor Fuel Tax Fund is designed to pay for street lighting and debt service for construction of police stations. The General Fund, in turn, transfers \$1,500,000 to the Capital Projects Fund to pay for designated projects.

2019 SPECIAL REVENUE FUNDS' REVENUE \$46,999,561



(2018- \$56,741,661)

The City utilizes twenty-nine special revenue funds. Although financing for this fund group has decreased from 2018's \$56.7 million, the revenue mix has been essentially unchanged since 1985. The decline in revenue from 2018 is largely driven by the consolidation of the Sanitation Fund into the General Fund.

Motor Fuel Tax Fund - This fund is financed by shared revenue payments (\$4,000,000) from the State of Illinois on motor fuel (19 cents per gallon) for road building and maintenance purposes. 2019 interest earnings are estimated at \$150,000.

Community Development Block Grant Fund - This fund, primarily involved with economic development and neighborhood rehabilitation, is financed by federal grants (\$3,271,999). Program income is estimated at \$45,000. The 2018 carryover of prior year funds and grant authorizations is \$3,271,999.

Redevelopment Fund - This fund, for redevelopment purposes and Metro Center Authority subsidy payments, has four revenue sources: motel/hotel tax (1%) - \$398,000; restaurant/lounge (1%) - \$3,561,000; package liquor (1%) - \$561,000. For 2017, receipts are \$6,949,041, \$1,519,741 above the estimate; with restaurant/lounge and motel coming in above estimates. This tax was originally authorized in 1978 and has been extended to 2028 to fund various projects.

Tourism-Promotion Fund - 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 - TIF districts receive revenues from property 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.

Retail TIFs – There are 18 Commercial Retail TIF Districts, East River, West Side #2, River District North, South Rockford, Assisted Living, West State and Kilburn, State and Central, Springfield Corners, North Main, North Main and Auburn, Main and Whitman, Midtown, Broadway, State and Alpine, East State and Mulford, Auburn Street, and Jefferson, Amerock Hotel. The primary function of the Retail Districts is to assist retail development and redevelopment the area to make the area more economically viable.

Industrial TIFs – There are seven industrial TIF Districts, Kishwaukee-Harrison #1 and #2, Preston and Central, Rockford Global Trade Park #1, #2, #3, and Global Trade Park South. The primary function of the Industrial Districts is to assist business development and redevelopment in the area to make the area more economically viable.

Residential TIFs - The six residential TIFs include Lincolnwood #1 and #2, Hope 6, Garrison School, River Oaks (Thatcher Blake River Walk), and Jackson School. The primary function of the Residential Districts is to assist in residential development and redevelopment of the area to make the area more economically viable.

Human Services - This fund is financed by two federal (\$6,941,273) and four state agencies (\$8,447,442) to provide services in Community Services, Headstart Preschool, Drug Free, Weatherization and Energy Assistance. Revenues tend to fluctuate based on grants and federal priorities.

Tuberculosis Sanitarium - Revenues are received from property taxes, user fees, and interest income. The property tax limit is \$970,000; currently the fund is at \$163,512.

Library Fund - This fund is financed by property taxes (\$7,380,000), state replacement taxes (\$748,465) fines (\$48,317), service charges and non-resident fees (\$36,000), grants (\$87,744), interest and rental income (\$9,602) and miscellaneous income (\$4,570,000). Of any City operating fund, the Library is most heavily dependent on the property tax as the largest source of revenue, 72.0%.

OTB Special Projects Fund - This fund, used for special projects, receives one percent of the handle from the local off-track betting parlor.

DEBT SERVICE REVENUE FUNDS - (\$13,888,516)

Debt Service Funds - These funds are funded by property taxes, tax abatements from TIF Districts, development funds, and OTB Special Projects Fund (\$6,190,913), the parking and water utilities (\$4,929,487), and sales tax (\$1,497,572). For further information, see Debt Service under Non-Operating Fund section.

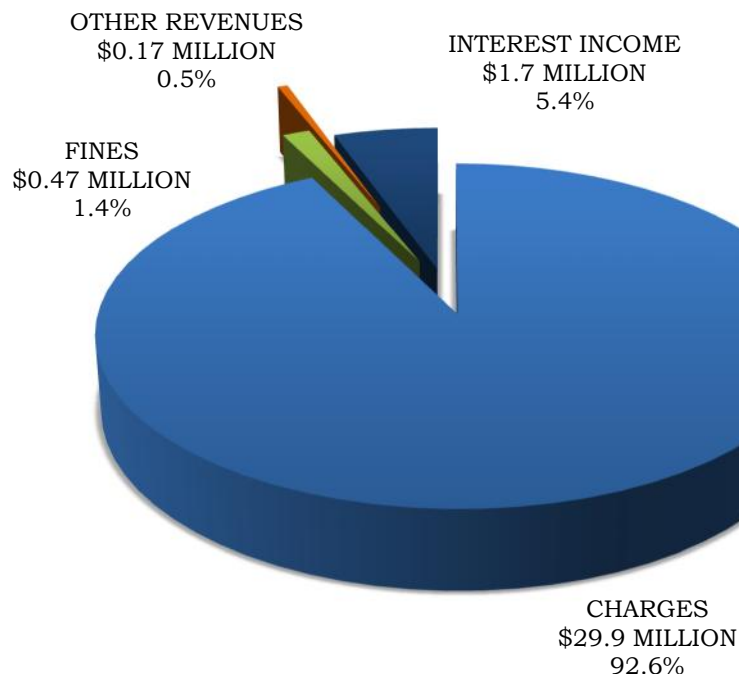
CAPITAL LEASE FUND REVENUE - (\$34,348,700)

Capital Project Funds - 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 - (\$32,264,080)

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

2019 ENTERPRISE FUNDS' REVENUES **\$32,264,080**



(2018 - \$31,976,350)

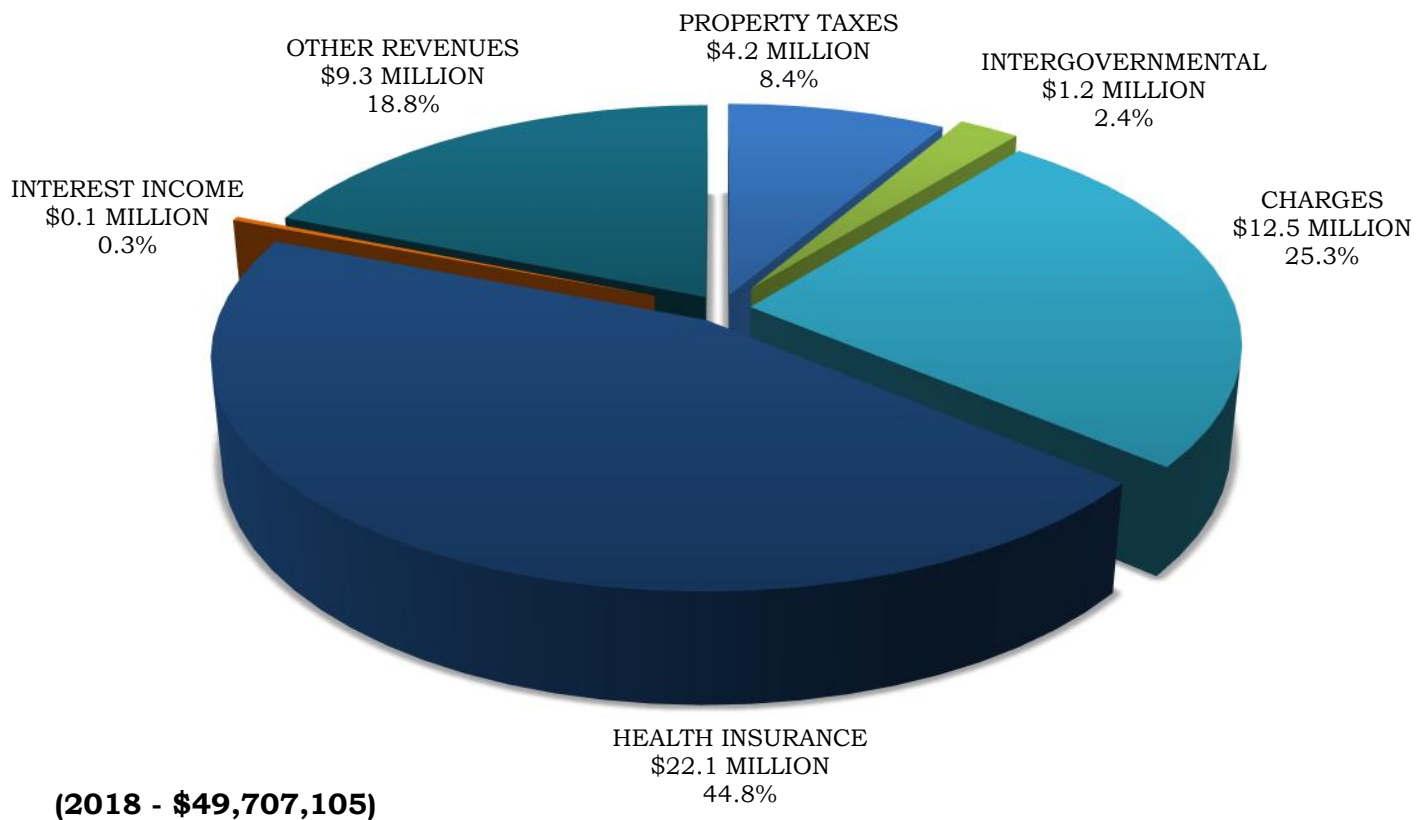
Water Fund - This fund is financed by user fees (\$29,987,000), installations and connections (\$901,000); interest income (\$200,000), and service charges to other funds and governmental agencies (\$204,780).

Parking Fund - The Parking System is financed by fines (\$463,500), permits and fees (\$1,548,500), and purchase of services (\$52,600).

INTERNAL SERVICE FUNDS REVENUES - (\$49,411,039)

The City uses eleven internal service funds. While financing for this fund group has increased from 2018's \$49,707,105 budget, the revenue mix is unchanged.

**2019 INTERNAL SERVICE FUNDS' REVENUES
\$49,707,105**



Property Fund - This fund, part of the Public Works Department, provides building maintenance for City facilities.

Equipment Fund - The Public Works Department operates garage facilities for vehicle maintenance for City departments at a central location.

Central Stores Fund - This fund, part of the Public Works Department, provides centralized inventory services for the entire Department.

Information Technology Fund - This fund finances the Information Technology department, which provides IT services to the entire City.

911 Communications Fund - Providing 911 communication services to public safety departments, this fund is financed by County revenues and City General Fund purchase of services.

Illinois Municipal Retirement Fund - The revenues for this fund finance retirement benefits for eligible employees, as well as Social Security contributions. Property taxes are estimated at \$3,072,267; replacement taxes at \$298,500; interfund transfers from non-property tax funds at \$2,320,184 and interest income at \$10,000 for 2019. The property tax rate is unlimited.

Unemployment Insurance Fund - The budget includes \$37,205 in property taxes and \$8,443 in interfund transfers from non-property tax funds, and \$10,000 in interest income. The property tax rate is unlimited.

Worker's Compensation Fund - Income for 2019 includes \$2,695,012 in property taxes, \$307,301 in interfund transfers from non-property tax funds, and \$70,000 in interest income. The property tax rate is unlimited for this purpose.

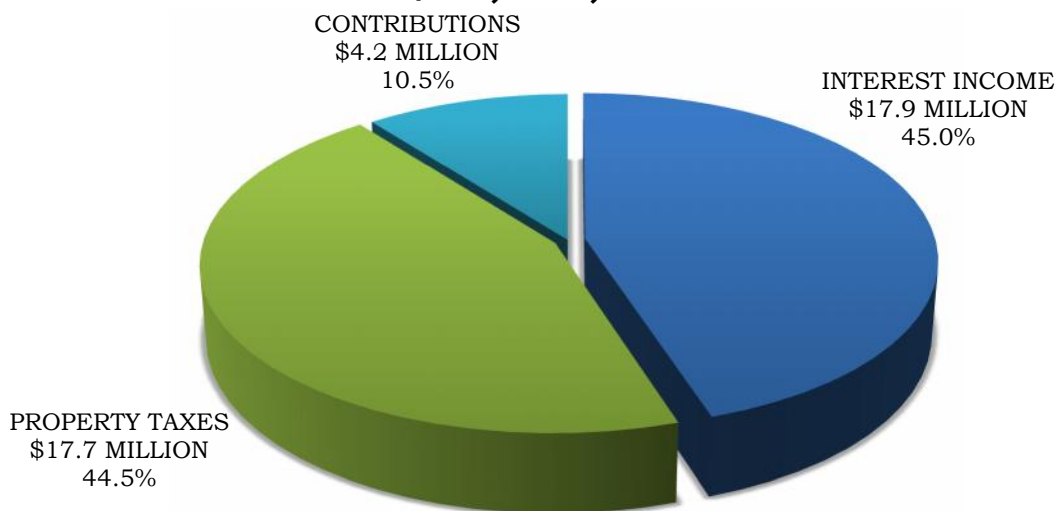
Health Insurance Fund - The City operates a self-insured plan for active employees and retirees. The City's share of \$19,845,288 is supplemented by employees and retired employee contributions of \$2,867,280.

Risk Management Fund - This fund, used for the payment of claims, judgments, insurance premiums and general self-insured losses, is financed by an unlimited levy (\$1,092,773), departmental charges (\$732,120), and insurance reimbursements (\$150,000).

PENSION FUNDS REVENUES – (\$37,729,103)

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

2019 PENSION TRUST FUNDS' REVENUES \$37,729,103



(2018 - \$37,210,914)

Police Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$7,311,769 and state replacement taxes, \$895,469), member contributions (\$2,157,400), investment income (\$5,762,000), and fair value appreciation (\$5,000,000). The interest rate assumption for 2019 is 7.5% (2018 estimated return -3.90%).

Fire Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$8,405,099 and state replacement taxes, \$1,074,925), member contributions (\$1,885,900) and investment income (\$5,104,541), and fair value appreciation (\$2,000,000). The interest rate assumption for 2018 is 7.5% (2018 estimated return -4.10%).

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														
	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
CITY DEPARTMENTS														
MAYOR'S OFFICE	X													
CITY COUNCIL	X													
LEGAL DEPARTMENT	X			X									X	
FINANCE DEPARTMENT	X		X	X	X	X							X	X
INFORMATION TECHNOLOGY DEPARTMENT														
HUMAN RESOURCES DEPARTMENT	X													
BOARD OF ELECTIONS	X													
CD ADMINISTRATION	X													
CD BUSINESS GROUP				X	X									
CD REDEVELOPMENT					X	X								
CD TOURISM PROMOTION						X								
TIF FUNDS							X							
PLANNING DIVISION	X						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	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 DIVISION														
EQUIPMENT DIVISION														
CENTRAL SUPPLY DIVISION														
WATER DIVISION	X													X
POLICE PENSION														
FIRE PENSION														
IMRF PENSION														
HEALTH INSURANCE														
UNEMPLOYMENT														
WORKER'S COMPENSATION														
DEBT MANAGEMENT												X		
OTB SPECIAL PROJECTS											X			
RISK MANAGEMENT														
NORTHERN ILLINOIS WORKFORCE ALLIANCE	X													

DEPARTMENT FUNDING														
	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
CITY DEPARTMENTS														
MAYOR'S OFFICE														
CITY COUNCIL														
LEGAL DEPARTMENT												X		
FINANCE DEPARTMENT	X											X	X	X
INFORMATION TECHNOLOGY DEPARTMENT					X									
HUMAN RESOURCES DEPARTMENT									X		X			
BOARD OF ELECTIONS														
CD ADMINISTRATION														
CD BUSINESS GROUP														
CD REDEVELOPMENT														
CD TOURISM PROMOTION														
TIF FUNDS														
PLANNING 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 DIVISION		X												
EQUIPMENT DIVISION			X											
CENTRAL SUPPLY DIVISION				X										
WATER DIVISION														
POLICE PENSION													X	
FIRE PENSION														X
IMRF PENSION							X							
HEALTH INSURANCE											X			
UNEMPLOYMENT								X						
WORKER'S COMPENSATION									X					
DEBT MANAGEMENT														
OTB SPECIAL PROJECTS														
RISK MANAGEMENT												X		
NORTHERN ILLINOIS WORKFORCE ALLIANCE														

YEAR END FINANCIAL CONDITION

Fund balances for the 2019 budget year ending December 31, 2018 are deemed to be sufficient to insure a healthy financial condition for the City. Of the five 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. The Redevelopment fund can also be included. All of these project funds should turn positive before their current legal authority ends.

The Risk Management Fund carries deficit due to incurred claim estimates that are adjusted annually. The City has a long term funding plan in place to fund future claims.

The RMAP fund has a temporary deficit due to startup costs. This will be corrected over several years. The Human Services and Parking 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 (UNAUDITED)
2018 ACTUAL

FUND	BEGINNING BALANCE 1/1/18	REVENUES	EXPENDITURES EXPENSES	EXCESS (DEFICIT)	ADJUSTMENTS	ENDING BALANCE 12/31/18
GENERAL-OPERATING	\$30,616,617	\$148,494,371	\$141,210,600	\$7,283,771		\$37,900,388
SPECIAL REVENUE						
MOTOR FUEL TAX	9,138,256	4,080,851	4,567,270	(486,419)		8,651,837
COMMUNITY DEVELOPMENT	1,529,020	3,772,775	4,724,651	(951,875)		577,145
REDEVELOPMENT TAX	9,824	7,033,484	5,294,033	1,739,451		1,749,275
TOURISM PROMOTION TAX	983,762	2,271,426	2,296,305	(24,879)		958,883
TAX INCREMENT DISTRICTS	(8,399,064)	3,520,066	4,213,495	(693,430)		(9,092,494)
HUMAN SERVICES	832,850	18,454,301	16,823,406	1,630,895		2,463,745
TUBERCULOSIS SANITARIUM	182,302	159,330	152,618	6,711		189,013
LIBRARY	9,996,865	9,295,394	8,559,972	735,423		10,732,288
OTB SPECIAL PROJECTS	0	67,615	67,615	0		0
DEBT SERVICE	10,534,629	23,362,412	25,197,883	(1,835,472)	4,767,812	13,466,969
CAPITAL REPLACEMENT	969,128	2,958,602	3,209,058	(250,456)		718,672
CAPITAL PROJECT	2,442,678	28,885,888	28,890,272	(4,384)		2,438,294
ENTERPRISE						
WATER SYSTEM	149,964,211	29,384,735	26,418,324	2,966,412		152,930,623
PARKING SYSTEM	11,762,351	1,755,274	2,643,190	(887,916)		10,874,435
INTERNAL SERVICE						
PUBLIC WORKS PROPERTY	1,963,044	3,637,495	3,062,807	574,688		2,537,732
PUBLIC WORKS EQUIPMENT	504,133	4,097,587	3,665,292	432,295		936,428
PUBLIC WORKS CENTRAL STORES	346,258	470,527	485,155	(14,629)		331,629
911 COMMUNICATIONS	46,769	5,604,120	5,722,470	(118,350)		(71,581)
IMRF PENSION	79,712	6,723,264	6,714,562	8,702		88,414
UNEMPLOYMENT INSURANCE	832,496	195,571	1,181,555	(985,985)		(153,489)
WORKER'S COMPENSATION	1,341,375	3,542,638	4,966,985	(1,424,347)		(82,972)
RISK MANAGEMENT	(8,209,102)	1,976,254	1,616,331	359,922		(7,849,180)
INFORMATION TECHNOLOGY	1,243,151	3,862,126	3,806,414	55,712		1,298,863
HEALTH INSURANCE	1,943,540	21,382,033	22,021,309	(639,276)		1,304,264
PENSION						
POLICE PENSION	203,227,687	20,242,764	17,777,105	2,465,658	(8,207,238)	197,486,107
FIRE PENSION	171,052,699	15,990,956	18,782,850	(2,791,894)	(9,480,024)	158,780,781
ELIMINATIONS & ADJUSTMENTS	0	(97,435,403)	(89,130,170)	(8,305,233)	8,305,233	0
	<u>\$597,691,203</u>	<u>\$287,598,691</u>	<u>\$288,986,843</u>	<u>(\$1,388,152)</u>	<u>(\$4,614,217)</u>	<u>\$591,688,834</u>

Mayor's Office

MISSION STATEMENT

It is the mission of the Mayor's Office to provide the leadership, vision, and direction to the programs and services provided to the residents of Rockford.

PRIMARY FUNCTIONS

The primary function of the Mayor's office provide administrative and policy-making functions and work with City Department leaders to oversee and execute the daily operations for the City of Rockford.

OBJECTIVES FOR FISCAL YEAR 2019

-) Work to reduce the property tax burden on residents and property owners.
-) Continue investing in public safety initiatives.
-) Develop programs to improve the health and safety of our neighborhoods including pursuit of Land Bank and comprehensive program for Winnebago County Trustee.
-) Enhance communications both within the City organization and with residents, media and community partners.
-) Continue efforts to cut operational costs through organizational efficiencies and review of National Resource Network recommendations.
-) Aggressively pursue development opportunities to grow the Rockford economy.
-) Implement programs and initiatives that follow the Guiding Principles developed with and adopted by City Council in October 2017. These include:
 - o Leadership & Communication
 - o City of Rockford Economy & Finances
 - o Safety
 - o Infrastructure & Investment
 - o Business Climate
 - o Entertainment & Quality of Life
 - o Safe & Vibrant Neighborhoods (Resident Quality & Inclusion)
 - o Education
-) Continue to take advantage of River Edge Redevelopment grants in the downtown area.
-) Partner with local educational institutions and civic and economic development groups on developing coordinated networks to grow major industry clusters, including health care, aerospace, the arts, and the tourism and hospitality industries, arts professionals, and arts supporters to determine how we can leverage our resources to build a world class arts education network.
-) Engage and support citizen involvement in City planning and activities.
-) Build and support intergovernmental relationships, collaboration, and advocacy.
-) Continue work in establishing opportunities for international trade and economic growth.
-) Continue to pursue state legislative agenda focusing on pension reform, collective bargaining reform, local preference ordinances, blight reduction, life-assist reimbursement, investments at Chicago/Rockford International Airport, protection of state-disbursed municipal revenues, other pro municipal government legislation, and a new casino for Rockford.

Mayor's Office

MAYOR'S OFFICE BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$534,189	\$676,494	\$639,751	\$672,667	(\$3,827)
CONTRACTUAL	208,451	170,042	180,733	199,494	29,452
SUPPLIES	21,130	10,000	20,995	10,000	0
OTHER	<u>7,956</u>	<u>1,746</u>	<u>1,746</u>	<u>1,830</u>	<u>84</u>
	<u>\$771,726</u>	<u>\$858,282</u>	<u>\$843,225</u>	<u>\$883,991</u>	<u>\$25,709</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$64,307	\$81,626	\$81,626	\$85,689	\$4,063
GENERAL REVENUES	<u>626,473</u>	<u>690,100</u>	<u>776,656</u>	<u>798,302</u>	<u>21,646</u>
TOTAL	<u>\$690,780</u>	<u>\$771,726</u>	<u>\$858,282</u>	<u>\$883,991</u>	<u>\$25,709</u>

MAYOR'S OFFICE AUTHORIZED POSITIONS

	POSTION	2018	2019	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
MAYOR	ELECTED	1.00	1.00	0.00
CITY ADMINISTRATOR	317	1.00	1.00	0.00
CHIEF OF STAFF	214	1.00	1.00	0.00
EXECUTIVE COORDINATOR TO THE MAYOR	107	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflects a 2% wage adjustment, as well as increases in health insurance offset by decreases in Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense.
-) Contractual expenses increase \$29,452 primarily due to changes in purchase of services and miscellaneous contractual expenses.
-) Estimated lease payments for vehicle payments in 2019 are budgeted at \$1,830.

CAPITAL EQUIPMENT

There are no capital items budgeted for the Mayor's Office in 2019.

City Council

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) 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

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$327,104	\$328,298	\$320,652	\$325,516	(\$2,782)
CONTRACTUAL	178,471	176,280	174,624	177,240	960
SUPPLIES	<u>4,569</u>	<u>4,500</u>	<u>2,975</u>	<u>4,500</u>	<u>0</u>
TOTAL	<u>\$510,144</u>	<u>\$509,078</u>	<u>\$498,251</u>	<u>\$507,256</u>	<u>(\$1,822)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$34,951	\$32,955	\$33,600	\$28,996	(\$4,604)
GENERAL REVENUES	<u>474,453</u>	<u>477,189</u>	<u>475,478</u>	<u>478,260</u>	<u>2,782</u>
TOTAL	<u>\$509,404</u>	<u>\$510,144</u>	<u>\$509,078</u>	<u>\$507,256</u>	<u>(\$1,822)</u>

CITY COUNCIL AUTHORIZED POSITIONS

	POSTION	2018	2019	INCREASE/
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
POSITION TITLE	ELECTED	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>14.00</u>	<u>14.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel numbers reflect a decrease in Illinois Municipal Retirement Fund (IMRF) rates offset by increases in health insurance costs.
-) Contractual expenses increase \$960 primarily due to increases in building rental.

Legal Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-] Support Community and Economic Development Department through effective drafting and review of development and incentive agreements.
-] Increase living wage jobs by continuing expansion of Diversity Procurement Policy to include workforce data.
-] Promote and support the utilization of the City Council eAgenda and docketing system.
-] Stewardship of the Elected and Appointed Officials Open Meetings Act Training, Open Meetings Act compliance and Freedom of Information Act compliance.
-] Support code enforcement, landlord tenant registry programs, and neighborhood associations.
-] Pursue right of way acquisition for infrastructure improvement projects.
-] Expand demolition initiatives with not-for-profit partners and end use strategies for post demolition properties through foreclosures and other means of collection
-] Support the City's direct lobbying efforts and the Illinois Municipal League legislative initiatives.
-] Maintain efficient services and control costs through support of labor negotiations.
-] Manage internal and external litigation matters and continue integration of third party claims processes.
-] Increase efficiency and revenues from code enforcement through expansion of administrative hearing process.
-] Reduce crime by effective ordinance adoption and enforcement and support of parolee and probationer re-entry initiatives.
-] Continue to sell surplus City-owned properties to private ownership using all available means, including the multiple listing service.
-] Update the City's Women and Minority Business Enterprise policy.
-] Create a grants manual.
-] Continue to support the City's blight reduction efforts through outreach with property owners and neighbors, and, when necessary, enforcement of code compliance through administrative and judicial proceedings.
-] Continue to support the City's goal to be more business friendly by updating ordinances and policies.

Legal Department

LEGAL DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,208,952	\$1,295,767	\$1,295,696	\$1,331,421	\$35,654
CONTRACTUAL	280,840	308,166	292,821	294,606	(13,560)
SUPPLIES	<u>31,784</u>	<u>28,160</u>	<u>28,057</u>	<u>31,500</u>	<u>3,340</u>
TOTAL	<u>\$1,521,576</u>	<u>\$1,632,093</u>	<u>\$1,616,574</u>	<u>\$1,657,527</u>	<u>\$25,434</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$179,640	\$179,640	\$184,114	\$161,548	(\$22,566)
MAGISTRATE FINES	180,000	180,000	180,000	180,000	0
PURCHASE OF SERVICES	725,952	725,952	725,952	687,015	(38,937)
GENERAL REVENUES	<u>442,003</u>	<u>435,984</u>	<u>542,027</u>	<u>628,964</u>	<u>86,937</u>
TOTAL	<u>\$1,527,595</u>	<u>\$1,521,576</u>	<u>\$1,632,093</u>	<u>\$1,657,527</u>	<u>\$25,434</u>

LEGAL DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
LEGAL DIRECTOR	316	1.00	1.00	0.00
CITY ATTORNEY	213	2.00	2.00	0.00
LAND TRANSACTIONS OFFICER	108	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	108	3.00	3.00	0.00
DIVERSITY PROCUREMENT OFFICER	108	1.00	0.00	(1.00)
CONTRACT & GRANT COMPLIANCE OFFICER	108	0.00	1.00	1.00
CITY COUNCIL CLERK	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	3.00	3.00	0.00
OFFICE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>13.00</u>	<u>13.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a 2% wage adjustment as well as increases in health insurance offset by decreases in Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense.
-) Contractual expenses decrease \$13,560 primarily due to decreases in attorney fees, software purchases offset by increases in professional fees and education expenses.
-) Supplies expenses increase \$3,340 primarily due to increases in office supplies.

Legal Department

LEGAL DEPARTMENT PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
CLAIMS FILED	143	200	262	220
CLAIMS APPROVED	19	19	14	15
\$ VALUE OF APPROVED CLAIMS	43,574	37,000	38,618	40,000
AVG DAYS TO APPROVE CLAIMS	118	85	80	80
CLAIMS DENIED	124	150	238	205
AVG DAYS TO DENY CLAIMS	30	33	30	30
AVG DAYS TO INVESTIGATE CLAIMS	20	20	15	15

Finance Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are five primary operating functions within the Finance Department:

- **Administration** - The Administration division is responsible for the management of the financial affairs of the City, debt management, and the supervision of personnel operations within the Finance Department.
- **Central Services** - The Central Services division is responsible for financial planning and budget, risk management, centralized purchasing, and mail 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, auditing functions, manage the police and fire pension funds and invest idle City funds.
- **Customer Service Center** - The purpose of the Customer Service Division is to collect various revenues, perform meter reading services, and handle customer calls for City Departments.

OBJECTIVES FOR FISCAL YEAR 2019

-) Achieve the Distinguished Budget Presentation Award for the 35th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 39th consecutive year from the Government Finance Officer's Association.
-) Implement Munis Executime, a new City-wide timekeeping and scheduling system.
-) Implement Munis Bid Management and eProcurement modules for online bidding and Vendor Self Service for accounts payable and purchasing.
-) Update the City's water billing ordinance to encourage the least cost billing methods.
-) Continue to refine the City's five-year financial forecast and make recommendations for long-term fiscal stability and budget balance.

Finance Department

FINANCE DEPARTMENT BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$2,780,067	\$2,828,073	\$2,675,450	\$2,642,805	(\$185,268)
CONTRACTUAL	1,052,568	1,106,485	1,109,548	1,354,465	247,980
SUPPLIES	19,544	30,900	33,292	34,900	4,000
OTHER	<u>3,450,188</u>	<u>2,914,213</u>	<u>2,915,613</u>	<u>2,868,513</u>	<u>(45,700)</u>
TOTAL	<u>\$7,302,368</u>	<u>\$6,879,671</u>	<u>\$6,733,903</u>	<u>\$6,900,683</u>	<u>\$21,012</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$264,597	\$299,741	\$249,682	\$206,095	(\$43,587)
PURCHASE OF SERVICES	2,766,150	3,133,546	2,548,613	2,358,577	(190,036)
GENERAL REVENUES	<u>5,175,094</u>	<u>3,869,081</u>	<u>4,081,376</u>	<u>4,336,011</u>	<u>254,635</u>
TOTAL	<u>\$8,205,841</u>	<u>\$7,302,368</u>	<u>\$6,879,671</u>	<u>\$6,900,683</u>	<u>\$21,011</u>

FINANCE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
FINANCE DIRECTOR	316	1.00	1.00	0.00
CENTRAL SERVICES MANAGER	212	1.00	1.00	0.00
ACCOUNTING MANAGER	212	1.00	1.00	0.00
CUSTOMER SERVICE MANAGER	111	1.00	1.00	0.00
PAYROLL ADMINISTRATOR	110	1.00	1.00	0.00
PRINCIPAL ACCOUNTANT	110	1.00	2.00	1.00
SR ACCOUNTANT	109	1.00	0.00	(1.00)
SR FINANCIAL ANALYST	109	1.00	1.00	0.00
CUSTOMER SERVICE SUPERVISOR	108	1.00	1.00	0.00
FINANCIAL ANALYST	107	2.00	2.00	0.00
ACCOUNTANT	107	3.00	3.00	0.00
SENIOR ADMIN. ASSISTANT	105	1.00	1.00	0.00
CENTRAL SERVICES TECHNICIAN	A-23	2.00	1.00	(1.00)
SENIOR ACCOUNT CLERK	A-21	3.00	4.00	1.00
CSC TEAM LEAD	A-21	4.00	4.00	0.00
CUSTOMER SERVICE REP	A-20	9.00	9.00	0.00
METER READER	A-19	2.00	0.00	(2.00)
ACCOUNT CLERK	A-19	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
TOTAL PERSONNEL		<u>36.00</u>	<u>33.00</u>	<u>(3.00)</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a decrease of \$185,268 primarily due to changes in water meter reader staff and central services technician offset by 2% wage adjustment.
-) The elimination of the Audit Fund resulted in an increase of \$247,980 in service contracts due to reallocation of expenses to Finance.

Finance Department

-) Supplies increase \$4,000 primarily due to office supplies and computer purchases.
-) Miscellaneous contracts decrease \$45,700 mainly due to reductions of sales tax rebate program.
-) Of the 33 staff assigned to Finance Department, 22.9 are direct reimbursements.

FINANCE DEPARTMENT PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
TOTAL BILLS	626,700	632,000	627,946	630,000
PAPER	485,700	488,000	470,728	460,000
EBILL	141,000	144,000	157,218	170,000
CITY HALL PAYMENTS	150,000	160,000	162,400	166,000
WALK IN	115,000	123,000	115,537	119,000
MAIL	35,000	37,000	46,863	47,000
REMITCO	225,000	240,000	204,146	220,000
ONLINE BANKING	96,000	100,000	89,513	90,000
ONLINE LEVEL ONE	151,000	160,000	171,307	190,000
PHONE	68,200	70,000	73,531	74,000
COMED	7,000	9,000	5,901	7,000
CUSTOMER SERVICE CENTER CALLS	76,000	80,000	71,986	75,000
ABANDONED CALLS	3%	6%	4%	6%
AVG TIME TO ANSWER CALLS (SECONDS)	22	30	43	45
AVG CALL LENGTH (SECONDS)	198	200	216	220
NUMBER OF PURCHASE ORDERS ISSUED	5,430	4,200	4,769	4,700
NUMBER OF BIDS/RFPS ISSUED	160	165	135	165

Information Technology Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Begin implementation of new Computer Aided Dispatch and Records Management System.
-) Support the implementation of new Ordinance Ticketing System.
-) Support the implementation of Electronic Plan Review System.
-) Implement a Disaster Recovery System.

INFORMATION TECHNOLOGY BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$650,552	\$595,419	\$650,552	\$676,647	\$81,228
CONTRACTUAL	2,075,203	2,698,819	2,057,049	2,764,713	65,894
SUPPLIES	266,781	91,000	265,267	91,000	0
OTHER	<u>603,897</u>	<u>561,000</u>	<u>650,388</u>	<u>417,090</u>	<u>(143,910)</u>
TOTAL	<u>\$3,596,433</u>	<u>\$3,946,238</u>	<u>\$3,623,256</u>	<u>\$3,949,450</u>	<u>\$3,212</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL FUND TRANSFERS	\$2,277,712	\$2,509,610	\$2,803,285	\$2,933,417	\$130,132
OTHER FUND TRANSFERS	<u>1,099,691</u>	<u>1,211,653</u>	<u>1,494,193</u>	<u>1,362,487</u>	<u>(131,706)</u>
TOTAL	<u>\$3,377,403</u>	<u>\$3,721,263</u>	<u>\$4,297,478</u>	<u>\$4,295,904</u>	<u>(\$1,574)</u>

INFORMATION TECHNOLOGY AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
IT DIRECTOR	315	1.00	1.00	0.00
SENIOR IT SPECIALIST	109	2.00	2.00	0.00
IT SPECIALIST	109	1.00	1.00	0.00
IT SYSTEMS TECHNICIAN	107	0.00	1.00	1.00
COMMUNICATIONS MGR	111	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>6.00</u>	<u>1.00</u>

Information Technology Department

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect an additional IT Systems Tech position, reallocated from Police Department, as well as increases in health insurance and overtime costs offset by decreases in Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense.
-) Contractual services increase \$65,894 primarily due to equipment maintenance, consulting fees and increases to purchase of services.
-) Depreciation expenses decrease by \$142,140 and purchase of services decrease by \$1,500.

INFORMATION TECHNOLOGY FIVE YEAR FORECAST

The 2020-2024 forecasts assume operations will continue as they are programmed for 2019 and that costs will increase annually. Budgets are developed so funds are annually available for fixed assets. Since this is an internal service fund, charges will recover expenditures.

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$4,468	\$4,647	\$4,833	\$5,026	\$5,227
EXPENDITURES	<u>4,107</u>	<u>4,271</u>	<u>4,442</u>	<u>4,620</u>	<u>4,805</u>
EXCESS (DEFICIT)	<u>361</u>	<u>376</u>	<u>391</u>	<u>406</u>	<u>422</u>
BEGINNING BALANCE	<u>1,239</u>	<u>1,600</u>	<u>1,976</u>	<u>2,367</u>	<u>2,773</u>
ENDING BALANCE	<u>\$1,600</u>	<u>\$1,976</u>	<u>\$2,367</u>	<u>\$2,773</u>	<u>\$3,195</u>

INFORMATION TECHNOLOGY FIXED ASSETS

Planned fixed assets include network upgrades, a disaster recovery site, core switch, and storage upgrades for 2019:

DESCRIPTION	QUANTITY	BUDGET EACH	TOTAL BUDGET
DELL SERVERS	5	\$15,000	\$75,000
NETWORK UPGRADES	1	100,000	100,000
ADDITIONAL SOLID STATE STORAGE	1	100,000	100,000
TAPE LIBRARY UPGRADE	1	100,000	100,000
VOIP SYSTEM UPGRADE	1	100,000	100,000
SHAREPOINT UPGRADE	1	60,000	60,000
MISC	<u>1</u>	50,000	<u>50,000</u>
TOTAL	11		\$585,000

INFORMATION TECHNOLOGY FUND PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
SERVER AVAILABILITY	99.980%	99.990%	99.990%	99.990%
% WITHIN TARGET	90.360%	90.000%	93.100%	90.000%
NETWORK AVAILABILITY	99.980%	99.990%	99.990%	99.990%
% WITHIN TARGET	89.670%	90.000%	92.760%	90.000%
WORKORDERS OPENED	9,072	8,500	9,230	9,000
WORKORDERS CLOSED	9,161	8,500	9,309	9,000

Human Resources Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Improve recruiting methodology beyond advertising – adding tools that allow for better outreach, inclusion and diverse applicant pools.
-) Enhance new employee orientation to include a cross section of the City's leaders and the City's guiding principles.
-) Utilize annual evaluations, surveys, and additional feedback tools to identify technical, management/supervisory and leadership skill gaps for management.
-) Create and implement a management-training program that focuses on specific leadership competencies, day to day operational and compliance issues.
-) Conduct quarterly customer service surveys and an annual employee feedback survey to better gauge the needs of the organization.
-) Monitor the COR Wellness Center to report return on investment, population engagement and activity participation and increase dependent participation.
-) Establish a strategic growth build-out plan for the additional space located at COR Wellness Center. Integrating employee and community needs/wants into the development of the vacant space.
-) Continue to partner with the employees of the Wellness Group to proactively plan the 2019 wellness activities and events.
-) Revamp the employee performance evaluation tool for non-represented employees.
-) Conduct bi-annual salary analysis and adjust the compensation program accordingly.

Human Resources Department

HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$476,725	\$534,530	\$534,464	\$540,886	\$6,356
CONTRACTUAL	184,827	190,865	184,915	170,915	(19,950)
SUPPLIES	<u>1,394</u>	<u>4,600</u>	<u>2,141</u>	<u>5,500</u>	<u>900</u>
TOTAL	<u>\$662,946</u>	<u>\$729,995</u>	<u>\$721,520</u>	<u>\$717,301</u>	<u>(\$12,694)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$76,865	\$76,865	\$76,620	\$66,897	(\$9,723)
TRANSFERS FROM HEALTH FUND	158,060	158,060	178,180	182,460	4,280
TRANSFER FROM WC FUND	95,300	95,300	101,500	103,900	2,400
GENERAL REVENUES	<u>355,730</u>	<u>332,721</u>	<u>373,695</u>	<u>364,044</u>	<u>(9,651)</u>
TOTAL	<u>\$685,955</u>	<u>\$662,946</u>	<u>\$729,995</u>	<u>\$717,301</u>	<u>(\$12,694)</u>

HUMAN RESOURCES DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
HUMAN RESOURCES DIRECTOR	315	1.00	1.00	0.00
ASSOCIATE DIRECTOR	212	1.00	1.00	0.00
HR SPECIALIST	107	1.00	1.00	0.00
HR GENERALIST	107	1.00	1.00	0.00
HR COORDINATOR	106	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a 2% wage adjustment as well as increases in health insurance, offset by decreases in Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense.
-) Contractual expenses decrease \$19,950 primarily due to reduction in service contracts and professional fees.
-) Supply expenses increase \$900 due to books and photography reproduction expenses.

Human Resources Department

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASUREMENTS

	2017	2018	2018	2019
	ACTUAL	BUDGET	ACTUAL	BUDGET
APPLICATIONS	3,094	2,700	3090	3,100
PERMANENT VACANCIES FILLED	80	75	105	90
TEMPORARY VACANCIES FILLED	50	50	44	50
WORKER'S COMP CLAIMS	191	190	208	205
WORKER'S COMP LOST DAYS	336	475	598	630
TRAINING SESSIONS	53	30	69	75
HEALTH INSURANCE PARTICIPANTS	3,186	3,150	3218	3,225
FLEX SPENDING PARTICIPANTS	327	310	305	310

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
2012			
Registered Voters	89,005		
Cast Ballots	20,244		
Participation Rate	22.74%		
2013			
Registered Voters	37,791	87,073	
Cast Ballots	1,726	19,322	
Participation Rate	4.57%	22.19%	
2014			
Registered Voters	81,980		76,685
Cast Ballots	11,939		35,310
Participation Rate	14.56%		46.05%
2015			
Registered Voters		78,276	
Cast Ballots		4,774	
Participation Rate		6.10%	
2016			
Registered Voters			86,301
Cast Ballots			54,382
Participation Rate			63.01%
2017			
Registered Voters	87,764	87,928	
Cast Ballots	4,953	22,495	
Participation Rate	5.64%	25.58%	
2018			
Registered Voters	83,887		
Cast Ballots	25,211		
Participation Rate	30.05%		
2019			
Registered Voters	88,174		
Cast Ballots	4,774 Estimate		
Participation Rate	6.10% Estimate		

Board of Election Commissioners

OBJECTIVES FOR FISCAL YEAR 2019

-) Conduct a Consolidated Election in April.
-) Perform training for deputy registrars as appointed.
-) Train over 450 election judges as needed.
-) Register voters and maintain voter registrations per State law.

