

TABLE OF CONTENTS

MAYOR'S BUDGET MESSAGE	911 Communications	125
Government Finance Officers Association's 2019 Distinguished Budget Presentation Award	Board of Fire & Police Commissioners	128
I. EXECUTIVE SUMMARY		
Citizen Budget Highlights	9	
How to Use This Document	14	
Basis of Budgeting	16	
The Process, Involvement, Amending	17	
Financial Planning	18	
Cash Management	23	
Employees	25	
Capital Equipment and Projects	30	
Revenue and Financing Charges	32	
Year End Financial Condition	45	
II. LEGISLATIVE & MANAGEMENT		
Mayor's Office	46	
City Council	48	
Legal	49	
Finance	52	
Information Technology	55	
Human Resources	57	
Board of Election Commissioners	60	
III. COMMUNITY & ECONOMIC DEVELOPMENT		
Administration	62	
Planning	64	
Construction & Development Services	68	
Development	73	
Redevelopment	76	
Tourism	78	
Retail TIF Districts	81	
Industrial TIF Districts	93	
Residential TIF Districts	99	
IV. HUMAN SERVICES		
Human Services Department	104	
Mass Transit	109	
Library	111	
V. PUBLIC SAFETY		
Police	115	
Fire	120	
VI. PUBLIC WORKS		
Administration	129	
Engineering	131	
Capital Projects	135	
Motor Fuel Tax	138	
Streets	139	
Traffic	142	
Parking	145	
Property	148	
Equipment	150	
Central Supply	152	
Water	154	
VII. NON-OPERATING FUNDS		
Police and Fire Pension	159	
Illinois Municipal Retirement	164	
Health	166	
Unemployment	168	
Workmen's Compensation	169	
Debt Service	170	
Risk Management	173	
Workforce Investment Board	175	
Capital Replacement	177	
VIII. SUPPLEMENTAL SCHEDULE		
Summary of All Funds	179	
Budget Summary by Expenditure Class	180	
General Fund Forecast	181	
Special Revenue Funds	182	
Internal Service Funds	185	
Proprietary, Fiduciary, Debt Funds	186	
Debt Service	187	
EAV's, Levies, Tax Rates	188	
Transfers and Purchase of Services	189	
Results of Operations	191	
Three Year Expenses and Revenues	192	
Financial Policies	193	
Community Profile	206	
Facts and Statistics	210	
Glossary	212	
Organization Charts	219	
Graph and Table Index	226	



Thomas P. McNamara
Mayor
Office of the Mayor

January 2020

Dear Citizens of the City of Rockford,

On behalf of the Rockford City Council and our dedicated staff, I am proud to present the 2020 City of Rockford Budget. This budget is the result of hours of work by City staff and Council members, demonstrating our goal of providing the best value and service to our residents, our businesses, and our visitors.

Our budget covers a variety of services and programs that our residents expect and deserve. We continue to focus on public safety—which again represents the largest portion of our budget. Thanks to responsible fiscal management, the Police Department continues to invest in new technology, adding training resources, replacement vehicles and other technology to give the sworn staff the tools they need to address the City's public safety challenges. This investment and hard work is paying off, as we're seeing consistent decreases in violent crime and property crime.

I'm especially pleased we kept our property tax levy flat and that our property tax rate is estimated at 3.00, a 3.8 percent decrease from the previous year. Maintaining a flat levy leaves more than \$1 million in revenue the City could otherwise have collected—that money stays where it belongs, in the pockets of property taxpayers.

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

Very truly yours,

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

Thomas P. McNamara
Mayor, City of Rockford, Illinois

2020 Budget Timeline Process

Phase 1

- **January 2019** - Fiscal Year Begins
- **March 2019** - Finance Department prepares preliminary budget estimates and discusses budget policies for the forthcoming year with the Mayor

Phase 2

- **August 2019** - Finance Department determines budgetary allocations. Departments receive budget packages
- Departments complete and return budget packages to Finance Department for review.
- Finance Department review Department budgets and prepares a budget draft.
- Mayor's Office reviews budget and presents budget to council.

Phase 3

- **September 2019 to October 2019** - Finance Committee and Council hold budget hearings with City Departments. Budget discussions held throughout the following months during Finance Committee regular meetings.
- **November 4, 2019** - Council holds State Budget Act public hearing for citizen input.

Phase 4

- **November 4, 2019** - Appropriation Ordinance and 2020 Budget Committee report adopted by Council
- **December 2, 2019** - Council adopts 2020-2024 Capital Improvements Program.



Thomas P. McNamara
Mayor

Executive Summary

The planning for the 2020 budget began with a presentation to elected officials and department heads in August. Elected officials were updated regularly on the status of the City's finances, specifically in regards to elastic revenues. The budget was prepared with the 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 2020

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

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

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

- ◆ Improving the quality of life for residents of the City's older neighborhoods.



*Thomas P. McNamara
Mayor*

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

Challenges for the Community

While the national economy has recovered from the 2008 recession, the local economic environment and the impact it has on the City's available revenue continues to present a challenge. The City must continue to carefully balance its priorities in order to maintain the quality of services and public infrastructure. Growth in expenses continues to outpace growth in revenues, driven by the City's largely personnel-based services. While the City did not project a deficit in fiscal year 2019, significant deficits are projected for future years and we will continue to make decisions to help bring those years to balance.

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

The 2020 General Fund

The City of Rockford, like many other communities in Illinois and across the United States, has seen very slow growth in its sales, use, income, and replacement taxes, commonly referred to as elastic revenues. While 2019 saw a slight rebound in these taxes, the forward trend does not keep pace with projected growth in expenses. New



Thomas P. McNamara
Mayor

revenue generated by the gas and electric utility taxes help keep 2020 in balance, but do not sustain the City long-term.

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

2020 contractual and supplies expenses are the largest increase in the budget, due to necessary repairs and maintenance, as well as increasing internal service costs. Fringe benefit costs make up the second largest increases in the budget, due to significant increases in the City's required pension contribution.

The City Council passed the 2020 budget in November 2019. This budget allows the City to maintain the necessary fund and cash balances.

Overview of the 2020 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 our size. This was particularly apparent when preparing the budget for 2020. 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 2020.

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



*Thomas P. McNamara
Mayor*

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

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

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

The Public Works Department will be aggressive in repairing and improving bridges and roads in the City, addressing forestry needs, and maintaining the city-wide vehicle leasing program.

Financial Summary

With the 2020 budget, the City was able to continue its goal of maintaining a stable operating property tax rate for citizens. Levying for debt purposes was eliminated as a result of the 1% infrastructure sales tax referendum. City Council held the property tax levy flat, forgoing \$1.0M in additional revenue. The 2020 budget adopted an estimated property tax rate of \$3.00.

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.



*Thomas P. McNamara
Mayor*

The Legislative and Management departments provide policy direction and administrative services for the rest of the municipal organization. The departments in this area will be engaged in many projects to enhance the operational effectiveness and efficiency of the City. The Mayor's Office will continue to provide leadership and direction to City staff and policy makers. The Legal Department will be the lead department in labor negotiations, code enforcement, annexation efforts, acquisition of properties for construction projects, and City projects. The Finance Department will implement a new online bidding platform.

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

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

There are a variety of programs that provide assistance to economically disadvantaged families. The energy program focuses on replacing furnaces, cleaning and tuning older systems, and repairs to electrical, plumbing, and roofing. The department operates the energy assistance program that assists low-income families and individuals with their heating bills. Housing assistance, neighborhood outreach, and self-sufficiency training continue to be important programs within the Human Services Department to assist low-income neighborhoods and the City's homeless population.

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

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



Thomas P. McNamara
Mayor

Conclusion

On November 4, 2019 the City Council adopted the 2020 budget after the Finance and Personnel Committee had finished its review of the proposal. This budget is the result of considerable, careful discussion and deliberation by the City Council, the Finance and Personnel Committee, the Finance Department, and various staff members from every department who contributed to the development of departmental budget requests.

GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the City of Rockford its Distinguished Budget Presentation Award for the City's 2019 Budget and Financial Plan.

