

TABLE OF CONTENTS

MAYOR'S BUDGET MESSAGE		
Government Finance Officers Association's 2017 Distinguished Budget Presentation Award	911 Communications	123
	Board of Fire & Police Commissioners	126
I. EXECUTIVE SUMMARY	VI. PUBLIC WORKS	
Citizen Budget Highlights	Administration	127
How to Use This Document	Engineering	129
Basis of Budgeting	Capital Projects	132
The Process, Involvement, Amending	Motor Fuel Tax	136
Financial Planning	Streets	138
Cash Management	Traffic	141
Employees	Parking	143
Capital Equipment and Projects	Property	145
Revenue and Financing Charges	Equipment	147
Year End Financial Condition	Central Supply	149
	Water	151
II. LEGISLATIVE & MANAGEMENT	VII. NON-OPERATING FUNDS	
Mayor's Office	Police and Fire Pension	156
City Council	Illinois Municipal Retirement	161
Legal	Health	163
Finance	Unemployment	165
Information Technology	Workmen's Compensation	166
Human Resources	Auditing	167
Board of Election Commissioners	Debt Service	168
	OTB Special Projects	172
	Risk Management	173
	Workforce Investment Board	175
	Rockford Metro Agency for Planning	176
	Capital Replacement	178
III. COMMUNITY & ECONOMIC DEVELOPMENT	VIII. SUPPLEMENTAL SCHEDULE	
Administration	Summary of All Funds	181
Planning	Budget Summary by Expenditure Class	182
Construction & Development Services	Personnel Authorization	183
Development	General Fund Forecast	185
Redevelopment	Special Revenue Funds	187
Tourism	Internal Service Funds	188
Retail TIF Districts	Proprietary, Fiduciary, Debt Funds	189
Industrial TIF Districts	Debt Service	190
Residential TIF Districts	EAV's, Levies, Tax Rates	191
Sanitation	Transfers and Purchase of Services	192
	Results of Operations	194
	Three Year Expenses and Revenues	195
	Financial Policies	196
	Community Profile	209
	Glossary	214
	Organization Charts	221
	Graph and Table Index	228
IV. HUMAN SERVICES		
Human Services Department		
Tuberculosis Sanitarium		
Mass Transit		
Library		
V. PUBLIC SAFETY		
Police		
Fire		



*Thomas P. McNamara
Mayor
Office of the Mayor*

April 2018

Dear Citizens of the City of Rockford,

On behalf of the Rockford City Council and our dedicated staff, I am proud to present the 2018 City of Rockford Budget. This budget demonstrates 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, the 2018 Budget continues to focus on public safety, which represents the largest portion of our budget. Through responsible fiscal management and successes in collective bargaining during the past year, our 2018 Budget expands our police force to 301 sworn officers.

The Police Department is implementing new cameras, license plate readers and gunshot detection systems 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 partners through the Winnebago County Violent Crime Task Force.

Additionally, I'm pleased that we have been able to reduce the property tax levy by \$400,000 for 2018.

My administration will continue the difficult work of navigating through this challenging local economy. 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. Thank you for your support.

Very truly yours,

Thomas P. McNamara
Mayor, City of Rockford, Illinois

**BUDGET TIMELINE
THE 2018 PROCESS**

March 2017	Finance Department prepares preliminary budget estimates and discusses budget policies for the forthcoming year with the Mayor.
August 2017	Public Works Department begins work on updating the five-year Capital Improvement Program.
September 2017	Finance Department determines budgetary allocations. Departments receive budget packages.
September 2017	Departments complete and return budget packages to Finance Department for review.
September 2017	Finance Department reviews Department budgets and prepares a budget draft.
October 2017	Mayor's Office reviews budget and presents budget to Council.
October 2017 – March 2018	Finance Committee and Council, as Committee of Whole, hold budget hearings with City Departments. Budget discussions held throughout the following months during Finance Committee regular meetings.
November 20, 2017	Appropriation Ordinance and 2018 Budget Committee report adopted by Council.
December 11, 2017	Mayor submits 2018-2022 Capital Improvements Program to Council for Committee review and approval.
January 2, 2018	Council adopts 2018-2022 Capital Improvements Program.
February 5, 2018	Council holds State Budget Act public hearing for citizen input.
March 26, 2018	Finance Committee approves budget and submits to Council (Committee Report).

Executive Summary

The planning for the 2018 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 2018

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.
- ◆ 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 is showing signs of recovery, the local economic environment and the impact it has on the City's available revenue continues to present a challenge. The City must continue to carefully balance its priorities in order to maintain the quality of services and public infrastructure. Growth in expenses continues to outpace growth in revenues. While the City took significant steps to provide structural balance in the 2018 budget, the implementation of the gas and electric utility tax will not serve as a long-term solution.

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 2018 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. The problem with these taxes was exacerbated by measures the State of Illinois took in 2017 to balance their own budget, namely reducing the City's share of income taxes by 10% (\$1.5 million) and replacement taxes by approximately \$900,000. These revenue sources declined an estimated \$1.5 million, or about 3%, in 2018.

In June, the Council-appointed Finance Task Force began meeting to review the City's operations and formulate a plan for addressing the City's structural budget deficit. As that work continued, City Council was presented a status quo budget in October with a \$10.2 million deficit. The Task Force presented findings in December, and City Council reviewed and voted on their recommendations over several weeks that followed.

Ultimately, the budget was balanced through a variety of measures. A refund of overpayments into internal service funds added \$2.7 million in revenue. The approved recommendations from the Task Force are estimated to eliminate \$3 million of the deficit. A newly approved utility tax on gas and electric service makes up the difference.

2018 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.



Thomas P. McNamara
Mayor

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

Overview of the 2018 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 2018. 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 2018.

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

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 transition to three police stations was complete late 2017.

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 2018 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. The 2018 budget adopted a property tax rate of \$3.25.



Thomas P. McNamara
Mayor

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.

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 823 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, adjusting to revised manning levels awarded in arbitration in 2013. 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.



Thomas P. McNamara
Mayor

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

Conclusion

On March 26, 2018 the City Council adopted the 2018 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Rockford
Illinois**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morill

Executive Director

CITIZEN'S BUDGET HIGHLIGHTS

The City's goal in developing the 2018 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 2017, making incremental improvements where possible, and continuing to comply with the limitations of the Property Tax Extension Limitation Law (Tax caps).

PROGRAM EXPENDITURES

The budget appropriation in 2018 is \$273.2 million for all funds, an increase of \$12.4 million from the 2017 appropriation of \$260.8 million. Major program changes for 2018 include:



Community Development's appropriation decreases \$550,631 primarily in redevelopment contractual expenses, demolitions, property acquisitions, housing rehabilitation loans and Community Housing Development Organization (CHDO) housing projects.

Public Safety's appropriation increases \$2.1 million. Increases are due to 2% wage adjustment, new Records Management System for police offset by overtime cost decreases.

Human Services appropriation increases \$4.9 million from 2017. Increases for Human Services are due to changes in assistance programs and additions to a new Library Main Branch.

Public Works' budget increases \$169,155 from the previous year's budget. Increases are primarily due to 2% wage adjustment, internal service charges and decreases in contracted repair costs for the Street Division offset by increases in contracted repair costs for the Traffic Division. Additional decreases are due to no planned vehicle purchases in 2018.

The budget for Debt Service decreases \$540,995 from previous year as a result of decreased lease payments.

Capital Projects' budget increased \$5.0 million from the previous year's budget. Projects in 2018 include beginning reconstruction of the West State Street reconstruction Phase 2, Strathmoor Drive Extension, and North Main reconstruction.

In the Other category, increase of \$1.3 million is due to changes in Police and Fire Pensions, transfers from unemployment fund and workers' compensation fund offset by decreases in Sales Tax Rebate programs, payments to debt service.

REVENUES

For 2018, the revenue budget is \$264.4 million for all funds, an increase of \$8.7 million from 2017's \$255.7 million.

The 2018 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 2018 include:

**City of Rockford, Illinois
2018 Budget -- Where The Money Comes From
\$264.4 Million -- All Funds**



Intergovernmental revenues from federal, state, and local governments are projected to increase \$7.3 million from 2017.

Service charges increased \$2.1 million from the 2017 total of \$47.8 million.

Interest income is projected to decrease \$83,525.

Other income is projected to decrease \$1.6 million.

ACCOUNT EXPENDITURES

The 2018 City Budget, when viewed from a line item rather than a program perspective, illustrates the fact that over sixty-four 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 1,093 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 2018 are:



Salaries increased \$1.8 million as a result of additional positions, 2% wage adjustment for Police and non-union staff offset by decreases in overtime costs in police and fire departments.

Fringe benefits increased \$3.4 million as a direct result of increased salaries and an increase in police and fire pension contributions.

Contractual and supply accounts increased \$2.4 million. Slight increases across various departments contributed to this increase as well as an increase in internal service charges.

Capital projects and equipment decrease \$4.5 million from the 2017 budget, with decreases for funding vehicle purchases under the City’s vehicle leasing program. Projects in 2018 include West State Street reconstruction Phase 2, Strathmoor Drive Extension, and North Main reconstruction.

COUNCIL CHANGES TO THE BUDGET

The Council received the budget in October 2017 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 March 26, 2018.

WHAT THE 2018 BUDGET WILL COST THE TAXPAYER

The 2018 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 2018 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 2018 budget is comprised of sixty-six (66) 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 2018
- Budget Summary (2016-2018 Expenditure and 2015-2018 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 2017 audit is not yet complete; this document provides estimates of 2017 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 2018 PROCESS

The 2018 process began early in 2017 due to projected General Fund deficit. Hearings were held from October to December. The schedule of events is shown in the Budget Timeline on the following page.

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.

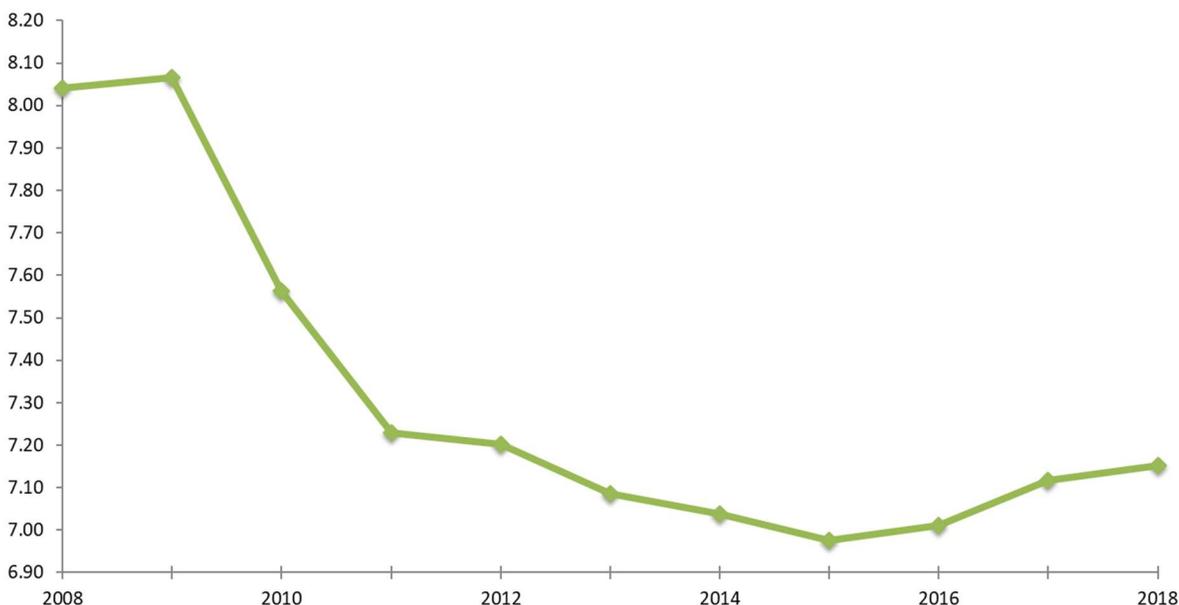
The planning process and the financial advisory group have guided the development of financial policies for budgeting, cash flow management, infrastructure improvement, and investment guidelines. The planning process, including the financial trends discussed in this section, has provided City policy 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 increase gradually 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 2018 across multiple departments.

EMPLOYEES PER 1,000 RESIDENTS



2010 Census shows population at 152,871

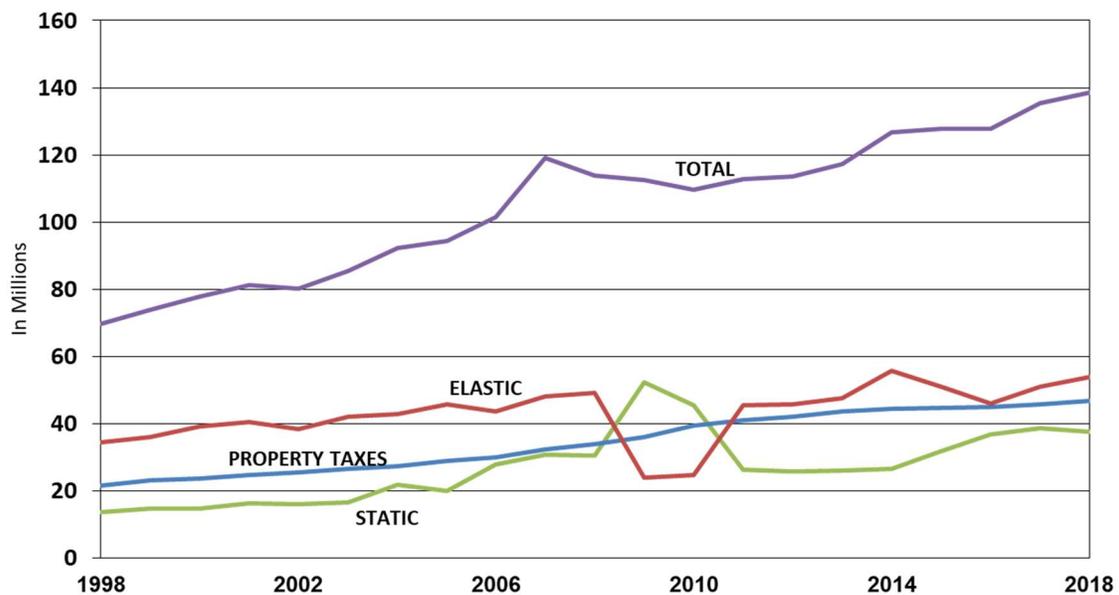
Although the City continues to attain an increasing population, the last few years have been difficult for the local economy. Unemployment in the City and County in general has been higher than state and national

averages. Strong local economic development efforts by organizations such as the Chamber of Commerce, the Rockford Area Economic Development Council, and the City of Rockford continue to recruit additional employers to help reduce the unemployment rate in the City and surrounding area.

Employment in the Rockford MSA for December 2017 was approximately 156,799, a decrease of 2,501 from 2016. Overall, total employment has decreased 16.6% from 1997 to 2017.

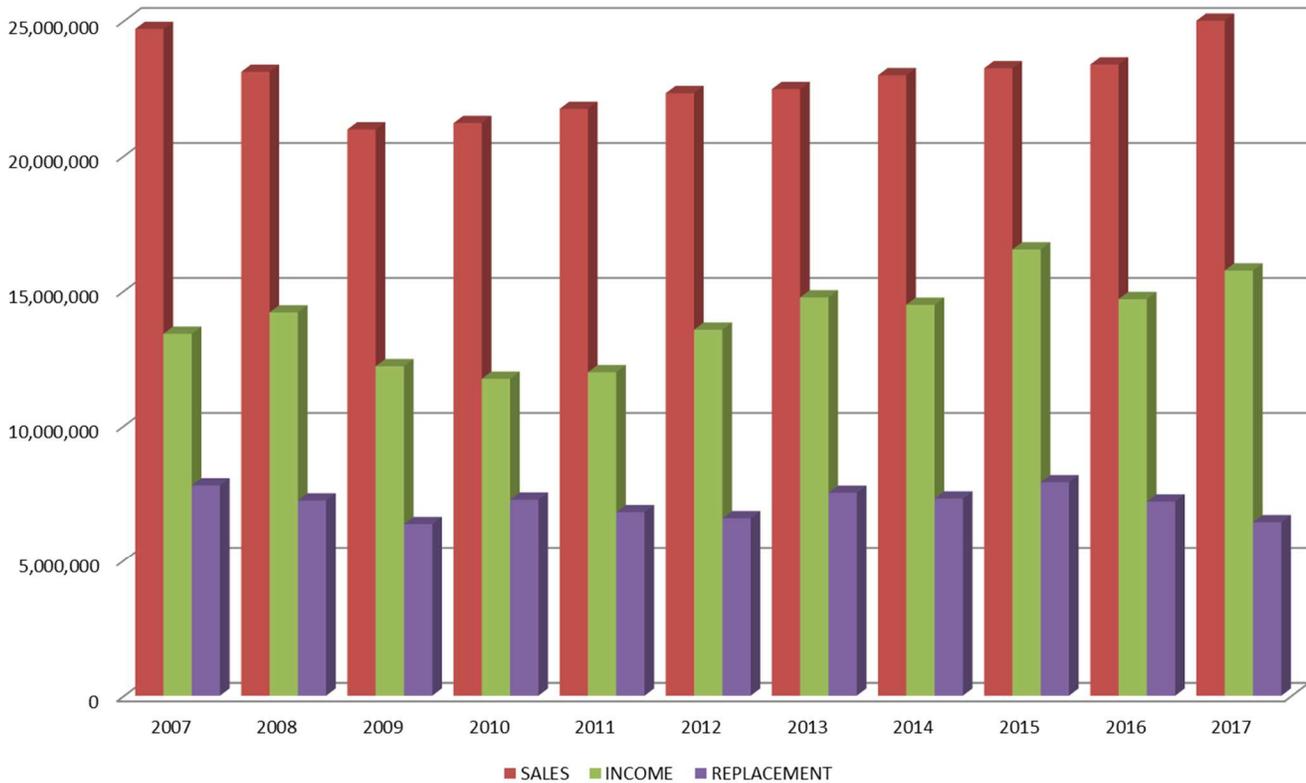
In addition to demographic trends, the City also follows revenue trends for its General Fund. All City revenues can be classified as property taxes, elastic revenues, and static revenues. Property taxes are a tax levied on real property. Elastic revenues are defined as those revenues that tend to change 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 2006-2016

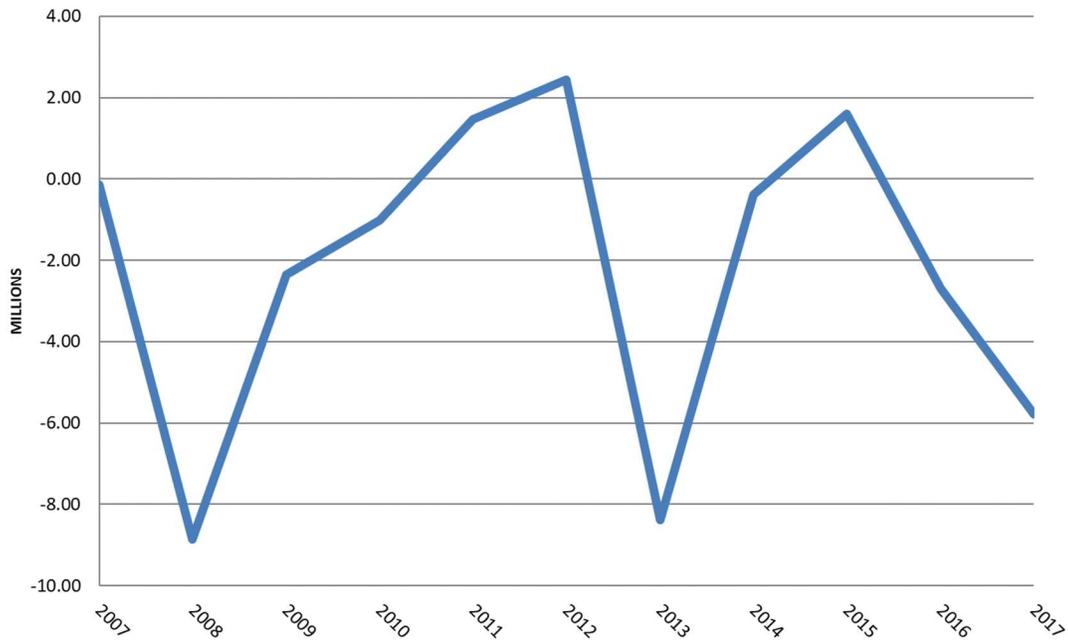


In order to maintain a well-balanced mix of revenue sources, the City needs to continue to emphasize the growth of elastic revenues as well as static revenue sources through economic maintenance and development.

Fluctuations in the housing market impact general fund revenue in a number of ways. For 2017, Rockford's equalized assessed valuation (EAV) increased to 1.445 billion (2%) from the 2016 EAV of 1.422 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.

**GENERAL FUND BUDGET
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES**



Added together, these year-end surpluses have improved the cash and fund balances of the General Fund from negative to positive. 2018 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.

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:

<u>REVENUES</u>	<u>ASSUMPTION</u>	<u>PERCENT BUDGET SHARE</u>
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
 <u>EXPENDITURES</u>		
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	

2019-2023 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) (In 000's)</u>	<u>Percent of Total Budget</u>
2018	1,241	.9%
2019	(2,558)	-1.8%
2020	(5,596)	-3.8%
2021	(10,410)	-7.0%
2022	(14,820)	-9.9%

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.

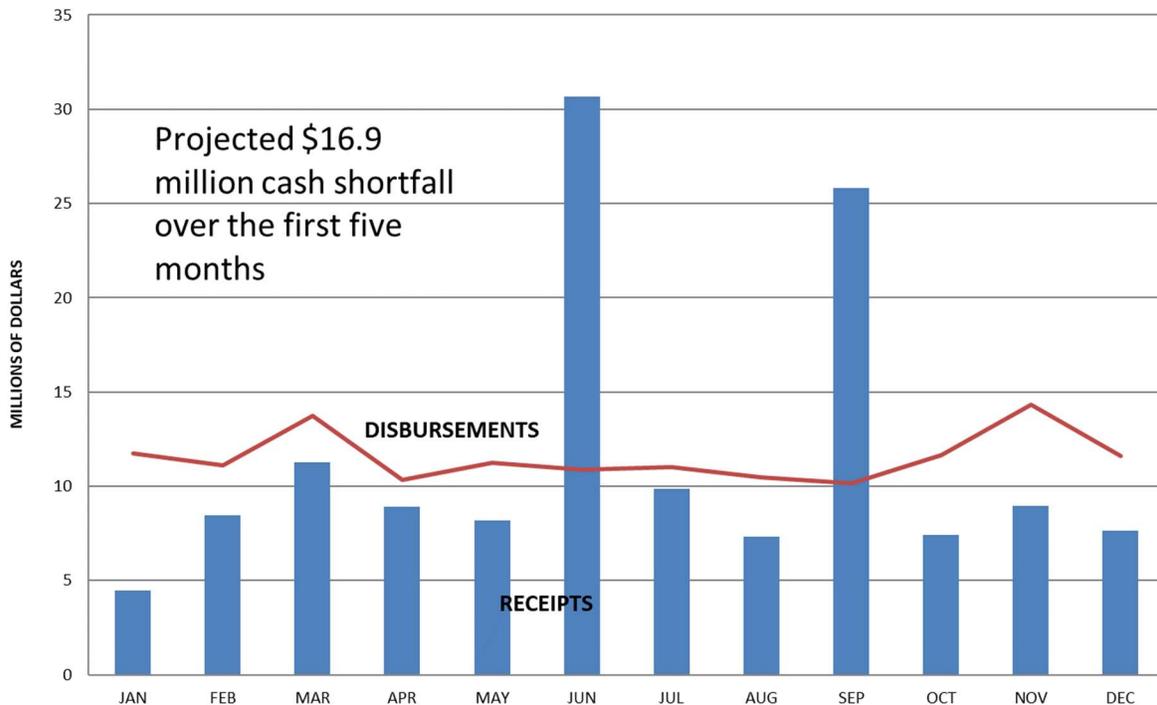
PROPERTY TAXES AS A PERCENTAGE OF REVENUE FOR CERTAIN FUNDS

YEAR	GENERAL	LIBRARY
2014	41.1	85.0
2015	35.0	85.6
2016	35.8	85.8
2017	34.2	85.0
2018	32.5	85.6

UNDERSTANDING CASH FLOW

To completely understand the importance that property tax revenues have in cash management, the 2018 cash flow forecast summary for the General Fund graph is useful in illustrating the timing problem.

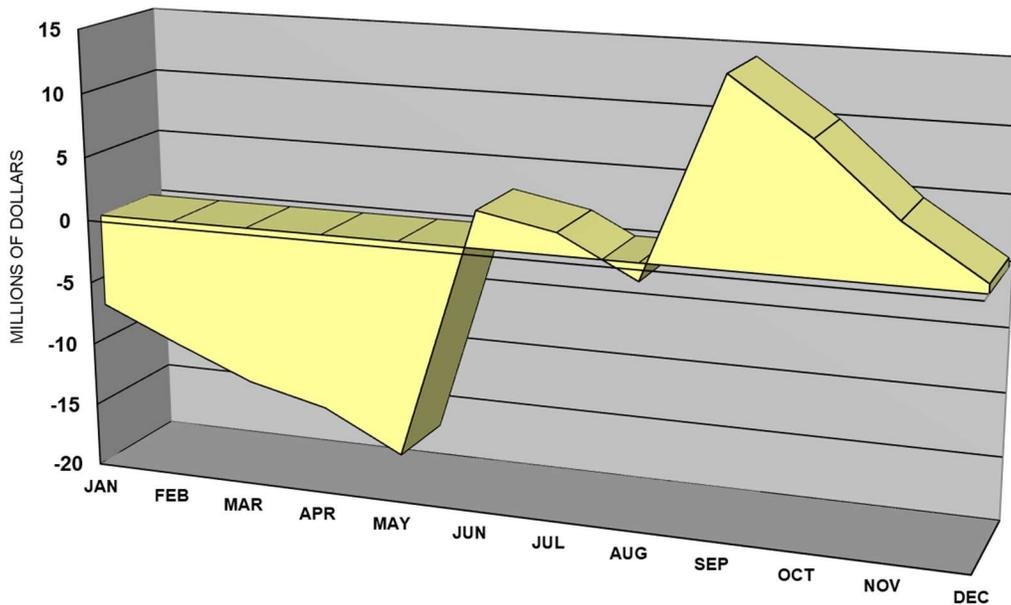
**CASH FLOW FORECAST SUMMARY
2018 GENERAL FUND BUDGET**



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 2018 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.

CASH POLICY REVIEW

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

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

The current cash balance policy is:

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

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

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

Those funds available in excess of the minimum cash balance may be 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. Funds may also be used for abating taxes if the City Council so approves.

CASH MANAGEMENT IN 2017

With General Fund levies increasing \$325,129 in 2017 and \$423,999 in 2018, cash needs have decreased.

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

The City will continue to exert strong budget control and place importance on financial planning in 2018 in order to restore and maintain its cash position.

EMPLOYEES — THE CITY’S MOST IMPORTANT ASSET

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

	General Fund	Total City
Total Budget	\$138.5 Million	\$273.2 Million
Employees	739	1,093.4
Personnel Costs	\$102.3 Million	\$133.3 Million
Personnel	73.9%	48.8%
Salary	48.6%	32.1%
Fringe Benefits	25.3%	16.7%

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 2018 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 2018, 5.33 full-time equivalent positions were added, an increase of 0.50%, across program lines in legislative and management, public safety, community development, public works, and human services.

**CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS**

	<u>2015</u>	<u>2016</u>	<u>2017</u>	2016-2017 INCREASE (DECREASE)	<u>2018</u>	2017-2018 INCREASE (DECREASE)
PROGRAMS AND AGENCIES						
LEGISLATIVE & MANAGEMENT						
MAYOR	4.00	4.00	4.00	0.00	5.00	1.00
LEGAL	13.00	13.00	13.00	0.00	13.00	0.00
FINANCE	36.00	35.00	35.00	0.00	36.00	1.00
INFORMATION SERVICES	4.00	5.00	5.00	0.00	5.00	0.00
HUMAN RESOURCES	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>5.00</u>	<u>0.00</u>
LEGISLATIVE & MGMT TOTAL	<u>62.00</u>	<u>62.00</u>	<u>62.00</u>	<u>0.00</u>	<u>64.00</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	4.30	4.50	4.50	0.00	4.50	0.00
CD CONSTRUCTION SERVICES	23.20	25.00	25.00	0.00	25.00	0.00
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>35.00</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	86.40	90.83	95.02	4.19	93.35	(1.67)
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>173.40</u>	<u>177.83</u>	<u>182.02</u>	<u>4.19</u>	<u>180.35</u>	<u>(1.67)</u>
PUBLIC SAFETY						
POLICE	323.00	323.00	332.00	9.00	338.00	6.00
FIRE	259.00	258.00	260.00	2.00	272.00	12.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>0.00</u>	<u>52.00</u>	<u>(1.00)</u>
PUBLIC SAFETY TOTAL	<u>635.00</u>	<u>634.00</u>	<u>645.00</u>	<u>11.00</u>	<u>662.00</u>	<u>17.00</u>
PUBLIC WORKS						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	9.10	9.10	6.60	(2.50)	6.00	(0.60)
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	11.00	12.00	1.00	12.00	0.00
CAPITAL PROJECT	18.90	18.90	21.40	2.50	21.00	(0.40)
PARKING SYSTEM	3.00	3.00	3.00	0.00	3.00	0.00
BUILDING MAINTENANCE	10.00	10.00	11.00	1.00	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>63.00</u>	<u>62.00</u>	<u>62.00</u>	<u>0.00</u>	<u>63.00</u>	<u>1.00</u>
PUBLIC WORKS TOTAL	<u>161.00</u>	<u>160.00</u>	<u>162.00</u>	<u>2.00</u>	<u>162.00</u>	<u>0.00</u>
TOTAL	<u>1066.40</u>	<u>1070.83</u>	<u>1088.02</u>	<u>17.19</u>	<u>1105.35</u>	<u>17.33</u>

2018 EMPLOYMENT

Staffing for the 2018 budget by program is provided in the Personnel Authorization Schedule. Employment has increased to 1,093.35 positions.

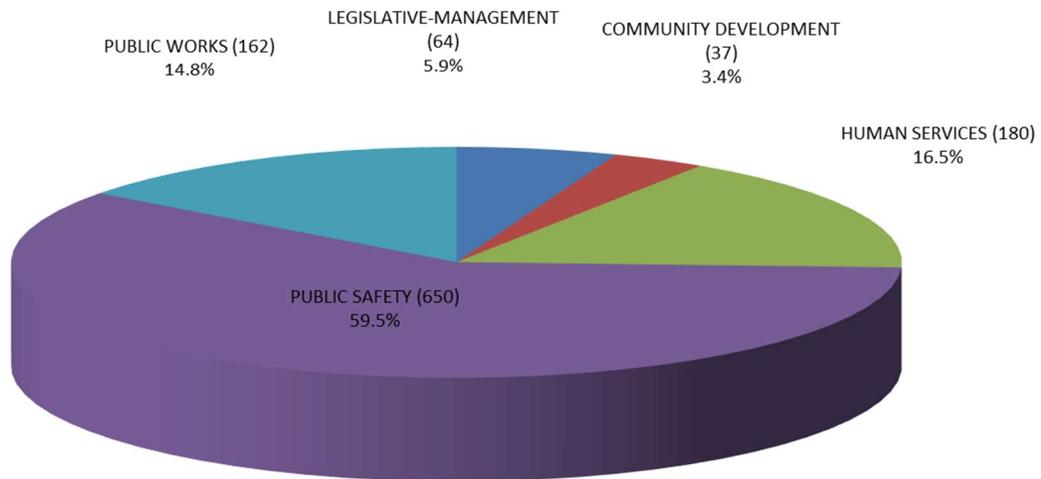
In the Legislative and Management group, there is an increase of 2.00 FTE. Mayor’s office added 1 Chief of Staff and Finance Department added 1 accountant.

In the Public Safety group, there is an increase of 6.00 FTE. Police Department increased 5 Officers and 1 Manager of Domestic Violence and Human Trafficking. 911 eliminated 1 Computer Service Coordinator position.

In the Human Services group, there is an overall decrease of 1.67 staff for 1 Senior Administrative Assistant, 1 Family Support specialist. Staffing changes were based on available federal and state grant funds.

The Public Works group total remained the same by adding 1.00 position to Water Department and eliminating 0.60 Project Manager and 0.40 Project coordinator.

**CITY OF ROCKFORD, ILLINOIS
2018 BUDGET PERSONNEL AUTHORIZATION**



2018 - 1,093; 2017 - 1,088; 2016 - 1,071

2018 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	32.6%
Fire Sworn	260.0	29.9
Public Works/Clerical (AFSCME)	194.0	22.3
Community Development (AFSCME)	14.0	1.6
Human Services (AFSCME)	57.3	6.6
Library (AFSCME)	<u>61.1</u>	<u>7.0</u>
	870.5	100.0%

2014-2018 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>
2014	2.50	2.50	2.00	2.00	2.00
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	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 2018 are \$7,070 for single, \$14,144 for single plus one, and \$21,216 for family. Annual premium costs for the traditional PPO plan in 2018 are \$7,358 for single, \$14,716 for single plus one, and \$22,074 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 42.98% to 66.97% 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	32.86%	39.69%	19.72%	19.72%
Worker’s Comp	4.37%	5.96%	0.28%	4.56%
Health	22.89%	21.04%	21.72%	26.87%
Other	0.13%	0.28%	1.26%	0.13%
Total	60.24%	66.97%	42.98%	51.29%

AVERAGE COSTS PER BUDGETED POSITION

Salary	\$80,586	\$90,445	\$57,291	\$58,156
Fringe Benefits	<u>48,549</u>	<u>60,567</u>	<u>24,622</u>	<u>29,827</u>
Total	\$129,134	\$151,013	\$81,914	\$87,983

As shown above, 2018 fringe benefits range from 42.98 percent for office personnel to 66.97 percent for fire personnel, while average costs per position range from \$81,914 for office personnel to \$151,013 for firefighters. Costs increase primarily because of salary and pension adjustments.

In 2017, the fringe benefit range was from 45.37 percent for office personnel to 65.56 percent for fire personnel, while costs per position range from \$79,824 for office to \$140,037 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 \$34.3 million for 2018, 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 formulated a four-year plan to downsize and replace the entire City fleet. The plan was extended an additional two years at the beginning of 2014, to better match expenses with projected revenue growth. 2014 saw the purchase of approximately \$4.4 million in capital equipment, with a 2016 lease obligation of \$3,759,928. 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 2018, 10% 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 \$34,293,700 budgeted for capital equipment and projects in 2018 can be divided into four components: land improvements - \$35,000; building improvements - \$173,000; computer software and hardware - \$252,000; and for capital projects - \$29,784,068.

Equipment Fund	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Actual Expenditures	4,080,237	3,953,045	3,871,468	3,691,343	3,064,224	3,261,557	3,223,242

The Equipment Fund has shown general reductions in maintenance expenses as a result of capital equipment purchases.

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	2014	2015	2016	2017	TOTAL
Potholes Patched	85,672	69,103	76,792	71,152	302,719
Material Cost	\$ 200,015.84	\$ 148,059.40	\$ 150,933.86	\$ 260,124.30	\$ 759,133.40
Number Pothole Requests	3,116	2,754	2,644	2,895	11,409

Building improvements of \$173,000 are allocated to the Fire Station network improvements and architectural work for Main Library replacement.

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, \$29.8 million includes \$7.9 million in roadway improvements, \$6.3 million in neighborhood programs, \$3.0 million in highway repairs, \$1.3 million in drainage and storm water, \$710,000 in sidewalk and multi-use paths, \$1.0 million in lighting and traffic signals, \$2.2 million in maintenance projects and \$200,000 in project development. Ongoing projects, already funded in previous years, will continue and incur expenses in 2018 as well.

The proposed water system improvements, \$7.6 million in 2018 work, include rehabilitation and replacement of water mains, storage facilities and pumping stations.

The current program revenues for 2018 are at \$34.3 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 \$35,000 over 2017.

The \$34.3 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 2018 budget estimates revenue of \$264.4 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 2018, 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		

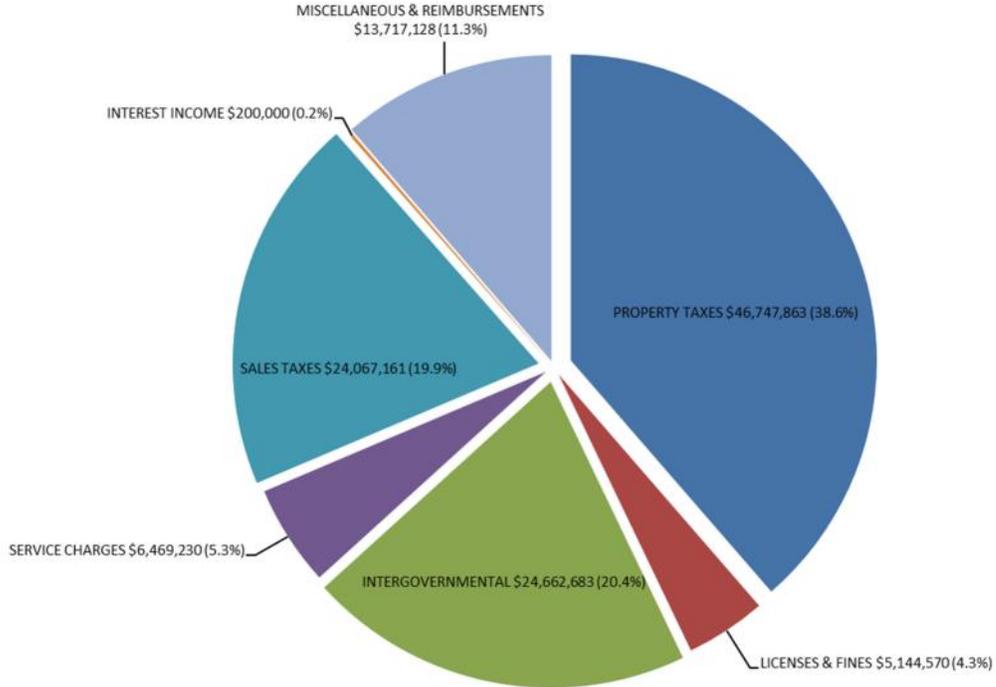
Most of these are self-explanatory. Intergovernmental revenue is income from federal, state, and other local governments. Other income and transfers are miscellaneous items, restricted receipts and transfers. Property taxes are net of accounting adjustments and projected tax cap losses.

GENERAL FUND REVENUE - (\$138,507,135)

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 2017 to 2018. The percentage of the total that each represents, property taxes, elastic revenues and static revenues, has also slightly increased from the prior year.

2018 GENERAL FUND REVENUES \$138,507,135



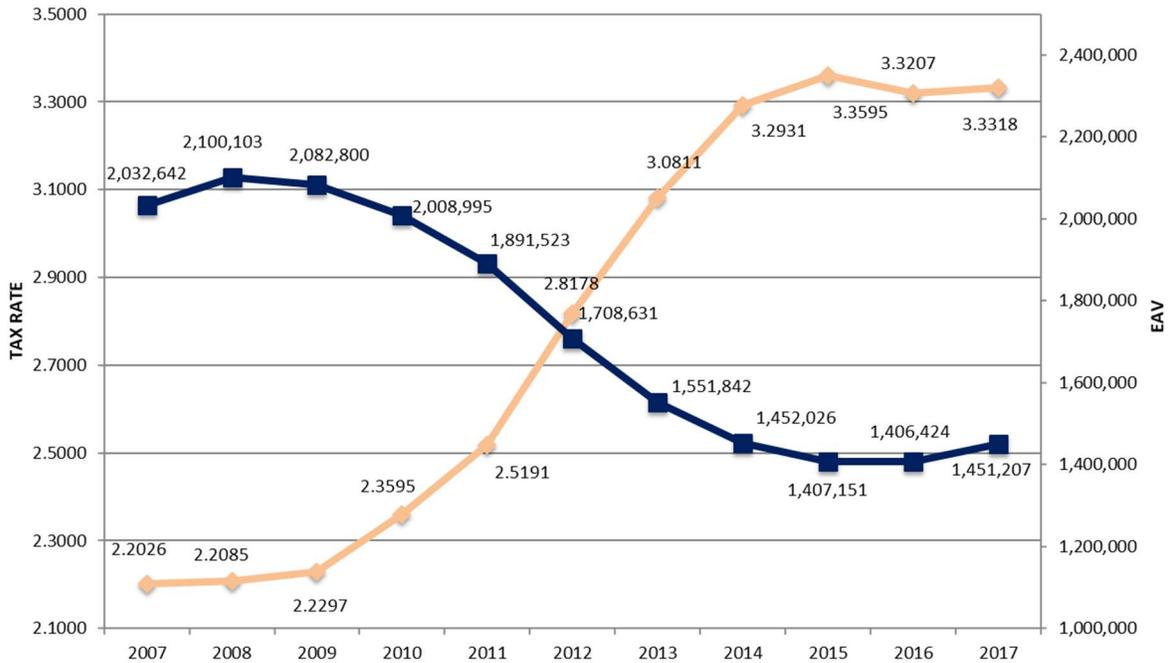
THE PROPERTY TAX

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.

2017 EAV is \$1,451,206,572 compared to the previous year's \$1,406,424,018. The increase is due to estimated new construction of \$2.3 million and annexations. Increases in EAV due to annexation of new areas were \$3.4 million in 2017. EAV change estimates will be 2% for 2018-2020.

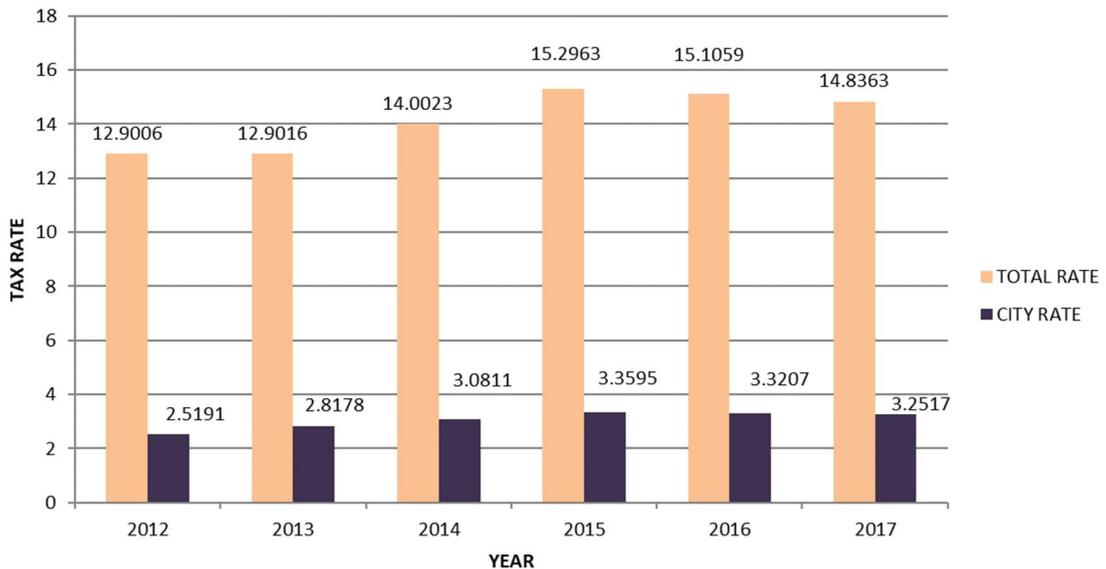
The graph below illustrates the relationship between EAV and the property tax rate. Poor EAV performance puts pressure on the rate if levies are increased to raise revenue. Given the fact that rates are fixed for a number of levies and that the City is at the maximum for many limited levies, this has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

**Property Tax Rate Associated with Levy
Rate Setting EAV
2007 - 2017**



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 2017. 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**

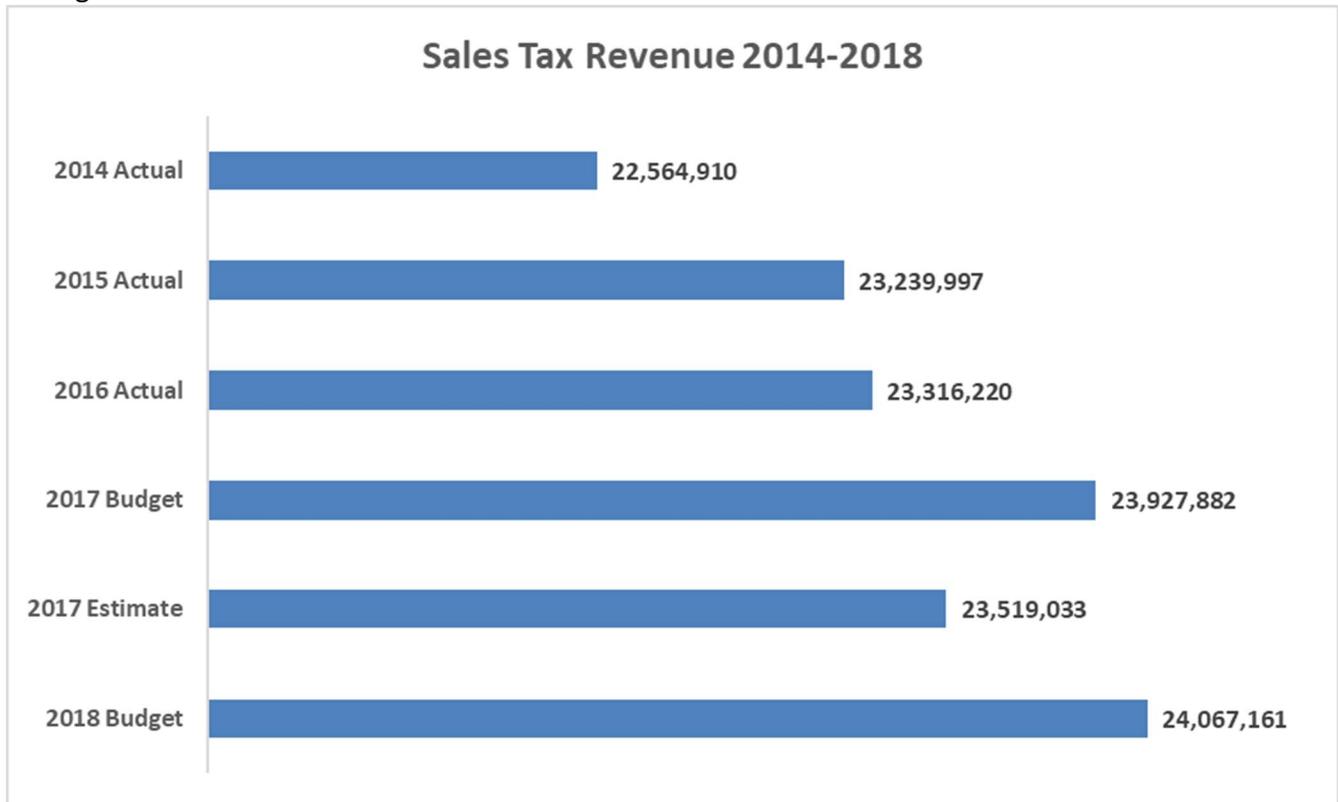


The City rate is 22% of the total rate of \$14.8363. It is the City’s goal to maintain a stable tax rate in order to remain competitive with surrounding communities and unincorporated areas in economic development and annexation efforts.