BOARD OF ELECTION BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$267,693	467,169	\$286,299	\$459,304	(\$7,865)
CONTRACTUAL	400,383	543,817	800,409	393,265	(150,552)
SUPPLIES	0	51,400	0	165,694	114,294
CAPITAL	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>
TOTAL	<u>\$668,075</u>	<u>\$1,087,386</u>	<u>\$1,086,708</u>	<u>\$1,043,263</u>	<u>(\$44,123)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
COUNTY PROPERTY TAX TRANSFER	<u>\$995,357</u>	<u>\$668,075</u>	<u>\$1,087,386</u>	<u>\$1,043,263</u>	<u>(\$44,123)</u>
TOTAL	<u>\$995,357</u>	<u>\$668,075</u>	<u>\$1,087,386</u>	<u>\$1,043,263</u>	<u>(\$44,123)</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflects a 2% wage adjustment, as well as increases temporary staff offset by decreases in permanent staff, health insurance and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses decrease \$150,552 as a result of decreased miscellaneous expenses.
-) Supplies expenses increase \$114,294 as a result of purchasing new computer equipment.

CAPITAL EQUIPMENT

Planned capital purchases for 2019 include:

DESCRIPTION	TOTAL BUDGET
POLL BOOKS	<u>25,000</u>
TOTAL	\$25,000

Community and Economic Development Administration

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

- Implement recommendations of the “Doing Business Committee” and continue focus on business friendly improvements through the “Existing Building Task Force”.
- Pursue alternative funding opportunities and partnerships consistent with City initiatives to leverage existing resources for demolition and housing rehabilitation for neighborhood stabilization efforts.
- Align staffing resources to implement planning strategies, including brownfield coordination, comprehensive planning, and Housing and Urban Development’s Consolidated Plan.
- Oversee recruitment of investment in all areas of the City of Rockford for job creation, retention and expansion opportunities.
- Oversee and facilitate the Community and Economic Development Department goals as outlined within the budget and directed by City Council inclusive of the 2015-2019 2020 Implementation Plan, Consolidated Plan and City Council Guiding Principles.

COMMUNITY AND ECONOMIC DEVELOPMENT ADMIN. BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$164,921	\$181,920	\$169,984	\$178,391	(\$3,529)
CONTRACTUAL	34,549	51,635	48,170	41,344	(10,291)
SUPPLIES	2,601	1,420	2,107	1,970	550
OTHER	<u>1,897</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$203,968</u>	<u>\$234,975</u>	<u>\$220,261</u>	<u>\$221,705</u>	<u>(\$13,270)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$19,205	\$15,002	\$25,731	\$24,408	(\$1,323)
GENERAL REVENUES	<u>213,624</u>	<u>188,966</u>	<u>209,244</u>	<u>197,297</u>	<u>(11,947)</u>
TOTAL	<u>\$232,829</u>	<u>\$203,968</u>	<u>\$234,975</u>	<u>\$221,705</u>	<u>(\$13,270)</u>

Community and Economic Development Administration

COMMUNITY AND ECONOMIC DEVELOPMENT ADMIN. AUTHORIZED POSITIONS

POSITION TITLE	<u>POSTION RANGE</u>	<u>2018 EMPLOYEES</u>	<u>2019 EMPLOYEES</u>	<u>INCREASE/ (DECREASE)</u>
DIRECTOR	315	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	105	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>1.50</u>	<u>1.50</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers decrease by \$3,529 due to personnel changes offset by changes in health insurance enrollment selections.
-) Contractual expenses decreased \$10,291 primarily due to changes in internal service charges.
-) Other shows decrease of \$1,897 due to the lease payments for capital ending.

CAPITAL EQUIPMENT

There are no capital items budgeted for 2019.

Planning Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

Operations

-] Integrate Hansen Customer Relationship System to improve utilization and performance of programs.
-] Develop Economic Development & Diversity Procurement Coordinator strategic plan and metrics.
-] Complete Economic Development Division strategic plan with metrics.

Programs, Tools and Policies

-] Seek technical assistance to develop Section 108 loan guarantee program applications to Housing and Urban Development for future large development projects.
-] Market façade improvement program and complete two Façade/Rehabilitation Projects.
-] Market TIFs for eligible attraction and expansion projects in alignment with TIF policy statement as approved by City Council; complete South Rockford TIF amendment for Colman Village; and, manage active TIF development agreements and complete annual report.
-] Continue to work with Rockford Area Economic Development Council to market and develop Rockford sites, including through Qualified Sites Program and the advancement of a Quick Start Building Project.
-] Amend Enterprise Zones and River Edge Redevelopment Zones by deleting non-developable areas, expanding to developable areas, and enhancing property tax abatement policy.
-] Hold informational meeting with building and contractors association on Enterprise Zone and River Edge application process.
-] Identify and market projects for New Market Tax Credits and Opportunity Zones.

Planning Division

Planning and Strategic Initiatives

-) Continue the implementation of the Strategic Action Plan for the Central Planning Area focusing on the lean and tactical strategies identified in the approved plan.
-) Develop place-based strategies for the four remaining Planning Areas, utilizing the goals, strategies, objectives and tactics identified in the updated 2020 Plan.
-) Begin work on Comprehensive Plan.
-) Continue to implement corridor improvement coordination and strategies, including South Main Street, Madison Street, W. State St, 11th Street, and others.

Brownfield and Redevelopment

-) Prepare future sites and support facility developments for construction by implementing the USEPA Assessment Grant and USEPA Revolving Loan Fund.
-) Through the USEPA, Illinois EPA Brownfields Program, and other identified funding sources, secure funding for additional environmental assessment work at Barber Colman, other downtown sites, other City-owned sites, Auburn Street area and the West State Corridor.
-) Prepare quarterly reports and other required reporting for the USEPA Cleanup grants, USEPA Revolving Loan Program, and the new USEPA Brownfield Assessment Grant; prepare grant applications for additional funding and grant amendment applications to reprogram RLF funds.
-) Working with the Finance Department, oversee the timely drawdown of the USEPA Funds.
-) Initiate 11th Street redevelopment efforts with Community Partners. Focus on the creation of a business development district.
-) Complete inventory of vacant retail space, identify the best use for available properties and work towards site readiness.
-) Advance development of Colman Village, including Phase 1 Rock Valley College Advance Technology Center and development of long term financing strategy for complete site clean-up and redevelopment.
-) Implement the Amerock Embassy Suites Hotel and Convention Center Development Agreement.

Property Development

-) Determine strategies for infrastructure improvements at the Global Trade Park, including sewer extensions, railway upgrades, and roadway improvements, among others.
-) Initiate development plan for Global Trade Park South, including property control, branding, and signage.
-) Identify and develop sites for community solar investments.

Marketing and Outreach

-) Develop strategic marketing plan for commercial retail development including continue participation and outreach with ICSC and Industrial and Brokerage Networks.
-) Produce digital/printed marketing material for prime industrial and commercial sites.
-) Continue cooperative marketing plan for targeted industries with Rockford Area Economic Development Council (RAEDC).

Planning Division

-) Continue to work with the Chicago-Rockford International Airport to market its assets for cargo/logistics companies.
-) Market to high water user industries.

Business Development

-) Continue to advance marketing efforts to attract private redevelopment of City owned properties including 134 N. Main, 123 S. Main, 325 S. Madison, 219 S. 2nd and 514 S. Church.
-) Continue efforts to market for growth of Women and Minority Business Enterprises.
-) Continue engagement with Business Development Districts and Associations.
-) Expand jobs in economic clusters (advanced manufacturing, aerospace, logistics, sports tourism agribusiness) through growth of existing businesses and the support for and creation of new complementary businesses.

PLANNING DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$397,340	\$346,605	\$338,567	\$832,010	\$485,405
CONTRACTUAL	105,909	137,460	138,653	142,695	5,235
SUPPLIES	2,949	2,030	1,098	9,030	7,000
OTHER	<u>1,767</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$507,965</u>	<u>\$486,095</u>	<u>\$478,318</u>	<u>\$983,735</u>	<u>\$497,640</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
REIMBURSEMENTS	\$30,077	\$25,120	\$66,025	\$102,205	\$36,180
CDBG FUND	140,950	176,028	101,160	108,882	7,722
TIF FUNDS	235,000	197,000	185,900	165,600	(20,300)
ZONING FEES	130,000	199,000	191,000	180,000	(11,000)
OTHER GOVERNMENTS	10,000	10,000	0	0	0
GENERAL REVENUES	<u>20,008</u>	<u>0</u>	<u>0</u>	<u>427,048</u>	<u>427,048</u>
TOTAL	<u>\$566,035</u>	<u>\$607,148</u>	<u>\$544,085</u>	<u>\$983,735</u>	<u>\$439,650</u>

Planning Division

PLANNING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
PLAN ADMINISTRATOR	110	1.00	1.00	0.00
ECONOMIC DEVELOPMENT MANAGER	212	1.00	1.00	0.00
PLAN & DESIGN MANAGER	212	1.00	1.00	0.00
ED COORDINATOR	109	1.00	1.00	0.00
SR ADMINISTRATIVE ASSISTANT	105	0.50	0.50	0.00
ZONING AND LAND USE ADMIN	110	0.00	1.00	1.00
BUILDING AND CODE EXAMINER	108	0.00	0.50	0.50
ADMINISTRATIVE ASSISTANT	102	0.00	0.50	0.50
LAND USE PLANNER	A-16	0.00	1.00	1.00
LAND USE PLANNER	A-16	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL PERSONNEL		<u>4.50</u>	<u>8.50</u>	<u>4.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase with the movement of the Land Use Planning cost center from Construction Services to Planning, thus increasing Planning by four employees.
-) Contractual expenses increased \$5,235 primarily due to increases for advertising and service contracts, offset in part by a decrease in building rental.
-) Supplies increase for additional computer purchases.
-) Other shows a decrease of \$1,767 due to lease payments for capital ending.

CAPITAL EQUIPMENT

No capital equipment is planned for 2019.

Construction & Development Services Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-] Continue to modify and streamline online permitting system to make customer friendly improvements and integrate with work processes.
-] Manage and implement cost recovery for Building and Planning Section of Construction and Development Services Division.
-] Facilitate development activities through positive customer service.
-] Continue to increase Code Enforcement performance measurement efficiencies.
-] Improve planning, coordination, documentation and scheduling of staff training.
-] Evaluate and modify as necessary the business and reporting practices of Neighborhood Standards.
-] Evaluate and modify as necessary the business and reporting practices of Property Standards.
-] Support development and re-development efforts that facilitate community goals.
-] Facilitate new Blight Reduction Assistant in developing effective strategies for blight reduction.
-] Continue to improve processes for Property Standards to help recover costs associated with inspection protocol and hearings.
-] Continue to pursue increased collection of imposed code hearing fines.
-] Evaluate and review demolition efforts to align demolition work with development and blight reduction goals.
-] Continue to update the City website links and data.
-] Increase proactive public education including press releases, brochures and through the Construction and Development Service website.
-] Coordinate process improvement with the Fire Department for inspections, plan reviews, and other activities.
-] Complete annexation process improvement including reassembling an annexation team.
-] Work internally and coordinate with other agencies on a community wide, comprehensive approach to vacant and blighted properties.
-] Work within the department to help reduce number of absentee-ownership properties.
-] Continue to hold Rockford Redevelopment Group Meetings and support Business First.
-] Implement deconstruction as an alternative or in conjunction with traditional demolition.
-] Engage in community and neighborhood association events and meetings.
-] Complete unification of digital plan review process among all departments.

Construction & Development Services Division

-) Continue improving our codes and regulations to facilitate cost effective sustainable development.
-) Implement vacant property registration.
-) Improve rental registry prosecution, cost recovery, and compliance.
-) Implement Elevator Inspection Program.
-) Evaluate and implement strategies for encouraging downtown vacant building redevelopment; subsequent to the City Council's existing Building Code Task Force recommendations.

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,994,126	\$2,061,057	\$2,032,148	\$1,854,830	(\$206,227)
CONTRACTUAL	2,359,700	1,395,124	1,379,162	10,697,348	9,302,224
SUPPLIES	5,385	10,472	9,569	7,743	(2,729)
OTHER	24,745	14,914	14,912	148,474	133,560
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>24,000</u>	<u>24,000</u>
TOTAL	<u>\$4,383,955</u>	<u>\$3,481,567</u>	<u>\$3,435,791</u>	<u>\$12,732,395</u>	<u>\$9,250,828</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMB	<u>\$215,116</u>	<u>\$203,883</u>	<u>\$336,704</u>	<u>\$259,136</u>	<u>(\$77,568)</u>
FEES					
BUILDING	1,670,109	864,608	1,101,380	1,104,000	2,620
ELECTRICAL	49,208	69,648	51,500	60,000	8,500
PLUMBING/HEATING	164,412	181,461	169,950	190,000	20,050
CODE VIOLATION FEES	0	31,009	0	0	0
NH ZONING FINES	150,311	142,728	150,000	179,500	29,500
PARKING ZONING FINES	6,470	1,851	2,000	2,000	0
GARBAGE USER FEES	0	0	0	10,342,006	10,342,006
ALL OTHER	<u>364,691</u>	<u>349,270</u>	<u>346,490</u>	<u>390,840</u>	<u>44,350</u>
TOTAL FEES	<u>2,405,201</u>	<u>1,640,575</u>	<u>1,821,320</u>	<u>12,268,346</u>	<u>10,447,026</u>
CDBG FUND REIMB	570,260	570,260	570,260	300,000	(270,260)
SANITATION REIMB	216,210	234,455	225,097	0	(225,097)
CAPITAL LEASE FUNDS	0	0	0	24,000	24,000
GENERAL REVENUES	<u>(149,549)</u>	<u>1,734,782</u>	<u>528,186</u>	<u>0</u>	<u>(528,186)</u>
TOTAL	<u>\$3,257,238</u>	<u>\$4,383,955</u>	<u>\$3,481,567</u>	<u>\$12,851,482</u>	<u>\$9,369,915</u>

Construction & Development Services Division

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
BUILDING CODE OFFICIAL	213	1.00	1.00	0.00
ZONING AND LAND USE ADMIN	110	1.00	0.00	(1.00)
BUILDING INSPECTION ADMINISTRATOR	109	1.00	1.00	0.00
PROP IMPROVEMENT PROGRAM MGR	108	1.00	1.00	0.00
BUILDING AND CODE EXAMINER	108	1.00	0.50	(0.50)
ZONE COORDINATOR	107	1.00	0.00	(1.00)
ASSISTANT NEIGHBORHOOD STABILIZATION OFFICER	105	0.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	0.50	(0.50)
INSPECTION OFFICER	CD-20	6.00	6.00	0.00
LAND USE PLANNER	CD-16	2.00	0.00	(2.00)
NHOOD ENFORCEMENT SPECIALIST	CD-15	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>25.00</u>	<u>21.00</u>	<u>(4.00)</u>

BUDGET HIGHLIGHTS

-) Personnel expenses decrease with the reallocation of the Land Use Planning cost center from Construction Services to Planning, thus decreasing Construction Services by four employees.
-) The elimination of the Sanitation fund and reallocation of expenses to Construction Services resulted in contractual expenses increasing \$9,302,224.
-) Lease payments for capital are budgeted at \$27,074 for purchases made in 2018.

CAPITAL EQUIPMENT

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
SUV	<u>1</u>	\$24,000	<u>\$24,000</u>
TOTAL	1		\$24,000

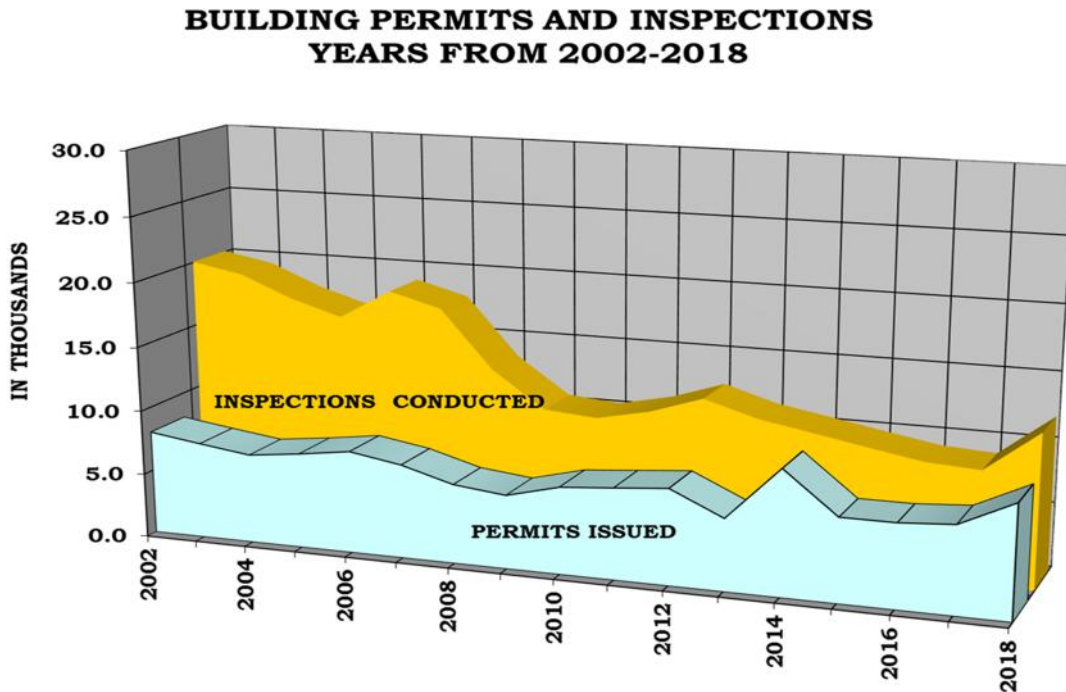
Construction & Development Services Division

CONSTRUCTION & DEVELOPMENT SERVICES PERFORMANCE MEASUREMENTS

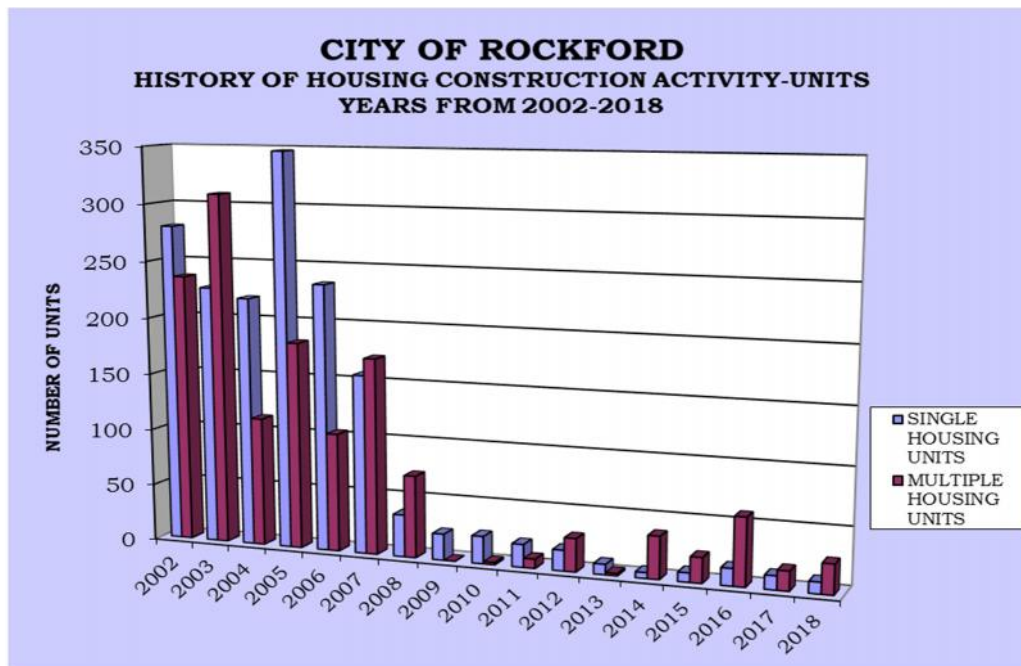
	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
PROPERTY STANDARDS				
# P.S. INSPECTIONS	2,919	3,000	3,203	3,300
# P.S. COMPLAINTS	756	900	906	975
AVG # DAYS TO 1ST INSP	2	2	2	2
# CONDEMNATIONS	213	350	279	300
# CONDEMNATIONS LIFTED	58	200	69	70
# EMERGENCY DEMOS	13	5	9	10
TOTAL # DEMOS BY CITY	100	80	81	80
NEIGHBORHOOD STANDARDS				
# N.S. COMPLAINTS	4,764	5,500	5,038	5,000
UNFOUNDED COMPLAINTS	1,635	1,760	1,614	1,750
PROACTIVE CASES	5,849	6,050	6,987	6,000
# ZONING CASES STARTED	2,164	2,750	1,714	1,750
# NUISANCE CASES STARTED	7,719	7,260	6,541	6,500
% RATE OF VOLUNTARY COMPLIANCE	69%	72%	63%	65%
AVG # DAYS TO VOLUNTARY COMPLIANCE	14	12	14	14
% RATE OF INDUCED COMPLIANCE	3%	2%	4%	5%
AVG # DAYS TO INDUCED COMPLIANCE	26	25	38	30
% RATE OF FORCED COMPLIANCE	29%	25%	34%	35%
AVG # DAYS TO FORCED COMPLIANCE	24	21	26	30
DISPOSAL SERVICES				
WASTE TONNAGE	51,141	47,100	49,985	50,000
COMPOST TONNAGE	11,626	11,480	12,719	13,000
RECYCLING TONNAGE	6,969	7,911	7,638	7,800
LANDFILL TONNAGE	51,141	47,100	49,985	50,000
DIVERTER TONNAGE	18,595	19,391	20,357	21,000
DIVERSION RATE	27%	29%	29%	30%

Construction & Development Services Division

CONSTRUCTION & DEVELOPMENT SERVICES OPERATIONAL INFORMATION



During the past seventeen years, total permits issued by the Construction & Development Services Division have been slowly increasing. Permits issued in 2002 were 8,051 while 2018 was 8,726.



Housing construction for single and multifamily units in 2017 was 12 and 17 for a total of 29. 2018 had altered levels of activity, with 10 single family units and 26 multifamily.

Community Development Business Group

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Manage HOME Investment Partnerships Program (HOME) funded homebuyer and owner-occupied housing rehabilitation programs and also fund eligible housing projects developed by Community Housing Development Organizations (CHDOs).
-) Continue to work with Construction Services to demolish blighted properties through the City's fast track demolition process, using Community Development Block Grant (CDBG) and other available funding sources.
-) CDBG funds will support a portion of the Code Enforcement staff and other costs within targeted Community Development Block Grant Code Enforcement areas.
-) A new CDBG-funded program will assist low income residents to correct specific housing-related code violations within a targeted area.
-) Complete and submit the 2019 Annual Plan and the 2018 Consolidated Annual Performance and Evaluation Report (CAPER) for Housing and Urban Development (HUD)-funded programs. Manage and complete the planning process for the 2020-2024 Consolidated Plan and Analysis of Impediments plan update.
-) Collaborate with other regional partners by leveraging available resources to meet the housing needs of the Rockford community.
-) Identify, apply, and manage new grant opportunities for housing and community development activities.

Community Development Business Group

-) Continue to administer and report on the status of the Neighborhood Stabilization Program 1 (NSP) grant, complete the program activities, and use program income when available. NSP Close Out will be completed in 2019.
-) Seek proposals for the redevelopment and/or sale of excess property acquired with CDBG and/or NSP Program funds.

COMMUNITY DEVELOPMENT BUSINESS GROUP BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$525,182	\$523,812	\$56,494	\$513,116	(\$10,696)
CONTRACTUAL	162,095	161,370	135,688	111,116	(50,254)
SUPPLIES	1,066	87,700	85,709	2,270	(85,430)
OTHER	<u>4,087,385</u>	<u>3,939,601</u>	<u>3,921,107</u>	<u>2,645,497</u>	<u>(1,294,104)</u>
TOTAL	<u>\$4,775,728</u>	<u>\$4,712,483</u>	<u>\$4,198,998</u>	<u>\$3,271,999</u>	<u>(\$1,440,484)</u>
	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
COMMUNITY DEVELOPMENT GRANT	\$2,276,649	\$1,806,068	\$1,985,836	\$2,130,538	\$144,702
HOME PROGRAM	859,802	933,596	741,010	992,417	251,407
OTHER FEDERAL/STATE	279,869	40,030	185,376	178,770	(6,606)
PROGRAM INCOME	<u>11,770</u>	<u>2,664</u>	<u>27,415</u>	<u>34,497</u>	<u>7,082</u>
	3,428,090	2,782,358	2,939,637	3,336,222	396,585
REPROGRAMMED FUNDS-PRIOR YEARS					
COMMUNITY DEVELOPMENT GRANT	388,395	100,548	1,673,331	0	(1,673,331)
HOME PROGRAM	<u>1,140,933</u>	<u>1,004,145</u>	<u>857,285</u>	<u>0</u>	<u>(857,285)</u>
	<u>1,529,328</u>	<u>1,104,693</u>	<u>2,530,616</u>	<u>0</u>	<u>(2,530,616)</u>
TOTAL	<u>\$4,957,418</u>	<u>\$3,887,051</u>	<u>\$5,470,253</u>	<u>\$3,336,222</u>	<u>(\$5,061,232)</u>

COMMUNITY DEVELOPMENT BUSINESS GROUP AUTHORIZED POSITIONS

	POSTION	2018	2019	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
DEVELOPMENT PROGRAMS MANAGER	110	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST II	108	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST I	107	0.00	0.00	0.00
HOUSING REHAB SPECIALIST II	105	1.00	1.00	0.00
HOUSING REHAB SPECIALIST I	102	1.00	1.00	0.00
REHAB CONST SPECIALIST I	CD-15	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>6.00</u>	<u>6.00</u>	<u>0.00</u>

Community Development Business Group

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a 2% wage adjustment and an increase in health insurance rates, offset by reductions in Illinois Municipal Retirement Fund (IMRF) and salaries, the latter as a result of higher scale staff vacating positions.
-) Contractual expenses decreased \$50,254 as a result of reduction in building rental charges.
-) Supply expenses decreased due to a reduction in buildings and improvement noncapital.
-) Other shows significant decrease in the community development project. Also, HUD has changed reprogramming of funds; once funds are assigned for a specific project they must be used for that project, resulting in no carryovers into the next year.

CAPITAL EQUIPMENT

For 2019, the Division will not have any capital purchases.

COMMUNITY DEVELOPMENT BUSINESS GROUP FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$2,948	\$3,036	\$3,127	\$3,221	\$3,318
EXPENDITURES	<u>2,948</u>	<u>3,036</u>	<u>3,127</u>	<u>3,221</u>	<u>3,318</u>
EXCESS(DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2020-2024 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 BUSINESS GROUP PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
DISCOVERY CENTER-CHILDREN ASSISTED	199	175	175	N/A
CODE ENFORCEMENT	5,915	5,000	5,320	2,600
HOME-HOMEOWNER REHAB PROGRAM	23	22	5	15
HOME-HOMEBUYER ASSISTANCE	11	13	9	7
RENTAL REHAB PROJECTS	0	2	0	N/A
CHDO OPERATING SUBSIDY	0	0	0	1
CHDO REHAB & NEW CONSTRUCTION UNITS	0	1	0	1
CDBG, IHDA, GF, SAN, CHARITY DEMOS	107	82	81	53
TAX INCENTIVE PROGRAM	0	1	0	0
CDBG CODE ENFORCEMENT REHAB	N/A	N/A	N/A	33

Redevelopment Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

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

REDEVELOPMENT FUND BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$48,047	\$21,590	\$64,323	\$22,200	\$610
OTHER	<u>7,804,788</u>	<u>5,014,858</u>	<u>5,042,810</u>	<u>5,656,342</u>	<u>641,484</u>
TOTAL	<u>\$7,852,835</u>	<u>\$5,036,448</u>	<u>\$5,107,133</u>	<u>\$5,678,542</u>	<u>\$642,094</u>
FUNDING SOURCE	2016	2017	2018	2019	INCREASE
REDEVELOPMENT SALES TAX	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
MOTEL	\$387,256	\$457,256	\$444,495	\$400,000	(\$44,495)
PACKAGE	564,889	566,100	565,495	560,000	(5,495)
RESTAURANT	<u>3,486,319</u>	<u>3,564,799</u>	<u>3,847,457</u>	<u>3,560,000</u>	<u>(287,457)</u>
SUBTOTAL	\$4,438,464	\$4,588,155	\$4,857,447	\$4,520,000	(\$337,447)
OTB TRANSFER	\$0	\$90,000	\$90,000	\$76,650	(\$13,350)
TOURISM TRANSFER	0	478,200	607,200	547,200	(60,000)
MISCELLANEOUS	0	271,180	551,115	270,000	(281,115)
INTEREST INCOME	<u>36,303</u>	<u>36,303</u>	<u>8,744</u>	<u>10,000</u>	<u>1,256</u>
TOTAL	<u>\$4,474,767</u>	<u>\$5,463,838</u>	<u>\$6,114,506</u>	<u>\$5,423,850</u>	<u>(\$690,656)</u>

BUDGET HIGHLIGHTS

-) The budgeted subsidy for RAVE is \$892,792.
-) Debt service payments total \$2,992,086, an increase of \$4,283 from the prior year's budget. Debt service is budgeted for three bond issues. City support for the debt service for remodeling the BMO Harris Center and acquiring an AHL franchise totals \$1,264,791 for 2019. The city resumed debt service payments in 2014 for the \$16.7 million bond issued in 2007. Also, \$894,230 is budgeted for the 2009 \$8.065 million BMO Harris Center taxable refunding issue. Debt service for the Downtown Sports Facility totals \$823,525.

Redevelopment Fund

-) The budgeted amount for the Rockford Area Economic Development Council (RAEDC) is \$150,000. An additional \$100,000 for Indoor Market operating assistance is budgeted for 2019.
-) Tax revenue is budgeted at \$4,520,000, an increase of 2% from the prior year's budget. Additional revenue for 2018 includes contributions of \$150,000 from Reclaiming First and \$120,000 from Rockford Park District for debt service to finance the Downtown Sports Facility.

REDEVELOPMENT FUND FIVE YEAR FORECAST

The 2020-2024 five-year forecast assumes growth in taxes – two and a half percent for motels, packaged liquor, and restaurants. The refinancing and the structural changes made in 2009 and the change in the operating agreement with RAVE should insure the long term viability of this fund.

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	6,008	\$6,137	\$6,268	\$6,402	\$6,540
Expenses	<u>6,214</u>	<u>6,427</u>	<u>5,641</u>	<u>5,656</u>	<u>5,727</u>
Excess (Deficit)	<u>(206)</u>	<u>(290)</u>	<u>627</u>	<u>746</u>	<u>813</u>
Beginning Balance	<u>854</u>	<u>648</u>	<u>358</u>	<u>985</u>	<u>1,731</u>
Ending Balance	<u>\$648</u>	<u>\$358</u>	<u>\$985</u>	<u>\$1,731</u>	<u>\$2,544</u>

Tourism Promotion Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

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

TOURISM PROMOTION FUND BUDGET SUMMARY

APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	(DECREASE)
TRANSFER TO RACVB	\$1,610,881	\$1,050,600	1,137,305	\$1,610,000	\$559,400
TRANSFER FOR DEBT SERVICES	450,000	450,000	0	0	(450,000)
TRANSFER TO REDEVELOPMENT	0	0	450,000	547,200	547,200
PURCHASE OF SERVICES	<u>3,150</u>	<u>101,800</u>	<u>101,800</u>	<u>1,800</u>	<u>(100,000)</u>
TOTAL	<u>\$2,064,031</u>	<u>\$1,602,400</u>	<u>\$1,689,105</u>	<u>\$2,159,000</u>	<u>\$556,600</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	(DECREASE)
TOURISM PROMOTION SALES TAX	<u>\$1,884,267</u>	<u>\$1,950,807</u>	<u>\$2,293,949</u>	<u>\$2,009,000</u>	<u>(\$284,949)</u>
TOTAL	<u>\$1,884,267</u>	<u>\$1,950,807</u>	<u>\$2,293,949</u>	<u>\$2,009,000</u>	<u>(\$284,949)</u>

BUDGET HIGHLIGHTS

-) Tax revenue is budgeted at \$2,009,000. Total estimated revenues for 2018 were \$2,271,426.
-) The transfer to the Rockford Area Convention & Visitor's Bureau increases \$349,400 to \$1,610,000. This consists of revenue equal to 60% of the Tourism Promotion Sales Tax proceeds.
-) Funds transferred to the Redevelopment Fund to support debt service payments for the BMO Harris Bank Center are budgeted at \$547,200, a \$60,000 decrease from 2018.

Tourism Promotion Fund

TOURISM FUND FIVE YEAR FORECAST

The 2020-2024 five year forecast assumes motel revenue growth at two percent annually and appropriation of all income to the Visitors Bureau except for City reimbursements.

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$2,159	\$2,224	\$2,291	\$2,360	\$2,431
Expenses	<u>2,159</u>	<u>2,224</u>	<u>2,291</u>	<u>2,360</u>	<u>2,431</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>599</u>	<u>599</u>	<u>599</u>	<u>599</u>	<u>599</u>
Ending Balance	<u>\$599</u>	<u>\$599</u>	<u>\$599</u>	<u>\$599</u>	<u>\$599</u>

Retail Tax Increment Financing Districts

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

There are 18 Commercial Retail TIF Districts, East River, West Side #2, River District North, South Rockford, Assisted Living, West State and Kilburn, State and Central, Springfield Corners, North Main and Eddy Ave, North Main and Auburn, Main and Whitman, Midtown, Broadway, State and Alpine, East State and Mulford, Jefferson and North 3rd Street, Auburn Street, and Amerock.

OBJECTIVES FOR FISCAL YEAR 2019

-) Continue coordination with community partner organizations to work on improvement plans.
-) Complete annual tax increment financing reporting.
-) Continue to advance Phase 1 development at Colman Village with Rock Valley College.
-) Develop long term financing strategy to fully redevelop all phases of Colman Village.
-) Attract a minimum of four new companies to commercial TIFs.
-) Assist a minimum of four existing companies in commercial TIFs.
-) Initiate cooperative marketing plan for commercial development within the Auburn Street Corridor TIF.
-) Continue implementation the Amerock Embassy Suites Hotel and Convention Center Development Agreement.
-) Continue to advance marketing efforts to attract private redevelopment of City owned properties including 134 N. Main, 123 S. Main, 325 S. Madison.
-) Implement strategy for the redevelopment of Magna/CVS site on East State Street.
-) Market façade improvement program to priority areas including South Main Street, N Main and State Street.

Retail Tax Increment Financing Districts

BUDGET SUMMARIES

SOUTH ROCKFORD TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$183,762</u>	<u>\$415,972</u>	<u>\$415,972</u>	<u>\$34,583</u>	<u>(\$381,389)</u>
TOTAL	<u>\$183,762</u>	<u>\$415,972</u>	<u>\$415,972</u>	<u>\$34,583</u>	<u>(\$381,389)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$111,962</u>	<u>\$113,531</u>	<u>\$113,531</u>	<u>\$126,288</u>	<u>\$12,757</u>
TOTAL	<u>\$111,962</u>	<u>\$113,531</u>	<u>\$113,531</u>	<u>\$126,288</u>	<u>\$12,757</u>

ASSISTED LIVING TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
INTEREST INCOME	<u>3</u>	<u>2</u>	<u>4</u>	<u>4</u>	<u>0</u>
TOTAL	<u>\$3</u>	<u>\$2</u>	<u>\$4</u>	<u>\$4</u>	<u>\$0</u>

EAST RIVER TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$307,240</u>	<u>\$300,055</u>	<u>\$300,055</u>	<u>\$300,200</u>	<u>\$145</u>
TOTAL	<u>\$307,240</u>	<u>\$300,055</u>	<u>\$300,055</u>	<u>\$300,200</u>	<u>\$145</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$281,984</u>	<u>\$326,552</u>	<u>\$340,192</u>	<u>\$385,846</u>	<u>\$45,654</u>
INTEREST INCOME	<u>10,886</u>	<u>(522)</u>	<u>0</u>	<u>1,649</u>	<u>1,649</u>
TOTAL	<u>\$292,870</u>	<u>\$326,030</u>	<u>\$340,192</u>	<u>\$387,495</u>	<u>\$47,303</u>

Retail Tax Increment Financing Districts

WEST SIDE 2 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$1,520	\$700	\$700	\$0	(\$700)
TOTAL	\$1,520	\$700	\$700	\$0	(\$700)

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$822	\$809	\$809	\$460	(\$349)
INTEREST INCOME	152	105	180	132	(48)
TOTAL	\$974	\$914	\$989	\$592	(\$397)

RIVER NORTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$93,563	\$387,606	\$387,606	\$157,784	(\$229,822)
TOTAL	\$93,563	\$387,606	\$387,606	\$157,784	(\$229,822)

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$45,853	\$51,080	\$109,816	\$282,232	\$172,416
INTEREST INCOME	1,944	1,541	111	0	(111)
TOTAL	\$47,797	\$52,621	\$109,927	\$282,232	\$172,305

STATE KILBURN TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$30,192	\$15,786	\$17,851	\$29,900	\$12,049
INTEREST INCOME	1,049	1,031	2,335	2,405	70
TOTAL	\$31,241	\$16,817	\$20,186	\$32,305	\$12,119

Retail Tax Increment Financing Districts

STATE CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$45,456</u>	<u>\$45,457</u>	<u>\$45,457</u>	<u>\$43,075</u>	<u>(\$2,382)</u>
TOTAL	<u>\$45,456</u>	<u>\$45,457</u>	<u>\$45,457</u>	<u>\$43,075</u>	<u>(\$2,382)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$48,612</u>	<u>\$69,014</u>	<u>\$64,200</u>	<u>\$86,337</u>	<u>\$22,137</u>
TOTAL	<u>\$48,612</u>	<u>\$69,014</u>	<u>\$64,200</u>	<u>\$86,337</u>	<u>\$22,137</u>

SPRINGFIELD CORNERS TAX INCEMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>(\$966,422)</u>	<u>\$498,538</u>	<u>\$485,448</u>	<u>\$488,296</u>	<u>(\$10,242)</u>
TOTAL	<u>(\$966,422)</u>	<u>\$498,538</u>	<u>\$485,448</u>	<u>\$488,296</u>	<u>(\$10,242)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$193,562</u>	<u>\$223,439</u>	<u>\$207,002</u>	<u>\$203,201</u>	<u>(\$3,801)</u>
TOTAL	<u>\$193,562</u>	<u>\$223,439</u>	<u>\$207,002</u>	<u>\$203,201</u>	<u>(\$3,801)</u>

NORTH MAIN STREET TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$172,523</u>	<u>\$185,339</u>	<u>\$185,339</u>	<u>\$160,826</u>	<u>(\$24,513)</u>
TOTAL	<u>\$172,523</u>	<u>\$185,339</u>	<u>\$185,339</u>	<u>\$160,826</u>	<u>(\$24,513)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$30,320</u>	<u>\$28,715</u>	<u>\$39,968</u>	<u>\$41,800</u>	<u>\$1,832</u>
TOTAL	<u>\$30,320</u>	<u>\$28,715</u>	<u>\$39,968</u>	<u>\$41,800</u>	<u>\$1,832</u>

Retail Tax Increment Financing Districts

MAIN AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$8,838	\$0	\$6,764	(\$2,075)
TOTAL	\$0	\$8,838	\$0	\$6,764	(\$2,075)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$2,782	\$16,337	\$2,840	\$26,892	\$18,357
INTEREST INCOME	(285)	(90)	65	401	1,361
TOTAL	\$2,497	\$16,247	\$2,905	\$27,293	\$19,718

MAIN WHITMAN TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$89,765	\$97,128	\$88,843	\$91,846	(\$5,282)
TOTAL	\$89,765	\$97,128	\$88,843	\$91,846	(\$5,282)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$129,462	\$166,131	\$137,589	\$120,505	(\$17,084)
TOTAL	\$129,462	\$166,131	\$137,589	\$120,505	(\$17,084)

MIDTOWN TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$47,162	\$4,643	\$33,893	\$4,689	\$46
TOTAL	\$47,162	\$4,643	\$33,893	\$4,689	\$46

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$8,469	\$15,203	\$10,081	\$20,679	\$10,598
INTEREST INCOME	1,170	418	1,032	666	(366)
TOTAL	\$9,639	\$15,621	\$11,113	\$21,345	\$10,232

Retail Tax Increment Financing Districts

BROADWAY TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$41,326	\$47,880	\$48,650	\$61,421	\$12,771
INTEREST INCOME	1,674	1,696	1,653	1,686	33
TOTAL	\$43,000	\$49,576	\$50,303	\$63,107	\$12,804

STATE ALPINE TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$143,081	\$90,000	\$90,000	\$90,000	\$0
TOTAL	\$143,081	\$90,000	\$90,000	\$90,000	\$0

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$114,667	\$113,239	\$113,240	\$117,400	\$4,160
INTEREST INCOME	5,653	4,020	4,253	4,381	128
TOTAL	\$120,320	\$117,259	\$117,493	\$121,781	\$4,288

MULFORD/STATE TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$205,271	\$117,920	\$91,745	\$136,666	\$18,746
TOTAL	\$205,271	\$117,920	\$91,745	\$136,666	\$18,746

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$204,314	\$237,782	\$237,782	\$271,903	\$34,121
INTEREST INCOME	1,785	3,278	2,801	2,843	42
TOTAL	\$206,099	\$241,060	\$240,583	\$274,746	\$34,121

Retail Tax Increment Financing Districts

JEFFERSON/NORTH 3RD TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$15,483	\$16,350	\$15,609	\$15,801	(\$549)
TOTAL	\$15,483	\$16,350	\$15,609	\$15,801	(\$549)

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$16,033	\$15,834	\$15,834	\$16,120	\$286
INTEREST INCOME	(237)	33	0	35	35
TOTAL	\$15,796	\$15,867	\$15,834	\$16,155	\$321

AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$14,305	\$20,332	\$20,269	\$29,253	\$8,984
TOTAL	\$14,305	\$20,332	\$20,269	\$29,253	\$8,984

AMEROCK HOTEL TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$0	\$0	\$0	\$220	\$220
INTEREST INCOME	0	0	0	0	0
TOTAL	\$0	\$0	\$0	\$220	\$220

BUDGET HIGHLIGHTS

-) This 18 district group collectively runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of \$1,852,342 and an estimated ending deficit of \$1,791,600 in 2026 and Springfield Corners, a high deficit year (2022) of \$3,644,093 and an estimated ending deficit of \$2,982,191 in 2025.