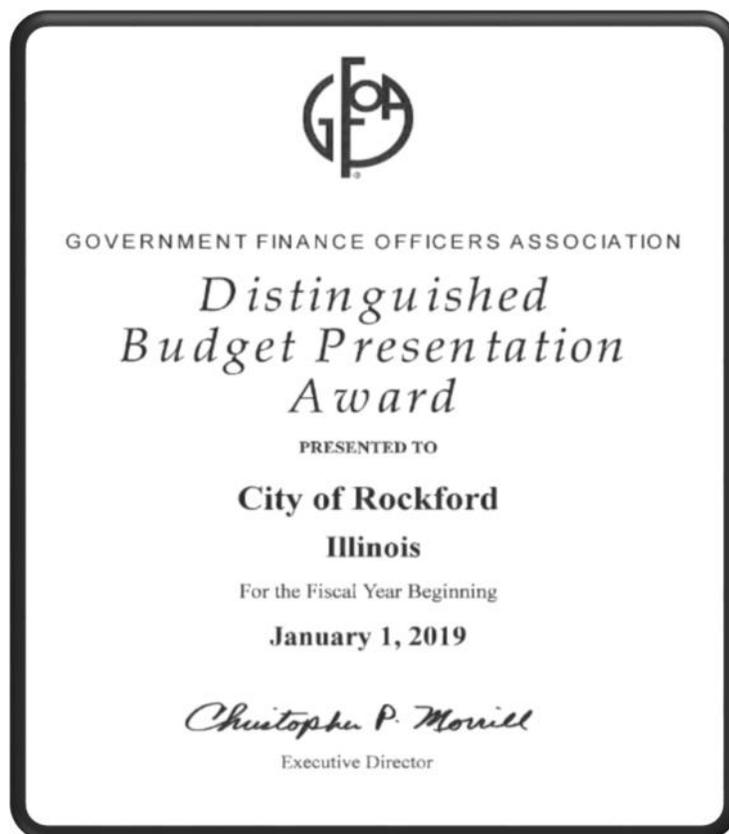
The award represents a significant achievement by the city, as it reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting.

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

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

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

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



CITIZEN’S BUDGET HIGHLIGHTS

The City’s goal in developing the 2020 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 2019, making incremental improvements where possible, and maintaining a flat or reduced property tax levy.

PROGRAM EXPENDITURES

The budget appropriation in 2020 is \$294.0 million for all funds, an increase of \$6.1 million from the 2019 appropriation of \$287.9 million.

The 2020 budget appropriation of \$294.0 million is divided as follows:



Major Program Changes for 2020, compared to 2019, include:

Community Development’s appropriation increases \$140,075 primarily in redevelopment contractual expenses, demolitions, property acquisitions, housing rehabilitation loans and Community Housing Development Organization (CHDO) housing projects.

Public Safety’s appropriation increases \$5.3 million. Increases are due to \$2.1 million in pension contribution increases, a new Records Management System for Police, Computer Aid Dispatch for Fire and Police, vehicle purchases and lease payments offset by overtime cost decreases.

Human Services appropriation increases \$364,536. Increases for Human Services are due to changes in assistance programs and additions to a new Library Main Branch.

Public Works' budget increases \$3.0 million. Increases are primarily due to personnel changes, internal service charges and increases in planned vehicle purchases in 2020.

The budget for Debt Service increases \$306,214 from previous year as a result of 2019 Series A for Police Evidence Facility, Series B for the Amerock Hotel, Convention Center project and Series C for Parking Lots offset by decreases in lease payments from matured debt.

Capital Projects' budget decreased \$4.9 million from the previous year's budget. Projects in 2020 include W. Riverside Blvd Water Tower Repaint/Rehab, water main improvements at Welty Ave and Park Ave, road expansions at Bradley Heights and Valencia Dr.

The Other category increases \$1.9 million due to increases in Police and Fire Pensions, increases in workers' compensation fund and decreases in Sales Tax Rebate programs.

REVENUES

For 2020, the revenue budget is \$288.7 million for all funds, an increase of \$6.3 million from 2019's \$282.5 million.

The 2020 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 2020 include:

**City of Rockford, Illinois
2020 Budget -- Where The Money Comes From
\$288.7 Million -- All Funds**



Intergovernmental revenues from federal, state, and local governments are projected to increase \$857,852 from 2019.

Service charges increased \$3.4 million from the 2019 total of \$50.9 million.

Interest income is projected to increase \$257,773.

Other income is projected to decrease \$862,811.

ACCOUNT EXPENDITURES

The 2020 budget, when viewed from a line item rather than a program perspective, illustrates the fact that over sixty percent of the budget is attributable to personnel and infrastructure improvements. This reflects the fact that the City is a labor intensive service organization with 1,111 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 2020 are:

**City of Rockford, Illinois
2020 Budget -- \$294.0 Million
All Funds Combined By Account Classification**



Salaries increased \$2.5 million as a result of additional positions and wage increases.

Fringe benefits increased \$5.8 million as a direct result of increased salaries, increases health insurance costs, increases in Illinois Municipal Retirement Fund (IMRF) and a \$2.1 million increase in police and fire pension contributions.

Contractual and supply accounts increased \$3.4 million. Slight increases across various departments contributed to this increase as well as an increase in internal service charges.

Capital projects and equipment decrease \$5.2 million from the 2019 budget, with slight decreases for funding vehicle purchases under the City's vehicle leasing program. Projects in 2020 include W. Riverside Blvd water tower repaint/rehab, water main improvements at Welty Ave and Park Ave, road expansions at Bradley Heights and Valencia Dr.

COUNCIL CHANGES TO THE BUDGET

The Council received the budget in October 2019 and referred it to the Finance Committee. The Committee, after holding budget hearings with departments, approved the budget on November 4, 2019.

WHAT THE 2020 BUDGET WILL COST THE TAXPAYER

The 2020 budget continues stability for the Rockford homeowner. For a homeowner with a \$100,000 home, the rate and cost for 2015 – 2019 levies are shown below.

Property Tax Bill (City Portion Only)
 For Home With \$100,000 Market Value
 2015-2019 Levy Years

Year	Rate	Bill
2015	3.36	918
2016	3.26	891
2017	3.25	878
2018	3.12	843
2019	3.00	820

While the rates are decreasing for 2019, 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 2020 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 2020 budget is comprised of sixty-four (64) operating budgetary units. A budgetary unit can be defined as either a department, such as the Police Department, or a division of a department, such as the Street Division of the Public Works Department. A department, utilized in a managerial fashion by the City, can be by fund, such as the Library Fund or can be part of a fund, like the Fire Department in the General Fund. It also can consist of parts of the General Fund as well as other funds, such as the Community Development and Public Works Departments. An accounting fund(s) can be a department, like the 911 Communications Fund, or a division of a department, such as the Water Fund in Public Works.

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

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

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

Budgetary Unit Summary

-) Mission Statement
-) Primary Functions
-) Objectives for Fiscal Year 2020
-) Budget Summary (2018-2020 Expenditure and 2017-2020 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 2019 audit is not yet complete; this document provides estimates of 2019 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.

Although 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 2020 PROCESS

The 2020 process began early in 2019 due to projected General Fund deficit. Hearings were held in October and November.

PUBLIC INVOLVEMENT

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

AMENDING THE BUDGET

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

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

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

FINANCIAL PLANNING — THE KEY TO THE FUTURE

Each year, budget staff updates selected trends and the five-year forecast. In conjunction with this, the City has from time to time used a financial task force of business and financial executives who review and discuss the trends, assumptions, and proposed forecasts. In addition, the group reviews financial policy proposals that the staff develops for Council approval.

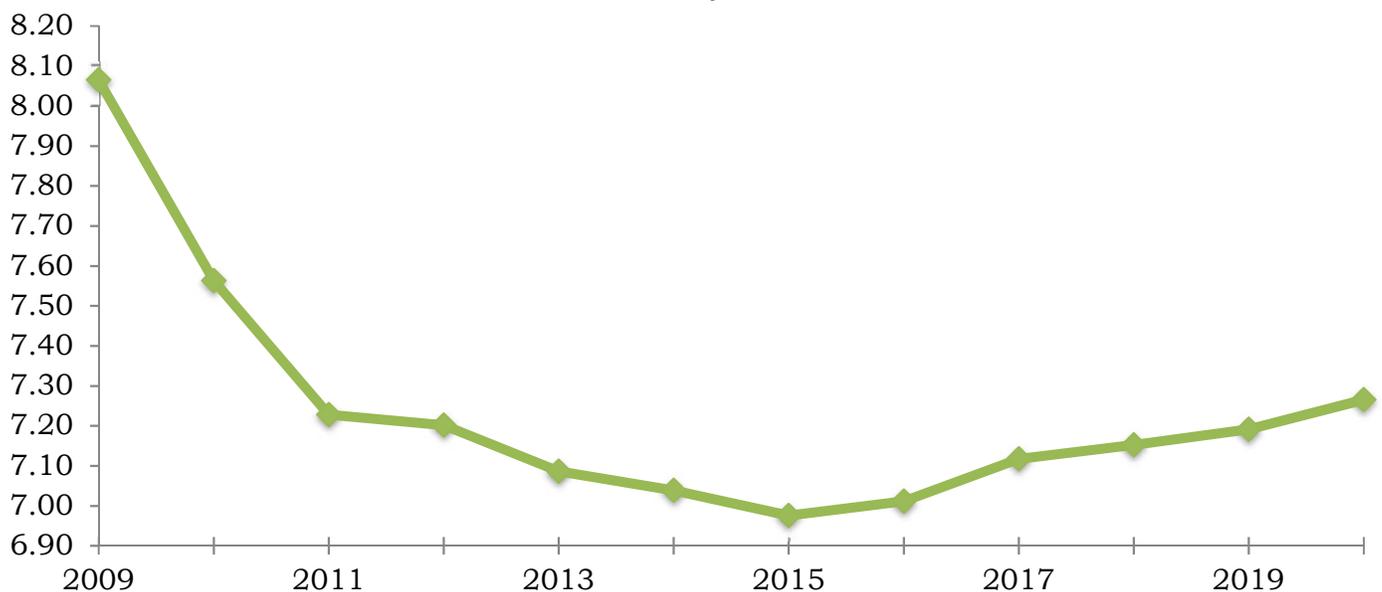
The planning process and the financial advisory group have guided the development of financial policies for budgeting, cash flow management, infrastructure improvement, and investment guidelines. The planning process, including the financial trends discussed in this section, has provided City policy makers with a sense of direction as they make decisions that affect the City's future. Examining these past trends and extrapolating them into the future gives decision-makers information that allows them to chart a direction for the City.