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 2018 budget estimates \$24,067,161 which is 0.58% (\$139,279) more than the 2017 budget (\$23,927,882). 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.



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 2016 and 2017 are \$3,712,993 and \$3,861,430 respectively. 2018 budgeted revenue is \$4,000,000.

The City receives a 6% phone tax. Revenues for 2016 and 2017 are \$3,927,919 and \$3,669,151 and \$3,600,000 respectively. 2018 budgeted revenue is \$3,600,000.

The City implemented a 5% water utility tax in 2003. Revenues for 2016 and 2017 are \$1,283,561 and \$1,301,106 respectively. 2018 budgeted revenue is \$1,350,000.

OTHER GENERAL FUND REVENUE

License and inspection estimates have increased \$272,070 from \$4,872,500 in 2017 to \$5,144,570 in 2018. Building inspection fees in excess of \$100,000 per project are considered unusual and are not budgeted.

The 2017 estimated actual of \$5,002,389 is \$129,889 over budget, reflecting many increases and decreases in licenses issued. Primary increases occurred in CATV franchise fees (\$8,181), and electrical, plumbing and heating, ventilation, and air conditioning (HVAC) inspections (\$36,109).

The 2018 intergovernmental revenue budget estimate is \$24,662,683, a decrease of \$2,083,854 from 2017's \$26,746,537. The most significant decrease was the State Income Tax (\$2,132,125), other government (\$525,000) offset by increases in Federal Government (\$156,000) and Winnebago County (\$30,386). Due to the volatile nature of replacement taxes, a fixed growth assumption is not used; rather, annual results are analyzed.

The 2017 intergovernmental actual is estimated to fall behind the original budget by \$1,467,697. Replacement taxes, a state revenue source distinguished by its instability since its inception in 1978, came in \$162,403 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 underperformed the estimate by \$1,858,250.

Service charges, budgeted at \$5,945,100 for 2017, have increased \$524,130 to \$6,469,230 for 2018. This is primarily due to an increase in ambulance fee revenues. The 2017 service charges estimate of \$5,945,100 was \$1,062,766 over budget.

General Fund fine revenue can vary depending on economic conditions. \$1,452,500 is the 2018 estimate; the 2017 actual estimate is \$1,428,356. A decrease in magistrate fines, \$123,343, offset by increases in ordinance violation fines (\$42,283) and false alarm fines (\$202,070).

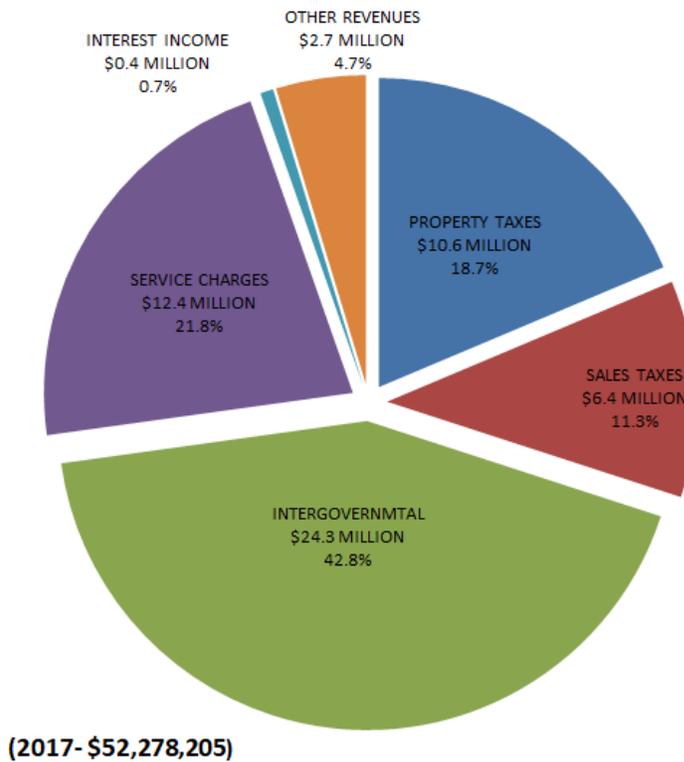
The 2017 interest income actual is estimated to fall behind the \$300,000 budget by \$107,090. \$200,000 is estimated for 2018.

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 2017 budget and receipts were \$12,841,075 and \$14,223,453 respectively. 2018's budgeted \$13,717,128 is \$876,053 more than the prior year's budget and \$506,400 less than the actual primarily due to health insurance reimbursements offset by capital lease proceeds and water reimbursement for services. 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.

2018 SPECIAL REVENUE FUNDS' REVENUE

\$56,741,661



The City utilizes thirty-one special revenue funds. Although financing for this fund group has increased from 2017's \$52.3 million, the revenue mix has been essentially unchanged since 1985.

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. 2018 interest earnings are estimated at \$75,000.

Sanitation Fund - This fund is financed by a \$249.68 annual user fee collected on the monthly water bill. In addition, the fund receives a small amount in property tax, rental income and interest earnings.

Community Development Block Grant Fund - This fund, primarily involved with economic development and neighborhood rehabilitation, is financed by federal grants (\$2,932,710). Program income is estimated at \$45,000. The 2017 carryover of prior year funds and grant authorizations is \$2,932,710.

Redevelopment Fund - This fund, for redevelopment purposes and Metro Center Authority subsidy payments, has four revenue sources: motel/hotel tax (1%) - \$390,000; restaurant/lounge (1%) - \$3,490,000; package liquor (1%) - \$550,000. For 2017, receipts are \$4,588,156, \$457,656 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 19 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, Auburn Street, and Jefferson, 7th Street, East Side and North 3rd Street. 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 (\$6,298,084) and four state agencies (\$5,400,000) 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 \$158,400.

Library Fund - This fund is financed by property taxes (\$7,380,000), state replacement taxes (\$777,346) fines (\$46,750), service charges and non-resident fees (\$58,700), grants (\$117,840), interest and rental income (\$127,000) and miscellaneous income (\$1,656,408). 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 - (\$16,050,710)

Debt Service Funds - These funds are funded by property taxes (\$939,820), tax abatements from TIF Districts, development funds, and OTB Special Projects Fund (\$6,507,146), the parking and water utilities (\$4,940,312), and sales tax (\$1,501,238). For further information, see Debt Service under Non-Operating Fund section.

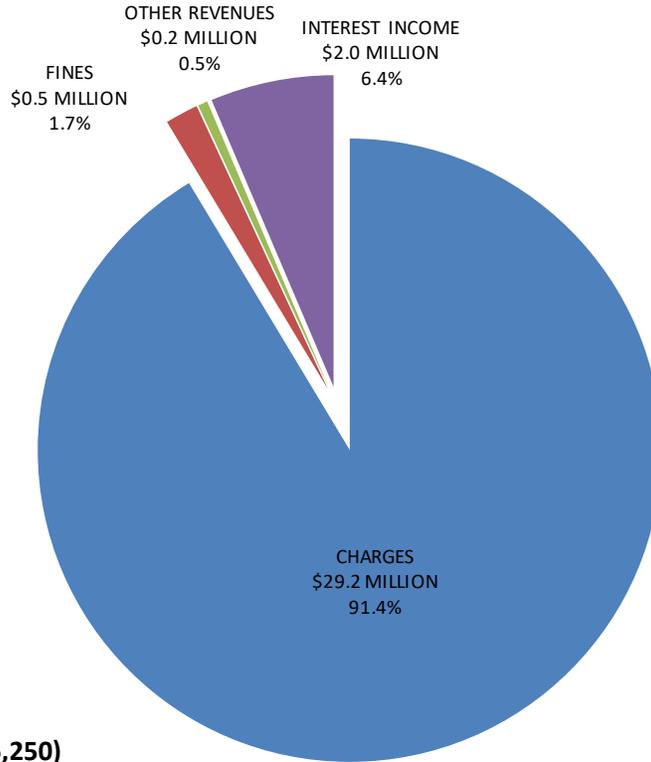
CAPITAL PROJECTS FUNDS REVENUE - (\$34,348,700)

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 - (\$31,976,350)

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

2018 ENTERPRISE FUNDS' REVENUES
\$31,976,350



(2017 - \$30,976,250)

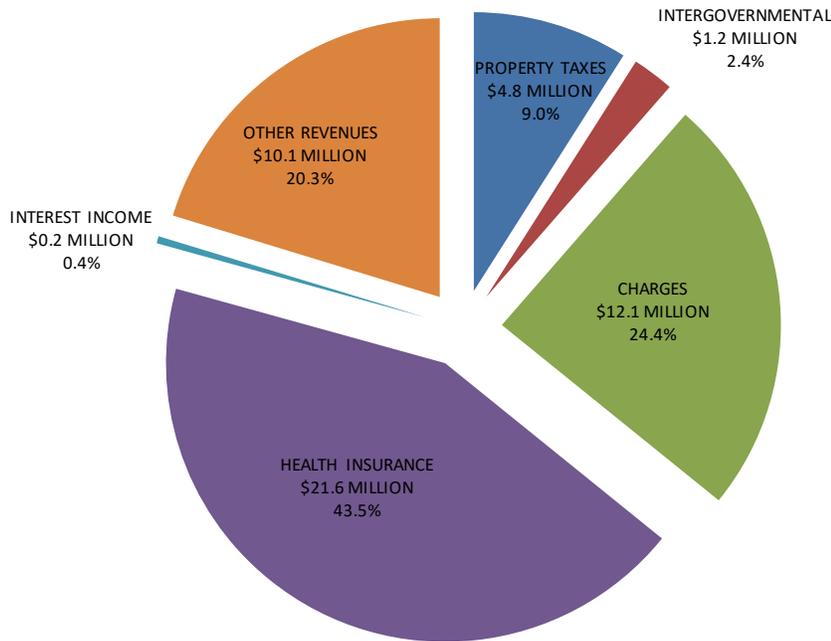
Water Fund - This fund is financed by user fees (\$28,354,000), installations and connections (\$866,000); interest income (\$200,000), and service charges to other funds and governmental agencies (\$194,450).

Parking Fund - The Parking System is financed by fines (\$550,000), permits and fees (\$1,853,800), and purchase of services (\$51,100).

INTERNAL SERVICE FUNDS REVENUES - (\$49,707,105)

The City uses eleven internal service funds. While financing for this fund group has increased from 2017's \$49,365,877 budget, the revenue mix is unchanged.

2018 INTERNAL SERVICE FUNDS' REVENUES
\$49,707,105



(2017 - \$49,365,877)

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 \$3,316,398; replacement taxes at \$317,000; interfund transfers from non-property tax funds at \$2,904,359 and interest income at \$10,000 for 2018. The property tax rate is unlimited.

Unemployment Insurance Fund - The budget includes \$139,680 in property taxes and \$34,020 in interfund transfers from non-property tax funds, and \$14,000 in interest income. The property tax rate is unlimited.

Worker’s Compensation Fund - Income for 2018 includes \$2,648,946 in property taxes, \$318,625 in interfund transfers from non-property tax funds, and \$80,000 in interest income. The property tax rate is unlimited for this purpose.

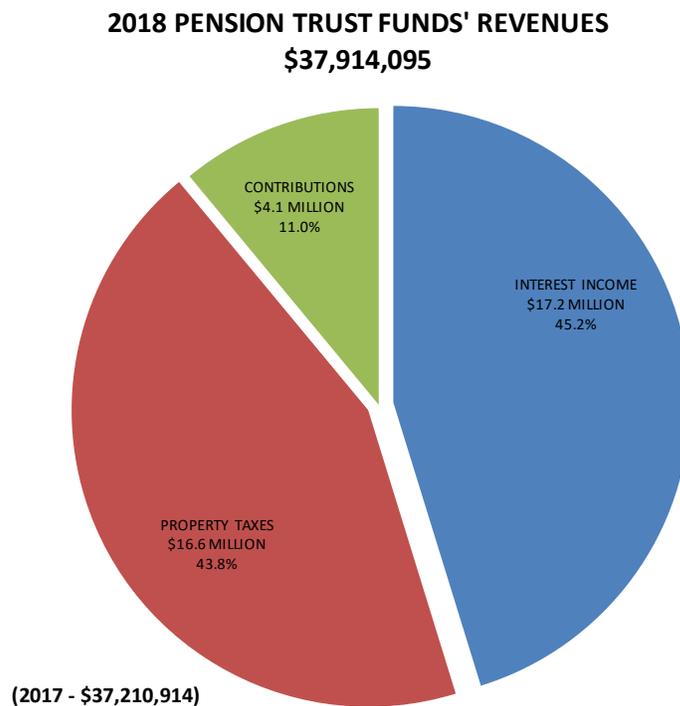
Auditing Fund - This fund is financed by property taxes (\$132,110) and interfund transfers from non-general fund units (\$51,900). The property tax rate is unlimited for this purpose.

Health Insurance Fund - The City operates a self-insured plan for active employees and retirees. The City’s share of \$19,170,044 is supplemented by employees and retired employee contributions of \$2,515,095.

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 (\$1,025,013), departmental charges (\$716,640), and insurance reimbursements (\$150,000).

PENSION FUNDS REVENUES – (\$37,210,914)

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



Police Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$7,075,281 and state replacement taxes, \$895,469), member contributions (\$2,157,400), investment income (\$5,350,000), and fair value appreciation (\$5,000,000). The interest rate assumption for 2018 is 7.5% (2017 actual return 14.5%).

Fire Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$8,285,070 and state replacement taxes, \$1,074,925), member contributions (\$1,885,900) and investment income (\$4,800,000), and fair value appreciation (\$2,000,000). The interest rate assumption for 2018 is 7.5% (2017 actual return 12.5%).

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							
Sanitation Division			x											
Code Enforcement Division	x		x	x										
Building Department	x													
Human Services Department	x							x						
Tuberculosis Sanitarium									x					
Rockford Public Library										x				
Rockford Mass Transit District	x													
Police Department	x													
Fire Department	x													
911 Division	x													
Fire & Police Commissioners	x													
Public Works Administration	x												x	x
Public Works Engineering	x												x	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														
Auditing														
Debt Management												x		
OTB Special Projects											x			
Risk Management														
Northern Illinois Workforce Alliance	x													

DEPARTMENT FUNDING

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

YEAR END FINANCIAL CONDITION

Fund balances for the 2018 budget year ending December 31, 2018 are deemed to be sufficient to insure a healthy financial condition for the City. Of the eighteen funds projected to have year-end deficits, none are considered to be of concern.

Certain funds are project, rather than service oriented. In these funds, the practice can be to appropriate all available funds, current plus certain future amounts, for one or more potential projects. The ten TIF districts with deficits are examples of this. 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
2017 ACTUAL

FUND	BEGINNING BALANCE		EXPENDITURES		EXCESS	ADJUSTMENTS	ENDING BALANCE
	1/1/17	REVENUES	EXPENSES	(DEFICIT)	12/31/17		
GENERAL-OPERATING	\$37,675,349	\$133,375,851	\$140,239,359	(\$6,863,508)		\$30,811,841	
SPECIAL REVENUE							
MOTOR FUEL TAX	8,414,186	4,055,101	3,281,454	773,648		9,187,834	
SANITATION	2,727,373	12,198,896	14,737,836	(2,538,940)		188,433	
COMMUNITY DEVELOPMENT	2,778,169	3,526,582	4,775,728	(1,249,146)		1,529,023	
REDEVELOPMENT TAX	1,279,200	6,583,458	7,703,960	(1,120,502)		158,698	
TOURISM PROMOTION TAX	746,503	2,281,186	2,037,863	243,322		989,825	
TAX INCREMENT DISTRICTS	(8,403,828)	3,314,995	4,703,491	(1,388,496)		(9,792,324)	
HUMAN SERVICES	840,124	15,792,732	15,808,137	(15,405)		824,719	
TUBERCULOSIS SANITARIUM	180,099	141,236	139,033	2,203		182,302	
LIBRARY	9,944,201	9,284,279	9,231,613	52,666		9,996,867	
OTB SPECIAL PROJECTS	159,314	78,499	237,812	(159,313)		1	
RMAP PLANNING	28,639	1,171,149	1,477,474	(306,325)		(277,686)	
DEBT SERVICE	10,221,407	14,084,974	13,441,918	643,056	4,773,437	15,637,900	
CAPITAL REPLACEMENT	1,298,963	3,152,148	3,457,719	(305,572)		993,391	
CAPITAL PROJECT	9,623,125	32,110,038	39,290,464	(7,180,426)		2,442,699	
ENTERPRISE							
WATER SYSTEM	143,381,738	30,443,931	23,864,199	6,579,732		149,961,470	
PARKING SYSTEM	13,021,289	1,769,187	3,028,127	(1,258,940)		11,762,349	
INTERNAL SERVICE							
PUBLIC WORKS PROPERTY	1,334,573	3,676,408	3,047,941	628,466		1,963,039	
PUBLIC WORKS EQUIPMENT	221,134	3,564,573	3,281,571	283,002		504,136	
PUBLIC WORKS CENTRAL STORES	336,669	453,726	444,136	9,590		346,259	
911 COMMUNICATIONS	47,431	5,365,321	5,365,985	(663)		46,768	
IMRF PENSION	75,706	6,568,826	6,564,819	4,006		79,712	
UNEMPLOYMENT INSURANCE	672,282	191,107	30,892	160,215		832,497	
WORKER'S COMPENSATION	2,712,161	3,148,345	3,819,131	(670,787)		2,041,374	
AUDITING	0	140,521	140,521	0		0	
RISK MANAGEMENT	(9,585,579)	3,191,792	2,311,407	880,386		(8,705,193)	
INFORMATION TECHNOLOGY	1,457,803	3,609,691	3,841,593	(231,902)		1,225,901	
HEALTH INSURANCE	4,213,136	19,834,626	21,742,603	(1,907,978)		2,305,158	
PENSION							
POLICE PENSION	184,726,995	35,792,511	17,288,981	18,503,530	(7,970,750)	195,259,775	
FIRE PENSION	159,642,803	29,373,857	17,960,350	11,413,507	(9,332,995)	161,723,315	
ELIMINATIONS & ADJUSTMENTS	0	(97,435,403)	(89,130,170)	(8,305,233)	8,305,233	0	
	<u>\$579,770,965</u>	<u>\$290,840,140</u>	<u>\$284,165,947</u>	<u>\$6,674,193</u>	<u>(\$4,225,075)</u>	<u>\$582,220,083</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 2018

- 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.
- Enhance communications both within the City organization and with residents, media and community partners.
- Continue efforts to cut operational costs through organizational efficiencies.
- 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:
 - Leadership & Communication
 - City of Rockford Economy & Finances
 - Safety
 - Infrastructure & Investment
 - Business Climate
 - Entertainment & Quality of Life
 - Safe & Vibrant Neighborhoods (Resident Quality & Inclusion)
 - 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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$515,280	\$552,079	\$534,189	\$676,494	\$124,415
CONTRACTUAL	164,987	190,567	208,451	170,042	(20,525)
SUPPLIES	10,413	10,000	26,130	10,000	0
OTHER	100	2,956	2,956	1,746	(1,210)
CAPITAL	0	0	0	0	0
	<u>\$690,780</u>	<u>\$755,602</u>	<u>\$771,726</u>	<u>\$858,282</u>	<u>\$102,680</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$77,565	\$64,307	\$81,626	\$98,484	\$16,858
GENERAL REVENUES	<u>645,549</u>	<u>626,473</u>	<u>673,976</u>	<u>759,798</u>	<u>85,822</u>
TOTAL	<u>\$723,114</u>	<u>\$690,780</u>	<u>\$755,602</u>	<u>\$858,282</u>	<u>\$102,680</u>

MAYOR'S OFFICE AUTHORIZED POSITIONS

	POSTION	2017	2018	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
ADMINISTRATIVE ASSISTANT	101	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel budget numbers reflects an additional position of Chief of Staff in 2017, 2% wage adjustment, as well as increases in health insurance.
- Contractual expenses decrease primarily due to changes in purchase of services.
- Estimated lease payments for vehicle payments in 2018 are budgeted at \$1,746.

CAPITAL EQUIPMENT

There are no capital items budgeted for the Mayor's Office in 2018.

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 2018

- 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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$337,778	\$356,983	\$327,104	\$328,298	(\$28,685)
CONTRACTUAL	167,752	175,490	178,471	176,280	790
SUPPLIES	<u>3,874</u>	<u>4,500</u>	<u>4,569</u>	<u>4,500</u>	<u>0</u>
TOTAL	<u>\$509,404</u>	<u>\$536,973</u>	<u>\$510,144</u>	<u>\$509,078</u>	<u>(\$27,895)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$34,389	\$34,591	\$32,995	\$33,600	\$605
GENERAL REVENUES	<u>490,236</u>	<u>474,813</u>	<u>503,978</u>	<u>475,478</u>	<u>(28,500)</u>
TOTAL	<u>\$524,625</u>	<u>\$509,404</u>	<u>\$536,973</u>	<u>\$509,078</u>	<u>(\$27,895)</u>

CITY COUNCIL AUTHORIZED POSITIONS

	POSTION	2017	2018	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 changes in health insurance enrollment selections.
- Contractual expenses increase as a result of purchase of services.

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 2018

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

Legal Department

LEGAL DEPARTMENT BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,149,715	\$1,358,549	\$1,208,952	\$1,326,320	(\$32,229)
CONTRACTUAL	343,902	253,437	280,840	257,336	3,899
SUPPLIES	<u>33,978</u>	<u>20,500</u>	<u>31,784</u>	<u>20,500</u>	<u>0</u>
TOTAL	<u>\$1,527,595</u>	<u>\$1,632,486</u>	<u>\$1,521,576</u>	<u>\$1,604,156</u>	<u>(\$28,330)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$189,966	\$179,640	\$185,189	\$184,114	(\$1,075)
MAGISTRATE FINES	180,000	180,000	180,000	180,000	0
PURCHASE OF SERVICES	792,931	725,952	725,952	725,952	0
GENERAL REVENUES	<u>467,807</u>	<u>442,003</u>	<u>541,345</u>	<u>514,090</u>	<u>(27,255)</u>
TOTAL	<u>\$1,630,704</u>	<u>\$1,527,595</u>	<u>\$1,632,486</u>	<u>\$1,604,156</u>	<u>(\$28,330)</u>

LEGAL DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION	2017	2018	INCREASE/
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
LEGAL DIRECTOR	316	1.00	1.00	0.00
CITY ATTORNEY	213	2.00	2.00	0.00
LAND TRANSACTIONS OFFICER	108	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	108	3.00	3.00	0.00
DIVERSITY PROCUREMENT OFFICER	108	1.00	1.00	0.00
CITY COUNCIL CLERK	105	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 and an increase in health insurance rates offset by reductions in salaries as a result of higher scale staff vacating and replaced with entry level staff.
- Contractual expense increased \$3,899 primarily due to increase in professional legal services offset by decrease in service contract.

Legal Department

LEGAL DEPARTMENT PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
CLAIMS FILED	182	300	143	200
CLAIMS APPROVED	14	25	19	19
\$ VALUE OF APPROVED CLAIMS	16,234	33,000	43,574	37,000
AVG DAYS TO APPROVE CLAIMS	57	45	118	85
CLAIMS DENIED	168	275	124	150
AVG DAYS TO DENY CLAIMS	36	35	30	33
AVG DAYS TO INVESTIGATE CLAIMS	20	20	20	20

Finance Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are five primary operating functions within the Finance Department:

- **Administration** - The Administration division is responsible for the management of the financial affairs of the City and the supervision of personnel operations within the Finance Department.
- **Central Services** - The Central Services division is responsible for financial planning 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 2018

- Achieve the Distinguished Budget Presentation Award for the 34th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 38th consecutive year from the Government Finance Officer's Association.
- Assume accounting responsibilities for the water fund.
- Implement Munis Bid Management and eProcurement modules for online bidding and Vendor Self Service for accounts payable and purchasing. Evaluate the budgetary impact of subsequent process changes.
- Implement Munis Citizen Self Service as the City's e-billing and online payment platform. Update the City's water billing ordinance to encourage the least cost billing methods.
- Working with the National Resource Network, assist with the formulation of a seven-year fiscal stability plan and work with City Council to evaluate recommendations for potential implementation.

Finance Department

FINANCE DEPARTMENT BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$2,659,746	\$2,784,190	\$2,780,067	\$2,873,466	\$89,276
CONTRACTUAL	1,085,274	1,034,635	1,052,568	1,106,485	71,850
SUPPLIES	29,360	30,350	19,544	30,900	550
OTHER	<u>4,431,461</u>	<u>3,577,346</u>	<u>3,450,188</u>	<u>2,914,213</u>	<u>(663,133)</u>
TOTAL	<u>\$8,205,841</u>	<u>\$7,426,521</u>	<u>\$7,302,368</u>	<u>\$6,925,064</u>	<u>(\$501,457)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$264,597	\$299,741	\$232,959	\$249,682	\$16,723
PURCHASE OF SERVICES	2,766,150	3,133,546	2,427,743	2,548,613	120,870
GENERAL REVENUES	<u>5,158,137</u>	<u>4,772,554</u>	<u>4,765,819</u>	<u>4,126,769</u>	<u>(639,050)</u>
TOTAL	<u>\$8,188,884</u>	<u>\$8,205,841</u>	<u>\$7,426,521</u>	<u>\$6,925,064</u>	<u>(\$501,457)</u>

FINANCE DEPARTMENT AUTHORIZED POSITIONS

	POSTION	2017	2018	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
FINANCE DIRECTOR	316	1.00	1.00	0.00
CENTRAL SERVICES MANAGER	212	1.00	1.00	0.00
ACCOUNTING MANAGER	111	1.00	1.00	0.00
SENIOR ACCOUNTANT	110	2.00	2.00	0.00
CUSTOMER SERVICE COORD	108	1.00	1.00	0.00
SENIOR FINANCIAL ANALYST	107	1.00	1.00	0.00
FINANCIAL ANALYST	107	2.00	2.00	0.00
ACCOUNTANT	107	3.00	5.00	2.00
SENIOR ADMIN. ASSISTANT	105	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	105	1.00	0.00	(1.00)
PURCHASING TECHNICIAN	A-23	2.00	2.00	0.00
SENIOR ACCOUNT CLERK	A-21	3.00	3.00	0.00
CSC TEAM LEAD	A-21	4.00	4.00	0.00
CUSTOMER SERVICE REP	A-20	9.00	9.00	0.00
METER READER	A-19	2.00	2.00	0.00
ACCOUNT CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>35.00</u>	<u>36.00</u>	<u>1.00</u>

BUDGET HIGHLIGHTS

- Personnel budget numbers reflect 2% wage adjustment and an additional Accountant position.
- Service contracts increased \$71,850 due to increases in postage and purchase of services.
- Supplies increased \$550 as a result of increases in office supplies.
- Miscellaneous contracts decreased \$277,500 due to elimination of debt service and addition of property tax rebate program.

Finance Department

- Sales Tax Rebates decreased \$390,000 as a result of changes in budgeted amounts and final payments to two agreements.
- Of the 36 staff assigned to Finance Department, 25.9 are direct reimbursements.

FINANCE DEPARTMENT PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
TOTAL BILLS	624,058	624,000	626,700	632,000
PAPER	508,707	505,000	485,700	488,000
EBILL	115,351	115,000	141,000	144,000
CITY HALL PAYMENTS	157,896	158,000	150,000	160,000
WALK IN	124,365	125,000	115,000	123,000
MAIL	33,531	33,000	35,000	37,000
REMITCO	253,588	262,000	225,000	240,000
ONLINE BANKING	99,626	100,000	96,000	100,000
ONLINE LEVEL ONE	126,961	127,000	151,000	160,000
PHONE	56,004	56,400	68,200	70,000
COMED	9,988	10,000	7,000	9,000
CUSTOMER SERVICE CENTER CALLS	80,658	80,000	76,000	80,000
ABANDONED CALLS	4%	6%	3%	6%
AVG TIME TO ANSWER CALLS (SECONDS)	28	40	22	30
AVG CALL LENGTH (SECONDS)	175	170	198	200
NUMBER OF PURCHASE ORDERS ISSUED	4,400	4,200	5,430	4,200
NUMBER OF BIDS/RFPS ISSUED	160	165	160	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 2018

- Implement a disaster recovery system.
- Implement vendor self service.
- Implement vendor bid management.
- Implement citizen self-service for utility billing.
- Implement content management system.
- Implement new mapping technology.
- Upgrade data center core network switch.
- Upgrade planning, permitting, code enforcement system.
- Begin implementation of new Computer Aid Design and Records Management System.

INFORMATION TECHNOLOGY BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$576,114	\$580,768	\$540,791	\$595,419	\$14,651
CONTRACTUAL	2,359,669	2,484,985	2,705,748	2,698,819	213,834
SUPPLIES	214,050	91,000	324,843	91,000	0
OTHER	<u>338,033</u>	<u>366,300</u>	<u>269,961</u>	<u>561,000</u>	<u>194,700</u>
TOTAL	<u>\$3,487,866</u>	<u>\$3,523,053</u>	<u>\$3,841,343</u>	<u>\$3,946,238</u>	<u>\$423,185</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,637,010	\$2,277,712	\$2,514,599	\$2,803,285	\$288,686
OTHER FUND TRANSFERS	<u>929,260</u>	<u>1,099,691</u>	<u>1,206,664</u>	<u>1,494,193</u>	<u>287,529</u>
TOTAL	<u>\$3,566,270</u>	<u>\$3,377,403</u>	<u>\$3,721,263</u>	<u>\$4,297,478</u>	<u>\$576,215</u>

INFORMATION TECHNOLOGY AUTHORIZED POSITIONS

POSITION TITLE	POSITION <u>RANGE</u>	2017 <u>EMPLOYEES</u>	2018 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
IT DIRECTOR	315	1.00	1.00	0.00
SENIOR IT SPECIALIST	109	2.00	2.00	0.00
IT SPECIALIST	109	1.00	1.00	0.00
COMMUNICATIONS MGR	111	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

Information Technology Department

BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase offset by staff adjustments.
- Contractual services increased \$213,834 as a result of adjustments to equipment maintenance, service contracts and consulting fees.
- Depreciation increased \$197,000 and purchase of services decreased \$2,300.

INFORMATION TECHNOLOGY FIVE YEAR FORECAST

The 2019-2023 forecasts assume operations will continue as they are programmed for 2018 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$4,370	\$4,545	\$4,727	\$4,916	\$5,113
Expenditures	<u>4,005</u>	<u>4,165</u>	<u>4,332</u>	<u>4,505</u>	<u>4,685</u>
Excess (Deficit)	<u>365</u>	<u>380</u>	<u>395</u>	<u>411</u>	<u>428</u>
Beginning Balance	<u>874</u>	<u>1,239</u>	<u>1,619</u>	<u>2,014</u>	<u>2,425</u>
Ending Balance	<u>\$1,239</u>	<u>\$1,619</u>	<u>\$2,014</u>	<u>\$2,425</u>	<u>\$2,853</u>

INFORMATION TECHNOLOGY FIXED ASSETS

Planned fixed assets include network upgrades, a disaster recovery site, core switch, and storage upgrades for 2018:

DESCRIPTION	TOTAL BUDGET
Disaster Recovery Site	200,000
Core switch	100,000
Miscellaneous	100,000
Network upgrades	75,000
Storage	<u>50,000</u>
TOTAL	\$525,000

INFORMATION TECHNOLOGY FUND PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
SERVER AVAILABILITY	99.970%	99.990%	99.980%	99.990%
% WITHIN TARGET	86.400%	90.000%	90.360%	90.000%
NETWORK AVAILABILITY	99.910%	99.990%	99.980%	99.990%
% WITHIN TARGET	77.010%	90.000%	89.670%	90.000%
WORKORDERS OPENED	8,427	8,500	9,072	8,500
WORKORDERS CLOSED	8,364	8,500	9,161	8,500

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 2018

- Improve recruiting methodology beyond advertising - to tools that allow for better outreach and encourage a stronger applicant pool.
- Develop a recruitment process to encourage more minority and woman applicants.
- Enhance new employee orientation to include organizational and city guiding principles.
- Utilize annual evaluations, surveys, and additional feedback tools to identify technical, and management & supervisory skill gaps for curriculum development and training.
- Establish a management-training program that focuses on specific leadership competencies.
- Conduct quarterly customer service surveys and an annual employee feedback survey to better gauge the needs of the organization.
- Monitor the CORWellness Center to report return on investment, population engagement activity and define appropriate performance measurements.
- Establish a strategic growth build-out plan for CORWellness Center. Integrating employee and community needs into the development of the CORWellness Center through an RFI process.
- Continue to partner with employee the Wellness Group to proactively plan the 2018 Wellness agenda.
- Enhance the employee performance evaluation tool for non-represented employees.
- Conduct bi-annual salary analysis and adjust the compensation program accordingly.
- Develop core values and a three-year strategic plan for the Human Resource Department.

Human Resources Department

HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$522,901	\$490,236	\$476,725	\$526,894	\$36,658
CONTRACTUAL	161,491	157,802	184,827	158,865	1,063
SUPPLIES	<u>1,563</u>	<u>3,100</u>	<u>1,394</u>	<u>4,600</u>	<u>1,500</u>
TOTAL	<u>\$685,955</u>	<u>\$651,138</u>	<u>\$662,946</u>	<u>\$690,359</u>	<u>\$39,221</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$79,775	\$76,865	\$71,180	\$76,620	\$5,440
TRANSFERS FROM HEALTH FUND	181,460	158,060	163,240	178,180	14,940
TRANSFER FROM WC FUND	91,400	95,300	98,500	101,500	3,000
GENERAL REVENUES	<u>332,425</u>	<u>355,730</u>	<u>318,218</u>	<u>334,059</u>	<u>15,841</u>
TOTAL	<u>\$685,060</u>	<u>\$685,955</u>	<u>\$651,138</u>	<u>\$690,359</u>	<u>\$39,221</u>

HUMAN RESOURCES DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2017	2018	INCREASE/
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
HUMAN RESOURCES DIRECTOR	315	1.00	1.00	0.00
ASSOCIATE DIRECTOR	212	1.00	1.00	0.00
HR SPECIALIST	107	2.00	2.00	0.00
HR COORDINATOR	106	1.00	1.00	0.00
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage adjustment and personnel changes.
- Contractual expenses increased \$1,063 primarily due to increases in purchase of services.
- Supplies expenses increased \$1,500 primarily due to added budget for City events.

Human Resources Department

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
APPLICATIONS	3,094	2,700	3,734	3,249
PERMANENT VACANCIES FILLED	80	75	84	75
TEMPORARY VACANCIES FILLED	50	50	28	25
WORKER'S COMP CLAIMS	191	190	214	202
WORKER'S COMP LOST DAYS	336	475	602	480
TRAINING SESSIONS	53	30	59	75
HEALTH INSURANCE PARTICIPANTS	3,186	3,150	3,197	3,225
FLEX SPENDING PARTICIPANTS	327	310	311	321

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
2011			
Registered Voters		86,110	
Cast Ballots		12,536	
Participation Rate		14.56%	
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%		

Board of Election Commissioners

OBJECTIVES FOR FISCAL YEAR 2018

- Conduct a Consolidated Primary Election in March.
- Conduct a General Election in November.
- Perform training for deputy registrars as appointed.
- Train and certify over 450 election judges.
- Register voters and maintain voter registrations per State law.

BOARD OF ELECTION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$294,973	442,221	\$267,693	\$467,169	\$24,948
CONTRACTUAL	700,384	454,376	400,383	461,817	7,441
SUPPLIES	0	51,400	0	51,400	0
CAPITAL	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>
TOTAL	<u>\$995,357</u>	<u>\$972,997</u>	<u>\$668,075</u>	<u>\$1,005,386</u>	<u>\$32,389</u>

	2013	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
COUNTY PROPERTY TAX TRANSFER	<u>\$824,032</u>	<u>\$995,357</u>	<u>\$972,997</u>	<u>\$1,005,386</u>	<u>\$32,389</u>
TOTAL	<u>\$824,032</u>	<u>\$995,357</u>	<u>\$972,997</u>	<u>\$1,005,386</u>	<u>\$32,389</u>

BUDGET HIGHLIGHTS

- Personnel increased \$24,948 as a result staff changes.
- Contractual expenses increased \$7,441 as a result of higher anticipated printing costs.

CAPITAL EQUIPMENT

Planned capital purchases for 2018 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 2018

- Manage and oversee the efforts of the “Doing Business Committee” and the strategies set forth by the committee and City Council to ensure Rockford is business friendly.
- Pursue alternative funding opportunities consistent with City initiatives to leverage existing resources for demolition and housing rehabilitation for neighborhood stabilization efforts.
- Collaborate with community partners under the direction of City Council and the Housing Committee in developing a Regional Housing Collaboration using project based housing choice vouchers.
- Oversee recruit investment in all areas of the City of Rockford for job creation, retention and expansion opportunities.
- Oversee and facilitate the Community and Economic Development Department goals as outlined within the budget and directed by City Council inclusive of the 2015-2019 2020 Implementation Plan, Consolidated Plan and City Council Guiding Principles.

COMMUNITY AND ECONOMIC DEVELOPMENT ADMINISTRATION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$202,490	\$183,547	\$164,921	\$181,920	(\$1,627)
CONTRACTUAL	23,314	34,576	34,549	51,635	17,059
SUPPLIES	1,889	1,420	2,601	1,420	0
OTHER	<u>4,144</u>	<u>1,897</u>	<u>1,897</u>	<u>0</u>	<u>(1,897)</u>
TOTAL	<u>\$231,837</u>	<u>\$221,440</u>	<u>\$203,968</u>	<u>\$234,975</u>	<u>\$13,535</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$29,115	\$29,697	\$31,472	\$25,731	(\$5,741)
GENERAL REVENUES	<u>212,512</u>	<u>202,140</u>	<u>189,968</u>	<u>209,244</u>	<u>19,276</u>
TOTAL	<u>\$241,627</u>	<u>\$231,837</u>	<u>\$221,440</u>	<u>\$234,975</u>	<u>\$13,535</u>

Community and Economic Development Administration

COMMUNITY AND ECONOMIC DEVELOPMENT ADMINISTRATION AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2017 <u>EMPLOYEES</u>	2018 <u>EMPLOYEES</u>	INCREASE/ <u>(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 \$1,627 due to personnel changes offset by 2% wage adjustment and increases in health insurance.
- Contractual expenses increased \$17,059 primarily due to 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 2018.

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 2018

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

Planning Division

- Determine best strategy to fund improvements at the Global Trade Park using a combination of private and public dollars.
- Initiate development plan for Global Trade Park South.
- Complete engineering cost estimates for offsite public improvements for Global Trade Park South.
- Advance property acquisition control options with land owners 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.
- Continue implementation of Global Trade Park branding and signage.
- Continue cooperative marketing plan for targeted industries with Rockford Area Economic Development Council (RAEDC).
- Prepare and assist land owners in advancing properties to the Qualified Sites Program.
- Identify and develop sites for community solar investments.
- Provide a focus on bringing employment opportunities to areas of the City where prospective employees face challenges regarding transportation and child care resources.
- Identify the best use for available properties and work towards site readiness.
- Continue coordination with community partner organizations to work on improvement plans.
- Continue to advance development agreement and plans with Rock Valley College at Colman Village.
- Develop long term financing strategy to fully redevelop all phases of Colman Village.
- Complete Corridor Improvement Plan for South Main Street.
- Implement Madison Street Corridor Improvement Plan.
- 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 development within the Auburn Street Corridor TIF.
- Implement 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, 219 S. 2nd and 514 S Church.
- Implement strategy for the redevelopment of Magna/CVS site on East State Street.
- Market façade improvement program to priority areas including South Main Street, N Main and State Street.
- Continue coordination with neighborhood and business district groups.
- 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.
- Integrate Economic Development Division into the Hansen System to improve communication of programs, application and utilization.
- Continue to work with RAEDC to develop and advance a Quick Start Building Project.
- 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.
- Continue to implement corridor improvement strategies.
- Develop retail marketing strategy and content material.
- Attend ICSC Two Retail Showcase Events.
- Amend Boundaries of Enterprise Zone #1 by deleting non-developable areas and expanding to developable areas.
- Annex strategic commercial properties into the I-90 Enterprise Zone.
- Expand the boundary of the River Edge Redevelopment Zone on North Main.

Planning Division

- Improve employment conditions in the Rockford Enterprise Zone Areas to contribute to a healthier and sustainable region with a focus on job creation in existing job/economic clusters.

PLANNING DIVISION BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$431,461	\$502,776	\$397,340	\$521,870	\$19,094
CONTRACTUAL	118,481	105,660	105,909	116,560	10,900
SUPPLIES	9,827	2,030	2,949	2,030	0
OTHER	<u>3,859</u>	<u>1,767</u>	<u>1,767</u>	<u>0</u>	<u>(1,767)</u>
TOTAL	<u>\$563,628</u>	<u>\$612,233</u>	<u>\$507,965</u>	<u>\$640,460</u>	<u>\$28,227</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
REIMBURSEMENTS	\$76,734	\$53,800	\$62,815	\$66,025	\$3,210
CDBG FUND	125,460	140,950	176,028	101,160	(74,868)
TIF FUNDS	242,800	244,400	197,000	185,900	(11,100)
ZONING FEES	140,000	130,000	165,000	191,000	26,000
OTHER GOVERNMENTS(RATS)	10,000	10,000	10,000	0	(10,000)
GENERAL REVENUES	<u>40,908</u>	<u>(15,522)</u>	1,390	<u>96,375</u>	<u>94,985</u>
TOTAL	<u>\$635,902</u>	<u>\$563,628</u>	<u>\$612,233</u>	<u>\$640,460</u>	<u>\$28,227</u>

PLANNING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2017 <u>EMPLOYEES</u>	2018 <u>EMPLOYEES</u>	INCREASE/ (DECREASE)
PLAN & ZONING PROGRAMS MANAGER	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
ECONOMIC DEVELOPMENT COORDINATOR	109	1.00	1.00	0.00
SR ADMINISTRATIVE ASSISTANT	105	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>4.50</u>	<u>4.50</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase.
- Contractual expenses increased \$10,900 primarily due to internal service charges.
- Other shows a decrease of \$1,767 due to lease payments for capital ending.

CAPITAL EQUIPMENT

No capital equipment is planned for 2018.

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 2018

- 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.
- Lead Problem Properties Team to develop and implement methods and systems to remove blight per recommendations of Center for Community Progress report.
- Develop and implement processes for Property Standards to help recover costs associated with inspection protocol and hearings.
- Restructure to code hearing process to optimize effectiveness and minimize the investment of staff time.
- Implement procedures to minimize code hearing fines and increase collection of imposed fines.
- Evaluate and review demolitions 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 Construction and Development Service website.
- Coordinate process improvement with the Fire Department for inspections, plan reviews, and other activities.
- Complete annexation process improvement including reassembling an annexation team.
- Complete Special Use Permit, Liquor Advisory Board, Zoning Board of Appeals, and Inspection process for compliance of conditions and meeting requirements.
- Work internally and coordinate with other agencies on a community wide, comprehensive approach to vacant and blighted properties.
- Work within the department to help reduce number of absentee-ownership properties.
- 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.

Construction & Development Services Division

- Complete unification of plan review process among all departments and prepare software and hardware options for council review of online plan review systems.
- Continue improving our codes and regulations to facilitate cost effective sustainable development.
- Implement vacant property registration.
- Improve rental registry prosecution, cost recovery, and compliance.

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,967,030	\$2,097,862	\$1,994,126	\$2,181,137	\$83,275
CONTRACTUAL	1,194,883	1,033,691	1,928,819	879,424	(154,267)
SUPPLIES	12,930	7,650	5,385	7,650	0
OTHER	45,712	20,225	24,745	9,844	(10,381)
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,220,555</u>	<u>\$3,159,428</u>	<u>\$3,953,074</u>	<u>\$3,078,055</u>	<u>(\$81,373)</u>
FUNDING SOURCE	2015	2016	2017	2018	INCREASE
PROPERTY TAXES	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FRINGE BENEFIT REIMB	<u>\$336,286</u>	<u>\$348,055</u>	<u>\$330,513</u>	<u>\$336,704</u>	<u>\$6,191</u>
FEEES					
BUILDING	951,351	1,670,108	923,000	1,003,000	80,000
ELECTRICAL	45,663	49,208	45,000	55,000	10,000
PLUMBING/HEATING	150,766	164,412	166,000	155,000	(11,000)
CODE VIOLATION FEES	0	0	0	15,000	15,000
NH ZONING FINES	117,933	150,311	140,000	150,000	10,000
PARKING ZONING FINES	14,154	6,470	10,000	10,000	0
ALL OTHER	<u>132,650</u>	<u>216,106</u>	<u>300,600</u>	<u>323,000</u>	<u>22,400</u>
TOTAL FEES	<u>1,412,517</u>	<u>1,565,225</u>	<u>1,584,600</u>	<u>1,711,000</u>	<u>126,400</u>
CDBG FUND REIMB	570,260	570,260	570,260	570,260	0
SANITATION REIMB	564,342	464,960	234,455	225,097	(9,358)
GENERAL REVENUES	<u>391,863</u>	<u>272,055</u>	<u>439,599</u>	<u>234,994</u>	<u>(204,605)</u>
TOTAL	<u>\$3,275,268</u>	<u>\$3,220,555</u>	<u>\$3,159,428</u>	<u>\$3,078,055</u>	<u>(\$81,373)</u>

Construction & Development Services Division

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
MANAGER BUILDING CODE SECTION	213	1.00	1.00	0.00
PROP IMPROVEMENT PROGRAM MGR	108	1.00	1.00	0.00
BUILDING INSPECTOR ADMINISTRATOR	109	1.00	1.00	0.00
ZONE COORDINATOR	107	1.00	1.00	0.00
ZONING AND LAND USE ADMIN	110	1.00	1.00	0.00
BUILDING AND CODE EXAMINER	108	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
INSPECTION OFFICER	CD-20	6.00	6.00	0.00
LAND USE PLANNER	CD-16	2.00	2.00	0.00
NHOOD ENFORCEMENT SPECIALIST	CD-15	5.00	5.00	0.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>25.00</u>	<u>25.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase for all staff as well as an increase in IMRF and health insurance.
- Contractual expenses decreased \$154,267 primarily due to reductions to internal service contracts and demolitions.
- Estimated lease payments for capital payments in 2018 are budgeted at \$9,844.