Retail Tax Increment Financing Districts

RETAIL TAX INCREMENT FIVE YEAR FORECAST

The 2020-2024 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$128	\$129	\$130	\$131	\$0
EXPENDITURES	<u>35</u>	<u>35</u>	<u>36</u>	<u>36</u>	<u>0</u>
EXCESS (DEFICIT)	<u>93</u>	<u>94</u>	<u>94</u>	<u>95</u>	<u>0</u>
BEGINNING BALANCE	<u>(159)</u>	<u>(67)</u>	<u>27</u>	<u>121</u>	<u>217</u>
ENDING BALANCE	<u>(\$67)</u>	<u>\$27</u>	<u>\$121</u>	<u>\$217</u>	<u>\$217</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$0	\$0	\$0	\$0	\$0
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$393	\$398	\$403	\$408	\$414
EXPENDITURES	<u>302</u>	<u>328</u>	<u>328</u>	<u>278</u>	<u>281</u>
EXCESS (DEFICIT)	<u>91</u>	<u>70</u>	<u>75</u>	<u>130</u>	<u>133</u>
BEGINNING BALANCE	<u>197</u>	<u>288</u>	<u>358</u>	<u>433</u>	<u>563</u>
ENDING BALANCE	<u>\$288</u>	<u>\$358</u>	<u>\$433</u>	<u>\$563</u>	<u>\$696</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$1	\$1	\$1	\$1	\$1
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
BEGINNING BALANCE	<u>9</u>	<u>10</u>	<u>11</u>	<u>11</u>	<u>12</u>
ENDING BALANCE	<u>\$10</u>	<u>\$11</u>	<u>\$12</u>	<u>\$12</u>	<u>\$13</u>

Retail Tax Increment Financing Districts

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$287	\$293	\$298	\$304	\$310
EXPENDITURES	<u>262</u>	<u>265</u>	<u>268</u>	<u>272</u>	<u>276</u>
EXCESS (DEFICIT)	<u>25</u>	<u>28</u>	<u>30</u>	<u>32</u>	<u>34</u>
BEGINNING BALANCE	<u>(27)</u>	<u>(1)</u>	<u>27</u>	<u>57</u>	<u>89</u>
ENDING BALANCE	<u>(\$2)</u>	<u>\$27</u>	<u>\$57</u>	<u>\$89</u>	<u>\$123</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$33	\$33	\$33	\$34	\$34
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>33</u>	<u>33</u>	<u>33</u>	<u>34</u>	<u>34</u>
BEGINNING BALANCE	<u>184</u>	<u>216</u>	<u>250</u>	<u>283</u>	<u>317</u>
ENDING BALANCE	<u>\$217</u>	<u>\$249</u>	<u>\$283</u>	<u>\$317</u>	<u>\$351</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$87	\$88	\$89	\$90	\$91
EXPENDITURES	<u>92</u>	<u>102</u>	<u>103</u>	<u>103</u>	<u>103</u>
EXCESS (DEFICIT)	<u>(5)</u>	<u>(14)</u>	<u>(14)</u>	<u>(13)</u>	<u>(12)</u>
BEGINNING BALANCE	<u>(82)</u>	<u>(87)</u>	<u>(101)</u>	<u>(114)</u>	<u>(127)</u>
ENDING BALANCE	<u>(\$87)</u>	<u>(\$101)</u>	<u>(\$115)</u>	<u>(\$127)</u>	<u>(\$139)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$255	\$307	\$309	\$311	\$314
EXPENDITURES	<u>504</u>	<u>359</u>	<u>419</u>	<u>158</u>	<u>0</u>
EXCESS (DEFICIT)	<u>(249)</u>	<u>(52)</u>	<u>(110)</u>	<u>153</u>	<u>314</u>
BEGINNING BALANCE	<u>(1,805)</u>	<u>(2,053)</u>	<u>(2,105)</u>	<u>(2,214)</u>	<u>(2,061)</u>
ENDING BALANCE	<u>(\$2,054)</u>	<u>(\$2,105)</u>	<u>(\$2,215)</u>	<u>(\$2,061)</u>	<u>(\$1,747)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$42	\$43	\$43	\$43	\$44
EXPENDITURES	<u>164</u>	<u>157</u>	<u>155</u>	<u>28</u>	<u>27</u>
EXCESS (DEFICIT)	<u>(122)</u>	<u>(114)</u>	<u>(112)</u>	<u>16</u>	<u>16</u>
BEGINNING BALANCE	<u>(1,497)</u>	<u>(1,619)</u>	<u>(1,733)</u>	<u>(1,845)</u>	<u>(1,829)</u>
ENDING BALANCE	<u>(\$1,619)</u>	<u>(\$1,733)</u>	<u>(\$1,845)</u>	<u>(\$1,829)</u>	<u>(\$1,813)</u>

Retail Tax Increment Financing Districts

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$28	\$28	\$29	\$30	\$30
EXPENDITURES	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
EXCESS (DEFICIT)	<u>21</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>23</u>
BEGINNING BALANCE	<u>47</u>	<u>68</u>	<u>90</u>	<u>112</u>	<u>135</u>
ENDING BALANCE	<u>\$68</u>	<u>\$89</u>	<u>\$112</u>	<u>\$135</u>	<u>\$158</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$122	\$123	\$124	\$125	\$127
EXPENDITURES	<u>89</u>	<u>86</u>	<u>133</u>	<u>128</u>	<u>127</u>
EXCESS (DEFICIT)	<u>33</u>	<u>37</u>	<u>(9)</u>	<u>(3)</u>	<u>0</u>
BEGINNING BALANCE	<u>(454)</u>	<u>(421)</u>	<u>(384)</u>	<u>(392)</u>	<u>(395)</u>
ENDING BALANCE	<u>(\$421)</u>	<u>(\$384)</u>	<u>(\$393)</u>	<u>(\$395)</u>	<u>(\$395)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$22	\$22	\$23	\$23	\$24
EXPENDITURES	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
EXCESS (DEFICIT)	<u>17</u>	<u>17</u>	<u>18</u>	<u>18</u>	<u>19</u>
BEGINNING BALANCE	<u>61</u>	<u>78</u>	<u>96</u>	<u>113</u>	<u>132</u>
ENDING BALANCE	<u>\$78</u>	<u>\$95</u>	<u>\$114</u>	<u>\$131</u>	<u>\$151</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$64	\$64	\$65	\$66	\$66
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>64</u>	<u>64</u>	<u>65</u>	<u>66</u>	<u>66</u>
BEGINNING BALANCE	<u>335</u>	<u>399</u>	<u>464</u>	<u>529</u>	<u>594</u>
ENDING BALANCE	<u>\$399</u>	<u>\$463</u>	<u>\$529</u>	<u>\$595</u>	<u>\$660</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$123	\$124	\$126	\$127	\$128
EXPENDITURES	<u>90</u>	<u>90</u>	<u>50</u>	<u>50</u>	<u>50</u>
EXCESS (DEFICIT)	<u>33</u>	<u>34</u>	<u>76</u>	<u>77</u>	<u>78</u>
BEGINNING BALANCE	<u>462</u>	<u>495</u>	<u>529</u>	<u>605</u>	<u>682</u>
ENDING BALANCE	<u>\$495</u>	<u>\$529</u>	<u>\$605</u>	<u>\$682</u>	<u>\$760</u>

Retail Tax Increment Financing Districts

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$280	\$285	\$290	\$295	\$300
EXPENDITURES	<u>125</u>	<u>126</u>	<u>128</u>	<u>129</u>	<u>130</u>
EXCESS (DEFICIT)	<u>155</u>	<u>159</u>	<u>162</u>	<u>166</u>	<u>170</u>
BEGINNING BALANCE	<u>625</u>	<u>779</u>	<u>937</u>	<u>1,099</u>	<u>1,265</u>
ENDING BALANCE	<u>\$780</u>	<u>\$938</u>	<u>\$1,099</u>	<u>\$1,265</u>	<u>\$1,435</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$16	\$17	\$17	\$17	\$18
EXPENDITURES	<u>16</u>	<u>16</u>	<u>17</u>	<u>17</u>	<u>17</u>
EXCESS (DEFICIT)	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
BEGINNING BALANCE	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>
ENDING BALANCE	<u>\$2</u>	<u>\$4</u>	<u>\$3</u>	<u>\$3</u>	<u>\$5</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$29	\$30	\$30	\$30	\$30
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>29</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
BEGINNING BALANCE	<u>99</u>	<u>129</u>	<u>158</u>	<u>188</u>	<u>218</u>
ENDING BALANCE	<u>\$128</u>	<u>\$159</u>	<u>\$188</u>	<u>\$218</u>	<u>\$248</u>

AMEROCK HOTEL TIF FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$0	\$0	\$0	\$0	\$0
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
ENDING BALANCE	<u>\$0</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>

Industrial Tax Increment Financing Districts

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2019

-] Market remaining lot within Logistics Park with adjacent property for industrial users.
-] Determine how to fund improvements at the Global Trade Park using a combination of private and public dollars.
-] Complete engineering cost estimates for offsite public improvements for Global Trade Park South.
-] Advance property acquisition control options with landowners in the Global Trade Park South Redevelopment Planning Area.
-] Advance discussions and plans with OmniTRAX and Illinois Railway to upgrade access to Rockford Global Trade Park sites.
-] Advance development of Business Park 2 & 20.
-] Continue implementation of Global Trade Park branding and signage.
-] Advance sanitary sewer extension to Gensler property.
-] Continue cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council (RAEDC).
-] Prepare and assist landowners in advancing properties to the Qualified Sites Program.
-] Complete annual Tax Increment Financing Report.
-] Attract a minimum of two new companies to industrial TIFs.
-] Assist a minimum of four existing companies to expand in industrial TIFs.
-] Identify the best use for available properties and work towards site readiness.

Industrial Tax Increment Financing Districts

BUDGET SUMMARIES

KISHWAUKEE HARRISON #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$33,614	\$33,930	\$33,920	\$34,736	\$806
TOTAL	\$33,614	\$33,930	\$33,920	\$34,736	\$806

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$40,175	\$39,918	\$40,577	\$40,866	\$289
INTEREST INCOME	1,286	1,118	1,553	1,767	214
TOTAL	\$41,461	\$41,036	\$42,130	\$42,633	\$503

KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$0	\$0	\$0	\$0	\$0
INTEREST INCOME	9	6	9	9	0
TOTAL	\$9	\$6	\$9	\$9	\$0

PRESTON CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$92,564	\$99,922	\$76,656	\$98,638	(\$1,284)
TOTAL	\$92,564	\$99,922	\$76,656	\$98,638	(\$1,284)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$77,081	\$79,617	\$76,400	\$81,500	\$5,100
TOTAL	\$77,081	\$79,617	\$76,400	\$81,500	\$5,100

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$10,000	\$0	\$10,000	\$0
OTHER	<u>1,355,467</u>	<u>804,882</u>	<u>800,906</u>	<u>383,650</u>	<u>(421,232)</u>
TOTAL	<u>\$1,355,467</u>	<u>\$814,882</u>	<u>\$800,906</u>	<u>\$393,650</u>	<u>(\$421,232)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	<u>\$901,371</u>	<u>\$852,506</u>	<u>\$956,182</u>	<u>\$965,700</u>	<u>\$9,518</u>
TOTAL	<u>\$901,371</u>	<u>\$852,506</u>	<u>\$956,182</u>	<u>\$965,700</u>	<u>\$9,518</u>

GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$6	\$0	\$6	\$0	\$0
OTHER	<u>385,716</u>	<u>390,372</u>	<u>385,722</u>	<u>386,572</u>	<u>(3,800)</u>
TOTAL	<u>\$385,722</u>	<u>\$390,372</u>	<u>\$385,728</u>	<u>\$386,572</u>	<u>(\$3,800)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$242,227	\$239,845	\$242,378	\$244,800	\$2,422
TRANSFER FROM TIF	0	148,464	31,322	31,671	349
INTEREST INCOME	<u>9,229</u>	<u>2,107</u>	<u>3,107</u>	<u>1,473</u>	<u>(1,634)</u>
TOTAL	<u>\$251,456</u>	<u>\$390,416</u>	<u>\$276,807</u>	<u>\$277,944</u>	<u>\$1,137</u>

GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	<u>\$148,464</u>	<u>\$34,576</u>	<u>\$34,576</u>	<u>\$31,744</u>	<u>(\$2,832)</u>
TOTAL	<u>\$148,464</u>	<u>\$34,576</u>	<u>\$34,576</u>	<u>\$31,744</u>	<u>(\$2,832)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$28,191	\$29,853	\$29,894	\$33,000	\$3,106
INTEREST INCOME	<u>1,346</u>	<u>460</u>	<u>1,428</u>	<u>488</u>	<u>(940)</u>
TOTAL	<u>\$29,537</u>	<u>\$30,313</u>	<u>\$31,322</u>	<u>\$33,488</u>	<u>\$2,166</u>

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK SOUTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
OTHER	<u>\$754</u>	<u>\$738</u>	<u>\$738</u>	<u>\$750</u>	<u>\$12</u>
TOTAL	<u>\$754</u>	<u>\$738</u>	<u>\$738</u>	<u>\$750</u>	<u>\$12</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
PROPERTY TAX INCREMENT	<u>\$17,977</u>	<u>\$21,842</u>	<u>\$17,033</u>	<u>\$20,159</u>	<u>\$3,126</u>
INTEREST INCOME	<u>432</u>	<u>543</u>	<u>1,027</u>	<u>1,372</u>	<u>345</u>
TOTAL	<u>\$18,409</u>	<u>\$22,385</u>	<u>\$18,060</u>	<u>\$21,531</u>	<u>\$3,471</u>

BUDGET HIGHLIGHTS

) This seven district group collectively runs a deficit for the entire period, with a high of \$1.9 million in 2030. This is entirely due to the Preston and Central TIF District which not only had cost overruns during site preparation but also delays in the project being initiated.

INDUSTRIAL TAX INCREMENT FINANCING FIVE YEAR FORECAST

The 2020-2024 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	<u>\$43</u>	<u>\$44</u>	<u>\$44</u>	<u>\$45</u>	<u>\$45</u>
EXPENDITURES	<u>35</u>	<u>35</u>	<u>36</u>	<u>36</u>	<u>37</u>
EXCESS (DEFICIT)	<u>8</u>	<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
BEGINNING BALANCE	<u>126</u>	<u>134</u>	<u>142</u>	<u>150</u>	<u>159</u>
ENDING BALANCE	<u>\$134</u>	<u>\$142</u>	<u>\$150</u>	<u>\$159</u>	<u>\$168</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
ENDING BALANCE	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>

Industrial Tax Increment Financing Districts

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$82	\$83	\$84	\$85	\$86
EXPENDITURES	<u>121</u>	<u>118</u>	<u>115</u>	<u>112</u>	<u>108</u>
EXCESS (DEFICIT)	<u>(39)</u>	<u>(35)</u>	<u>(31)</u>	<u>(27)</u>	<u>(22)</u>
BEGINNING BALANCE	<u>(1,549)</u>	<u>(1,588)</u>	<u>(1,623)</u>	<u>(1,655)</u>	<u>(1,682)</u>
ENDING BALANCE	<u>(\$1,588)</u>	<u>(\$1,623)</u>	<u>(\$1,654)</u>	<u>(\$1,682)</u>	<u>(\$1,704)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$975	\$985	\$1,002	\$1,020	\$1,039
EXPENDITURES	<u>606</u>	<u>459</u>	<u>456</u>	<u>453</u>	<u>339</u>
EXCESS (DEFICIT)	<u>369</u>	<u>526</u>	<u>546</u>	<u>567</u>	<u>700</u>
BEGINNING BALANCE	<u>(424)</u>	<u>(54)</u>	<u>471</u>	<u>1,018</u>	<u>1,585</u>
ENDING BALANCE	<u>(\$55)</u>	<u>\$472</u>	<u>\$1,017</u>	<u>\$1,585</u>	<u>\$2,285</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$525	\$389	\$389	\$389	\$378
EXPENDITURES	<u>387</u>	<u>387</u>	<u>387</u>	<u>388</u>	<u>381</u>
EXCESS (DEFICIT)	<u>138</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>(3)</u>
BEGINNING BALANCE	<u>(10)</u>	<u>128</u>	<u>130</u>	<u>132</u>	<u>133</u>
ENDING BALANCE	<u>\$128</u>	<u>\$130</u>	<u>\$132</u>	<u>\$133</u>	<u>\$130</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$33	\$34	\$34	\$34	\$35
EXPENDITURES	<u>29</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>31</u>
EXCESS (DEFICIT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
BEGINNING BALANCE	<u>(6)</u>	<u>(2)</u>	<u>1</u>	<u>5</u>	<u>9</u>
ENDING BALANCE	<u>(\$2)</u>	<u>\$2</u>	<u>\$5</u>	<u>\$9</u>	<u>\$13</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$22	\$23	\$23	\$24	\$24
EXPENDITURES	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
EXCESS (DEFICIT)	<u>21</u>	<u>22</u>	<u>22</u>	<u>23</u>	<u>23</u>
BEGINNING BALANCE	<u>112</u>	<u>134</u>	<u>155</u>	<u>178</u>	<u>201</u>
ENDING BALANCE	<u>\$133</u>	<u>\$156</u>	<u>\$177</u>	<u>\$201</u>	<u>\$224</u>

Residential Tax Increment Financing Districts

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2018

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

BUDGET SUMMARIES

LINCOLNWOOD #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$114,514	\$59,241	\$59,241	\$56,824	(\$2,417)
TOTAL	\$114,514	\$59,241	\$59,241	\$56,824	(\$2,417)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$55,299	\$54,611	\$54,611	\$54,825	\$214
INTEREST INCOME	1,232	313	279	142	(137)
TOTAL	\$56,531	\$54,924	\$54,890	\$54,967	\$77

Residential Tax Increment Financing Districts

LINCOLNWOOD #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$64,414	\$61,493	\$61,493	\$57,750	(\$3,743)
TOTAL	\$64,414	\$61,493	\$61,493	\$57,750	(\$3,743)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$39,266	\$57,822	\$57,821	\$39,805	(\$18,016)
INTEREST INCOME	(371)	(502)	0	0	0
TOTAL	\$38,895	\$57,320	\$57,821	\$39,805	(\$18,016)

RIVER OAKS TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$346,801	\$346,847	\$346,847	\$358,265	\$11,418
TOTAL	\$346,801	\$346,847	\$346,847	\$358,265	\$11,418

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$4,430	\$118	\$23,469	\$25,000	\$1,531
TOTAL	\$4,430	\$118	\$23,469	\$25,000	\$1,531

GARRISON TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$142,370	\$142,302	\$142,170	\$137,903	(\$4,399)
TOTAL	\$142,370	\$142,302	\$142,170	\$137,903	(\$4,399)

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$100,221	\$99,491	\$74,345	\$105,450	(\$49)
TOTAL	\$100,221	\$99,491	\$74,345	\$105,450	(\$49)

Residential Tax Increment Financing Districts

HOPE SIX TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$259,719</u>	<u>\$259,002</u>	<u>\$259,002</u>	<u>\$251,805</u>	<u>(\$7,197)</u>
TOTAL	<u>\$259,719</u>	<u>\$259,002</u>	<u>\$259,002</u>	<u>\$251,805</u>	<u>(\$7,197)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$131,205</u>	<u>\$140,043</u>	<u>\$140,027</u>	<u>\$136,392</u>	<u>(\$3,635)</u>
TOTAL	<u>\$131,205</u>	<u>\$140,043</u>	<u>\$140,027</u>	<u>\$136,392</u>	<u>(\$3,635)</u>

JACKSON SCHOOL TAX INCREMENT FINANCING BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$41,000</u>	<u>\$42,866</u>	<u>\$42,403</u>	<u>\$30,083</u>	<u>(\$12,783)</u>
TOTAL	<u>\$41,000</u>	<u>\$42,866</u>	<u>\$42,403</u>	<u>\$30,083</u>	<u>(\$12,783)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$39,959</u>	<u>\$28,885</u>	<u>\$30,931</u>	<u>\$33,100</u>	<u>\$2,169</u>
TOTAL	<u>\$39,959</u>	<u>\$28,885</u>	<u>\$30,931</u>	<u>\$33,100</u>	<u>\$2,169</u>

BUDGET HIGHLIGHTS

-) This six district group collectively has a deficit of \$3,647,313 for 2017 and runs a deficit until 2028.
-) The deficit generators are Hope 6, a high deficit year (2023) of \$1,504,754, Garrison, a high deficit year (2023) of \$1,146,404 never turning positive, and River Oaks, a high deficit year (2028) of \$3.52 million never turning positive.

RESIDENTIAL TAX INCREMENT FINANCING DISTRICT FIVE YEAR FORECAST

The 2020-2024 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$55	\$56	\$56	\$57	\$1,332
EXPENDITURES	<u>80</u>	<u>77</u>	<u>1</u>	<u>0</u>	<u>1,265</u>
EXCESS (DEFICIT)	<u>(25)</u>	<u>(21)</u>	<u>55</u>	<u>57</u>	<u>67</u>
BEGINNING BALANCE	<u>8</u>	<u>(17)</u>	<u>(38)</u>	<u>18</u>	<u>0</u>
ENDING BALANCE	<u>(\$17)</u>	<u>(\$38)</u>	<u>\$17</u>	<u>\$75</u>	<u>\$67</u>

Residential Tax Increment Financing Districts

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$40	\$41	\$41	\$41	\$42
EXPENDITURES	<u>82</u>	<u>78</u>	<u>2</u>	<u>2</u>	<u>1</u>
EXCESS (DEFICIT)	<u>(42)</u>	<u>(37)</u>	<u>39</u>	<u>39</u>	<u>41</u>
BEGINNING BALANCE	<u>(80)</u>	<u>(121)</u>	<u>(159)</u>	<u>(120)</u>	<u>(80)</u>
ENDING BALANCE	<u>(\$122)</u>	<u>(\$158)</u>	<u>(\$120)</u>	<u>(\$81)</u>	<u>(\$39)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$25	\$26	\$26	\$26	\$26
EXPENDITURES	49	50	50	50	51
EXCESS (DEFICIT)	<u>(24)</u>	<u>(24)</u>	<u>(24)</u>	<u>(24)</u>	<u>(25)</u>
BEGINNING BALANCE	<u>(3,288)</u>	<u>(3,312)</u>	<u>(3,336)</u>	<u>(3,361)</u>	<u>(3,385)</u>
ENDING BALANCE	<u>(\$3,312)</u>	<u>(\$3,336)</u>	<u>(\$3,360)</u>	<u>(\$3,385)</u>	<u>(\$3,410)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$107	\$108	\$109	\$110	\$111
EXPENDITURES	<u>186</u>	<u>179</u>	<u>272</u>	<u>257</u>	<u>17</u>
EXCESS (DEFICIT)	<u>(79)</u>	<u>(71)</u>	<u>(163)</u>	<u>(147)</u>	<u>94</u>
BEGINNING BALANCE	<u>(689)</u>	<u>(768)</u>	<u>(840)</u>	<u>(1,003)</u>	<u>(1,150)</u>
ENDING BALANCE	<u>(\$768)</u>	<u>(\$839)</u>	<u>(\$1,003)</u>	<u>(\$1,150)</u>	<u>(\$1,056)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$138	\$139	\$141	\$142	\$143
EXPENDITURES	<u>269</u>	<u>261</u>	<u>257</u>	<u>273</u>	<u>23</u>
EXCESS (DEFICIT)	<u>(131)</u>	<u>(122)</u>	<u>(116)</u>	<u>(131)</u>	<u>120</u>
BEGINNING BALANCE	<u>(1,036)</u>	<u>(1,167)</u>	<u>(1,289)</u>	<u>(1,405)</u>	<u>(1,537)</u>
ENDING BALANCE	<u>(\$1,167)</u>	<u>(\$1,289)</u>	<u>(\$1,405)</u>	<u>(\$1,536)</u>	<u>(\$1,416)</u>

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$33	\$34	\$34	\$34	\$35
EXPENDITURES	<u>93</u>	<u>18</u>	<u>18</u>	<u>13</u>	<u>2</u>
EXCESS (DEFICIT)	<u>(60)</u>	<u>16</u>	<u>16</u>	<u>21</u>	<u>33</u>
BEGINNING BALANCE	<u>(152)</u>	<u>(211)</u>	<u>(196)</u>	<u>(180)</u>	<u>(158)</u>
ENDING BALANCE	<u>(\$212)</u>	<u>(\$195)</u>	<u>(\$180)</u>	<u>(\$159)</u>	<u>(\$125)</u>

Human Services

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Sustain functional zero for chronic homelessness and veterans homelessness.
-) Continue general neighborhood pilot projects.
-) Continue current efforts and seek new strategies and resources to support improved community health and prevention outcomes impacting low-income residents and

Human Services

neighborhoods (i.e., summer food, community gardens, BASSETT training, and youth prevention services).

-) Continue to support collaborative efforts toward a community wide system for improving early childhood development and family outcomes.
-) Fully implement program changes for prenatal to age 5 Head Start Services as approved by the Office of Head Start in the new 5 year grant period that began in August, 2018.
-) Continue efforts to measure and improve child and family outcomes for those participating in department early education program and services.
-) Improve the collective impact of department services to low income residents and neighborhoods by systematically working with inter-department and community partners in the area of behavioral health, housing stability and quality, employment training and education attainment.
-) Continue to improve the deployment of CSBG economic development resources to increase skills, employment and self-employment of low-income residents in collaboration with City and community partners.
-) Update fiscal procedures to support compliance with the federal Office of Management and Budget's new guidance on Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular").

HUMAN SERVICES BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$6,413,376	\$7,001,053	\$5,910,691	\$6,368,657	(\$632,396)
CONTRACTUAL	2,738,896	3,240,558	3,705,493	3,288,693	48,135
SUPPLIES	505,534	622,872	526,325	754,300	131,428
OTHER	<u>6,150,331</u>	<u>7,552,964</u>	<u>9,771,178</u>	<u>4,571,875</u>	<u>(2,981,089)</u>
TOTAL	<u>\$15,808,137</u>	<u>\$18,417,447</u>	<u>\$19,913,687</u>	<u>\$14,983,525</u>	<u>(\$3,433,922)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
FEDERAL	\$11,639,471	\$12,063,762	\$11,551,000	\$11,888,715	\$337,715
STATE	<u>3,235,377</u>	<u>3,737,101</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>0</u>
TOTAL	<u>\$14,874,848</u>	<u>\$15,800,863</u>	<u>\$15,051,000</u>	<u>\$15,388,715</u>	<u>\$337,715</u>

Human Services

HUMAN SERVICES DEPARTMENT PERSONNEL AUTHORIZATION

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
EXEC DIR HUMAN SERVICES	315	1.00	1.00	0.00
DEPUTY DIRECTOR HUMAN SERVICES	0	0.00	1.00	1.00
HEADSTART DIRECTOR	512	1.00	1.00	0.00
COMMUNITY SERVICES DIRECTOR	512	1.00	1.00	0.00
EHS PACE TEAM LEADER	507	1.00	1.00	0.00
EHS TEAM LEADER	509	1.00	1.00	0.00
COMMUNITY PARTNER COORDINATOR	507	1.00	3.00	2.00
FAMILY SERVICES TEAM LEADER	509	1.00	1.00	0.00
HEALTH SERVICES TEAM LEADER	509	1.00	1.00	0.00
COMMUNITY CARE MANAGER	509	3.00	1.00	(2.00)
PARTNER SERVICES TEAM LEADER	509	1.00	1.00	0.00
FISCAL OFFICER	108	1.00	1.00	0.00
SPEC NEEDS/MENTL HEALTH CO EX	505	1.00	1.00	0.00
CS HOMELESS COORDINATOR	506	1.00	1.00	0.00
CS DRUGFREE COORDINATOR	506	1.00	1.00	0.00
CSBG PROGRAM COORDINATOR	506	2.00	1.00	(1.00)
WEATHERIZATION SPECIALIST II	505	1.00	1.00	0.00
ENERGY SPECIALIST	505	1.00	1.00	0.00
TRANSPORTATION SPECIALIST	505	4.00	1.00	(3.00)
HOUSING ADVOCATE	505	1.00	1.00	0.00
RECRUITMENT/ENROLLMENT SPEC	505	1.00	1.00	0.00
SR. ADMINISTRATIVE ASST	505	1.00	1.00	0.00
OUTREACH WORKER	504	4.00	4.00	0.00
WEATHERIZATION SPECIALIST I	503	2.00	1.00	(1.00)
SENIOR ACCOUNT CLERK HS	102	3.00	3.00	0.00
ADMINISTRATIVE ASSISTANT	501	1.00	2.00	1.00
SENIOR OFFICE ASSISTANT	501	3.00	3.00	0.00
PROGRAM DATA SPECIALIST	501	1.00	1.00	0.00
MAINTENANCE REPAIR TECH	SAFETY	0.63	0.63	0.01
TEACHER	AF	12.83	18.24	5.41
COACH MENTOR	AF	0.00	2.00	2.00
EHS HOME VISITOR TEACHER	AF	11.00	11.00	0.00
FAMILY SUPPORT SPECIALIST	AF	7.28	9.53	2.25
ASSISTANT TEACHER	AF	12.17	0.00	(12.17)
PROGRAM SUPPORT ASSISTANT	AF	0.98	2.00	1.02
OFFICE ASSISTANT	AF	4.00	3.00	(1.00)
BUS DRIVER	AF	5.65	0.00	(5.65)
NUTRITION ASSISTANT	AF	0.81	0.00	(0.81)
HEALTH TECHNICIAN	AF	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
TOTAL PERSONNEL		<u>97.35</u>	<u>84.40</u>	<u>(12.95)</u>

Human Services

BUDGET HIGHLIGHTS

-) Personnel expenses decrease \$632,393 primarily due to reductions in Assistant Teachers and Bus Drivers, Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense offset by a budgeted 2% wage adjustment and increases in health insurance rates.
-) Contractual expenses increase \$48,135 due to adjustments in telephone charges and increases in transportation services.
-) Supplies expenses increase \$131,428 due to additions in weatherization materials offset by decreases in photography supplies and computer purchases.
-) Other expenses decrease \$2,981,089 due to changes in energy, shelter, energy emergency and rental assistance.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$15,388,715	\$15,388,715	\$15,388,715	\$15,388,715	\$15,388,715
EXPENDITURES	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>
EXCESS (DEFICIT)	0	0	0	0	0
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

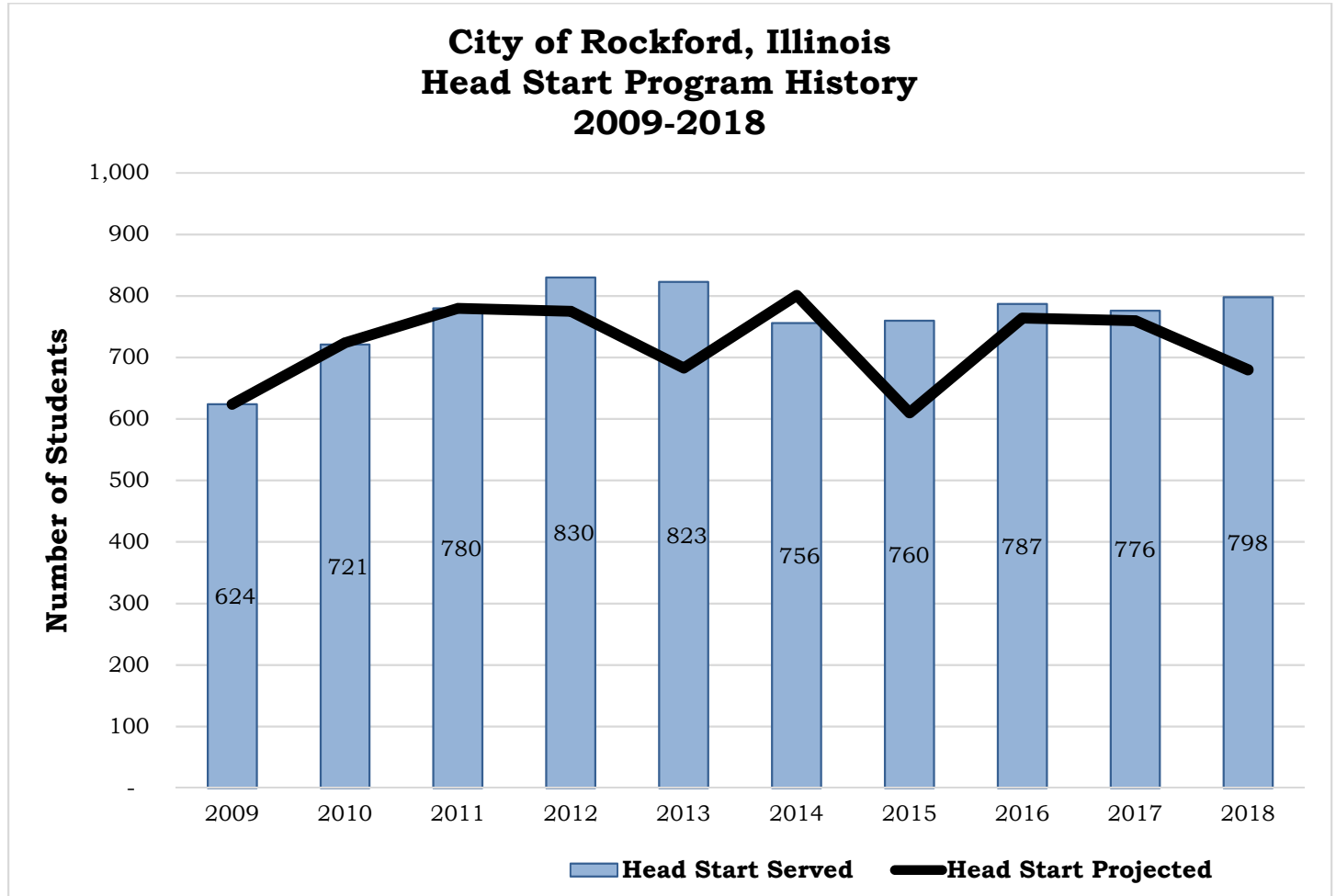
The 2020-2024 five year financial forecast assumes that all grants and other funding sources for Human Services will remain stable. From year to year, increases and decreases have fluctuated between five and 30 percent. The instability of year to year funding levels is due to the 100 percent dependence each year on state and federal funding. Since levels of expenditures are tied directly to the amount allocated by outside funding sources, both revenue and expenditures are projected at the same amount for five years.

HUMAN SERVICES DEPARTMENT PERFORMANCE MEASURES

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
ELIMINATION OF YOUTH HOMELESSNESS	N/A	100%	89%	100%
% APPLICANTS SUCCESSFULLY PREVENTED HOMELESSNESS	90%	90%	96%	90%
% OF GARDENS HOLDING TEACHING EVENTS	100%	50%	86%	75%
% OF RESIDENTS ACTIVE IN NEIGHBORHOOD PROJECTS	25%	25%	25%	0%
% BUSINESSES TRAINED IN BASSET WHO REMAIN COMPLIANT	100%	90%	100%	100%
% HOMES WEATHERIZED THAT MET AIR SEALING TARGET	95%	95%	98%	98%
% OF ON TIME PiPP PAYMENTS	92%	85%	87%	85%
% ENROLLED IN JOB TRAINING WHO COMPLETE TRAINING	88%	85%	93%	85%
% ENROLLED IN WORK EXPERIENCE WHO COMPLETE PROGRAM	85%	85%	72%	75%
% HOUSEHOLDS STABILIZED DUE TO EMERGENCY ASSISTANCE	90%	90%	90%	90%
HEAD START FUNDED ENROLLMENT	649	630	656	534
EARLY HEAD START FUNDED ENROLLMENT	127	130	142	146
HEAD START/EARLY HEAD START FAMILIES SERVED	776	740	733	725
EARLY HEAD START PREGNANT WOMEN SERVED	6	6	11	10
EARLY HEAD START/CHILD CARE PARTNERSHIP FUNDED ENROLLMENT	55	50	60	55
HEAD START/PRE-K FUNDED ENROLLMENT	43	47	0	0

Human Services

OPERATIONAL INFORMATION



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 2018, the Human Services Department provided the program to an estimated 798 children.

Tuberculosis Sanitarium Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

Effective January 1, 1999, the City contracted with the Winnebago County Health Department for providing medical treatment for tuberculosis. The City levies property taxes to fund TB care with the actual provision of the service provided by the County Health Department. Patients receive tuberculosis screening, x-rays, medication and follow-up services. The City and the Tuberculosis Board provide all fiscal resources and policy oversight. In 2018, 384 city patients were served (2017 – 389, 2016 – 738). City patients have been approximately 83% of the caseload for 2018 (2017 – 86%, 2016 – 88%).

TUBERCULOSIS SANITARIUM BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$139,033	\$160,000	\$117,209	\$164,800	\$4,800
TOTAL	\$139,033	\$160,000	\$117,209	\$164,800	\$4,800

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TUBERCULOSIS SANITARIUM	\$159,538	\$139,399	\$158,400	\$163,152	\$4,752
INTEREST INCOME	3,044	1,837	3,300	2,000	(1,300)
TOTAL	\$162,582	\$141,236	\$161,700	\$165,152	\$3,452

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$167	\$172	\$177	\$182	\$187
EXPENDITURES	<u>165</u>	<u>170</u>	<u>175</u>	<u>180</u>	<u>185</u>
EXCESS (DEFICIT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
BEGINNING BALANCE	<u>158</u>	<u>158</u>	<u>153</u>	<u>148</u>	<u>143</u>
ENDING BALANCE	<u>\$160</u>	<u>\$160</u>	<u>\$155</u>	<u>\$150</u>	<u>\$145</u>

RATE (CENTS)	0.8	0.8	0.8	0.8	0.8
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The 2020-2024 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 eight-tenths of a cent during this time period.

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 Belvidere, Machesney Park and Loves Park, for which it is reimbursed.

ROCKFORD MASS TRANSIT DISTRICT SUBSIDY BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL REVENUES	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

BUDGET HIGHLIGHTS

- J The 2019 RMTD budget, July 1, 2018, to June 30, 2019, proposes spending \$17,962,118.
- J 2019 operating revenue from the District is estimated at \$2,065,750. Overall, District revenues account for 12% of the necessary funding with the remaining \$15,896,367 (88%) being provided by the Federal Government, the State of Illinois, and area municipalities.

RM TD CITY SUBSIDY FIVE YEAR FINANCIAL FORECAST (IN 000's) - CITY FISCAL YEAR

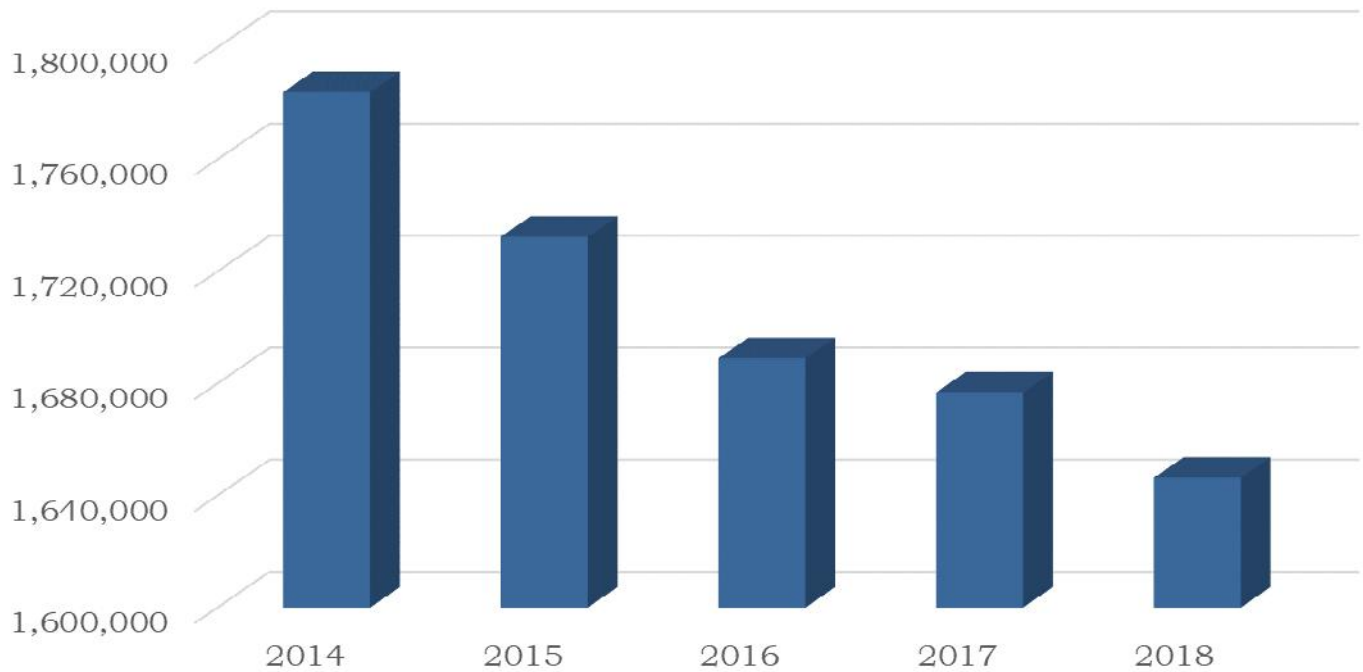
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
CITY SUBSIDY	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524

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

Rockford Mass Transit District Subsidy

OPERATIONAL INFORMATION

Total Ridership
2014-2018



Paratransit Ridership
2014-2018



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, the five branch extensions, and the Nordlof Center. 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 Hart Interim Library, Nordlof Center 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.
- **Nordlof Center** - The primary function of the 30,000 square-foot facility is to provide cultural enrichment to the community through a variety of service and venues as a multi-use performance and classroom venue for the region's performing arts and technology training needs.

OBJECTIVES FOR FISCAL YEAR 2019

-) Continue to cooperate with ComEd on remediation project at the Main Library.
-) Improve literacy levels in the community, with a concentration on early childhood and family literacy.
-) Increase community attendance at classes and special events to encourage lifelong learning.
-) Continue to provide staff training in customer service techniques, technology, reader's assistance and other skills to empower employees to assist community.

Rockford Public Library

-) Continue to work with architects to design the Replacement Main Library.
-) Continue to develop strategic plan.
-) Further develop Maker Space learning opportunities.