SELECTED TRENDS

One key to the financial planning process is gathering information about trends that affect the City's financial future. One set of trends the City continually examines is demographics such as population, jobs, and unemployment. The 2010 census of 152,871 was 2,756 (1.8%) greater than the 2000 census of 150,115. The population is expected to decrease slightly over the next few years.

The City continues to keep the ratio of its employees and population in proportion. Budget deficits since 2009 have resulted in staffing reductions City-wide with a slight increase in staffing for 2020 across multiple departments.

EMPLOYEES PER 1,000 RESIDENTS



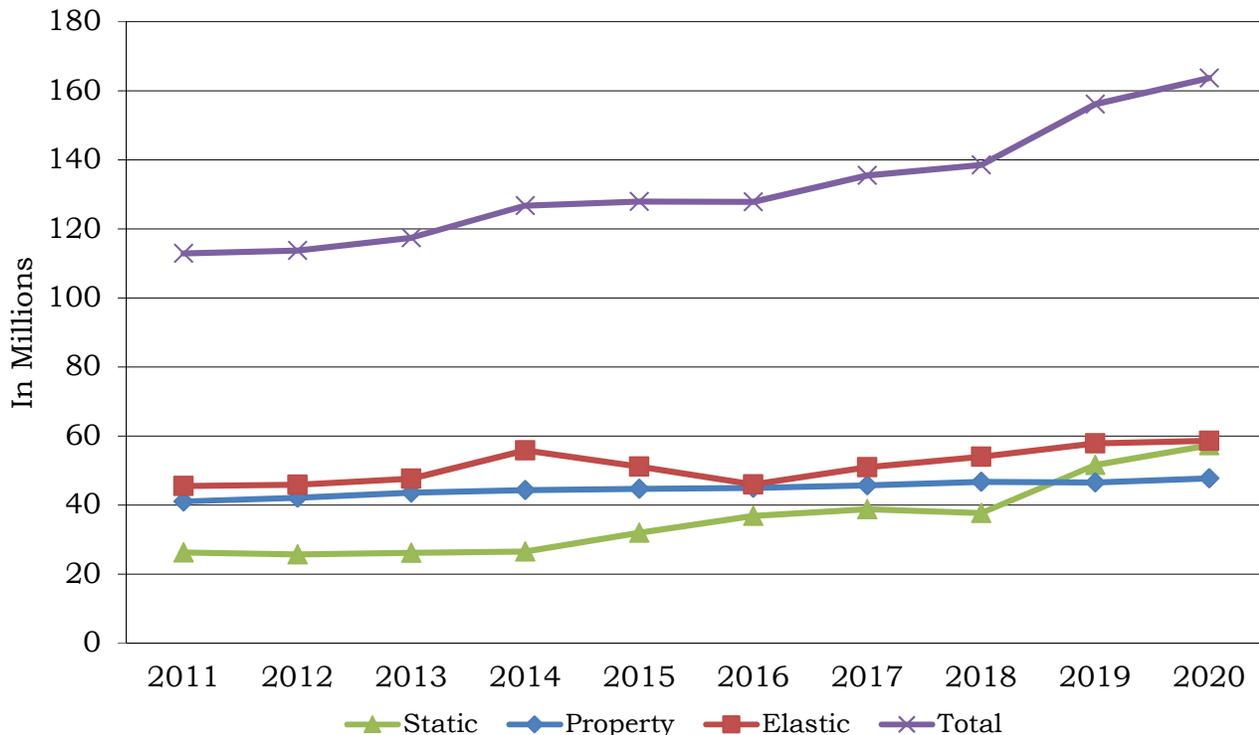
2010 Census shows population at 152,871

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

Employment in the Rockford MSA for December 2019 was approximately 160,750, an increase of 2,342 from 2018. Overall, total employment has increased 11% from 2009 to 2019.

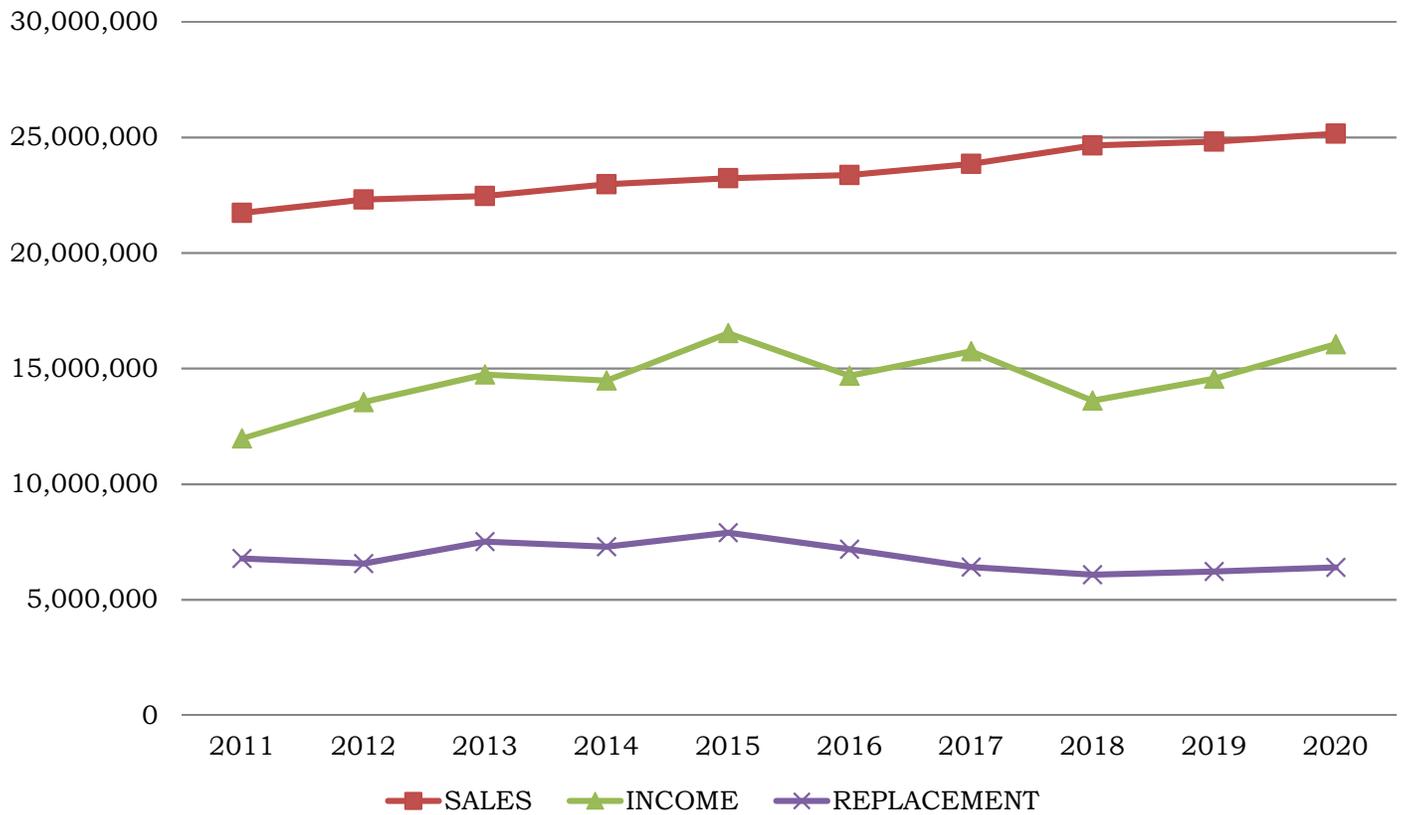
In addition to demographic trends, the City also follows revenue trends for its General Fund. All City revenues can be classified as property taxes, elastic revenues, and static revenues. Property taxes are a tax levied on real property. Elastic revenues are defined as those revenues that tend to change 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 2011-2020