CAPITAL EQUIPMENT

There are no capital purchases budgeted for 2018.

Construction & Development Services Division

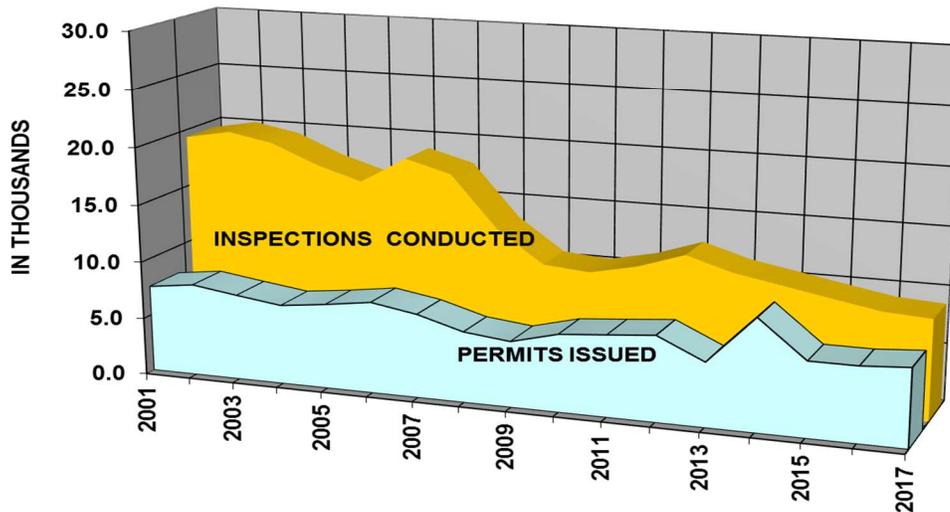
CONSTRUCTION & DEVELOPMENT SERVICES PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Property Standards				
# P.S. Inspections	2,532	3,000	2,919	3,000
# P.S. Complaints	1,024	900	756	900
Avg # Days to 1st Insp	2	2	2	2
# Order to Repair	NR	500	1,117	1,000
Avg #Dys Insp. to OTR	NR	5	NR	5
# Condemnations	365	350	213	350
# Condemns Lifted	47	200	58	200
# Emergency Demos	11	5	13	5
Total # Demos by City	118	100	100	80
Neighborhood Standards				
# N.S. Complaints	4,118	3,900	5,000	5,500
Unfounded Complaints	1,469	1,350	1,600	1,760
Proactive Cases	4,969	4,800	5,500	6,050
# Zoning Cases Started	1,362	1,500	2,500	2,750
# Nuisance Cases Started	6,373	5,550	6,600	7,260
% Rate of Voluntary Compliance	49%	70%	70%	72%
Avg # Days to Voluntary Compliance	21.4	20	13	12
% Rate of Induced Compliance	8%	25%	2%	2%
Avg # Days to Induced Compliance	44.4	50	27	25
% Rate of Forced Compliance	44%	17%	28%	25%
Avg # Days to Forced Compliance	23.3	30	24	21

Construction & Development Services Division

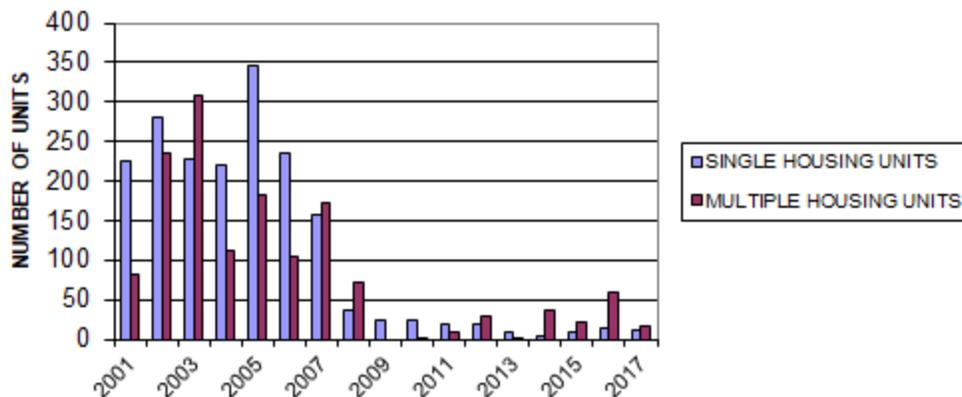
CONSTRUCTION & DEVELOPMENT SERVICES OPERATIONAL INFORMATION

BUILDING PERMITS AND INSPECTIONS YEARS FROM 2001-2017



During the past seventeen years, total permits issued by the Construction & Development Services Division have been slowly increasing. Permits issued in 2001 were 7,560 while 2017 was 6,744.

CITY OF ROCKFORD HISTORY OF HOUSING CONSTRUCTION ACTIVITY-UNITS YEARS FROM 2001-2017



Housing construction for single and multifamily units in 2016 was 15 and 59 for a total of 74. 2017 had altered levels of activity, with 12 single family units and 17 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 2018

-) Continue to accept and process applications for existing owner occupied rehab and new construction projects and other strategic rental or home ownership projects.
-) Code Enforcement will continue to provide needed services to the Community Development Block Grant Code Enforcement area including the Midtown, Ellis Heights, West Gateway Coalition, Coronado-Haskell and South Main neighborhoods.
-) Administer a HOME-funded and/or Tax Incentive Program housing purchase/rehabilitation program for purchasers of 1-6 unit housing that will own one of the units.
-) The Valencia Apartments will be rehabilitated by a for profit developer in 2018.
-) Plan, develop, and administer programs according to CDBG and HOME Federal requirements and monitor all current and prior year activity.
-) Seek new Community Housing Development Organizations (CHDOs) and applications for projects. Administer, underwrite and process all applications and monitor the use of funds. Provide technical assistance to potential CHDOs so that Rockford maintains at least one certified CHDO.
-) Continue to work with NWHomeStart to assist them in meeting the completion deadline established by the National Foreclosure Settlement grant in the amount of \$2.5 million.
-) Continue partnerships with the Winnebago County Health Department and the Human Services Department to address lead based paint hazards in homes, leveraging our federal funds when feasible.

Community Development Business Group

-) Continue to work with Construction Services to demolish blighted properties through the fast track demolition process, the acquisition of properties and demolition through the Blight Reduction program and the acquisition of properties through donations/nominal amounts; identify, apply, administer additional sources of revenue to address the continued need.
-) Seek proposals for the redevelopment and/or sale of excess property acquired with Community Development Block Grant and/or Neighborhood Stabilization Program funds.
-) Apply for funds through sources other than entitlement grants, such as the State of Illinois, for housing related activity and manage grant funds.
-) Continue to lend our support to various committees throughout the community.
-) Continue to administer and report on the status of the Neighborhood Stabilization Program1 grant, complete the program activities, and use program income when available. NSP Close Out will be completed in 2018.
-) Complete and submit the 2018 Annual Plan for CDBG and HOME funds and the 2017 CAPER (annual report). Begin the planning process for 2019 Annual Action Plan.
-) Ensure that the Discovery Center and its 21st Century after school program is compliant.
-) Develop and begin the administration of a “streamlined” owner occupied housing rehabilitation program for properties constructed after 1978.
-) Assist with the implementation of Region 1 Planning Council’s IHDA grant for the Land Bank Capacity Program.
-) Administer the Water Hook Up program jointly with the Public Works Department - Water.

COMMUNITY DEVELOPMENT BUSINESS GROUP BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$544,603	\$541,580	\$525,182	\$567,812	\$26,232
CONTRACTUAL	319,305	181,508	162,095	130,350	(51,158)
SUPPLIES	2,301	3,629	1,066	2,100	(1,529)
OTHER	<u>3,033,966</u>	<u>3,428,955</u>	<u>4,087,315</u>	<u>2,232,448</u>	<u>(1,196,507)</u>
TOTAL	<u>\$3,900,175</u>	<u>\$4,155,672</u>	<u>\$4,775,658</u>	<u>\$2,932,710</u>	<u>(\$1,222,962)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
COMMUNITY DEVELOPMENT GRANT	\$2,059,278	\$2,027,397	\$2,027,397	\$1,985,836	(\$41,561)
HOME PROGRAM	777,086	793,206	793,206	741,010	(52,196)
OTHER FEDERAL/STATE	186,454	185,376	185,376	178,449	(6,927)
PROGRAM INCOME	<u>61,622</u>	<u>34,611</u>	<u>45,000</u>	<u>27,415</u>	<u>(17,585)</u>
	3,084,440	3,040,590	3,050,979	2,932,710	(118,269)
REPROGRAMMED FUNDS-PRIOR YEARS					
COMMUNITY DEVELOPMENT GRANT	212,276	388,395	100,548	1,673,331	1,572,783
HOME PROGRAM	<u>1,237,410</u>	<u>1,140,933</u>	<u>1,004,145</u>	<u>857,285</u>	<u>(146,860)</u>
	<u>1,449,686</u>	<u>1,529,328</u>	<u>1,104,693</u>	<u>2,530,616</u>	<u>1,425,923</u>
TOTAL	<u>\$4,534,126</u>	<u>\$4,569,918</u>	<u>\$4,155,672</u>	<u>\$5,463,326</u>	<u>\$2,851,846</u>

Community Development Business Group

COMMUNITY DEVELOPMENT BUSINESS GROUP AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
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>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a 2% wage increase for all staff as well as an increase in IMRF and health insurance.
-) Contractual expenses decreased \$51,158 as a result of reduction in consultant fees.
-) Other shows significant decrease in rehab loans and grants as a result of reductions in unobligated carryover from previous year funding.

CAPITAL EQUIPMENT

For 2018, the Division will not have any capital purchases.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$3,021	\$3,112	\$3,205	\$3,301	\$3,400
Expenditures	<u>3,021</u>	<u>3,112</u>	<u>3,205</u>	<u>3,301</u>	<u>3,400</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 2019-2023 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

COMMUNITY DEVELOPMENT BUSINESS GROUP PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
HOMEOWNER REHAB PROGRAM	4	0	0	2
DISCOVERY CENTER-CHILDREN ASSISTED	203	220	199	220
CODE ENFORCEMENT	5,940	5,000	5,915	5,000
HOME-HOMEOWNER REHAB PROGRAM	17	27	23	22
HOME-HOMEBUYER ASSISTANCE	5	10	11	13
RENTAL REHAB PROJECTS	n/a	20	0	2
CHDO OPERATING SUBSIDY	0	0	0	0
CHDO REHAB & NEW CONSTRUCTION UNITS	0	5	0	1
NSP REDEVELOPED UNITS COMMITTED	0	1	0	0
CDBG, IHDA, GF, SAN, CHARITY DEMOS	118	100	107	82
WATER HOOK UP PROGRAM	1	n/a	n/a	n/a
TAX INCENTIVE PROGRAM	0	1	0	1

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 2018

- 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	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$63,700	\$22,580	\$48,047	\$21,590	(\$990)
OTHER	<u>5,365,599</u>	<u>5,747,184</u>	<u>7,655,912</u>	<u>5,014,858</u>	<u>(732,326)</u>
TOTAL	<u>\$5,429,299</u>	<u>\$5,769,764</u>	<u>\$7,703,959</u>	<u>\$5,036,448</u>	<u>(\$733,316)</u>
FUNDING SOURCE	2015	2016	2017	2018	INCREASE
REDEVELOPMENT SALES TAX	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	(DECREASE)
MOTEL	\$380,482	\$387,256	\$461,286	\$390,000	(\$71,286)
PACKAGE	561,538	564,889	566,781	550,000	(16,781)
RESTAURANT	<u>3,360,193</u>	<u>3,486,319</u>	<u>3,569,633</u>	<u>3,490,000</u>	<u>(79,633)</u>
SUBTOTAL	\$4,302,213	\$4,438,464	\$4,597,700	\$4,430,000	(\$167,700)
OTB TRANSFER	\$0	\$90,000	\$253,143	\$82,100	(\$171,043)
TOURISM TRANSFER	0	478,200	450,000	607,200	157,200
EQUITY TRANSFER	0	0	1,029,920	0	(1,029,920)
MISCELLANEOUS	0	271,180	270,000	270,000	0
INTEREST INCOME	<u>30,521</u>	<u>36,303</u>	<u>7,000</u>	<u>40,000</u>	<u>33,000</u>
TOTAL	<u>\$4,332,734</u>	<u>\$5,314,147</u>	<u>\$6,607,763</u>	<u>\$5,429,300</u>	<u>(\$1,178,463)</u>

BUDGET HIGHLIGHTS

- The budgeted subsidy for RAVE is \$863,844.
- Debt service payments total \$2,987,803, a decrease of \$949,838 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 \$1,270,435 for 2018. The city resumed debt service payments in 2014 for the \$16.7 million bond issued in 2007. Also, \$893,693 is budgeted for the 2009 \$8.065 million BMO Harris Center taxable refunding issue. Debt service for the Downtown Sports Facility totals \$823,675.
- The budgeted amount for the Rockford Area Economic Development Council (RAEDC) is \$150,000.

Redevelopment Fund

- Tax revenue is budgeted at \$4,430,000, an increase of 7.2% 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 2019-2023 five-year forecast assumes growth in taxes – one percent for motels, three percent for packaged liquor, and two percent for restaurants – reflecting the past history. The refinancing and the structural changes made in 2009 and the change in the operating agreement with RAVE should insure the long term viability of this fund.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$5,429	\$5,848	\$5,920	\$5,994	\$5,933
Expenses	<u>4,735</u>	<u>5,371</u>	<u>5,379</u>	<u>5,732</u>	<u>5,746</u>
Excess (Deficit)	<u>694</u>	<u>477</u>	<u>541</u>	<u>262</u>	<u>187</u>
Beginning Balance	<u>1,279</u>	<u>1,973</u>	<u>2,450</u>	<u>2,991</u>	<u>3,253</u>
Ending Balance	<u>\$1,973</u>	<u>\$2,450</u>	<u>\$2,991</u>	<u>\$3,253</u>	<u>\$3,440</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 2018

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

TOURISM FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO RACVB	\$1,320,727	\$1,050,600	\$1,584,713	\$1,400,000	\$349,400
TRANSFER FOR DEBT SERVICES	478,200	450,000	-	-	(450,000)
TRANSFER TO REDEVELOPMENT	-	-	450,000	607,200	607,200
PURCHASE OF SERVICES	<u>1,800</u>	<u>1,800</u>	<u>3,150</u>	<u>1,800</u>	<u>0</u>
TOTAL	<u>\$1,800,727</u>	<u>\$1,502,400</u>	<u>\$2,037,863</u>	<u>\$2,009,000</u>	<u>\$506,600</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
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 revenues for 2017 were \$2,293,949.
- The transfer to the Rockford Area Convention & Visitor's Bureau increases \$349,400 to \$1,400,000. This consists of revenue equal to 60% of the Tourism Promotion Sales Tax proceeds and funding from the 1% challenge grant.
- Funds transferred to the Redevelopment Fund to support debt service payments for the BMO Harris Bank Center are budgeted at \$607,200, a \$157,200 increase from 2017.

Tourism Promotion Fund

TOURISM FUND FIVE YEAR FORECAST

The 2019-2023 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$2,009	\$2,069	\$2,131	\$2,195	\$2,261
Expenses	<u>2,009</u>	<u>2,069</u>	<u>2,131</u>	<u>2,195</u>	<u>2,261</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 17 Commercial Retail TIF Districts, East River, West Side #2, River District North, South Rockford, Assisted Living, West State and Kilburn, State and Central, Springfield Corners, North Main and Eddy Ave, North Main and Auburn, Main and Whitman, Midtown, Broadway, State and Alpine, East State and Mulford, Jefferson and North 3rd Street, and Auburn Street.

OBJECTIVES FOR FISCAL YEAR 2018

- Continue coordination with community partner organizations to work on improvement plans.
- Complete annual tax increment financing reporting.
- Continue to advance development agreement and plans with Rock Valley College at Colman Village
- Develop long term financing strategy to fully redevelop all phases of Colman Village.
- Complete Corridor Improvement Plan for South Main Street.
- Implement Madison Street Corridor Improvement Plan.
- Attract a minimum of four new companies to commercial TIFs.
- Assist a minimum of four existing companies in commercial TIFs.
- Initiate cooperative marketing plan for commercial development within the Auburn Street Corridor TIF.
 - Implement the Amerock 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, 219 S. 2nd and 514 S Church.
- Implement strategy for the redevelopment of Magna/CVS site on East State Street.
- Market façade improvement program to priority areas including South Main Street, N Main and State Street.
- Continue coordination with neighborhood and business district groups.

Retail Tax Increment Financing Districts

BUDGET SUMMARIES

SOUTH ROCKFORD TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$356,114	\$298,982	\$298,982	\$271,142	(\$27,840)
TOTAL	\$356,114	\$298,982	\$298,982	\$271,142	(\$27,840)

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
TAX INCREMENT	\$99,448	\$111,962	\$118,878	\$113,531	(\$5,347)
TRANSFER FROM RIVER TIF	150,000	0	0	0	0
TOTAL	\$249,448	\$111,962	\$118,878	\$113,531	(\$5,347)

ASSISTED LIVING TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$0	\$0	\$0	\$0	\$0
INTEREST INCOME	4	3	4	4	0
TOTAL	\$4	\$3	\$4	\$4	\$0

EAST RIVER TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$1,035,954	\$307,762	\$307,762	\$211,062	(\$96,700)
TOTAL	\$1,035,954	\$307,762	\$307,762	\$211,062	(\$96,700)

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$186,312	\$281,984	\$298,332	\$339,764	\$41,432
TRANSFER FROM 7TH ST TIF	1,092,075	0	0	0	0
INTEREST INCOME	3,246	10,886	0	428	428
TOTAL	\$1,281,633	\$292,870	\$298,332	\$340,192	\$41,860

Retail Tax Increment Financing Districts

WEST SIDE 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$2,220	\$0	\$3,206	\$0	\$0
TOTAL	<u>\$2,220</u>	<u>\$0</u>	<u>\$3,206</u>	<u>\$0</u>	<u>\$0</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$627	\$822	\$809	\$809	\$0
INTEREST INCOME	<u>157</u>	<u>152</u>	<u>106</u>	<u>180</u>	<u>74</u>
TOTAL	<u>\$784</u>	<u>\$974</u>	<u>\$915</u>	<u>\$989</u>	<u>\$74</u>

RIVER NORTH TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$118,655	\$309,685	\$95,506	\$93,506	(\$216,179)
TOTAL	<u>\$118,655</u>	<u>\$309,685</u>	<u>\$95,506</u>	<u>\$93,506</u>	<u>(\$216,179)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$45,853	\$51,080	\$109,816	\$110,355	\$539
INTEREST INCOME	<u>1,944</u>	<u>1,541</u>	<u>111</u>	<u>3,680</u>	<u>3,569</u>
TOTAL	<u>\$47,797</u>	<u>\$52,621</u>	<u>\$109,927</u>	<u>\$114,035</u>	<u>\$4,108</u>

STATE KILBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$25,661	\$30,192	\$15,786	\$17,851	\$2,065
INTEREST INCOME	<u>815</u>	<u>1,049</u>	<u>1,031</u>	<u>2,335</u>	<u>1,304</u>
TOTAL	<u>\$26,476</u>	<u>\$31,241</u>	<u>\$16,817</u>	<u>\$20,186</u>	<u>\$3,369</u>

Retail Tax Increment Financing Districts

STATE CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$48,578</u>	<u>\$47,268</u>	<u>\$47,268</u>	<u>\$43,392</u>	<u>(\$3,876)</u>
TOTAL	<u>\$48,578</u>	<u>\$47,268</u>	<u>\$47,268</u>	<u>\$43,392</u>	<u>(\$3,876)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$42,560</u>	<u>\$51,734</u>	<u>\$70,827</u>	<u>\$83,445</u>	<u>\$12,618</u>
TOTAL	<u>\$42,560</u>	<u>\$51,734</u>	<u>\$70,827</u>	<u>\$83,445</u>	<u>\$12,618</u>

SPRINGFIELD CORNERS TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$446,194</u>	<u>\$444,918</u>	<u>\$444,918</u>	<u>\$496,349</u>	<u>\$51,431</u>
TOTAL	<u>\$446,194</u>	<u>\$444,918</u>	<u>\$444,918</u>	<u>\$496,349</u>	<u>\$51,431</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$214,026</u>	<u>\$206,784</u>	<u>\$234,779</u>	<u>\$207,002</u>	<u>(\$27,777)</u>
TOTAL	<u>\$214,026</u>	<u>\$206,784</u>	<u>\$234,779</u>	<u>\$207,002</u>	<u>(\$27,777)</u>

NORTH MAIN STREET TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$193,361</u>	<u>\$183,776</u>	<u>\$183,776</u>	<u>\$185,339</u>	<u>\$1,563</u>
TOTAL	<u>\$193,361</u>	<u>\$183,776</u>	<u>\$183,776</u>	<u>\$185,339</u>	<u>\$1,563</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$45,190</u>	<u>\$45,158</u>	<u>\$39,968</u>	<u>\$39,968</u>	<u>\$0</u>
TOTAL	<u>\$45,190</u>	<u>\$45,158</u>	<u>\$39,968</u>	<u>\$39,968</u>	<u>\$0</u>

Retail Tax Increment Financing Districts

MAIN AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$724	\$0	\$90	\$6,764	\$6,764
TOTAL	<u>\$724</u>	<u>\$0</u>	<u>\$90</u>	<u>\$6,764</u>	<u>\$6,764</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$1,339	\$2,782	\$16,337	\$16,367	\$18,357
INTEREST INCOME	<u>676</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,361</u>
TOTAL	<u>\$2,015</u>	<u>\$2,782</u>	<u>\$16,337</u>	<u>\$16,367</u>	<u>\$19,718</u>

MAIN WHITMAN TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$123,398	\$95,500	\$95,500	\$96,538	\$1,038
TOTAL	<u>\$123,398</u>	<u>\$95,500</u>	<u>\$95,500</u>	<u>\$96,538</u>	<u>\$1,038</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$19,446</u>	<u>\$139,323</u>	<u>\$137,589</u>	<u>\$137,589</u>	<u>\$0</u>
TOTAL	<u>\$19,446</u>	<u>\$139,323</u>	<u>\$137,589</u>	<u>\$137,589</u>	<u>\$0</u>

MIDTOWN TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$47,162	\$47,162	\$4,643	(\$42,519)
TOTAL	<u>\$0</u>	<u>\$47,162</u>	<u>\$47,162</u>	<u>\$4,643</u>	<u>(\$42,519)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$9,853	\$8,469	\$15,203	\$16,714	\$1,511
INTEREST INCOME	<u>1,166</u>	<u>1,170</u>	<u>418</u>	<u>1,032</u>	<u>614</u>
TOTAL	<u>\$11,019</u>	<u>\$9,639</u>	<u>\$15,621</u>	<u>\$17,746</u>	<u>\$2,125</u>

Retail Tax Increment Financing Districts

BROADWAY TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX	\$84,159	\$41,326	\$47,880	\$48,650	\$770
INTEREST INCOME	<u>1,981</u>	<u>1,674</u>	<u>1,696</u>	<u>1,653</u>	<u>(43)</u>
TOTAL	<u>\$86,140</u>	<u>\$43,000</u>	<u>\$49,576</u>	<u>\$50,303</u>	<u>\$727</u>

STATE ALPINE TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$90,000</u>	<u>\$143,081</u>	<u>\$143,081</u>	<u>\$90,000</u>	<u>(\$53,081)</u>
TOTAL	<u>\$90,000</u>	<u>\$143,081</u>	<u>\$143,081</u>	<u>\$90,000</u>	<u>(\$53,081)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX	\$116,459	\$114,667	\$113,239	\$113,240	\$1
INTEREST INCOME	<u>5,827</u>	<u>5,653</u>	<u>4,020</u>	<u>4,253</u>	<u>233</u>
TOTAL	<u>\$122,286</u>	<u>\$120,320</u>	<u>\$117,259</u>	<u>\$117,493</u>	<u>\$234</u>

MULFORD/STATE TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$63,054</u>	<u>\$205,044</u>	<u>\$205,044</u>	<u>\$98,164</u>	<u>(\$106,880)</u>
TOTAL	<u>\$63,054</u>	<u>\$205,044</u>	<u>\$205,044</u>	<u>\$98,164</u>	<u>(\$106,880)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX	\$167,765	\$204,314	\$237,782	\$220,431	<u>(\$17,351)</u>
INTEREST INCOME	<u>3,101</u>	<u>1,786</u>	<u>3,278</u>	<u>2,801</u>	<u>(477)</u>
TOTAL	<u>\$170,866</u>	<u>\$206,100</u>	<u>\$241,060</u>	<u>\$223,232</u>	<u>(\$17,351)</u>

Retail Tax Increment Financing Districts

JEFFERSON/NORTH 3RD TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$1,990</u>	<u>\$16,033</u>	<u>\$2,227</u>	<u>\$16,350</u>	<u>\$317</u>
TOTAL	<u>\$1,990</u>	<u>\$16,033</u>	<u>\$2,227</u>	<u>\$16,350</u>	<u>\$317</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX	\$13,872	\$16,033	\$16,350	\$15,834	(\$516)
INTEREST INCOME	<u>35</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$13,907</u>	<u>\$16,033</u>	<u>\$16,350</u>	<u>\$15,834</u>	<u>(\$516)</u>

AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	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>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX	<u>\$6,465</u>	<u>\$14,305</u>	<u>\$20,332</u>	<u>\$20,509</u>	<u>\$177</u>
TOTAL	<u>\$6,465</u>	<u>\$14,305</u>	<u>\$20,332</u>	<u>\$20,509</u>	<u>\$177</u>

BUDGET HIGHLIGHTS

- This 17 district group collectively runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of \$1,852,342 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. No long term financing is planned for 2018.

RETAIL TAX INCREMENT FIVE YEAR FORECAST

The 2019-2023 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$115	\$116	\$117	\$118	\$119
Expenditures	<u>35</u>	<u>35</u>	<u>35</u>	<u>36</u>	<u>36</u>
Excess (Deficit)	<u>80</u>	<u>81</u>	<u>82</u>	<u>83</u>	<u>83</u>
Beginning Balance	<u>(232)</u>	<u>(152)</u>	<u>(72)</u>	<u>10</u>	<u>93</u>
Ending Balance	<u>(\$152)</u>	<u>(\$72)</u>	<u>\$10</u>	<u>\$93</u>	<u>\$176</u>

Retail Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$346	\$351	\$357	\$362	\$367
Expenditures	<u>212</u>	<u>212</u>	<u>238</u>	<u>237</u>	<u>186</u>
Excess (Deficit)	<u>134</u>	<u>139</u>	<u>119</u>	<u>125</u>	<u>181</u>
Beginning Balance	<u>157</u>	<u>291</u>	<u>429</u>	<u>548</u>	<u>674</u>
Ending Balance	<u>\$291</u>	<u>\$430</u>	<u>\$548</u>	<u>\$673</u>	<u>\$855</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</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>10</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>
Ending Balance	<u>\$11</u>	<u>\$11</u>	<u>\$12</u>	<u>\$13</u>	<u>\$14</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$283	\$291	\$297	\$303	\$309
Expenditures	<u>91</u>	<u>261</u>	<u>265</u>	<u>268</u>	<u>272</u>
Excess (Deficit)	<u>192</u>	<u>30</u>	<u>32</u>	<u>35</u>	<u>37</u>
Beginning Balance	<u>79</u>	<u>271</u>	<u>301</u>	<u>333</u>	<u>368</u>
Ending Balance	<u>\$271</u>	<u>\$301</u>	<u>\$333</u>	<u>\$368</u>	<u>\$405</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$20	\$21	\$21	\$21	\$22
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>20</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>22</u>
Beginning Balance	<u>140</u>	<u>160</u>	<u>181</u>	<u>202</u>	<u>223</u>
Ending Balance	<u>\$160</u>	<u>\$181</u>	<u>\$202</u>	<u>\$223</u>	<u>\$245</u>

Retail Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$84	\$85	\$86	\$87	\$88
Expenditures	<u>43</u>	<u>92</u>	<u>102</u>	<u>103</u>	<u>103</u>
Excess (Deficit)	<u>41</u>	<u>(7)</u>	<u>(16)</u>	<u>(16)</u>	<u>(15)</u>
Beginning Balance	<u>(125)</u>	<u>(84)</u>	<u>(91)</u>	<u>(107)</u>	<u>(123)</u>
Ending Balance	<u>(\$84)</u>	<u>(\$91)</u>	<u>(\$107)</u>	<u>(\$123)</u>	<u>(\$138)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$209	\$261	\$313	\$315	\$318
Expenditures	<u>500</u>	<u>516</u>	<u>371</u>	<u>431</u>	<u>171</u>
Excess (Deficit)	<u>(291)</u>	<u>(255)</u>	<u>(58)</u>	<u>(116)</u>	<u>147</u>
Beginning Balance	<u>(2,925)</u>	<u>(3,216)</u>	<u>(3,470)</u>	<u>(3,528)</u>	<u>(3,644)</u>
Ending Balance	<u>(\$3,216)</u>	<u>(\$3,471)</u>	<u>(\$3,528)</u>	<u>(\$3,644)</u>	<u>(\$3,497)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$40	\$41	\$41	\$42	\$42
Expenditures	<u>161</u>	<u>164</u>	<u>157</u>	<u>155</u>	<u>28</u>
Excess (Deficit)	<u>(120)</u>	<u>(123)</u>	<u>(116)</u>	<u>(113)</u>	<u>14</u>
Beginning Balance	<u>(1,380)</u>	<u>(1,500)</u>	<u>(1,623)</u>	<u>(1,739)</u>	<u>(1,852)</u>
Ending Balance	<u>(\$1,500)</u>	<u>(\$1,623)</u>	<u>(\$1,739)</u>	<u>(\$1,852)</u>	<u>(\$1,838)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$17	\$17	\$17	\$18	\$18
Expenditures	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
Excess (Deficit)	<u>10</u>	<u>10</u>	<u>10</u>	<u>11</u>	<u>11</u>
Beginning Balance	<u>10</u>	<u>20</u>	<u>30</u>	<u>40</u>	<u>51</u>
Ending Balance	<u>\$20</u>	<u>\$30</u>	<u>\$40</u>	<u>\$51</u>	<u>\$62</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$139	\$140	\$142	\$143	\$145
Expenditures	<u>92</u>	<u>88</u>	<u>85</u>	<u>132</u>	<u>126</u>
Excess (Deficit)	<u>47</u>	<u>52</u>	<u>57</u>	<u>11</u>	<u>19</u>
Beginning Balance	<u>(472)</u>	<u>(425)</u>	<u>(373)</u>	<u>(316)</u>	<u>(304)</u>
Ending Balance	<u>(\$425)</u>	<u>(\$373)</u>	<u>(\$316)</u>	<u>(\$305)</u>	<u>(\$285)</u>

Retail Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$18	\$18	\$19	\$19	\$19
Expenditures	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
Excess (Deficit)	<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>
Beginning Balance	<u>70</u>	<u>83</u>	<u>97</u>	<u>111</u>	<u>125</u>
Ending Balance	<u>\$83</u>	<u>\$96</u>	<u>\$111</u>	<u>\$125</u>	<u>\$139</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$51	\$51	\$52	\$52	\$53
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>51</u>	<u>51</u>	<u>52</u>	<u>52</u>	<u>53</u>
Beginning Balance	<u>260</u>	<u>311</u>	<u>362</u>	<u>414</u>	<u>467</u>
Ending Balance	<u>\$311</u>	<u>\$362</u>	<u>\$414</u>	<u>\$466</u>	<u>\$520</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$119	\$120	\$121	\$123	\$124
Expenditures	<u>90</u>	<u>90</u>	<u>90</u>	<u>50</u>	<u>50</u>
Excess (Deficit)	<u>29</u>	<u>30</u>	<u>31</u>	<u>73</u>	<u>74</u>
Beginning Balance	<u>427</u>	<u>456</u>	<u>486</u>	<u>517</u>	<u>590</u>
Ending Balance	<u>\$456</u>	<u>\$486</u>	<u>\$517</u>	<u>\$590</u>	<u>\$664</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$227	\$232	\$236	\$240	\$245
Expenditures	<u>96</u>	<u>84</u>	<u>85</u>	<u>86</u>	<u>86</u>
Excess (Deficit)	<u>131</u>	<u>148</u>	<u>151</u>	<u>154</u>	<u>159</u>
Beginning Balance	<u>433</u>	<u>565</u>	<u>713</u>	<u>864</u>	<u>1,019</u>
Ending Balance	<u>\$564</u>	<u>\$713</u>	<u>\$864</u>	<u>\$1,018</u>	<u>\$1,178</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$16	\$16	\$17	\$17	\$17
Expenditures	<u>16</u>	<u>16</u>	<u>16</u>	<u>17</u>	<u>17</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
Ending Balance	<u>\$1</u>	<u>\$1</u>	<u>\$3</u>	<u>\$2</u>	<u>\$2</u>

Retail Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$21	\$21	\$21	\$21	\$21
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>21</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>21</u>
Beginning Balance	<u>62</u>	<u>82</u>	<u>103</u>	<u>124</u>	<u>145</u>
Ending Balance	<u>\$83</u>	<u>\$103</u>	<u>\$124</u>	<u>\$145</u>	<u>\$166</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 2018

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

Industrial Tax Increment Financing Districts

BUDGET SUMMARIES

KISHWAUKEE HARRISON #1 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$33,983	\$33,614	\$33,614	\$33,930	\$316
TOTAL	\$33,983	\$33,614	\$33,614	\$33,930	\$316

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$39,356	\$40,175	\$40,577	\$39,918	(\$659)
INTEREST INCOME	1,718	1,286	1,118	1,666	548
TOTAL	\$41,074	\$41,461	\$41,695	\$41,584	(\$111)

KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$0	\$0	\$0	\$0	\$0
INTEREST INCOME	10	9	6	9	3
TOTAL	\$10	\$9	\$6	\$9	\$3

PRESTON CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$108,211	\$109,258	\$92,564	\$99,705	(\$9,553)
TOTAL	\$108,211	\$109,258	\$92,564	\$99,705	(\$9,553)

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$75,506	\$77,081	\$76,400	\$79,259	\$2,859
TOTAL	\$75,506	\$77,081	\$76,400	\$79,259	\$2,859

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$10,000	\$10,000	\$10,000	\$0
OTHER	<u>1,282,845</u>	<u>1,364,429</u>	<u>1,364,429</u>	<u>738,956</u>	<u>(625,473)</u>
TOTAL	<u>\$1,282,845</u>	<u>\$1,374,429</u>	<u>\$1,374,429</u>	<u>\$748,956</u>	<u>(625,473)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$809,679</u>	<u>\$901,371</u>	<u>\$852,806</u>	<u>\$841,450</u>	<u>(\$11,356)</u>
TOTAL	<u>\$809,679</u>	<u>\$901,371</u>	<u>\$852,806</u>	<u>\$841,450</u>	<u>(\$11,356)</u>

GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$775	\$0	\$6	\$0	\$0
OTHER	<u>644,080</u>	<u>385,715</u>	<u>385,721</u>	<u>386,172</u>	<u>457</u>
TOTAL	<u>\$644,855</u>	<u>\$385,715</u>	<u>\$385,727</u>	<u>\$386,172</u>	<u>\$457</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$246,128	\$242,227	\$239,845	\$239,845	\$0
TRANSFER FROM TIF	0	0	148,464	31,322	(117,142)
INTEREST INCOME	<u>8,134</u>	<u>9,229</u>	<u>2,107</u>	<u>3,107</u>	<u>1,000</u>
TOTAL	<u>\$254,262</u>	<u>\$251,456</u>	<u>\$390,416</u>	<u>\$274,274</u>	<u>(\$116,142)</u>

GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	<u>3,132</u>	<u>151,557</u>	<u>151,557</u>	<u>31,322</u>	<u>(120,235)</u>
TOTAL	<u>\$3,132</u>	<u>\$151,557</u>	<u>\$151,557</u>	<u>\$31,322</u>	<u>(120,235)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$17,365	\$28,191	\$29,853	\$29,894	\$41
INTEREST INCOME	<u>1,273</u>	<u>1,346</u>	<u>460</u>	<u>474</u>	<u>14</u>
TOTAL	<u>\$18,638</u>	<u>\$29,537</u>	<u>\$30,313</u>	<u>\$30,368</u>	<u>\$55</u>

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK SOUTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATE</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	<u>762</u>	<u>754</u>	<u>762</u>	<u>750</u>	<u>(4)</u>
TOTAL	<u>\$762</u>	<u>\$754</u>	<u>\$762</u>	<u>\$750</u>	<u>(\$4)</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$14,579	\$17,977	\$21,842	\$17,033	<u>(\$4,809)</u>
INTEREST INCOME	<u>357</u>	<u>432</u>	<u>543</u>	<u>1,068</u>	<u>525</u>
TOTAL	<u>\$14,936</u>	<u>\$18,409</u>	<u>\$22,385</u>	<u>\$18,101</u>	<u>(\$4,284)</u>

BUDGET HIGHLIGHTS

- This seven district group collectively runs a deficit for the entire period, with a high of \$1.9 million in 2030. This is entirely due to the Preston and Central TIF District which not only had cost overruns during site preparation but also delays in the project being initiated.
- No long term financing is planned for 2018.

INDUSTRIAL TAX INCREMENT FINANCING FIVE YEAR FORECAST

The 2019-2023 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$42	\$43	\$43	\$44	\$44
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>42</u>	<u>43</u>	<u>43</u>	<u>44</u>	<u>44</u>
Beginning Balance	<u>119</u>	<u>127</u>	<u>135</u>	<u>143</u>	<u>152</u>
Ending Balance	<u>\$161</u>	<u>\$170</u>	<u>\$178</u>	<u>\$187</u>	<u>\$196</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Ending Balance	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>

Industrial Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$80	\$81	\$82	\$83	\$83
Expenditures	<u>99</u>	<u>122</u>	<u>119</u>	<u>115</u>	<u>112</u>
Excess (Deficit)	(19)	(41)	(37)	(32)	(29)
Beginning Balance	(1,557)	(1,576)	(1,617)	(1,654)	(1,687)
Ending Balance	(\$1,576)	(\$1,617)	(\$1,654)	(\$1,686)	(\$1,716)

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$850	\$858	\$867	\$876	\$890
Expenditures	<u>396</u>	<u>637</u>	<u>493</u>	<u>485</u>	<u>482</u>
Excess (Deficit)	454	<u>221</u>	<u>374</u>	<u>391</u>	408
Beginning Balance	(1,068)	(614)	(393)	(18)	372
Ending Balance	(\$614)	(\$393)	(\$19)	\$373	\$780

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$275	\$523	\$386	\$386	\$387
Expenditures	<u>387</u>	<u>387</u>	<u>387</u>	<u>388</u>	<u>388</u>
Excess (Deficit)	(112)	<u>136</u>	(1)	(2)	(1)
Beginning Balance	<u>95</u>	(16)	<u>119</u>	<u>118</u>	<u>116</u>
Ending Balance	(\$17)	<u>\$120</u>	<u>\$118</u>	<u>\$116</u>	<u>\$115</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$31	\$31	\$31	\$31	\$31
Expenditures	<u>32</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
Excess (Deficit)	(1)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Beginning Balance	(8)	(9)	(8)	(7)	(6)
Ending Balance	(\$9)	(\$8)	(\$7)	(\$6)	(\$5)

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$19	\$19	\$19	\$20	\$20
Expenditures	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Excess (Deficit)	<u>18</u>	<u>18</u>	<u>18</u>	<u>19</u>	<u>19</u>
Beginning Balance	<u>89</u>	<u>106</u>	<u>125</u>	<u>143</u>	<u>162</u>
Ending Balance	<u>\$107</u>	<u>\$124</u>	<u>\$143</u>	<u>\$162</u>	<u>\$181</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

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

BUDGET SUMMARIES

LINCOLNWOOD #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$84,842</u>	<u>\$114,514</u>	<u>\$114,514</u>	<u>\$59,241</u>	<u>(\$55,273)</u>
TOTAL	<u>\$84,842</u>	<u>\$114,514</u>	<u>\$114,514</u>	<u>\$59,241</u>	<u>(\$55,273)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$63,160</u>	<u>\$55,299</u>	<u>\$55,852</u>	<u>\$54,611</u>	<u>(\$1,241)</u>
INTEREST INCOME	<u>1,746</u>	<u>1,232</u>	<u>314</u>	<u>232</u>	<u>(82)</u>
TOTAL	<u>\$64,906</u>	<u>\$56,531</u>	<u>\$56,166</u>	<u>\$54,843</u>	<u>(\$1,323)</u>

Residential Tax Increment Financing Districts

LINCOLNWOOD #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$63,514</u>	<u>\$64,912</u>	<u>\$64,916</u>	<u>\$59,836</u>	<u>(\$5,077)</u>
TOTAL	<u>\$63,514</u>	<u>\$64,912</u>	<u>\$64,916</u>	<u>\$59,836</u>	<u>(\$5,077)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$41,134	\$39,266	\$57,821	\$40,590	(\$17,231)
INTEREST INCOME	<u>27</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$41,161</u>	<u>\$39,266</u>	<u>\$57,821</u>	<u>\$40,590</u>	<u>(\$17,231)</u>

RIVER OAKS TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$328,269</u>	<u>\$370,388</u>	<u>\$370,388</u>	<u>\$346,847</u>	<u>(\$23,541)</u>
TOTAL	<u>\$328,269</u>	<u>\$370,388</u>	<u>\$370,388</u>	<u>\$346,847</u>	<u>(\$23,541)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$22,233</u>	<u>\$26,365</u>	<u>\$23,469</u>	<u>\$23,469</u>	<u>\$0</u>
TOTAL	<u>\$22,233</u>	<u>\$26,365</u>	<u>\$23,469</u>	<u>\$23,469</u>	<u>\$0</u>

GARRISON TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$150,442</u>	<u>\$161,070</u>	<u>\$145,255</u>	<u>\$142,214</u>	<u>(\$18,856)</u>
TOTAL	<u>\$150,442</u>	<u>\$161,070</u>	<u>\$145,255</u>	<u>\$142,214</u>	<u>(\$18,856)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$66,777</u>	<u>\$109,236</u>	<u>\$74,345</u>	<u>\$105,499</u>	<u>(\$10,749)</u>
TOTAL	<u>\$66,777</u>	<u>\$109,236</u>	<u>\$74,345</u>	<u>\$105,499</u>	<u>(\$10,749)</u>

Residential Tax Increment Financing Districts

HOPE SIX TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$251,500</u>	<u>\$267,048</u>	<u>\$267,048</u>	<u>\$259,002</u>	<u>(\$8,046)</u>
TOTAL	<u>\$251,500</u>	<u>\$267,048</u>	<u>\$267,048</u>	<u>\$259,002</u>	<u>(\$8,046)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$148,689</u>	<u>\$140,554</u>	<u>\$147,373</u>	<u>\$140,027</u>	<u>(\$7,346)</u>
TOTAL	<u>\$148,689</u>	<u>\$140,554</u>	<u>\$147,373</u>	<u>\$140,027</u>	<u>(\$7,346)</u>

JACKSON SCHOOL TAX INCREMENT FINANCING BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$42,000</u>	<u>\$68,854</u>	<u>\$42,403</u>	<u>\$42,477</u>	<u>(\$26,377)</u>
TOTAL	<u>\$42,000</u>	<u>\$68,854</u>	<u>\$42,403</u>	<u>\$42,477</u>	<u>(\$26,377)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TAX INCREMENT	<u>\$31,768</u>	<u>\$29,904</u>	<u>\$30,288</u>	<u>\$30,931</u>	<u>\$643</u>
TOTAL	<u>\$31,768</u>	<u>\$29,904</u>	<u>\$30,288</u>	<u>\$30,931</u>	<u>\$643</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.
- No long term financing is planned for 2018.