ROCKFORD PUBLIC LIBRARY BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$4,976,275	\$5,154,707	\$4,664,643	\$5,063,499	(\$91,208)
CONTRACTUAL	2,281,775	3,382,495	2,158,734	6,255,139	2,872,644
SUPPLIES	1,566,037	1,416,541	1,265,916	1,434,639	18,098
OTHER	85,000	74,725	52,133	293,013	218,288
INTEREST	244,000	217,488	217,488	0	(217,488)
CAPITAL	<u>765,338</u>	<u>145,249</u>	<u>93,614</u>	<u>43,750</u>	<u>(101,499)</u>
TOTAL	<u>\$9,918,425</u>	<u>\$10,391,205</u>	<u>\$8,452,527</u>	<u>\$13,090,040</u>	<u>\$2,698,835</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
LIBRARY OPERATIONS	\$6,934,711	\$7,029,155	\$7,096,000	\$7,096,000	\$0
LIBRARY MAINTENANCE	277,577	281,732	284,000	284,000	0
REPLACEMENT TAXES	899,520	782,932	777,346	750,000	(27,346)
FINES	79,812	66,722	46,750	38,448	(8,302)
NON-RESIDENT FEES	12,551	12,551	12,000	9,869	(2,131)
SERVICE CHARGES	29,803	35,081	46,700	38,448	(8,252)
RENTS AND REIMBURSEMENTS	2,275	65,781	75,000	36,000	(39,000)
INTEREST INCOME/ENDOWMENTS	132,179	109,022	52,000	49,435	(2,565)
STATE OF ILLINOIS	117,841	117,840	191,089	117,840	(73,249)
FROM OTHER GOVERNMENTS	0	177,933	110,000	100,000	(10,000)
MISCELLANEOUS	<u>4,723</u>	<u>605,855</u>	<u>1,656,408</u>	<u>4,570,000</u>	<u>2,913,592</u>
TOTAL	<u>\$8,490,991</u>	<u>\$9,284,605</u>	<u>\$10,347,293</u>	<u>\$13,090,040</u>	<u>\$2,742,747</u>

Rockford Public Library

ROCKFORD PUBLIC LIBRARY AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2018 FTE	2018 EMPLOYEES	2019 FTE	2019 EMPLOYEES	FTE CHANGE	INCREASE/ (DECREASE)
LIBRARY SR CLERK	LSCL	1.00	1	1.00	1	0.00	0.00
LIBRARIAN	LIBR	7.00	7	7.00	7	0.00	0.00
LIBRARY CLERK	LCLK	21.00	32	21.00	32	0.00	0.00
LIB MAINTENANCE ASSISTANT	LAST	3.00	3	3.00	3	0.00	0.00
LIBRARY ASSISTANT	LAST	15.50	18	15.50	18	0.00	0.00
LIBRARY PROGRAM COORDINATOR	LAST	4.00	3	3.00	3	(1.00)	0.00
LIB EXECUTIVE DIRECTOR	L31	1.00	1	1.00	1	0.00	0.00
LIB ASSISTANT DIRECTOR	L30	1.00	1	2.00	2	1.00	1.00
LIB FINANCE DIRECTOR	L29	1.00	1	1.00	1	0.00	0.00
LIB ADULT SERVICES MGR	L28	1.00	1	1.00	1	0.00	0.00
LIB BRANCH MNGR II MLS	L28	1.00	1	1.00	1	0.00	0.00
LIB INFORMATION TECH MGR	L28	1.00	1	1.00	1	0.00	0.00
LIB PERSONNEL OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIBRARY DEVELOPMENT OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIBRARY COMMUNITY RELATIONS OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIB CHILDREN AND YOUTH SERVICES MANAGER	L28	0.00	1	1.00	0	1.00	(1.00)
LIB ASSISTANT MANAGER COLLECTIONS	L27	1.00	1	1.00	1	0.00	0.00
LIB CIRCULATION SERVICES	L27	1.00	1	1.00	1	0.00	0.00
LIB PHYSICAL FACILITIES MANAGER	L27	1.00	1	1.00	1	0.00	0.00
ILS SPECIALIST	L26	1.00	0	0.00	0	(1.00)	0.00
LIB INFORMATION TECH AST	L26	1.00	2	2.00	2	1.00	0.00
NETWORK ADMINISTRATOR	L26	2.00	1	1.00	1	(1.00)	0.00
LIB TRAIN/DEVELOP SPEC	L26	0.00	1	1.00	1	1.00	0.00
LIBRARY BRANCH MANAGER	L26	3.00	3	3.00	3	0.00	0.00
NORDLOF CENTER MANAGER	L26	2.00	2	2.00	2	0.00	0.00
LIB ADMIN SECRETARY	L24	1.00	1	1.00	1	0.00	0.00
LIB CFO ASSISTANT	L22	1.00	1	1.00	1	0.00	0.00
LIB COMMUNITY RELATIONS ASSISTANT	L22	1.00	1	1.00	1	0.00	0.00
LIB COMMUNITY REL/FINANCE CLERK	L21	1.00	1	1.00	1	0.00	0.00
LIB ADMIN CLERK	L20	0.50	1	0.50	1	0.00	0.00
LIBRARY SENIOR PAGE	L02	0.50	1	0.50	1	0.00	0.00
LIBRARY PAGE	L01	<u>10.12</u>	<u>18</u>	<u>10.12</u>	<u>18</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>87.62</u>	<u>110</u>	<u>88.62</u>	<u>110</u>	<u>1.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses decrease due to changes in personnel, Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense offset by a budgeted 3% wage adjustment and increases in health insurance rates.
-) Contractual expense increases \$2,872,644 due to an increase in service contracts to maintain the Interim Hart Library and add a new Main Library.
-) Supplies expenditures increases \$18,098 due to lower recording acquisitions, computer supplies offset by book purchases.
-) Capital expenditures decrease \$101,499 due to changes in land improvements, building improvements offset by purchases in computer equipment.

Rockford Public Library

LIBRARY FUND FIVE YEAR FINANCIAL FORECAST (IN 000's)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$7,553	\$7,698	\$7,871	\$8,100	\$8,285
EXPENSES	<u>10,115</u>	<u>10,563</u>	<u>11,034</u>	<u>11,526</u>	<u>12,042</u>
EXCESS (DEFICIT)	<u>(2,562)</u>	<u>(2,865)</u>	<u>(3,163)</u>	<u>(3,426)</u>	<u>(3,757)</u>
BEGINNING BALANCE	4,692	2,130	(735)	(3,898)	(7,324)
ENDING BALANCE	<u>\$2,130</u>	<u>(\$735)</u>	<u>(\$3,898)</u>	<u>(\$7,324)</u>	<u>(\$11,081)</u>
PROPERTY TAX RATES (CENTS)					
OPERATIONS	30.0	30.0	30.0	30.0	30.0
MAINTENANCE	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
TOTAL LIBRARY RATE	32.0	32.0	32.0	32.0	32.0

The 2020-2024 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 3% annually; contractual costs are expected to increase 3.5% each year. All other expenditure types (other, interest, capital) are budgeted at current levels.

Tax rate limits are 30 cents for operations and two cents for maintenance.

CAPITAL EQUIPMENT

Planned fixed assets include computer upgrades and building improvements for 2019:

EQUIPMENT	QUANTITY	BUDGET EACH	AMOUNT
COMPUTER SOFTWARE/HARDWARE UPDATE	1	\$28,750	\$28,750
BUILDING IMPROVEMENTS EAST BRANCH	1	15,000	<u>15,000</u>
TOTAL			\$43,750

Police Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are three primary operating bureaus within the Police Department.

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

OBJECTIVES FOR FISCAL YEAR 2019

Reduce Overall Crime

-) Continue to work with the Health Department to develop and implement a youth violence reduction strategy with local law enforcement and community partners.
-) Continue to implement a social networking analysis program to assist focused deterrence model.
-) Improve efficiency of response to non-priority calls for service to reduce obligated time for patrol officers and increase the time officers have available for community policing activities.

Technology

-) Continue to research, develop and implement the following technologies: automated license plate readers, shot spotter technology, in-car dash cameras, and new records management system and computer aided dispatch system.

Community Engagement

-) Research, develop and implement the following internal and external communication improvements: enhance relationships with other law enforcement agencies and an intra-agency system of communication between police districts 1, 2, and 3.
-) Continue to build Incident Command System (ICS) utilization for critical incident response in partnership with regional local, state, and federal agencies.
-) Collaborate with the community to provide traffic safety and education advertisements and citizen safety courses.
-) Develop and implement an afterschool program for the youth that is facilitated by the Rockford Public School district and the Police Department.
-) Expand and diversify Police Explorer program.

Police Department

Employees

-) Conduct experiential community based learning that focuses on developing officers' community oriented policing skill set.
-) Bolster recruitment program and diversify ranks.

POLICE DEPARTMENT BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	ACTUAL	BUDGET	ESTIMATED	BUDGET	(DECREASE)
PERSONNEL	\$43,719,964	\$45,913,058	\$45,912,560	\$46,861,007	\$947,949
CONTRACTS	9,673,570	9,743,241	9,734,052	9,623,424	(119,817)
SUPPLIES	1,037,169	1,253,556	1,253,001	990,592	(262,964)
OTHER	2,758,761	1,437,642	1,437,642	1,388,780	(48,862)
CAPITAL	314,625	1,727,680	1,705,986	1,730,000	2,320
TOTAL	<u>\$57,504,089</u>	<u>\$60,075,177</u>	<u>\$60,043,240</u>	<u>\$60,593,803</u>	<u>\$518,626</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	ACTUAL	ACTUAL	BUDGET	BUDGET	(DECREASE)
PROPERTY TAXES					
POLICE PROTECTION	\$8,324,047	\$8,449,288	\$8,707,239	\$9,097,169	\$389,930
POLICE PENSION	5,264,498	6,853,750	7,146,034	7,384,887	238,853
SCHOOL CROSSING GUARD	61,056	63,363	64,000	63,000	(1,000)
FRINGE BENEFIT REIMBURSEMENTS	1,679,124	1,945,871	1,952,788	1,895,184	(57,604)
911 FRINGE BENEFIT REIMBURSEMENT	576,781	463,991	473,316	418,399	(54,917)
REPLACEMENT TAXES	1,004,250	963,000	895,469	914,200	18,731
MAGISTRATE FINES	529,757	481,243	555,000	555,000	0
FEES	635,996	694,485	995,000	845,500	(149,500)
PARKING SYSTEM PURCHASE SERVICES	71,300	72,275	73,300	73,300	0
FROM OTHER GOVERNMENTS	696,269	351,969	2,290,000	2,248,218	(41,782)
PROPERTY FORFEITURES	169,806	188	15,225	0	(15,225)
CAPITAL LEASE FUNDS	357,585	314,625	0	1,730,000	1,730,000
GENERAL REVENUES	<u>33,093,679</u>	<u>36,850,041</u>	<u>36,907,806</u>	<u>35,368,946</u>	<u>(1,538,860)</u>
TOTAL	<u>\$52,464,148</u>	<u>\$57,504,089</u>	<u>\$60,075,177</u>	<u>\$60,593,803</u>	<u>\$518,626</u>

Police Department

POLICE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
SWORN				
CHIEF	427	1.00	1.00	0.00
DEPUTY CHIEF	424	1.00	1.00	0.00
ASSISTANT DEPUTY CHIEF	423	5.00	5.00	0.00
LIEUTENANT	420	10.00	10.00	0.00
SERGEANT	P-3	32.00	32.00	0.00
INVESTIGATOR	P-2	74.00	74.00	0.00
PATROL OFFICER	P-1	178.00	178.00	0.00
CIVILIAN				
MGR DOMESTIC VIOLENCE & HUMAN TRAFFICKING	212	1.00	1.00	0.00
POLICE INFORMATION MGMT ADMIN	110	1.00	1.00	0.00
ASSISTANT POLICE INFORMATION MGMT ADMIN	109	1.00	1.00	0.00
CRIME ANALYST	107	2.00	2.00	0.00
FINANCIAL ANALYST	107	1.00	1.00	0.00
INFORMATION SYSTEMS TECH	107	1.00	0.00	(1.00)
PROPERTY & EVIDENCE SUPERVISOR	107	1.00	1.00	0.00
FISCAL SERVICES SPECIALIST	105	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASST	105	2.00	2.00	0.00
ASSET SEIZURE ANALYST	105	1.00	1.00	0.00
ADMINISTRATIVE ASST	102	1.00	1.00	0.00
CITIZEN REPORTING ASST	101	10.00	10.00	0.00
POLICE TECHNICIAN	A-22	5.00	5.00	0.00
PROPERTY & EVIDENCE TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-19	3.00	3.00	0.00
DATA ENTRY OPERATOR	A-18	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>342.00</u>	<u>341.00</u>	<u>(1.00)</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflects a 2% wage adjustment, as well as increases in health insurance offset by decreases in Illinois Municipal Retirement Fund (IMRF) rates and unemployment expense and the transfer of one position to the IT department.
-) Pension contribution increases \$236,488 or 3%.
-) Contractual expenses decrease \$119,817 primarily due to service contracts and purchase of services offset by decreases in vehicle repairs, fuel and rent costs due to Police Department move from Public Safety Building.
-) Supplies expenses decrease \$262,964 primarily due to reductions in computer purchases offset by small tools supplies.
-) Other expenses reflects estimated lease payments for vehicles acquired in 2012 - 2018 and estimated bond payments for Police Stations District 1, District 2 and District 3.
-) Capital expenses increased \$2,320 due to Police acquiring new Records Management System equipment and vehicles for 2019.

Police Department

CAPITAL EQUIPMENT

Planned capital replacements for 2018 include Records Management Systems software and squad vehicles.

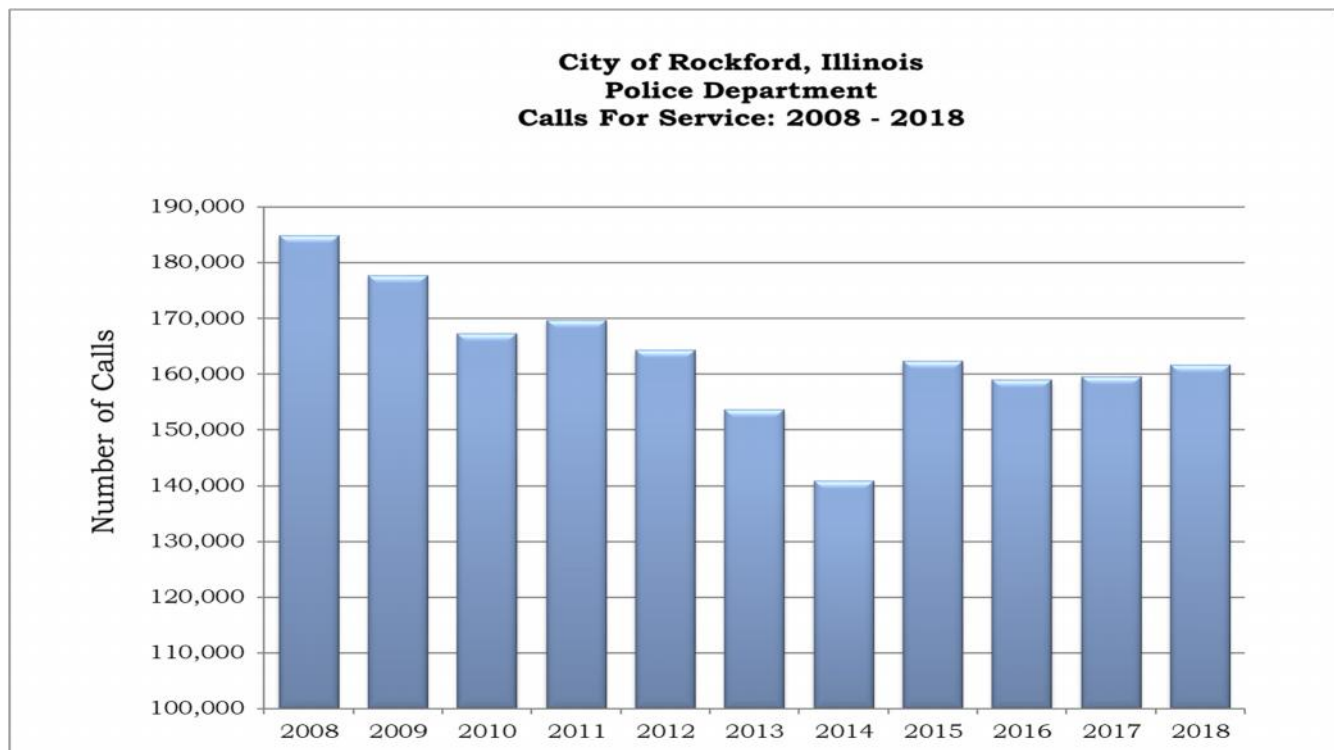
TYPE	QUANTITY	BUDGET EACH	TOTAL BUDGET
VAN	2	\$20,000	\$40,000
MARKED SEDAN/SUV	25	35,000	880,000
TRUCK	4	30,000	120,000
COMMAND SUV	1	130,000	130,000
UNMARKED SQUAD/SUV	<u>10</u>	32,000	<u>320,000</u>
TOTAL	42		\$1,490,000

POLICE DEPARTMENT PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
GROUP A OFFENSES	18,031	14,627	17,433	17,100
GROUP B OFFENSES	9,743	6,295	11,692	11,417
% GROUP A OFFENSES CLEARED	34.90%	35.35%	44.00%	43.50%

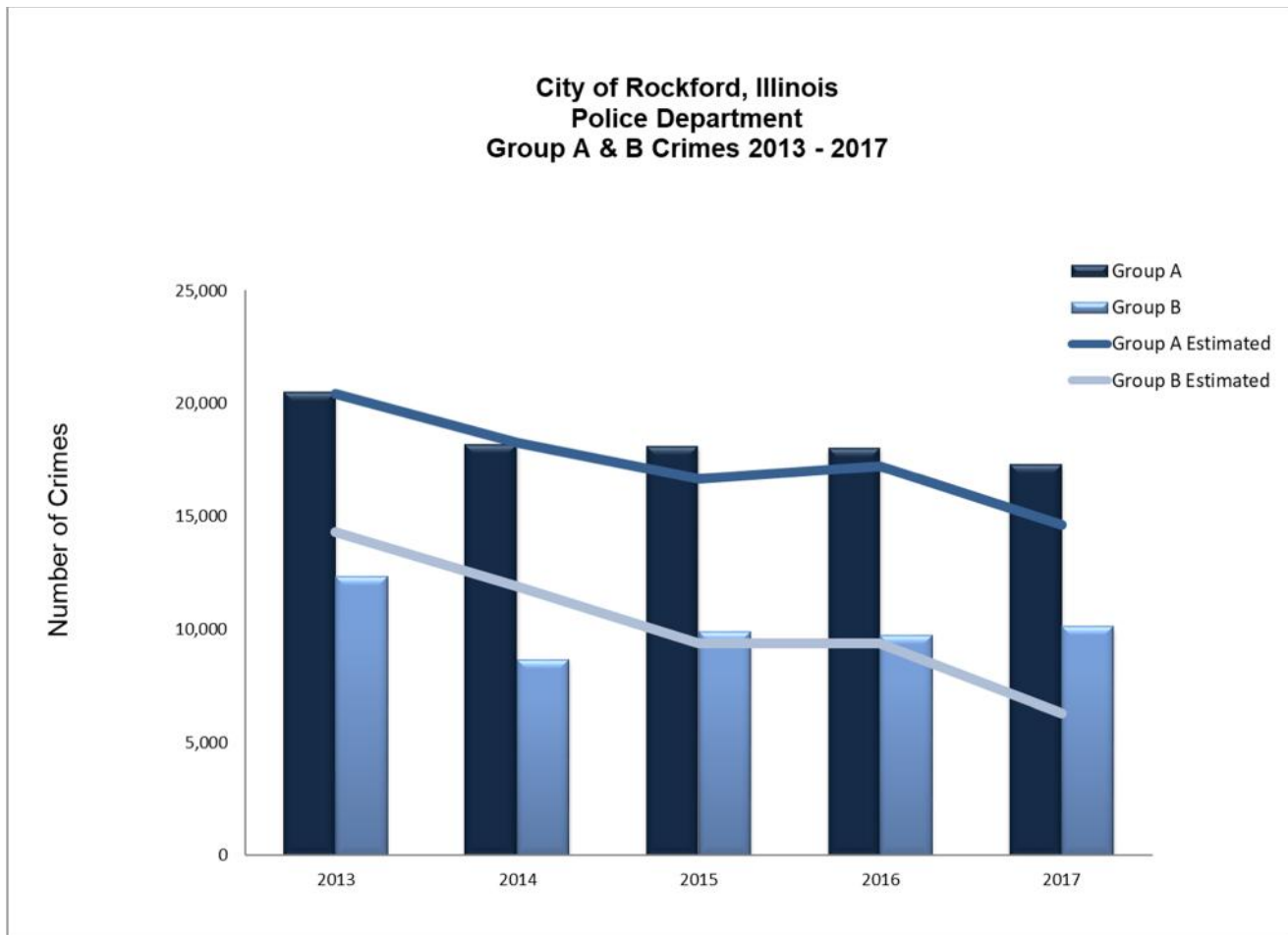
*2018 DATA IS PRELIMINARY

OPERATIONAL INFORMATION



Police Department

The chart above demonstrates slight variations in calls over the past ten years with a slight spike in 2008. Calls are down by 12.5% since 2008. Calls in 2017 increased from 2016 to 159,511. Calls in 2018 have increased from 2017 to 161,679.



As of 2006, the Rockford Police Department records and reports data based on NIBRS (National Incident-Based Reporting System) guidelines. NIBRS criminal offenses are made up of Group A and Group B crimes that include homicide, robbery, assault, burglary, weapon offenses, drug related offenses, criminal damage to property, prostitution, forgery and theft. As of 2018, the amount of Group A Crimes have increased by 4.3% to 17,433 and Group B crimes have increased by 35.0% to 11,692. Crimes in 2019 are estimated to decrease from 2018's total.

Fire Department

MISSION STATEMENT

The mission of the Rockford Fire Department is to protect the lives and property of our community through fire, emergency medical, and life safety services.

PRIMARY FUNCTIONS

There are four primary operating divisions within the Fire Department.

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Maintain Accreditation from Center for Public Safety Excellence (CPSE) Commission on Fire Service Accreditation International (CFAI), Commission on Accreditation of Ambulance Services (CAAS), and Government Fleet Management Operation (GFMO) for our Fire Maintenance Facility.
-) Maintain the Automotive Service Excellence (ASE) "Blue Seal of Excellence" and certifications relevant to Emergency Vehicle Technician (EVT) Certifications.
-) Explore new and innovative technologies to improve the service levels and efficiencies of the department.
-) Continue to improve employee development and educational programs.
-) Continue to identify and implement ways to improve the safety of the members of the Department.
-) Continue to educate and promote the importance of employee health and wellness.
-) Continue to expand recruiting efforts and Explorer programs.
-) Continue to explore various grant opportunities to further support the department's mission and goals.
-) Continue to work to improve the disaster preparedness of the community.
-) Continue to improve inspection and fire prevention efforts.
-) Continue the plan for facilities and infrastructure maintenance and improvements.
-) Work to further develop Mobile Integrated Healthcare program.
-) Continue research and implement new fire station alerting system.
-) Research and implement inventory management system.
-) Expand services offered by our Fire Maintenance Facility.

Fire Department

FIRE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$41,491,004	\$42,956,347	\$42,496,687	\$42,572,460	(\$383,887)
CONTRACTUAL	3,855,866	4,380,738	4,329,738	4,278,928	(101,810)
SUPPLIES	1,366,835	1,192,055	1,157,637	850,780	(341,275)
OTHER	990,634	1,064,039	1,064,039	1,512,994	448,955
CAPITAL	<u>2,793,575</u>	<u>350,015</u>	<u>350,015</u>	<u>2,595,000</u>	<u>2,244,985</u>
TOTAL	<u>\$50,497,914</u>	<u>\$49,943,194</u>	<u>\$49,398,116</u>	<u>\$51,810,162</u>	<u>\$1,866,968</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FIRE PROTECTION	\$8,364,405	\$8,364,405	\$8,707,329	\$9,097,169	\$389,840
FIRE PENSION	6,249,520	6,249,520	7,544,482	8,477,364	932,882
FRINGE BENEFIT REIMBURSEMENTS	1,742,034	1,742,034	1,886,100	1,847,592	(38,508)
911 FRINGE BENEFIT REIMBURSEMENT	195,344	195,344	201,091	186,763	(14,328)
REPLACEMENT TAX	979,495	979,495	1,100,000	1,074,925	(25,075)
AMBULANCE CHARGES	5,300,000	5,300,000	5,200,000	5,732,480	532,480
OTHER CHARGES	300,000	300,000	320,000	340,000	20,000
CAPITAL LEASE FUNDS	0	0	125,000	2,595,000	2,470,000
GENERAL REVENUES	<u>24,586,096</u>	<u>26,812,396</u>	<u>24,314,114</u>	<u>22,458,869</u>	<u>(1,294,258)</u>
TOTAL	<u>\$47,716,894</u>	<u>\$49,943,194</u>	<u>\$49,398,116</u>	<u>\$51,810,162</u>	<u>\$2,973,033</u>

FIRE DEPARTMENT AUTHOIRZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
FIRE CHIEF	427	1.00	1.00	0.00
DIVISION CHIEF	424	3.00	3.00	0.00
DISTRICT CHIEFS	421	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	412	1.00	1.00	0.00
FIRE ANALYST	107	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
CAPTAIN	F-6	17.00	17.00	0.00
LIEUTENANT	F-5	26.00	26.00	0.00
FIRE INSPECTOR	F-4	7.00	7.00	0.00
DRIVER ENGINEER	F-3	39.00	39.00	0.00
FIREFIGHTER	F-1	165.00	165.00	0.00
FIRE EQUIPMENT SPECIALIST	F-1	2.00	2.00	0.00
SENIOR CLERK	A-19	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>272.00</u>	<u>272.00</u>	<u>0.00</u>

Fire Department

BUDGET HIGHLIGHTS

-) Salaries decrease \$607,207 primarily due to large number of retirements and reduction in overtime as a result of staff levels at authorized strength.
-) Pension contribution increases \$147,029, or 1.6%.
-) A number of changes in contractual accounts result in a decrease overall of \$101,810. Notable increases include \$64,350 in vehicle services, \$30,397 in microcomputers and \$33,513 in fuel offset by reduction of \$321,540 to telephone circuit charges.
-) 911 charges increase \$192,549.
-) Supplies decreased \$341,275 primarily due to reduction in clothing and vehicle expenses.
-) Lease payments increase \$450,705 due to capital purchases made in 2018.

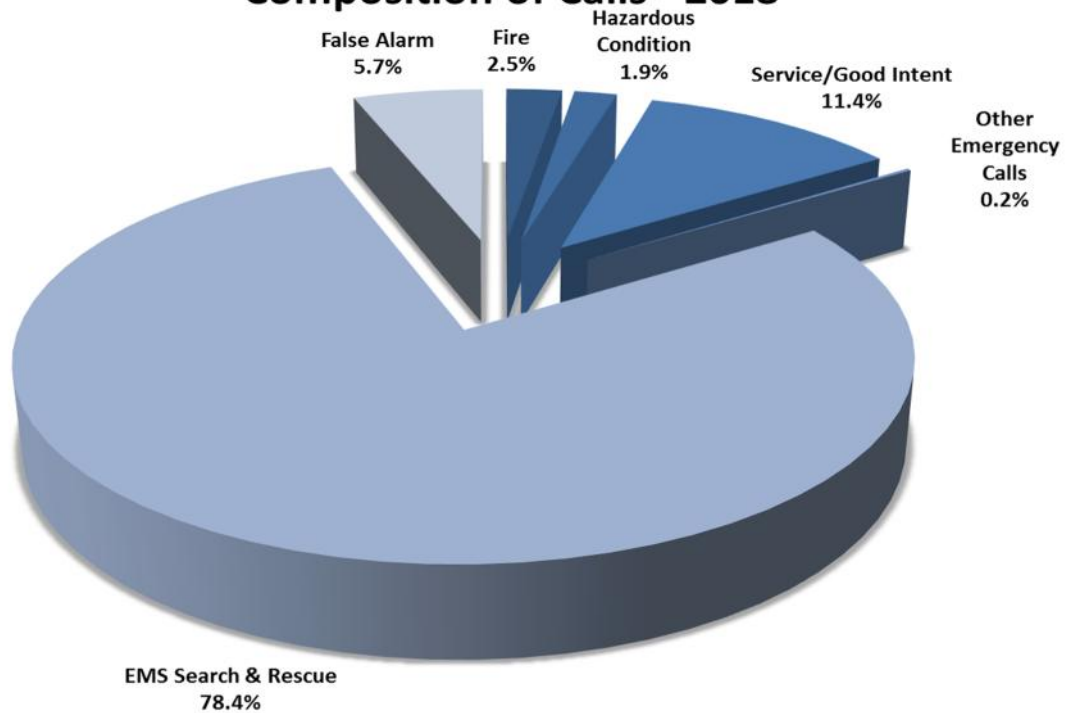
CAPITAL EQUIPMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
VEHICLE			
AMBULANCE	2	268,000	536,000
ENGINE	1	585,000	585,000
LADDER	1	1,000,000	1,000,000
INSPECTOR SUV	2	23,000	46,000
SUPERVISOR SUV	1	32,000	32,000
DISTRICT SUV	1	55,000	55,000
HAZMAT TRAILER	1	40,000	40,000
BUILDING			
HVAC REPLACEMENT	1	120,000	120,000
ASBESTOS REMOVAL	1	25,000	25,000
ROOF REPLACEMENT	2	70,500	141,000
SIDEWALK REPAIR	1	15,000	15,000
TOTAL			<u>\$2,595,000</u>

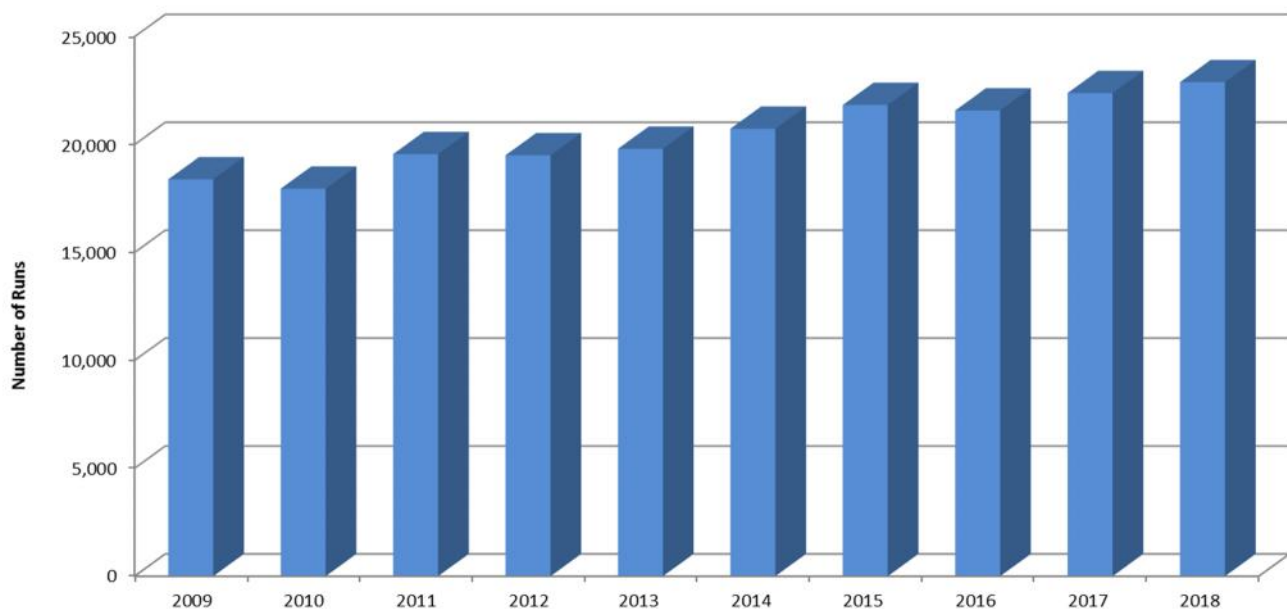
Fire Department

OPERATIONAL INFORMATION

Composition of Calls - 2018



Ambulance Run History: 2009-2018



Fire Department

FIRE DEPARTMENT PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
EMS & SEARCH/RESCUE INCIDENTS	22,390	23,028	22,892	23,589
TOTAL FIRES	752	750	716	720
STRUCTURE FIRE INCIDENTS (RESIDENTIAL)	231	210	245	247
STRUCTURE FIRE INCIDENTS (COMMERCIAL)	49	51	42	43
VEHICLE FIRE INCIDENTS	105	92	103	101
OUTSIDE FIRE INCIDENTS	149	173	128	135
OPEN BURNING INCIDENTS	218	246	198	201
INSPECTIONS	4,092	4,500	3,185	4,250
ARSONS	73	60	72	74
PUBLIC EDUCATION ACTIVITIES	156	175	232	250

911 Communications

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Begin training eight (8) newly hired Telecommunicators (TC's) with the goal of achieving optimal staffing which contributes to enhancing our Center's overall service to its citizens while reducing overtime costs.
-) Continue to assist TC's and Supervisors alike in career development through both on and off site training classes and workshops.
-) Continue working to improve our hiring process in an effort to make it more relevant and thus provide candidates better suited for long-term success. Along with this, continue to focus on the improvement and consistency of training for all TC's - new hires as well as veterans.
-) Review our Center's Standard Operating Procedures on an ongoing basis to ensure relevancy and improve effectiveness and efficiency of operations.
-) Proceed with the installation of Next Generation Customer Premise Equipment. Installation has been delayed due to challenges presented by Competitive Local Exchange Carriers.
-) Continue the process of transitioning from a legacy network to a Next Generation iFiber network. We will not only realize a cost savings but, when deemed appropriate, have the ability to receive calls and information via text and video.
-) Proceed with the implementation of our new Computer Aided Dispatch (CAD) system for the City and County 911 Centers.
-) With the recent hiring of new IT personnel, realize an improvement in services within our Division which will allow us to more rapidly respond to and resolve issues that may arise.

911 Communications

911 COMMUNICATIONS FUND BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$5,051,928	\$5,269,200	\$5,265,139	\$5,530,986	\$261,786
CONTRACTUAL	283,906	340,760	339,379	352,415	11,655
SUPPLIES	283,906	36,800	38,412	28,200	(8,600)
OTHER	<u>0</u>	<u>7,910</u>	<u>7,910</u>	<u>0</u>	<u>(7,910)</u>
TOTAL	<u>\$5,619,740</u>	<u>\$5,654,670</u>	<u>\$5,650,840</u>	<u>\$5,911,601</u>	<u>\$256,931</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PURCHASE OF SERVICES					
POLICE DEPARTMENT	\$3,397,157	\$3,015,856	\$3,479,884	\$3,491,234	\$11,350
ETS BOARD	345,928	332,016	241,737	231,038	(10,699)
COUNTY	640,000	640,000	640,000	640,000	0
FIRE ALARM	1,333,203	1,377,482	1,494,340	1,549,329	54,989
INTEREST	<u>3,019</u>	<u>633</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$5,719,307</u>	<u>\$5,365,987</u>	<u>\$5,855,961</u>	<u>\$5,911,601</u>	<u>\$55,640</u>

911 COMMUNICATIONS FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS MANAGER	412	1.00	1.00	0.00
TRAINING SUPERVISOR	405	1.00	1.00	0.00
TELECOMMUNICATIONS SUPERVISOR	405	4.00	4.00	0.00
COMPUTER SERVICES COORDINATOR	405	0.00	1.00	1.00
ASSISTANT SHIFT SUPERVISOR	A-28	4.00	4.00	0.00
MSAG COORDINATOR	A-24	1.00	0.00	(1.00)
TELECOMMUNICATOR	A-23	40.00	40.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>52.00</u>	<u>52.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to general wage increases for AFSCME, IAFF and non-represented employees, offset by increases to health insurance elections.
-) The County funds two 24 hour a day, 7 days a week call-taker positions for total revenue of \$640,000.
-) The 911 Board will fund the total cost of the MSAG Coordinator position and fifty percent of the cost of the Communication Manager and Training Supervisor positions for a total of \$231,038.
-) Police call taking and dispatch expenses are \$3,491,234 and Fire dispatch is \$1,549,329 (total City expense \$5,040,563).

911 Communications

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$6,207,181	\$6,536,162	\$6,882,578	\$7,247,355	\$7,631,465
EXPENDITURES	<u>6,207,181</u>	<u>6,536,162</u>	<u>6,882,578</u>	<u>7,247,355</u>	<u>7,631,465</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2020-2024 five year forecast assumes annual increases of five percent for personnel, three percent for contractual and supplies, and five percent for capital equipment. The revenue stream had previously been sixty-percent City and forty-percent County after certain costs were paid directly by the County 911 Fund. In lieu of the separation of dispatch facilities between the City and County dispatchers, the revenue stream is now primarily funded by the City, with only a portion of funds reimbursed by the ETS Board and the County.

911 COMMUNICATIONS FUND PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
TOTAL NON-EMERGENCY CALLS	108,080	115,000	105,096	106,000
TOTAL EMERGENCY CALLS	129,446	135,000	121,605	125,000
TOTAL POLICE DISPATCHES	165,132	179,000	168,680	170,000

Board of Fire and Police Commissioners

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Test for Police applicants and develop an eligibility list for hiring.
-) Test for Police sergeants and develop an eligibility list for hiring.
-) Test for Police investigators and develop an eligibility list for hiring.
-) Test for Police lieutenants and develop an eligibility list for hiring.
-) Test for Fire applicants and develop an eligibility list for hiring.
-) Test for Fire captains and develop an eligibility list for hiring.
-) Test for Fire investigators and develop an eligibility list for hiring.
-) Test for Fire district chiefs and develop an eligibility list for hiring.

BOARD OF FIRE AND POLICE COMMISSIONERS BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$38,734	\$24,288	\$22,697	\$47,000	\$22,712
CONTRACTUAL	189,829	266,914	64,999	266,914	0
SUPPLIES	<u>321</u>	<u>500</u>	<u>228</u>	<u>500</u>	0
TOTAL	<u>\$228,884</u>	<u>\$291,702</u>	<u>\$87,923</u>	<u>\$314,414</u>	<u>\$22,712</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL REVENUES	<u>\$194,391</u>	<u>\$228,884</u>	<u>\$291,702</u>	<u>\$314,414</u>	<u>\$22,712</u>
TOTAL	<u>\$194,391</u>	<u>\$228,884</u>	<u>\$291,702</u>	<u>\$314,414</u>	<u>\$22,712</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect an increase in temporary staff.

Public Works Administration Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-] Emergency management training for staff.
-] Multi-agency coordination for drafting a pre-disaster recovery plan.
-] Continue efforts for emergency mutual aid.
-] Implement the debris management plan created in 2016.
-] Promote staff development through continuing education and training.
-] Support cross training of staff to create contingency plans when need or demand arises.
-] Seek opportunities to reach out to other communities and agencies to share, promote and cultivate new ideas and improve processes.
-] Support the City's 2020 Comprehensive Plan.
-] Support staff in the implementation of 2019 ward capital plans.
-] Training modules for Occupational Safety and Health Administration (OSHA) safety compliance committee and provide support to staff involved.
-] Support staff in providing and analyzing data.
-] Work with operations managers on process improvements as needed.
-] Support right-sizing the City fleet of vehicles to maximize investment and return.
-] Collaborate with other governmental agencies in joint purchasing agreements.
-] Evaluate job descriptions and pay scale for employees whose daily responsibilities exceed the requirements of their current job description.
-] Support and advance active transportation initiatives throughout the City.
-] Transition Public Works to an aggressive, forward thinking model.
-] Search for new and innovative methods to communicate the initiatives and accomplishments of the Capital Improvements Program to the public.
-] Develop an interactive public web map for Capital Improvement Projects.
-] Initiate a kiosk system in City Hall 6th Floor to more efficiently assist the public with permit applications.
-] Facilitate the City's Traffic Commission.
-] Modify and strengthen various engineering policies, procedures and design guidelines.

Public Works Administration Division

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$265,229	\$286,929	\$292,442	\$279,808	(\$7,121)
CONTRACTUAL	58,521	75,064	76,207	77,002	1,938
SUPPLIES	4,982	9,100	3,466	9,100	0
OTHER	2,675	2,166	2,166	5,846	3,680
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>27,000</u>	<u>27,000</u>
TOTAL	<u>\$331,407</u>	<u>\$373,259</u>	<u>\$374,281</u>	<u>\$398,756</u>	<u>\$25,497</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
REIMBURSEMENTS	\$24,184	\$27,208	\$43,093	\$37,922	(\$5,171)
PURCHASE OF SERVICE	274,200	270,000	270,800	289,000	18,200
LEASE REVENUE	0	0	0	27,000	27,000
GENERAL REVENUES	<u>1,581</u>	<u>34,199</u>	<u>59,366</u>	<u>44,834</u>	<u>(14,532)</u>
TOTAL	<u>\$299,965</u>	<u>\$331,407</u>	<u>\$373,259</u>	<u>\$398,756</u>	<u>\$25,497</u>

PUBLIC WORKS ADMINISTRATION DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	316	1.00	1.00	0.00
PW SUPERINTENDENT	213	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>2.00</u>	<u>2.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses decrease due to reductions in health insurance elections and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increased \$1,938 primarily due to changes in internal service charges.
-) Other expenses increased as a result of increases in lease payments.

CAPITAL EQUIPMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
SUV	<u>1</u>	\$27,000	<u>\$27,000</u>
TOTAL	1		\$27,000

Engineering Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

- Progress the City's Storm water Management Program, including compliance with the City's NPDES permit.
- J Erosion and Sediment Control Inspections on active construction sites.
- Inspections for industrial high risk run off program and for illicit discharge of pollutants into our storm sewer system.
- Complete biennial outfall inspections and creek walk.
- Continue process for joining the Community Rating System.
- Renew creek maintenance and repair contracts.
- J Continue working with Rockford Public Schools for classroom education program about storm water pollution.
- Follow up with Aldermen and event organizers regarding special event process.
- Maintain internal process improvement regarding staff review for events in timely manner.
- Implement pedestrian improvements along E. State Street.
- Improve East State St. and New Towne Dr. pedestrian crossing including multi-use path connection.
- Improve City market Pavilion event process.
- Evaluate cost savings and coordinate possible continuation of streetlight reduction program.
- Maintain work with Rockford Community Partners on beautification projects.
- Continue partnering with Forest City Beautiful under RACVB for corridor improvements including Rt. 2 at Bypass 20.
- Continue working with Rockford Public Library and ComEd for 2019 remediation on esplanade.
- Continue evaluating the improved banner and basket program as needed during new corridor and neighborhood lighting installation.
- Resume process improvements to the right-of-way permit inspection plan.
- Implement pre-pour inspections for all driveway and service cut repairs in the right of way for protecting our infrastructure.