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 2011-2019



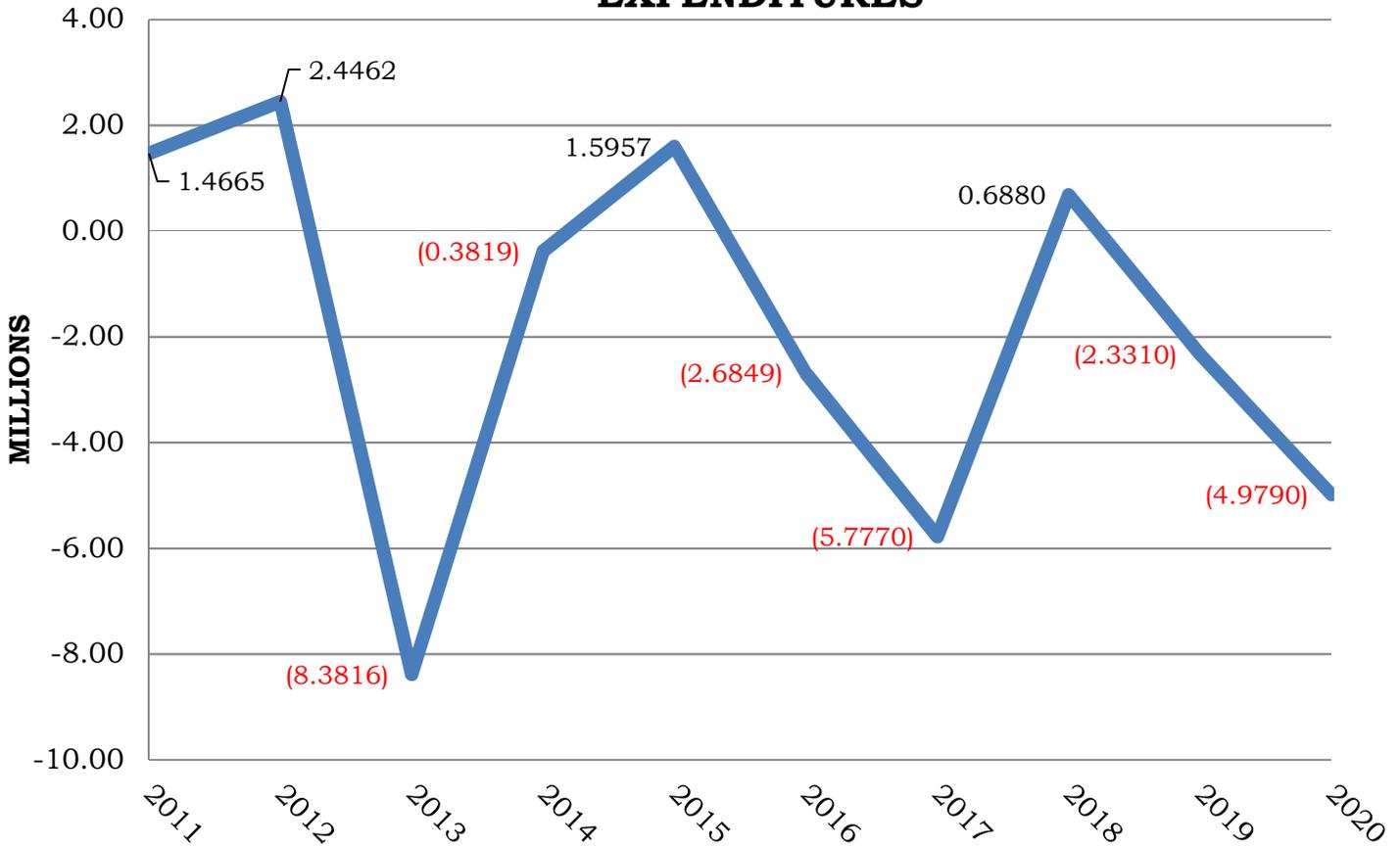
In order to maintain a well-balanced mix of revenue sources, the City needs to continue to emphasize the growth of elastic revenues as well as static revenue sources through economic maintenance and development.

Fluctuations in the housing market impact general fund revenue in a number of ways. For 2019, Rockford’s equalized assessed valuation (EAV) increased to 1.615 billion (7%) from the 2018 EAV of 1.509 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.

2020 is a balanced budget year. It is the City’s intention to maintain a positive cash and fund balance to limit the short-term borrowing of funds and to continue past practices of balancing budgets, avoiding deficits, and maintaining adequate cash in the future.

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



ASSUMPTIONS

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

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

2021-2025 PLAN

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

<u>YEAR</u>	<u>EXCESS (DEFICIT)</u> <u>(IN 000'S)</u>	<u>PERCENT OF</u> <u>TOTAL BUDGET</u>
2021	(3,650)	-2.2%
2022	(5,573)	-3.3%
2023	(8,746)	-5.2%
2025	(10,581)	-6.2%
2025	(12,542)	-7.2%

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:

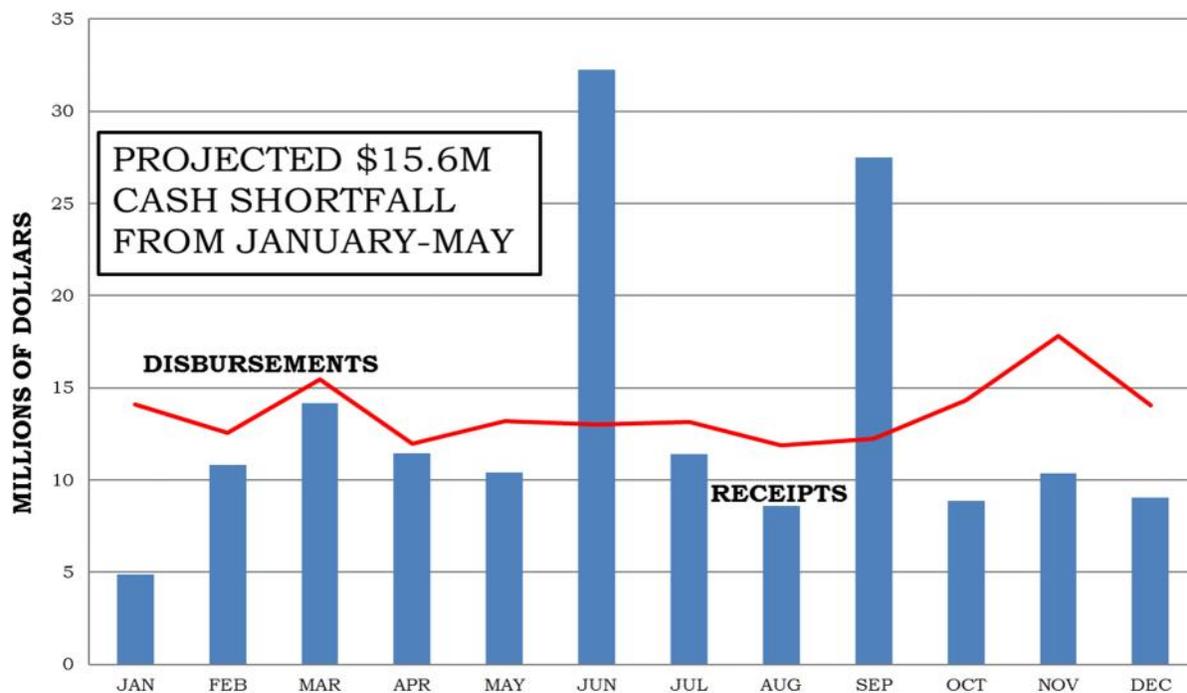
PROPERTY TAXES AS A PERCENTAGE OF REVENUE FOR CERTAIN FUNDS

<u>YEAR</u>	<u>GENERAL</u>	<u>LIBRARY</u>
2016	35.8	85.8
2017	34.2	85.0
2018	32.5	85.6
2019	30.8	56.4
2020	30.3	86.6

UNDERSTANDING CASH FLOW

To completely understand the importance that property tax revenues have in cash management, the 2020 cash flow forecast summary for the General Fund graph is useful in illustrating the timing problem.