RESIDENTIAL TAX INCREMENT FINANCING DISTRICT FIVE YEAR FORECAST

The 2019-2023 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$55	\$56	\$56	\$57	\$58
Expenditures	<u>57</u>	<u>80</u>	<u>77</u>	<u>1</u>	<u>0</u>
Excess (Deficit)	<u>(2)</u>	<u>(24)</u>	<u>(21)</u>	<u>56</u>	<u>58</u>
Beginning Balance	<u>11</u>	<u>10</u>	<u>(15)</u>	<u>(35)</u>	<u>21</u>
Ending Balance	<u>\$9</u>	<u>(\$14)</u>	<u>(\$36)</u>	<u>\$21</u>	<u>\$79</u>

Residential Tax Increment Financing Districts

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$41	\$41	\$42	\$42	\$43
Expenditures	<u>58</u>	<u>82</u>	<u>78</u>	<u>2</u>	<u>2</u>
Excess (Deficit)	<u>(17)</u>	<u>(41)</u>	<u>(36)</u>	<u>40</u>	<u>41</u>
Beginning Balance	<u>(59)</u>	<u>(76)</u>	<u>(116)</u>	<u>(152)</u>	<u>(112)</u>
Ending Balance	<u>(\$76)</u>	<u>(\$117)</u>	<u>(\$152)</u>	<u>(\$112)</u>	<u>(\$71)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$24	\$24	\$24	\$24	\$25
Expenditures	<u>358</u>	<u>49</u>	<u>50</u>	<u>50</u>	<u>51</u>
Excess (Deficit)	<u>(334)</u>	<u>(25)</u>	<u>(26)</u>	<u>(26)</u>	<u>(26)</u>
Beginning Balance	<u>(2,956)</u>	<u>(3,291)</u>	<u>(3,316)</u>	<u>(3,342)</u>	<u>(3,367)</u>
Ending Balance	<u>(\$3,290)</u>	<u>(\$3,316)</u>	<u>(\$3,342)</u>	<u>(\$3,368)</u>	<u>(\$3,393)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$107	\$108	\$109	\$110	\$111
Expenditures	<u>138</u>	<u>186</u>	<u>179</u>	<u>272</u>	<u>257</u>
Excess (Deficit)	<u>(31)</u>	<u>(78)</u>	<u>(70)</u>	<u>(162)</u>	<u>(146)</u>
Beginning Balance	<u>(659)</u>	<u>(690)</u>	<u>(768)</u>	<u>(838)</u>	<u>(1,000)</u>
Ending Balance	<u>(\$690)</u>	<u>(\$768)</u>	<u>(\$838)</u>	<u>(\$1,000)</u>	<u>(\$1,146)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$141	\$143	\$144	\$146	\$147
Expenditures	<u>252</u>	<u>269</u>	<u>261</u>	<u>257</u>	<u>273</u>
Excess (Deficit)	<u>(111)</u>	<u>(126)</u>	<u>(117)</u>	<u>(111)</u>	<u>(126)</u>
Beginning Balance	<u>(915)</u>	<u>(1,026)</u>	<u>(1,152)</u>	<u>(1,268)</u>	<u>(1,379)</u>
Ending Balance	<u>(\$1,026)</u>	<u>(\$1,152)</u>	<u>(\$1,269)</u>	<u>(\$1,379)</u>	<u>(\$1,505)</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$31	\$31	\$32	\$32	\$32
Expenditures	<u>30</u>	<u>30</u>	<u>93</u>	<u>18</u>	<u>18</u>
Excess (Deficit)	<u>1</u>	<u>1</u>	<u>(61)</u>	<u>14</u>	<u>14</u>
Beginning Balance	<u>(157)</u>	<u>(157)</u>	<u>(156)</u>	<u>(217)</u>	<u>(204)</u>
Ending Balance	<u>(\$156)</u>	<u>(\$156)</u>	<u>(\$217)</u>	<u>(\$203)</u>	<u>(\$190)</u>

Sanitation Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

FUND AND RATE INFORMATION

-) A rate increase from 20.14 monthly to 20.81 monthly was incorporated, as forestry expense related to the emerald ash borer threat are reduced.
-) Rate increases will be necessary for 2019 and going forward to keep charges in line with increases in the collection contract, a minimum of 1.75% per year.

SANITATION FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$8,840,123	\$8,799,850	\$8,994,601	\$9,080,650	\$280,800
OTHER	<u>5,558,705</u>	<u>5,492,445</u>	<u>5,742,445</u>	<u>3,328,453</u>	<u>(2,163,992)</u>
TOTAL	<u>\$14,398,828</u>	<u>\$14,292,295</u>	<u>\$14,737,046</u>	<u>\$12,409,103</u>	<u>(\$1,883,192)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
SANITATION	\$35,859	\$34,676	\$34,700	\$0	(\$34,700)
FRINGE BENEFIT REIMB	0	0	650	650	0
USER FEE	12,056,076	12,411,845	11,723,900	12,285,000	561,100
LANDFILL RENT	17,752	17,752	27,100	27,100	0
BULK EXCESS FEE	15,500	14,750	15,000	15,000	0
PENALTIES	281,324	278,859	250,000	250,000	0
MISCELLANEOUS	7,525	3,000	5,000	5,000	0
INTEREST INCOME	<u>76,579</u>	<u>70,351</u>	<u>80,000</u>	<u>80,000</u>	<u>0</u>
TOTAL	<u>\$12,490,615</u>	<u>\$12,831,233</u>	<u>\$12,136,350</u>	<u>\$12,662,750</u>	<u>\$526,400</u>

BUDGET HIGHLIGHTS

-) The contractual budget for collection increased \$270,800 or 3.0% from the previous year.
-) Customers are estimated at 49,700 for the year.
-) Transfers to the general fund decreased \$2,200,000, as result of a reduction in transfer to general fund.

Sanitation Fund

SANITATION FUND FIVE YEAR FORECAST

The 2019-2023 five year forecast assumes that total tonnage will increase approximately 300 tons per year. Costs are expected to increase 1.75% (the minimum, 4% is the maximum) annually for collection and disposal.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Recommended Rates	\$254.67	\$259.77	\$264.96	\$270.26	\$275.67
Revenues	\$12,916	\$13,174	\$13,438	\$13,707	\$13,981
Expenses	<u>12,657</u>	<u>12,910</u>	<u>13,169</u>	<u>13,432</u>	<u>13,701</u>
Excess(Deficit)	<u>259</u>	<u>264</u>	<u>269</u>	<u>275</u>	<u>280</u>
Beginning Balance	<u>426</u>	<u>685</u>	<u>949</u>	<u>1,218</u>	<u>1,493</u>
Ending Balance	<u>\$685</u>	<u>\$949</u>	<u>\$1,218</u>	<u>\$1,493</u>	<u>\$1,773</u>
RESERVE	5.4	7.3	9.2	11.1	12.9

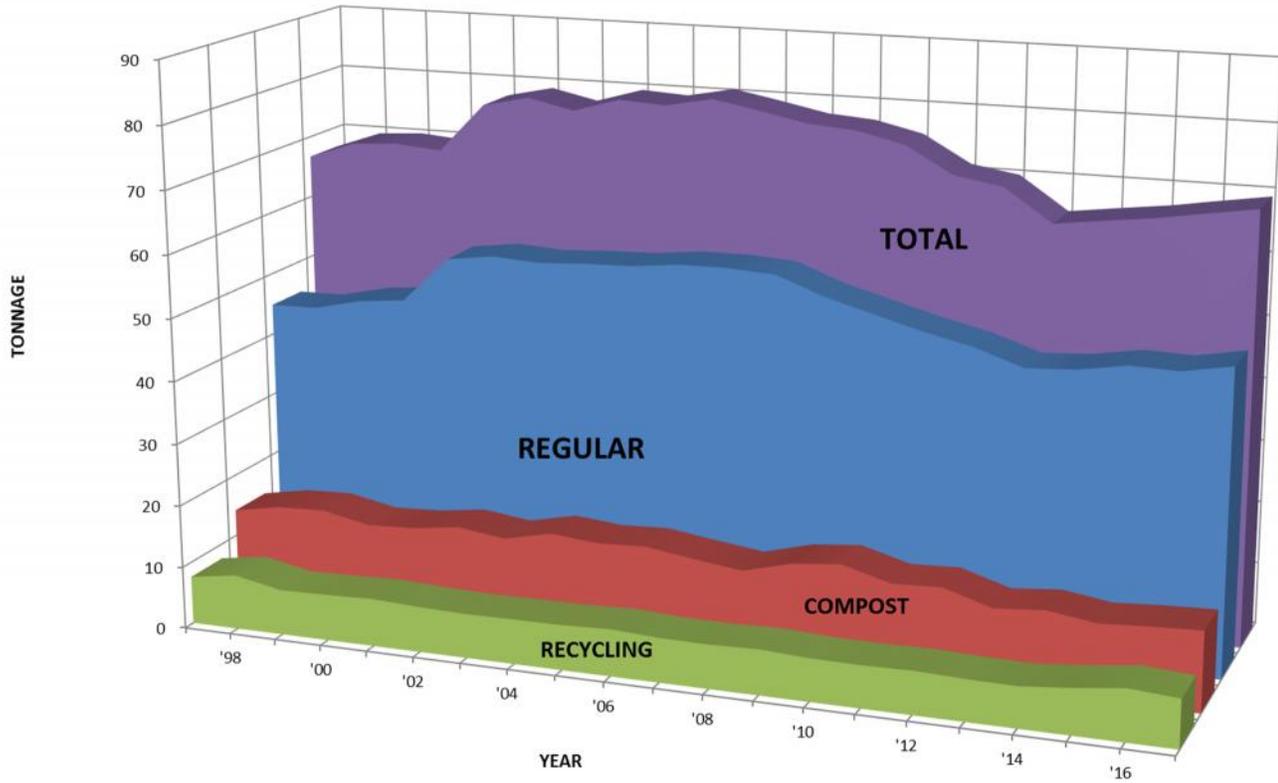
SANITATION FUND PERFORMANCE MEASUREMENTS

	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 BUDGET
WASTE TONNAGE	47,140	48,608	51,141	47,100
COMPOST TONNAGE	12,470	12,777	11,626	11,480
RECYCLING TONNAGE	8,230	7,675	6,969	7,911
LANDFILL TONNAGE	47,140	48,608	51,141	47,100
DIVERTED TONNAGE	20,700	20,452	18,595	19,391
DIVERSION RATE	30.5%	29.6%	26.7%	29.2%

Sanitation Fund

SANITATION FUND OPERATIONAL INFORMATION

SOLID WASTE COLLECTION AND DIVERSION 1997-2017



As the performance measurement schedule indicates, the introduction of alternative programs, composting and recycling, have kept wastes out of the landfill. In 2017, 26.7% of the waste stream, or 18,595 tons, was diverted.

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 2018

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

Human Services

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

HUMAN SERVICES BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,370,387	\$6,640,951	\$6,413,376	\$6,895,192	\$254,241
CONTRACTUAL	1,992,263	1,798,817	2,738,896	2,359,308	560,491
SUPPLIES	568,963	694,108	505,534	567,928	(126,180)
OTHER	5,854,378	2,597,483	6,150,124	5,224,232	2,626,749
CAPITAL	<u>48,702</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$14,834,693</u>	<u>\$11,731,359</u>	<u>\$15,807,930</u>	<u>\$15,046,660</u>	<u>\$3,315,301</u>
FUNDING SOURCE	2015	2016	2017	2018	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	\$8,363,626	\$11,639,471	\$6,298,084	\$11,551,000	\$5,252,916
STATE	<u>6,990,897</u>	<u>3,235,377</u>	<u>5,400,000</u>	<u>3,500,000</u>	<u>(1,900,000)</u>
	<u>\$15,354,523</u>	<u>\$14,874,848</u>	<u>\$11,698,084</u>	<u>\$15,051,000</u>	<u>\$3,352,916</u>

Human Services

HUMAN SERVICES DEPARTMENT PERSONNEL AUTHORIZATION

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
EXECUTIVE DIRECTOR OF HUMAN SERVICES	315	1.00	1.00	0.00
HEADSTART DIRECTOR	512	1.00	1.00	0.00
CSBG DIRECTOR	512	1.00	1.00	0.00
HOME BASE SERVICES MGR	509	1.00	1.00	0.00
SUPPORT SERVICES MGR	509	1.00	1.00	0.00
FAMILY & COMMUNITY PARTNERSHIP MGR	509	1.00	1.00	0.00
CHILD DEVELOPMENT MANAGER	509	1.00	1.00	0.00
HEALTH SERVICES MANAGER	509	1.00	1.00	0.00
COMMUNITY CARE MANAGER	509	1.00	1.00	0.00
SITE MANAGER	507	3.00	3.00	0.00
FISCAL OFFICER	108	1.00	1.00	0.00
SPECIAL NEEDS/MENTAL HEALTH COORD	505	1.00	1.00	0.00
CS DRUG FREE COORDINATOR	506	1.00	1.00	0.00
CSBG PROGRAM COORDINATOR	506	1.00	1.00	0.00
WEATHERIZATION SPECIALIST II	505	1.00	1.00	0.00
HOUSING ADVOCATE	505	1.00	1.00	0.00
RECRUITMENT/ENROLLMENT SPECIALIST	505	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	505	0.00	1.00	1.00
OUTREACH WORKER	504	4.00	4.00	0.00
ENERGY SPECIALIST	505	1.00	1.00	0.00
TRANSPORTATION SPECIALIST	505	1.00	1.00	0.00
WEATHERIZATION SPECIALIST I	503	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	102	3.00	3.00	0.00
ADMINISTRATIVE ASSISTANT	502	3.00	2.00	(1.00)
SENIOR OFFICE ASSISTANT	501	2.00	3.00	1.00
PROGRAM DATA SPECIALIST	501	1.00	1.00	0.00
MAINTENANCE/REPAIR TECHNICIAN	SAFETY	0.63	0.63	0.00
HEAD TEACHER	AF	12.58	12.83	0.25
HOME VISITOR TEACHER	AF	9.00	9.00	0.00
EHS HOME VISITOR TEACHER	AF	2.00	2.00	0.00
FAMILY RESOURCE WORKER	AF	2.52	1.77	(0.75)
FAMILY SUPPORT SPECIALIST	AF	6.77	7.52	0.75
HEALTH TECHNICIAN	AF	1.00	1.00	0.00
ASSISTANT TEACHER	AF	10.87	11.17	0.31
PROGRAM SUPPORT ASSISTANT	AF	0.98	0.98	0.00
OFFICE ASSISTANT	AF	4.00	4.00	0.00
BUS DRIVER	AF	8.87	5.65	(3.22)
NUTRITION ASSISTANT	AF	<u>0.81</u>	<u>0.81</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>95.02</u>	<u>93.35</u>	<u>(1.67)</u>

Human Services

BUDGET HIGHLIGHTS

- Personnel expenses increase due to a budgeted 2% wage adjustment, changes in personnel and an increase in health insurance rates.
- Contractual expenses increase \$560,491 due to internal service charges and service contracts.
- Supplies expenses decrease \$126,180 due to reductions in weatherization materials offset by increases in classroom supplies and computer purchases.
- Other expenses increase \$2,626,749 due to changes in energy, shelter, energy emergency and rental assistance.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$15,051,000	\$15,051,000	\$15,051,000	\$15,051,000	\$15,051,000
Expenditures	<u>15,051,000</u>	<u>15,051,000</u>	<u>15,051,000</u>	<u>15,051,000</u>	<u>15,051,000</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>

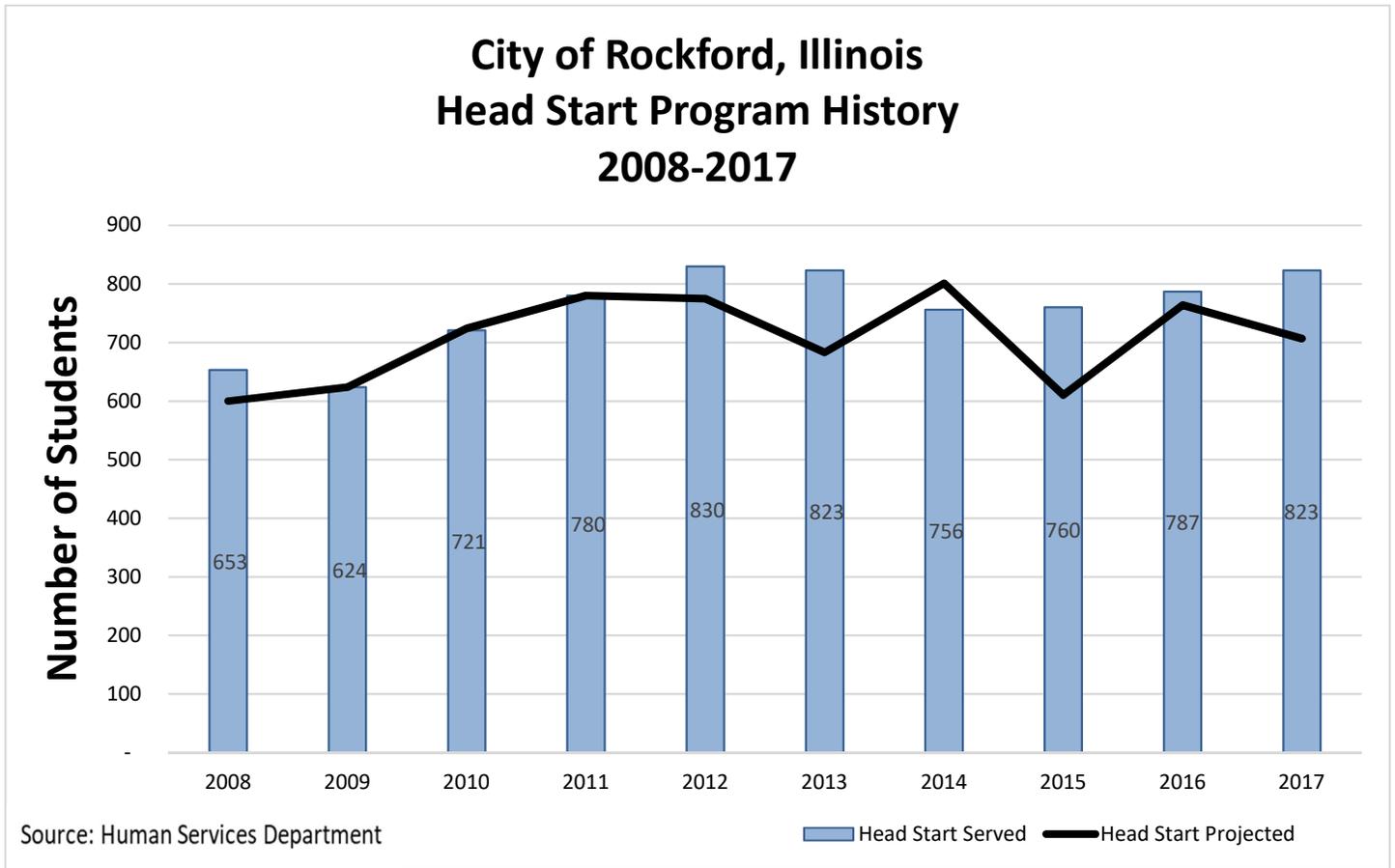
The 2019-2023 five year financial forecast assumes that all grants and other funding sources for Human Services will remain stable. From year to year, increases and decreases have fluctuated between five and 30 percent. The instability of year to year funding levels is due to the 100 percent dependence 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 MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
ELIMINATION OF YOUTH HOMELESSNESS	N/A	N/A	N/A	100%
% APPLICANTS SUCCESSFULLY PREVENTED HOMELESSNESS	90%	90%	90%	90%
% OF GARDENS HOLDING TEACHING EVENTS	50%	100%	100%	50%
% OF RESIDENTS ACTIVE IN NEIGHBORHOOD PROJECTS	15%	25%	25%	25%
% BUSINESSES TRAINED IN BASSET WHO REMAIN COMPLIANT	90%	90%	100%	90%
% HOMES WEATHERIZED THAT MET AIR SEALING TARGET	98%	95%	95%	95%
% OF ON TIME PIPP PAYMENTS	N/A	85%	92%	85%
% ENROLLED IN JOB TRAINING WHO COMPLETE TRAINING	N/A	85%	88%	85%
% ENROLLED IN WORK EXPERIENCE WHO COMPLETE PROGRAM	95%	95%	85%	85%
% HOUSEHOLDS STABILIZED DUE TO EMERGENCY ASSISTANCE	90%	90%	90%	90%
HEAD START FUNDED ENROLLMENT	638	630	649	630
EARLY HEAD START FUNDED ENROLLMENT	149	140	127	130
HEAD START/EARLY HEAD START FAMILIES SERVED	721	700	776	740
EARLY HEAD START PREGNANT WOMEN SERVED	7	8	6	6
EARLY HEAD START/CHILD CARE PARTNERSHIP FUNDED ENROLLMENT	47	46	55	50
HEAD START/PRE-K FUNDED ENROLLMENT	48	48	43	47

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 2017, the Human Services Department provided the program to an estimated 823 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 2017, 389 city patients were served (2016 – 738, 2015 – 641). City patients have been approximately 86% of the caseload for 2017 (2016 – 88%, 2015 – 83%).

TUBERCULOSIS SANITARIUM BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$199,017</u>	<u>\$150,000</u>	<u>\$139,033</u>	<u>\$160,000</u>	<u>\$10,000</u>
TOTAL	<u>\$199,017</u>	<u>\$150,000</u>	<u>\$139,033</u>	<u>\$160,000</u>	<u>\$10,000</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TUBERCULOSIS SANITARIUM	\$159,262	\$159,538	\$148,500	\$158,400	\$9,900
INTEREST INCOME	<u>3,162</u>	<u>3,044</u>	<u>3,044</u>	<u>3,300</u>	<u>256</u>
TOTAL	<u>\$162,424</u>	<u>\$162,582</u>	<u>\$151,544</u>	<u>\$161,700</u>	<u>\$10,156</u>

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$168	\$173	\$178	\$183	\$188
Expenditures	<u>165</u>	<u>170</u>	<u>175</u>	<u>180</u>	<u>185</u>
Excess (Deficit)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
Beginning Balance	<u>221</u>	<u>218</u>	<u>214</u>	<u>211</u>	<u>207</u>
Ending Balance	<u>\$224</u>	<u>\$221</u>	<u>\$217</u>	<u>\$214</u>	<u>\$210</u>
Rate (Cents)	0.8	0.8	0.8	0.8	0.8

The 2019-2023 five-year forecast assumes marginal change in the contracted service cost and property tax levy. Under statutory authority, the tax rate for this purpose cannot exceed five cents. The five year plan calls for using seven-tenths of a cent to eight-tenths of a cent during this time period.

Rockford Mass Transit District Subsidy

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

ROCKFORD MASS TRANSIT DISTRICT SUBSIDY BUDGET SUMMARY

	2016	2017	2017	2018	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>

	2015	2016	2017	2018	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

-) The 2018 RMTD budget, July 1, 2017, to June 30, 2018, proposes spending \$16,033,268.
-) 2018 operating revenue from the District is estimated at \$2,065,750. Overall, District revenues account for 11% of the necessary funding with the remaining \$13,967,518 (87%) being provided by the Federal Government, the State of Illinois, and area municipalities.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
CITY SUBSIDY	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524

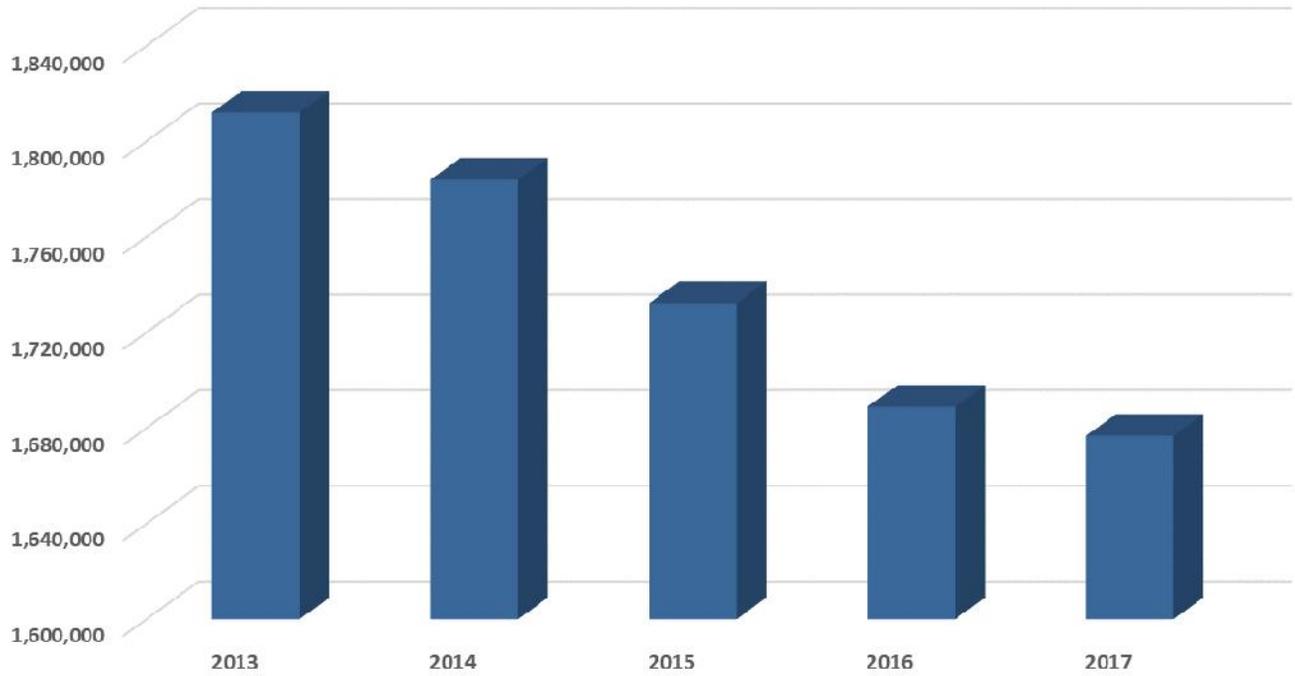
The City is committed to financing the operating deficit remaining after Federal and State subsidies have been received. Given the uncertainty of Federal funding, subsidy forecasts are hard to project.

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

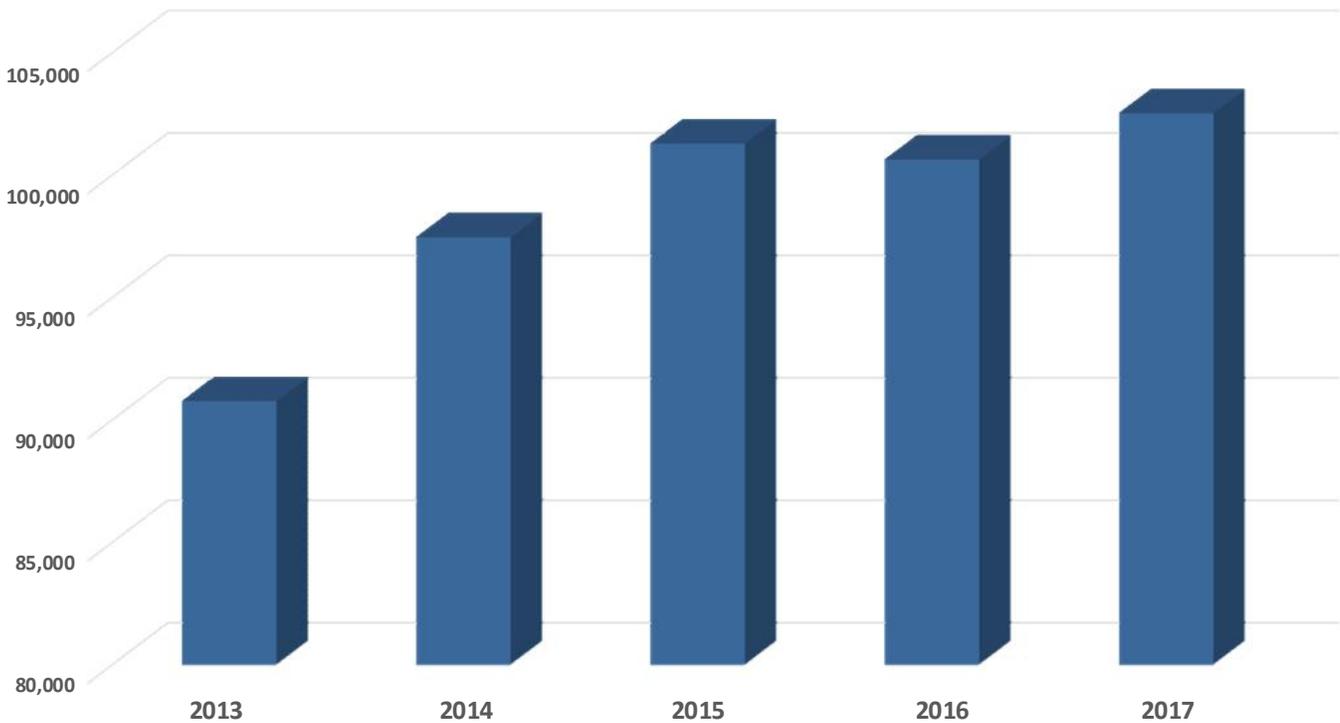
Rockford Mass Transit District Subsidy

OPERATIONAL INFORMATION

Total Ridership
2013-2017



Paratransit Ridership
2013-2017



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 2018

- 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.
- Provide staff training in customer service techniques, technology, reader's assistance and other skills to enable employees to feel comfortable in new roles in the Library.
- Obtain community input for Replacement Main Library and work with architects to design the same.
- Develop a new strategic plan.
- Introduce concept of Maker Spaces to Community.

Rockford Public Library

ROCKFORD PUBLIC LIBRARY BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$4,702,160	\$4,976,275	\$4,566,642	\$5,154,707	\$178,432
CONTRACTUAL	2,314,422	2,281,775	2,005,253	3,341,495	1,059,720
SUPPLIES	1,464,454	1,566,037	1,539,300	1,402,629	(163,408)
OTHER	73,817	85,000	49,277	74,725	(10,275)
INTEREST	244,000	244,000	197,741	217,488	(26,512)
CAPITAL	<u>939,778</u>	<u>765,338</u>	<u>791,888</u>	<u>83,000</u>	<u>(682,338)</u>
TOTAL	<u>\$9,738,631</u>	<u>\$9,918,425</u>	<u>\$9,150,102</u>	<u>\$10,274,044</u>	<u>\$355,619</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
LIBRARY OPERATIONS	\$6,947,398	\$6,934,711	\$7,096,000	\$7,096,000	\$0
LIBRARY MAINTENANCE	286,934	277,577	284,000	284,000	0
REPLACEMENT TAXES	775,385	899,520	755,000	777,346	22,346
FINES	83,052	79,812	70,000	46,750	(23,250)
NON-RESIDENT FEES	15,337	13,207	12,000	12,000	-
SERVICE CHARGES	38,039	29,813	39,050	46,700	7,650
RENTS AND REIMBURSEMENTS	47,144	3,650	65,000	75,000	10,000
INTEREST INCOME/ENDOWMENTS	297,926	132,179	40,000	52,000	12,000
STATE OF ILLINOIS	217,339	117,841	117,840	117,840	-
FROM OTHER GOVERNMENTS	0	0	131,000	110,000	(21,000)
MISCELLANEOUS	<u>15,531</u>	<u>4,723</u>	<u>75,000</u>	<u>1,656,408</u>	<u>1,581,408</u>
TOTAL	<u>\$8,724,084</u>	<u>\$8,493,032</u>	<u>\$8,684,890</u>	<u>\$10,274,044</u>	<u>\$1,589,154</u>

Rockford Public Library

ROCKFORD PUBLIC LIBRARY AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2017 FTE	2017 EMPLOYEES	2018 FTE	2018 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	4	3.00	3	(1.00)	(1.00)
LIB EXECUTIVE DIRECTOR	L31	1.00	1	1.00	1	0.00	0.00
LIB ASSISTANT DIRECTOR	L30	1.00	1	1.00	1	0.00	0.00
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	0	1.00	1	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	1	0.00	0	(1.00)	(1.00)
LIB INFORMATION TECH AST	L26	1.00	1	2.00	2	1.00	1.00
NETWORK ADMINISTRATOR	L26	2.00	2	1.00	1	(1.00)	(1.00)
LIB TRAIN/DEVELOP SPEC	L26	0.00	0	1.00	1	1.00	1.00
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	<u>0.50</u>	<u>1</u>	<u>0.50</u>	<u>1</u>	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>87.62</u>	<u>110</u>	<u>0.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expense increases \$178,432 due to a 3% wage adjustment and an increase in IMRF rates.
- Contractual expense increases \$1,059,720 due to an increase in service contracts to maintain the Interim Hart Library and add a new Main Library.
- Supplies expenditures decrease due to lower recording acquisitions.
- Capital expenditures decrease \$682,338 due to changes in building improvements, vehicle acquisition and an acquisition of Radio-frequency identification (RFID) system.

Rockford Public Library

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$7,377	\$7,441	\$7,645	\$7,833	\$8,047
Expenses	<u>9,686</u>	<u>10,115</u>	<u>10,563</u>	<u>11,034</u>	<u>11,526</u>
Excess (Deficit)	<u>(2,309)</u>	<u>(2,674)</u>	<u>(2,918)</u>	<u>(3,201)</u>	<u>(3,479)</u>
Beginning Balance	7,001	4,692	2,018	(900)	(4,101)
Ending Balance	<u>\$4,692</u>	<u>\$2,018</u>	<u>(\$900)</u>	<u>(\$4,101)</u>	<u>(\$7,580)</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 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

There are no planned capital purchases for 2018. Architectural work for Replacement of Main Library will be ongoing.

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 2018

- 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.
- 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.
- Continue to work with Alignment Rockford to develop and implement a workforce talent pipeline in order to develop local capacity for the Department through a partnership with Rockford Public Schools District 205.
- Collaborate with the community to provide traffic safety and education advertisements and citizen safety courses.
- Implement a focused deterrence crime prevention model as developed through the Illinois Criminal Justice Information Authority (ICJIA) grant planning process.
- 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.
- Conduct experiential community based learning that focuses on developing officers' community oriented policing skill set.
- Develop and implement an afterschool program for the youth that is facilitated by the Rockford Public School district and the Police Department.
- Bolster recruitment program and diversify ranks.
- Expand and diversify Police Explorer program.
- Enhance and expand community engagement and integration with the community.
- 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.

Police Department

POLICE DEPARTMENT BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$41,827,606	\$43,967,614	\$43,436,834	\$45,771,058	\$1,803,444
CONTRACTS	9,103,388	9,587,478	9,639,539	9,303,091	(284,387)
SUPPLIES	707,661	946,365	1,037,169	1,203,556	257,191
OTHER	889,198	1,480,388	2,559,790	1,414,690	(65,698)
CAPITAL	<u>(63,254)</u>	<u>565,000</u>	<u>314,625</u>	<u>240,000</u>	<u>(325,000)</u>
TOTAL	<u>\$52,464,598</u>	<u>\$56,546,845</u>	<u>\$56,987,958</u>	<u>\$57,932,395</u>	<u>\$1,385,550</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
POLICE PROTECTION	\$8,607,964	\$8,324,047	\$8,604,627	\$8,707,239	\$102,612
POLICE PENSION	4,611,003	5,264,948	6,921,439	7,146,034	224,595
SCHOOL CROSSING GUARD	61,702	61,056	63,000	63,000	0
FRINGE BENEFIT REIMBURSEMENTS	1,679,124	1,679,124	1,922,707	1,952,788	30,081
911 FRINGE BENEFIT REIMBURSEMENT	576,781	576,781	463,991	473,316	9,325
REPLACEMENT TAXES	975,000	1,004,250	963,000	895,469	(67,531)
MAGISTRATE FINES	566,855	529,757	573,750	555,000	(18,750)
FEES	724,176	635,996	877,800	995,000	117,200
PARKING SYSTEM PURCHASE SERVICES	71,300	71,300	71,300	71,300	0
FROM OTHER GOVERNMENTS	1,187,605	696,269	2,535,000	2,290,000	(245,000)
PROPERTY FORFEITURES	78,683	169,806	61,814	15,225	(46,589)
CAPITAL LEASE FUNDS	357,585	357,585	0	0	0
GENERAL REVENUES	<u>29,901,811</u>	<u>33,093,679</u>	<u>33,488,417</u>	<u>34,768,024</u>	<u>1,279,607</u>
TOTAL	<u>\$49,399,589</u>	<u>\$52,464,598</u>	<u>\$56,546,845</u>	<u>\$57,932,395</u>	<u>\$1,385,550</u>

Police Department

POLICE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2017 EMPLOYEES	2018 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	173.00	178.00	5.00
CIVILIAN				
MGR DOMESTIC VIOLENCE & HUMAN TRAFFICKING	212	0.00	1.00	1.00
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	1.00	0.00
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>
REDUCTION IN FORCE				
TOTAL PERSONNEL		<u>336.00</u>	<u>342.00</u>	<u>6.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase with the addition of 5 patrol officers to be reimbursed by The Office of Community Oriented Policing Services (COPS) grant and 1 Manager of Domestic Violence and Human Trafficking. Additional cost increases are due to changes in health insurance rates offset by reduction on overtime costs.
- Pension contribution increases \$154,840.
- Contractual expenses decrease in rent due to Police Department moving out of Public Safety Building. These decreases are offset by increases in other internal purchase of service charges.
- Supplies expenses increase due to District 1, District 2 and District 3 being operational.
- Other expenses reflects estimated lease payments for vehicles acquired in 2012 through 2015 and estimated loan payments for Police Stations District 1, District 2 and District 3.
- Capital expenses decrease \$325,000 due to Police acquiring ShotSpotter, License Plate Readers and Surveillance Cameras offset by new Records Management System equipment.

Police Department

CAPITAL EQUIPMENT

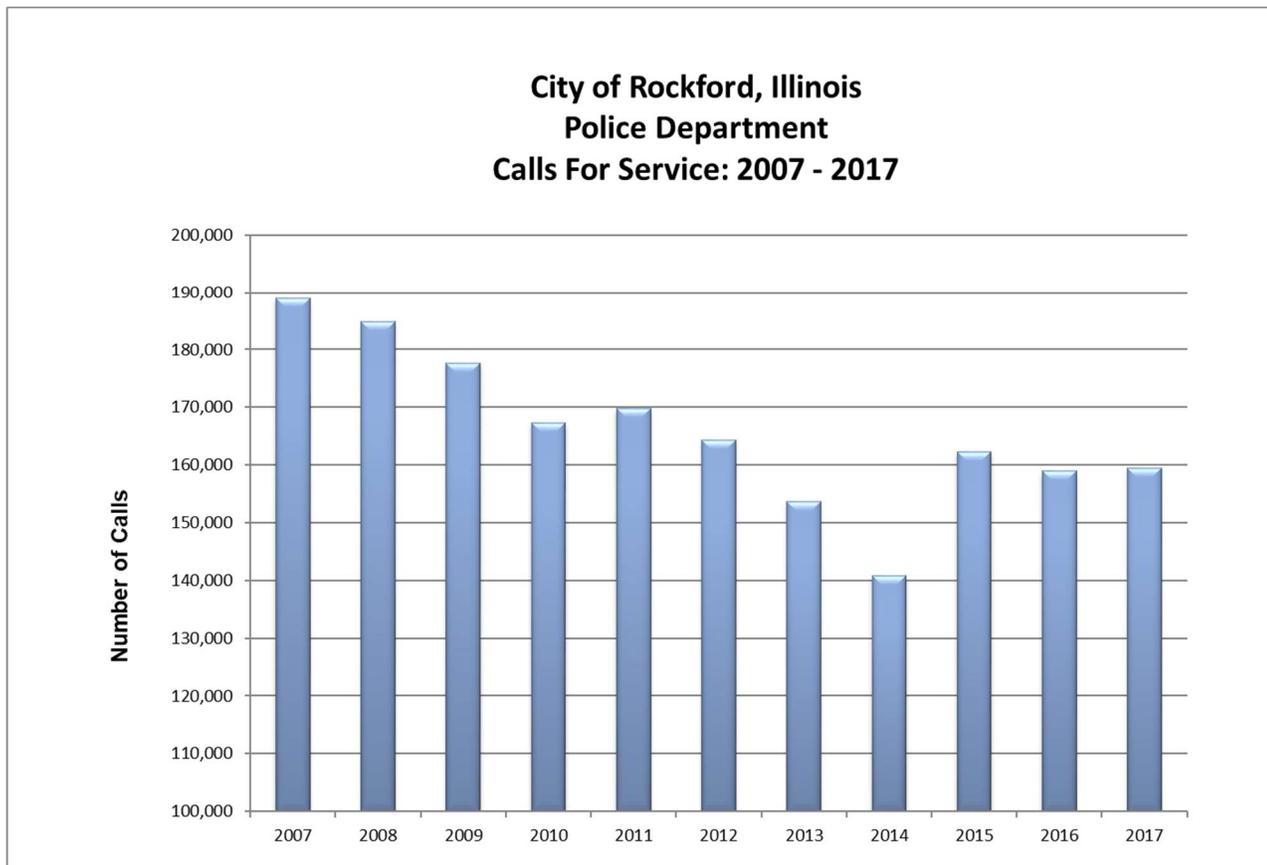
Planned capital replacements for 2018 include Records Management Systems software.

DESCRIPTION	TOTAL BUDGET
Records Management System	<u>240,000</u>
TOTAL	\$240,000

POLICE DEPARTMENT PERFORMANCE MEASUREMENTS

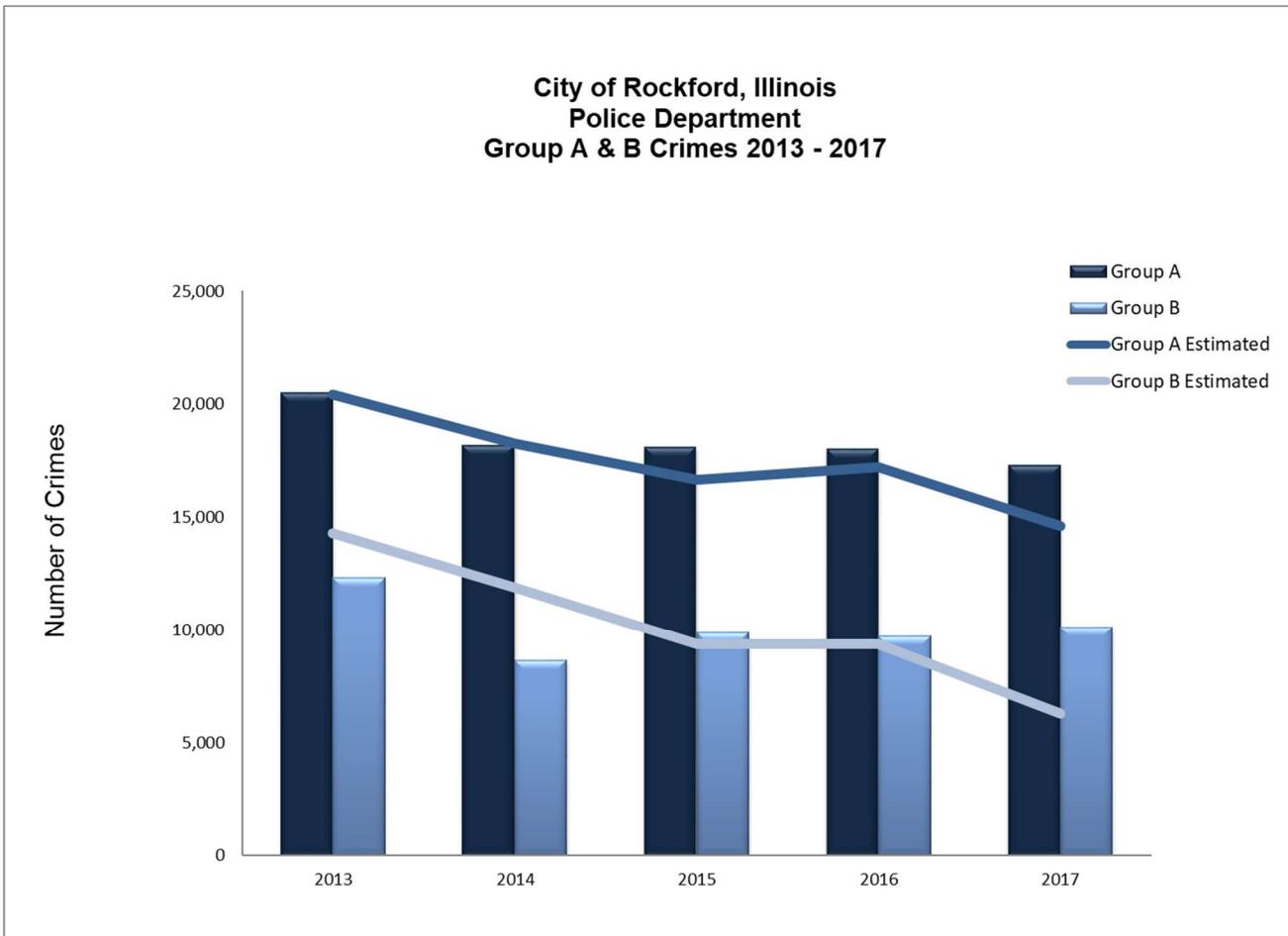
	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
GROUP A OFFENSES	18,031	17,213	17,338	14,627
GROUP B OFFENSES	9,743	9,378	10,118	6,295
% GROUP A OFFENSES CLEARED	34.90%	35.35%	38.06%	35.35%

OPERATIONAL INFORMATION



The chart above demonstrates slight variations in calls over the past ten years with a slight spike in 2007. Calls are down by 15.5% since 2007. Calls in 2016 decreased from 2015 to 158,966. Calls in 2017 have increased from 2016 to 159,511.

Police Department



As of 2006, the Rockford Police Department records and reports data based on NIBRS (National Incident-Based Reporting System) guidelines. NIBRS criminal offenses are made up of Group A and Group B crimes that include homicide, robbery, assault, burglary, weapon offenses, drug related offenses, criminal damage to property, prostitution, forgery and theft. As of 2017, the amount of Group A Crimes have decreased by 15.4% to 17,338 and Group B crimes have decreased by 18.0% to 10,118. Crimes in 2018 are estimated to decrease from 2017's total.

Fire Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are three primary operating divisions within the Fire Department.

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

OBJECTIVES FOR FISCAL YEAR 2018

- Maintain Accreditation from Center for Public Safety Excellence (CPSE) Commission on Fire Service Accreditation International (CFAI), Commission on Accreditation of Ambulance Services (CAAS).
- Maintain the Automotive Service Excellence (ASE) "Blue Seal of Excellence" and certifications relevant to Emergency Vehicle Technician (EVT) Certifications.
- Continue to improve employee development and educational programs.
- Continue to improve the safety of the members of the Department.
- Continue to educate and promote the importance of employee health and wellness.
- Explore new and innovative technologies to improve the service levels and efficiencies of the department.
- Continue to expand recruiting efforts and Explorer programs.
- Continue to explore various grant opportunities to further support the department's mission and goals.
- Continue the work that has been conducted to improve community disaster and emergency preparedness.
- Expand public education and community risk reduction efforts to include Emergency Management Services education and to further reduce injury and property loss due to fire.
- Continue to improve inspection and fire prevention efforts.
- Provide a plan for facilities and infrastructure maintenance and improvements.
- Work to further develop Mobile Integrated Healthcare program.
- Develop a program to replace preemption signals at intersections.
- Work in install new fire station alerting system.
- Research and implement inventory management system.
- Conduct annual fire hydrant testing.