Engineering Division

- Implement one-stop public works permit and customer service location in Engineering Permits Section.
- Resume coordination with Construction and Development Services on process improvements to improve customer service for permits.
- Support work with Madison Street Corridor group for corridor enhancement.
- Preserve cooperation with the expansions of the health care systems within Rockford.
- Create and implement a Public Works GIS Master Plan.
- Develop GIS integration with Hansen Asset Management.
- Develop a geometric network (GIS model rules) for storm and water utilities.
- Support GPS/GIS collection of City assets along with verification of information collected.
- Update and maintain all Public Works GIS layers and attributes.
- Update CIP layer in GIS and launch interactive map to public website.
- Develop a method to hyperlink as-builts and photos to all utilities.
- Resume redesign and organization of the facilities management drive (GIS Asset Management Section).
- Seek to further integrate technology into process improvement in the conduct of daily tasks.

ENGINEERING DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$415,587	\$458,688	\$457,985	\$565,513	\$106,825
CONTRACTUAL	187,214	200,351	200,109	257,661	57,310
SUPPLIES	23,536	3,950	3,788	4,226	276
OTHER	5,800	0	293	15,824	15,824
CAPITAL	<u>38,767</u>	<u>0</u>	<u>0</u>	<u>81,000</u>	<u>81,000</u>
TOTAL	<u>\$670,904</u>	<u>\$662,989</u>	<u>\$662,175</u>	<u>\$924,224</u>	<u>\$261,235</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$116,614	\$72,352	\$64,295	\$70,844	\$6,549
FEES	53,330	24,950	45,000	38,000	(7,000)
WATER PURCHASE OF SERVICES	413,590	332,550	261,270	229,980	(31,290)
CIP PURCHASE OF SERVICES	229,630	0	0	0	0
CAPITAL LEASE FUNDS	0	0	0	81,000	81,000
GENERAL REVENUES	<u>11,854</u>	<u>241,052</u>	<u>292,424</u>	<u>504,400</u>	<u>211,976</u>
TOTAL	<u>\$825,018</u>	<u>\$670,904</u>	<u>\$662,989</u>	<u>\$924,224</u>	<u>\$261,235</u>

Engineering Division

ENGINEERING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.40	0.40	0.00
ENGINEERING OPERATIONS MANAGER	212	0.40	0.00	(0.40)
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.50	0.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.00	(0.50)
ENVIRONMENTAL PROJECT MANAGER	110	0.40	0.40	0.00
PROJECT MANAGER	109	0.50	1.00	0.50
SENIOR ENGINEERING TECHNICIAN	105	2.00	3.00	1.00
SR ADMIN ASSISTANT	105	0.40	0.40	0.00
CUSTOMER RELATIONS TECH	103	0.50	0.00	(0.50)
TOTAL PERSONNEL		6.00	6.10	0.10

BUDGET HIGHLIGHTS

- Personnel expenses increase with filling engineer position along with numerous staff changes and 2% budgeted salary adjustment.
- Service contracts increased \$57,310 primarily as a result of changes to storm water monitoring contract.
- Other increase \$15,531 for capital lease payments for purchases made in 2018.
- The balance of changes in the budget include small adjustments between accounts.

CAPITAL EQUIPMENT

VEHICLE	QUANTITY	BUDGET EACH	TOTAL
SUV	3	27,000	81,000
TOTAL	3		\$81,000

ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
SITE PLANS REVIEWED	107	110	128	120
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	99%	99%	100%	100%
DEVELOPMENT PLANS REVIEWED	9	20	2	8
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	100%	100%	100%	100%
ROW/DRIVEWAY PERMITS ISSUED	2,000	1,750	1,772	1,770
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	98%	100%	100%	100%
ROW/DRIVEWAY PERMITS CLOSED	1,489	1,500	1,732	1,770
DETENTION BASIN INSPECTED (ODD YRS)	463	NA	48	463
STORMWATER OUTFALLS INSPECTED (EVEN YRS)	NA	1,148	1,212	N/A
MILES OF CREEK INSPECTED (EVEN YRS)	NA	83	68	N/A
INDUSTRIAL HIGH RISK INSPECTIONS	100	110	105	110
EROSION CONTROL INSPECTIONS	150	250	290	275
ILLICIT DISCHARGE INVESTIGATIONS	15	30	26	30
NPDES PERMIT WATER/STORMWATER SAMPLES	45	70	81	85
SWPPP REVIEWS	12	25	58	36
STORMWATER SERVICE REQUESTS	456	500	336	400

Capital Projects Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

The primary functions of the Capital Projects Division include:

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Continue utilizing the City's 1% Sales Tax, Motor Fuel Tax and other sources of revenue to the Capital Improvement Program to fulfill its core values of enhancing public safety, maintaining and improving the movement of commerce, and economic growth and promoting a sense of well-being for the community.
-) Implement the projects outlined in the FY 2019-2023 Capital Improvements Program.
-) Monitor and analyze the progress and costs of the FY 2019-2023 Capital Improvements Program.
-) Meet with Staff, Aldermen, and Administration to develop the FY 2020-2024 Capital Improvements Program for City Council adoption.
-) Manage and inspect all CIP projects for quality assurance and cost control.
-) Coordinate all CIP projects with various outside agencies, utilities, advocacy groups and neighboring residents.
-) Provide continuous public notice of all projects currently under construction.
-) Use the 2018 Pavement Condition Index Report to develop a program to most efficiently and economically repair City roadways.
-) Continue to analyze, modify and implement the "Long Range Bridge & Structures Repairs Plan."
-) Continue to analyze, modify and implement the "Long Range Arterial & Collector Street Repairs Plan."
-) Continue to implement the City's "ADA Transition Plan" for compliance with the Americans with Disabilities Act (ADA).

Capital Projects Fund

-) Work with Council to prepare a Ward Plan for implementation of the Neighborhood Program for each ward
-) Investigate all avenues for outside funding to financially assist CIP projects, with an emphasis on stormwater project funding.
-) Coordinate projects within the region with the Region 1 Planning Council by actively participating in the R1PC Technical Committee.
-) Prepare materials for and facilitate the City of Rockford's Traffic Commission.
-) Identify sidewalk and/or pedestrian path continuity gaps throughout the community and develop a project implementation plan.
-) Create a public friendly website map showing CIP roadway work history and future projects.
-) Coordinate with the Water Division, including analysis of existing systems and facilities, within the design cycle of road projects to share in mutual project cost savings.
-) Continue study of removal of obsolete traffic signals and signage.
-) Continue Installation of On-Street and Off-Street Bike Facilities per the "10-Year Bicycle Plan."
-) Assist in managing economic development projects within the CIP, such as Colman Village and the Indoor Market.

CAPTIAL PROJECTS DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,370,652	\$2,040,385	\$1,954,241	\$1,958,822	(\$81,563)
CONTRACTUAL	919,166	493,423	1,248,838	513,205	19,782
SUPPLIES	530,359	13,700	8,839,755	56,744	43,044
OTHER	1,165,119	1,962,124	4,070,076	517,820	(1,444,304)
CAPITAL	<u>24,880,136</u>	<u>29,784,068</u>	<u>17,836,083</u>	<u>37,128,009</u>	<u>7,343,941</u>
TOTAL	<u>\$28,865,432</u>	<u>\$34,293,700</u>	<u>\$33,948,993</u>	<u>\$40,174,600</u>	<u>\$5,880,900</u>

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

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
STATE MOTOR FUEL TAX	\$3,562,820	\$2,515,432	\$1,498,700	\$3,838,750	\$2,340,050
LOCAL SALES TAX	15,913,203	15,950,000	15,650,000	16,153,000	503,000
WATER REPLACEMENT IMPROV ACCT	4,800,000	7,500,000	7,550,000	9,000,000	1,450,000
OTHER GOVERNMENTS/PRIVATE	2,331,491	1,200,000	8,000,000	9,532,850	1,532,850
INTERFUND TRANSFERS	1,500,000	1,500,000	1,500,000	1,500,000	0
INTEREST INCOME	<u>51,379</u>	<u>200,000</u>	<u>95,000</u>	<u>150,000</u>	<u>55,000</u>
TOTAL	<u>\$28,158,893</u>	<u>\$28,865,432</u>	<u>\$34,293,700</u>	<u>\$40,174,600</u>	<u>\$5,880,900</u>

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

Capital Projects Fund

CAPITAL PROJECTS DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.60	0.60	0.00
TRAFFIC ENGINEER	212	1.00	1.00	0.00
ENGINEERING OPERATIONS MANAGER	212	0.60	0.00	(0.60)
CIP OPERATIONS MANAGER	212	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.60	0.60	0.00
ASST TRAFFIC ENGINEER	110	1.00	1.00	0.00
SR PROJECT MANAGER	110	1.50	1.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.00	(0.50)
ENVIRONMENTAL PROJECT COORDINATOR	110	0.60	0.60	0.00
PROJECT MANAGER	109	3.50	5.00	1.50
CIP PROGRAM SR ANALYST	108	1.00	1.00	0.00
STORM WATER/ENVIRON COORDINATOR	107	1.00	1.00	0.00
SENIOR CONSTRUCTION TECHNICIAN	105	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	105	5.00	5.00	0.00
CIP ACCOUNTING TECHNICIAN	105	1.00	1.00	0.00
SR ADMIN ASSISTANT	105	0.60	0.60	0.00
CUSTOMER RELATIONS TECH	103	0.50	0.00	(0.50)
TOTAL PERSONNEL		21.00	20.90	(0.10)

BUDGET HIGHLIGHTS

-) Personnel expenses decreased \$81,563 as a result of staff changes and decrease in Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increased primarily due to wireless and building rental charges.
-) Purchase of services decreased \$1.4 million after reversing one-time transfer for pothole patching.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$41,380	\$42,621	\$43,900	\$45,217	\$46,574
EXPENSES	<u>41,380</u>	<u>42,621</u>	<u>43,900</u>	<u>45,217</u>	<u>46,574</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2020-2024 five-year forecast assumes that the City will continue to have a balanced capital replacement and construction program funded by a variety of resources, both long and short term.

Motor Fuel Tax Fund

MISSION STATEMENT

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

PRIMARY FUNCTION/FUND HIGHLIGHTS

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

MOTOR FUEL TAX FUND BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
TRANSFERS TO					
GENERAL FUND	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0
RMAP FUND	76,292	76,300	38,146	0	(76,300)
CAPITAL PROJECTS FUND	<u>754,739</u>	<u>1,921,050</u>	<u>1,959,175</u>	<u>1,650,000</u>	<u>(271,050)</u>
TOTAL	<u>\$3,331,031</u>	<u>\$4,497,350</u>	<u>\$4,497,321</u>	<u>\$4,150,000</u>	<u>(\$347,350)</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
STATE MOTOR FUEL TAX	\$3,892,193	\$3,899,217	\$4,000,000	\$4,000,000	\$0
INTEREST INCOME	<u>62,183</u>	<u>155,884</u>	<u>75,000</u>	<u>150,000</u>	<u>75,000</u>
TOTAL	<u>\$3,954,376</u>	<u>\$4,055,101</u>	<u>\$4,075,000</u>	<u>\$4,150,000</u>	<u>\$75,000</u>

BUDGET HIGHLIGHTS

The 2019 budget calls for \$1,650,000 in transfers to the Capital Projects Fund and \$2,500,000 to the General Fund for eligible expenses. The General Fund, in turn, will transfer \$1,500,000 to the Capital Projects Fund for projects and \$1,000,000 will remain in the General Fund in order to help offset costs with District Police stations.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$4,278	\$4,321	\$4,321	\$4,252	\$4,241
EXPENSES	<u>4,278</u>	<u>4,321</u>	<u>4,278</u>	<u>4,252</u>	<u>4,241</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>43</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>9,277</u>	<u>9,277</u>	<u>9,277</u>	<u>9,277</u>	<u>9,277</u>
ENDING BALANCE	<u>\$9,277</u>	<u>\$9,277</u>	<u>\$9,320</u>	<u>\$9,277</u>	<u>\$9,277</u>

In 2020-2024 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 annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

Street Maintenance Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Address the increased need to clear brush and better maintain drainage ways in support of storm water initiatives.
-) Continue to perform basic City services with current level of staffing including, but not limited to, pothole patching, tree maintenance, right of way maintenance, street maintenance, mowing, inlet repair/replacement and snow removal.
-) Reduce vehicle/equipment maintenance costs by modernizing the current fleet.
-) Continue to balance internal labor and outsourced labor responsibly and cohesively in an effort to maximize savings while providing the highest level of service.

STREET MAINTENANCE DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$2,676,229	\$3,019,180	\$2,991,878	\$2,796,208	(\$222,972)
CONTRACTUAL	3,638,966	4,422,110	4,394,970	3,779,221	(642,889)
SUPPLIES	996,749	1,031,000	1,028,626	1,233,000	202,000
OTHER	501,737	385,776	404,935	727,262	341,486
CAPITAL	<u>71,044</u>	<u>0</u>	<u>0</u>	<u>1,411,000</u>	<u>1,411,000</u>
TOTAL	<u>\$7,884,725</u>	<u>\$8,858,066</u>	<u>\$8,820,409</u>	<u>\$9,946,691</u>	<u>\$1,088,625</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
STREET AND BRIDGE	\$1,388,888	\$1,409,973	\$1,451,207	\$1,413,385	(\$37,822)
REIMBURSEMENTS	489,464	489,464	443,305	401,912	(41,393)
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	2,847,859	2,086,261	2,530,107	0	(2,530,107)
USER FEES	0	0	0	2,550,093	2,550,093
CAPITAL LEASE FUNDS	0	0	0	1,411,000	1,411,000
GENERAL REVENUES	<u>4,911,838</u>	<u>3,549,027</u>	<u>4,083,447</u>	<u>3,820,301</u>	<u>(263,146)</u>
TOTAL	<u>\$9,988,049</u>	<u>\$7,884,725</u>	<u>\$8,858,066</u>	<u>\$9,946,691</u>	<u>\$1,088,625</u>

Street Maintenance Division

STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
MAINTENANCE SUPERVISOR	109	2.00	2.00	0.00
SENIOR TREE TRIMMER	A-26	2.00	2.00	0.00
TREE TRIMMER	A-24	5.00	5.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR CLERK	A-23	2.00	2.00	0.00
SENIOR SECRETARY	A-20	1.00	1.00	0.00
MAINTENANCE WORKER	A-20	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>31.00</u>	<u>31.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

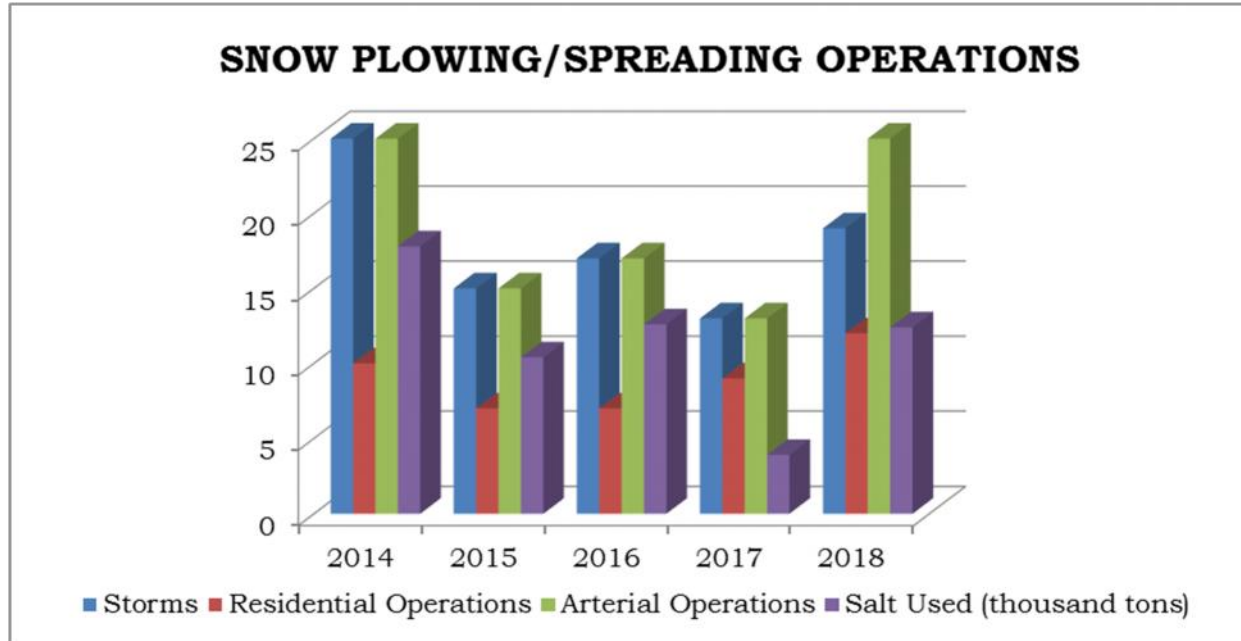
-) Personnel expenses reflect a decrease in overtime, Illinois Municipal Retirement Fund (IMRF) rates, and workmen's compensation, offset by a budgeted 2% wage increase for all staff.
-) Contractual expenses decrease \$642,889 primarily due to changes in service contracts related to snow and ice operations.
-) Supply expenses increase due to an increase in the cost of patch materials, sewer repair and right of way maintenance.
-) Lease payments for capital are budgeted at \$334,977 for purchases made in 2018.

CAPITAL EQUIPMENT

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
ARROWBOARD	2	\$23,000	\$46,000
PLOW	5	167,000	835,000
DUMP TRUCK	3	85,000	255,000
SKID STEER	1	50,000	50,000
POLE TRUCK	<u>1</u>	225,000	<u>225,000</u>
TOTAL	12		\$1,411,000

Street Maintenance Division

OPERATIONAL INFORMATION



STREET MAINTENANCE DIVISION PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
AVERAGE OPEN POTHOLE REQUESTS	7	50	29	50
% OF ARTERIAL POTHOLES FILLED, LESS THAN 10 DAYS	99%	90%	96%	90%
% OF RESIDENTIAL POTHOLES FILLED, LESS THAN 30 DAYS	99%	90%	95%	90%
MILES OF STREET SWEPT	1,932	2,000	1,730	2,000
TREES TRIMMED	3,075	2,400	2,137	2,400
TREES REMOVED	747	800	581	800
TREES PLANTED	211	400	174	400
AVERAGE UNRESOLVED FORESTRY REQUESTS	123	90	49	90
TOTAL REQUESTS	6,093	6,000	4,204	6,000
TOTAL OPEN REQUESTS	167	150	109	150

Traffic Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

The primary functions of the Traffic Engineering Division include:

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

OBJECTIVES FOR FISCAL YEAR 2019

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

TRAFFIC DIVISION BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,048,229	\$1,046,065	\$1,035,650	\$1,118,160	\$72,095
CONTRACTUAL	2,835,441	2,821,873	2,625,972	2,957,433	135,560
SUPPLIES	686,875	503,550	489,223	641,000	137,450
OTHER	115,383	70,795	70,795	63,180	(7,615)
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>222,000</u>	<u>222,000</u>
TOTAL	<u>\$4,685,928</u>	<u>\$4,442,283</u>	<u>\$4,221,640</u>	<u>\$5,001,773</u>	<u>\$559,490</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$181,638	\$183,288	\$183,355	\$167,755	(\$15,600)
PURCHASE OF SERVICES	64,300	65,600	70,300	70,100	(200)
FROM OTHER GOVERNMENTS	180,000	180,000	180,000	180,000	0
I-FIBR JULIE LOCATES	25,000	17,834	23,457	25,000	1,543
TRANSFERS FROM OTHER FUNDS	1,500,000	1,500,000	1,500,000	1,500,000	0
CAPITAL LEASE FUNDS	0	0	0	222,000	222,000
GENERAL REVENUES	<u>2,555,298</u>	<u>2,739,206</u>	<u>2,485,171</u>	<u>2,836,918</u>	<u>351,747</u>
TOTAL	<u>\$4,506,236</u>	<u>\$4,685,928</u>	<u>\$4,442,283</u>	<u>\$5,001,773</u>	<u>\$559,490</u>

Traffic Division

TRAFFIC DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
ASSISTANT STREET SUPERINTENDENT	111	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	109	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	6.00	6.00	0.00
SIGN/MARKING TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-20	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to staff changes and a budgeted 2% salary adjustment.
-) Contractual expenses increase due to adjustments in building rental, utilities, and service contracts.
-) Supplies increase due to growth in street lighting fixture expenses.
-) Lease payments for capital are budgeted at \$12,480 for purchases made in 2018.

CAPITAL EQUIPMENT

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
PICKUP TRUCK	1	\$34,000	\$34,000
SUV	1	26,000	26,000
BUCKET TRUCK	1	162,000	<u>162,000</u>
TOTAL	3		\$222,000

TRAFFIC DIVISION PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	100%	95%	95%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	100%	95%	99%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	99%	95%	99%	95%

Parking Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

- J Update landscaping and plantings in the above ground planter beds at City Hall and Wellness Center.
- J Update landscaping and plantings at Lot 15, Lot 37, and Church Lot.
- J Re-mulch landscaping beds at Lot 13, Lot 19, Lot 22, and Concourse Parking Deck.
- J Set new hardscape landscaping at Lot 39.
- J Plant new trees at Lot 41.
- J Restripe Parking Decks.
- J Continue to work with ABM in managing the parking system for the City.

PARKING DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$276,024	\$286,727	\$280,431	\$289,463	\$2,736
CONTRACTUAL	1,325,718	1,333,667	1,374,677	1,373,987	40,320
SUPPLIES	68,284	41,100	76,997	49,700	8,600
OTHER	<u>1,358,102</u>	<u>1,245,463</u>	<u>1,130,034</u>	<u>1,284,263</u>	<u>38,800</u>
TOTAL	<u>\$3,028,127</u>	<u>\$2,906,957</u>	<u>\$2,862,139</u>	<u>\$2,997,413</u>	<u>\$90,456</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
MONTHLY PARKING	\$942,402	\$998,100	\$1,028,000	\$824,000	(\$204,000)
DAILY PARKING	257,370	203,700	209,800	236,900	27,100
PARKING FINES	425,901	534,000	550,000	463,500	(86,500)
SPECIAL EVENTS PARKING	238,985	447,900	461,300	309,000	(152,300)
RENTAL INCOME	109,117	129,400	133,300	154,500	21,200
INTEREST INCOME	114,801	13,050	11,400	13,800	2,400
MISCELLANEOUS INCOME	38,660	68	10,000	10,300	300
PURCHASE OF SERVICES	<u>46,600</u>	<u>49,600</u>	<u>51,100</u>	<u>52,600</u>	<u>1,500</u>
TOTAL	<u>\$2,173,836</u>	<u>\$2,375,818</u>	<u>\$2,454,900</u>	<u>\$2,064,600</u>	<u>(\$390,300)</u>

Parking Division

PARKING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
PARKING SYSTEMS SUPERVISOR	109	1.00	1.00	0.00
PARKING SYSTEM REPAIRER	A-22	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to changes in health insurance elections and a 2% salary adjustment, offset in part by reductions in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increase due to an increase in elevator maintenance and building rent charges.
-) Other expenses increase due to changes in small tool purchases and sidewalk salt purchases.
-) The 2019 net is a loss of \$932,813; net of depreciation, it is a loss of \$110,213.
-) The 2019 budgeted cash out, which includes capital purchases, the principal portion of the payments on debt service, less depreciation is \$3,029,813.

FIXED ASSETS

Planned fixed assets for 2019 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
PIONEER ELEVATOR REPLACEMENT	2	\$220,000	\$440,000
PIONEER DECK	1	300,000	300,000
NORTH MAIN PARKING LOT	1	120,000	120,000
SURFACE LOTS IMPROVEMENTS	<u>1</u>	60,000	<u>60,000</u>
TOTAL	5		\$920,000

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$2,127	\$2,190	\$2,256	\$2,324	\$2,393
EXPENSES	<u>2,834</u>	<u>2,913</u>	<u>2,994</u>	<u>3,079</u>	<u>3,167</u>
EXCESS (DEFICIT)	<u>(707)</u>	<u>(723)</u>	<u>(738)</u>	<u>(755)</u>	<u>(774)</u>
BEGINNING BALANCE	<u>11,556</u>	<u>10,848</u>	<u>10,126</u>	<u>9,387</u>	<u>8,631</u>
ENDING BALANCE	<u>\$10,849</u>	<u>\$10,125</u>	<u>\$9,388</u>	<u>\$8,632</u>	<u>\$7,857</u>

The 2020-2024 five year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

Parking Division

PARKING FUND PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
TOTAL PARKING SPACES	4,170	4,170	4,170	4,170
TOTAL SHORT-TERM PARKING LEASES	1,300	1,300	1,300	1,300
TOTAL LONG-TERM PARKING LEASES	2,375	2,375	2,375	2,375
HANDICAPPED PARKING SPACES	162	162	162	162
DOLLAR AMOUNT OF TICKETS ISSUED	347,863	400,000	436,670	545,838
NUMBER OF TICKETS ISSUED	16,419	17,000	16,488	17,100

Property Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Continue saw tooth roofing replacement, and façade and siding upgrades at City Yards.
-) Replace MAU (Makeup Air Unit), south end sidewalk and 8th floor roof at City Hall.
-) Masonry repairs/tuck-pointing, sealcoat parking lot and add message board at the Wellness Center.
-) Exterior maintenance repairs at Coronado.
-) Parking lot sealcoating at Police Districts 2 and 3.

PROPERTY FUND BUDGET SUMMARY

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$957,279	\$1,013,183	\$984,280	\$991,932	(\$21,251)
CONTRACTUAL	1,242,114	1,693,855	1,241,786	1,696,495	2,640
SUPPLIES	341,161	353,700	275,296	353,700	0
OTHER	<u>507,387</u>	<u>470,400</u>	<u>438,247</u>	<u>498,347</u>	<u>27,947</u>
TOTAL	<u>\$3,047,941</u>	<u>\$3,531,138</u>	<u>\$2,939,609</u>	<u>\$3,540,474</u>	<u>\$9,336</u>

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
BUILDING RENTAL CHARGES					
GENERAL FUND	\$1,745,300	\$2,319,544	\$2,415,350	\$2,422,170	\$6,820
OTHER FUNDS	1,241,980	1,323,250	1,256,928	1,314,020	57,092
MISCELLANEOUS	112	809	0	0	0
TRANSFER FROM STREET DIV	19,159	19,159	19,159	0	(19,159)
TRANSFER FROM WATER FUND	5,404	5,404	0	0	0
INTEREST INCOME	<u>3,461</u>	<u>8,242</u>	<u>20,000</u>	<u>20,500</u>	<u>500</u>
PROPERTY FUND TOTAL	<u>\$3,015,421</u>	<u>\$3,676,408</u>	<u>\$3,711,437</u>	<u>\$3,756,690</u>	<u>\$45,253</u>

PROPERTY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
PROPERTY SUPERVISOR	109	1.00	1.00	0.00
MAINTENANCE REPAIR WORKER	A-24	<u>10.00</u>	<u>10.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>11.00</u>	<u>11.00</u>	<u>0.00</u>

Property Division

BUDGET HIGHLIGHTS

-) Personnel expenses decrease primarily due to a decrease in Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase \$2,640 due to changes in building rental.
-) Lease payments for capital are budgeted at \$28,576 for purchases made in 2018.

FIXED ASSETS

Planned fixed assets for 2019 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
BUILDING 8 ROOFING REPAIR AT CITY YARDS	1	\$155,000	\$155,000
WASHBAY ROOF REPAIR AT CITY YARDS	1	30,000	30,000
MAU REPLACEMENT (FINAL BASEMENT) AT CITY HALL	1	50,000	50,000
ELEVATOR UPDATES AT CITY HALL	1	20,000	20,000
CITY HALL ROOFING	1	75,000	75,000
CITY HALL SIDEWALK	1	75,000	75,000
SEALCOAT/CRACK AT WELLNESS CENTER	1	6,000	6,000
MESSAGE BOARD AT WELLNESS CENTER	1	35,000	35,000
PAINTING AT CORONADO	1	37,000	37,000
PICKUP TRUCK SVC	<u>2</u>	50,000	<u>100,000</u>
TOTAL	11		\$583,000

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$3,869	\$3,985	\$4,105	\$4,228	\$4,355
EXPENSES	<u>3,647</u>	<u>3,756</u>	<u>3,869</u>	<u>3,985</u>	<u>4,105</u>
EXCESS (DEFICIT)	<u>222</u>	<u>229</u>	<u>236</u>	<u>243</u>	<u>250</u>
BEGINNING BALANCE	<u>2,360</u>	<u>2,582</u>	<u>2,811</u>	<u>3,047</u>	<u>3,290</u>
ENDING BALANCE	<u>\$2,582</u>	<u>\$2,811</u>	<u>\$3,047</u>	<u>\$3,290</u>	<u>\$3,540</u>

The 2020-2024 five-year forecast assumes operations will continue as they are programmed for 2019 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

Equipment Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Evaluate snow and ice fleet to ensure a continuous effective operation during critical snow and ice events.
-) Use cost effective procedures to maintain the fleet so that it will operate effectively.
-) Research and implement maintaining the Police Department fleet in the geo-policing operations.
-) Implement more online diagnostics and repair for all City vehicles.
-) Evaluate and replace vehicles and equipment for the 2019 fiscal year.

EQUIPMENT FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$885,098	\$947,638	\$935,669	\$962,692	\$15,054
CONTRACTUAL	635,656	647,170	643,526	752,860	105,690
SUPPLIES	1,665,585	1,986,887	1,965,250	1,746,940	(239,947)
OTHER	<u>95,232</u>	<u>94,220</u>	<u>88,063</u>	<u>123,862</u>	<u>29,642</u>
TOTAL	<u>\$3,281,571</u>	<u>\$3,675,915</u>	<u>\$3,632,508</u>	<u>\$3,586,354</u>	<u>(\$89,561)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
VEHICLE REPAIR CHARGES					
GENERAL FUND	\$1,739,037	\$2,074,113	\$1,581,220	\$1,535,200	(\$46,020)
OTHER FUNDS	598,811	598,811	678,400	911,500	233,100
FUEL CHARGES					
GENERAL FUND	698,698	693,555	811,810	915,420	103,610
OTHER FUNDS	175,513	175,513	215,900	231,770	15,870
MISCELLANEOUS	14,055	19,198	15,000	15,000	0
INTEREST INCOME	<u>3,383</u>	<u>2,467</u>	<u>5,000</u>	<u>4,000</u>	<u>(1,000)</u>
EQUIPMENT FUND TOTAL	<u>\$3,229,497</u>	<u>\$3,563,657</u>	<u>\$3,307,330</u>	<u>\$3,612,890</u>	<u>\$305,560</u>

Equipment Division

EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
EQUIPMENT SERVICES SUPERVISOR	109	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>9.00</u>	<u>9.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to a 2% salary adjustment and an increase health insurance, offset by Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increase primarily due to changes in vehicle vendor service for both an aging fleet and an increase in truck and snow plow repairs as a result of a heavier than usual snow season.
-) Supplies decrease \$239,947 as a result of changes in market price of fuel.
-) Other expenses increase due to an increased depreciation expense.
-) Lease payments for capital are budgeted at \$14,386 for purchases made in 2018.

CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2019.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$3,721	\$3,833	\$3,948	\$4,066	\$4,188
EXPENSES	<u>3,694</u>	<u>3,805</u>	<u>3,919</u>	<u>4,037</u>	<u>4,158</u>
EXCESS (DEFICIT)	<u>27</u>	<u>28</u>	<u>29</u>	<u>29</u>	<u>30</u>
BEGINNING BALANCE	<u>955</u>	<u>982</u>	<u>1,010</u>	<u>1,039</u>	<u>1,068</u>
ENDING BALANCE	<u>\$982</u>	<u>\$1,010</u>	<u>\$1,039</u>	<u>\$1,068</u>	<u>\$1,098</u>

The 2020-2024 five-year forecast assumes operations will continue as they are programmed for 2019 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

Central Supply Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2019

-  Begin the process of updating inventory management system for parts and supplies.
-  Begin reviewing workflow processes to ensure revolving parts and supplies are on hand while keeping the cost as low as possible.
-  Continue updating and implementing changes in the finance area of Central Supply.
-  Update parts supply needed to support vehicles coming on-line through the leasing program.

CENTRAL SUPPLY FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$341,019	\$394,133	\$386,260	\$352,789	(\$41,344)
CONTRACTUAL	49,759	58,130	59,091	62,353	4,223
SUPPLIES	28,658	15,500	15,545	31,500	16,000
OTHER	<u>24,700</u>	<u>24,400</u>	<u>24,400</u>	<u>25,300</u>	<u>900</u>
TOTAL	<u>\$444,136</u>	<u>\$492,163</u>	<u>\$485,296</u>	<u>\$471,942</u>	<u>(\$20,221)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
INVENTORY CONTROL CHARGES					
STREET DIVISION	\$100,800	\$100,800	\$111,980	\$113,270	\$1,290
TRAFFIC DIVISION	48,150	48,150	51,320	51,910	590
PARKING DIVISION	12,890	12,890	23,330	23,600	270
PROPERTY UNIT	43,770	43,770	46,660	47,190	530
EQUIPMENT UNIT	39,400	39,400	41,990	42,471	481
WATER DIVISION	179,880	202,593	191,300	193,501	2,201
INTEREST INCOME	<u>6,123</u>	<u>6,123</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$431,013</u>	<u>\$453,726</u>	<u>\$466,580</u>	<u>\$471,942</u>	<u>\$5,362</u>

Central Supply Division

CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
CENTRAL SUPPLY SUPERVISOR	109	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
INVENTORY CONTROL CLERK	A-21	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses decrease due to staffing changes, and reductions in both overtime and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase slightly due to increases in building rental and vehicle repairs.
-) Supplies increase by \$16,000 for additional public works supplies and small tools purchases.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$486	\$501	\$526	\$552	\$580
EXPENSES	<u>486</u>	<u>501</u>	<u>516</u>	<u>531</u>	<u>547</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>10</u>	<u>21</u>	<u>33</u>
BEGINNING BALANCE	<u>321</u>	<u>321</u>	<u>321</u>	<u>331</u>	<u>352</u>
ENDING BALANCE	<u>\$321</u>	<u>\$321</u>	<u>\$331</u>	<u>\$352</u>	<u>\$385</u>

The 2020-2024 five-year forecast assumes operations will continue as they are programmed for 2019 and that costs will increase three percent annually.

Water Division

MISSION STATEMENT

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

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2019

-) Complete annual update of infrastructure replacement program and develop long-term funding source.
-) Improve the quality of water delivered to customers by reducing iron, manganese, volatile organic compound (VOC), and radium concentrations through the use of water filtration facilities and reducing excursions in concentration of treatment chemicals.
-) Continue to model both short and long-term financial projections through use of improved financial forecasting/planning software.
-) Advance site communications through the integration of next-gen protocols.
-) Continue to increase awareness on lead and drinking water; offering customer programs, education materials, and proactive lead service line (LSLR) replacement efforts.
-) Reduce water loss through acoustic leak detection, production meter validation, and large meter testing.
-) Develop a web-based interactive map for displaying Water Division Capital Project Planning.
-) Enhance stakeholder support and understanding around the value of drinking water and specifically, the Rockford water system (i.e., social media campaigns, community events, presentations, and outreach).
-) Improve preventative maintenance programs for well houses, well and booster pumps, hydrants, and valves.
-) Develop a Laboratory Information Management platform for Environmental Lab operations.
-) Initiate asset management/work order management in the Water Distribution Section.

Water Division

-) Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.
-) Design a large-scale meter replacement program, financed through cost-savings and efficiencies, aimed towards replacing the complete stock of metering assets in 18-24 months.
-) Implement mobile technology to improve the efficiency of field operations.
-) Promote worker safety and reduce number of on the job injuries by training employees, addressing all safety concerns in a timely manner, and participating in the Public Works Safety Committee.
-) Cultivate organizational health through continued development of the Rockford Water Leadership Program.

WATER FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,775,965	\$6,453,686	\$6,047,999	\$6,492,861	\$39,175
CONTRACTUAL	5,871,836	6,803,278	6,098,009	6,398,145	(405,133)
SUPPLIES	1,486,852	1,879,800	1,449,389	1,735,600	(144,200)
OTHER	9,293,620	8,831,244	8,972,621	8,908,839	77,595
INTEREST	<u>1,433,182</u>	<u>1,336,800</u>	<u>1,332,624</u>	<u>1,216,958</u>	<u>(119,842)</u>
TOTAL	<u>\$23,861,455</u>	<u>\$25,304,808</u>	<u>\$23,900,642</u>	<u>\$24,752,403</u>	<u>(\$552,405)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$26,598,622	\$27,737,007	\$28,354,000	\$28,987,000	\$633,000
INSTALLATIONS & CONNECTIONS	871,240	1,049,515	866,000	901,000	35,000
INTEREST INCOME	227,014	194,660	200,000	200,000	0
MISCELLANEOUS	1,645,802	1,339,966	83,000	83,000	0
PURCHASE OF SERVICES	<u>107,250</u>	<u>111,450</u>	<u>111,450</u>	<u>121,780</u>	<u>10,330</u>
TOTAL	<u>\$29,449,928</u>	<u>\$30,432,598</u>	<u>\$29,614,450</u>	<u>\$30,292,780</u>	<u>\$678,330</u>

Water Division

WATER FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2018 EMPLOYEES	2019 EMPLOYEES	INCREASE/ (DECREASE)
WATER SUPERINTENDENT	213	1.00	1.00	0.00
DEPUTY WATER SUPERINTENDENT	212	0.00	1.00	1.00
ASSISTANT SUPERINTENDENT	110	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT DISTRIBUTION	110	2.00	1.00	(1.00)
CONTROL SYSTEMS ADMINISTRATOR	110	0.00	1.00	1.00
WATER QUALITY SUPERVISOR	109	1.00	1.00	0.00
WATER OPERATIONS SUPERVISOR - DISTRIBUTION	109	3.00	3.00	0.00
WATER PLANT OP. & MAINT. SUPERVISOR	109	1.00	1.00	0.00
WATER SYSTEMS & SCADA SUPERVISOR	109	1.00	1.00	0.00
WATER SERVICES COORDINATOR	108	1.00	1.00	0.00
WATER TREATMENT SUPERVISOR	109	1.00	0.00	(1.00)
ACCOUNTANT	107	1.00	0.00	(1.00)
WATER FINANCIAL ANALYST	107	0.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
WATER QUALITY TECHNICIAN	A-26	2.00	2.00	0.00
PUBLIC WORKS CREW LEADER	A-28	5.00	5.00	0.00
WATER PLANT OPERATOR	A-28	12.00	12.00	0.00
WATER SERVICE INSPECTOR	A-26	8.00	8.00	0.00
WATER UTILITY TECHNICIAN	A-25	2.00	2.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
METER READERS	A-19	0.00	2.00	2.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>63.00</u>	<u>65.00</u>	<u>2.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to two Water Meter Readers being reallocated from Finance to Water. These increases are offset in part by savings due to reductions in Illinois Municipal Retirement Fund (IMRF) and health insurance enrollment elections.
-) Contractual expenses decreased due to reallocation of the in-house Capital Improvement Program (CIP) from Water to the Capital budget, offset by increases in vehicle maintenance and fuel costs.
-) Supply expenses decrease \$144,200 due to a reduction in water meter purchases, offset in part by increases in equipment purchases.
-) Other expenses decrease due to a reduction in both purchase of service charges for the Water Meter Readers reallocation to Water and interest expenses, which are offset by an increase in depreciation expense.

Water Division

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$31,380	\$32,510	\$33,680	\$34,892	\$36,148
EXPENSES	<u>25,990</u>	<u>27,290</u>	<u>28,655</u>	<u>30,088</u>	<u>31,592</u>
EXCESS (DEFICIT)	<u>5,390</u>	<u>5,220</u>	<u>5,025</u>	<u>4,804</u>	<u>4,556</u>
BEGINNING BALANCE	<u>160,721</u>	<u>166,111</u>	<u>171,331</u>	<u>176,356</u>	<u>181,160</u>
ENDING BALANCE	<u>\$166,111</u>	<u>\$171,331</u>	<u>\$176,356</u>	<u>\$181,160</u>	<u>\$185,716</u>
BOND ISSUES	\$0	\$0	\$0	\$0	\$0
RATE INCREASES	3.6%	3.6%	3.6%	3.6%	3.6%

The 2020-2024 five-year forecast assumes annual 3.6% rate increases with consumption decreasing each year due to increased conservation efforts. Expenses for this forecast range from five to six percent. The City will finance future improvements on a pay as you go basis.