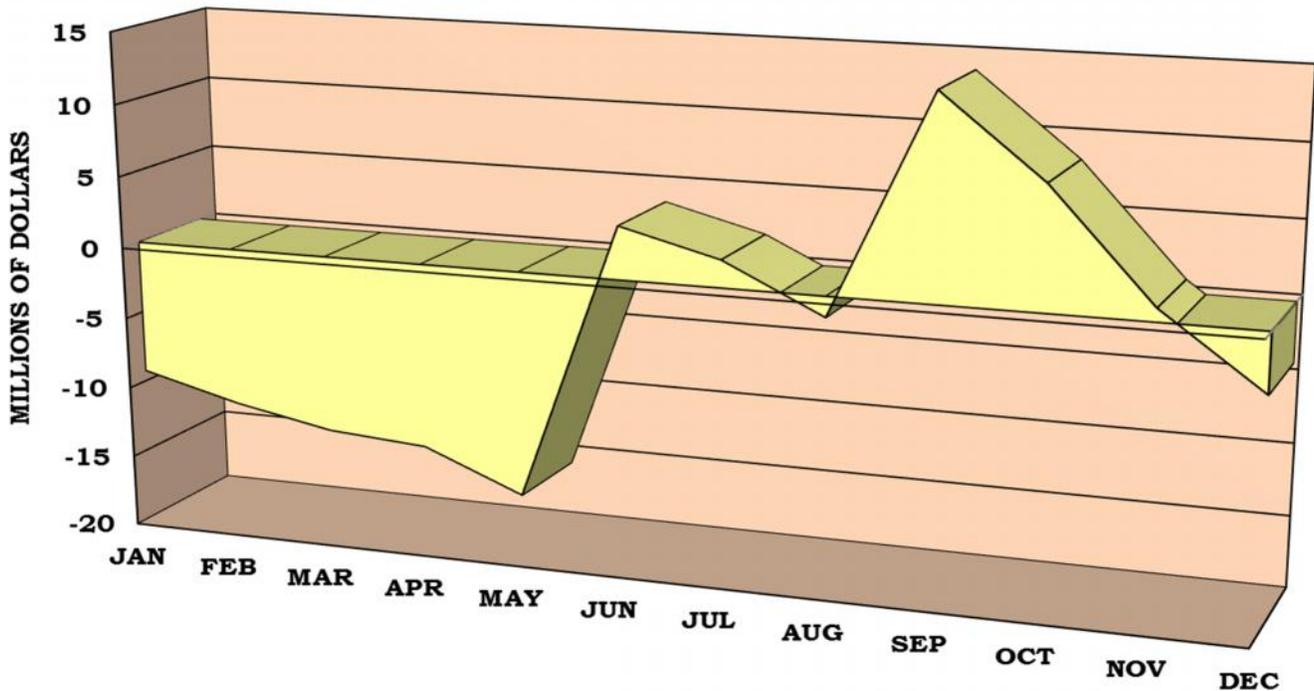
CASH FLOW FORECAST SUMMARY 2020 GENERAL FUND BUDGET



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 2020 GENERAL FUND BUDGET



For the General Fund, the 30% range for property taxes as a percentage of total fund revenues and the elastic revenue surpluses have generated sufficient cash for internal financing.

POLICY REVIEW

The current fund balance policy is 20% of the general fund adopted budget appropriations. Those funds available in excess of the minimum cash balance may be re-appropriated for other municipal purposes by the City Council. The use of these funds should be limited to non-recurring expenditures outside of the City’s operating budget.

CASH MANAGEMENT IN 2020

With General Fund levies increasing \$1,283,634 in 2019 and decreasing \$152,440 in 2020, cash needs have decreased.

The City will continue to exert strong budget control and place importance on financial planning in 2020 in order to maintain its cash position.

EMPLOYEES — THE CITY’S MOST IMPORTANT ASSET

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

	GENERAL FUND	TOTAL CITY
TOTAL BUDGET	\$163.7 MILLION	\$294.0 MILLION
EMPLOYEES	754.2	1,110.7
PERSONNEL COSTS	\$110.3 MILLION	\$153.3 MILLION
PERSONNEL	67.4%	52.1%
SALARY	43.4%	34.3%
FRINGE BENEFITS	22.1%	17.8%

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 2020 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 2020, 11.29 full-time equivalent positions were added, an increase of 1.00%, across program lines in legislative and management, public safety, community development, public works, and human services.

**CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
PERSONNEL AUTHORIZATION
ALL FUNDS**

PROGRAMS AND AGENCIES	<u>2017</u>	<u>2018</u>	<u>2019</u>	2018-2019 INCREASE (DECREASE)	<u>2020</u>	2019-2020 INCREASE (DECREASE)
LEGISLATIVE & MANAGEMENT						
MAYOR	4.00	5.00	5.00	0.00	5.00	0.00
LEGAL	13.00	13.00	13.00	0.00	13.00	0.00
FINANCE	35.00	36.00	33.00	(3.00)	32.00	(1.00)
INFORMATION SERVICES	5.00	5.00	6.00	1.00	6.00	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>64.00</u>	<u>62.00</u>	<u>(2.00)</u>	<u>61.00</u>	<u>(1.00)</u>
COMMUNITY DEVELOPMENT						
CD ADMINISTRATION	1.50	1.50	1.50	0.00	2.50	1.00
CD CODE ENFORCEMENT	0.00	0.00	0.00	0.00	0.00	0.00
CD PLANNING	4.50	4.50	8.50	4.00	8.25	(0.25)
CD CONSTRUCTION SERVICES	25.00	25.00	21.00	(4.00)	20.25	(0.75)
CD DEVELOPMENT	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	<u>6.00</u>	<u>0.00</u>
COMM DEVELOPMENT TOTAL	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>	<u>0.00</u>	<u>37.00</u>	<u>0.00</u>
HUMAN SERVICES						
HUMAN SERVICES	95.02	93.35	84.40	(8.95)	91.69	7.29
LIBRARY	<u>87.00</u>	<u>87.00</u>	<u>87.00</u>	<u>0.00</u>	<u>87.00</u>	<u>0.00</u>
HUMAN SERVICES TOTAL	<u>182.02</u>	<u>180.35</u>	<u>171.40</u>	<u>(8.95)</u>	<u>178.69</u>	<u>7.29</u>
PUBLIC SAFETY						
POLICE	336.00	342.00	341.00	(1.00)	342.00	1.00
FIRE	260.00	272.00	272.00	0.00	274.00	2.00
911 COMMUNICATIONS	<u>53.00</u>	<u>52.00</u>	<u>52.00</u>	<u>0.00</u>	<u>52.00</u>	<u>0.00</u>
PUBLIC SAFETY TOTAL	<u>649.00</u>	<u>666.00</u>	<u>665.00</u>	<u>(1.00)</u>	<u>668.00</u>	<u>3.00</u>
PUBLIC WORKS						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	6.60	6.00	6.10	0.10	7.20	1.10
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	12.00	12.00	12.00	0.00	12.00	0.00
CAPITAL PROJECT	21.40	21.00	20.90	(0.10)	21.80	0.90
PARKING SYSTEM	3.00	3.00	3.00	0.00	3.00	0.00
BUILDING MAINTENANCE	11.00	11.00	11.00	0.00	11.00	0.00
EQUIPMENT MAINTENANCE	9.00	9.00	9.00	0.00	9.00	0.00
CENTRAL STORES	4.00	4.00	4.00	0.00	4.00	0.00
WATER	<u>62.00</u>	<u>63.00</u>	<u>65.00</u>	<u>2.00</u>	<u>65.00</u>	<u>0.00</u>
PUBLIC WORKS TOTAL	<u>162.00</u>	<u>162.00</u>	<u>164.00</u>	<u>2.00</u>	<u>166.00</u>	<u>2.00</u>
TOTAL	<u>1092.02</u>	<u>1109.35</u>	<u>1099.40</u>	<u>(9.95)</u>	<u>1110.69</u>	<u>11.29</u>

Staffing for 2019 was 1,099.4 positions, a decrease of 9.95 FTE over 2018.

2020 EMPLOYMENT

Staffing for the 2020 budget by program is provided in the Personnel Authorization Schedule. Employment has increased to 1,110.7 positions.