Fire Department

FIRE DEPARTMENT BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$40,120,120	\$41,265,708	\$41,491,004	\$42,167,347	\$901,639
CONTRACTUAL	4,657,217	4,217,101	3,855,866	4,239,298	22,197
SUPPLIES	1,051,823	952,920	1,366,835	884,220	(68,700)
OTHER	1,591,924	1,125,878	990,634	1,064,039	(61,839)
CAPITAL	<u>295,810</u>	<u>2,473,740</u>	<u>2,793,575</u>	<u>125,000</u>	<u>(2,348,740)</u>
TOTAL	<u>\$47,716,894</u>	<u>\$50,035,347</u>	<u>\$50,497,914</u>	<u>\$48,479,904</u>	<u>(\$1,555,443)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FIRE PROTECTION	\$8,607,964	\$8,364,405	\$8,604,627	\$8,707,329	\$102,702
FIRE PENSION	4,611,003	6,249,520	7,461,072	7,187,257	(273,815)
FRINGE BENEFIT REIMBURSEMENTS	1,530,115	1,742,034	1,837,285	1,886,100	48,815
911 FRINGE BENEFIT REIMBURSEMENT	110,778	195,344	182,438	201,091	18,653
REPLACEMENT TAX	975,000	979,495	1,091,400	1,100,000	8,600
AMBULANCE CHARGES	5,595,519	5,300,000	5,512,000	5,200,000	(312,000)
OTHER CHARGES	139,706	300,000	150,000	320,000	170,000
CAPITAL LEASE FUNDS	641,704	0	0	125,000	125,000
GENERAL REVENUES	<u>23,008,532</u>	<u>23,245,203</u>	<u>21,615,340</u>	<u>23,753,127</u>	<u>2,137,787</u>
TOTAL	<u>\$45,220,321</u>	<u>\$46,376,001</u>	<u>\$46,454,162</u>	<u>\$48,479,904</u>	<u>\$2,025,742</u>

FIRE DEPARTMENT AUTHORIZED POSITIONS

	POSTION	2017	2018	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
FIRE CHIEF	427	1.00	1.00	0.00
DIVISION CHIEF	424	3.00	3.00	0.00
DISTRICT CHIEFS	421	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	412	1.00	1.00	0.00
FIRE ANALYST	107	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
CAPTAIN	F-6	17.00	17.00	0.00
LIEUTENANT	F-5	26.00	26.00	0.00
FIRE INSPECTOR	F-4	7.00	7.00	0.00
DRIVER ENGINEER	F-3	39.00	39.00	0.00
FIREFIGHTER	F-1	153.00	165.00	12.00
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>260.00</u>	<u>272.00</u>	<u>12.00</u>

Fire Department

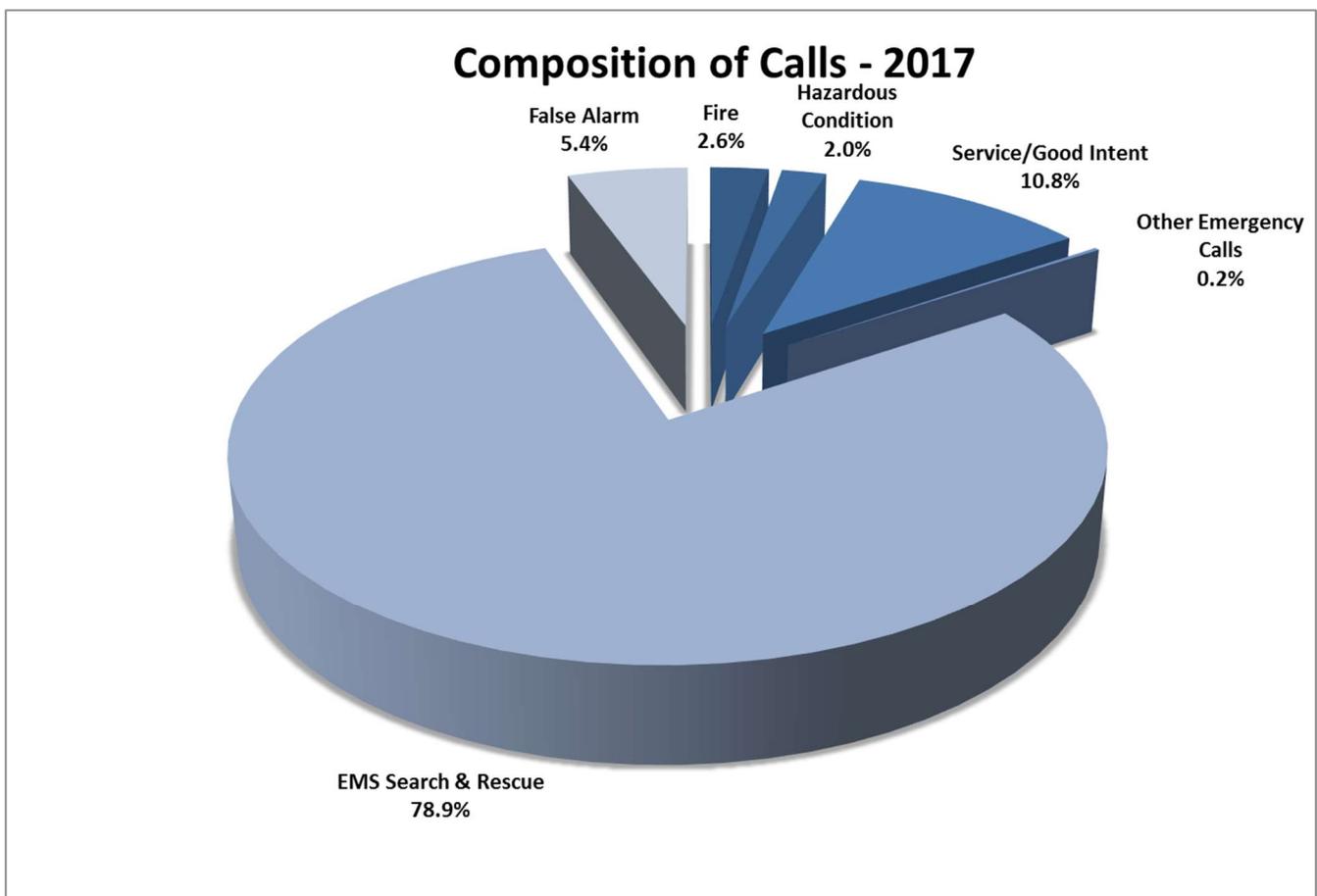
BUDGET HIGHLIGHTS

- Salaries increase \$588,615 due to general step and longevity increases, staff movement due to retirements, and budgeting a 2% wage increase for all staff. The Department will begin 2018 with staff levels over authorized strength in order to address overtime overages over the last several years for a net savings.
- Pension contribution increases \$780,523.
- A number of changes in contractual accounts result in an increase overall of \$22,197. Notable increases include \$62,800 in microcomputers and \$29,280 in service contracts offset by reduction of \$62,200 to risk management.
- 911 charges increase \$97,350.
- Supplied decreased \$68,700 primarily due to reduction in clothing expense.
- Other expenses decreased \$65,390.

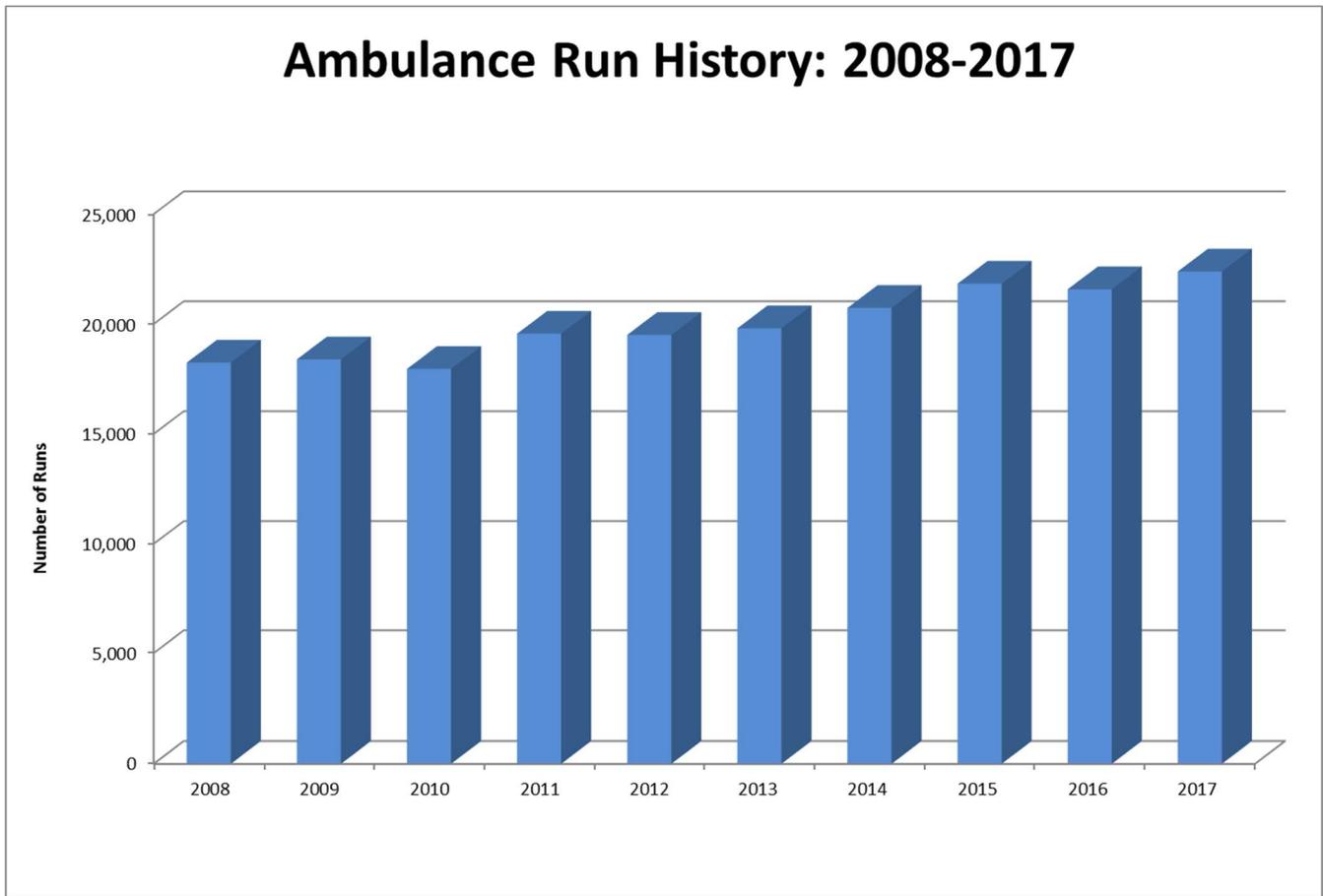
CAPITAL EQUIPMENT

No capital replacements are planned for 2018.

OPERATIONAL INFORMATION



Fire Department



FIRE DEPARTMENT PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
EMS & SEARCH/RESCUE INCIDENTS	21,580	22,177	22,390	23,028
TOTAL FIRES	679	673	752	750
STRUCTURE FIRE INCIDENTS (RESIDENTIAL)	220	222	231	210
STRUCTURE FIRE INCIDENTS (COMMERCIAL)	38	37	49	51
VEHICLE FIRE INCIDENTS	119	118	105	92
OUTSIDE FIRE INCIDENTS	131	147	149	173
OPEN BURNING INCIDENTS	171	164	218	246
INSPECTIONS	4,705	5,500	4,092	4,500
ARSONS	78	78	73	60
PUBLIC EDUCATION ACTIVITIES	125	150	156	175

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 2018

- Hire and begin training process of eight (8) new Telecommunicators (TC's) with the goal of reaching our optimal staffing level. This will assist in reducing our Center's overall overtime cost.
- Continue restructuring of overall hiring process with the goal of making it more relevant and thereby provide us with better-suited candidates 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.
- Continue to update the Center's Standard Operating Procedures to provide consistency and improve effectiveness and efficiency of operations.
- Continue to work on the installation of our Next Generation Customer Premise Equipment. The installation completion date was revised to 2nd quarter 2018 due to protests filed by Competitive Local Exchange Carriers.
- Continue the process of transitioning from a legacy network to a Next Generation fiber network which, when deemed appropriate, will allow us the ability to receive calls and information via text and video.
- Continue the procurement process of a new Computer Aided Dispatch (CAD) system for the City and County 911 Centers. Selection of our preferred vendor has been made and with all the various steps and the target completion date is roughly late 2019/early 2020.
- Fill the vacant Technical Services Coordinator position with an individual qualified to assist the Division as it moves forward with the numerous technical projects and challenges.

911 Communications

911 COMMUNICATIONS FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,411,975	\$5,451,906	\$5,051,928	\$5,470,401	\$18,495
CONTRACTUAL	287,751	242,340	283,906	354,760	112,420
SUPPLIES	<u>19,581</u>	<u>15,250</u>	<u>30,153</u>	<u>30,800</u>	<u>15,550</u>
TOTAL	<u>\$5,719,307</u>	<u>\$5,709,496</u>	<u>\$5,365,987</u>	<u>\$5,855,961</u>	<u>\$146,465</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PURCHASE OF SERVICES					
POLICE DEPARTMENT	\$3,145,859	\$3,447,340	\$3,488,264	\$3,479,884	(\$8,380)
ETS BOARD	0	275,847	272,053	311,337	39,284
COUNTY	967,329	985,928	570,400	570,400	0
FIRE ALARM	1,285,740	1,333,203	1,378,779	1,494,340	115,561
INTEREST	<u>1,366</u>	<u>3,019</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$5,400,294</u>	<u>\$6,045,337</u>	<u>\$5,709,496</u>	<u>\$5,855,961</u>	<u>\$146,465</u>

911 COMMUNICATIONS FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS MANAGER	412	1.00	1.00	0.00
TRAINING SUPERVISOR	405	1.00	1.00	0.00
TELECOMMUNICATIONS SUPERVISOR	405	4.00	4.00	0.00
COMPUTER SERVICES COORDINATOR	405	1.00	0.00	(1.00)
ASSISTANT SHIFT SUPERVISOR	A-28	4.00	4.00	0.00
MSAG COORDINATOR	A-24	1.00	1.00	0.00
TELECOMMUNICATOR	A-23	40.00	40.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>53.00</u>	<u>52.00</u>	<u>(1.00)</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase due to general wage increases for AFSCME, IAFF and non-represented employees, offset by some staff retirements and minor revisions in fringe benefit rates.
- The County funds two 24 hour a day, 7 days a week call-taker positions for total revenue of \$570,400.
- The 911 Board will fund the total cost of the MSAG Coordinator position and fifty percent of the cost of the Communication Manager and Training Supervisor positions for a total of \$311,337.
- Police call taking and dispatch expenses are \$3,479,884 and Fire dispatch is \$1,494,340 (total City expense \$4,974,224).

911 Communications

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$6,148,759	\$6,474,643	\$6,817,799	\$7,179,143	\$7,559,637
Expenditures	<u>6,148,759</u>	<u>6,474,643</u>	<u>6,817,799</u>	<u>7,179,143</u>	<u>7,559,637</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 2019-2023 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

	2016	2017	2017	2018
	ACTUAL	BUDGET	ACTUAL	BUDGET
TOTAL NON-EMERGENCY CALLS	108,072	110,000	108,080	115,000
TOTAL EMERGENCY CALLS	132,427	135,000	129,446	135,000
TOTAL POLICE DISPATCHES	163,339	168,000	165,132	179,000

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 2018

- 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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$24,426	\$24,288	\$38,732	\$24,288	\$0
CONTRACTUAL	161,700	250,525	189,829	266,914	16,389
SUPPLIES	<u>6,019</u>	<u>2,300</u>	<u>321</u>	<u>500</u>	(1,800)
TOTAL	<u>\$192,145</u>	<u>\$277,113</u>	<u>\$228,882</u>	<u>\$291,702</u>	<u>\$14,589</u>

	2015	2016	2017	2018	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>\$192,145</u>	<u>\$277,113</u>	<u>\$291,702</u>	<u>\$14,589</u>
TOTAL	<u>\$194,391</u>	<u>\$192,145</u>	<u>\$277,113</u>	<u>\$291,702</u>	<u>\$14,589</u>

BUDGET HIGHLIGHTS

- Contractual expenses increase due to testing being required for Fire district chiefs, captains, firefighters, investigators, Police patrol officers, sergeants, investigators and lieutenants for 2018.
- Supplies expenses decrease due to the reduction of food expenses.

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 2018

- Continue emergency management training for staff.
- Continue multi-agency coordination for drafting a pre-disaster recovery plan.
- Continue efforts for emergency mutual aid.
- Implement the debris management plan created in 2016.
- Promote staff development through continuing education and training.
- Continue to support cross training of staff to create contingency plans when need or demand arises.
- Continue to seek opportunities to reach out to other communities and agencies to share, promote and cultivate new ideas and improve processes.
- Continue to support the City's 2020 Comprehensive Plan.
- Support staff in the implementation of 2018 ward capital plans.
- Continue training modules for Occupational Safety and Health Administration (OSHA) safety compliance committee and provide support to staff involved.
- Continue to support staff in providing and analyzing data for RockStat.
- Continue to work with operations managers on process improvements as needed.
- Support right-sizing the city fleet of vehicles to maximize investment and return.
- Continue to collaborate with other governmental agencies in joint purchasing agreements.
- Continue to evaluate job descriptions and pay scale for employees whose daily responsibilities exceed the requirements of their current job description.
- Continue to support and advance active transportation initiatives throughout the City.
- Continue to transition Public Works to an aggressive, forward thinking model.

Public Works Administration Division

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$229,877	\$266,082	\$265,229	\$286,929	\$20,847
CONTRACTUAL	61,890	58,740	58,521	75,064	16,324
SUPPLIES	4,378	9,100	4,982	9,100	0
OTHER	<u>3,820</u>	<u>2,675</u>	<u>2,675</u>	<u>2,166</u>	<u>(509)</u>
TOTAL	<u>\$299,965</u>	<u>\$336,597</u>	<u>\$331,407</u>	<u>\$373,259</u>	<u>\$36,662</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$47,144	\$37,319	\$40,215	\$43,093	\$2,878
PURCHASE OF SERVICES	269,800	274,200	270,000	270,800	800
GENERAL REVENUES	<u>97,603</u>	<u>(11,554)</u>	<u>26,382</u>	<u>59,366</u>	<u>32,984</u>
TOTAL	<u>\$414,547</u>	<u>\$299,965</u>	<u>\$336,597</u>	<u>\$373,259</u>	<u>\$36,662</u>

PUBLIC WORKS ADMINISTRATION DIVISION AUTHORIZED POSITIONS

	POSTION	2017	2018	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
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 increase due to a 2% wage increase, in addition to an increase in health insurance rates and IMRF.
- Contractual expenses increased \$16,324 primarily due to changes in internal service charges.
- Other expenses decreased as a result of decreases in lease payment.

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 2018

- Continue implementation of the City's Storm water Management Program, including compliance with the City's NPDES permit.
- Continue Erosion and Sediment Control Inspections on active construction sites.
- Continue 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.
- Continue creek maintenance and repair contracts.
- Continue working with Rockford Public Schools to implement and classroom education program about storm water pollution.
- Follow up with Aldermen and event organizers regarding special event process.
- Continue internal process improvement regarding staff review for events in timely manner.
- Consolidate honorary street naming process under Traffic Engineer to allow for more efficient customer service.
- Create a "grant" program with application process for city in-kind services.
- Continue to coordinate transfer of management of the Outdoor Market Pavilion.
- Evaluate cost savings and coordinate possible continuation of streetlight reduction program.
- Continue to work with Rockford Community Partners on beautification projects.
- Evaluate benefit of Forest City Beautiful Pilot Program and coordinate with RACVB and city administration on process improvements and potential extension of agreement.
- Continue to work with Rockford Community Partners on beautification projects.
- Work with Rockford Public Library and ComEd on parking issues, and land use items for 2017 remediation on esplanade.
- Continue evaluating the improved banner and basket program as needed during new corridor and neighborhood lighting installation.
- Continue process improvements to the right-of-way permit inspection plan.
- Develop and implement pre-pour inspections for all driveway and service cut repairs in the right of way for protecting our infrastructure.
- Develop a one-stop public works permit and customer service location in Engineering Permits Section.

Engineering Division

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

ENGINEERING DIVISION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$624,921	\$428,032	\$415,587	\$566,048	\$138,016
CONTRACTUAL	172,176	226,275	187,214	254,351	28,076
SUPPLIES	10,966	26,750	23,536	3,950	(22,800)
OTHER	8,282	5,800	5,800	0	(5,800)
CAPITAL	<u>0</u>	<u>0</u>	<u>38,767</u>	<u>0</u>	<u>(38,767)</u>
TOTAL	<u>\$816,345</u>	<u>\$686,857</u>	<u>\$670,904</u>	<u>\$824,349</u>	<u>\$98,725</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$86,290	\$71,105	\$72,352	\$80,050	\$7,698
FEES	36,289	53,330	24,950	45,000	20,050
WATER PURCHASE OF SERVICES	491,170	413,590	332,550	261,270	(71,280)
CIP PURCHASE OF SERVICES	226,520	229,630	0	0	0
GENERAL REVENUES	<u>0</u>	<u>48,690</u>	<u>357,109</u>	<u>438,029</u>	<u>80,920</u>
TOTAL	<u>\$840,269</u>	<u>\$816,345</u>	<u>\$786,961</u>	<u>\$824,349</u>	<u>\$37,388</u>

Engineering Division

ENGINEERING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.40	0.40	0.00
ENGINEERING OPERATIONS MANAGER	212	0.40	0.40	0.00
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.50	0.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
ENVIRONMENTLA PROJECT MANAGER	110	0.00	0.40	0.40
PROJECT MANAGER	109	0.50	0.50	0.00
SENIOR ENGINEERING TECHNICIAN	105	2.00	2.00	0.00
SR ADMIN ASSISTANT	105	0.40	0.40	0.00
CUSTOMER RELATIONS TECH	103	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.60</u>	<u>6.00</u>	<u>0.40</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase as new environmental project manager position is added along with numerous staff changes and 2% budgeted salary adjustment.
- The balance of changes in the budget include small adjustments between accounts.

CAPITAL EQUIPMENT

No capital replacements are planned for 2018.

ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
SITE PLANS REVIEWED	136	100	107	110
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	99%	95%	99%	99%
DEVELOPMENT PLANS REVIEWED	18	20	9	20
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	100%	95%	100%	100%
ROW/DRIVEWAY PERMITS ISSUED	1,753	1,750	2,000	1,750
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	98%	95%	98%	100%
ROW/DRIVEWAY PERMITS CLOSED	4,543	1,500	1,489	1,500
DETENTION BASIN INSPECTED (ODD YRS)	NA	463	463	NA
STORMWATER OUTFALLS INSPECTED (EVEN YRS)	1,148	NA	NA	1,148
MILES OF CREEK INSPECTED (EVEN YRS)	83	NA	NA	83
INDUSTRIAL HIGH RISK INSPECTIONS	126	108	100	110
EROSION CONTROL INSPECTIONS	362	300	150	250
ILLICIT DISCHARGE INVESTIGATIONS	34	35	15	30
NPDES PERMIT WATER/STORMWATER SAMPLES	70	50	45	70
SWPPP REVIEWS	29	30	12	25
STORMWATER SERVICE REQUESTS	479	500	456	500

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 2018

- Continue utilizing the Capital Improvement Program to fulfill our 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.
- Complete construction on the Harrison Avenue corridor reconstruction project.
- Continue coordination with IDOT on the North Main Street reconstruction project.
- Continue coordination with IDOT on land acquisition and utility issues on Phase II of the West State Street reconstruction project.
- Coordinate with IDOT on the resurfacing of East State Street between Mid-America Drive and Buckley Drive, with the installation of pedestrian improvements.
- Develop a new pavement condition index rating system for all city streets.
- Remove two obsolete and unused bridges over Keith Creek.
- Complete construction on the North Alpine Road box culvert replacement project.
- Repair the box culvert underneath Charles Street and 20th Street.
- Boost the Neighborhood Program funding allowing for additional funds for neighborhood roads identified by City Staff to be in the most need of repairs.
- Work with Council to prepare a Ward Plan for implementation of the Neighborhood Program for each ward.
- Implement the Long Range Bridge & Structure Repairs Plan.
- Implement the Long Range Arterial & Collector Street Repairs Plan.
- Create a public friendly website map showing CIP roadway work history and future projects.
- Continue development of new sidewalk and ADA layers in GIS to track sidewalk repairs and monitor the repair backlog.

Capital Projects Fund

- Prepare and implement a sidewalk Transition Plan for compliance with the Americans with Disabilities Act (ADA).
- Continue to reconstruct intersection sidewalk ramps to current ADA standards at all intersections in conjunction with adjacent street resurfacing projects.
- Identify sidewalk and/or pedestrian path continuity gaps throughout the community and develop a project implementation plan.
- Continue work on regional transportation issues through active participation in the Rockford Metropolitan Agency for Planning (RMAP).
- Utilize the Capital Improvement Program to enhance our City-wide infrastructure maintenance programs.
- Continue implementation of the FY 2018-2022 Capital Improvement Program to monitor and analyze all CIP project accounts.
- Continue to investigate outside sources of funding assistance for local infrastructure improvements.
- Continue program support for the Water Division, including analysis of existing systems and facilities within the design cycle of road projects.
- Continue to facilitate the Traffic Commission.
- Continue the sign replacement program for compliance with the Retro-reflectivity Plan.
- Continue study of removal of obsolete traffic signals and signage.
- Continue Inventory of Existing Traffic Signal Equipment.
- Continue to coordinate with the parking management vendor.
- Continue to Work with RAVE on Parking Concerns to Enhance the Event Experience.
- Implement Parking App to enhance Downtown Parking Customer Service.
- Continue Structural Repairs of Municipal Parking Decks.
- Study and Implement Low Cost Accident Reduction Practices at the Main and Auburn Roundabout.
- Begin Program to address Failed and Failing Vehicle Detection at Signalized intersections.
- Continue Installation of On-Street and Off-Street Bike Facilities.

Capital Projects Fund

CAPITAL PROJECTS DIVISION BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,835,127	\$2,032,345	\$1,370,652	\$2,040,385	\$8,040
CONTRACTUAL	5,299,878	771,418	1,622,494	493,423	(277,995)
SUPPLIES	410,547	16,700	530,359	13,700	(3,000)
OTHER	1,418,919	489,060	1,165,119	1,962,124	1,473,064
CAPITAL	<u>31,786,817</u>	<u>24,499,035</u>	<u>24,176,808</u>	<u>29,784,068</u>	<u>5,285,033</u>
TOTAL	<u>\$40,751,288</u>	<u>\$27,808,558</u>	<u>\$28,865,432</u>	<u>\$34,293,700</u>	<u>\$6,485,142</u>

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

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	4,848,574	3,562,820	1,443,700	1,498,700	55,000
LOCAL SALES TAX	15,972,917	15,913,203	15,950,000	15,650,000	(300,000)
WATER REPLACEMENT IMPROVEMENT	4,334,545	4,800,000	7,500,000	7,550,000	50,000
OTHER GOVERNMENTS/PRIVATE	6,890,717	2,331,491	1,200,000	8,000,000	6,800,000
INTERFUND TRANSFERS	2,500,000	1,500,000	1,500,000	1,500,000	0
INTEREST INCOME	<u>603,877</u>	<u>51,379</u>	<u>200,000</u>	<u>150,000</u>	<u>(50,000)</u>
TOTAL	<u>\$35,150,630</u>	<u>\$28,158,893</u>	<u>\$27,793,700</u>	<u>\$34,348,700</u>	<u>\$6,555,000</u>

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

CAPITAL PROJECTS DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 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	0.60	0.00
CIP OPERATIONS MANAGER	212	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.60	0.60	0.00
ASST TRAFFIC ENGINEER	110	1.00	1.00	0.00
SR PROJECT MANAGER	110	1.50	1.50	0.00
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
ENVIRONMENTAL PROJECT COORDINATOR	110	1.00	0.60	(0.40)
PROJECT MANAGER	109	3.50	3.50	0.00
CIP PROGRAM SR ANALYST	108	1.00	1.00	0.00
STORM WATER/ENVIRON COORDINATOR	107	1.00	1.00	0.00
SENIOR CONSTRUCTION TECHNICIAN	105	1.00	1.00	0.00
SENIOR ENGINEERING TECHNICIAN	105	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	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>21.40</u>	<u>21.00</u>	<u>(0.40)</u>

Capital Projects Fund

BUDGET HIGHLIGHTS

- Personnel expenses increase as a result of 2% wage adjustment for staff.
- Contractual expenses decreased primarily due to reduction in risk management charges.
- Purchase of services increased \$1.4 million to fund cost of pothole patching.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$35,379	\$36,441	\$37,534	\$38,660	\$39,820
Expenses	<u>35,379</u>	<u>36,441</u>	<u>37,534</u>	<u>38,660</u>	<u>39,820</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 2019-2023 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	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
TRANSFERS TO					
GENERAL FUND	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0
RMAP FUND	76,292	76,300	76,300	76,300	0
CAPITAL PROJECTS FUND	<u>986,528</u>	<u>1,443,700</u>	<u>1,443,700</u>	<u>1,498,700</u>	<u>55,000</u>
TOTAL	<u>\$3,562,820</u>	<u>\$4,020,000</u>	<u>\$4,020,000</u>	<u>\$4,075,000</u>	<u>\$55,000</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	\$3,737,298	\$3,892,193	\$4,000,000	\$4,000,000	\$0
INTEREST INCOME	<u>5,399</u>	<u>62,183</u>	<u>20,000</u>	<u>75,000</u>	<u>55,000</u>
TOTAL	<u>\$3,742,697</u>	<u>\$3,954,376</u>	<u>\$4,020,000</u>	<u>\$4,075,000</u>	<u>\$55,000</u>

BUDGET HIGHLIGHTS

The 2018 budget calls for \$1,443,700 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 \$1,498,700 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$4,252	\$4,252	\$4,252	\$4,252	\$4,252
Expenses	<u>4,252</u>	<u>4,252</u>	<u>4,252</u>	<u>4,252</u>	<u>4,252</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>8,414</u>	<u>8,414</u>	<u>8,414</u>	<u>8,414</u>	<u>8,414</u>
Ending Balance	<u>\$8,414</u>	<u>\$8,414</u>	<u>\$8,414</u>	<u>\$8,414</u>	<u>\$8,414</u>

Motor Fuel Tax Fund

The 2019-2023 five year forecast assumes growth as projected by the State for tax revenues and assumes expenditures essentially equal to annual revenues. The State of Illinois assumes stagnant growth, for the taxes on motor fuels, with an annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

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 2018

- Identify and upgrade vehicles and equipment within the department that are currently at or will soon have reached the end of their service life.
- Continue an aggressive media campaign to stimulate interest in order to meet a goal of replanting 1,000 trees annually.
- Continue to work with CIP to integrate a corridor maintenance plan to coincide with newly reconstructed gateway arterial streets.
- Evaluate the existing safety program and possibly implement a restructured program within the division by year end.
- Continue to focus on balancing the appropriate level of labor required for pothole patching when needed to address seasonal issues.
- Ensure balance between outsourced and internal labor and services as needed to maintain City streets, rights of way, and drainage areas.

Street Maintenance Division

STREET MAINTENANCE DIVISION BUDGET SUMMARY

APPROPRIATION	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET	INCREASE (DECREASE)
PERSONNEL	\$2,842,669	\$2,824,024	\$2,687,530	\$2,783,040	(\$40,984)
CONTRACTUAL	5,363,340	4,130,265	3,639,968	3,693,630	(436,635)
SUPPLIES	1,135,182	1,223,000	996,783	1,233,000	10,000
OTHER	627,781	485,887	501,737	389,085	(96,802)
CAPITAL	<u>19,077</u>	<u>0</u>	<u>71,044</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$9,988,049</u>	<u>\$8,663,176</u>	<u>\$7,897,062</u>	<u>\$8,098,755</u>	<u>(\$564,421)</u>

FUNDING SOURCE	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	INCREASE (DECREASE)
PROPERTY TAXES					
STREET AND BRIDGE	\$1,434,205	\$1,458,731	\$1,422,089	\$1,451,207	\$29,118
REIMBURSEMENTS	451,410	489,464	425,859	443,305	17,446
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	3,015,150	2,998,984	2,300,780	2,530,107	229,327
CAPITAL LEASE FUNDS	67,810	0	0	0	0
GENERAL REVENUES	<u>4,594,861</u>	<u>4,690,870</u>	<u>4,164,448</u>	<u>3,324,136</u>	<u>(840,312)</u>
TOTAL	<u>\$9,913,436</u>	<u>\$9,988,049</u>	<u>\$8,663,176</u>	<u>\$8,098,755</u>	<u>(\$564,421)</u>

STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 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

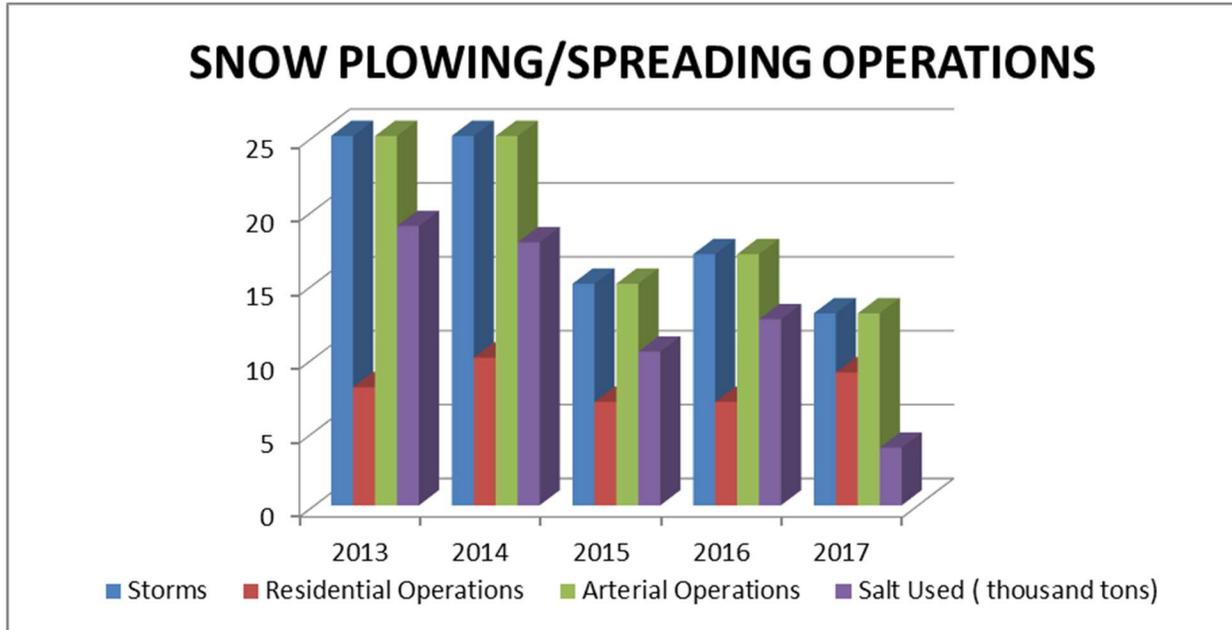
- Personnel expenses reflect a decrease in overtime, offset by a 2% wage increase and increased IMRF rates.
- Contractual expenses decrease \$436,635 due to reductions in internal service funds and service contracts.
- Supply expenses increase due to an increase in the cost of patch materials and sewer repair.
- Estimated lease payments for capital decrease by \$96,802 to a total payment of \$274,326.
- A transfer from the Sanitation Fund will cover both street sweeping and forestry operation in the Street Division, accounting for 31.2% of the total revenue for the budget unit.

Street Maintenance Division

CAPITAL EQUIPMENT

No capital replacements are planned for 2018.

OPERATIONAL INFORMATION



STREET DIVISION PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
AVERAGE OPEN POTHOLE REQUESTS	18	50	7	50
% OF ARTERIAL POTHoles FILLED, LESS THAN 10 DAYS	95%	90%	99%	90%
% OF RESIDENTIAL POTHoles FILLED, LESS THAN 30 DAYS	100%	90%	99%	90%
MILES OF STREET SWEEP	1,855	2,000	1,932	2,000
TREES TRIMMED	2,802	2,400	3,075	2,400
TREES REMOVED	1,298	800	747	800
TREES PLANTED	469	400	211	400
AVERAGE UNRESOLVED FORESTRY REQUESTS	94	90	123	90
TOTAL REQUESTS	5,633	6,000	6,093	6,000
TOTAL OPEN REQUESTS	118	150	167	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 2018

- 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

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,018,142	\$1,072,516	\$1,045,790	\$1,103,845	\$31,330
CONTRACTUAL	2,744,908	2,896,140	2,840,235	2,956,423	60,283
SUPPLIES	620,761	637,000	686,875	441,000	(196,000)
OTHER	109,826	93,881	115,383	70,795	(23,086)
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$4,493,637</u>	<u>\$4,699,537</u>	<u>\$4,688,283</u>	<u>\$4,572,063</u>	<u>(\$127,474)</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$165,809	\$181,638	\$183,288	\$183,355	\$67
PURCHASE OF SERVICES	26,600	64,300	65,600	70,300	4,700
FROM OTHER GOVERNMENTS	180,000	180,000	180,000	180,000	0
I-FIBR JULIE LOCATES	25,000	25,000	25,000	25,000	0
TRANSFERS FROM OTHER FUNDS	2,500,000	1,500,000	1,500,000	1,500,000	0
CAPITAL LEASE FUNDS	33,627	0	0	0	0
GENERAL REVENUES	<u>1,273,860</u>	<u>2,542,699</u>	<u>2,745,649</u>	<u>2,613,408</u>	<u>(132,241)</u>
TOTAL	<u>\$4,204,896</u>	<u>\$4,493,637</u>	<u>\$4,699,537</u>	<u>\$4,572,063</u>	<u>(\$127,474)</u>

Traffic Division

PUBLIC WORKS TRAFFIC DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2017	2018	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(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-19	<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 general step and longevity increases, a budgeted 2% salary adjustment, and an increase in health insurance rates and IMRF.
- Contractual expenses increase due to adjustments in internal service charges, utilities, and service contracts.
- Supply expenses decrease due to a reduction in street lighting fixtures.
- Estimated lease payments for capital are budgeted at \$19,895.

CAPITAL EQUIPMENT

There are no planned capital replacements for 2018.

TRAFFIC DIVISION PERFORMANCE MEASUREMENTS

	2016	2017	2017	2018
	ACTUAL	BUDGET	ACTUAL	BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	96%	95%	100%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	100%	95%	100%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	96%	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 2018

- Update landscaping and plantings in the above ground plater beds at City Hall.
- Update landscaping and plantings at Lot 13, Lot 15, Lot 37, and Church Lot.
- Re-mulch landscaping beds at Lot 19, Lot 22, Lot 27, Lot 35, and Concourse Parking Deck.
- Plant new trees at Lot 25 and Lot 41.
- Restripe West Side Lots.
- Continue to work with ABM in managing the parking system for the City.

PARKING DIVISION BUDGET SUMMARY

APPROPRIATION	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
PERSONNEL	\$249,452	\$273,991	\$276,024	\$286,727	\$12,736
CONTRACTUAL	1,342,516	1,389,457	1,251,414	1,333,667	(55,790)
SUPPLIES	51,791	56,500	68,284	41,100	(15,400)
OTHER	<u>1,346,278</u>	<u>1,107,549</u>	<u>1,050,974</u>	<u>1,245,463</u>	<u>137,914</u>
TOTAL	<u>\$2,990,037</u>	<u>\$2,827,497</u>	<u>\$2,646,696</u>	<u>\$2,906,957</u>	<u>\$79,460</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
MONTHLY PARKING	\$912,444	\$942,402	\$998,100	\$1,028,000	\$29,900
DAILY PARKING	222,905	257,370	203,700	209,800	6,100
PARKING FINES	503,345	425,901	534,000	550,000	16,000
SPECIAL EVENTS PARKING	99,773	238,985	447,900	461,300	13,400
RENTAL INCOME	101,927	109,117	129,400	133,300	3,900
INTEREST INCOME	(20,507)	114,801	11,100	11,400	300
MISCELLANEOUS INCOME	20,053	38,660	0	10,000	10,000
PURCHASE OF SERVICES	<u>51,300</u>	<u>46,600</u>	<u>49,600</u>	<u>51,100</u>	<u>1,500</u>
TOTAL	<u>\$1,891,240</u>	<u>\$2,173,836</u>	<u>\$2,373,800</u>	<u>\$2,454,900</u>	<u>\$81,100</u>

PARKING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 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>

Parking Division

BUDGET HIGHLIGHTS

- Personnel expenses increase due to an increase in health insurance and IMRF costs, a wage increase from longevity and step, and 2% salary adjustment.
- Contractual expenses decrease due to reductions in service contracts.
- Other expenses decrease due to changes in office supplies.
- The 2018 net is a loss of \$452,057; net of depreciation, it is a gain of \$332,943.
- The 2018 budgeted cash out, which includes capital purchases, the principal portion of the payments on debt service, less depreciation is \$2,976,957.

FIXED ASSETS

Planned fixed assets for 2018 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
Replace chiller at Pioneer	1	100,000	100,000
Replace elevators at Pioneer	2	150,000	300,000
Resurface K1 Lot	1	100,000	<u>100,000</u>
TOTAL			\$500,000

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$2,528	\$2,604	\$2,683	\$2,763	\$2,846
Expenses	<u>2,883</u>	<u>2,953</u>	<u>3,051</u>	<u>3,126</u>	<u>3,204</u>
Excess (Deficit)	<u>(355)</u>	<u>(349)</u>	<u>(368)</u>	<u>(363)</u>	<u>(358)</u>
Beginning Balance	<u>12,964</u>	<u>12,609</u>	<u>12,260</u>	<u>11,891</u>	<u>11,528</u>
Ending Balance	<u>\$12,609</u>	<u>\$12,260</u>	<u>\$11,892</u>	<u>\$11,528</u>	<u>\$11,170</u>

The 2019-2023 five year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

PARKING FUND PERFORMANCE MEASUREMENTS

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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	477,420	500,000	347,863	400,000
NUMBER OF TICKETS ISSUED	17,830	19,000	16,419	17,000

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 2018

- At the City Yards, sealcoat/patch parking lot and new pavement, continue Sawtooth roofing replacement, Building 8 façade and siding, alarm fire panel replacement and carpet the Administration building.
- Begin masonry repairs/tuckpoint as well as sealcoat/crack fill at the Wellness Center.
- Sealcoat/sidewalk repair at Buckbee Street.
- Replace South end sidewalk/ramp, security cameras, MAU/basement HVAC, and cabinets at the City Hall.

PROPERTY FUND BUDGET SUMMARY

FUNDING SOURCE	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$891,132	\$989,528	\$957,279	\$1,013,183	\$23,655
CONTRACTUAL	1,152,217	1,469,165	1,242,114	1,693,855	224,690
SUPPLIES	249,506	298,700	341,161	353,700	55,000
OTHER	<u>346,090</u>	<u>380,300</u>	<u>493,151</u>	<u>470,400</u>	<u>90,100</u>
TOTAL	<u>\$2,638,945</u>	<u>\$3,137,693</u>	<u>\$3,033,706</u>	<u>\$3,531,138</u>	<u>\$393,445</u>

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
BUILDING RENTAL CHARGES					
GENERAL FUND	\$1,341,260	\$1,745,300	\$2,318,940	\$2,415,350	\$96,410
OTHER FUNDS	1,277,213	1,241,980	1,217,175	1,256,928	39,753
MISCELLANEOUS	188	112	0	0	0
TRANSFER FROM STREET DIV	19,159	19,159	19,159	19,159	0
TRANSFER FROM WATER FUND	5,404	5,404	5,404	0	(5,404)
GRAFFITI RECOVERY	900	5	0	0	0
INTEREST INCOME	<u>6,266</u>	<u>3,461</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
PROPERTY FUND TOTAL	<u>\$2,650,390</u>	<u>\$3,015,421</u>	<u>\$3,580,678</u>	<u>\$3,711,437</u>	<u>\$130,759</u>

Property Division

PROPERTY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 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>

BUDGET HIGHLIGHTS

- Personnel expenses increase due an increase in IMRF and health insurance rates. Additionally, wages increase due to a general longevity and step increases and a budgeted 2% salary adjustment.
- Contractual expenses increase \$224,690 to cover general maintenance costs associated with day to day upkeep of the three additional Police District stations.
- Supplies expenses increase due to additional costs for janitorial and building supplies associated with the three additional Police District stations.
- Other expenses increase for additional depreciation due to capital improvements to City facilities.

FIXED ASSETS

Planned fixed assets for 2018 includes:

EQUIPMENT	QUANTITY	BUDGET EACH	TOTAL BUDGET
Sealcoat/patch parking lot at City Yards	1	20,000	20,000
Equipment Building roof replacement	1	150,000	150,000
Building 8 façade and siding	1	25,000	25,000
Alarm fire panel replacement at City Yards	1	15,000	15,000
Fence replacement at City Yards	1	10,000	10,000
Replace south sidewalk ramp and railing at City Hall	1	75,000	75,000
Additional security cameras at City Hall	1	15,000	15,000
MAU replacement (HVAC) at City Hall	1	50,000	50,000
Break area cabinets at City Hall	1	15,000	<u>15,000</u>
TOTAL			\$375,000

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$3,823	\$3,938	\$4,056	\$4,178	\$4,303
Expenses	<u>3,637</u>	<u>3,746</u>	<u>3,858</u>	<u>3,974</u>	<u>4,093</u>
Excess (Deficit)	<u>186</u>	<u>192</u>	<u>198</u>	<u>204</u>	<u>210</u>
Beginning Balance	<u>2,586</u>	<u>2,772</u>	<u>2,964</u>	<u>3,162</u>	<u>3,366</u>
Ending Balance	<u>\$2,772</u>	<u>\$2,964</u>	<u>\$3,162</u>	<u>\$3,366</u>	<u>\$3,576</u>

The 2019-2023 five-year forecast assumes operations will continue as they are programmed for 2018 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 2018

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

EQUIPMENT FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$917,459	\$965,502	\$885,098	\$967,853	\$2,351
CONTRACTUAL	865,242	741,860	635,656	749,110	7,250
SUPPLIES	1,377,731	1,420,960	1,665,266	1,404,287	(16,673)
OTHER	<u>101,125</u>	<u>94,920</u>	<u>95,232</u>	<u>94,220</u>	<u>(700)</u>
TOTAL	<u>\$3,261,557</u>	<u>\$3,223,242</u>	<u>\$3,281,252</u>	<u>\$3,215,470</u>	<u>(\$7,772)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
VEHICLE REPAIR CHARGES					
GENERAL FUND	\$1,306,901	\$1,739,037	\$1,572,050	\$1,581,220	\$9,170
OTHER FUNDS	572,263	598,811	676,100	678,400	2,300
FUEL CHARGES					
GENERAL FUND	801,768	698,698	810,110	811,810	1,700
OTHER FUNDS	207,562	175,513	217,600	215,900	(1,700)
MISCELLANEOUS	16,603	14,055	15,000	15,000	0
INTEREST INCOME	<u>7,168</u>	<u>3,383</u>	<u>5,000</u>	<u>5,000</u>	<u>0</u>
EQUIPMENT FUND TOTAL	<u>\$2,912,265</u>	<u>\$3,229,497</u>	<u>\$3,295,860</u>	<u>\$3,307,330</u>	<u>\$11,470</u>

Equipment Division

EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2017 <u>EMPLOYEES</u>	2018 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
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 in IMRF rates and health insurance.
- Contractual expenses increase slightly as a result of internal service charges.
- Supplies decrease \$16,673 due to changes in market price of fuel.

CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2018.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$3,407	\$3,509	\$3,614	\$3,722	\$3,834
Expenses	<u>3,312</u>	<u>3,411</u>	<u>3,513</u>	<u>3,618</u>	<u>3,727</u>
Excess (Deficit)	<u>95</u>	<u>98</u>	<u>101</u>	<u>104</u>	<u>107</u>
Beginning Balance	<u>596</u>	<u>691</u>	<u>789</u>	<u>890</u>	<u>994</u>
Ending Balance	<u>\$691</u>	<u>\$789</u>	<u>\$890</u>	<u>\$994</u>	<u>\$1,101</u>

The 2019-2023 five-year forecast assumes operations will continue as they are programmed for 2018 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 2018

- Continue monitoring safety equipment for OSHA compliance.
- Continue to provide parts and services to the operating divisions in a timely manner.
- Continue updating and implementing changes in the finance area of Central Supply.
- Continue operating the small tool room in an effective manner.

CENTRAL SUPPLY FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$322,341	\$341,808	\$341,019	\$352,428	\$10,620
CONTRACTUAL	48,345	61,320	49,759	58,130	(3,190)
SUPPLIES	28,349	31,500	28,658	31,500	0
OTHER	<u>25,000</u>	<u>24,700</u>	<u>24,700</u>	<u>24,400</u>	<u>(300)</u>
TOTAL	<u>\$424,035</u>	<u>\$459,328</u>	<u>\$444,136</u>	<u>\$466,458</u>	<u>\$7,130</u>

	2015	2016	2017	2018	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	\$113,930	\$111,980	(\$1,950)
TRAFFIC DIVISION	48,950	48,150	49,990	51,320	1,330
PARKING DIVISION	22,250	12,890	22,720	23,330	610
PROPERTY UNIT	44,500	43,770	45,450	46,660	1,210
EQUIPMENT UNIT	40,050	39,400	40,900	41,990	1,090
WATER DIVISION	182,450	179,880	186,340	191,300	4,960
INTEREST INCOME	<u>6,156</u>	<u>6,123</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$445,156</u>	<u>\$431,013</u>	<u>\$459,330</u>	<u>\$466,580</u>	<u>\$7,250</u>

Central Supply Division

CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 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 increase as health insurance and IMRF rates increase and wages increase due to a 2% salary adjustment.
- Contractual expenses decrease slightly due to decreases in internal service charges.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$480	\$494	\$519	\$545	\$572
Expenses	<u>480</u>	<u>494</u>	<u>509</u>	<u>524</u>	<u>540</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>10</u>	<u>21</u>	<u>32</u>
Beginning Balance	<u>346</u>	<u>346</u>	<u>346</u>	<u>356</u>	<u>377</u>
Ending Balance	<u>\$346</u>	<u>\$346</u>	<u>\$356</u>	<u>\$377</u>	<u>\$409</u>

The 2019-2023 five-year forecast assumes operations will continue as they are programmed for 2018 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 2018

- 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, and radium concentrations through the use of water filtration facilities and reducing excursions in concentration of treatment chemicals.
- Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.
- Develop a customer satisfaction feedback program that enhances the customer experience (i.e., Service Reliability Index, First Time Resolution, etc.).
- Continue to 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 community awareness on the importance of drinking water and the Rockford water system (public service announcements, secondary school demonstrations, and presentations, etc.).
- Initiate small meter testing program to verify residential meter efficiency and lifecycle status while piloting next-generation metering technology (i.e., Mag Meters, Ultrasonic Meters, etc.).
- Continue implementation of electronic radio transmitter (ERT) replacement program (focusing on the replacement of 40/50W ERTS).
- Improve preventative maintenance programs for well houses, well and booster pumps, hydrants, and valves.
- Initiate asset management/work order management in the Water Distribution Section.
- Promote the Water Division Environmental Laboratory and increase number of outside customers.
- Continue implementation of mobile technology for making field operations more efficient.
- Continue to promote worker safety and reduce number of on the job injuries by training employees, addressing all safety concerns in a timely manner, and participating in the Public Works Safety Committee.

Water Division

- Improve organizational efficiency through enhancing communication (SharePoint) across the Water Division and through implementation of accountability programs for managers and supervisors.
- Continue to develop and implement the Rockford Water Academy to train employees with a goal of averaging at least 10 hours of training per employee, annually.

WATER FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,614,612	\$6,101,782	\$5,775,965	\$6,453,686	\$351,904
CONTRACTUAL	6,056,787	7,151,690	5,874,581	6,803,278	(348,412)
SUPPLIES	1,360,067	1,736,250	1,451,183	1,879,800	143,550
OTHER	8,749,328	8,739,876	9,272,992	8,831,244	91,368
INTEREST	<u>1,548,319</u>	<u>1,444,400</u>	<u>1,433,182</u>	<u>1,336,800</u>	<u>(107,600)</u>
TOTAL	<u>\$23,329,113</u>	<u>\$25,173,998</u>	<u>\$23,807,903</u>	<u>\$25,304,808</u>	<u>\$130,810</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$23,650,334	\$26,598,622	\$27,418,000	\$28,354,000	\$936,000
INSTALLATIONS & CONNECTIONS	840,613	871,240	781,000	866,000	85,000
INTEREST INCOME	253,225	227,014	200,000	200,000	0
MISCELLANEOUS	186,146	1,645,802	92,000	83,000	(9,000)
PURCHASE OF SERVICES	<u>95,600</u>	<u>107,250</u>	<u>111,450</u>	<u>111,450</u>	<u>0</u>
TOTAL	<u>\$25,025,918</u>	<u>\$29,449,928</u>	<u>\$28,602,450</u>	<u>\$29,614,450</u>	<u>\$1,012,000</u>

Water Division

WATER FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
WATER SUPERINTENDENT	213	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT ENGINEERING	212	0.00	1.00	1.00
WATER OPERATIONS MANAGER	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
SENIOR CLERK	A-19	4.00	4.00	0.00
TOTAL PERSONNEL		63.00	63.00	0.00

BUDGET HIGHLIGHTS

- Personnel expenses increase due to an increase in wages for longevity and step increases, a 2% salary adjustment, an increase in health insurance and IMRF rates, as well as an increase in overtime. These increases are offset by savings due to staff changes.
- Contractual expenses decrease due to a decrease in service contracts, equipment maintenance and internal service charges, which are offset by an increase in building and equipment rental.
- Supply expenses increase \$143,550 due to additional meter, ERT and reservoir level transducer purchases.
- Other expenses decrease due to a decrease in interest expenses which are offset by an increase in purchase of service costs and depreciation expense.

Water Division

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$30,677	\$31,781	\$32,925	\$34,110	\$35,338
Expenses	<u>26,570</u>	<u>27,899</u>	<u>29,294</u>	<u>30,759</u>	<u>32,297</u>
Excess (Deficit)	<u>4,107</u>	<u>3,882</u>	<u>3,631</u>	<u>3,351</u>	<u>3,041</u>
Beginning Balance	<u>154,271</u>	<u>158,378</u>	<u>162,260</u>	<u>165,891</u>	<u>169,242</u>
Ending Balance	<u>\$158,378</u>	<u>\$162,260</u>	<u>\$165,891</u>	<u>\$169,242</u>	<u>\$172,283</u>
Bond Issues	\$0	\$0	\$0	\$0	\$0
Rate Increases	3.6%	3.6%	3.6%	3.6%	3.6%

The 2019-2023 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 2018 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
GAC Media replacement at U35	1	60,000	60,000
VFDs on Wells U42 and U13	2	45,000	90,000
Video cameras at Cedar Street	1	5,000	5,000
Replace HVAC unit at Cedar Street	1	7,500	7,500
Masonry repair at Cedar Street	1	50,000	50,000
Ford Transit	1	29,000	29,000
JD710 Backhoe	1	142,000	142,000
Ford Escape - AWD	1	24,000	<u>24,000</u>
TOTAL			\$407,500

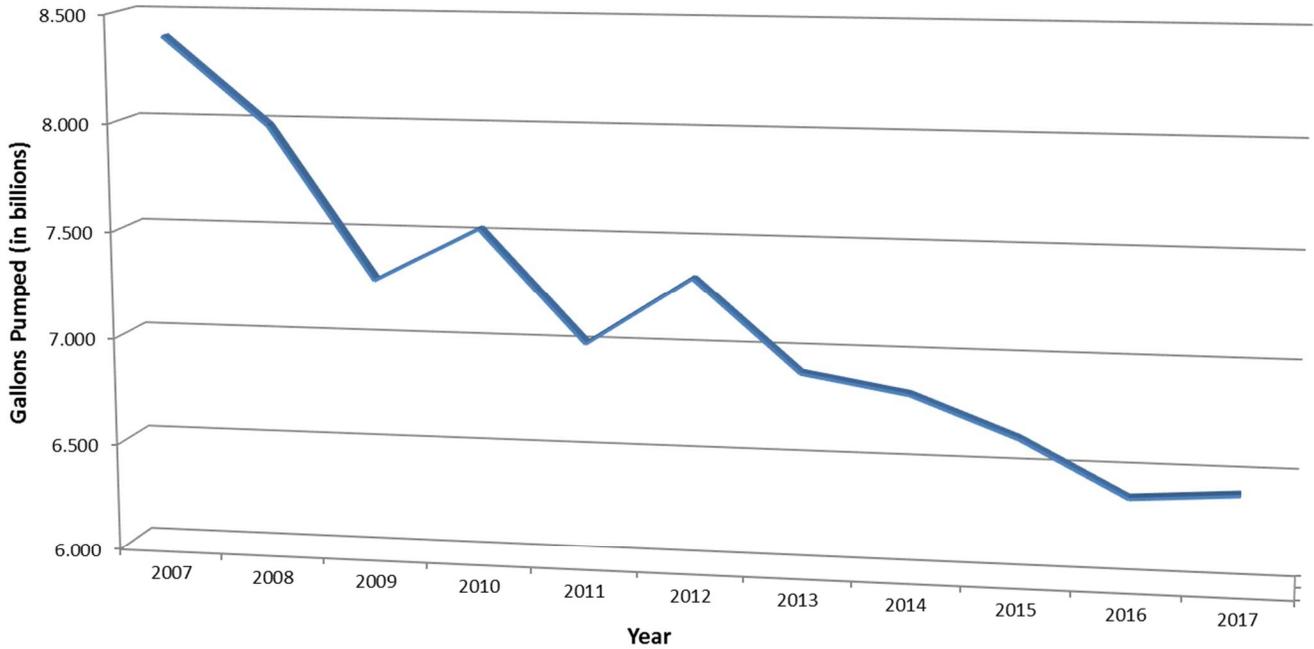
WATER FUND PERFORMANCE MEASURES

	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
EMERGENCY REPAIR TIME (HOURS)	1.20	2.00	0.90	2.00
% OF TOTAL REPAIRS THAT ARE PLANNED	76%	70%	82%	70%
BACKLOG OF NON-EMERGENCY REPAIRS (WKLY AVG)	49	25	27	30
WATER MAIN FLUSHED (MILES)	307	240	302	240
AVG DAYS TO CORRECT METER PROBLEM	7	30	7	30
WATER QUALITY COMPLAINTS	12	18	18	18
% DESIGN DEMAND	136%	100%	123%	100%
% PREVENTATIVE MAINTENANCE	66%	60%	58%	60%
NEW WATER CONNECTIONS	97	35	117	35

Water Division

OPERATIONAL INFORMATION

Public Works Water Division Water Production



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 28.96%, to 6.448 billion gallons in 2017. The average production for the past seven years is 6.814 billion gallons, which is more than estimated 2018 production of 6.35 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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$15,940,422	\$16,436,098	\$16,760,382	\$17,278,902	\$842,804
CONTRACTUAL	501,579	410,925	528,599	410,925	0
OTHER	<u>0</u>	<u>86,881</u>	<u>0</u>	<u>85,600</u>	<u>(1,281)</u>
TOTAL EXPENSE	<u>\$16,442,001</u>	<u>\$16,933,904</u>	<u>\$17,288,981</u>	<u>\$17,775,427</u>	<u>\$841,523</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
POLICE DEPARTMENT TRANSFER					
POLICE PENSION PROPERTY TAX	\$5,287,122	\$6,467,940	\$6,921,439	\$7,075,281	\$153,842
POLICE PENSION REPLACE TAX	<u>926,566</u>	<u>1,367,651</u>	<u>963,000</u>	<u>895,469</u>	<u>(67,531)</u>
TOTAL CITY CONTRIBUTION	6,213,688	7,835,591	7,884,439	7,970,750	86,311
INTEREST INCOME	5,900,000	8,016,144	5,350,000	5,350,000	0
FV APPRECIATION(DEPRECIATION)	<u>5,000,000</u>	<u>5,811,219</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>
INVESTMENT INCOME	10,900,000	13,827,363	10,350,000	10,350,000	0
EMPLOYEE CONTRIBUTIONS	<u>2,008,400</u>	<u>2,315,398</u>	<u>2,029,200</u>	<u>2,157,400</u>	<u>128,200</u>
TOTAL	<u>\$19,122,088</u>	<u>\$23,978,352</u>	<u>\$20,263,639</u>	<u>\$20,478,150</u>	<u>\$214,511</u>
ACTUARY'S CONTRIBUTION					
REQUIREMENT	\$6,213,688	\$7,835,591	\$7,884,439	\$7,970,750	\$86,311

Police and Fire Pension Fund

FIRE PENSION FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$16,712,081	\$17,240,576	\$17,482,905	\$17,877,351	\$636,775
CONTRACTUAL	500,282	390,575	477,445	390,575	0
OTHER	<u>0</u>	<u>83,988</u>	<u>0</u>	<u>81,000</u>	<u>(2,988)</u>
TOTAL EXPENSE	<u>\$17,212,362</u>	<u>\$17,715,139</u>	<u>\$17,960,350</u>	<u>\$18,348,926</u>	<u>\$633,787</u>
	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FIRE DEPARTMENT TRANSFER					
FIRE PENSION PROPERTY TAX	\$6,190,579	\$7,084,415	\$7,105,775	\$8,258,070	\$1,173,655
FIRE PENSION REPLACE TAX	<u>1,259,794</u>	<u>1,489,428</u>	<u>1,155,600</u>	<u>1,074,925</u>	<u>(414,503)</u>
TOTAL CITY CONTRIBUTION	7,450,373	8,573,843	8,261,375	9,332,995	759,152
INTEREST INCOME	5,500,000	6,789,829	4,800,000	4,800,000	(1,989,829)
FV APPRECIATION(DEPRECIATION)	<u>5,000,000</u>	<u>5,653,329</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>(3,653,329)</u>
INVESTMENT INCOME	10,500,000	12,443,158	6,800,000	6,800,000	(5,643,158)
EMPLOYEE CONTRIBUTIONS	<u>1,880,700</u>	<u>2,096,334</u>	<u>1,885,900</u>	<u>1,885,900</u>	<u>(210,434)</u>
TOTAL	<u>\$19,831,073</u>	<u>\$23,113,335</u>	<u>\$16,947,275</u>	<u>\$18,018,895</u>	<u>(\$5,094,440)</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$7,450,373	\$8,625,745	\$8,261,375	\$9,332,995	\$693,782

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 2016, the Police plan earned \$3.4 million in interest income while the Fire plan earned \$3.2 million in interest income.
- The Police and Fire plans also realized \$4.6 and \$3.5 million respectively on the sale of investments.
- In addition, reflecting fair market value adjustments of investments, the Police Pension Fund estimated a gain of \$5.8 million while the Fire Pension Fund estimated a gain of \$5.6 million.
- Investment expenses are \$301,000 for Police and \$313,000 for Fire.
- Approximate annual rates of return were above the assumption rate of 7.5%, with 8.3% for Police and 8.7% for Fire.
- Police contribution requirement increases to \$7,970,750. The percent funded in 2016 was 63.4%.
- Fire contribution requirement increases to \$9,332,995. The percent funded in 2016 was 56.1%.

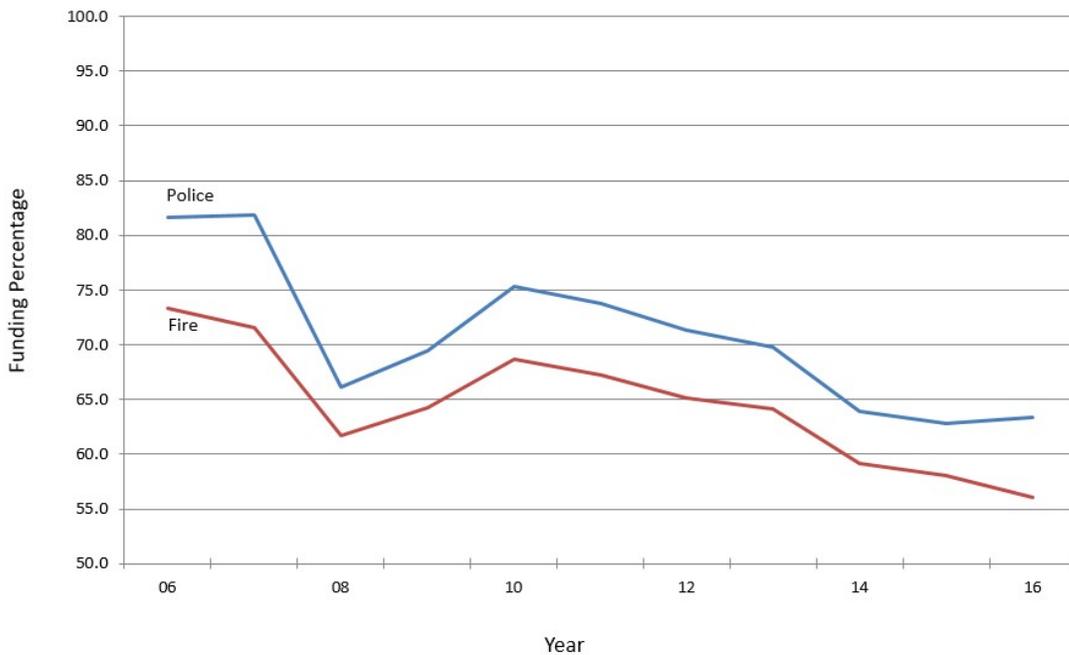
Police and Fire Pension Fund

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
2006-2016**



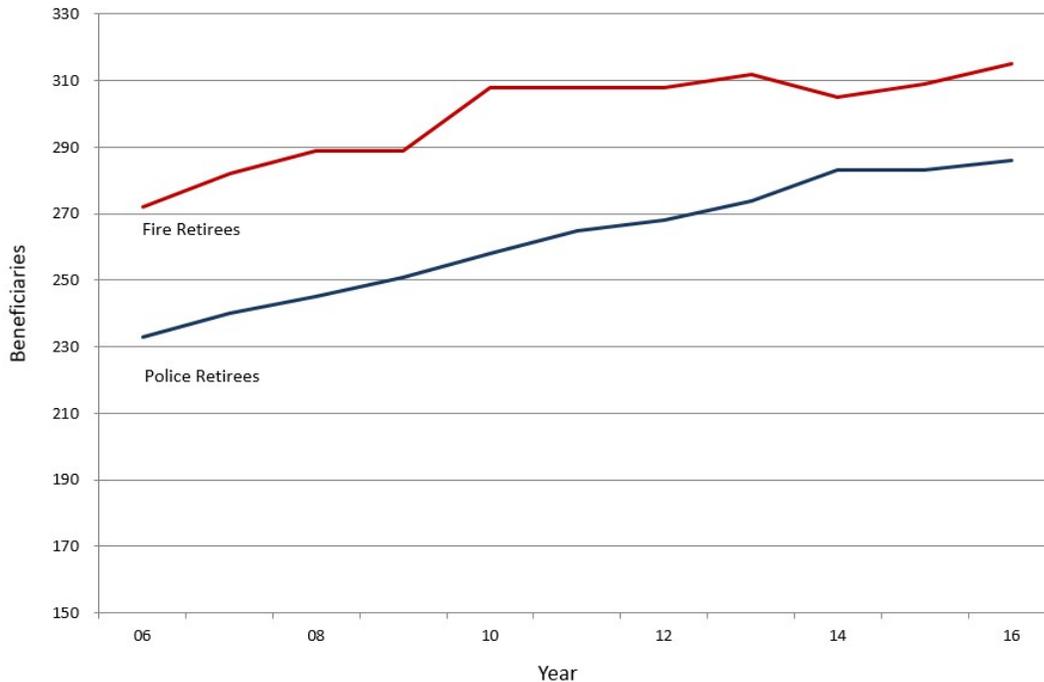
Police and Fire Pension Fund

ROCKFORD PENSION PLANS

	<u>Police</u>	<u>Fire</u>	<u>IMRF/SS</u>
Employees	Sworn	Sworn	All Other
2018 Employer Rate	79.37%	83.79%	17.48%
2018 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
2006-2016**



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 (2016-\$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 (2016-\$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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$29,133	\$30,728	\$32,424	\$34,232	\$36,184
Expenditures	<u>17,521</u>	<u>18,152</u>	<u>18,802</u>	<u>19,471</u>	<u>20,160</u>
Excess (Deficit)	<u>11,611</u>	<u>12,576</u>	<u>13,622</u>	<u>14,761</u>	<u>16,024</u>
Beginning Balance	<u>224,832</u>	<u>236,443</u>	<u>249,019</u>	<u>262,641</u>	<u>277,402</u>
Ending Balance	<u>\$236,443</u>	<u>\$249,019</u>	<u>\$262,641</u>	<u>\$277,402</u>	<u>\$293,426</u>
Property Tax Rates (in cents)	53.9	59.5	61.8	64.2	66.5

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$28,059	\$29,507	\$31,050	\$32,708	\$34,475
Expenditures	<u>18,993</u>	<u>19,668</u>	<u>20,363</u>	<u>21,079</u>	<u>21,817</u>
Excess (Deficit)	<u>9,066</u>	<u>9,839</u>	<u>10,686</u>	<u>11,629</u>	<u>12,658</u>
Beginning Balance	<u>194,613</u>	<u>203,679</u>	<u>213,518</u>	<u>224,204</u>	<u>235,833</u>
Ending Balance	<u>\$203,679</u>	<u>\$213,518</u>	<u>\$224,204</u>	<u>\$235,833</u>	<u>\$248,492</u>
Property Tax Rates (in cents)	65.1	71.7	74.3	77.0	79.6

The 2019-2023 five-year forecast on a traditional basis, assumes five percent City and employee contribution increases as well as a 7.5% return on investments. The combined impact for the two plans of this increase on the property tax rate would be approximately eleven cents annually. Costs are assumed to rise annually due to three percent pension increases and an annual new retiree group of five. This forecast does not address a number of issues such as mortality, disability, and withdrawal that an actuary would. In addition, it makes no assumptions as to the likelihood of additional benefits gained through the legislative process in Springfield.

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

	<u>2016</u>	<u>2017</u>	<u>2017</u>	<u>2018</u>	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,818,846	\$7,061,510	\$6,564,513	\$6,537,457	(\$524,053)
CONTRACTUAL	<u>232</u>	<u>300</u>	<u>307</u>	<u>300</u>	<u>0</u>
TOTAL	<u>\$6,819,078</u>	<u>\$7,061,810</u>	<u>\$6,564,819</u>	<u>\$6,537,757</u>	<u>(\$524,053)</u>

RATES APPLIED	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
IMRF	13.41	12.54	12.66	11.71	12.07
SOCIAL SEC	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>
TOTAL	<u>21.06</u>	<u>20.19</u>	<u>20.31</u>	<u>19.36</u>	<u>19.72</u>

FUNDING SOURCE	2015	2016	2017	2018	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
IMRF FUND	\$3,357,266	\$3,298,000	\$3,212,746	\$3,316,398	\$103,652
REPLACEMENT TAXES	328,200	325,000	321,000	317,000	(4,000)
INTERFUND TRANSFERS	3,391,179	3,475,957	3,528,064	2,904,359	(623,705)
INTEREST INCOME	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
TOTAL	<u>\$7,086,645</u>	<u>\$7,108,957</u>	<u>\$7,071,810</u>	<u>\$6,547,757</u>	<u>(\$524,053)</u>

BUDGET HIGHLIGHTS

- The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2018. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) for 2018 is \$128,400.
- The 2018 IMRF rate increases slightly to 12.07% 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 2018 rate is estimated at 0.2199.

IMRF Pension Fund

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$7,006	\$7,496	\$8,021	\$8,582	\$9,183
Expenses	<u>6,995</u>	<u>7,485</u>	<u>8,009</u>	<u>8,570</u>	<u>9,170</u>
Excess (Deficit)	<u>11</u>	<u>11</u>	<u>12</u>	<u>12</u>	<u>13</u>
Beginning Balance	<u>46</u>	<u>57</u>	<u>68</u>	<u>80</u>	<u>92</u>
Ending Balance	<u>\$57</u>	<u>\$68</u>	<u>\$80</u>	<u>\$92</u>	<u>\$105</u>
Property Tax Rates (in cents)	32.7	37.7	40.5	43.4	46.6

The 2019-2023 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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$20,435,475	\$22,258,305	\$18,933,767	\$22,348,305	\$90,000
SUPPLIES	36	6,000	29	6,000	0
OTHER EXPENSE	<u>169,600</u>	<u>1,263,240</u>	<u>1,263,240</u>	<u>163,240</u>	<u>(1,100,000)</u>
TOTAL	<u>\$20,605,111</u>	<u>\$23,527,545</u>	<u>\$20,197,036</u>	<u>\$22,517,545</u>	<u>(\$1,010,000)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
EMPLOYER PREMIUMS	\$16,221,508	\$17,133,183	\$17,032,548	\$17,973,969	\$941,421
EMPLOYEE PREMIUMS	911,893	1,267,110	1,278,875	1,278,875	0
RETIREES	1,743,286	2,473,287	2,404,725	2,515,095	110,370
OTHER	626,659	<u>(85,000)</u>	<u>(128,000)</u>	<u>(160,000)</u>	<u>(32,000)</u>
INTEREST INCOME	<u>161,832</u>	<u>119,900</u>	<u>103,900</u>	<u>77,200</u>	<u>(26,700)</u>
TOTAL	\$19,665,178	\$20,908,480	\$20,692,048	\$21,685,139	\$993,091

BUDGET HIGHLIGHTS

- In 2017, premiums increased 5%. For 2018, due to reductions in the fund balance and growing expenses, rates increase 5%.
- Medical expenses are expected to increase 8.9% over the 2017 budget.

Health Insurance Fund

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$23,216	\$24,787	\$26,475	\$28,301	\$30,276
Expenses	<u>24,168</u>	<u>25,088</u>	<u>26,048</u>	<u>27,050</u>	<u>28,096</u>
Excess (Deficit)	<u>(952)</u>	<u>(301)</u>	<u>427</u>	<u>1,251</u>	<u>2,180</u>
Beginning Balance	<u>4,316</u>	<u>3,365</u>	<u>3,064</u>	<u>3,491</u>	<u>4,742</u>
Ending Balance	<u>\$3,364</u>	<u>\$3,064</u>	<u>\$3,491</u>	<u>\$4,742</u>	<u>\$6,922</u>
Rate Increase	7.5	7.5	7.5	7.5	7.5
Reserve Percentage	17.9	13.4	11.8	12.9	16.9

The 2019-2023 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 2019-2023.

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>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$12,918	\$170,840	\$43,826	\$1,174,800	\$1,003,960
TOTAL	\$12,918	\$170,840	\$43,826	\$1,174,800	\$1,003,960

FUNDING SOURCE	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2018 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL FUND TRANSFERS	\$173,782	\$177,310	\$135,828	\$139,680	\$3,852
OTHER FUND TRANSFERS	0	0	33,912	34,020	108
INTEREST INCOME	8,701	10,599	13,400	14,000	600
TOTAL	\$182,483	\$187,909	\$183,140	\$187,700	\$4,560

BUDGET HIGHLIGHTS

- The property tax rate for unemployment, collected in the general fund, is unlimited by statute. The 2018 rate is estimated at 0.0096.
- Contractual expenses include a one-time fund balance transfer from the Unemployment Fund to the General Fund to eliminate \$1.0 million of the projected deficit in 2018.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$227	\$233	\$239	\$244	\$251
Expenses	68	70	71	73	75
Excess (Deficit)	159	163	168	171	176
Beginning Balance	752	911	1,074	1,241	1,413
Ending Balance	\$911	\$1,074	\$1,242	\$1,412	\$1,589

The 2019-2023 five-year forecast assumes that unemployment costs will increase 3% annually and that premiums will be adjusted as necessary during this period. The unemployment rate charged to operating departments has remained stable at 2.0% (\$180) of the first \$9,000 of salary per employee for 2018.

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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$2,650,250	\$2,802,250	\$2,299,686	\$2,802,250	\$0
OTHER EXPENSE	<u>96,900</u>	<u>98,500</u>	<u>98,500</u>	<u>1,801,600</u>	<u>1,703,100</u>
TOTAL	<u>\$2,747,150</u>	<u>\$2,900,750</u>	<u>\$2,398,186</u>	<u>\$4,603,850</u>	<u>\$1,703,100</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,560,122	\$2,722,744	\$2,589,887	\$2,648,946	\$59,059
OTHER FUND TRANSFERS	294,160	308,855	313,584	318,625	5,041
REIMBURSEMENTS	29,007	6,762	0	0	0
INTEREST INCOME	<u>89,385</u>	<u>89,514</u>	<u>15,000</u>	<u>80,000</u>	<u>65,000</u>
TOTAL	<u>\$2,972,674</u>	<u>\$3,127,875</u>	<u>\$2,918,471</u>	<u>\$3,047,571</u>	<u>\$129,100</u>

BUDGET HIGHLIGHTS

- Rates remained the same as 2017 due to positive fund performance and an acceptable fund balance.
- The property tax rate for worker's compensation, collected in the general fund, is unlimited by statute. The 2017 rate is estimated at 18.21 cents, 1.02 cents higher than the previous 17.19 cents.
- Contractual expenses include a one-time fund balance transfer of \$1.7 million from the Worker's Compensation Fund to the General Fund to reduce the projected deficit in 2018.

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$3,196	\$3,352	\$3,515	\$3,687	\$3,867
Expenses	<u>3,134</u>	<u>3,291</u>	<u>3,455</u>	<u>3,628</u>	<u>3,809</u>
Excess (Deficit)	<u>62</u>	<u>61</u>	<u>60</u>	<u>59</u>	<u>58</u>
Beginning Balance	<u>523</u>	<u>585</u>	<u>646</u>	<u>706</u>	<u>765</u>
Ending Balance	<u>\$585</u>	<u>\$646</u>	<u>\$706</u>	<u>\$765</u>	<u>\$823</u>
Expense Rate Change	5%	5%	5%	5%	5%

The 2019-2023 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.

Auditing Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

AUDITING FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$153,585</u>	<u>\$183,311</u>	<u>\$140,521</u>	<u>\$184,010</u>	<u>\$699</u>
TOTAL	<u>\$153,585</u>	<u>\$183,311</u>	<u>\$140,521</u>	<u>\$184,010</u>	<u>\$699</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
AUDITING	\$108,363	\$100,739	\$131,411	\$132,110	\$699
INTERFUND TRANSFERS	<u>59,010</u>	<u>52,846</u>	<u>51,900</u>	<u>51,900</u>	<u>0</u>
TOTAL	<u>\$167,373</u>	<u>\$153,585</u>	<u>\$183,311</u>	<u>\$184,010</u>	<u>\$699</u>

BUDGET HIGHLIGHTS

- The Fund reimburses the Finance Department for staff costs associated with auditing. 2018 costs include \$77,000 for auditors, \$107,010 for internal staff costs, and \$3,000 for printing the annual report in the newspaper.
- The property tax rate for auditing is unlimited by statute. The 2018 proposed rate is 1.32 cents.

AUDIT FUND FIVE YEAR FORECAST

The 2019-2023 five year forecast assumes that audit costs will increase three percent annually and that the revenue mix of property taxes and transfer reimbursements will remain constant.

AUDITING FUND 2019-2023 FINANCIAL FORECAST (IN 000'S)

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$190	\$196	\$202	\$208	\$214
Expenses	<u>196</u>	<u>202</u>	<u>208</u>	<u>214</u>	<u>221</u>
Excess (Deficit)	<u>(6)</u>	<u>(6)</u>	<u>(6)</u>	<u>(6)</u>	<u>(7)</u>
Beginning Balance	<u>0</u>	<u>(6)</u>	<u>(12)</u>	<u>(18)</u>	<u>(24)</u>
Ending Balance	<u>(\$6)</u>	<u>(\$12)</u>	<u>(\$18)</u>	<u>(\$24)</u>	<u>(\$31)</u>
Property Tax Rates	0.8	0.8	0.8	0.8	0.8

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 A1 from Moody's Investors Service.

Debt Management

CITY OF ROCKFORD, ILLINOIS OUTSTANDING AND PROPOSED DEBT ISSUES

<u>ISSUE AND AMOUNT</u>	<u>PAYMENT SOURCE</u>	<u>FINAL LEVY YEAR</u>
2007 \$29.865 GOB Alternate and Refunding (\$23.0 Metro Centre Improvements (Series A-\$6.635 Tax Exempt, Series B-\$16.365 Taxable), Series C-\$6.865 GOBA Refunding)	5,8	2026
2007 \$8.75 GOB Alternate (Series D-\$3.5 Water)	2	2026
2008 \$12.15 GOB Alternate (Series A-\$9.0 Water, Series B-\$1.3 TIF (\$1.1 Airport, \$0.2 Jackson School), Series C-\$1.85 Taxable Parking)	2,3,4	2028
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	2029, 2024
2009 \$8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	5,8	2026
2009 \$1.7 GOB Alternate (Series D-\$1.35 Springfield Corners TIF, Series E-\$0.35 River East TIF)	3	2023
2009 \$13.585 Refunding (Series E-\$7.93 GOB Street, Series F-\$4.325 Water)	1,2	2018
2010 \$3.4 GOB Alternate Water	2	2029
2012 \$1.47 Refunding (Series B-\$0.64 GOB Water, \$0.83 GOB Water)	2	2016
2012 \$7.73 Refunding (\$2.7 GO, Series C-\$0.88 7th Street TIF, Series C-\$0.93 Springfield Corners TIF, Series A-\$3.22 GO)	2, 3, 6	2016, 2021
2014 \$5.3 Fire Station #3	1	2023
2014 \$14.025 Refunding (Series A-\$4.65 Capital, \$6.305 Neighborhood Revi \$3.070 GO, Series B-\$8.5 Street Improvements, \$8.7 Capital Improvments, SeriesC-\$2.0 7th Street, \$2.85 Lowes Distribution, \$16.7 Metro Center Improvements)	1,3,5	2016,2027
2015 \$16.52 GOB Ingersoll Project	5	2034
2015 \$6.315 Parking	4	2034
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
2016 GO Refunding \$12.5 Series B Water	2	2028, 2034
	2	2027

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

Debt Management

DEBT SERVICE FUND BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
BOND INTEREST	\$4,535,057	\$4,270,445	\$4,286,460	\$4,236,902	(\$33,543)
BOND PRINCIPAL	<u>8,195,000</u>	<u>11,895,276</u>	<u>12,462,702</u>	<u>11,928,819</u>	<u>33,543</u>
TOTAL	<u>\$12,730,057</u>	<u>\$16,165,721</u>	<u>\$16,749,162</u>	<u>\$16,165,721</u>	<u>\$0</u>

Actuals exclude water system debt

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
DEBT SERVICE-CITYWIDE	<u>\$3,055,549</u>	<u>\$4,844,902</u>	<u>\$4,995,815</u>	<u>\$939,820</u>	<u>(\$4,055,995)</u>
	3,055,549	4,844,902	4,995,815	939,820	(4,055,995)
ABATEMENTS-TAX EXEMPT					
PUBLIC WORKS WATER	0	5,563,868	5,338,772	4,773,437	(565,335)
SALES TAX	432,500	416,500	0	1,501,238	1,501,238
TIF DISTRICTS	2,407,650	2,966,072	1,789,690	2,099,148	309,458
REDEVELOPMENT FUND	534,675	839,675	609,938	831,450	221,512
OTHER	<u>823,988</u>	<u>817,800</u>	<u>1,849,013</u>	<u>1,173,057</u>	<u>(675,956)</u>
	4,198,813	10,603,915	9,587,413	10,378,330	790,917
ABATEMENTS-TAXABLE					
TIF DISTRICTS	681,825	350,852	203,375	247,138	43,763
SALES TAX	382,594	330,750	315,375	0	(315,375)
REDEVELOPMENT FUND	1,704,578	441,868	891,868	2,156,353	1,264,485
PARKING	<u>181,875</u>	<u>176,875</u>	<u>171,875</u>	<u>166,875</u>	<u>(5,000)</u>
OTHER	0	0	0	0	0
	2,950,872	1,300,345	1,582,493	2,570,366	987,873
TOTAL	<u>\$10,205,234</u>	<u>\$16,749,162</u>	<u>\$16,165,721</u>	<u>\$13,888,516</u>	<u>(\$2,277,205)</u>

BUDGET HIGHLIGHTS

- In 2017, there were no bond sales. The latest sale was in 2016 that had one bond sale with two series.
- Payments to debt service paid thru property taxes decrease \$4,055,995 as 2018 will be the last payment made.
- Tax-exempt and taxable abetments increase \$1,778,790 due to Fire station 3, Police Districts and TIF districts.

Debt Management

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$12,618	\$12,060	\$12,317	\$12,324	\$11,685
Expenditures	<u>12,949</u>	<u>12,618</u>	<u>12,060</u>	<u>12,317</u>	<u>12,324</u>
Excess (Deficit)	<u>(331)</u>	<u>(558)</u>	<u>257</u>	<u>7</u>	<u>(639)</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>(\$331)</u>	<u>(\$558)</u>	<u>\$257</u>	<u>\$7</u>	<u>(\$639)</u>
Tax Rate (Cents)	0.0	0.0	0.0	0.0	0.0

As part of the annual development of the five year capital improvements program, the City also prepares a bond issue schedule. While currently no plans exist for the 2019-2023 period, the City may recognize a need in the future during this period and sell bonds. Actual size and issuance depends upon the development of the annual capital improvements program. As existing street debt is retired, the debt service tax rate should continue to decrease.

Off-Track Betting Special Projects Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

FUND HIGHLIGHTS

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

OTB PROJECTS BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO REDEVELOP	\$90,000	\$253,143	\$253,143	\$82,575	(\$170,568)
TOTAL	<u>\$90,000</u>	<u>\$253,143</u>	<u>\$253,143</u>	<u>\$82,575</u>	<u>(\$170,568)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTB RECEIPTS	\$100,000	\$83,187	\$87,000	\$80,000	(\$7,000)
INTEREST INCOME	<u>1,100</u>	<u>2,484</u>	<u>2,500</u>	<u>2,575</u>	<u>75</u>
TOTAL	<u>\$101,100</u>	<u>\$85,671</u>	<u>\$89,500</u>	<u>\$82,575</u>	<u>(\$6,925)</u>

BUDGET HIGHLIGHTS

- Income budgeted is at \$82,575.
- The revenue generated is transferred to redevelopment to cover \$50,000 payment for Rockford Area Arts Council and \$40,000 budget for administration of Rockford Community Partners organization.

OTB SPECIAL PROJECTS FUND FIVE YEAR FORECAST

The 2019-2023 five year forecast assumes no revenue growth and expenditure of revenue for economic development.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$103	\$103	\$103	\$103	\$103
Expenditures	<u>103</u>	<u>103</u>	<u>103</u>	<u>103</u>	<u>103</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>

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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$2,579,983	\$2,541,850	\$2,885,137	\$2,564,550	\$22,700
OTHER	<u>416,700</u>	<u>430,900</u>	<u>430,900</u>	<u>452,445</u>	<u>21,545</u>
TOTAL	<u>\$2,996,683</u>	<u>\$2,972,750</u>	<u>\$3,316,037</u>	<u>\$3,016,995</u>	<u>\$44,245</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
JUDGMENTS	\$3,579,612	\$3,996,870	\$1,736,120	\$1,025,013	(\$711,107)
SERVICE CHARGES	0	0	1,173,800	716,640	(457,160)
PROP DAMAGE REIMBURSEMENTS	131,251	254,325	115,000	150,000	35,000
MISCELLANEOUS	14,053	0	0	0	0
INTEREST INCOME	<u>(13,173)</u>	<u>(9,195)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,711,743</u>	<u>\$4,242,000</u>	<u>\$3,024,920</u>	<u>\$1,891,653</u>	<u>(\$1,133,267)</u>

BUDGET HIGHLIGHTS

- The risk management property tax levy was reduced in 2018 and as a result, revenue projections are lower than anticipated expenses. It is anticipated that 2018 will end the year balanced and over the next several years, adjustments will be made to balance the fund.
- General fund purchase of services increases \$21,545 due to staff and wage increases.

Risk Management Fund

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

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$1,927	\$1,962	\$1,998	\$2,035	\$2,073
Expenses	<u>3,062</u>	<u>3,154</u>	<u>3,250</u>	<u>3,350</u>	<u>3,453</u>
Excess (Deficit)	<u>(1,135)</u>	<u>(1,192)</u>	<u>(1,252)</u>	<u>(1,315)</u>	<u>(1,380)</u>
Beginning Balance	<u>(6,780)</u>	<u>(7,915)</u>	<u>(9,107)</u>	<u>(10,359)</u>	<u>(11,674)</u>
Ending Balance	<u>(\$7,915)</u>	<u>(\$9,107)</u>	<u>(\$10,359)</u>	<u>(\$11,674)</u>	<u>(\$13,054)</u>
Property Tax Rates	0.0	0.0	0.0	0.0	0.0

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

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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$532,242	\$544,793	\$544,793	\$530,323	(\$14,470)
CONTRACTUAL	<u>1,290</u>	<u>1,230</u>	<u>1,230</u>	<u>1,090</u>	<u>(140)</u>
TOTAL	<u>\$533,532</u>	<u>\$546,023</u>	<u>\$546,023</u>	<u>\$531,413</u>	<u>(\$14,610)</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	<u>\$540,535</u>	<u>\$533,532</u>	<u>\$546,023</u>	<u>\$531,413</u>	<u>(\$14,610)</u>
	<u>\$540,535</u>	<u>\$533,532</u>	<u>\$546,023</u>	<u>\$531,413</u>	<u>(\$14,610)</u>

NORTHERN ILLINOIS WORKFORCE ALLIANCE AUTHORIZED POSITIONS

	POSITION	2017	2018	INCREASE/
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
EXECUTIVE DIRECTOR	E-11	1.00	1.00	0.00
BUSINESS ACCOUNT MANAGER	E-8	1.00	1.00	0.00
WIB GRANTS COMP SPECIALIST	E-7	1.00	1.00	0.00
PLAN & QUALITY ASSURANCE MANAGER	E-5	1.00	1.00	0.00
PR/GRANTS MANAGER	E-10	1.00	1.00	0.00
ASSISTANT	102	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>6.00</u>	<u>6.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- Personnel expenses decrease due to personnel changes offset by 2% wage increase and increases in health insurance rates.

Rockford Metropolitan Agency for Planning

MISSION STATEMENT

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

RMAP BUDGET SUMMARY

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,050,554	\$1,201,847	\$1,174,844	\$1,191,619	(\$10,228)
CONTRACTUAL	366,998	262,653	282,319	278,327	15,674
SUPPLIES	7,204	15,500	7,684	20,250	4,750
OTHER	12,600	12,600	12,600	14,400	1,800
CAPITAL	<u>0</u>	<u>18,100</u>	<u>0</u>	<u>12,000</u>	<u>(6,100)</u>
TOTAL	<u>\$1,437,356</u>	<u>\$1,510,700</u>	<u>\$1,477,447</u>	<u>\$1,516,596</u>	<u>\$5,896</u>

	2015	2016	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
FEDERAL	\$120,504	\$911,637	\$1,100,000	\$990,923	(\$109,077)
STATE	691,948	278,578	187,211	187,211	0
LOCAL MATCH	136,700	354,981	148,594	148,594	0
CITY PORTION	223,708	76,292	76,292	76,292	0
INTEREST INCOME	<u>(5,851)</u>	<u>(9,761)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$1,167,009</u>	<u>\$1,611,727</u>	<u>\$1,512,097</u>	<u>\$1,403,020</u>	<u>(\$109,077)</u>

BUDGET HIGHLIGHTS

- Personnel expenses increase due to changes in staffing offset by an increase in health insurance rates.
- Contractual expenses increase due to adjustments in the internal purchase of service charges.