FIXED ASSETS

Planned fixed assets for 2019 include:

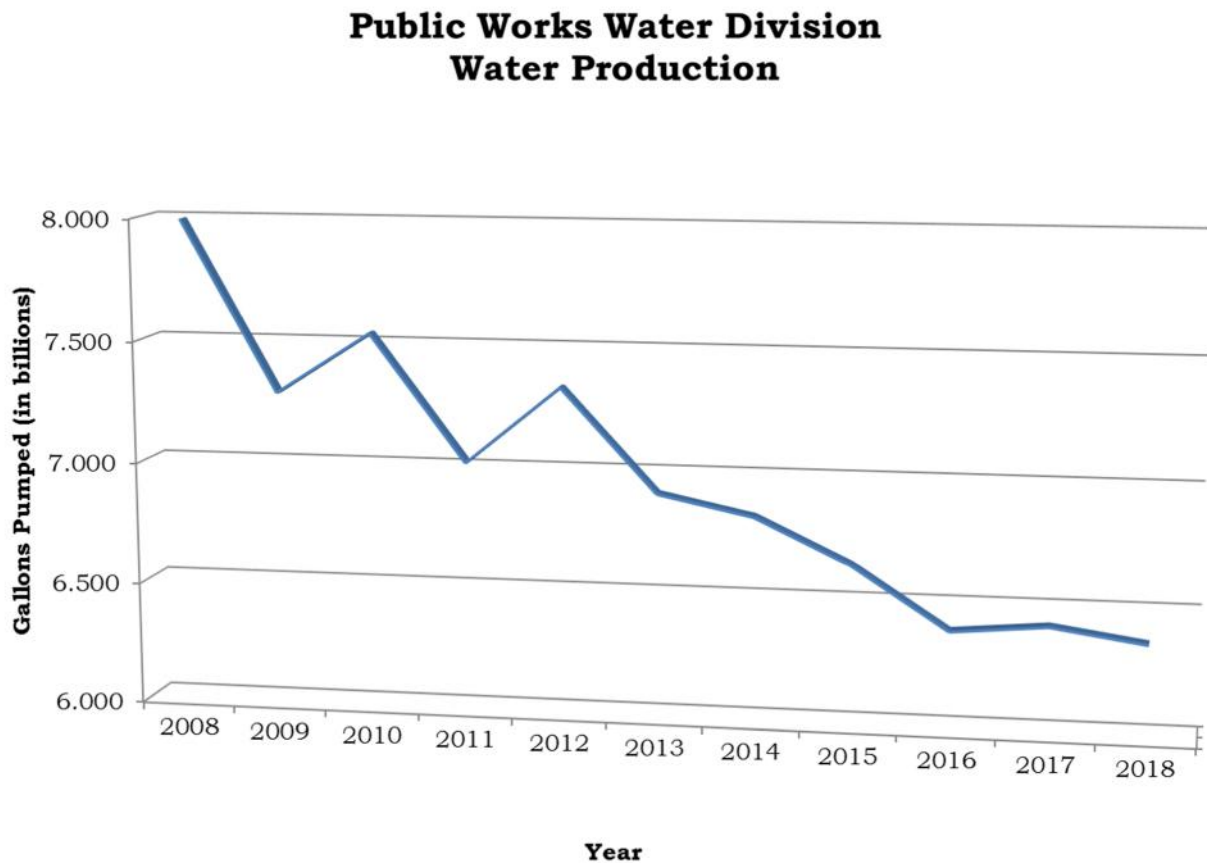
	QUANTITY	BUDGET EACH	TOTAL BUDGET
MASONRY AT CEDAR STREET	1	\$60,000	\$60,000
HVAC AT CEDAR STREET	2	15,000	30,000
BLOWER AT U40	1	25,000	25,000
WELL, BOOSTER AND FILTER REPLACEMENTS	1	925,000	925,000
WATER MAIN DISTRIBUTION SYSTEM REPAIRS	1	240,000	240,000
GAC REPLACEMENT AT U35	1	72,000	72,000
COMMUNICATION UPGRADES PHASE 1	1	30,000	30,000
BACKHOE	1	93,000	93,000
PICKUP TRUCKS	1	28,000	28,000
SUPERVISOR TRUCK	<u>1</u>	30,000	<u>30,000</u>
TOTAL	11		\$1,533,000

WATER FUND PERFORMANCE MEASUREMENTS

	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET
EMERGENCY REPAIR TIME (HOURS)	0.90	2.00	3.00	2.00
% OF TOTAL REPAIRS THAT ARE PLANNED	82%	70%	75%	70%
BACKLOG OF NON-EMERGENCY REPAIRS (WKLY AVG)	27	30	45	30
WATER MAIN FLUSHED (MILES)	302	240	305	240
AVG DAYS TO CORRECT METER PROBLEM	7	30	8	30
WATER QUALITY COMPLAINTS	18	18	16	18
% DESIGN DEMAND	123%	100%	118%	100%
% PREVENTATIVE MAINTENANCE	58%	60%	46%	60%
NEW WATER CONNECTIONS	117	35	137	35

Water Division

OPERATIONAL INFORMATION



As the graph shows, water production has fluctuated significantly in the last ten years. Since 1999, when gallons pumped was at 9.076 billion, production has decreased 29.58%, to 6.391 billion gallons in 2018. The average production for the past seven years is 6.722 billion gallons, which is more than estimated 2019 production of 6.33 billion. Weather conditions, particularly annual rainfall, impact water usage in the City.

Police and Fire Pension Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

POLICE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$16,760,382	\$17,778,902	\$17,777,105	\$18,214,814	\$435,912
CONTRACTUAL	528,599	410,925	496,525	410,925	0
OTHER	<u>0</u>	<u>85,600</u>	<u>0</u>	<u>85,600</u>	<u>0</u>
TOTAL EXPENSE	<u>\$17,288,981</u>	<u>\$18,275,427</u>	<u>\$18,273,630</u>	<u>\$18,711,339</u>	<u>\$435,912</u>
FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
POLICE DEPARTMENT TRANSFER					
POLICE PENSION PROPERTY TAX	\$6,467,940	\$6,921,439	\$7,075,281	\$7,311,769	\$236,488
POLICE PENSION REPLACE TAX	<u>1,367,651</u>	<u>963,000</u>	<u>895,469</u>	<u>895,469</u>	<u>0</u>
TOTAL CITY CONTRIBUTION	7,835,591	7,884,439	7,970,750	8,207,238	236,488
INTEREST INCOME	8,016,144	10,900,000	5,762,600	5,762,600	0
FV APPRECIATION(DEPRECIATION)	<u>5,811,219</u>	<u>14,300,000</u>	<u>1,000,000</u>	<u>5,000,000</u>	<u>4,000,000</u>
INVESTMENT INCOME	13,827,363	25,200,000	6,762,600	10,762,600	4,000,000
EMPLOYEE CONTRIBUTIONS	<u>2,315,398</u>	<u>2,029,200</u>	<u>2,157,400</u>	<u>2,157,400</u>	<u>0</u>
TOTAL	<u>\$23,978,352</u>	<u>\$35,113,639</u>	<u>\$16,890,750</u>	<u>\$21,127,238</u>	<u>\$4,236,488</u>
ACTUARY'S CONTRIBUTION					
REQUIREMENT	\$7,835,591	\$7,884,439	\$7,970,750	\$8,207,238	\$236,488

Police and Fire Pension Fund

FIRE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$17,482,905	\$18,747,351	\$26,220,074	\$19,132,014	\$384,664
CONTRACTUAL	477,445	390,575	390,575	390,575	0
OTHER	<u>0</u>	<u>81,000</u>	<u>0</u>	<u>81,000</u>	<u>0</u>
TOTAL EXPENSE	<u>\$17,960,350</u>	<u>\$19,218,926</u>	<u>\$26,610,649</u>	<u>\$19,603,589</u>	<u>\$384,664</u>
FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
FIRE DEPARTMENT TRANSFER					
FIRE PENSION PROPERTY TAX	\$7,084,415	\$7,105,775	\$8,258,070	\$8,405,099	\$147,029
FIRE PENSION REPLACE TAX	<u>1,489,428</u>	<u>1,155,600</u>	<u>1,074,925</u>	<u>1,074,925</u>	<u>0</u>
TOTAL CITY CONTRIBUTION	8,573,843	8,261,375	9,332,995	9,480,024	147,029
INTEREST INCOME	6,789,829	10,600,000	5,104,541	5,104,541	(5,495,459)
FV APPRECIATION(DEPRECIATION)	<u>5,653,329</u>	<u>7,900,000</u>	<u>(3,000,000)</u>	<u>2,000,000</u>	<u>(5,900,000)</u>
INVESTMENT INCOME	12,443,158	18,500,000	2,104,541	7,104,541	(11,395,459)
EMPLOYEE CONTRIBUTIONS	<u>2,096,334</u>	<u>1,885,900</u>	<u>2,017,300</u>	<u>1,885,900</u>	<u>0</u>
TOTAL	<u>\$23,113,335</u>	<u>\$28,647,275</u>	<u>\$13,454,836</u>	<u>\$18,470,465</u>	<u>(\$11,248,430)</u>
ACTUARY'S CONTRIBUTION					
REQUIREMENT	\$7,450,373	\$8,625,745	\$9,332,995	\$9,480,024	(\$147,029)

BUDGET HIGHLIGHTS

-) The City utilizes an independent actuary to determine the necessary funding for these two plans on an annual basis. Once this is determined, the City funds the plans based on the recommendations of the independent actuary. There were no changes with respect to plan provisions, actuarial methods, or actuarial assumptions from the prior year.
-) For 2018, the Police plan earned \$3.3 million in interest income while the Fire plan earned \$3.1 million in interest income.
-) The Police and Fire plans also realized \$3.2 and \$1.6 million respectively on the sale of investments.
-) In addition, reflecting fair market value adjustments of investments, the Police Pension Fund estimated a gain of \$14.3 (2017) million while the Fire Pension Fund estimated a gain of \$7.9 (2017) million.
-) Investment expenses are \$280,000 for Police and \$280,000 for Fire.
-) Approximate annual rates of return were below the assumption rate of 7.5%, with -3.9% for Police and -4.10% for Fire.
-) Police contribution requirement increases to \$8,207,238. The percent funded in 2017 was 63.8%.
-) Fire contribution requirement increases to \$9,480,024. The percent funded in 2017 was 56.2%.

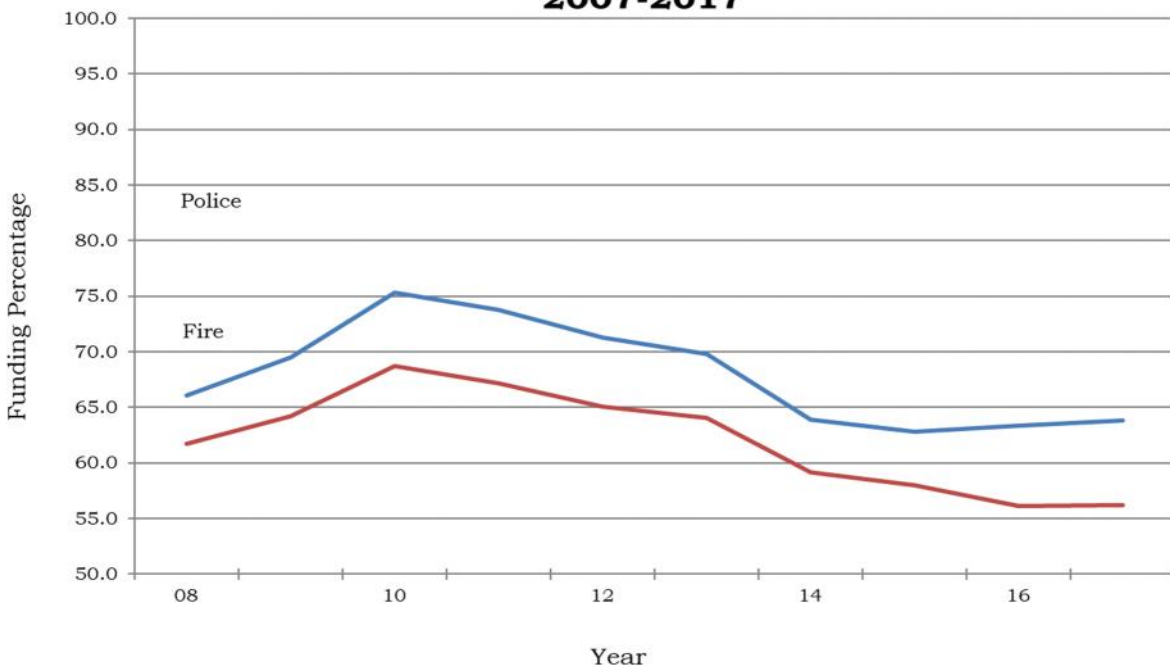
Police and Fire Pension Fund

OPERATIONAL INFORMATION

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

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

**CITY OF ROCKFORD, ILLINOIS
FUNDING PERCENTAGES OF POLICE AND FIRE PENSION
FUNDS
2007-2017**



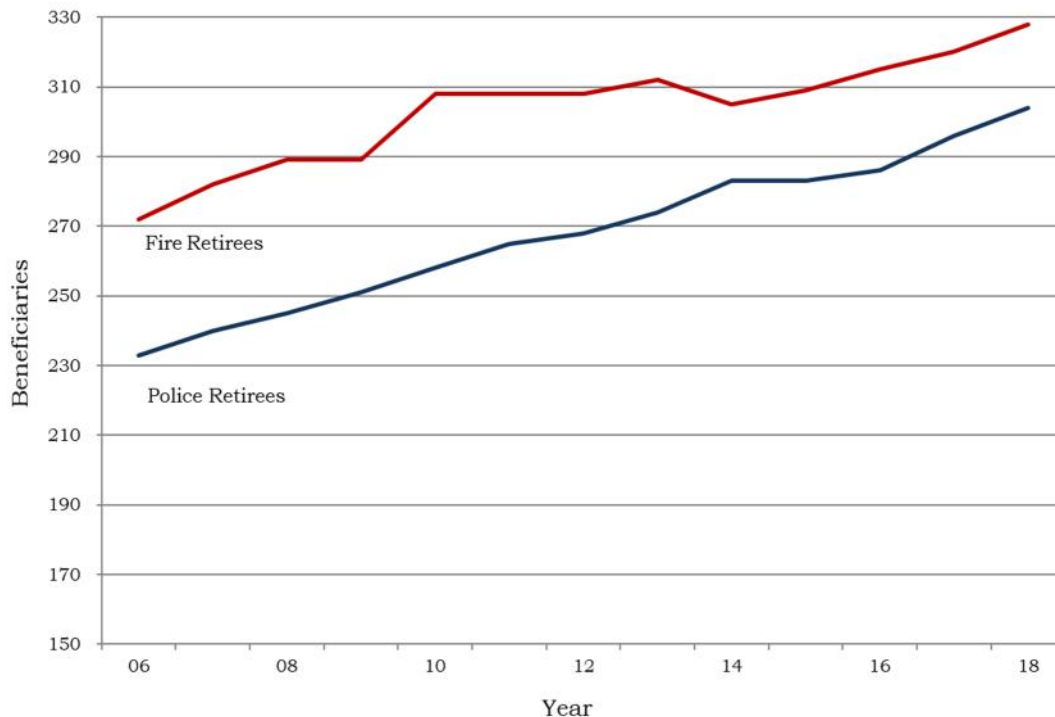
Police and Fire Pension Fund

ROCKFORD PENSION PLANS

EMPLOYEES	POLICE <u>SWORN</u>	FIRE <u>SWORN</u>	IMRF/SS <u>ALL OTHER</u>
2019 EMPLOYER RATE	85.41%	90.24%	17.48%
2019 EMPLOYEE RATE	9.910%	9.455%	10.70%
SOCIAL SECURITY INCLUDED	No	No	Yes (6.2%)
PLAN ADMINISTRATION	Local	Local	State
RETIREMENT AGE	50/55	50/55	55/60
VESTING (YEARS)	10	10	8
PENSION (20 YEARS SERVICE)	50%	50%	35%
PENSION LIMIT	75%	75%	75%
YEARS TO ACHIEVE LIMIT	30	30	40
PENSION BASED ON	LAST PAY/AVERAGE OF 8 HIGHEST CONSECUTIVE YEARS IN LAST 10	LAST PAY/AVERAGE OF 8 HIGHEST CONSECUTIVE YEARS IN LAST 10	AVERAGE OF 4 HIGHEST CONSECUTIVE YEARS IN LAST 10

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

**CITY OF ROCKFORD, ILLINOIS
BENEFICIARIES OF POLICE AND FIRE PENSION FUNDS
2008-2018**



Police and Fire Pension Fund

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

The City contributions are funded from property taxes and state replacement taxes. Pension property taxes are unlimited; however, property tax extension limitations (tax caps) do apply on a total city basis except for the new benefit provision for Fire Pension surviving spouses. For 2018, estimated rates are 53.9 cents for the Police plan and 65.1 cents for the Fire plan. 2017 rates are 48.7 and 59.0 cents respectively. The property tax rate increase is due to the plan cost increase.

Both plans utilize the Finance Department's staff. The Police pension fund will also utilize a consultant, \$65,000, and a custodian, \$5,000, as well as three money managers at an estimated cost of \$236,000. The Fire pension uses a consultant, \$65,000, a custodian, \$6,700, and four money managers at an estimated cost of \$242,000. Each fund pays the State Department of Insurance \$8,000 annually for oversight services.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$30,985	\$32,983	\$35,182	\$37,586	\$40,212
EXPENDITURES	<u>18,155</u>	<u>18,807</u>	<u>19,478</u>	<u>20,170</u>	<u>20,883</u>
EXCESS (DEFICIT)	<u>12,831</u>	<u>14,177</u>	<u>15,703</u>	<u>17,416</u>	<u>19,329</u>
BEGINNING BALANCE	<u>236,443</u>	<u>249,274</u>	<u>263,450</u>	<u>279,154</u>	<u>296,570</u>
ENDING BALANCE	<u>\$249,274</u>	<u>\$263,450</u>	<u>\$279,154</u>	<u>\$296,570</u>	<u>\$315,898</u>
PROPERTY TAX RATES (IN CENTS)	53.9	61.1	65.1	69.2	73.5

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$29,801	\$31,697	\$33,792	\$36,062	\$38,573
EXPENDITURES	<u>19,671</u>	<u>20,368</u>	<u>21,087</u>	<u>21,827</u>	<u>22,589</u>
EXCESS (DEFICIT)	<u>10,131</u>	<u>11,329</u>	<u>12,705</u>	<u>14,235</u>	<u>15,984</u>
BEGINNING BALANCE	<u>203,679</u>	<u>213,809</u>	<u>225,138</u>	<u>237,843</u>	<u>252,077</u>
ENDING BALANCE	<u>\$213,809</u>	<u>\$225,138</u>	<u>\$237,843</u>	<u>\$252,077</u>	<u>\$268,061</u>
PROPERTY TAX RATES (IN CENTS)	65.1	73.6	78.2	83.1	88.0

The 2020-2024 five-year forecast on a traditional basis, assumes a 7.5% City and employee contribution increases as well as a 7.5% return on investments. The combined impact for the two plans of this increase on the property tax rate would be approximately eleven cents annually. Costs are assumed to rise annually due to three percent pension increases and an annual new retiree group of five. This forecast does not address a number of issues such as mortality, disability, and withdrawal that an actuary would. In addition, it makes no assumptions as to the likelihood of additional benefits gained through the legislative process in Springfield.

IMRF Pension Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

IMRF PENSION FUND BUDGET SUMMARY

APPROPRIATION	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ESTIMATED</u>	<u>2019</u> <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$6,525,784	\$6,714,260	\$6,714,260	\$5,690,951	(\$1,023,309)
CONTRACTUAL	<u>307</u>	<u>300</u>	<u>0</u>	<u>0</u>	<u>(300)</u>
TOTAL	<u>\$6,526,091</u>	<u>\$6,714,560</u>	<u>\$6,714,260</u>	<u>\$5,690,951</u>	<u>(\$1,023,609)</u>
RATES APPLIED	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
IMRF	12.54	12.66	11.71	12.07	9.33
SOCIAL SEC	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>
TOTAL	<u>20.19</u>	<u>20.31</u>	<u>19.36</u>	<u>19.72</u>	<u>16.98</u>
FUNDING SOURCE	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	INCREASE (DECREASE)
PROPERTY TAXES	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	
IMRF FUND	\$3,298,000	\$3,212,746	\$3,316,398	\$3,072,267	(\$244,131)
REPLACEMENT TAXES	325,000	321,000	317,000	298,500	(18,500)
INTERFUND TRANSFERS	3,475,957	3,528,064	2,874,559	2,320,184	(554,375)
INTEREST INCOME	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
TOTAL	<u>\$7,108,957</u>	<u>\$7,071,810</u>	<u>\$6,517,957</u>	<u>\$5,700,951</u>	<u>(\$817,006)</u>

BUDGET HIGHLIGHTS

-) The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2019. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) for 2018 is \$132,900.
-) The 2019 IMRF rate decreases slightly to 9.33% due to the performance of equity markets. The City's IMRF plan is 88.9% funded (2017 market value).
-) The property tax rate for IMRF and Social Security retirement is unlimited by statute. The 2019 rate is estimated at 0.1939.

IMRF Pension Fund

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
REVENUES	\$6,100	\$6,527	\$6,984	\$7,473	\$7,996
EXPENSES	<u>6,089</u>	<u>6,515</u>	<u>6,971</u>	<u>7,459</u>	<u>7,981</u>
EXCESS (DEFICIT)	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
BEGINNING BALANCE	<u>50</u>	<u>61</u>	<u>73</u>	<u>86</u>	<u>100</u>
ENDING BALANCE	<u>\$61</u>	<u>\$73</u>	<u>\$86</u>	<u>\$100</u>	<u>\$115</u>
PROPERTY TAX RATES (IN CENTS)	29.9	34.5	37.0	39.8	42.7

The 2020-2024 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.

Health Insurance Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

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

HEALTH INSURANCE FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$19,269,053	\$22,348,305	\$15,738,233	\$21,237,920	(\$1,110,385)
SUPPLIES	29	6,000	0	2,000	(4,000)
OTHER EXPENSE	<u>1,263,240</u>	<u>163,240</u>	<u>163,240</u>	<u>182,080</u>	<u>18,840</u>
TOTAL	<u>\$20,532,322</u>	<u>\$22,517,545</u>	<u>\$15,901,473</u>	<u>\$21,422,000</u>	<u>(\$1,095,545)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
EMPLOYER PREMIUMS	\$17,133,183	\$17,469,812	\$17,973,696	\$18,597,668	\$623,972
EMPLOYEE PREMIUMS	1,267,110	1,226,050	1,278,875	1,322,620	43,745
RETIREEES	2,473,287	2,404,725	2,515,095	2,867,280	352,185
OTHER	(85,000)	446,131	(160,000)	(649,000)	(489,000)
INTEREST INCOME	<u>119,900</u>	<u>59,653</u>	<u>77,200</u>	<u>27,500</u>	<u>(49,700)</u>
TOTAL	\$20,908,480	\$21,606,371	\$21,684,866	\$22,166,068	\$481,202

BUDGET HIGHLIGHTS

-) In 2018, premiums increased 5%. For 2019, due to reductions in the fund balance and growing expenses, rates increase 4.7%.
-) Medical expenses are expected to increase 7.8% over the 2018 budget.

Health Insurance Fund

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$23,745	\$25,941	\$27,726	\$29,657	\$31,744
Expenses	<u>21,723</u>	<u>25,088</u>	<u>26,048</u>	<u>27,050</u>	<u>29,017</u>
Excess (Deficit)	<u>2,022</u>	<u>853</u>	<u>1,678</u>	<u>2,607</u>	<u>2,727</u>
Beginning Balance	<u>2,580</u>	<u>4,602</u>	<u>5,455</u>	<u>7,134</u>	<u>9,741</u>
Ending Balance	<u>\$4,602</u>	<u>\$5,455</u>	<u>\$7,133</u>	<u>\$9,741</u>	<u>\$12,468</u>
Rate Increase	7.5	7.5	7.5	7.5	7.5
Reserve Percentage	11.9	18.3	20.9	26.4	33.6

The 2020-2024 five year plan assumes that medical costs will increase 3% annually and that the revenue mix of employer, employee, and third party contributions will continue to evolve in order to continue a financially viable plan. Premium increases are anticipated to be 7.5% per year for 2020-2024.

Unemployment Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

UNEMPLOYMENT COMPENSATION TAX FUND BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATED</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$12,918	\$1,174,800	\$1,174,584	\$46,773	(\$1,128,027)
TOTAL	\$12,918	\$1,174,800	\$1,174,584	\$46,773	(\$1,128,027)

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL FUND TRANSFERS	\$144,288	\$148,637	\$139,680	\$37,205	(\$102,475)
OTHER FUND TRANSFERS	32,022	33,912	34,020	8,443	(25,577)
INTEREST INCOME	10,599	8,559	14,000	10,000	(4,000)
TOTAL	\$186,909	\$191,108	\$187,700	\$55,648	(\$132,052)

BUDGET HIGHLIGHTS

) The property tax rate for unemployment, collected in the general fund, is unlimited by statute. The 2019 rate is estimated at 0.0025.

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

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$169	\$173	\$178	\$183
Expenses	48	49	50	52
Excess (Deficit)	121	124	128	131
Beginning Balance	21	142	266	393
Ending Balance	\$142	\$266	\$394	\$524

The 2020-2024 five-year forecast assumes that unemployment costs will increase 3% annually and that premiums will be adjusted as necessary during this period. As a result of significant underspending in the fund, the unemployment rate charged to operating departments was reduced from \$180 to \$48 of the first \$9,000 of salary per employee for 2019.

Worker's Compensation Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

WORKER'S COMPENSATION FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$4,420,631	\$2,802,250	\$3,165,385	\$2,907,250	\$105,000
OTHER EXPENSE	<u>98,500</u>	<u>1,801,600</u>	<u>1,801,600</u>	<u>101,600</u>	<u>(1,700,000)</u>
TOTAL	<u>\$4,519,131</u>	<u>\$4,603,850</u>	<u>\$4,966,985</u>	<u>\$3,008,850</u>	<u>(\$1,595,000)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$3,031,599	\$3,074,959	\$2,589,887	\$2,695,012	\$105,125
OTHER FUND TRANSFERS	6,762	6,567	313,584	307,301	<u>(6,283)</u>
INTEREST INCOME	<u>89,514</u>	<u>66,819</u>	<u>15,000</u>	<u>70,000</u>	<u>55,000</u>
TOTAL	<u>\$3,127,875</u>	<u>\$3,148,345</u>	<u>\$2,918,471</u>	<u>\$3,072,313</u>	<u>\$153,842</u>

BUDGET HIGHLIGHTS

-) Rates were reduced in 2019 due to positive fund performance.
-) The property tax rate for worker's compensation, collected in the general fund, is unlimited by statute. The 2018 rate is estimated at 17.85 cents, .36 cents lower than the previous 18.21 cents.

WORKER'S COMPENSATION FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$3,380	\$3,546	\$3,719	\$3,902	\$4,093
Expenses	<u>3,291</u>	<u>3,455</u>	<u>3,628</u>	<u>3,809</u>	<u>4,000</u>
Excess (Deficit)	<u>89</u>	<u>91</u>	<u>91</u>	<u>93</u>	<u>93</u>
Beginning Balance	<u>(102)</u>	<u>(12)</u>	<u>78</u>	<u>169</u>	<u>261</u>
Ending Balance	<u>(\$13)</u>	<u>\$79</u>	<u>\$169</u>	<u>\$262</u>	<u>\$354</u>

Expense Rate Change	5%	5%	5%	5%	5%
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The 2020-2024 five-year forecast assumes that worker's compensation costs will increase five percent annually and that premiums will be increased 5% annually to keep pace with expense growth.

Debt Management

MISSION STATEMENT

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

PRIMARY FUNCTION

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

FUND HIGHLIGHTS

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

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

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

The City's current bond (long-term debt) rating is A2 from Moody's Investors Service.

Debt Management

CITY OF ROCKFORD, ILLINOIS OUTSTANDING AND PROPOSED DEBT ISSUES

<u>ISSUE AND AMOUNT</u>	<u>PAYMENT SOURCE</u>	<u>FINAL LEVY YEAR</u>
2007 \$29.865 GOB Alternate and Refunding (\$23.0 Metro Centre Improvements (Series B-\$16.365 Taxable), Series C-\$6.865 GOBA Refunding)	5,8	2026
2007 \$8.75 GOB Alternate (Series D-\$3.5 Water)	2	2026
2008 \$12.15 GOB Alternate (Series B-\$1.3 TIF (\$1.1 Airport, \$0.2 Jackson School), Series C-\$1.85 Taxable Parking	3,4	2028
2009 \$2.6 GOB Alternate (Series A-\$1.65 TIF (\$0.35 River North, \$1.3 Main Whitman), Series B-\$0.95 Taxable Global Trade #1)	3	2028, 2029
2009 \$8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	5,8	2026
2009 \$1.7 GOB Alternate (Series D-\$1.35 Springfield Corners TIF, Series E-\$0.35 River East TIF)	3	2023
2009 \$13.585 Refunding (Series E-\$7.93 GOB Street, Series F-\$4.325 Water)	1,2	2018
2010 \$3.4 GOB Alternate Water	2	2029
2012 \$7.73 Refunding (\$2.7 GO, Series C-\$0.88 7th Street TIF, Series C-\$0.93 Springfield Corners TIF, Series A-\$3.22 GO)	2, 3, 6	2016, 2021
2014 \$5.3 Fire Station #3	1	2023
2014 \$14.025 Refunding (Series A-\$4.65 Capital, \$6.305 Neighborhood Rev \$3.070 GO, Series B-\$8.5 Street Improvements, \$8.7 Capital Improvements, Series C-\$2.0 7th Street, \$2.85 Lowes Distribution, \$16.7 Metro Center Improvements)	1,3,5	2016,2027
2015 \$16.52 GOB Ingersoll Project	5	2034
2015 \$6.315 Parking	4	2034
2016 \$22.8 GO (Series A-\$14.77 GeoPolice, \$0.65 Parking, \$1.625 Hope 6, \$0.705 Preston Central, \$1.81 Library, \$0.304 River North, \$0.956 Main Whitman)	1,3,4	2024, 2027, 2028, 2034
2016 GO Refunding \$12.5 Series B Water	2	2027
2018 Go Refunding (Series A-\$2,730 Tax Exempt, Series B-\$5,330 Water, Series C-\$9,490 Taxable)	2,3,5,8	2027

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

Debt Management

DEBT SERVICE FUND BUDGET SUMMARY

APPROPRIATION	2017 ACTUAL	2018 BUDGET	2018 ESTIMATED	2019 BUDGET	INCREASE (DECREASE)
BOND INTEREST	\$4,286,460	\$4,236,902	\$4,236,902	\$3,913,909	(\$322,993)
BOND PRINCIPAL	12,462,702	11,928,819	11,928,819	9,974,607	(1,954,212)
TOTAL	\$16,749,162	\$16,165,721	\$16,165,721	\$13,888,516	(\$2,277,205)
Actuals exclude water system debt					

FUNDING SOURCE	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	INCREASE (DECREASE)
PROPERTY TAXES					
DEBT SERVICE-CITYWIDE	\$4,844,902	\$4,995,815	\$939,820	\$0	(\$939,820)
	4,844,902	4,995,815	939,820	0	(939,820)
ABATEMENTS-TAX EXEMPT					
PUBLIC WORKS WATER	5,563,868	5,338,772	4,773,437	4,767,812	(5,625)
SALES TAX	416,500	0	1,501,238	1,497,572	(3,666)
TIF DISTRICTS	2,966,072	1,789,690	2,099,148	1,718,381	(380,767)
REDEVELOPMENT FUND	839,675	609,938	831,450	832,975	1,525
OTHER	817,800	1,849,013	1,173,057	1,192,323	19,266
	10,603,915	9,587,413	10,378,330	10,009,063	(369,267)
ABATEMENTS-TAXABLE					
TIF DISTRICTS	350,852	203,375	247,138	288,213	41,075
SALES TAX	330,750	315,375	0	0	0
REDEVELOPMENT FUND	441,868	891,868	2,156,353	2,159,021	2,668
PARKING	176,875	171,875	166,875	161,675	(5,200)
OTHER	0	0	0	0	0
	1,300,345	1,582,493	2,570,366	2,608,909	38,543
TOTAL	\$16,749,162	\$16,165,721	\$13,888,516	\$12,617,972	(\$1,270,544)

BUDGET HIGHLIGHTS

-) In 2018, there was one refunding bond sale with three series.
-) Tax-exempt and taxable abatements decreased \$330,724 primarily as a result of debt service payments made in Airport TIF ending in 2018.

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

	2020	2021	2022	2023	2024
REVENUES	\$12,060	\$12,317	\$12,324	\$11,685	\$11,102
EXPENDITURES	12,618	12,060	12,317	12,324	11,685
EXCESS (DEFICIT)	(558)	257	7	(639)	(583)
BEGINNING BALANCE	0	0	0	0	0
ENDING BALANCE	(\$558)	\$257	\$7	(\$639)	(\$583)
TAX RATE (CENTS)	0.0	0.0	0.0	0.0	0.0

While currently no plans exist for the 2020-2024 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.

Off-Track Betting Special Projects Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

FUND HIGHLIGHTS

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

OTB SPECIAL PROJECTS FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO REDEVELOP	<u>\$237,812</u>	<u>\$82,575</u>	<u>\$67,614</u>	<u>\$76,650</u>	<u>(\$5,925)</u>
TOTAL	<u>\$237,812</u>	<u>\$82,575</u>	<u>\$67,614</u>	<u>\$76,650</u>	<u>(\$5,925)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTB RECEIPTS	<u>\$83,187</u>	<u>\$76,838</u>	<u>\$80,000</u>	<u>\$75,000</u>	<u>(\$5,000)</u>
INTEREST INCOME	<u>2,484</u>	<u>1,661</u>	<u>2,575</u>	<u>1,650</u>	<u>(925)</u>
TOTAL	<u>\$85,671</u>	<u>\$78,499</u>	<u>\$82,575</u>	<u>\$76,650</u>	<u>(\$5,925)</u>

BUDGET HIGHLIGHTS

-) Income budgeted is at \$76,650.
-) The revenue generated is transferred to redevelopment to cover \$50,000 payment for Rockford Area Arts Council and for administration of Rockford Community Partners organization.

OTB SPECIAL PROJECTS FUND FIVE YEAR FORECAST

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	<u>\$75</u>	<u>\$73</u>	<u>\$70</u>	<u>\$69</u>	<u>\$67</u>
Expenditures	<u>75</u>	<u>73</u>	<u>70</u>	<u>69</u>	<u>67</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2020-2024 five year forecast assumes no revenue growth and expenditure of revenue for economic development.

Risk Management Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

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

RISK MANAGEMENT FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$1,384,057	\$2,564,550	\$1,300,017	\$2,334,550	(\$230,000)
OTHER	431,257	452,445	452,445	450,615	(1,830)
TOTAL	<u>\$1,815,314</u>	<u>\$3,016,995</u>	<u>\$1,752,462</u>	<u>\$2,785,165</u>	<u>(\$231,830)</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
JUDGMENTS	\$3,996,870	\$2,905,492	\$1,025,013	\$1,092,773	\$67,760
SERVICE CHARGES	0	0	716,640	732,120	15,480
PROP DAMAGE REIMBU	254,325	279,335	150,000	150,000	0
MISCELLANEOUS	0	820	0	0	0
INTEREST INCOME	(9,195)	6,145	0	0	0
TOTAL	<u>\$4,242,000</u>	<u>\$3,191,792</u>	<u>\$1,891,653</u>	<u>\$1,974,893</u>	<u>\$83,240</u>

BUDGET HIGHLIGHTS

) The risk management property tax levy was increased slightly in 2019, revenue projections are lower than anticipated expenses. It is anticipated that 2019 will end the year balanced and over the next several years, adjustments will be made to balance the fund.

Risk Management Fund

) General fund purchase of services decreases \$1,830 due to staff changes and reduction in IMRF and Workman's Compensation rates.

RISK MANAGEMENT FUND FIVE YEAR FINANCIAL FORECAST (IN 000'S)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$2,011	\$2,049	\$2,087	\$2,125	\$2,165
Expenses	<u>2,822</u>	<u>2,914</u>	<u>3,011</u>	<u>3,111</u>	<u>3,216</u>
Excess (Deficit)	<u>(811)</u>	<u>(865)</u>	<u>(924)</u>	<u>(986)</u>	<u>(1,051)</u>
Beginning Balance	<u>(7,398)</u>	<u>(8,209)</u>	<u>(9,074)</u>	<u>(9,998)</u>	<u>(10,984)</u>
Ending Balance	<u>(\$8,209)</u>	<u>(\$9,074)</u>	<u>(\$9,998)</u>	<u>(\$10,984)</u>	<u>(\$12,035)</u>

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

Northern Illinois Workforce Alliance

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

NORTHERN ILLINOIS WORKFORCE ALLIANCE BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$521,394	\$636,852	\$636,852	\$655,690	\$18,839
CONTRACTUAL	<u>1,230</u>	<u>1,090</u>	<u>1,090</u>	<u>1,170</u>	<u>80</u>
TOTAL	<u>\$522,624</u>	<u>\$637,942</u>	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$18,919</u>

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	<u>\$533,532</u>	<u>\$522,624</u>	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$18,919</u>
	<u>\$533,532</u>	<u>\$522,624</u>	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$18,919</u>

NORTHERN ILLINOIS WORKFORCE ALLIANCE AUTHORIZED POSITIONS

	POSITION	2018	2019	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
EXECUTIVE DIRECTOR	214	1.00	1.00	0.00
BUSINESS ACCOUNT MANAGER	108	1.00	1.00	0.00
PLAN & QUALITY ASSURANCE MANAGER	108	1.00	1.00	0.00
PR/GRANTS MANAGER	108	1.00	1.00	0.00
FISCAL MANAGER	108	0.00	1.00	1.00
WIB GRANTS COMP SPECIALIST	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>6.00</u>	<u>7.00</u>	<u>1.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to personnel changes, 2% wage increase and increases in health insurance rates.

Capital Replacement Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

CAPITAL REPLACEMENT FUND BUDGET SUMMARY

	2017	2018	2018	2019	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER EXPENSE	\$3,614,907	\$3,215,987	\$3,209,058	\$3,838,184	\$622,197
TOTAL	\$3,614,907	\$3,215,987	\$3,209,058	\$3,838,184	\$622,197

	2016	2017	2018	2019	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,695,331	\$1,544,107	\$1,165,987	\$1,809,055	\$643,068
SALE OF ASSETS	1,475	21,310	50,000	50,000	0
VIDEO GAMING	1,425,302	1,562,468	1,500,000	1,510,000	10,000
TOTAL	\$4,122,108	\$3,127,885	\$2,715,987	\$3,369,055	\$653,068

BUDGET HIGHLIGHTS

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

LEASE AGREEMENT SUMMARY

Start Year	Vehicles	Leasing Company	Term	Rate	Annual Payment	End Year
2013	4 engines and related equipment	Chase	7 years	1.52%	353,012.58	2020
2013	10 snow dumps, 2 water dumps, patcher truck, endloader, forklift, backhoe, breaker, 2 message boards, 2 fire day cab tractors with equipment	5th3rd Bank	10 years	2.46%	296,675.50	2023
2014	2 engines and related equipment	US Bancorp	7 years	2.01%	179,140.93	2021
2014	1 bomb trailer, 1 SWAT vehicle, 1 Patcher, 4 snow plows, 1 chipper, 1 backhoe, 2 slope mowers, 2 water dumps	US Bancorp	10 years	2.29%	190,258.58	2024
2014	21 cars, trucks, SUVs	Chase	7 years	2.00%	228,155.99	2021
2015	1 ambulance	Chase	4 years	2.10%	78,498.11	2019
2015	1 aerial	Chase	8 years	2.10%	136,268.86	2023
2016	3 SUVs and 1 Pickup	PNC	4 years	1.48%	54,320.62	2020
2016	Endloader	PNC	7 years	1.79%	43,037.69	2023
2017	4 Ambulances	US Bancorp	4 years	1.88%	287,769.17	2021
2018	39 Police Vehicles	PNC	4 years	3.34%	468,544.12	2022
2018	3 Aerial Ladders	PNC	8 years	4.17%	479,528.57	2027
2018	CAD RMS Equipment	PNC	5 years	3.81%	1,027,775.75	2023
2018	2 Ambulances	PNC	5 years	3.77%	313,374.79	2024
Total					4,136,361.26	

Capital Replacement Fund

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

**CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SUMMARY-ALL FUNDS**

	GENERAL GOVERNMENT				PROPRIETARY	FIDUCIARY		TOTALS		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE	INTERNAL SERVICE	TRUST PENSION	ELIMINATIONS	2019	2018
REVENUES										
PROPERTY TAX										
CITY WIDE	\$42,219,011	\$7,617,697	\$12,617,972			\$4,207,110		\$1,092,773	\$65,569,017	\$65,988,488
SPECIAL DISTRICTS		3,608,020	0						3,608,020	3,079,853
LESS, PROVISION FOR ABATEMENT			12,617,972						12,617,972	12,948,696
LESS, PROVISION FOR UNCOLLECTIBLE TAXES	422,190	110,626	0			42,071		10,928	563,959	550,214
NET TAX LEVY	41,796,821	11,115,091	0			4,165,039		1,081,845	55,995,106	55,569,431
TAX LEVY REIMBURSEMENTS	5,790,742	0	0			0		3,058,525	2,732,217	2,790,709
PROPERTY TAXES PRIOR TO ADJUSTMENTS	47,587,563	11,115,091	0			4,165,039		4,140,370	58,727,323	58,360,140
LESS, PROVISION FOR ACCOUNTING INTERPRETATION		0							0	0
LESS, TAX CAP EFFECTS		0	0			0			0	0
TOTAL PROPERTY TAXES	47,587,563	11,115,091	0			4,165,039		4,140,370	58,727,323	58,360,140
OTHER TAXES	42,826,730	6,670,000	0	\$16,153,000		0		0	65,649,730	59,693,161
TOTAL TAXES	90,414,293	17,785,091	0	16,153,000		4,165,039		4,140,370	124,377,053	118,053,301
LICENSES, PERMITS & INSPECTION FEES	5,249,240	75,000							5,324,240	5,224,570
INTERGOVERNMENTAL	25,499,545	23,692,777	2,240,000	\$9,532,850		1,169,538		298,500	61,836,210	60,096,760
CHARGES FOR SERVICES	19,396,699	36,000			\$29,888,000	12,497,096		12,830,046	48,987,749	47,787,550
FINES, FORFEITURES & PENALTIES	1,478,000	48,317			463,500				1,989,817	2,311,250
REVENUE FROM USE OF MONEY & PROPERTY	200,000	316,855		150,000	1,738,200	142,000	\$10,867,141	170,658	13,243,538	12,958,872
FAIR VALUE ADJUSTMENT							7,000,000		7,000,000	7,000,000
OTHER REVENUE & INCOME			50,000			3,540,900			3,590,900	3,683,970
RESTRICTED RECEIPTS							4,174,700		4,174,700	4,174,700
MISCELLANEOUS	12,355,846	4,840,000		0	93,300	165,000	0	5,524,846	11,929,300	4,186,008
TOTAL REVENUES	154,593,623	46,794,040	2,290,000	25,835,850	32,183,000	21,679,573	22,041,841	22,964,420	282,453,507	265,476,981
OTHER ADDITIONS										
TRANSFERS	2,500,000	205,521	14,427,027	14,338,750	174,380	27,731,466	17,687,262	72,191,107	4,873,299	(1,063,272)
PROCEEDS FROM SALE OF BONDS									0	0
APPLICATION OF RESTRICTED FUND BALANCE									0	0
FOR ENCUMBRANCES AND NONRECURRING ITEMS	0	0	0	0	0	0	0	0	0	0
TOTAL OTHER ADDITIONS	2,500,000	205,521	14,427,027	14,338,750	174,380	27,731,466	17,687,262	72,191,107	4,873,299	(1,063,272)
ELIMINATIONS	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & OTHER ADDITIONS	157,093,623	46,999,561	16,717,027	40,174,600	32,357,380	49,411,039	39,729,103	95,155,527	287,326,806	264,413,709
APPROPRIATION	156,812,945	46,543,788	14,613,896	40,174,600	27,749,816	49,933,727	38,314,928	93,903,607	280,240,093	272,999,515
NON-APPROPRIATION EXPENSES										
PROVISION FOR ACCOUNTING INTERPRETATION									0	0
TRANSFER TO WATER UTILITY				(9,000,000)					(9,000,000)	(7,550,000)
TRANSFER TO PARKING UTILITY									0	0
COMMUNITY DEVELOPMENT									0	0
LEGAL REQUIREMENT FOR DEBT SERVICE	0	0	(4,767,812)	0	0	0	0	(4,767,812)	0	0
PROJECTED EXPENDITURES & TRANSFERS	156,812,945	46,543,788	9,846,084	31,174,600	27,749,816	49,933,727	38,314,928	\$89,135,795	271,240,093	265,449,515
ADJUSTMENT FOR ENTERPRISE FUND PROJECTS				(9,000,000)					(9,000,000)	(7,550,000)
PROJECTED EXCESS TO AMORTIZE PRIOR YR EXPENSE									0	0
PROJECTED EXCESS (DEFICIT) OF REVENUES									0	0
OVER EXPENDITURES AND ADJUSTMENTS	280,678	455,773	6,870,943	0	4,607,564	(522,688)	1,414,175		13,106,445	(280,573)
BEGINNING BALANCE, JANUARY 1	30,616,617	13,458,625	11,503,758	10,331,021	161,726,562	(741,120)	374,280,386		601,175,849	568,049,931
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0								0	0
ADJUSTMENT OF BALANCE TO REVENUE FOR ENCUMBRANCES	0								0	0
ENDING BALANCE, DECEMBER 31	\$30,897,295	\$13,914,398	\$18,374,701	\$10,331,021	\$166,334,126	(\$1,263,808)	\$375,694,561		\$614,282,294	\$567,769,358