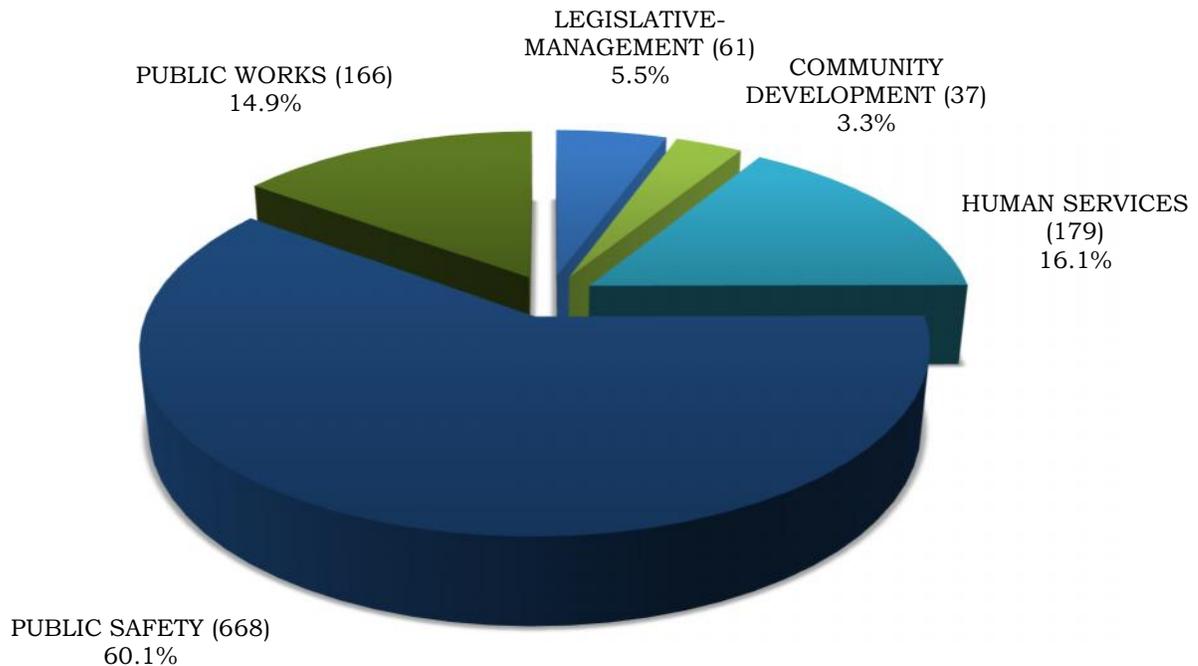
In the Legislative and Management group, there is a decrease of 1.00 FTE. The Finance Department eliminated one Accountant.

In the Human Services group, there is an increase of 7.29. Human Services added one Community Engagement Coordinator, one Weatherization Coordinator, one Housing Advocate, one Youth Advocate Worker, one Accountant, 16.55 Teachers, 1.52 Assistant Teachers and Program Support Assistant while eliminating .2 EHS Pace Leader Team, two Outreach Workers, one Senior Account Clerk, 3 EHS Home Visitor Teacher, 9.53 Family Support Specialists and 3 Office Assistants. Staffing changes were based on available federal and state grant funds and program delivery changes.

In the Public Safety group, there is an increase of 3.00 FTE. The Police Department added one Camp Hope Project Manager. Fire Department added one ESDA Coordinator and one Equipment Specialist.

The Public Works group, there is an increase of 2.00 FTE. The Engineering Division added one Senior Engineer Technician and one Project Manager.

CITY OF ROCKFORD, ILLINOIS 2020 BUDGET PERSONNEL AUTHORIZATION



2019 - 1,099; 2018 - 1,109

2020 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	32.8%
FIRE SWORN	257.0	29.6
PUBLIC WORKS/CLERICAL (AFSCME)	201.0	23.2
COMMUNITY DEVELOPMENT (AFSCME)	16.0	1.8
HUMAN SERVICES (AFSCME)	47.9	5.5
LIBRARY (AFSCME)	<u>61.1</u>	<u>7.0</u>
	867.0	100.0%

2016-2020 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>
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	2.00	2.00	2.00	2.00
2019	CURRENTLY BARGAINING	2.00	2.00	2.00	2.00
2020	CURRENTLY BARGAINING	2.00	2.00	2.00	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. Non-represented and AFSCME Group annual premium costs for the HSA in 2020 are \$8,060 for single, \$16,120 for single plus one, and \$24,180 for family. Fire and Police annual premium costs for the HSA in 2020 are \$8,320 for single, \$16,640 for single plus one, and \$24,960 for family. Non-represented, AFSCME Group and Fire annual premium costs for the traditional PPO plan in 2020 are \$8,320 for single, \$16,640 for single plus one, and \$24,960 for family. Police annual premium costs for the traditional PPO plan in 2020 are \$8,450 for single, \$16,900 for single plus one, and \$25,350 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 46.52% to 74.78% 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>	<u>SWORN</u>		<u>NON-SWORN</u>	
	<u>POLICE</u>	<u>FIRE</u>	<u>OFFICE</u>	<u>FIELD</u>
PENSION	35.75%	44.20%	19.62%	19.70%
WORKER'S COMP	4.35%	5.96%	0.28%	6.32%
HEALTH	24.98%	24.37%	25.39%	28.89%
OTHER	<u>0.09%</u>	<u>0.25%</u>	<u>1.23%</u>	<u>0.09%</u>
TOTAL	65.17%	74.78%	46.52%	55.00%

AVERAGE COSTS PER BUDGETED POSITION

SALARY	\$85,307	\$90,294	\$57,981	\$61,162
FRINGE BENEFITS	<u>55,594</u>	<u>67,524</u>	<u>26,974</u>	<u>33,640</u>
TOTAL	\$140,901	\$157,818	\$84,955	\$94,802

As shown above, 2020 fringe benefits range from 46.52 percent for office personnel to 74.78 percent for fire personnel, while average costs per position range from \$84,955 for office personnel to \$157,818 for firefighters. Costs increase primarily because of salary and pension adjustments.

In 2019, the fringe benefit range was from 40.77 percent for office personnel to 68.64 percent for fire personnel, while costs per position range from \$80,037 for office to \$149,622 for fire.

Direct fringe benefits are discussed individually in the Non-Operating Funds section of the budget.

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

CAPITAL EQUIPMENT AND PROJECTS

Capital equipment and projects, slated at \$40.4 million for 2020, are important elements of the City's service delivery system. Capital equipment, over \$25,000 worth, 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 include 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, Police, Fire and Public Works spending was \$8.9 million, or about \$1.7 million annually. Police spent \$2.7 million for cars and specialized equipment. The Fire Department spent \$3.4 million for fire trucks, specialized fire equipment, and buildings. Public Works spent \$2.8 million for vehicles and specialized equipment, with no capital expenditures for these functions from 2005 through 2007.

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

In 2020, 9% of the budget is allocated to capital items. Capital items for the City can be divided into equipment and projects. The former can be further divided into the following categories: building improvements, vehicles and operating equipment, and computer hardware and software.

The \$40,440,312 budgeted for capital equipment and projects in 2020 can be divided into two major components: vehicle purchases - \$3,810,000 and capital projects - \$36,630,312.

EQUIPMENT FUND	2016	2017	2018	2019
ACTUAL EXPENDITURES	3,261,557	3,223,242	3,675,915	3,635,681

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

The CIP Sales Tax has given the City a higher level of capital project investment than ever. As a result of the increased investment in road resurfacing and reconstruction, the Street Division has experienced a general reduction in pothole complaints and pothole patching, with 2019 showing an upward trend due to a colder than usual winter season.

POTHOLE SUMMARY					
STATISTICS	2016	2017	2018	2019	TOTAL
POTHLES PATCHED	76,792	71,152	86,109	98,790	332,843
MATERIAL COST	\$150,934	\$260,124	\$317,940	\$309,321	\$1,038,319
POTHOLE REQUESTS	2,644	2,895	2,640	4,148	12,327

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.

Per the ‘2020-2024 Capital Improvement Program’ approved by City Council, the capital project portion of \$41.6 million includes: \$21 million in arterial roadway improvements, \$6.0 million in neighborhood programs, \$5.6 million in bridge structure repairs and replacement, \$1.6 million in drainage and storm water, \$1.6 million in sidewalk and multi-use paths, \$400,000 in lighting and traffic signals, \$2.3 million in maintenance projects and \$3.1 million in community enhancement and economic development. Ongoing projects, already funded in previous years, will continue to incur expenses in 2020 as well.

The proposed water system improvements, \$9.5 million of work in 2020, include rehabilitation and replacement of water mains, storage facilities and pumping stations.

The current program revenues for 2020 are at \$36.6 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 \$16.2 million in revenue. State motor fuel tax revenues of \$4.2 million increase \$372,392 over 2019.

The \$36.6 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, inter-fund transfers, and grant funds.