Rockford Metropolitan Agency for Planning

RMAP AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2017 EMPLOYEES	2018 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	RMAP	1.00	1.00	0.00
EXECUTIVE DIRECTOR EDDNI	RMAP	1.00	1.00	0.00
METRO PROGRAM MANAGER	RMAP	2.00	1.00	(1.00)
TRANSP PLANNER I	RMAP	0.00	0.00	0.00
GRANTS COMPLIANCE SUPERVISOR	RMAP	1.00	1.00	0.00
RESEARCH & INFORMATION DIRECTOR	RMAP	1.00	1.00	0.00
TRANSP ECONOMIST	RMAP	0.00	1.00	1.00
TRANSP PLANNER/ENGINEER	RMAP	2.00	2.00	0.00
LAND USE PLANNER	RMAP	1.00	1.00	0.00
GRANT WRITER	RMAP	1.00	1.00	0.00
RESEARCH ASSOCIATE	RMAP	1.00	1.00	0.00
PROJECT PLANNER	RMAP	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		13.00	13.00	0.00

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

	2016	2017	2017	2018	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER EXPENSE	<u>\$3,889,218</u>	<u>\$3,756,982</u>	<u>\$3,614,907</u>	<u>\$3,215,987</u>	<u>(\$540,995)</u>
TOTAL	<u>\$3,889,218</u>	<u>\$3,756,982</u>	<u>\$3,614,907</u>	<u>\$3,215,987</u>	<u>(\$540,995)</u>

	2014	2015	2017	2018	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	<u>\$2,031,882</u>	<u>\$2,695,331</u>	<u>\$1,562,468</u>	<u>\$1,165,987</u>	<u>(\$396,481)</u>
SALE OF ASSETS	<u>169,430</u>	<u>1,475</u>	<u>21,310</u>	<u>50,000</u>	<u>28,690</u>
VIDEO GAMING	<u>1,324,188</u>	<u>1,425,302</u>	<u>1,568,370</u>	<u>1,500,000</u>	<u>(68,370)</u>
TOTAL	<u>\$3,525,500</u>	<u>\$4,122,108</u>	<u>\$3,152,148</u>	<u>\$2,715,987</u>	<u>(\$436,161)</u>

BUDGET HIGHLIGHTS

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

Capital Replacement Fund

LEASE AGREEMENT SUMMARY

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

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

2014				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
2 ambulances	PNC	4 years	1.42%	141,987.32
2 engines and related equipment	US Bancorp	7 years	2.01%	179,140.93
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
16 Chevy Caprices, 14 Chevy Impalas plus related equipment	PNC	4 years	1.45%	265,357.06
21 cars, trucks, SUVs	JPMorgan Chase	5 years	2.00%	228,155.99
Total				1,004,899.88

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

2016				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
3 SUVs and 1 Pickup	PNC	4 years	1.48%	54,320.62
Endloader	PNC	7 years	1.79%	43,037.69
Total				97,358.31

2017				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
4 Ambulances	US Bancorp	4 years	1.88%	287,769.17
Total				287,769.17

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
2018 BUDGET
SUMMARY-ALL FUNDS**

	GENERAL GOVERNMENT				PROPRIETARY	FIDUCIARY		TOTALS		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE	INTERNAL SERVICE	TRUST PENSION	ELIMINATIONS	2018	2017
REVENUES										
PROPERTY TAX										
CITY WIDE	\$40,993,320	\$7,612,945	\$13,888,516			\$4,518,707		\$1,025,000	\$65,988,488	\$65,667,840
SPECIAL DISTRICTS		3,079,853	0						3,079,853	3,396,117
LESS, PROVISION FOR ABATEMENT			12,948,696						12,948,696	11,169,907
LESS, PROVISION FOR UNCOLLECTIBLE TAXES	409,933	105,344	0			45,187		10,250	550,214	593,231
NET TAX LEVY	40,583,387	10,587,454	939,820			4,473,520		1,014,750	55,569,431	57,300,819
TAX LEVY REIMBURSEMENTS	6,164,476	0	0			0		3,373,767	2,790,709	2,783,131
PROPERTY TAXES PRIOR TO ADJUSTMENTS	46,747,863	10,587,454	939,820			4,473,520		4,388,517	58,360,140	60,083,950
LESS, PROVISION FOR ACCOUNTING INTERPRETATION		0	0			0		0	0	0
LESS, TAX CAP EFFECTS		0	0			0		0	0	0
TOTAL PROPERTY TAXES	46,747,863	10,587,454	939,820			4,473,520		4,388,517	58,360,140	60,083,950
OTHER TAXES	37,613,161	6,430,000	0	\$15,650,000		0		0	59,693,161	54,746,982
TOTAL TAXES	84,361,024	17,017,454	939,820	15,650,000		4,473,520		4,388,517	118,053,301	114,830,932
LICENSES, PERMITS & INSPECTION FEES	5,144,570	80,000							5,224,570	4,959,500
INTERGOVERNMENTAL	24,662,683	24,295,136	2,230,000	\$8,000,000		1,198,737		289,796	60,096,760	52,797,391
CHARGES FOR SERVICES	6,469,230	12,375,000			\$29,220,000	12,136,336		12,413,016	47,787,550	45,651,270
FINES, FORFEITURES & PENALTIES	1,452,500	308,750			550,000				2,311,250	2,093,000
REVENUE FROM USE OF MONEY & PROPERTY	200,000	386,999		150,000	2,043,800	206,200	\$10,150,000	178,127	12,958,872	14,088,799
FAIR VALUE ADJUSTMENT							7,000,000		7,000,000	7,000,000
OTHER REVENUE & INCOME			50,000			3,633,970			3,683,970	3,605,600
RESTRICTED RECEIPTS							4,174,700		4,174,700	3,915,100
MISCELLANEOUS	13,717,128	1,931,408	0	0	93,000	165,000	0	11,720,528	4,186,008	2,528,631
TOTAL REVENUES	136,007,135	56,394,747	3,219,820	23,800,000	31,906,800	21,813,763	21,324,700	28,989,984	265,476,981	251,470,223
OTHER ADDITIONS										
TRANSFERS	2,500,000	346,914	9,341,246	10,548,700	162,550	27,893,342	16,589,395	68,445,419	(1,063,272)	(4,447,821)
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	1,325,000
TOTAL OTHER ADDITIONS	2,500,000	346,914	9,341,246	10,548,700	162,550	27,893,342	16,589,395	68,445,419	(1,063,272)	(3,122,821)
ELIMINATIONS	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & OTHER ADDITIONS	138,507,135	56,741,661	12,561,066	34,348,700	32,069,350	49,707,105	37,914,095	97,435,403	264,413,709	248,347,402
APPROPRIATION	138,156,255	57,161,169	19,381,708	34,293,700	28,211,765	53,574,172	36,124,353	93,903,607	272,999,515	258,830,631
NON-APPROPRIATION EXPENSES										
PROVISION FOR ACCOUNTING INTERPRETATION									0	0
TRANSFER TO WATER UTILITY				(7,550,000)					(7,550,000)	(7,500,000)
TRANSFER TO PARKING UTILITY									0	0
COMMUNITY DEVELOPMENT									0	0
LEGAL REQUIREMENT FOR DEBT SERVICE	0	0	(4,773,437)	0	0	0	0	(4,773,437)	0	0
PROJECTED EXPENDITURES & TRANSFERS	138,156,255	57,161,169	14,608,271	26,743,700	28,211,765	53,574,172	36,124,353	\$89,130,170	265,449,515	251,330,631
ADJUSTMENT FOR ENTERPRISE FUND PROJECTS				(7,550,000)					(7,550,000)	(7,500,000)
PROJECTED EXCESS TO AMORTIZE PRIOR YR EXPENSE									0	0
PROJECTED EXCESS (DEFICIT) OF REVENUES									0	0
OVER EXPENDITURES AND ADJUSTMENTS	350,880	(419,508)	(2,047,205)	55,000	3,857,585	(3,867,067)	1,789,742		(280,573)	763,665
BEGINNING BALANCE, JANUARY 1	32,168,324	18,693,980	11,520,370	10,331,021	147,691,380	1,485,316	346,159,540		568,049,931	541,527,933
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0								0	0
ADJUSTMENT OF BALANCE TO REVENUE FOR ENCUMBRANCES	0								0	(1,325,000)
ENDING BALANCE, DECEMBER 31	\$32,519,204	\$18,274,472	\$9,473,165	\$10,386,021	\$151,548,965	(\$2,381,751)	\$347,949,282		\$567,769,358	\$540,966,598

CITY OF ROCKFORD, ILLINOIS
BUDGET PROGRAM SUMMARY BY EXPENDITURE CLASSIFICATION
2018 BUDGET

<u>AGENCIES</u>	<u>2017</u>	<u>INCREASE</u>	<u>2018</u>	<u>SALARY</u>	<u>FRINGE</u>	<u>CONTRACTUAL</u>	<u>SUPPLY</u>	<u>OTHER</u>	<u>INTEREST</u>	<u>CAPITAL</u>	<u>DEBT</u>
	<u>BUDGET</u>	<u>(DECREASE)</u>	<u>BUDGET</u>	<u>EXPENSE</u>	<u>BENEFITS</u>	<u>EXPENSE</u>	<u>EXPENSE</u>	<u>EXPENSE</u>	<u>EXPENSE</u>	<u>EXPENSE</u>	<u>REQUIREMENT</u>
LEGISLATIVE & MANAGEMENT											
MAYOR	\$755,602	\$102,680	\$858,282	\$487,920	\$188,574	\$170,042	\$10,000	\$1,746			
COUNCIL	536,973	(27,895)	509,078	168,000	160,298	176,280	4,500				
LEGAL	1,632,486	(28,330)	1,604,156	908,868	417,452	257,336	20,500				
FINANCE	7,426,521	(501,457)	6,925,064	2,005,200	868,266	1,106,485	30,900	\$2,914,213			
INFORMATION TECH	3,523,053	423,185	3,946,238	414,073	181,346	2,698,819	91,000	561,000			
ELECTION COMMISSION	972,997	32,389	1,005,386	356,773	110,396	461,817	51,400			\$25,000	
HUMAN RESOURCES	651,138	39,221	690,359	381,400	145,494	158,865	4,600				
COMMUNITY DEVELOPMENT											
ADMINISTRATION	254,240	(19,265)	234,975	122,905	59,015	51,635	1,420				
DEVELOPMENT	4,155,672	(1,222,962)	2,932,710	373,818	193,994	130,350	2,100	2,232,448			
REDEVELOPMENT	5,769,764	(733,316)	5,036,448			21,590		5,014,858			
TOURISM PROMOTION	1,751,000	258,000	2,009,000			1,400,000		609,000			
TIF-ASSISTED LIVING	0	0	0								
TIF-EAST RIVER	107,806	103,256	211,062					211,062			
TIF-WEST SIDE 2	0	0	0								
TIF-MIDTOWN	34,597	(29,954)	4,643					4,643			
TIF-BROADWAY	0	0	0								
TIF-SOUTH ROCKFORD	340,246	(69,104)	271,142					271,142			
TIF-LINCOLNWOOD 1	112,156	(52,915)	59,241					59,241			
TIF-LINCOLNWOOD 2	61,466	(1,410)	60,056					59,240	816		
TIF-SPRINGFIELD CORNERS	436,130	62,408	498,538					484,783	13,755		
TIF-NORTH MAIN	189,272	(3,933)	185,339					166,841	18,498		
TIF-GLOBAL PARK 1	1,175,037	(372,229)	802,808			10,000		778,832	13,976		
TIF-GLOBAL PARK 2	389,972	400	390,372					390,372			
TIF-GLOBAL PARK 3	148,464	(117,142)	31,322					31,322			
TIF-GLOBAL PARK SOUTH	0	0	0								
TIF-RIVER OAKS	340,507	6,340	346,847					307,157	39,690		
TIF-GARRISON	145,255	(2,953)	142,302					132,881	9,421		
TIF-HOPE 6	278,745	(19,743)	259,002					246,800	12,202		
TIF-KISHWAUKEE 1	34,490	(560)	33,930					33,930			
TIF-KISHWAUKEE 2	0	0	0								
TIF-STATE ALPINE	90,000	0	90,000					90,000			
TIF-MAIN AUBURN	0	8,838	8,838					8,838			
TIF-RIVER NORTH	289,317	(33,304)	256,013					256,013			
TIF MAIN WHITMAN	103,711	(6,583)	97,128					88,843	8,285		
TIF-JACKSON SCHOOL	68,854	(25,988)	42,866					40,300	2,566		
TIF-STATE KILBURN	0	0	0								
TIF-STATE CENTRAL	44,341	(949)	43,392					40,000	3,392		
TIF-PRESTON CENTRAL	107,462	(7,540)	99,922					76,656	23,266		
TIF-MULFORD STATE	110,432	7,488	117,920					117,920			
TIF-JEFFERSON 3RD	16,033	317	16,350					16,350			
TIF-AUBURN	0	0	0								
TAX INCREMENT DISTRICTS	4,624,293	(555,260)	4,069,033	0	0	10,000	0	3,913,166	145,867	0	0
SANITATION	14,292,295	(1,883,192)	12,409,103			9,080,650		3,328,453			
PLANNING	612,233	28,227	640,460	385,007	136,863	116,560	2,030				
CONST SERVICES	3,237,048	(158,993)	3,078,055	1,475,129	706,008	879,424	7,650	9,844			
HUMAN SERVICES											
HUMAN SERVICES	11,731,359	3,315,301	15,046,660	4,428,914	2,466,278	2,359,308	567,928	5,224,232			
TUBERCULOSIS SANITARIUM	150,000	10,000	160,000			160,000					
LIBRARY	8,684,890	1,589,154	10,274,044	3,668,431	1,486,276	3,341,495	1,402,629	74,725	217,488	83,000	
MASS TRANSIT	1,524,000	0	1,524,000			1,524,000					
PUBLIC SAFETY											
POLICE	56,546,845	1,385,550	57,932,395	29,625,028	16,146,030	9,303,091	1,203,556	1,414,690		240,000	
FIRE	46,454,162	2,025,742	48,479,904	25,694,176	16,473,171	4,239,298	884,220	1,189,039			
911 COMMUNICATIONS	5,709,496	146,465	5,855,961	3,897,494	1,572,907	354,760	30,800				
FIRE/POLICE COMMISSION	277,113	14,589	291,702	20,000	4,288	266,914	500				
PUBLIC WORKS											
ADMINISTRATION	372,597	662	373,259	208,214	78,715	75,064	9,100	2,166			
ENGINEERING	786,961	37,388	824,349	382,147	183,901	254,351	3,950				
CAPITAL PROJECT	27,793,700	6,500,000	34,293,700	1,393,869	646,516	493,423	13,700	1,962,124		29,784,068	
MOTOR FUEL TAX	4,020,000	55,000	4,075,000					4,075,000			
STREETS & SEWERS	8,671,856	(573,101)	8,098,755	1,852,834	930,206	3,693,630	1,233,000	389,085			
TRAFFIC	4,241,037	331,026	4,572,063	760,824	343,021	2,956,423	441,000	70,795			
PARKING	2,679,597	227,360	2,906,957	178,975	107,752	1,333,667	41,100	987,200	258,263		
PROPERTY	3,410,193	120,945	3,531,138	658,922	354,261	1,693,855	353,700	469,450	950		
EQUIPMENT	3,223,242	(7,772)	3,215,470	644,630	323,223	749,110	1,404,287	91,200	3,020		
CENTRAL SUPPLY	459,328	7,130	466,458	249,908	102,520	58,130	31,500	24,400			
WATER	25,255,383	49,425	25,304,808	4,325,971	2,127,715	6,803,278	1,879,800	8,837,169	1,330,875		
NON-OPERATING FUNDS											
POLICE PENSION	16,933,904	841,523	17,775,427		17,278,902	410,925		85,600			
FIRE PENSION	17,715,139	633,787	18,348,926		17,877,351	390,575		81,000			
IMRF PENSION	7,061,810	(524,053)	6,537,757		6,537,457	300					
WORKMEN'S COMPENSATION	2,900,750	1,703,100	4,603,850			2,802,250		1,801,600			
UNEMPLOYMENT INSURANCE	170,840	1,003,960	1,174,800			174,800		1,000,000			
HEALTH INSURANCE	22,467,545	50,000	22,517,545			22,348,305	6,000	163,240			
AUDITING	183,311	699	184,010			184,010					
DEBT SERVICE	16,165,721	0	16,165,721						4,236,902		\$11,928,819
OTB PROJECTS	89,500	(6,925)	82,575					82,575			
RISK MANAGEMENT	2,972,750	44,245	3,016,995			2,564,550		452,445			
RMAP	1,510,700	5,896	1,516,596	844,956	346,663	278,327	20,250	14,400		12,000	
WIB OPS	546,023	(14,610)	531,413	362,836	167,487	1,090					
CAPITAL REPLACEMENT	3,756,982	(540,995)	3,215,987						223,332	2,992,655	
ADJUSTMENTS	0	0	0	0	0						
ELIMINATIONS	(93,903,607)	(1,758,229)	(95,661,836)	(5,248,852)	(26,129,181)	(28,312,030)	(1,914,051)	(28,802,137)	(1,336,767)	0	(3,918,818)
TOTAL	\$260,758,442	\$12,426,294	\$273,184,736	\$81,028,370	\$62,593,165	\$57,222,752	\$7,839,069	\$18,274,726	\$5,079,930	\$33,136,723	\$8,010,001
BUDGET PERCENTAGE	100		100.0	29.7	22.9	20.9	2.9	6.7	1.9	12.1	2.9

**CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS**

PROGRAMS AND AGENCIES	<u>2015</u>	<u>2016</u>	<u>2017</u>	2016-2017 INCREASE (DECREASE)	<u>2018</u>	2017-2018 INCREASE (DECREASE)
LEGISLATIVE & MANAGEMENT						
MAYOR	4.00	4.00	4.00	0.00	5.00	1.00
LEGAL	13.00	13.00	13.00	0.00	13.00	0.00
FINANCE	36.00	35.00	35.00	0.00	36.00	1.00
INFORMATION SERVICES	4.00	5.00	5.00	0.00	5.00	0.00
HUMAN RESOURCES	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>5.00</u>	<u>0.00</u>
LEGISLATIVE & MGMT TOTAL	<u>62.00</u>	<u>62.00</u>	<u>62.00</u>	<u>0.00</u>	<u>64.00</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	4.30	4.50	4.50	0.00	4.50	0.00
CD CONSTRUCTION SERVICES	23.20	25.00	25.00	0.00	25.00	0.00
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>35.00</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	86.40	90.83	95.02	4.19	93.35	(1.67)
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>173.40</u>	<u>177.83</u>	<u>182.02</u>	<u>4.19</u>	<u>180.35</u>	<u>(1.67)</u>
PUBLIC SAFETY						
POLICE	323.00	323.00	332.00	9.00	338.00	6.00
FIRE	259.00	258.00	260.00	2.00	260.00	0.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>0.00</u>	<u>52.00</u>	<u>(1.00)</u>
PUBLIC SAFETY TOTAL	<u>635.00</u>	<u>634.00</u>	<u>645.00</u>	<u>11.00</u>	<u>650.00</u>	<u>5.00</u>
PUBLIC WORKS						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	9.10	9.10	6.60	(2.50)	6.00	(0.60)
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	11.00	12.00	1.00	12.00	0.00
CAPITAL PROJECT	18.90	18.90	21.40	2.50	21.00	(0.40)
PARKING SYSTEM	3.00	3.00	3.00	0.00	3.00	0.00
BUILDING MAINTENANCE	10.00	10.00	11.00	1.00	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>63.00</u>	<u>62.00</u>	<u>62.00</u>	<u>0.00</u>	<u>63.00</u>	<u>1.00</u>
PUBLIC WORKS TOTAL	<u>161.00</u>	<u>160.00</u>	<u>162.00</u>	<u>2.00</u>	<u>162.00</u>	<u>0.00</u>
TOTAL	<u>1066.40</u>	<u>1070.83</u>	<u>1088.02</u>	<u>17.19</u>	<u>1093.35</u>	<u>5.33</u>

**CITY OF ROCKFORD, ILLINOIS
2019-2023 GENERAL FUND FORECAST**

REVENUE SUMMARY

	2017	2018	2019	2020	2021	2022	2023
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PROPERTY TAXES	38,752,766	46,747,863	46,747,863	46,747,863	46,747,863	46,747,863	46,747,863
OTHER TAXES	32,342,150	37,613,161	42,718,833	42,966,291	43,221,503	43,484,447	43,755,102
LICENSE AND PERMITS	5,411,350	5,144,570	5,218,183	5,262,547	5,359,347	5,458,661	5,560,568
INTERGOVERNMENTAL	26,546,334	24,662,683	25,234,719	25,568,719	26,298,937	27,029,599	27,782,172
CHARGES FOR SERVICE	5,874,896	6,469,230	6,653,904	6,834,229	7,030,248	7,232,125	7,440,030
FINES	1,249,998	1,452,500	1,492,295	1,530,133	1,569,043	1,609,055	1,650,202
MISCELLANEOUS	4,287,211	3,651,000	3,655,375	3,675,674	3,696,559	3,718,047	3,740,156
REIMBURSEMENT FOR SERVICES	11,570,158	12,766,128	12,116,000	12,476,306	12,847,422	13,229,671	13,623,386
LEASE PROCEEDS	0	0	0	0	0	0	0
TOTAL	126,034,863	138,507,135	143,837,172	145,061,762	146,770,922	148,509,468	150,299,479

EXPENSE SUMMARY

	2017	2018	2019	2020	2021	2022	2023
	<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	106,409,104	110,665,468	115,092,087	119,695,770	124,483,601
CONTRACTUAL	26,841,380	25,692,305	26,463,074	27,256,966	28,074,675	28,916,915	29,784,423
SUPPLIES	2,888,371	3,908,326	3,986,493	4,066,222	4,147,547	4,230,498	4,315,108
OTHER	6,728,432	5,991,578	5,472,175	5,366,750	4,788,360	5,810,934	6,271,298
CAPITAL	25,000	265,000	265,000	265,000	265,000	265,000	265,000
TOTAL	127,669,446	138,173,655	142,595,845	147,620,406	152,367,669	158,919,117	165,119,429
SURPLUS (DEFICIT)	(1,634,583)	333,481	1,241,327	(2,558,644)	(5,596,747)	(10,409,649)	(14,819,950)
	-1.3%	0.2%	0.9%	-1.8%	-3.8%	-7.0%	-9.9%

CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
SPECIAL REVENUE FUNDS

	MOTOR FUEL		COMMUNITY	REDEVELOPMENT	TOURISM	TAX INCREMENT	HUMAN	TUBERCULOSIS		OTB SPECIAL			
REVENUES	TAX	SANITATION	DEVELOPMENT	TAX	PROMOTION	FINANCING	SERVICES	SANITARIUM	LIBRARY	RMAP	PROJECTS	ELIMINATIONS	TOTAL
PROPERTY TAXES													
CITY WIDE								\$158,400	\$7,454,545				\$7,612,945
SPECIAL DISTRICTS						\$3,079,853							3,079,853
LESS, UNCOLLECTIBLE TAXES						<u>30,799</u>		<u>0</u>	<u>74,545</u>				<u>105,344</u>
NET TAX LEVY						3,049,054		158,400	7,380,000				10,587,454
TAX LEVY REIMBURSEMENTS						<u>0</u>		<u>0</u>	<u>0</u>				<u>0</u>
PROPERTY TAXES PRIOR ADJUST						3,049,054		158,400	7,380,000				10,587,454
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>
TOTAL PROPERTY TAXES						3,049,054		158,400	7,380,000				10,587,454
OTHER TAXES				<u>\$4,430,000</u>	<u>\$2,000,000</u>	<u>0</u>		<u>0</u>	<u>0</u>				<u>6,430,000</u>
TOTAL TAXES				4,430,000	2,000,000	3,049,054		158,400	7,380,000				17,017,454
LICENSES, PERMITS & FEES											\$80,000		80,000
INTERGOVERNMENTAL	\$4,000,000		\$2,912,222				\$15,051,000		1,005,186	\$1,326,728			24,295,136
SERVICE CHARGES		12,300,000							75,000				12,375,000
FINES		250,000							58,750				308,750
REVENUE, RENTS & INTEREST	75,000	107,100	27,415	40,000	9,000	23,909		3,300	87,000		2,575		375,299
OTHER REVENUE & INCOME												\$0	0
MISCELLANEOUS	<u>0</u>	<u>5,000</u>	<u>0</u>	<u>270,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,656,408</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,931,408</u>
TOTAL REVENUES	4,075,000	12,662,100	2,939,637	4,740,000	2,009,000	3,072,963	15,051,000	161,700	10,262,344	1,326,728	82,575	0	56,383,047
OTHER ADDITIONS													
TRANSFERS				689,300		31,322				76,292		450,000	346,914
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>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	<u>4,075,000</u>	<u>12,662,100</u>	<u>2,939,637</u>	<u>5,429,300</u>	<u>2,009,000</u>	<u>3,104,285</u>	<u>15,051,000</u>	<u>161,700</u>	<u>10,262,344</u>	<u>1,403,020</u>	<u>82,575</u>	<u>450,000</u>	<u>56,729,961</u>
APPROPRIATION	4,075,000	12,409,103	2,932,710	5,036,448	2,009,000	4,069,033	15,046,660	160,000	10,274,044	1,516,596	82,575	450,000	57,161,169
NON EXPENSE APPROPRIATION													0
EXPENDITURES AND TRANSFERS	<u>4,075,000</u>	<u>12,409,103</u>	<u>2,932,710</u>	<u>5,036,448</u>	<u>2,009,000</u>	<u>4,069,033</u>	<u>15,046,660</u>	<u>160,000</u>	<u>10,274,044</u>	<u>1,516,596</u>	<u>82,575</u>	<u>450,000</u>	<u>57,161,169</u>
EXCESS (DEFICIT)													
OF REVENUES OVER													
EXPENDITURES	0	252,997	6,927	392,852	0	(964,748)	4,340	1,700	(11,700)	(113,576)	0		(431,208)
BEGINNING BALANCE,													
JANUARY 1	8,414,186	2,727,373	2,778,169	1,279,200	746,503	(8,403,828)	840,124	180,099	9,944,201	28,639	159,314		18,693,980
ENDING BALANCE, DECEMBER 31	<u>\$8,414,186</u>	<u>\$2,980,370</u>	<u>\$2,785,096</u>	<u>\$1,672,052</u>	<u>\$746,503</u>	<u>(\$9,368,576)</u>	<u>\$844,464</u>	<u>\$181,799</u>	<u>\$9,932,501</u>	<u>(\$84,937)</u>	<u>\$159,314</u>		<u>\$18,262,772</u>

CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 1 OF 2)

REVENUES	EAST RIVER	WEST SIDE #2	RIVER NORTH	SOUTH ROCKFORD	ASSISTED LIVING	STATE KILBURN
PROPERTY TAXES						
SPECIAL DISTRICTS	\$343,162	\$817	\$58,000	\$114,678	\$0	\$18,031
LESS, UNCOLLECTIBLE TAXES	<u>3,432</u>	<u>8</u>	<u>580</u>	<u>1,147</u>	<u>0</u>	<u>180</u>
NET TAX LEVY	339,730	809	57,420	113,531	0	17,851
REVENUE, RENTS & INTEREST	428	180	3,680	0	4	2,335
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	340,158	989	61,100	113,531	4	20,186
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	340,158	989	61,100	113,531	4	20,186
APPROPRIATION	211,062	0	256,013	271,142	0	0
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	211,062	0	256,013	271,142	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	129,096	989	(194,913)	(157,611)	4	20,186
BEGINNING BALANCE, JANUARY 1	8,749	11,143	43,733	110,374	236	102,678
ENDING BALANCE, DECEMBER 31	<u>\$137,845</u>	<u>\$12,132</u>	<u>(\$151,180)</u>	<u>(\$47,237)</u>	<u>\$240</u>	<u>\$122,864</u>

REVENUES	STATE CENTRAL	SPRINGFIELD CORNERS	NORTH MAIN	MAIN AUBURN	MAIN WHITMAN	MIDTOWN
PROPERTY TAXES						
SPECIAL DISTRICTS	\$64,848	\$209,093	\$40,372	\$2,869	\$138,979	\$10,183
LESS, UNCOLLECTIBLE TAXES	<u>648</u>	<u>2,091</u>	<u>404</u>	<u>29</u>	<u>1,390</u>	<u>102</u>
NET TAX LEVY	64,200	207,002	39,968	2,840	137,589	10,081
REVENUE, RENTS & INTEREST	0	0	0	65	0	1,032
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	64,200	207,002	39,968	2,905	137,589	11,113
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	64,200	207,002	39,968	2,905	137,589	11,113
APPROPRIATION	43,392	498,538	185,339	8,838	97,128	4,643
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	43,392	498,538	185,339	8,838	97,128	4,643
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	20,808	(291,536)	(145,371)	(5,933)	40,461	6,470
BEGINNING BALANCE, JANUARY 1	(188,683)	(2,425,138)	(1,090,634)	(16,148)	(589,360)	88,308
ENDING BALANCE, DECEMBER 31	<u>(\$167,875)</u>	<u>(\$2,716,674)</u>	<u>(\$1,236,005)</u>	<u>(\$22,081)</u>	<u>(\$548,899)</u>	<u>\$94,778</u>

REVENUES	BROADWAY	STATE ALPINE	JEFFERSON 3RD	MULFORD STATE	TOTAL RETAIL TIF DISTRICTS
PROPERTY TAXES					
SPECIAL DISTRICTS	\$49,141	\$114,384	\$15,994	\$240,184	\$1,420,735
LESS, UNCOLLECTIBLE TAXES	<u>491</u>	<u>1,144</u>	<u>160</u>	<u>2,402</u>	<u>14,208</u>
NET TAX LEVY	48,650	113,240	15,834	237,782	1,406,527
REVENUE, RENTS & INTEREST	1,653	4,253	0	2,801	16,431
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	50,303	117,493	15,834	240,583	1,422,958
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	50,303	117,493	15,834	240,583	1,422,958
APPROPRIATION	0	90,000	16,350	117,920	1,800,365
NON EXPENSE APPROPRIATION					
EXPENDITURES AND TRANSFERS	0	90,000	16,350	117,920	1,800,365
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	50,303	27,493	(516)	122,663	(377,407)
BEGINNING BALANCE, JANUARY 1	160,271	425,354	1,288	272,397	(3,085,432)
ENDING BALANCE, DECEMBER 31	<u>\$210,574</u>	<u>\$452,847</u>	<u>\$772</u>	<u>\$395,060</u>	<u>(3,462,839)</u>

CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 2 OF 2)

	LINCOLNWOOD #1	LINCOLNWOOD #2	HOPE 6	GARRISON	RIVER OAKS	JACKSON SCHOOL
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$55,163	\$41,000	\$141,441	\$106,565	\$23,706	\$31,243
LESS, UNCOLLECTIBLE TAXES	<u>552</u>	<u>410</u>	<u>1,414</u>	<u>1,066</u>	<u>237</u>	<u>312</u>
NET TAX LEVY	54,611	40,590	140,027	105,499	23,469	30,931
REVENUE, RENTS & INTEREST	279	0	0	0	0	0
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	54,890	40,590	140,027	105,499	23,469	30,931
OTHER ADDITIONS						
TRANSFERS						
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	54,890	40,590	140,027	105,499	23,469	30,931
APPROPRIATION	59,241	60,056	259,002	142,302	346,847	42,866
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	59,241	60,056	259,002	142,302	346,847	42,866
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(4,351)	(19,466)	(118,975)	(36,803)	(323,378)	(11,935)
BEGINNING BALANCE, JANUARY 1	73,805	(32,574)	(676,670)	(593,139)	(2,285,750)	(132,985)
ENDING BALANCE, DECEMBER 31	\$69,454	(\$52,040)	(\$795,645)	(\$629,942)	(\$2,609,128)	(\$144,920)

	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	\$849,950	\$242,268	\$30,196	\$17,205	\$80,060	\$40,321
LESS, UNCOLLECTIBLE TAXES	<u>8,500</u>	<u>2,423</u>	<u>302</u>	<u>172</u>	<u>801</u>	<u>403</u>
NET TAX LEVY	841,450	239,845	29,894	17,033	79,259	39,918
REVENUE, RENTS & INTEREST	0	3,069	1,428	1,027	0	1,666
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	841,450	242,914	31,322	18,060	79,259	41,584
OTHER ADDITIONS						
TRANSFERS	0	31,322	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>841,450</u>	<u>274,236</u>	<u>31,322</u>	<u>18,060</u>	<u>79,259</u>	<u>41,584</u>
APPROPRIATION	802,808	390,372	31,322	0	99,922	33,930
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	802,808	390,372	31,322	0	99,922	33,930
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	38,642	(116,136)	(0)	18,060	(20,663)	7,654
BEGINNING BALANCE, JANUARY 1	(639,219)	202,424	114,623	49,552	(1,523,253)	103,400
ENDING BALANCE, DECEMBER 31	(\$600,577)	\$86,288	\$114,623	\$67,612	(\$1,543,916)	\$111,054

	KISHWAUKEE HARRISON #2	TOTAL INDUSTRIAL TIF DISTRICTS	TOTAL ALL TIF DISTRICTS
REVENUES			
PROPERTY TAXES			
SPECIAL DISTRICTS	\$0	\$1,260,001	\$3,079,854
LESS, UNCOLLECTIBLE TAXES	<u>0</u>	<u>12,600</u>	<u>30,799</u>
NET TAX LEVY	0	1,247,400	3,049,054
REVENUE, RENTS & INTEREST	9	7,199	23,909
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	9	1,254,599	3,072,963
OTHER ADDITIONS			
TRANSFERS	0	31,322	31,322
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	<u>9</u>	<u>1,285,921</u>	<u>3,104,285</u>
APPROPRIATION	0	1,358,354	4,069,033
NON EXPENSE APPROPRIATION			
EXPENDITURES AND TRANSFERS	0	1,358,354	4,069,033
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	9	(72,433)	(964,748)
BEGINNING BALANCE, JANUARY 1	620	(1,691,853)	(8,424,598)
ENDING BALANCE, DECEMBER 31	\$629	(\$1,764,286)	(\$9,389,346)

CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
INTERNAL SERVICE FUNDS

REVENUES	PROPERTY	EQUIPMENT	CENTRAL STORES	RISK MGMT	INFORMATION TECHNOLOGY	911 COMMUNICA- TIONS	ILLINOIS MUNICIPAL RETIREMENT	UNEMPLOY- MENT TAX	WORKER'S COMPENSATION	AUDITING	HEALTH INSURANCE	ELIMINATIONS	TOTAL
PROPERTY TAXES				\$1,035,367			\$3,349,896			\$133,444			\$4,518,707
LESS, UNCOLLECTIBLE TAXES				<u>10,354</u>			<u>33,499</u>			<u>1,334</u>			<u>45,187</u>
NET TAX LEVY				1,025,013			3,316,397			132,110			4,473,520
TAX LEVY REIMBURSEMENTS				0					0			\$0	0
PROPERTY TAXES PRIOR ADJUST				1,025,013			3,316,397	0	0	132,110		0	4,473,520
LESS, PROVISION FOR ACCTG INT				0									0
LESS, TAX CAP EFFECTS				0			0	0	0	0		0	0
TOTAL PROPERTY TAXES				1,025,013			3,316,397	0	0	132,110		0	4,473,520
INTERGOVERNMENTAL						\$881,737	317,000						1,198,737
SERVICE CHARGES	\$3,672,458	\$3,287,330	\$466,580	716,640	\$4,297,478							304,150	12,136,336
FINES AND PENALTIES													
RENTS AND INTEREST	20,000	5,000					10,000	14,000	80,000		\$77,200		206,200
OTHER REVENUE											3,633,970		3,633,970
RESTRICTED RECEIPTS													
MISCELLANEOUS	0	15,000	0	150,000	0	0	0	0	0	0	0	0	165,000
TOTAL REVENUES	3,692,458	3,307,330	466,580	1,891,653	4,297,478	881,737	3,643,397	14,000	80,000	132,110	3,711,170	304,150	21,813,763
OTHER ADDITIONS													
TRANSFERS	19,519					4,974,224	2,904,359	173,700	2,967,571	51,900	17,973,969	1,171,900	27,893,342
TOTAL REVENUES & ADDITIONS	3,711,977	3,307,330	466,580	1,891,653	4,297,478	5,855,961	6,547,756	187,700	3,047,571	184,010	21,685,139	1,476,050	49,707,105
APPROPRIATION	3,531,138	3,215,470	466,458	3,016,995	3,946,238	5,855,961	6,537,757	1,174,800	4,603,850	184,010	22,517,545	1,476,050	53,574,172
AND TRANSFERS	3,531,138	3,215,470	466,458	3,016,995	3,946,238	5,855,961	6,537,757	1,174,800	4,603,850	184,010	22,517,545	1,476,050	53,574,172
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	180,839	91,860	122	(1,125,342)	351,240	0	9,999	(987,100)	(1,556,279)	0	(832,406)		(3,867,067)
BEGINNING BALANCE, JANUARY 1	1,334,573	221,134	336,669	(9,585,579)	1,457,803	47,431	75,706	672,282	2,712,161	0	4,213,136		1,485,316
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0	0	0	0	0	0	0	0	0	0	0		0
ENDING BALANCE, DECEMBER 31	\$1,515,412	\$312,994	\$336,791	(\$10,710,921)	\$1,809,043	\$47,431	\$85,705	(\$314,818)	\$1,155,882	\$0	\$3,380,730		(\$2,381,751)

**CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
PROPRIETARY, FIDUCIARY, DEBT SERVICE FUND TYPES**

	PROPRIETARY			FIDUCIARY			DEBT SERVICE		
	WATER	PARKING	TOTAL	POLICE	FIRE	TOTAL	DEBT SERVICE	CAPITAL REPLACEMENT	TOTAL
<u>REVENUES</u>									
PROPERTY TAXES									
CITY WIDE							\$13,888,516		\$13,888,516
LESS, PROVISION FOR ABATEMENT							12,948,696		12,948,696
LESS, PROVISION FOR UNCOLLECTABLE TAXES									0
NET TAX LEVY							939,820		939,820
TAX LEVY REIMBURSEMENTS									
TOTAL PROPERTY TAXES							939,820		939,820
INTERGOVERNMENTAL							730,000	1,500,000	2,230,000
SERVICE CHARGES	\$29,220,000		\$29,220,000						
FINES AND PENALTIES		\$550,000	550,000						
REVENUE, RENTS & INTEREST	200,000	1,843,800	2,043,800	\$5,350,000	\$4,800,000	\$10,150,000			
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	10,000	93,000	0	0	0	0		0
TOTAL REVENUES	<u>29,503,000</u>	<u>2,403,800</u>	<u>31,906,800</u>	<u>12,507,400</u>	<u>8,817,300</u>	<u>21,324,700</u>	<u>1,669,820</u>	<u>1,550,000</u>	<u>3,219,820</u>
OTHER ADDITIONS									
TRANSFERS	111,450	51,100	162,550	7,970,750	8,618,645	16,589,395	8,175,259	1,165,987	9,341,246
TOTAL REVENUES & ADDITIONS	<u>29,614,450</u>	<u>2,454,900</u>	<u>32,069,350</u>	<u>20,478,150</u>	<u>17,435,945</u>	<u>37,914,095</u>	<u>9,845,079</u>	<u>2,715,987</u>	<u>12,561,066</u>
APPROPRIATION	25,304,808	2,906,957	28,211,765	17,775,427	18,348,926	36,124,353	11,392,284	3,215,987	14,608,271
NON-APPROPRIATION EXPENSES									
LEGAL REQUIREMENT FOR DEBT SERVICE							4,773,437		4,773,437
PROJECTED EXPENDITURES AND TRANSFERS	<u>25,304,808</u>	<u>2,906,957</u>	<u>28,211,765</u>	<u>17,775,427</u>	<u>18,348,926</u>	<u>36,124,353</u>	<u>16,165,721</u>	<u>3,215,987</u>	<u>19,381,708</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	4,309,642	(452,057)	3,857,585	2,702,723	(912,981)	1,789,742	(6,320,642)	(500,000)	(6,820,642)
BEGINNING BALANCE, JANUARY 1	143,381,738	13,021,289	156,403,027	184,726,995	159,642,803	344,369,798	10,221,407	1,298,963	11,520,370
ENDING BALANCE, DECEMBER 31	<u>\$147,691,380</u>	<u>\$12,569,232</u>	<u>\$160,260,612</u>	<u>\$187,429,718</u>	<u>\$158,729,822</u>	<u>\$346,159,540</u>	<u>\$3,900,765</u>	<u>\$798,963</u>	<u>\$4,699,728</u>

CITY OF ROCKFORD, ILLINOIS
2018 BUDGET
DEBT SERVICE 2017-2023

REVENUES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
PT TAXES-CITY	\$6,943,538	\$949,313	\$0	\$0	\$0	\$0	\$0
UNCOLLECTIBLE	<u>(69,435)</u>	<u>(9,493)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	6,874,103	939,820	0	0	0	0	0
ABATEMENTS-EXEMPT							
TIF DISTRICTS	1,786,310	2,099,148	1,718,381	1,239,330	1,160,891	1,165,550	543,950
WATER	5,340,639	4,773,437	4,767,812	4,708,344	4,707,530	4,727,156	4,697,030
SALES TAX	0	1,501,238	1,497,572	1,500,193	1,500,867	1,494,925	1,497,186
REDEVELOPMENT/TOURISM	0	831,450	832,975	833,350	832,713	831,006	838,231
OTHER	<u>582,176</u>	<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>
	7,709,125	10,378,330	10,009,063	9,466,969	9,381,029	9,385,357	8,760,806
ABATEMENTS-TAXABLE							
TIF DISTRICTS	203,375	247,138	288,213	276,623	264,775	277,650	263,950
SALES TAX	315,375	0	0	0	0	0	0
REDEVELOPMENT	891,868	2,156,353	2,159,021	2,160,065	2,494,928	2,491,423	2,497,170
PARKING	171,875	166,875	161,675	156,475	176,125	169,438	162,750
OTHER	<u>0</u>						
	<u>1,582,493</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>
TOTAL REVENUES	<u>16,165,721</u>	<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>
DEBT SERVICE							
2007 6,300,000 METRO CENTER	465,175	465,175	467,775	469,450	465,425	465,988	465,931
2007 6,865,000 CORONADO REFUND	949,313	949,313	0	0	0	0	0
2007 3,500,000 WATER	182,263	182,263	0	0	0	0	0
2008 9,000,000 WATER	712,125	712,125	719,125	700,125	680,531	685,344	688,469
2008 1,100,000 GLOBAL PARK #1TIF	416,000	416,000	0	0	0	0	0
2008 200,000 JACKSON SCHOOL TIF	26,000	26,000	0	0	0	0	0
2008 1,850,000 PARKING ALT	171,875	171,875	166,875	161,675	156,475	176,125	169,438
2009 950,000 TAX GLOBAL TRADE #1 TIF	82,900	82,900	80,225	127,550	122,200	116,800	111,300
2009 8,065,000 TAX METRO REFUNDING	891,868	891,848	893,693	894,230	893,480	1,229,868	1,226,363
2009 4,325,000 WATER REFUND	243,225	243,225	0	0	0	0	0
2009 1,350,000 SPRINGFIELD CORNERS TIF	120,475	120,475	166,913	160,663	154,423	147,975	166,350
2009 350,000 RIVER TIF	36,750	36,750	35,563	34,313	33,063	31,775	55,450
2010 3,400,000 WATER	242,375	242,375	237,875	233,000	228,125	223,250	268,000
40.8 IEPA WATER	2,435,097	2,438,437	2,438,437	2,438,437	2,438,438	2,438,436	2,438,437
2012 930,000 SPRINGFIELD CORNERS TIF REFUNDING	114,350	114,350	112,250	125,150	127,750	0	0
2014 5,420,000 FIRE STATION 3	380,144	380,144	383,694	381,944	385,044	382,844	380,494
2014 1,850,000 SWTIF REFUNDING	344,550	229,701	230,068	236,901	0	0	0
2014 1,648,811 GLOBAL TRADE PARK TIF REFUNDING	368,677	368,677	404,509	0	0	0	0
2014 1,251,890 NORTH MAINT TIF REFUNDING	172,523	172,523	166,841	140,150	141,400	132,500	128,750
2014 413,762 LINCOLNWOOD 2 TIF REFUNDING	60,981	60,981	59,241	56,824	80,382	76,341	0
2014 1,487,043 SPRINGFIELD CORNERS TIF REFUNDING	190,176	190,176	205,621	202,484	221,703	210,926	252,350
2014 1,390,547 RIVER OAKS TIF REFUNDING	306,224	306,224	307,157	313,944	0	0	0
2014 1,306,421 GARRISON TIF REFUNDING	136,363	132,881	128,048	175,165	167,082	259,400	242,050
2014 272,227 LINCOLNWOOD TIF REFUNDING	112,156	112,156	0	0	0	0	0
2014 2,445,000 CIP REFUNDING	871,500	871,500	0	0	0	0	0
2014 935,000 SRED	306,750	306,750	0	0	0	0	0
2014 12,900,000 METRO REFUNDING	1,267,910	1,267,910	1,262,660	1,264,791	1,266,585	1,265,060	1,265,060
2015 16.52 GOBA	823,375	823,375	823,675	823,525	827,925	826,725	825,075
2015 6.315 PARKING	443,738	443,738	446,388	443,738	445,938	447,838	444,438
2016 .65 GOBA PARKING	49,042	49,042	49,181	49,097	49,076	49,202	49,044
2016 GOBA GEOPOLICE	1,114,383	1,114,383	1,117,544	1,115,628	1,115,149	1,118,023	1,114,431
2016 1.625 GOBA HOPE 6 TIF	255,700	255,700	246,800	238,000	253,750	243,250	237,750
2016 .705 GOBA PRESTON CENTRAL TIF	77,656	77,656	76,656	75,656	98,156	94,406	90,656
2016 1.81 LGOBA LIBRARY	225,588	225,588	217,488	239,488	230,738	221,988	213,238
2016 .304 GOBA RIVER NORTH TIF	38,229	38,229	37,551	35,186	34,014	32,853	31,709
2016 .956 GOBA MAIN WHITMAN TIF	89,765	89,765	88,843	84,608	82,030	79,440	126,835
2016 GOBAR WATER REFUNDING	<u>1,440,500</u>	<u>1,440,500</u>	<u>1,378,000</u>	<u>1,396,250</u>	<u>1,361,250</u>	<u>1,360,500</u>	<u>1,332,250</u>
	\$16,165,721	\$16,050,710	\$12,948,696	\$12,617,972	\$12,060,132	\$12,316,857	\$12,323,868
	0	(2,162,194)	(330,724)	(557,839)	256,725	7,011	(639,192)

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)