CITY OF ROCKFORD, ILLINOIS
BUDGET PROGRAM SUMMARY BY EXPENDITURE CLASSIFICATION
2019 BUDGET

AGENCIES	2018 BUDGET	INCREASE (DECREASE)	2019 BUDGET	SALARY EXPENSE	FRINGE BENEFITS	CONTRACTUAL EXPENSE	SUPPLY EXPENSE	OTHER EXPENSE	INTEREST EXPENSE	CAPITAL EXPENSE	DEBT REQUIREMENT
LEGISLATIVE & MANAGEMENT											
MAYOR	\$858,282	\$25,709	\$883,991	\$495,071	\$177,596	\$199,494	\$10,000	\$1,830			
COUNCIL	509,078	(1,822)	507,256	168,000	157,516	177,240	4,500				
LEGAL	1,604,156	53,371	1,657,527	932,352	399,069	294,606	31,500				
FINANCE	6,925,064	(24,381)	6,900,683	1,876,305	766,500	1,354,465	34,900	\$2,868,513			
INFORMATION TECH	3,946,238	3,212	3,949,450	484,019	192,628	2,764,713	91,000	417,090			
ELECTION COMMISSION	1,005,386	37,877	1,043,263	364,068	95,236	393,265	165,694			\$25,000	
HUMAN RESOURCES	690,359	26,942	717,301	388,998	151,888	170,915	5,500				
COMMUNITY DEVELOPMENT											
ADMINISTRATION	234,975	(13,270)	221,705	135,433	42,958	41,344	1,970				
DEVELOPMENT	2,932,710	339,289	3,271,999	329,166	183,950	111,116	2,270	2,645,497			
REDEVELOPMENT	5,036,448	642,094	5,678,542					5,656,342			
TOURISM PROMOTION	2,009,000	250,000	2,259,000			1,610,000		649,000			
TIF-ASSISTED LIVING	0	0	0								
TIF-EAST RIVER	211,062	517	211,579					211,579			
TIF-WEST SIDE 2	0	0	0								
TIF-MIDTOWN	4,643	46	4,689					4,689			
TIF-BROADWAY	0	0	0								
TIF-SOUTH ROCKFORD	271,142	(236,559)	34,583					34,583			
TIF-LINCOLNWOOD 1	59,241	(2,417)	56,824					56,824			
TIF-LINCOLNWOOD 2	60,056	(2,331)	57,725					56,824	901		
TIF-SPRINGFIELD CORNERS	498,538	1,556	500,094					488,296	11,798		
TIF-NORTH MAIN	185,339	(24,513)	160,826					140,150	20,676		
TIF-GLOBAL PARK 1	802,808	(409,158)	393,650			10,000		369,498	14,152		
TIF-GLOBAL PARK 2	390,372	(3,800)	386,572					386,572			
TIF-GLOBAL PARK 3	31,322	422	31,744					31,744			
TIF-GLOBAL PARK SOUTH	0	750	750					750			
TIF-RIVER OAKS	346,847	11,418	358,265					313,944	44,321		
TIF-GARRISON	142,302	(4,399)	137,903					128,048	9,855		
TIF-HOPE 6	259,002	(7,197)	251,805					238,000	13,805		
TIF-KISHWAUKEE 1	33,930	806	34,736					34,736			
TIF-KISHWAUKEE 2	0	0	0								
TIF-STATE ALPINE	90,000	0	90,000					90,000			
TIF-MAIN AUBURN	8,838	(2,074)	6,764					6,764			
TIF-RIVER NORTH	256,013	(100,495)	155,518					155,518			
TIF MAIN WHITMAN	97,128	(5,167)	91,961					84,608	7,353		
TIF-JACKSON SCHOOL	42,866	(12,783)	30,083					27,761	2,322		
TIF-STATE KILBURN	0	0	0								
TIF-STATE CENTRAL	43,392	(317)	43,075					40,000	3,075		
TIF-PRESTON CENTRAL	99,922	(939)	98,983					75,656	23,327		
TIF-MULFORD STATE	117,920	18,746	136,666					136,666			
TIF-JEFFERSON 3RD	16,350	(549)	15,801					15,801			
TIF-AUBURN	0	0	0								
TIF-AMEROCK	0	0	0								
TAX INCREMENT DISTRICTS	4,069,033	(778,437)	3,290,596	0	0	10,000	0	3,129,011	151,585	0	0
SANITATION	12,409,103	(12,409,103)	0								
PLANNING	640,460	343,275	983,735	583,365	248,645	142,695	9,030				
CONST SERVICES	3,078,055	9,654,340	12,732,395	1,267,207	587,623	10,697,348	7,743	148,474	24,000		
HUMAN SERVICES											
HUMAN SERVICES	15,046,660	(63,135)	14,983,525	4,167,203	2,201,454	3,288,693	754,300	4,571,875			
TUBERCULOSIS SANITARIUM	160,000	4,800	164,800			160,000					
LIBRARY	10,274,044	2,815,996	13,090,040	3,554,920	1,508,579	6,255,139	1,434,639	75,525	217,488	43,750	
MASS TRANSIT	1,524,000	0	1,524,000			1,524,000					
PUBLIC SAFETY											
POLICE	57,932,395	2,661,408	60,593,803	30,555,928	16,305,079	9,623,424	990,592	1,388,780		1,730,000	
FIRE	48,479,904	3,330,258	51,810,162	25,875,969	16,696,491	4,278,928	850,780	1,512,994		2,595,000	
911 COMMUNICATIONS	5,855,961	55,640	5,911,601	4,025,698	1,505,288	352,415	28,200				
FIRE/POLICE COMMISSION	291,702	22,712	314,414	40,000	7,000	266,914	500				
PUBLIC WORKS											
ADMINISTRATION	373,259	25,497	398,756	212,372	67,436	77,002	9,100	5,846		27,000	
ENGINEERING	824,349	99,875	924,224	394,941	170,572	257,661	4,226	15,824		81,000	
CAPITAL PROJECT	34,293,700	5,880,900	40,174,600	1,381,675	576,408	513,205	56,744	517,820		37,128,748	
MOTOR FUEL TAX	4,075,000	75,000	4,150,000					4,150,000			
STREETS & SEWERS	8,098,755	1,847,936	9,946,691	1,908,688	887,520	3,779,221	1,233,000	727,262		1,411,000	
TRAFFIC	4,572,063	429,710	5,001,773	793,283	324,877	2,957,433	641,000	63,180		222,000	
PARKING	2,906,957	90,456	2,997,413	184,068	105,395	1,373,987	49,700	1,026,000	258,263		
PROPERTY	3,531,138	9,336	3,540,474	657,812	334,120	1,696,495	353,700	497,397	950		
EQUIPMENT	3,215,470	370,884	3,586,354	640,077	322,615	752,860	1,746,940	120,842	3,020		
CENTRAL SUPPLY	466,458	5,484	471,942	255,433	97,356	62,353	31,500	25,300			
WATER	25,304,808	(552,405)	24,752,403	4,487,340	2,005,521	6,398,145	1,735,600	8,977,161	1,148,636		
NON-OPERATING FUNDS											
POLICE PENSION	17,775,427	935,912	18,711,339		18,214,814	410,925		85,600			
FIRE PENSION	18,348,926	1,254,663	19,603,589		19,132,014	390,575		81,000			
IMRF PENSION	6,537,757	(846,806)	5,690,951		5,690,951						
WORKMEN'S COMPENSATION	4,603,850	(1,595,000)	3,008,850			2,907,250		101,600			
UNEMPLOYMENT INSURANCE	1,174,800	(1,128,027)	46,773			46,773					
HEALTH INSURANCE	22,517,545	(1,095,545)	21,422,000			21,237,920	2,000	182,080			
AUDITING	184,010	(184,010)	0								
DEBT SERVICE	16,165,721	(2,277,205)	13,888,516						3,913,909		\$9,974,607
OTB PROJECTS	82,575	(5,925)	76,650					76,650			
RISK MANAGEMENT	3,016,995	(231,830)	2,785,165			2,334,550		450,615			
RMAP	1,516,596	(1,516,596)	0								
WIB OPS	531,413	125,447	656,860	458,396	197,294	1,170					
CAPITAL REPLACEMENT	3,215,987	622,197	3,838,184						422,200	3,415,984	
ADJUSTMENTS	0	0	0	0	0						
ELIMINATIONS	(95,661,836)	5,374,330	(90,287,506)	(5,440,527)	(25,599,728)	(29,117,624)	(2,254,436)	(23,101,754)	(1,254,619)	0	(3,518,818)
TOTAL	\$273,184,736	\$14,691,053	\$287,875,789	\$81,177,260	\$63,754,665	\$59,818,815	\$8,032,192	\$17,067,354	\$4,885,432	\$46,679,482	\$6,455,789
BUDGET PERCENTAGE	100		100.0	28.2	22.1	20.8	2.8	5.9	1.7	16.2	2.3

CITY OF ROCKFORD, ILLINOIS
2020-2024 GENERAL FUND FORECAST

REVENUE SUMMARY

	2018	2019	2020	2021	2022	2023	2024
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PROPERTY TAXES	46,616,873	47,587,563	47,157,796	47,157,796	47,157,796	47,157,796	47,157,796
OTHER TAXES	37,100,341	42,826,730	43,001,880	43,203,023	43,445,499	43,679,677	43,929,746
LICENSE AND PERMITS	6,101,996	5,249,240	5,204,526	5,258,802	5,314,320	5,371,114	5,429,217
INTERGOVERNMENTAL	24,968,695	25,499,545	26,063,973	26,403,268	26,749,810	27,103,815	27,465,510
CHARGES FOR SERVICE	5,882,730	19,396,699	6,770,216	6,931,328	7,096,307	7,265,248	7,438,246
FINES	1,442,340	1,478,000	1,606,330	1,628,361	1,650,755	1,673,520	1,696,663
MISCELLANEOUS	4,076,025	3,738,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000
REIMBURSEMENT FOR SERVICES	12,789,840	5,528,846	11,495,408	11,707,638	11,926,136	12,151,086	12,382,682
LEASE PROCEEDS	9,533,680	5,789,000	4,831,000	4,089,000	7,383,000	7,383,000	7,383,000
TOTAL	148,512,520	157,093,623	147,337,129	147,585,216	151,929,623	152,991,256	154,088,860

EXPENSE SUMMARY

	2018	2019	2020	2021	2022	2023	2024
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PERSONNEL	91,186,263	102,316,446	111,617,032	114,443,987	116,844,066	119,258,992	122,041,836
CONTRACTUAL	26,841,380	25,692,305	26,658,984	27,159,760	27,672,598	28,197,837	28,735,831
SUPPLIES	2,888,371	3,908,326	4,095,320	4,192,248	4,291,542	4,393,264	4,497,476
OTHER	6,728,432	5,991,578	6,812,672	7,227,655	7,677,337	8,722,752	8,580,535
CAPITAL	25,000	265,000	4,987,979	4,249,590	7,547,283	7,551,062	7,554,927
TOTAL	127,669,446	138,173,655	154,171,987	157,273,240	164,032,826	168,123,907	171,410,605
SURPLUS (DEFICIT)	20,843,074	18,919,969	(6,834,858)	(9,688,024)	(12,103,203)	(15,132,651)	(17,321,745)
	14.0%	12.0%	-4.6%	-6.6%	-8.0%	-9.9%	-11.2%

**CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SPECIAL REVENUE FUNDS**

	MOTOR FUEL	COMMUNITY	REDEVELOPMENT	TOURISM	TAX INCREMENT	HUMAN	TUBERCULOSIS		OTB SPECIAL		
REVENUES	<u>TAX</u>	<u>DEVELOPMENT</u>	<u>TAX</u>	<u>PROMOTION</u>	<u>FINANCING</u>	<u>SERVICES</u>	<u>SANITARIUM</u>	<u>LIBRARY</u>	<u>PROJECTS</u>	<u>ELIMINATIONS</u>	<u>TOTAL</u>
PROPERTY TAXES											
CITY WIDE							\$163,152	\$7,454,545			\$7,617,697
SPECIAL DISTRICTS					\$3,608,020						3,608,020
LESS, UNCOLLECTIBLE TAXES					<u>36,081</u>		<u>0</u>	<u>74,545</u>			<u>110,626</u>
NET TAX LEVY					3,571,939		163,152	7,380,000			11,115,091
TAX LEVY REIMBURSEMENTS					<u>0</u>		<u>0</u>	<u>0</u>			<u>0</u>
PROPERTY TAXES PRIOR ADJUST					3,571,939		163,152	7,380,000			11,115,091
LESS, PROVISION FOR ACCTG INT							<u>0</u>	<u>0</u>			<u>0</u>
LESS, TAX CAP EFFECTS					<u>0</u>		<u>0</u>	<u>0</u>			<u>0</u>
TOTAL PROPERTY TAXES					3,571,939		163,152	7,380,000			11,115,091
OTHER TAXES			<u>\$4,520,000</u>	<u>\$2,150,000</u>	<u>0</u>		<u>0</u>	<u>0</u>			<u>6,670,000</u>
TOTAL TAXES			4,520,000	2,150,000	3,571,939		163,152	7,380,000			17,785,091
LICENSES, PERMITS & FEES									\$75,000		75,000
INTERGOVERNMENTAL	\$4,000,000	\$3,336,222				\$15,388,715		967,840			23,692,777
SERVICE CHARGES								36,000			36,000
FINES								48,317			48,317
REVENUE, RENTS & INTEREST	150,000	34,497	10,000	9,000	21,825		2,000	87,883	1,650		316,855
OTHER REVENUE & INCOME										\$0	0
MISCELLANEOUS	<u>0</u>	<u>0</u>	<u>270,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,570,000</u>	<u>0</u>	<u>0</u>	<u>4,840,000</u>
TOTAL REVENUES	4,150,000	3,370,719	4,800,000	2,159,000	3,593,764	15,388,715	165,152	13,090,040	76,650	0	46,794,040
OTHER ADDITIONS											
TRANSFERS			623,850		31,671					450,000	205,521
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	<u>4,150,000</u>	<u>3,370,719</u>	<u>5,423,850</u>	<u>2,159,000</u>	<u>3,625,435</u>	<u>15,388,715</u>	<u>165,152</u>	<u>13,090,040</u>	<u>76,650</u>	<u>450,000</u>	<u>46,999,561</u>
APPROPRIATION	4,150,000	3,271,999	5,678,542	2,159,000	3,419,232	14,983,525	164,800	13,090,040	76,650	450,000	46,543,788
NON EXPENSE APPROPRIATION											0
EXPENDITURES AND TRANSFERS	<u>4,150,000</u>	<u>3,271,999</u>	<u>5,678,542</u>	<u>2,159,000</u>	<u>3,419,232</u>	<u>14,983,525</u>	<u>164,800</u>	<u>13,090,040</u>	<u>76,650</u>	<u>450,000</u>	<u>46,543,788</u>
EXCESS (DEFICIT)											
OF REVENUES OVER											
EXPENDITURES	0	98,720	(254,692)	0	206,203	405,190	352	0	0		455,773
BEGINNING BALANCE,											
JANUARY 1	9,138,256	1,529,020	(527,005)	746,503	(8,440,166)	832,850	182,302	9,996,865	0		13,458,625
ENDING BALANCE, DECEMBER 31	<u>\$9,138,256</u>	<u>\$1,627,740</u>	<u>(\$781,697)</u>	<u>\$746,503</u>	<u>(\$8,233,963)</u>	<u>\$1,238,040</u>	<u>\$182,654</u>	<u>\$9,996,865</u>	<u>\$0</u>		<u>\$13,914,398</u>

CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 1 OF 2)

	<u>EAST RIVER</u>	<u>WEST SIDE #2</u>	<u>RIVER NORTH</u>	<u>SOUTH ROCKFORD</u>	<u>ASSISTED LIVING</u>	<u>STATE KILBURN</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$389,743	\$465	\$285,083	\$127,564	\$0	\$30,202
LESS, UNCOLLECTIBLE TAXES	<u>3,897</u>	<u>5</u>	<u>2,851</u>	<u>1,276</u>	<u>0</u>	<u>302</u>
NET TAX LEVY	385,846	460	282,232	126,288	0	29,900
REVENUE, RENTS & INTEREST	2,559	142	1,921	0	4	2,405
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	388,405	602	284,153	126,288	4	32,305
OTHER ADDITIONS						
TRANSFERS	0	0	0	0	0	0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	388,405	602	284,153	126,288	4	32,305
APPROPRIATION	211,579	0	284,153	34,583	0	0
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	211,579	0	284,153	34,583	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	176,826	602	0	91,705	4	32,305
BEGINNING BALANCE, JANUARY 1	27,539	8,852	58,153	40,038	238	119,495
ENDING BALANCE, DECEMBER 31	<u>\$204,365</u>	<u>\$9,454</u>	<u>\$58,153</u>	<u>\$131,743</u>	<u>\$242</u>	<u>\$151,800</u>

	<u>STATE CENTRAL</u>	<u>SPRINGFIELD CORNERS</u>	<u>NORTH MAIN</u>	<u>MAIN AUBURN</u>	<u>MAIN WHITMAN</u>	<u>MIDTOWN</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$87,209	\$205,254	\$42,222	\$27,165	\$121,722	\$20,888
LESS, UNCOLLECTIBLE TAXES	<u>872</u>	<u>2,053</u>	<u>422</u>	<u>272</u>	<u>1,217</u>	<u>209</u>
NET TAX LEVY	86,337	203,201	41,800	26,893	120,505	20,679
REVENUE, RENTS & INTEREST	0	0	0	299	0	654
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	86,337	203,201	41,800	27,192	120,505	21,333
OTHER ADDITIONS						
TRANSFERS	0	0	0	0	0	0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	86,337	203,201	41,800	27,192	120,505	21,333
APPROPRIATION	43,075	500,094	160,826	6,764	91,961	4,689
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	43,075	500,094	160,826	6,764	91,961	4,689
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	43,262	(296,893)	(119,026)	20,428	28,544	16,644
BEGINNING BALANCE, JANUARY 1	(165,126)	(1,235,276)	(1,234,443)	99	(512,994)	56,767
ENDING BALANCE, DECEMBER 31	<u>(\$121,864)</u>	<u>(\$1,532,169)</u>	<u>(\$1,353,469)</u>	<u>\$20,527</u>	<u>(\$484,450)</u>	<u>\$73,411</u>

	<u>BROADWAY</u>	<u>STATE ALPINE</u>	<u>JEFFERSON 3RD</u>	<u>MULFORD STATE</u>	<u>TOTAL RETAIL TIF DISTRICTS</u>
REVENUES					
PROPERTY TAXES					
SPECIAL DISTRICTS	\$62,041	\$118,586	\$16,283	\$275,013	\$1,809,441
LESS, UNCOLLECTIBLE TAXES	<u>620</u>	<u>1,186</u>	<u>163</u>	<u>2,750</u>	<u>18,095</u>
NET TAX LEVY	61,421	117,400	16,120	272,263	1,791,346
REVENUE, RENTS & INTEREST	1,686	4,381	35	2,483	16,569
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	63,107	121,781	16,155	274,746	1,807,915
OTHER ADDITIONS					
TRANSFERS	0	0	0	0	0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	63,107	121,781	16,155	274,746	1,807,915
APPROPRIATION	0	90,000	15,801	136,666	1,580,191
NON EXPENSE APPROPRIATION					
EXPENDITURES AND TRANSFERS	0	90,000	15,801	136,666	1,580,191
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	63,107	31,781	354	138,080	227,724
BEGINNING BALANCE, JANUARY 1	209,847	399,532	1,672	308,186	(1,917,421)
ENDING BALANCE, DECEMBER 31	<u>\$272,954</u>	<u>\$431,313</u>	<u>\$2,026</u>	<u>\$446,266</u>	<u>(1,689,697)</u>

CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 2 OF 2)

	LINCOLNWOOD #1	LINCOLNWOOD #2	HOPE 6	GARRISON	RIVER OAKS	JACKSON SCHOOL	TOTAL RESIDENTIAL TIF DISTRICTS
REVENUES							
PROPERTY TAXES							
SPECIAL DISTRICTS	\$55,379	\$40,203	\$137,770	\$106,515	\$25,253	\$33,434	\$398,554
LESS, UNCOLLECTIBLE TAXES	<u>554</u>	<u>402</u>	<u>1,378</u>	<u>1,065</u>	<u>253</u>	<u>334</u>	<u>3,986</u>
NET TAX LEVY	54,825	39,801	136,392	105,450	25,000	33,100	394,568
REVENUE, RENTS & INTEREST	142	0	0	0	0	0	142
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	54,967	39,801	136,392	105,450	25,000	33,100	394,710
OTHER ADDITIONS							
TRANSFERS							0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	54,967	39,801	136,392	105,450	25,000	33,100	394,710
APPROPRIATION	56,824	57,725	251,805	137,903	358,265	30,083	892,605
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	56,824	57,725	251,805	137,903	358,265	30,083	892,605
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(1,857)	(17,924)	(115,413)	(32,454)	(333,265)	3,017	(497,895)
BEGINNING BALANCE, JANUARY 1	14,215	(39,669)	(796,345)	(619,262)	(2,632,671)	(145,100)	(4,218,832)
ENDING BALANCE, DECEMBER 31	\$12,358	(\$57,593)	(\$911,758)	(\$651,716)	(\$2,965,936)	(\$142,083)	(4,716,727)

	ROCKFORD GLOBAL TRADE PARK #1	ROCKFORD GLOBAL TRADE PARK #2	ROCKFORD GLOBAL TRADE PARK #3	ROCKFORD GLOBAL TRADE SOUTH	PRESTON CENTRAL	KISHWAUKEE HARRISON #1
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$975,455	\$247,273	\$33,333	\$20,363	\$82,323	\$41,279
LESS, UNCOLLECTIBLE TAXES	<u>9,755</u>	<u>2,473</u>	<u>333</u>	<u>204</u>	<u>823</u>	<u>413</u>
NET TAX LEVY	965,700	244,800	33,000	20,159	81,500	40,866
REVENUE, RENTS & INTEREST	0	1,466	488	1,372	0	1,778
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	965,700	246,266	33,488	21,531	81,500	42,644
OTHER ADDITIONS						
TRANSFERS	0	31,671	0	0	0	0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	<u>965,700</u>	<u>277,937</u>	<u>33,488</u>	<u>21,531</u>	<u>81,500</u>	<u>42,644</u>
APPROPRIATION	393,650	386,572	31,744	750	98,984	34,736
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	393,650	386,572	31,744	750	98,984	34,736
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	572,050	(108,635)	1,744	20,781	(17,484)	7,908
BEGINNING BALANCE, JANUARY 1	(1,150,841)	207,118	(6,622)	71,183	(1,536,199)	110,822
ENDING BALANCE, DECEMBER 31	(\$578,791)	\$98,483	(\$4,878)	\$91,964	(\$1,553,683)	\$118,730

	KISHWAUKEE HARRISON #2	TOTAL INDUSTRIAL TIF DISTRICTS	TOTAL ALL TIF DISTRICTS
REVENUES			
PROPERTY TAXES			
SPECIAL DISTRICTS	\$0	\$1,400,026	\$3,608,020
LESS, UNCOLLECTIBLE TAXES	<u>0</u>	<u>14,000</u>	<u>36,081</u>
NET TAX LEVY	0	1,386,025	3,571,938
REVENUE, RENTS & INTEREST	10	5,114	21,825
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	10	1,391,139	3,593,763
OTHER ADDITIONS			
TRANSFERS	0	31,671	31,671
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	<u>10</u>	<u>1,422,810</u>	<u>3,625,434</u>
APPROPRIATION	0	946,436	3,419,232
NON EXPENSE APPROPRIATION			
EXPENDITURES AND TRANSFERS	0	946,436	3,419,232
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	10	476,374	206,202
BEGINNING BALANCE, JANUARY 1	626	(2,303,913)	(8,440,166)
ENDING BALANCE, DECEMBER 31	\$636	(\$1,827,539)	(\$8,233,964)

**CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
INTERNAL SERVICE FUNDS**

	PROPERTY	EQUIPMENT	CENTRAL STORES	RISK MGMT	INFORMATION TECHNOLOGY	911 COMMUNICA- TIONS	ILLINOIS MUNICIPAL RETIREMENT	UNEMPLOY- MENT TAX	WORKER'S COMPENSATION	HEALTH INSURANCE	ELIMINATIONS	TOTAL
<u>REVENUES</u>												
PROPERTY TAXES				\$1,103,811			\$3,103,300					\$4,207,110
LESS, UNCOLLECTIBLE TAXES				<u>11,038</u>			<u>31,033</u>					<u>42,071</u>
NET TAX LEVY				1,092,773			3,072,267					4,165,039
TAX LEVY REIMBURSEMENTS				<u>0</u>					<u>0</u>		<u>\$0</u>	<u>0</u>
PROPERTY TAXES PRIOR ADJUST				1,092,773			3,072,267	0	0		0	4,165,039
LESS, PROVISION FOR ACCTG INT				<u>0</u>								<u>0</u>
LESS, TAX CAP EFFECTS				<u>0</u>			<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
TOTAL PROPERTY TAXES				1,092,773			3,072,267	0	0		0	4,165,039
INTERGOVERNMENTAL						\$871,038	298,500					1,169,538
SERVICE CHARGES	\$3,736,190	\$3,593,890	\$471,942	732,120	\$4,295,904						332,950	12,497,096
FINES AND PENALTIES												
RENTS AND INTEREST	20,500	4,000					10,000	10,000	70,000	\$27,500		142,000
OTHER REVENUE										3,540,900		3,540,900
RESTRICTED RECEIPTS												
MISCELLANEOUS	<u>0</u>	<u>15,000</u>	<u>0</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>165,000</u>
TOTAL REVENUES	3,756,690	3,612,890	471,942	1,974,893	4,295,904	871,038	3,380,767	10,000	70,000	3,568,400	332,950	21,679,573
OTHER ADDITIONS												
TRANSFERS	<u>0</u>					<u>5,040,563</u>	<u>2,320,184</u>	<u>45,648</u>	<u>3,002,313</u>	<u>18,597,668</u>	<u>1,274,910</u>	<u>27,731,466</u>
TOTAL REVENUES & ADDITIONS	<u>3,756,690</u>	<u>3,612,890</u>	<u>471,942</u>	<u>1,974,893</u>	<u>4,295,904</u>	<u>5,911,601</u>	<u>5,700,951</u>	<u>55,648</u>	<u>3,072,313</u>	<u>22,166,068</u>	<u>1,607,860</u>	<u>49,411,039</u>
APPROPRIATION	<u>3,540,474</u>	<u>3,586,354</u>	<u>471,942</u>	<u>2,785,165</u>	<u>3,949,450</u>	<u>5,911,601</u>	<u>5,690,951</u>	<u>1,174,800</u>	<u>3,008,850</u>	<u>21,422,000</u>	<u>1,607,860</u>	<u>49,933,727</u>
AND TRANSFERS	<u>3,540,474</u>	<u>3,586,354</u>	<u>471,942</u>	<u>2,785,165</u>	<u>3,949,450</u>	<u>5,911,601</u>	<u>5,690,951</u>	<u>1,174,800</u>	<u>3,008,850</u>	<u>21,422,000</u>	<u>1,607,860</u>	<u>49,933,727</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	216,216	26,536	0	(810,272)	346,454	0	10,000	(1,119,152)	63,463	744,068		(522,688)
BEGINNING BALANCE, JANUARY 1	1,963,044	504,133	346,258	(8,209,102)	1,243,151	46,769	79,712	0	1,341,375	1,943,540		(741,120)
ADJUSTMENT FOR NON-RECURRING TRANSFERS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
ENDING BALANCE, DECEMBER 31	<u>\$2,179,260</u>	<u>\$530,669</u>	<u>\$346,258</u>	<u>(\$9,019,374)</u>	<u>\$1,589,605</u>	<u>\$46,769</u>	<u>\$89,712</u>	<u>(\$1,119,152)</u>	<u>\$1,404,838</u>	<u>\$2,687,608</u>		<u>(\$1,263,808)</u>

**CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
PROPRIETARY, FIDUCIARY, DEBT SERVICE FUND TYPES**

	PROPRIETARY			FIDUCIARY			DEBT SERVICE		
	WATER	PARKING	TOTAL	POLICE	FIRE	TOTAL	DEBT SERVICE	CAPITAL REPLACEMENT	TOTAL
REVENUES									
PROPERTY TAXES									
CITY WIDE							\$12,617,972		\$12,617,972
LESS, PROVISION FOR ABATEMENT							12,617,972		12,617,972
LESS, PROVISION FOR UNCOLLECTABLE TAXES									0
NET TAX LEVY							0		0
TAX LEVY REIMBURSEMENTS									
TOTAL PROPERTY TAXES							0		0
INTERGOVERNMENTAL							730,000	1,510,000	2,240,000
SERVICE CHARGES	\$29,888,000		\$29,888,000						
FINES AND PENALTIES		\$463,500	463,500						
REVENUE, RENTS & INTEREST	200,000	1,538,200	1,738,200	\$5,762,600	\$5,104,541	\$10,867,141			
FAIR VALUE ADJUSTMENT				5,000,000	2,000,000	7,000,000			
OTHER REVENUE								50,000	50,000
MEMBER CONTRIBUTIONS				2,157,400	2,017,300	4,174,700			
MISCELLANEOUS	83,000	10,300	93,300	0	0	0	0		0
TOTAL REVENUES	<u>30,171,000</u>	<u>2,012,000</u>	<u>32,183,000</u>	<u>12,920,000</u>	<u>9,121,841</u>	<u>22,041,841</u>	<u>730,000</u>	<u>1,560,000</u>	<u>2,290,000</u>
OTHER ADDITIONS									
TRANSFERS	<u>121,780</u>	<u>52,600</u>	<u>174,380</u>	<u>8,207,238</u>	<u>9,480,024</u>	<u>17,687,262</u>	<u>12,617,972</u>	<u>1,809,055</u>	<u>14,427,027</u>
TOTAL REVENUES & ADDITIONS	<u>30,292,780</u>	<u>2,064,600</u>	<u>32,357,380</u>	<u>21,127,238</u>	<u>18,601,865</u>	<u>39,729,103</u>	<u>13,347,972</u>	<u>3,369,055</u>	<u>16,717,027</u>
APPROPRIATION	24,752,403	2,997,413	27,749,816	18,711,339	19,603,589	38,314,928	11,397,909	3,215,987	14,613,896
NON-APPROPRIATION EXPENSES									
LEGAL REQUIREMENT FOR DEBT SERVICE							4,767,812		4,767,812
PROJECTED EXPENDITURES									
AND TRANSFERS	<u>24,752,403</u>	<u>2,997,413</u>	<u>27,749,816</u>	<u>18,711,339</u>	<u>19,603,589</u>	<u>38,314,928</u>	<u>16,165,721</u>	<u>3,215,987</u>	<u>19,381,708</u>
PROJECTED EXCESS (DEFICIT)									
OF REVENUES OVER									
EXPENDITURES	5,540,377	(932,813)	4,607,564	2,415,899	(1,001,725)	1,414,174	(2,817,749)	153,068	(2,664,682)
BEGINNING BALANCE,									
JANUARY 1	149,964,211	11,762,351	161,726,562	203,227,687	171,052,699	374,280,386	10,534,629	969,129	11,503,758
ENDING BALANCE, DECEMBER 31	<u>\$155,504,588</u>	<u>\$10,829,538</u>	<u>\$166,334,126</u>	<u>\$205,643,586</u>	<u>\$170,050,974</u>	<u>\$375,694,560</u>	<u>\$7,716,880</u>	<u>\$1,122,197</u>	<u>\$8,839,076</u>

CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
DEBT SERVICE 2018-2024

REVENUES	2018	2019	2020	2021	2022	2023	2024
PT TAXES-CITY	\$949,313	\$0	\$0	\$0	\$0	\$0	\$0
UNCOLLECTIBLE	<u>(9,493)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	939,820	0	0	0	0	0	0
ABATEMENTS-EXEMPT							
TIF DISTRICTS	2,099,148	1,718,381	1,239,330	1,160,891	1,165,550	543,950	234,200
WATER	4,773,437	4,767,812	4,708,344	4,707,530	4,727,156	4,697,030	4,708,780
SALES TAX	1,501,238	1,497,572	1,500,193	1,500,867	1,494,925	1,497,186	1,502,259
REDEVELOPMENT/TOURISM	831,450	832,975	833,350	832,713	831,006	838,231	834,031
OTHER	<u>1,173,057</u>	<u>1,192,323</u>	<u>1,185,752</u>	<u>1,179,028</u>	<u>1,166,720</u>	<u>1,184,409</u>	<u>1,180,686</u>
	10,378,330	10,009,063	9,466,969	9,381,029	9,385,357	8,760,806	8,459,956
ABATEMENTS-TAXABLE							
TIF DISTRICTS	247,138	288,213	276,623	264,775	277,650	263,950	0
SALES TAX	0	0	0	0	0	0	0
REDEVELOPMENT	2,156,353	2,159,021	2,160,065	2,494,928	2,491,423	2,497,170	2,486,190
PARKING	166,875	161,675	156,475	176,125	169,438	162,750	155,875
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2,570,366</u>	<u>2,608,909</u>	<u>2,593,163</u>	<u>2,935,828</u>	<u>2,938,511</u>	<u>2,923,870</u>	<u>2,642,065</u>
TOTAL REVENUES	<u>13,888,516</u>	<u>12,617,972</u>	<u>12,060,132</u>	<u>12,316,857</u>	<u>12,323,868</u>	<u>11,684,676</u>	<u>11,102,021</u>
DEBT SERVICE							
2007 6,300,000 METRO CENTER	465,175	467,775	469,450	465,425	465,988	465,931	470,256
2007 6,865,000 CORONADO REFUND	949,313	0	0	0	0	0	0
2007 3,500,000 WATER	182,263	0	0	0	0	0	0
2008 9,000,000 WATER	712,125	719,125	700,125	680,531	685,344	688,469	689,844
2008 1,100,000 GLOBAL PARK #1TIF	416,000	0	0	0	0	0	0
2008 200,000 JACKSON SCHOOL TIF	26,000	0	0	0	0	0	0
2008 1,850,000 PARKING ALT	171,875	166,875	161,675	156,475	176,125	169,438	162,750
2009 950,000 TAX GLOBAL TRADE #1 TIF	82,900	80,225	127,550	122,200	116,800	111,300	105,700
2009 8,065,000 TAX METRO REFUNDING	891,848	893,693	894,230	893,480	1,229,868	1,226,363	1,230,405
2009 4,325,000 WATER REFUND	243,225	0	0	0	0	0	0
2009 1,350,000 SPRINGFIELD CORNERS TIF	120,475	166,913	160,663	154,423	147,975	166,350	158,250
2009 350,000 RIVER TIF	36,750	35,563	34,313	33,063	31,775	55,450	52,750
2010 3,400,000 WATER	242,375	237,875	233,000	228,125	223,250	268,000	261,000
40.8 IEPA WATER	2,438,437	2,438,437	2,438,437	2,438,438	2,438,436	2,438,437	2,438,436
2012 930,000 SPRINGFIELD CORNERS TIF REFUNDING	114,350	112,250	125,150	127,750	0	0	0
2014 5,420,000 FIRE STATION 3	380,144	383,694	381,944	385,044	382,844	380,494	382,994
2014 1,850,000 SWTIF REFUNDING	229,701	230,068	236,901	0	0	0	0
2014 1,648,811 GLOBAL TRADE PARK TIF REFUNDING	368,677	404,509	0	0	0	0	0
2014 1,251,890 NORTH MAINT TIF REFUNDING	172,523	166,841	140,150	141,400	132,500	128,750	0
2014 413,762 LINCOLNWOOD 2 TIF REFUNDING	60,981	59,241	56,824	80,382	76,341	0	0
2014 1,487,043 SPRINGFIELD CORNERS TIF REFUNDING	190,176	205,621	202,484	221,703	210,926	252,350	0
2014 1,390,547 RIVER OAKS TIF REFUNDING	306,224	307,157	313,944	0	0	0	0
2014 1,306,421 GARRISON TIF REFUNDING	132,881	128,048	175,165	167,082	259,400	242,050	0
2014 272,227 LINCOLNWOOD TIF REFUNDING	112,156	0	0	0	0	0	0
2014 2,445,000 CIP REFUNDING	871,500	0	0	0	0	0	0
2014 935,000 SRED	306,750	0	0	0	0	0	0
2014 12,900,000 METRO REFUNDING	1,267,910	1,262,660	1,264,791	1,266,585	1,265,060	1,265,060	1,266,765
2015 16.52 GOBA	823,375	823,675	823,525	827,925	826,725	825,075	827,975
2015 6.315 PARKING	443,738	446,388	443,738	445,938	447,838	444,438	445,888
2016 .65 GOBA PARKING	49,042	49,181	49,097	49,076	49,202	49,044	49,033
2016 GOBA GEOPOLICE	1,114,383	1,117,544	1,115,628	1,115,149	1,118,023	1,114,431	1,114,192
2016 1.625 GOBA HOPE 6 TIF	255,700	246,800	238,000	253,750	243,250	237,750	252,000
2016 .705 GOBA PRESTON CENTRAL TIF	77,656	76,656	75,656	98,156	94,406	90,656	86,906
2016 1.81 LGOBA LIBRARY	225,588	217,488	239,488	230,738	221,988	213,238	229,488
2016 .304 GOBA RIVER NORTH TIF	38,229	37,551	35,186	34,014	32,853	31,709	30,459
2016 .956 GOBA MAIN WHITMAN TIF	89,765	88,843	84,608	82,030	79,440	126,835	121,835
2016 GOBAR WATER REFUNDING	1,440,500	1,378,000	1,396,250	1,361,250	1,360,500	1,332,250	1,307,750
	16,050,710	12,948,696	12,617,972	12,060,132	12,316,857	12,323,868	11,684,676
	(2,162,194)	(330,724)	(557,839)	256,725	7,011	(639,192)	(582,655)

CITY OF ROCKFORD, ILLINOIS
EQUALIZED ASSESSED VALUATIONS, LEVIES, AND TAX RATES
(RATES ARE DOLLARS PER ONE HUNDRED EAV)
(YEARS ARE LEVY YEARS, NOT COLLECTION YEARS)

FUND	2016 ACTUAL	2017 LEVY	2018-2017 CHANGE	2018 REQUEST	2018 ESTIMATED RATES
TAX LEVIES FOR OPERATIONS					
GENERAL FUND					
CORPORATE	\$6,160,964	\$6,349,029	(755,765)	\$5,593,264	0.3704
POLICE PROTECTION	8,449,288	8,707,239	389,930	9,097,169	0.6025
POLICE PENSION	6,853,750	7,146,034	238,853	7,384,887	0.4891
SCHOOL CROSSING	63,363	63,000	0	63,000	0.0042
FIRE PROTECTION	8,449,288	8,707,239	389,930	9,097,169	0.6025
FIRE PENSION	7,394,512	6,760,394	538,325	7,298,719	0.4834
FIRE PENSION-93-69	0	784,088	394,557	1,178,645	0.0781
JUDGMENTS	1,035,055	1,025,000	67,773	1,092,773	0.0724
STREET & BRIDGE	<u>1,409,973</u>	<u>1,451,207</u>	<u>20,031</u>	<u>1,471,238</u>	<u>0.0974</u>
TOTAL GENERAL FUND	39,816,193	40,993,230	1,283,634	42,276,864	2.8000
 SANITARIUM	 161,404	 158,400	 (38,400)	 120,000	 0.0079
LIBRARY	7,030,000	7,096,000	0	7,096,000	0.4700
LIBRARY-MAINTENANCE	300,000	284,000	0	284,000	0.0188
IMRF PENSION	3,186,773	3,187,531	(260,496)	2,927,035	0.1939
UNEMPLOYMENT TAX	135,190	138,600	(101,395)	37,205	0.0025
WORKMEN'S COMPENSATION	2,564,364	2,652,109	42,903	2,695,012	0.1785
AUDITING	<u>181,672</u>	<u>186,236</u>	<u>(54,746)</u>	<u>131,490</u>	<u>0.0087</u>
LEVIES-OPERATIONS	<u>53,411,291</u>	<u>54,696,106</u>	<u>871,500</u>	<u>55,567,606</u>	<u>3.6803</u>
LEVIES DEBT SERVICE		47,316,106		48,187,606	3.1915
EXISTING DEBT	1,758,250	871,500	(871,500)	0	0.0000
LEVIES DEBT SERVICE	<u>1,758,250</u>	<u>871,500</u>	<u>(871,500)</u>	<u>0</u>	<u>0.0000</u>
TOTAL TAX LEVIES	<u>55,169,541</u>	<u>55,567,606</u>	<u>0</u>	<u>55,567,606</u>	
LESS, TOWNSHIP ROAD AND BRIDGE	928,822	947,638	(2,638)	945,000	0.0626
		46,368,468		47,242,606	
CITY ONLY (NO LIBRARY)					3.1289
CITY ONLY PLUS DEBT					3.1915
ESTIMATED TC EXTENSION	45,152,469	45,584,380		46,063,961	0.0033
TAX EXTENSION LIMIT (CAP)	44,304,199	45,055,262		46,170,565	
NOT CAPPED				53,443,961	
 CITY TAX RATE					
OPERATIONS	3.2104	3.1952			
DEBT SERVICE	<u>0.1250</u>	<u>0.0601</u>			
CITY TAX RATE	<u>3.3354</u>	<u>3.2553</u>			
 EQUALIZED ASSESSED VALUATION	1,406,424,018	1,451,206,572		1,509,861,048	

CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

<u>TRANSFER FROM</u>	<u>TRANSFER TO</u>											
	<u>GENERAL</u>	<u>CAPITAL PROJECT</u>	<u>PROPERTY</u>	<u>EQUIPMENT</u>	<u>STORES</u>	<u>WATER</u>	<u>POLICE PENSION</u>	<u>FIRE PENSION</u>	<u>IMRF PENSION</u>	<u>HEALTH INSURANCE</u>	<u>UNEMPLOY INSURANCE</u>	<u>WORK COMP</u>
GENERAL		2,500,000	2,422,170	2,450,620	165,180	121,780	8,207,238	9,480,024	2,140,698	13,200,827	37,205	2,695,012
GENERAL-TRAFFIC												
INFO TECHNOLOGY	34,500		53,790	340					82,186	102,648	288	1,339
911 COMM									683,564	798,200	2,496	11,272
MOTOR FUEL TAX	2,500,000	1,650,000										
CAPITAL PROJECT	517,820		122,555	42,170					232,557	314,368	955	14,777
PARKING	193,800		151,465	21,590	23,600				29,557	67,002	144	5,447
PW BLDG MT	131,600		29,650	73,680	47,190				107,965	196,378	528	27,163
PW EQUIP MT	63,800		148,250	32,530	42,470				108,685	180,076	432	30,148
PW STORES	25,300		14,820	6,540					43,373	52,884	192	715
WATER	2,319,782		434,065	804,810	193,500				751,711	1,057,550	3,120	185,407
BLOCK GRANT	530,571		8,470	2,960					55,892	119,652	288	3,972
REDEVELOPMENT	100,300		161,845									
TOURISM/PROMOTION	100,300											
TIF-RIVER EAST												
TIF-AIRPORT 1												
TIF-SOUTH ROCKFORD												
TIF-LINCOLNWOOD #2												
TIF-SPRINGFIELD CORNERS												
TIF-NORTH MAIN												
TIF-RKFD GLOBAL PARK 1	134,800											
TIF-RKFD GLOBAL PARK 3												
TIF-RIVER OAKS												
TIF-GARRISON												
TIF-HOPE 6												
TIF-STATE ALPINE	20,000											
TIF-RIVER NORTH												
TIF-MAIN WHITMAN												
TIF-JACKSON SCHOOL	15,000											
TIF-PRESTON CENTRAL												
TIF-MULFORD STATE	20,000											
HUMAN SERVICES			50,110	158,650					668,426	1,436,240	80,342	11,749
RMAP												
LIBRARY									786,337	681,594		15,062
POLICE PENSION	85,600											
FIRE PENSION	81,000											
IMRF PENSION	2,927,035											
WK COMP-PERS	101,600											
HEALTH	182,080		139,000									
UNEMPLOYMENT INS	139,680											
WORK COMP	101,600											
JUDGMENTS	<u>450,615</u>											
	<u>10,776,783</u>	<u>4,150,000</u>	<u>3,736,190</u>	<u>3,593,890</u>	<u>471,940</u>	<u>121,780</u>	<u>8,207,238</u>	<u>9,480,024</u>	<u>5,690,951</u>	<u>18,207,419</u>	<u>125,990</u>	<u>3,002,063</u>

CITY OF ROCKFORD, ILLINOIS
2019 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

TRANSFER FROM

	<u>INFO TECH</u>	<u>RISK MGMT</u>	<u>DEBT SERVICE</u>	<u>CAPITAL REPLACEMENT</u>	<u>TIF-GLOBAL TP2</u>	<u>TIF-EAST RIVER</u>	<u>TIF-S ROCKFORD</u>	<u>911 COMM</u>	<u>MVPS</u>	<u>TOTAL</u>
GENERAL	2,933,417	1,093,943	1,497,572	1,809,055				4,362,272	72,796	55,189,808
GENERAL-TRAFFIC									50,700	50,700
INFO TECHNOLOGY		8,400							3,744	287,235
911 COMM	120,550	14,360								1,630,442
MOTOR FUEL TAX										4,150,000
CAPITAL PROJECT	58,890	209,340							12,796	1,526,228
PARKING		8,290	654,510						2,337	1,157,742
PW BLDG MT	23,440	147,130								784,724
PW EQUIP MT	16,060	12,850								635,301
PW STORES	19,770	1,070								164,664
WATER	310,080	194,090	4,767,812							11,021,927
BLOCK GRANT	45,930	14,070							3,858	785,663
REDEVELOPMENT			2,991,996							3,254,141
TOURISM/PROMOTION										100,300
TIF-RIVER EAST			34,313							34,313
TIF-AIRPORT 1			127,550							127,550
TIF-SOUTH ROCKFORD			236,901							236,901
TIF-LINCOLNWOOD #2			56,824							56,824
TIF-SPRINGFIELD CORNERS			488,297							488,297
TIF-NORTH MAIN			140,150							140,150
TIF-RKFD GLOBAL PARK 1										134,800
TIF-RKFD GLOBAL PARK 3					31,671					31,671
TIF-RIVER OAKS			313,944							313,944
TIF-GARRISON			175,165							175,165
TIF-HOPE 6			238,000							238,000
TIF-STATE ALPINE										20,000
TIF-RIVER NORTH			35,186							35,186
TIF-MAIN WHITMAN			84,608							84,608
TIF-JACKSON SCHOOL										15,000
TIF-PRESTON CENTRAL			75,656							75,656
TIF-MULFORD STATE										20,000
HUMAN SERVICES	398,460	121,350							643	2,925,970
RMAP										0
LIBRARY			217,488						24,408	1,724,889
POLICE PENSION										85,600
FIRE PENSION										81,000
IMRF PENSION										2,927,035
WK COMP-PERS										101,600
HEALTH										321,080
UNEMPLOYMENT INS										139,680
WORK COMP										101,600
JUDGMENTS										450,615
	<u>3,926,597</u>	<u>1,824,893</u>	<u>12,135,972</u>	<u>1,809,055</u>	<u>31,671</u>	<u>0</u>	<u>0</u>	<u>4,362,272</u>	<u>171,282</u>	<u>91,826,009</u>

CITY OF ROCKFORD, ILLINOIS
2018 RESULTS OF OPERATIONS (UNAUDITED)
2019 BUDGET

<u>FUND</u>	BEGINNING BALANCE <u>1/1/18</u>	<u>REVENUES</u>	EXPENDITURES <u>EXPENSES</u>	EXCESS <u>(DEFICIT)</u>	ENDING BALANCE <u>12/31/18</u>
GENERAL-OPERATING	\$30,616,617	\$148,494,371	\$141,210,600	\$7,283,771	\$37,900,388
SPECIAL REVENUE					
MOTOR FUEL TAX	9,138,256	4,080,851	4,567,270	(486,419)	8,651,837
COMMUNITY DEVELOPMENT	1,529,020	3,772,775	4,724,651	(951,875)	577,145
REDEVELOPMENT TAX	9,824	7,033,484	5,294,033	1,739,451	1,749,275
TOURISM PROMOTION TAX	983,762	2,271,426	2,296,305	(24,879)	958,883
TAX INCREMENT DISTRICTS	(8,399,064)	3,520,066	4,213,495	(693,430)	(9,092,494)
HUMAN SERVICES	832,850	18,454,301	16,823,406	1,630,895	2,463,745
TUBERCULOSIS SANITARIUM	182,302	159,330	152,618	6,711	189,013
LIBRARY	9,996,865	9,295,394	8,559,972	735,423	10,732,288
OTB SPECIAL PROJECTS	0	67,615	67,615	0	0
DEBT SERVICE	10,534,629	23,362,412	25,197,883	(1,835,472)	8,699,157
CAPITAL REPLACEMENT	969,128	2,958,602	3,209,058	(250,456)	718,672
CAPITAL PROJECT	2,442,678	28,885,888	28,890,272	(4,384)	2,438,294
ENTERPRISE					
WATER SYSTEM	149,964,211	29,384,735	26,418,324	2,966,412	152,930,623
PARKING SYSTEM	11,762,351	1,755,274	2,643,190	(887,916)	10,874,435
INTERNAL SERVICE					
PUBLIC WORKS PROPERTY	1,963,044	3,637,495	3,062,807	574,688	2,537,732
PUBLIC WORKS EQUIPMENT	504,133	4,097,587	3,665,292	432,295	936,428
PUBLIC WORKS CENTRAL STORES	346,258	470,527	485,155	(14,629)	331,629
911 COMMUNICATIONS	46,769	5,604,120	5,722,470	(118,350)	(71,581)
IMRF PENSION	79,712	6,723,264	6,714,562	8,702	88,414
UNEMPLOYMENT INSURANCE	832,496	195,571	1,181,555	(985,985)	(153,489)
WORKER'S COMPENSATION	1,341,375	3,542,638	4,966,985	(1,424,347)	(82,972)
RISK MANAGEMENT	(8,209,102)	1,976,254	1,616,331	359,922	(7,849,180)
INFORMATION TECHNOLOGY	1,243,151	3,862,126	3,806,414	55,712	1,298,863
HEALTH INSURANCE	1,943,540	21,382,033	22,021,309	(639,276)	1,304,264
PENSION					
POLICE PENSION	203,227,687	20,242,764	17,777,105	2,465,658	205,693,345
FIRE PENSION	171,052,699	15,990,956	18,782,850	(2,791,894)	168,260,805

CITY OF ROCKFORD, IL
2019 BUDGET
SUMMARY OF THREE YEAR EXPENSES AND REVENUES

	2016 ACTUAL REVENUE	2016 ACTUAL EXPENSE	2016 EXCESS (DEFICIT)	2017 ACTUAL REVENUE	2017 ACTUAL EXPENSE	2017 EXCESS (DEFICIT)	2018 ACTUAL REVENUE	2018 ACTUAL EXPENSE	2018 EXCESS (DEFICIT)	2019 BUDGETED REVENUE	2019 BUDGETED EXPENSE	2019 EXCESS (DEFICIT)
GENERAL-OPERATING	134,940,922	135,829,262	(888,340)	134,493,317	140,663,421	(6,170,104)	148,494,371	141,210,600	7,283,771	157,093,623	156,818,539	275,084
SPECIAL REVENUE												
MOTOR FUEL TAX	3,954,376	3,562,820	391,556	4,055,101	3,331,031	724,071	4,080,851	4,567,270	(486,419)	4,150,000	4,150,000	-
SANITATION	12,831,233	14,398,828	(1,567,594)	12,198,896	14,737,836	(2,538,940)	12,644,929	12,647,722	(2,793)	-	-	-
COMMUNITY DEVELOPMENT	6,768,959	4,258,379	2,510,579	3,526,582	4,775,728	(1,249,146)	3,772,775	4,724,651	(951,875)	3,336,222	3,271,999	64,223
REDEVELOPMENT TAX	5,314,148	5,429,298	(115,150)	6,583,458	7,852,836	(1,269,378)	7,033,484	5,294,033	1,739,451	5,423,850	5,678,542	(254,692)
TOURISM PROMOTION TAX	1,959,385	1,812,048	147,337	2,301,290	2,064,031	237,259	2,271,426	2,296,305	(24,879)	2,159,000	2,159,000	-
TAX INCREMENT DISTRICTS	5,488,291	7,510,814	(2,022,523)	3,314,995	3,310,228	4,767	3,520,066	4,213,495	(693,430)	3,654,691	3,290,597	364,094
HUMAN SERVICES	14,874,847	14,834,692	40,155	15,800,863	15,808,137	(7,274)	18,454,301	16,823,406	1,630,895	-	-	-
TUBERCULOSIS SANITARIUM	162,582	199,017	(36,435)	141,236	139,033	2,203	159,330	152,618	6,711	165,152	164,800	352
LIBRARY	9,612,870	9,738,632	(125,762)	9,284,279	9,231,613	52,666	9,295,394	8,559,972	735,423	13,090,040	13,090,040	-
OTB SPECIAL PROJECTS	85,671	90,000	(4,329)	78,499	237,812	(159,313)	67,615	67,615	-	76,650	76,650	-
RMAP PLANNING	1,502,870	1,456,501	46,369	1,260,420	1,477,474	(217,055)	975,556	1,206,010	(230,454)	-	-	-
DEBT SERVICE	17,301,129	17,499,591	(198,462)	13,777,743	13,134,687	643,056	23,362,412	25,197,883	(1,835,472)	-	8,452,635	(8,452,635)
CAPITAL REPLACEMENT	4,122,108	3,879,765	242,343	3,127,885	3,457,719	(329,835)	2,958,602	3,209,058	(250,456)	3,369,055	3,838,184	(469,129)
CAPITAL PROJECT	45,605,507	39,041,114	6,564,393	26,840,610	34,021,070	(7,180,460)	28,885,888	28,890,272	(4,384)	40,174,600	40,174,600	-
ENTERPRISE												
WATER SYSTEM	28,715,208	22,860,955	5,854,253	30,443,931	23,861,454	6,582,477	29,384,735	26,418,324	2,966,412	30,292,780	24,752,403	5,540,377
PARKING SYSTEM	2,177,013	2,996,163	(819,150)	1,769,187	3,028,127	(1,258,940)	1,755,274	2,643,190	(887,916)	2,064,600	2,997,413	(932,813)
INTERNAL SERVICE												
PUBLIC WORKS PROPERTY	3,787,118	2,920,356	866,761	3,676,408	3,047,941	628,466	3,637,495	3,062,807	574,688	3,756,690	3,540,474	216,216
PUBLIC WORKS EQUIPMENT	3,303,888	3,259,577	44,312	3,564,573	3,281,571	283,002	4,097,587	3,665,292	432,295	3,612,890	3,586,354	26,536
PUBLIC WORKS CENTRAL STORES	431,013	424,036	6,977	453,726	444,136	9,590	470,527	485,155	(14,629)	471,942	471,942	-
911 COMMUNICATIONS	5,927,691	5,724,459	203,232	5,365,321	5,365,985	(663)	5,604,120	5,722,470	(118,350)	5,911,601	5,911,601	-
IMRF PENSION	6,827,316	6,819,078	8,238	6,530,097	6,526,091	4,006	6,723,264	6,714,562	8,702	5,700,951	5,690,951	10,000
UNEMPLOYMENT INSURANCE	187,909	12,918	174,990	191,107	30,892	160,215	195,571	1,181,555	(985,985)	55,648	46,773	8,875
WORKER'S COMPENSATION	3,127,875	1,685,482	1,442,393	3,148,345	4,519,131	(1,370,787)	3,542,638	4,966,985	(1,424,347)	3,072,313	3,008,850	63,463
AUDITING	153,541	153,585	(44)	140,521	140,521	-	191,751	191,751	-	-	-	-
RISK MANAGEMENT	4,242,000	5,164,626	(922,625)	3,191,792	1,815,315	1,376,478	1,976,254	1,616,331	359,922	1,974,893	2,785,165	(810,272)
INFORMATION TECHNOLOGY	3,380,189	3,487,865	(107,676)	3,626,941	3,841,593	(214,652)	3,862,126	3,806,414	55,712	4,295,904	3,949,450	346,454
HEALTH INSURANCE	19,064,430	22,243,661	(3,179,231)	19,834,626	22,104,221	(2,269,595)	21,382,033	22,021,309	(639,276)	22,166,068	21,422,000	744,068
PENSION												
POLICE PENSION	23,978,402	16,442,001	7,536,401	35,789,673	17,288,981	18,500,692	20,242,764	17,777,105	2,465,658	21,127,238	18,711,339	2,415,899
FIRE PENSION	23,113,355	17,212,362	5,900,993	29,370,246	17,960,350	11,409,895	15,990,956	18,782,850	(2,791,894)	18,601,865	19,603,589	(1,001,724)
	392,941,844	370,947,886	21,993,958	383,881,665	367,498,964	16,382,701	385,034,094	378,117,013	6,917,081	355,798,266	357,643,890	(1,845,624)

FINANCIAL POLICES CITY OF ROCKFORD, ILLINOIS

LONG-TERM FINANCIAL PLANNING

It is the policy of the City of Rockford that long-term financial planning provides a variety of benefits to the City and the taxpayers, including service and tax stability and long range planning and prioritization of resources. To that end, the City of Rockford will prepare for known changes in revenues and expenditures through a formal long-term financial planning process.

The long-term financial planning process shall apply to the City's main operating funds:

- A. General Fund
- B. Water Fund
- C. Parking Fund
- D. CIP Fund
- E. Property Fund
- F. Equipment Fund
- G. Central Supply Fund
- H. Redevelopment Fund
- I. Health Fund

The long-term financial plan shall be presented as part of the annual budget process, and shall include the ensuing fiscal year and the four following years, for a total of five years. The plan shall be updated as major changes in either revenue or expenses occur, between budget cycles.

The long-term financial plan shall include, at a minimum, the following components:

- A. Projected expenditures of each fund for the five-year time period at existing levels of service;
- B. Projected revenues of each fund for the five-year time period;
- C. Long term obligations of each fund, including planned capital investment and future debt service;
- D. Projected fund balance in each fund, compared to the adopted policy or practice for maintaining fund balance; and
- E. A plan for eliminating any funding shortfalls that would prevent adoption of a balanced budget in any year covered by the forecast period. The plan shall include permanent, structural changes in revenue and expense and avoid one-time balancing measures.

As part of the annual budget process, the City of Rockford will approve a plan to address any budget shortfalls over the forecast period. That plan may be modified as necessary with subsequent budget approvals, based on current revenue and expense estimates.

FUND BALANCE

To maintain the City's credit rating, meet seasonal cash flow shortfalls, and provide consistent services during economic downturns or a local disaster, the budget shall provide for an anticipated fund balance for general government, internal service and enterprise fund types.

Generally accepted accounting principles identify five components of fund balance, designed to represent the relative strength of the spending constraints placed on the purposes for which the balance can be used. Those classifications are:

Non-spendable: amounts not in a spendable form or required to be maintained intact (inventories, prepaid items, endowments)

Restricted: portions of fund balance reflecting resources subject to externally enforceable legal restrictions or amounts constrained to specific purposes by their providers, through constitutional provisions or by enabling legislation (creditors, grantors, restricted donations)

Committed: amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority (City Council), and remains binding until removed in the same manner

Assigned: amounts a government intends to use for a specific purpose, intent can be expressed by the governing body or by an official or body to which City Council delegates authority

Unassigned: available for any purpose

General Fund

An unassigned reserve of 20% of the general fund adopted budget appropriations shall be maintained.

The reserve may be used at the discretion of City Council to:

-) Provide resources to make up for temporarily decreased revenues.
-) Provide temporary resources in the event of an economic downturn while budget balancing measures are implemented.
-) Provide resources to meet emergency expenditures in the case of a local disaster.

Whenever reserve funds are used, the reserve shall be replenished as soon as possible. Budgetary surplus funds and one-time revenue or expense reductions shall be directed to reserve replenishment.

Water Fund

To reduce the risk of general fund reserves being used to support water fund operations in emergencies, and to provide for sufficient cash on hand to fund pay-as-you-go capital projects, an unassigned reserve of 50% of the enterprise fund adopted budget appropriations shall be maintained.

Health and Worker's Compensation Funds

To reduce the risk of general fund reserves being used in the event of large claims or expenses in either the worker's compensation or the health funds, an unassigned reserve of 25% of each fund's adopted budget appropriations shall be maintained.

CAPITAL IMPROVEMENT PROGRAM

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 POLICES: 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. Mark 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. In 2017, City of Rockford Police Department moved from one centralized Public Safety Building to three districts to better serve its communities and constituents.



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 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. 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 and the Rockford Symphony Orchestra.

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. The District operates 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 facility has twenty additional soccer fields and a two mile jogging path. In addition to Sportscore, Sportscore II, UW Health Sports Factory was finished in 2016. UW Health Sports Factory is a multi-purpose park on 105,000 sq ft along the Rock River in Rockford Downtown Area.

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 the Sinnissippi Park Music Shell 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 nation's independence.

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.

Stroll on State: Stroll on State is held on Saturday after Thanksgiving and is Rockford, Illinois' kick-off to the holiday season. This community event in downtown Rockford features a tree lighting, parade, fireworks, horse & wagon rides, visits with Santa and is about experiencing the awe and wonder of what a community can do together.

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 105 degree Fahrenheit on July 7, 2012 while the lowest temperature recorded was minus 27 degrees Fahrenheit on January 31, 1989.

FACTS AND STATISTICS

▪ Land Area	61.08 Square Miles		
▪ Population	1970	147,370	
	1980	139,712	
	1990	139,426	
	1998	143,656	
	2000	150,115	
	2010	152,871	
▪ Population Density	2,502.2 per Square Mile		
▪ Household Characteristics (2010)			
Total Households		59,973	
Persons Per Household		2.48	
One-Person Household		31.9%	
▪ Household Income (2010)			
Median Household Income		\$38,573	
Total Households		59,827	
Under \$10,000		11.38%	
\$10,000 - \$29,999		21.40%	
\$30,000 - \$49,999		28.96%	
\$50,000 - \$74,999		16.99%	
\$75,000 - \$99,999		9.31%	
\$100,000 - \$149,999		8.06%	
\$150,000 and over		3.90%	
▪ Housing Median Purchase Price			
Year	Rockford	Illinois	
2008	\$115,500	\$183,900	
2009	\$103,750	\$157,000	
2010	\$104,000	\$151,500	
2011	\$ 85,000	\$137,500	
2012	\$ 83,900	\$139,000	
2013	\$ 93,645	\$149,000	
2014	\$100,610	\$167,900	
2015	\$ 85,000	\$157,000	
2016	\$ 95,000	\$165,000	
2017	\$103,000	\$185,000	
2018	\$ 85,400	\$188,000	
▪ Educational Attainment (2010)			
(25+ Years of Age)			
Less than 9 th Grade		6.00%	
9 th to 12 th Grade		11.70%	
High School Graduate		34.60%	
Some College, No Degree		20.60%	
Associate's Degree		7.10%	
Bachelor's Degree		12.40%	
Graduate or Professional Degree		7.70%	
▪ Labor Force by Occupation (2010)			
Management/Professional		28.12%	
Sales/Office Occupations		25.27%	
Production/Transportation		20.97%	
Service Occupations		19.14%	
Construction/Natural Resources/Maint.		6.50%	
▪ Labor Force by Industry (2010)			
Education/Health Care		23.64%	
Manufacturing		20.41%	
Services		18.03%	
Wholesale/Retail Trade		13.06%	
Transportation/Communication/Utilities		5.61%	
Finance/Insurance/Real Estate		5.13%	
Other Services		4.66%	
Construction		4.51%	
Government		2.69%	
Information		2.05%	
Agriculture & Related		0.21%	
▪ Unemployment Rates (Annual Average)			
	City of	Winnebago	State of
Year	Rockford	County	Illinois
2008	10.1%	8.9%	6.5%
2009	16.4%	15.0%	10.1%
2010	16.6%	15.2%	10.3%
2011	14.4%	12.7%	9.8%
2012	12.9%	11.4%	8.9%
2013	13.1%	11.6%	9.2%
2014	9.4%	8.2%	6.4%
2015	8.3%	7.1%	5.9%
2016	6.5%	6.5%	5.6%
2017	6.6%	5.2%	5.3%
2018	6.3%	6.2%	4.3%
▪ Major Private Employees (Approximate)			
Swedish American Health Systems	2,600		
Rockford Health Systems	2,500		
Hamilton Sundstrand Corporation	2,000		
OSF St. Anthony Medical Center	2,000		
United Parcel Service	2,000		
Harris Bank	1,600		
Greenlee Textron	1,000		

FACTS AND STATISTICS continued

■ Quality of Life

Rockford Park District

Number of Parks	176
Public Golf Courses	5
Public Swimming Pools	3
Ice Skating Rinks	2
Sports Complex facilities	3
Magic Waters Theme Park	
BMX Bicycle Race Course	

Rockford YMCA, Rockford YWCA

Professional Sports Teams

Rockford Raptors Soccer Team
Rockford IceHogs Hockey Team
Rockford Rivets Baseball Team

■ City of Rockford Tax Rate/\$100 EAV

Year	Rate	City % of Total
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	\$2.7159	24.0%
2011	\$2.9051	23.8%
2012	\$3.2600	25.3%
2013	\$3.5535	25.4%
2014	\$3.7973	25.3%
2015	\$3.8791	25.4%
2016	\$3.7729	25.4%
2017	\$3.7608	25.3%

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.

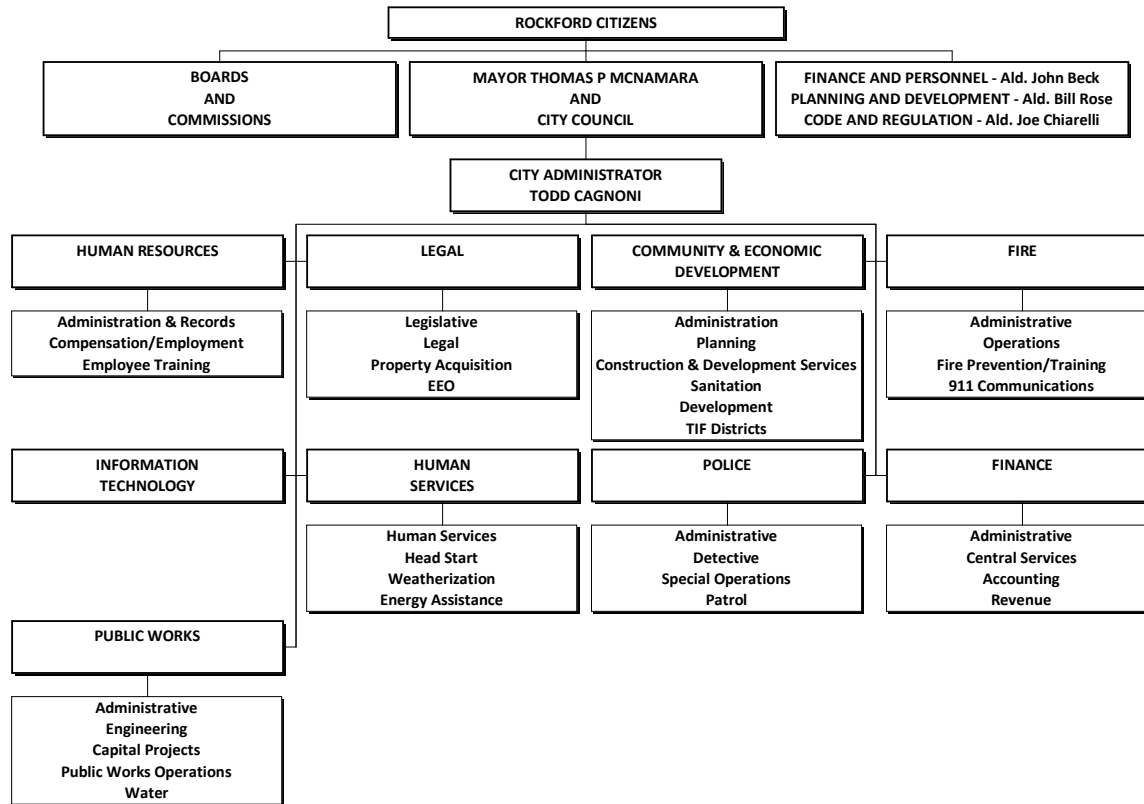
Transfers In/Out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

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.

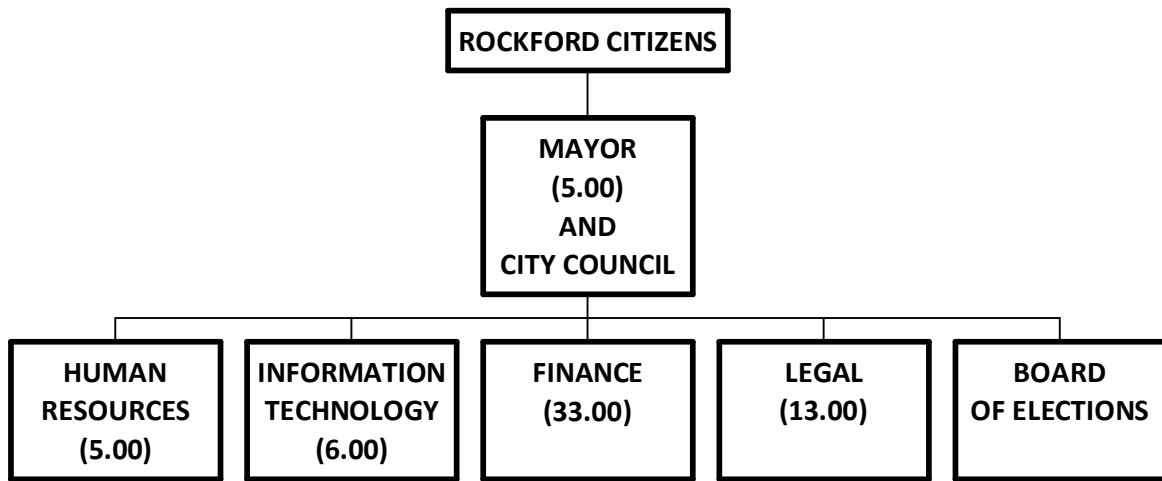
CITY OF ROCKFORD, ILLINOIS ORGANIZATION CHART



Board of Election Commission
 Building Board of Appeals
 Community Action Program Board
 Community Development Citizens Participation Committee
 Electrical Commissions
 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
 Fair Housing Board

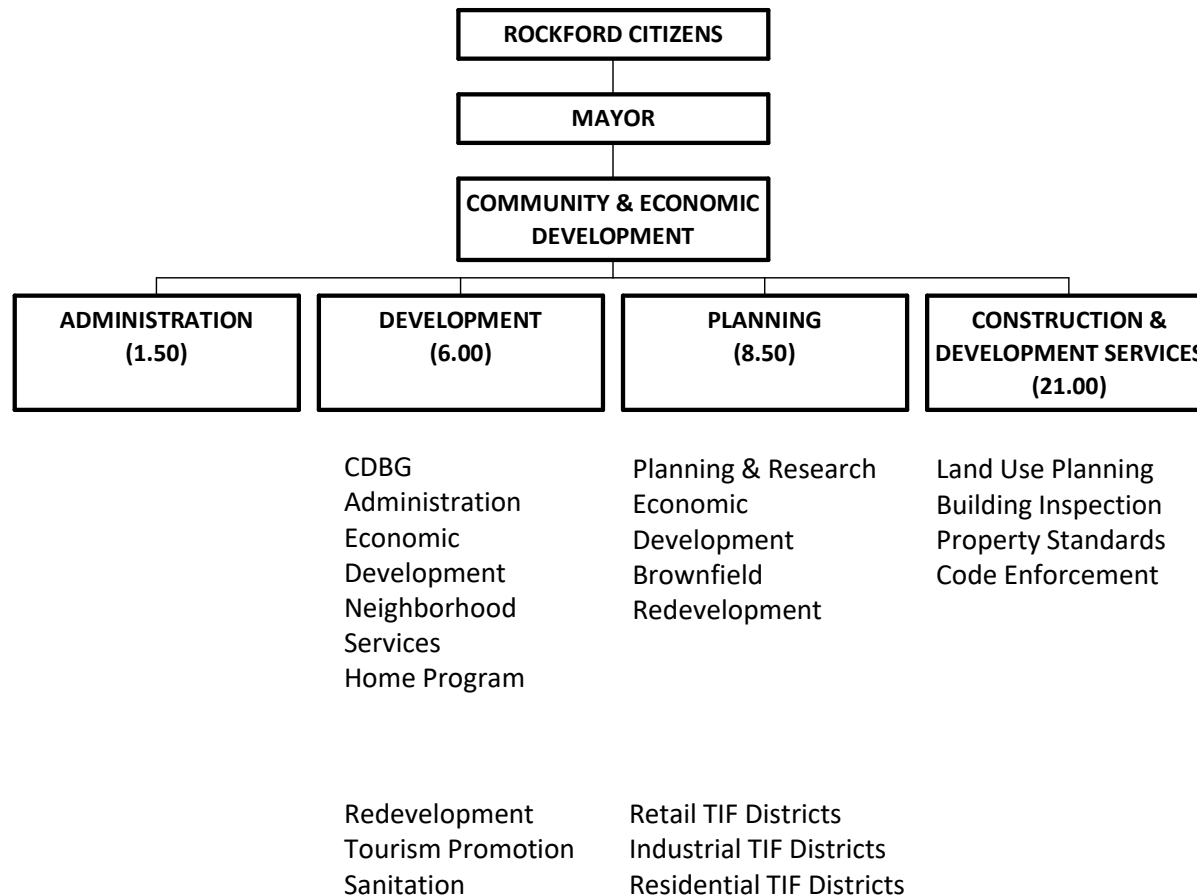


Administration & Records
Compensation & Benefits

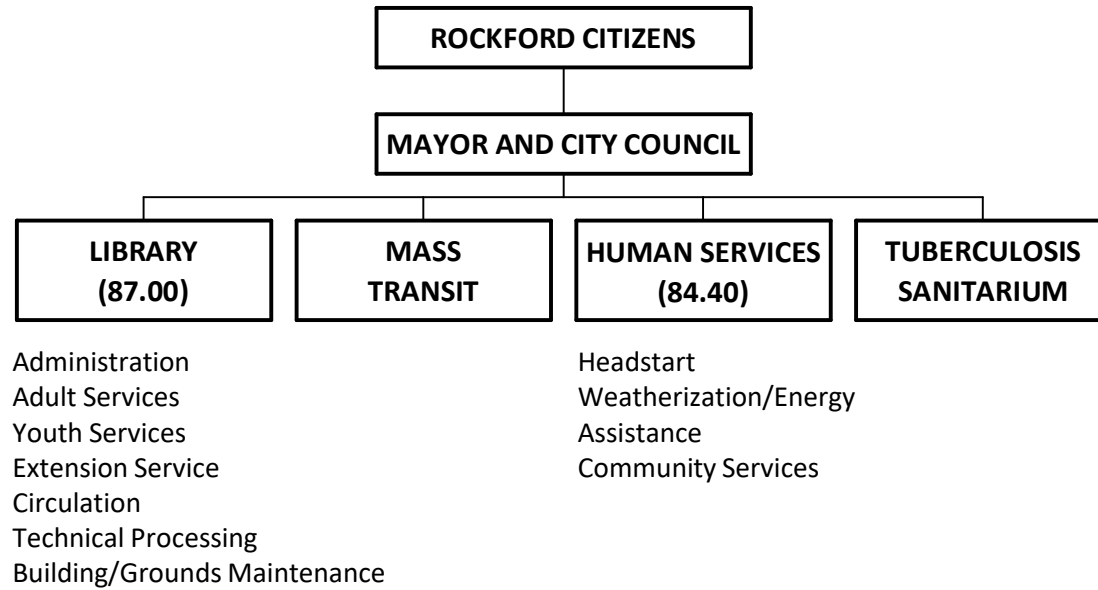
Administration
Central Services
Accounting
Revenue/Pension
& Investments

Administrative
Legislative
Legal Services
Property Acquisition
EEO

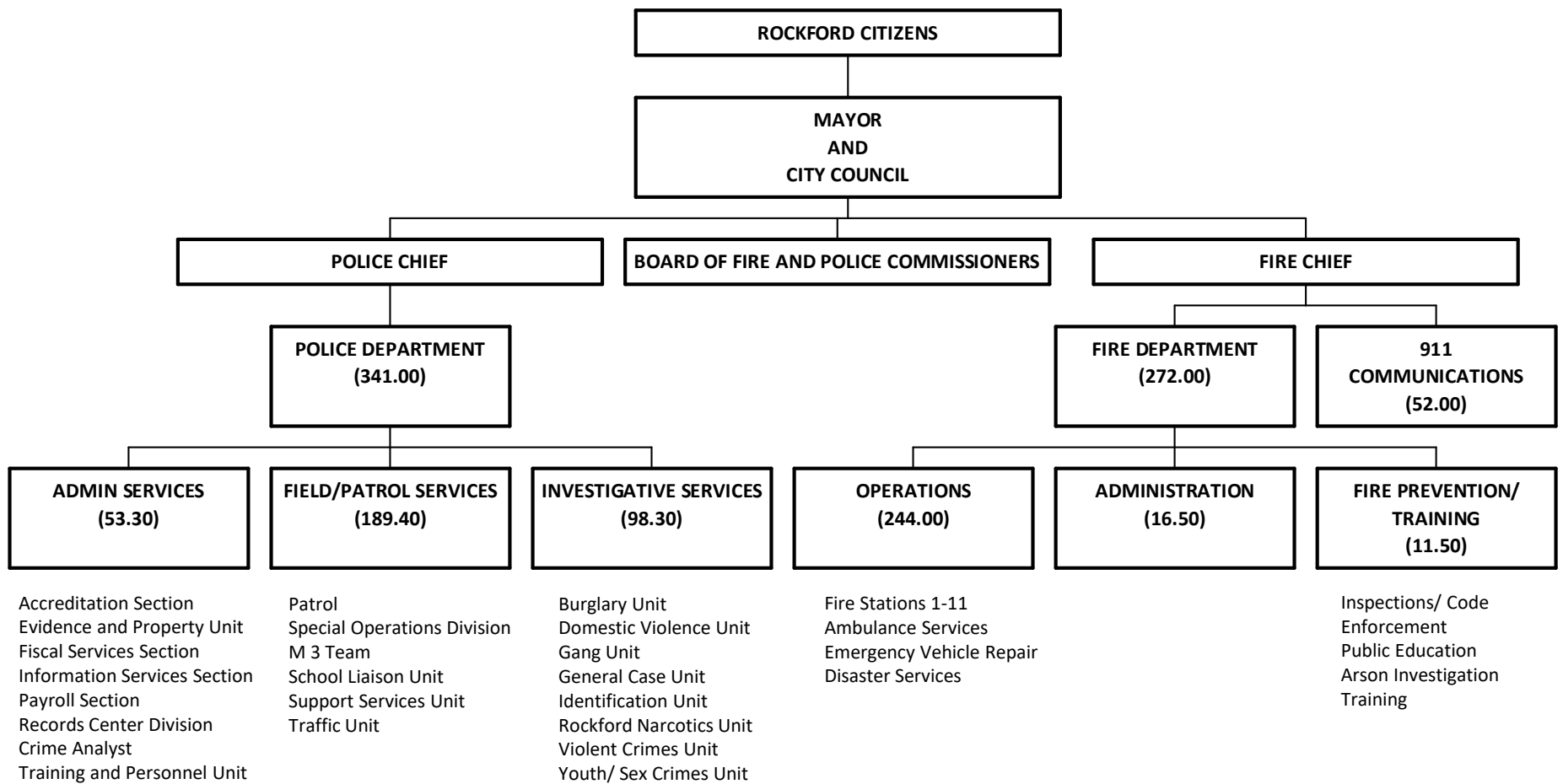
62.00 EMPLOYEES



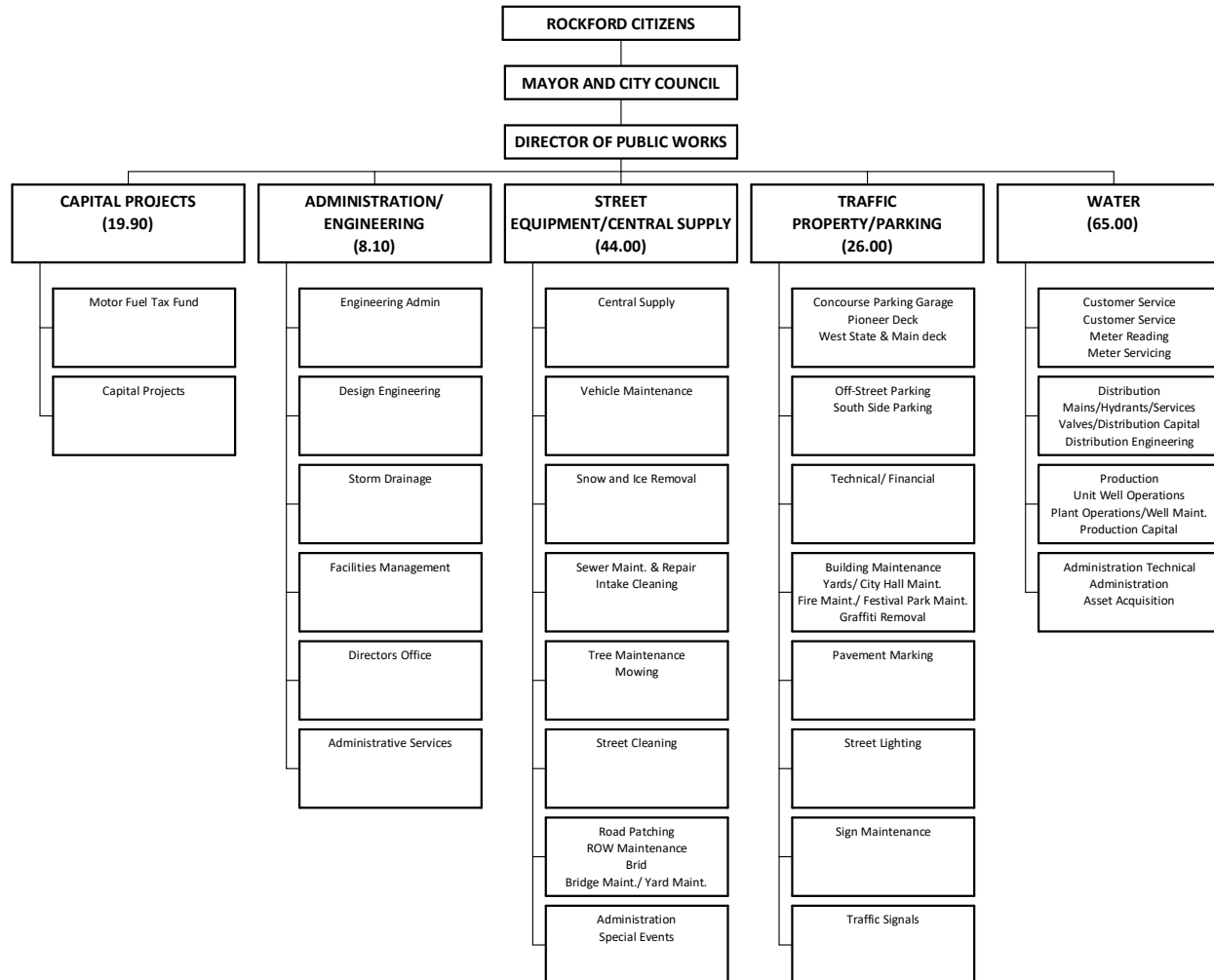
37.00 EMPLOYEES



171.40 EMPLOYEES



665.00 EMPLOYEES



163.00 EMPLOYEES

NON-OPERATING FUNDS

POLICE PENSION

FIRE PENSION

ILLINOIS MUNICIPAL RETIREMENT FUND

HEALTH INSURANCE FUND

UNEMPLOYMENT FUND

WORKER'S COMPENSATION FUND

DEBT SERVICE FUND

OTB SPECIAL PROJECTS FUND

RISK MANAGEMENT FUND

NORTHERN ILLINOIS WORKFORCE ALLIANCE

CAPITAL REPLACEMENT FUND

2019 ROCKFORD BUDGET
GRAPH AND TABLE INDEX

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