REVENUE AND FINANCING CHARGES

The 2020 budget estimates revenue of \$294.0 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 2020, the City assumes no growth in the property tax levy, 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		

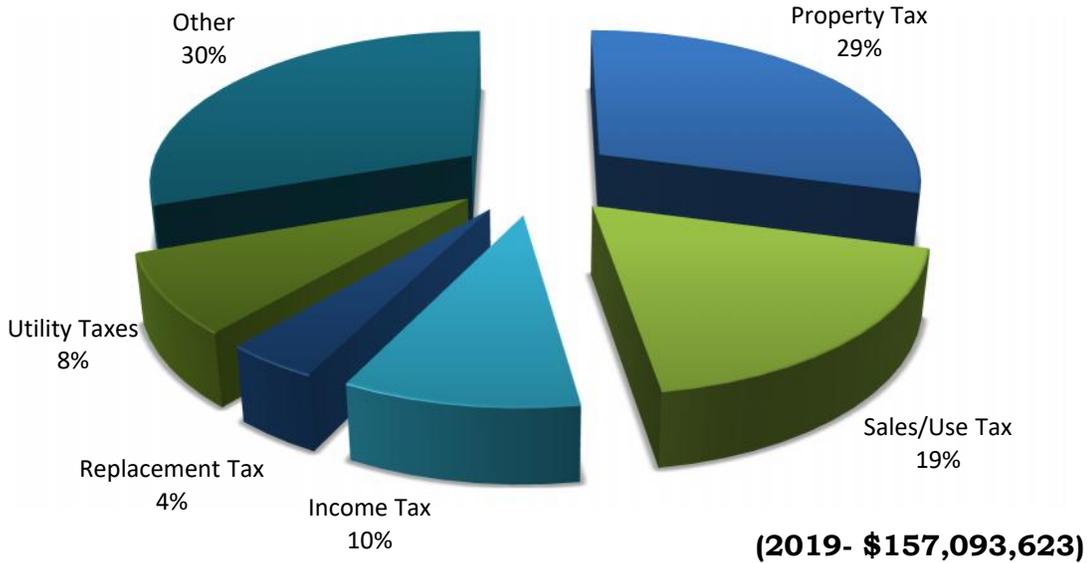
Most of these are self-explanatory. Intergovernmental revenue is income from federal, state, and other local governments. Other income and transfers are miscellaneous items, restricted receipts and transfers. Property taxes are net of accounting adjustments and projected tax cap losses.

GENERAL FUND REVENUE - (\$163,659,603)

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 2019 to 2020. The percentage of the total that each represents, property taxes, elastic revenues and static revenues, has also slightly increased from the prior year.

2020 General Fund Revenue: \$163.7M



THE PROPERTY TAX

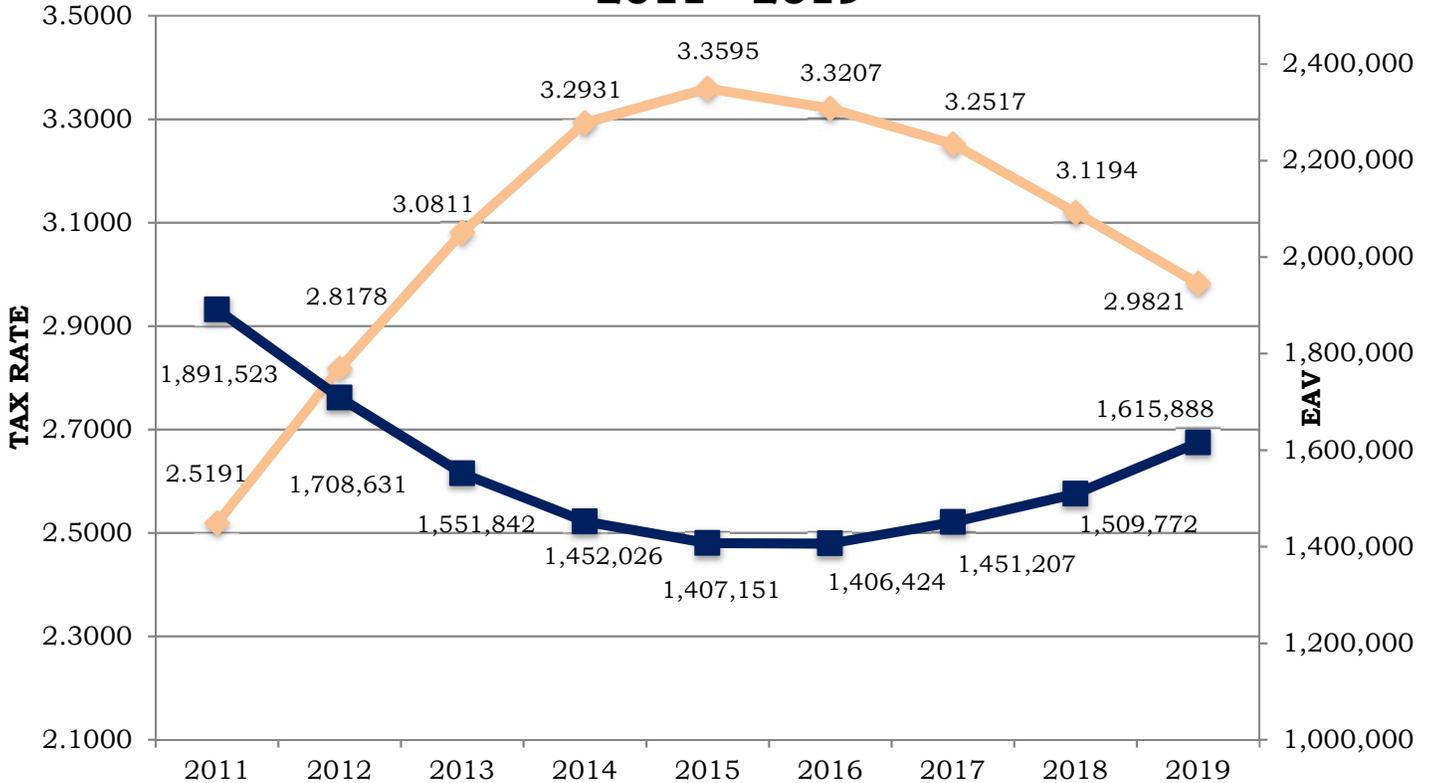
Property tax revenues are generated by multiplying equalized assessed valuation (EAV), in Illinois one-third of market value less any exemptions, by a tax rate.

2019 EAV is \$1,615,888,335 compared to the previous year’s \$1,509,771,863. The increase is due to estimated new construction of \$4.6 million and annexations as well as an increase in existing home values. Increases in EAV due to annexation of new areas were \$2.6 million in 2019. EAV change estimates will be 2% for 2020-2022.

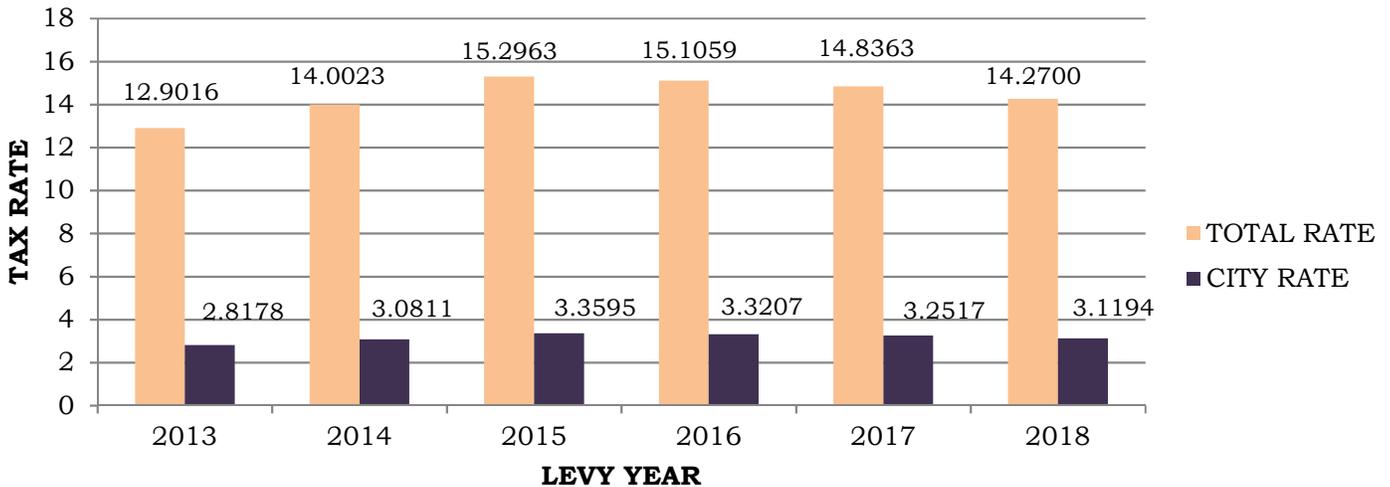
The graph below illustrates the relationship between EAV and the property tax rate. Poor EAV performance puts pressure on the rate if levies are increased to raise revenue. Given the fact that rates are fixed for a number of levies and that the City is at the maximum for many limited levies, this has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

As the All City Tax Rate Graph illustrates, tax rates for both the City and all taxing districts decreased a total of 56.63 cents in 2019. The City tax rate decreased 13.23 cents. Tax rate changes for the remaining six taxing districts ranged from a decrease of 29.88 cents for the school district to slight decrease of 0.01 cents for the township; overall, there was a decrease of 56.63 cents for these units.