<u>FUND</u>	2015 <u>ACTUAL</u>	FINAL LEVY <u>2016</u>	2017-2016 <u>CHANGE</u>	EST FINAL <u>2017</u>	2017 <u>RATES</u>
TAX LEVIES FOR OPERATIONS					
GENERAL FUND					
CORPORATE	\$6,222,966	\$6,274,207	74,822	\$6,349,029	0.4375
POLICE PROTECTION	8,535,390	8,604,627	102,612	8,707,239	0.6000
POLICE PENSION	5,340,527	6,921,439	224,595	7,146,034	0.4867
SCHOOL CROSSING	62,432	63,000	0	63,000	0.0045
FIRE PROTECTION	8,535,390	8,604,627	102,612	8,707,239	0.6000
FIRE PENSION	5,888,069	7,105,775	(345,381)	6,760,394	0.4996
FIRE PENSION-93-69	361,606	361,451	422,637	784,088	0.0255
JUDGMENTS	3,875,633	1,200,000	(175,000)	1,025,000	0.0735
STREET & BRIDGE	<u>1,422,089</u>	<u>1,434,105</u>	<u>17,102</u>	<u>1,451,207</u>	<u>0.1000</u>
TOTAL GENERAL FUND	40,244,102	40,569,231	423,999	40,993,230	2.8273
SANITARIUM	161,404	140,000	18,400	158,400	0.0099
LIBRARY	7,030,000	7,096,000	0	7,096,000	0.4890
LIBRARY-MAINTENANCE	300,000	284,000	0	284,000	0.0196
IMRF PENSION	3,356,104	3,217,971	(30,440)	3,187,531	0.2263
UNEMPLOYMENT TAX	145,885	135,468	3,132	138,600	0.0096
WORKMEN'S COMPENSATION	2,465,201	2,589,887	62,222	2,652,109	0.1821
AUDITING	<u>186,236</u>	<u>183,311</u>	<u>2,925</u>	<u>186,236</u>	0.0129
LEVIES-OPERATIONS	<u>53,924,627</u>	<u>54,215,868</u>	<u>480,238</u>	<u>54,696,106</u>	<u>3.7767</u>
LEVIES DEBT SERVICE		46,835,868			3.2681
EXISTING DEBT	2,597,200	1,758,250	(886,750)	871,500	0.0620
LEVIES DEBT SERVICE	<u>2,597,200</u>	<u>1,758,250</u>	<u>(886,750)</u>	<u>871,500</u>	<u>0.0620</u>
TOTAL TAX LEVIES	<u>56,521,827</u>	<u>55,974,118</u>	<u>(406,512)</u>	<u>55,567,606</u>	3.3921
LESS, TOWNSHIP ROAD AND BRIDGE	928,822	927,094	(1,728)	947,638	0.0653
		45,908,774		46,368,468	
CITY ONLY (NO LIBRARY)					3.2648
CITY ONLY PLUS DEBT					3.3301
ESTIMATED TC EXTENSION	45,304,199	45,547,323		45,584,380	
TAX EXTENSION LIMIT (CAP)	44,304,199	45,055,262		46,170,565	
NOT CAPPED				52,964,380	
<hr/>					
CITY TAX RATE					
OPERATIONS	3.2453	3.2642			
DEBT SERVICE	<u>0.1846</u>	<u>0.1250</u>			
CITY TAX RATE	<u>3.4299</u>	<u>3.3892</u>			
EQUALIZED ASSESSED VALUATION	1,407,127,283	1,406,424,018			
	0.0688	(0.0005)			

CITY OF ROCKFORD, ILLINOIS
2017 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

TRANSFER FROM	TRANSFER TO											
	GENERAL	CAPITAL PROJECT	PROPERTY	EQUIPMENT	STORES	WATER	POLICE PENSION	FIRE PENSION	IMRF PENSION	HEALTH INSURANCE	UNEMPLOY INSURANCE	WORK COMP
GENERAL		2,500,000	2,415,350	2,393,030	163,300	111,450	7,970,750	9,332,995	3,140,088	13,213,754	139,680	2,648,946
GENERAL-TRAFFIC												
INFO TECHNOLOGY	36,000		55,160	360					81,656	92,794	900	1,160
911 COMM									768,586	772,512	9,360	10,913
MOTOR FUEL TAX	2,500,000	1,498,700										
CAPITAL PROJECT	1,953,467		119,643	42,040					272,217	341,225	3,780	14,552
PARKING	192,600		146,910	21,400	23,330				34,087	65,364	540	5,259
SANITATION	3,078,453											
PW BLDG MT	129,600		27,290	71,470	46,660				125,112	197,522	1,980	27,277
PW EQUIP MT	63,600		136,460	32,680	41,990				127,121	161,018	1,620	30,362
PW STORES	24,400		13,650	4,200					49,282	51,506	720	700
WATER	2,479,469		411,520	541,540	191,300				857,053	1,085,266	11,340	181,659
BLOCK GRANT	796,854		34,000	2,740					73,717	110,370	1,080	4,615
REDEVELOPMENT	94,500		178,595									
TOURISM/PROMOTION	101,800											
TIF-RIVER EAST												
TIF-SOUTH ROCKFORD												
TIF-LINCOLNWOOD #1												
TIF-LINCOLNWOOD #2												
TIF-SPRINGFIELD CORNERS												
TIF-NORTH MAIN												
TIF-RKFD GLOBAL PARK 1	130,900											
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				177,870					827,897	1,507,168	99,267	24,043
RMAP	12,600								163,358	167,804	2,340	2,319
LIBRARY									814,569	632,237		15,062
POLICE PENSION	85,600											
FIRE PENSION	81,000											
IMRF PENSION	3,187,531											
WK COMP-PERS	1,801,600											
HEALTH	163,240		133,700									
UNEMPLOYMENT INS	138,600											
WORK COMP	2,652,109											
AUDITING	186,236											
JUDGMENTS	50,090											
	<u>19,995,249</u>	<u>3,998,700</u>	<u>3,672,278</u>	<u>3,287,330</u>	<u>466,580</u>	<u>111,450</u>	<u>7,970,750</u>	<u>9,332,995</u>	<u>7,334,743</u>	<u>18,398,540</u>	<u>272,607</u>	<u>2,966,867</u>

CITY OF ROCKFORD, ILLINOIS
2017 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

TRANSFER FROM

	<u>AUDITING</u>	<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	128,660	2,803,285	1,025,013	1,501,238	1,165,987				4,361,621	69,243	55,084,390
GENERAL-TRAFFIC										50,900	50,900
INFO TECHNOLOGY			7,700							3,120	278,850
911 COMM	1,150	119,590	13,210								1,695,321
MOTOR FUEL TAX											3,998,700
CAPITAL PROJECT	7,500	58,270	211,730							13,104	3,037,528
PARKING	600		7,670	258,263						2,268	758,291
SANITATION	650										3,079,103
PW BLDG MT	700	24,040	148,580								800,231
PW EQUIP MT	800	15,660	12,040								623,351
PW STORES	100	19,410	980								164,948
WATER	7,500	308,510	186,370						1,692		6,263,219
BLOCK GRANT	5,800	46,640	12,310						3,744		1,091,870
REDEVELOPMENT	800			2,987,803							3,261,698
TOURISM/PROMOTI											101,800
TIF-RIVER EAST				34,313							34,313
TIF-SOUTH ROCKFO				236,901							236,901
TIF-LINCOLNWOOD				59,241							59,241
TIF-LINCOLNWOOD				59,240							59,240
TIF-SPRINGFIELD CO				484,783							484,783
TIF-NORTH MAIN				166,841							166,841
TIF-RKFD GLOBAL PA				484,734							615,634
TIF-RKFD GLOBAL PA						31,322					31,322
TIF-RIVER OAKS				307,157							307,157
TIF-GARRISON				132,881							132,881
TIF-HOPE 6				246,800							246,800
TIF-STATE ALPINE											20,000
TIF-RIVER NORTH				37,551							37,551
TIF-MAIN WHITMAN				88,843							88,843
TIF-JACKSON SCHOO											15,000
TIF-PRESTON CENTR				76,656							76,656
TIF-MULFORD STATE											20,000
HUMAN SERVICES	12,300	389,150	112,100								3,149,795
RMAP	1,900	0	2,860							9,828	363,009
LIBRARY	13,000			217,488						24,408	1,716,764
POLICE PENSION											85,600
FIRE PENSION											81,000
IMRF PENSION	300										3,187,831
WK COMP-PERS											1,801,600
HEALTH	900										297,840
UNEMPLOYMENT IN	1,100										139,700
WORK COMP	250										2,652,359
AUDITING											186,236
JUDGMENTS											50,090
	<u>184,010</u>	<u>3,784,555</u>	<u>1,740,563</u>	<u>7,380,733</u>	<u>1,165,987</u>	<u>31,322</u>	<u>0</u>	<u>0</u>	<u>4,361,621</u>	<u>178,307</u>	<u>96,635,187</u>

CITY OF ROCKFORD, ILLINOIS
2017 RESULTS OF OPERATIONS (UNAUDITED)
2018 BUDGET

<u>FUND</u>	BEGINNING		EXPENDITURES	EXCESS	ENDING
	BALANCE	REVENUES			
	<u>1/1/17</u>	<u>REVENUES</u>	<u>EXPENSES</u>	<u>(DEFICIT)</u>	<u>12/31/17</u>
GENERAL-OPERATING	\$37,675,349	\$133,375,851	\$140,239,359	(\$6,863,508)	\$30,811,841
SPECIAL REVENUE					
MOTOR FUEL TAX	8,414,186	4,055,101	3,281,454	773,648	9,187,834
SANITATION	2,727,373	12,198,896	14,737,836	(2,538,940)	188,433
COMMUNITY DEVELOPMENT	2,778,169	3,526,582	4,775,728	(1,249,146)	1,529,023
REDEVELOPMENT TAX	1,279,200	6,583,458	7,703,960	(1,120,502)	158,698
TOURISM PROMOTION TAX	746,503	2,281,186	2,037,863	243,322	989,825
TAX INCREMENT DISTRICTS	(8,403,828)	3,314,995	4,703,491	(1,388,496)	(9,792,324)
HUMAN SERVICES	840,124	15,792,732	15,808,137	(15,405)	824,719
TUBERCULOSIS SANITARIUM	180,099	141,236	139,033	2,203	182,302
LIBRARY	9,944,201	9,284,279	9,231,613	52,666	9,996,867
OTB SPECIAL PROJECTS	159,314	78,499	237,812	(159,313)	1
RMAP PLANNING	28,639	1,171,149	1,477,474	(306,325)	(277,686)
DEBT SERVICE	10,221,407	14,084,974	13,441,918	643,056	10,864,463
CAPITAL REPLACEMENT	1,298,963	3,152,148	3,457,719	(305,572)	993,391
CAPITAL PROJECT	9,623,125	32,110,038	39,290,464	(7,180,426)	2,442,699
ENTERPRISE					
WATER SYSTEM	143,381,738	30,443,931	23,864,199	6,579,732	149,961,470
PARKING SYSTEM	13,021,289	1,769,187	3,028,127	(1,258,940)	11,762,349
INTERNAL SERVICE					
PUBLIC WORKS PROPERTY	1,334,573	3,676,408	3,047,941	628,466	1,963,039
PUBLIC WORKS EQUIPMENT	221,134	3,564,573	3,281,571	283,002	504,136
PUBLIC WORKS CENTRAL STORES	336,669	453,726	444,136	9,590	346,259
911 COMMUNICATIONS	47,431	5,365,321	5,365,985	(663)	46,768
IMRF PENSION	75,706	6,568,826	6,564,819	4,006	79,712
UNEMPLOYMENT INSURANCE	672,282	191,107	30,892	160,215	832,497
WORKER'S COMPENSATION	2,712,161	3,148,345	3,819,131	(670,787)	2,041,374
AUDITING	0	140,521	140,521	0	0
RISK MANAGEMENT	(9,585,579)	3,191,792	2,311,407	880,386	(8,705,193)
INFORMATION TECHNOLOGY	1,457,803	3,609,691	3,841,593	(231,902)	1,225,901
HEALTH INSURANCE	4,213,136	19,834,626	21,742,603	(1,907,978)	2,305,158
PENSION					
POLICE PENSION	184,726,995	35,792,511	17,288,981	18,503,530	203,230,525
FIRE PENSION	159,642,803	29,373,857	17,960,350	11,413,507	171,056,310

**CITY OF ROCKFORD, IL
2018 BUDGET
SUMMARY OF THREE YEAR EXPENSES AND REVENUES**

	2015 ACTUAL REVENUE	2015 ACTUAL EXPENSE	2015 EXCESS (DEFICIT)	2016 ACTUAL REVENUE	2016 ACTUAL EXPENSE	2016 EXCESS (DEFICIT)	2017 ACTUAL REVENUE	2017 ACTUAL EXPENSE	2017 EXCESS (DEFICIT)	2018 BUDGETED REVENUE	2018 BUDGETED EXPENSE	2018 EXCESS (DEFICIT)
GENERAL-OPERATING	132,156,795	130,048,911	2,107,884	134,940,922	135,829,262	(888,340)	133,375,851	140,239,359	(6,863,508)	138,507,135	138,173,655	333,480
SPECIAL REVENUE												
MOTOR FUEL TAX	3,742,697	7,424,866	(3,682,169)	3,954,376	3,562,820	391,556	4,055,101	3,281,454	773,648	4,075,000	4,075,000	-
SANITATION	12,490,615	12,358,032	132,583	12,831,233	14,398,828	(1,567,594)	12,198,896	14,737,836	(2,538,940)	12,662,750	12,409,103	253,647
COMMUNITY DEVELOPMENT	5,189,529	5,564,870	(375,341)	6,768,959	4,258,379	2,510,579	3,526,582	4,775,728	(1,249,146)	2,939,637	2,932,710	6,927
REDEVELOPMENT TAX	5,056,813	5,533,518	(476,704)	5,314,148	5,429,298	(115,150)	6,583,458	7,703,960	(1,120,502)	5,429,300	5,036,448	392,852
TOURISM PROMOTION TAX	1,892,692	1,764,862	127,830	1,959,385	1,812,048	147,337	2,281,186	2,037,863	243,322	2,009,000	2,009,000	-
TAX INCREMENT DISTRICTS	5,700,572	6,104,458	(403,886)	5,488,291	7,510,814	(2,022,523)	3,314,995	4,703,491	(1,388,496)	3,126,148	4,069,033	(942,885)
HUMAN SERVICES	15,351,052	15,522,354	(171,302)	14,874,847	14,834,692	40,155	15,792,732	15,808,137	(15,405)	-	-	-
TUBERCULOSIS SANITARIUM	162,424	105,189	57,235	162,582	199,017	(36,435)	141,236	139,033	2,203	161,700	160,000	1,700
LIBRARY	8,724,084	7,968,329	755,755	9,612,870	9,738,632	(125,762)	9,284,279	9,231,613	52,666	10,274,044	10,274,044	-
OTB SPECIAL PROJECTS	85,920	70,000	15,920	85,671	90,000	(4,329)	78,499	237,812	(159,313)	82,575	82,575	-
RMAP PLANNING	1,250,822	1,151,109	99,713	1,502,870	1,456,501	46,369	1,171,149	1,477,474	(306,325)	1,403,020	1,516,596	(113,576)
DEBT SERVICE	12,529,375	12,994,803	(465,428)	17,301,129	17,499,591	(198,462)	14,084,974	13,441,918	643,056	-	10,245,481	(10,245,481)
CAPITAL REPLACEMENT	3,525,500	3,520,128	5,372	4,122,108	3,879,765	242,343	3,152,148	3,457,719	(305,572)	2,715,987	3,215,987	(500,000)
CAPITAL PROJECT	54,622,972	56,970,279	(2,347,308)	50,964,918	44,377,383	6,587,535	32,110,038	39,290,464	(7,180,426)	34,348,700	34,293,700	55,000
ENTERPRISE												
WATER SYSTEM	25,025,918	22,414,343	2,611,575	28,715,208	22,860,955	5,854,253	30,443,931	23,864,199	6,579,732	29,614,450	25,304,808	4,309,642
PARKING SYSTEM	1,891,238	2,807,315	(916,077)	2,177,013	2,996,163	(819,150)	1,769,187	3,028,127	(1,258,940)	2,454,900	2,906,957	(452,057)
INTERNAL SERVICE												
PUBLIC WORKS PROPERTY	2,669,021	2,560,973	108,047	3,787,118	2,920,356	866,761	3,676,408	3,047,941	628,466	3,711,437	3,531,138	180,299
PUBLIC WORKS EQUIPMENT	2,953,912	3,050,197	(96,285)	3,303,888	3,259,577	44,312	3,564,573	3,281,571	283,002	3,307,330	3,215,470	91,860
PUBLIC WORKS CENTRAL STORES	445,156	421,519	23,637	431,013	424,036	6,977	453,726	444,136	9,590	466,580	466,458	122
911 COMMUNICATIONS	5,400,074	5,555,876	(155,801)	5,927,691	5,724,459	203,232	5,365,321	5,365,985	(663)	5,855,961	5,855,961	-
IMRF PENSION	6,552,174	6,546,139	6,035	6,827,316	6,819,078	8,238	6,568,826	6,564,819	4,006	6,547,756	6,537,757	9,999
UNEMPLOYMENT INSURANCE	182,483	54,956	127,527	187,909	12,918	174,990	191,107	30,892	160,215	187,700	1,174,800	(987,100)
WORKER'S COMPENSATION	2,972,674	2,494,459	478,214	3,127,875	1,685,482	1,442,393	3,148,345	3,819,131	(670,787)	3,047,571	4,603,850	(1,556,279)
AUDITING	167,387	167,343	44	153,541	153,585	(44)	140,521	140,521	-	184,010	184,010	-
RISK MANAGEMENT	3,711,743	3,626,906	84,837	4,242,000	5,164,626	(922,625)	3,191,792	2,311,407	880,386	1,891,653	3,016,995	(1,125,342)
INFORMATION TECHNOLOGY	3,615,343	3,372,877	242,466	3,380,189	3,487,865	(107,676)	3,609,691	3,841,593	(231,902)	4,297,478	3,946,238	351,240
HEALTH INSURANCE	19,619,661	21,255,350	(1,635,689)	19,064,430	22,243,661	(3,179,231)	19,834,626	21,742,603	(1,907,978)	21,685,139	22,517,545	(832,406)
PENSION												
POLICE PENSION	10,095,509	15,881,763	(5,786,253)	23,978,402	16,442,001	7,536,401	35,792,511	17,288,981	18,503,530	20,478,150	17,775,427	2,702,723
FIRE PENSION	9,688,249	16,603,563	(6,915,314)	23,113,355	17,212,362	5,900,993	29,373,857	17,960,350	11,413,507	17,435,945	18,348,926	(912,981)
	357,472,405	373,915,286	(16,442,881)	398,301,255	376,284,155	22,017,100	388,275,543	373,296,117	14,979,426	338,901,056	347,879,672	(8,978,616)

**FINANCIAL POLICES: GENERAL STATEMENTS
CITY OF ROCKFORD, ILLINOIS**

1. The City of Rockford shall prepare a five year financial plan that is updated and approved annually by the City Council by March 31. An ad hoc advisory committee of community representatives will assist the City by reviewing the five-year expense and revenue projections and by making recommendations for changes in financial policy.
2. The City of Rockford shall intensify its efforts to retain and create jobs as well as expand the property tax base by providing Industrial Development Bonds, obtaining Urban Development Action Grants, providing low interest loans, and offering other such assistance to businesses and industries.
3. Recognizing that short-term borrowing is an acceptable fiscal procedure to be used when the fiscal needs of the City dictate, the City shall reduce or eliminate its dependence on short-term borrowing by maintaining adequate fund and cash balances.

The City will maintain a general fund balance at a level sufficient to provide for:

- A. The reduction or elimination of short-term borrowing for operating expenses.
- B. Meeting cash flow requirements, temporary short falls in revenue or emergency expenditure demands.

The minimum level of the General Fund balance shall be:

- A. Fifty percent of the property tax levy of the current fiscal year, and;
- B. Six percent of the elastic tax revenue sources (sales, income, and replacement taxes).

The City's cash balances policy is:

4. To ensure that adequate cash balances are available to meet the City's anticipated disbursements, prior to budget deliberations; the Finance Department will annually develop cash flow analysis and recommend cash balance goals at specific points in time to meet those disbursements.
5. For 1988 and years thereafter, a minimum cash balance equal to 70% of those levies that support the General Fund is recommended to be in effect at the beginning of the City's fiscal year, January 1. In addition, necessary cash balances will be maintained for unusual, non-budgeted encumbrances, and balances accrued for the extra payroll occurring every eleven years.

6. Investment of City funds shall be made in accordance with written polices adopted by the City Council on February 18, 1985.
7. The City of Rockford shall plan, develop, and adopt a Five-Year Capital Improvement Program (CIP) annually in conjunction with the five-year operating budget. Citizen input shall be obtained in the development of the program, and after adoption by the City Council, the five-year plans shall be communicated to the public.

**FINANCIAL POLICES: CAPITAL IMPROVEMENT PROGRAM
CITY OF ROCKFORD, ILLINOIS**

1. The Capital Improvement Plan shall identify projects, their costs and the revenue sources and amounts needed to finance them.
2. The Capital Improvement Program will be financed by borrowing, i.e., obligating future revenues, or the 'pay-as-you-go' method. This decision will be based on the following factors:
 - a. Type of Project - The projected useful life of the project will be a determinant. The longer the life of the project, the greater justification for borrowing.
 - b. Cost of the Project - The larger the cost of the project, the greater justification for borrowing.
 - c. Funding Source - The degree of certainty that exists on the future level and availability of a particular source is a factor.
 - d. Fund Availability - If adequate fund balances are available, there is less justification for borrowing.
 - e. City Financial Position - Issues such as the existing level of long-term indebtedness of the City, and overall financial condition, should be considered when borrowing.
 - f. Municipal Bond Market - Status of the market condition, i.e., interest rates, marketability of bonds, and terms.
3. Schedules will be created for planning ongoing capital replacement in enterprise funds and the funding program to refinance them. These schedules shall be integrated into the Capital Improvement Program.
4. The City shall utilize such debt instruments as are necessary to carry out the Capital Improvement Program.

5. The Capital Improvement planning process will include all revenue sources that are available for capital expenditure. These shall include the following:
 - a. Property Tax
 - b. Motor Fuel Tax
 - c. Gas and Diesel tax
 - d. Redevelopment Fund tax
 - e. Water Revenues
 - f. Parking Revenues
 - g. Community Development Block Grants
 - h. Special Service Tax Revenues
 - i. Tax Increment Financing
 - j. Special Assessment Revenues
 - k. Federal Aid to Urban Areas Funds
 - l. Special Bridge Replacement Funds
 - m. Other Federal, State or Local sources of revenue
6. For General Obligation Debt, the City will maintain a debt to assessed value ratio that is 20% more stringent than the state debt limit.
7. These guidelines shall be followed for the following funding sources:
 - a. Motor Fuel Tax
 1. No more than 50% of the estimated annual revenue shall be obligated for long-term debt financing.
 2. A portion of the annual revenue shall be used for construction/reconstruction projects.
 3. A portion of the annual revenue shall be used for resurfacing each year.
 - b. Gas and Diesel Tax - After debt service and collection cost the remaining annual revenue should be used for annual street resurfacing (Expired 12/31/85).
8. Where feasible, the City shall use all sources of revenue available before using local property tax funds. Where funding sources (i.e., MFT, federal, etc.) carry strict requirements and restrictions that are not considered in the best interest of the City, the City shall utilize its own resources to achieve local objectives through local control.
9. The City shall give priority to those projects that create demonstrated savings and/or revenue in the annual operating budget.

10. Capital funds may be used to incur expenses to analyze the condition of the City's infrastructure, i.e., road and bridge inspection.
11. Where possible, the City will use revenue or other self-supporting bonds instead of general obligation bonds.
12. The length of the term of the bonds will not exceed the useful life of the assets and will be matched as closely as possible to bond buyer preference.
13. The City will not use long-term debt for current operations.
14. The City will make an effort to obtain an 'A' rating by the end of 1987 (achieved July 18, 1986) and an 'AA' rating by the end of 1995. The City currently has an A1 rating.

FINANCIAL 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. Market to Market

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed consistent with the GFOA Recommended Practice on "Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools." (*See GFOA Recommended Practices, Appendix 1.*) In defining market value, considerations should be given to the GASB Statement 31 pronouncement.

IX Policy Considerations

1. Exemption

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

2. Amendments

This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance Director and any other appropriate authority, as well as the individuals(s) charged with maintaining internal controls.

X Attachments

The following documents, as applicable, are attached to this policy:

1. GFOA Recommended Practices
2. List of authorized personnel
3. Relevant investment statutes and ordinances
4. List of authorized Broker/Dealers and Financial Institutions
5. Glossary of Terms

XI Adoption

The City's investment policy shall be adopted by resolution of the City Council.
The Policy shall be reviewed annually by the Finance Director and any modifications made thereto must be approved by the City Council.

This Policy supersedes all prior investment policies.

COMMUNITY PROFILE – ROCKFORD, ILLINOIS

Location

The City of Rockford is located along the Rock River in north central Illinois approximately 90 miles northwest of downtown Chicago and 17 miles south of the Wisconsin border. Rockford is the third largest city in the State of Illinois with a population of 152,871 (2010 Census Bureau estimate). The Rockford, Illinois Metropolitan Statistical Area, which consists of Winnebago, Boone, and Ogle Counties in Illinois, has an estimated population of 402,928 (2010). The City presently encompasses an area of approximately 61.81 square miles, up from 41 square miles in 1980.

History

New England settlers who valued the waterpower of the Rock River founded Rockford. The early village was called Midway because of its location halfway between Galena and Chicago. In 1837, the town became Rockford, named for a shallow place in the river with a rocky bottom where Indian and settlers once crossed. In 1839, it was incorporated as a town and selected as the County seat and by 1852, the town had become a city. Though Rockford's original settlers were from New England, a large Swedish population began settling in Rockford in the early 1850's bringing with them craftsman skills in woodworking and metals. This led to Rockford's first big industry, the furniture industry. A large percentage of the present population in Rockford is of Swedish descent while many other ethnic groups have become permanent members of the Rockford community in the last century.

Other important industries in Rockford before World War I included knitting and farm implements. By the 1920's, many of the industries turned to the production of metal products such as tools, hardware, dies, and fixtures for larger companies. These industries eventually overtook Rockford's traditional industries as the backbone of its economy and proved to be particularly important during World War II. To this day, the local economy is heavily reliant on metal fabrication industries.

Rockford Today

Rockford is the industrial and business hub of the Rock River Valley as well as North Central and Northwestern Illinois. Located just 65 miles northwest of Chicago's O'Hare International Airport and 90 miles east of the Mississippi River, its location allows for easy access to regional, national, and international markets. The economy is still based largely in manufacturing and is the largest fastener product producer (screw, nuts, and bolts) in the United States. Rockford is also one of the largest machine tool centers in the world. Furniture, hardware, farm implements, automobile parts, aviation and space instruments and machinery are among the more than 300 types of products made in Rockford. 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.

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
2007	\$119,200	\$201,250
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
- 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)

Year	City of Rockford	Winnebago County	State of Illinois
2006	6.0%	5.3%	4.5%
2007	7.0%	6.2%	5.0%
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%
- 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.

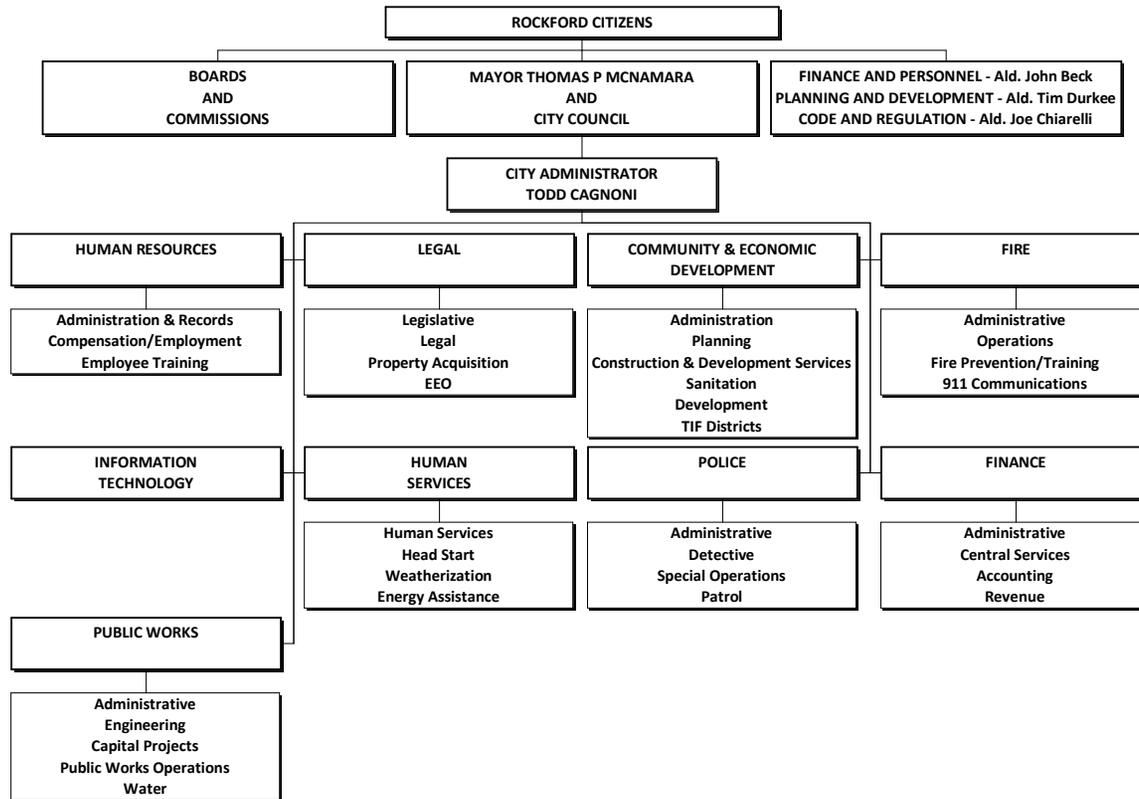
Transfers In/Out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

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.

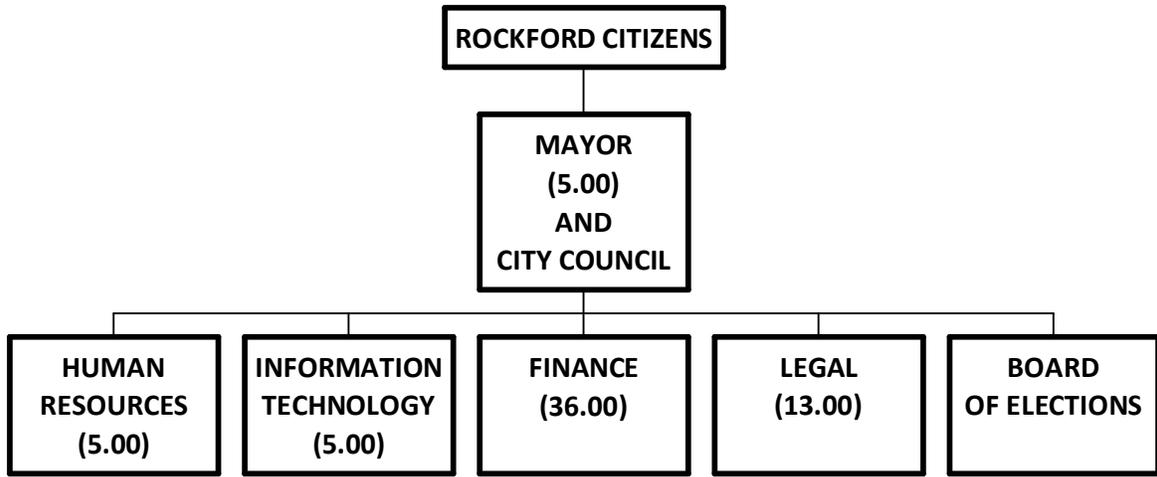
CITY OF ROCKFORD, ILLINOIS ORGANIZATION CHART



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

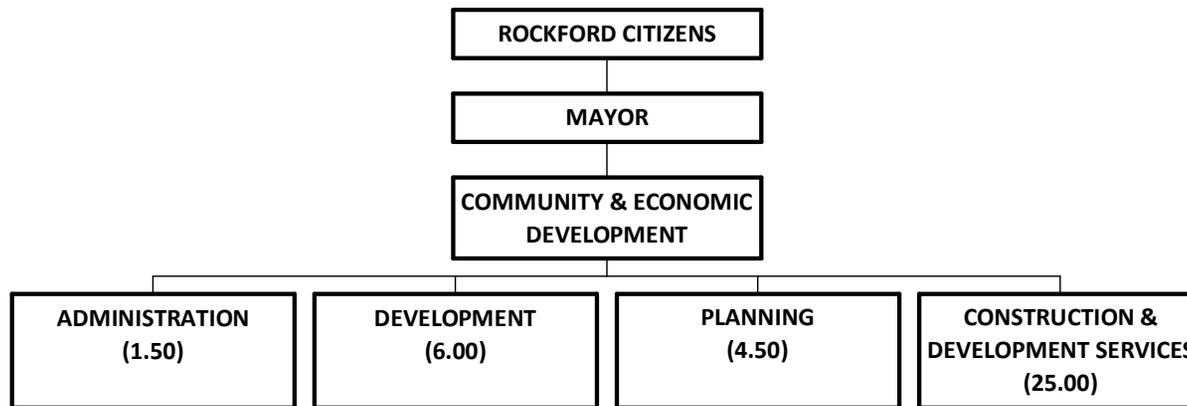


Administration &
Records
Compensation &
Benefits

Administration
Central Services
Accounting
Revenue/Pension
& Investments

Administrative
Legislative
Legal Services
Property Acquisition
EEO

64.00 EMPLOYEES



CDBG
Administration
Economic
Development
Neighborhood
Services
Home Program

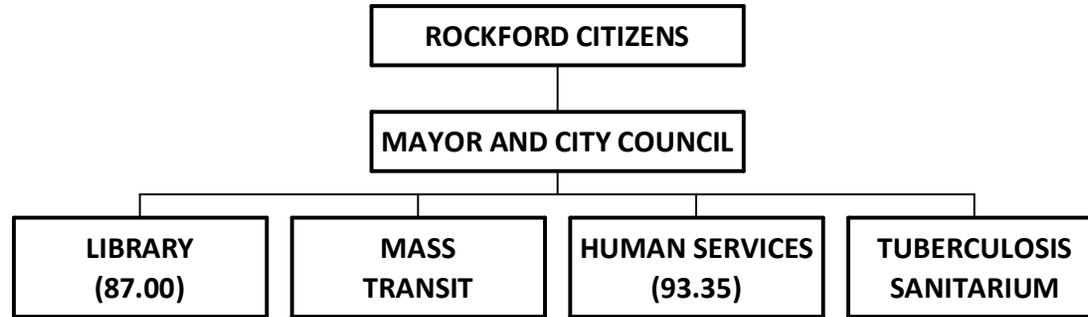
Planning & Research
Economic
Development
Brownfield
Redevelopment

Land Use Planning
Building Inspection
Property Standards
Code Enforcement

Redevelopment
Tourism Promotion
Sanitation

Retail TIF Districts
Industrial TIF Districts
Residential TIF Districts

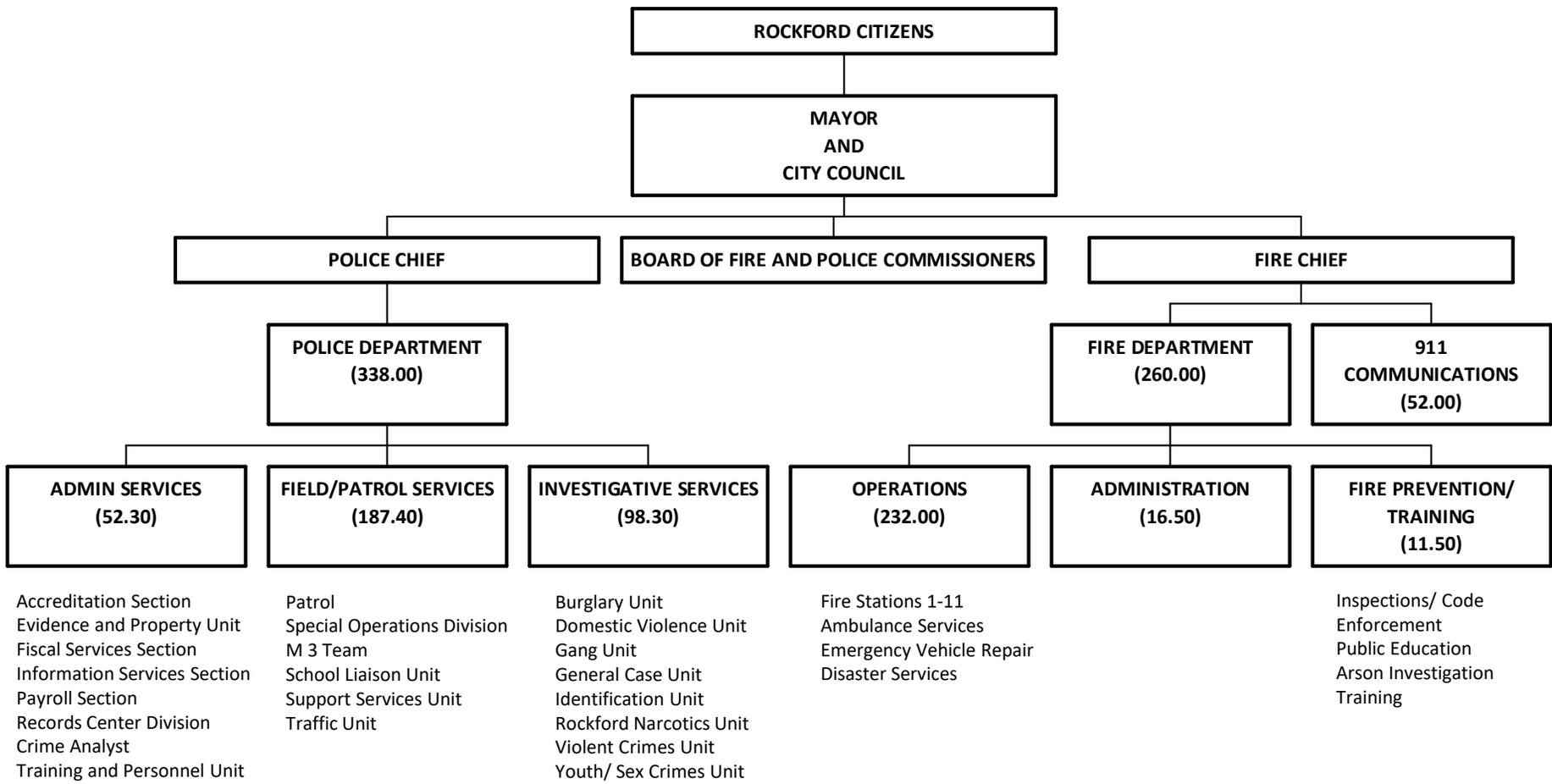
37.00 EMPLOYEES



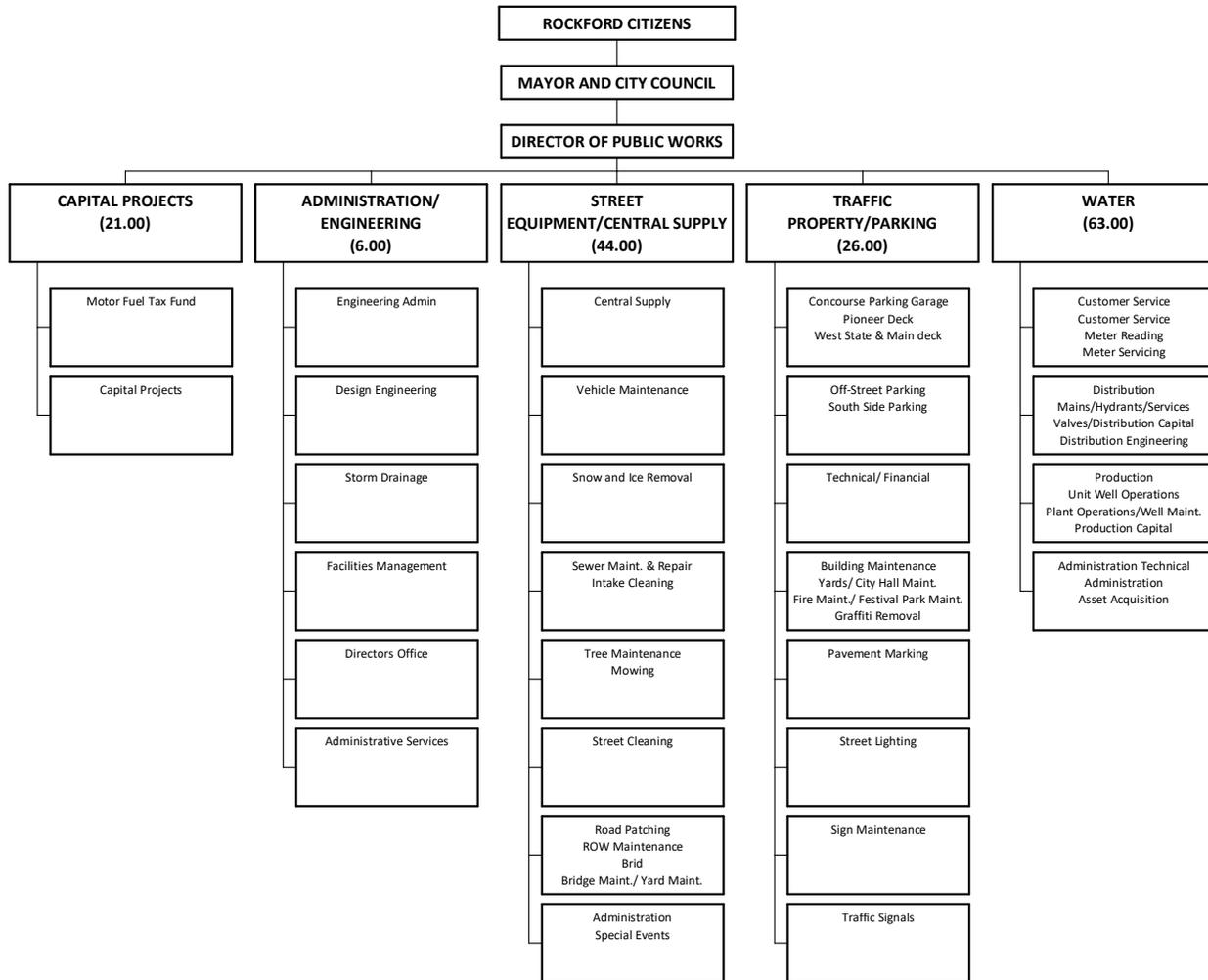
Administration
 Adult Services
 Youth Services
 Extension Service
 Circulation
 Technical Processing
 Building/Grounds Maintenance

Headstart
 Weatherization/Energy
 Assistance
 Community Services

180.35 EMPLOYEES



650.00 EMPLOYEES



162.00 EMPLOYEES

NON-OPERATING FUNDS

POLICE PENSION

FIRE PENSION

ILLINOIS MUNICIPAL RETIREMENT FUND

HEALTH INSURANCE FUND

UNEMPLOYMENT FUND

WORKER'S COMPENSATION FUND

AUDITING

DEBT SERVICE FUND

OTB SPECIAL PROJECTS FUND

RISK MANAGEMENT FUND

RMAP FUND

NORTHERN ILLINOIS WORKFORCE ALLIANCE

CAPITAL REPLACEMENT FUND

2018 ROCKFORD BUDGET
GRAPH AND TABLE INDEX

BUDGET GRAPHS

BUDGET TABLES

<u>Budgetary Unit</u>	<u>Budgetary</u>	<u>Performance</u>	<u>Personnel</u>	<u>Budget Summary</u>	<u>Capital</u>	<u>Performance Related</u>	<u>Financial Forecast</u>
<u>I. EXECUTIVE SUMMARY (EX)</u>							
Budget Highlights	8,9,10,11,19,36,38,39,40		31,42,43	29	30	19,44	
City Population		16					
Employment			24,28				
Equalized Assessed Valuation	19,31,32					19	
Cash Flow	21,22	19,21			21		
Tax Related	31,32,33,34	17,18,33,34	11,31			19,21	
<u>II. LEGISLATIVE & MANAGEMENT (LM)</u>							
MAYOR'S OFFICE			46	46			
CITY COUNCIL			47	47			
LEGAL			49	49		50	
FINANCE			52	52		53	
INFORMATION TECHNOLOGY			54	54	55	55	55
HUMAN RESOURCES			57	57		58	
BOARD OF ELECTION COMMISSIONERS				60	60	59	
<u>III. COMMUNITY DEVELOPMENT (CD)</u>							
<u>COMMUNITY DEVELOPMENT</u>							
Administration			61	62			
Planning			65	65			
Construction & Development		70		67		67	
CDBG			73	72		72	71
Redevelopment				75			76
Tourism				77			78
Retail TIF Districts				79,80,81,82,83,84,85			85,86,87,88
Industrial TIF Districts				91,92,93			93,94
Residential TIF Districts				95,96,97			97-98
Sanitation		101		99		100	100
<u>IV. HUMAN SERVICES (HS)</u>							
HUMAN SERVICES		106	104	103		105	105
TUBERCULOSIS SANITARIUM				107			107
MASS TRANSIT				108		108,109	108
LIBRARY			112	111	113		113
<u>V. PUBLIC SAFETY (PS)</u>							
POLICE DEPARTMENT		117,118	116	115		117,118	
FIRE DEPARTMENT		121,122	120	120		122	
911 COMMUNICATIONS CENTER			125	124		125	125
BOARD OF FIRE & POLICE COMMISSIONERS				126			
<u>VI. PUBLIC WORKS (PW)</u>							
<u>PUBLIC WORKS DEPARTMENT</u>							
Administration			129	128			
Engineering			131	130		131	
Capital Project Fund			134	134			135
Motor Fuel Tax Fund				136			136
Streets & Sewers		140	139	139		140	
Traffic			142	141			142
Parking System			143	143	144	144	144
Property			147	146	147		148
Equipment			148	147			148
Central Stores			150	149			150
Water System		155	153	152	154	154	154
<u>VII. NON-OPERATING FUNDS (NOF)</u>							
<u>PENSION FUNDS</u>							
IMRF		158,159		156,157		159	160
HEALTH/UNEMPLOYMENT/WORKERS COMP				161			162
AUDITING				163,165,166			164,165,166
DEBT MANAGEMENT				167			167
OTB SPECIAL PROJECTS				170			171
RISK MANAGEMENT FUND				172			172
WORKFORCE INVESTMENT BOARD				173			174
RMAP			175	175			
CAPITAL REPLACEMENT			176	176			
				178		179	