PROPERTY TAX RATE ASSOCIATED WITH LEVY RATE SETTING EAV 2011 - 2019



CITY OF ROCKFORD, ILLINOIS ALL CITY TAXING DISTRICT COMBINED 2013-2018



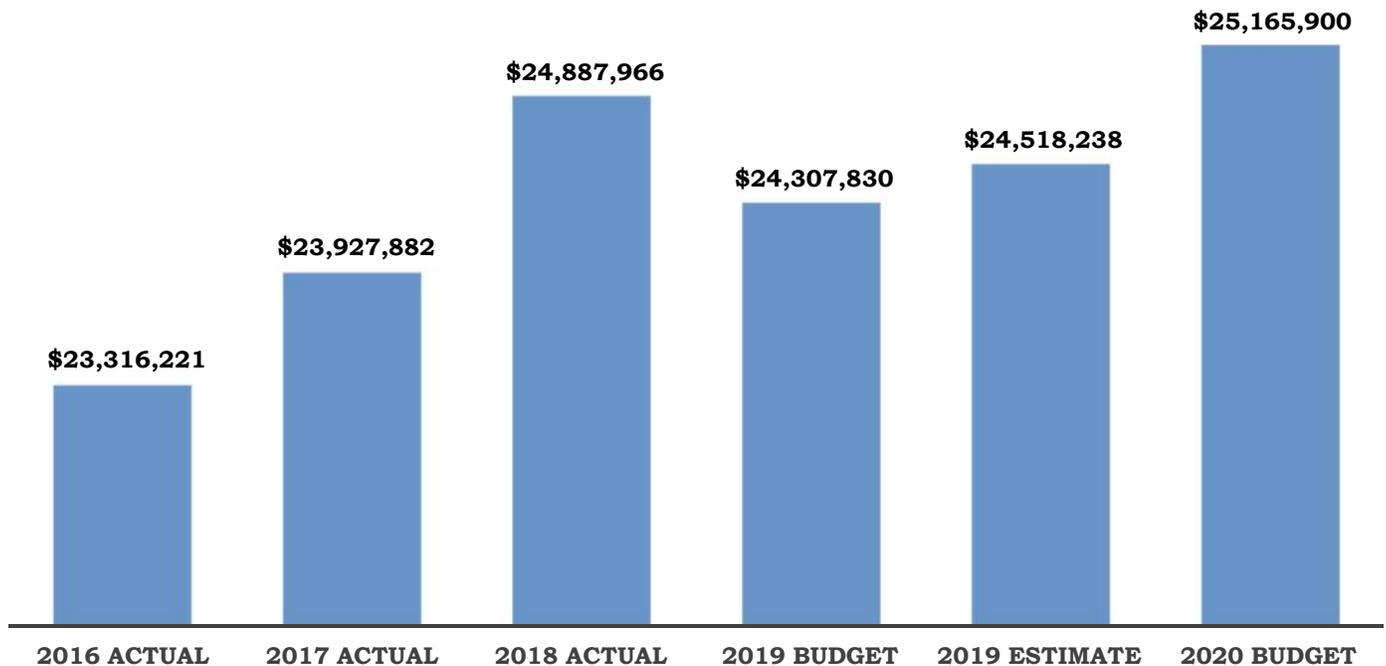
The City rate for the 2018 levy is 22% of the total rate of \$14.2700. 2019 EAV and rates are not yet finalized. It is the City's goal to maintain a stable tax rate in order to remain competitive with surrounding communities and unincorporated areas in economic development and annexation efforts.

The 2018 City rate is \$3.12 which is used for operations. 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 2020 budget estimates \$25,165,900 which is 3.53% (\$858,070) more than the 2019 budget (\$24,307,830). As the following graph illustrates, this elastic revenue source tends to fluctuate depending on the national and local economies as well as on local economic growth. This tax graph tends to pinpoint economic ups and downs rather well. While sales tax has increased at an average rate of better than five percent in the past, if the increase is adjusted for inflation, then this revenue source has not always held its own for the City. For the future, the City estimates two percent for both the growth and inflation rate.

SALES TAX REVENUE 2016-2020



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 2018 is \$4,357,281 and estimated 2019 is \$4,586,843 respectively. 2020 budgeted revenue is \$4,900,000.

The City receives a 6% phone tax. Revenues for 2018 and 2019 are \$3,333,458 and \$3,410,234 respectively. 2020 budgeted revenue is \$3,075,000.

The City implemented a 5% water utility tax in 2003. Revenues for 2018 and 2019 are \$1,380,984 and \$1,349,626 respectively. 2020 budgeted revenue is \$1,418,300.

The City implemented a 5% electric utility tax in 2018. Revenue for 2018 and 2019 are \$4,074,296 and \$5,883,683 respectively. 2020 budgeted revenue is \$6,800,000.

The City implemented a 5% natural gas utility tax in 2018. Revenue for 2018 and 2019 are \$794,016 and \$2,041,492 respectively. 2020 budgeted revenue is \$2,350,000.

OTHER GENERAL FUND REVENUE

License and inspection estimates have increased \$792,960 from \$5,249,240 in 2019 to \$6,042,200 in 2020. Building inspection fees in excess of \$100,000 per project are considered unusual and are not budgeted.

The 2019 estimated actual of \$6,101,996 is \$957,426 over budget, reflecting many increases and decreases in licenses issued. Primary increases occurred in building permits (\$857,120).

The 2020 intergovernmental revenue budget estimate is \$27,561,484, an increase of \$2,061,939 from 2019's \$ 25,499,545. The 2019 intergovernmental actual is estimated to increase from the original budget by \$225,854. The most significant increase was the State Income Tax (\$701,960) offset by decreases in Winnebago County (\$610,279). Due to the volatile nature of replacement taxes, a fixed growth assumption is not used; rather, annual results are analyzed. Replacement taxes, a state revenue source distinguished by its instability since its inception in 1978, came in \$566,449 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.

The 2020 Service charges revenue budget estimate is \$22,080,259, an increase of \$2,683,560 from 2019's \$19,396,699. This is primarily due to increases in ambulance fees, garbage collection fees and billing fees.

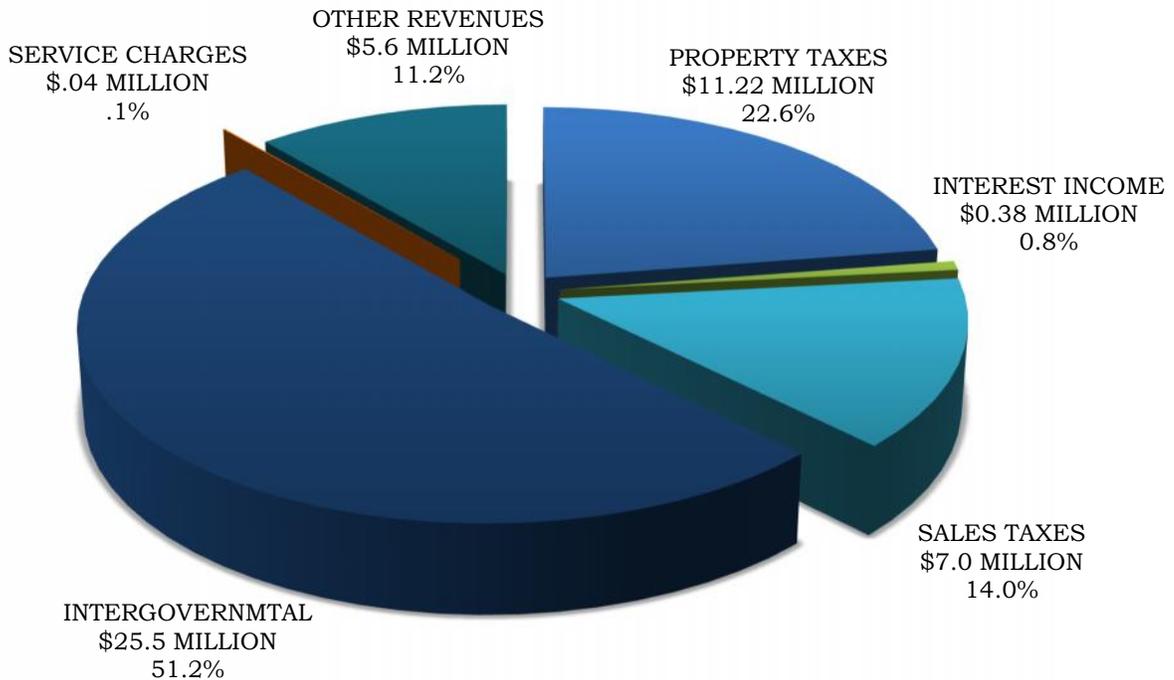
General Fund Fines revenue can vary depending on economic conditions. The 2020 budget estimate is \$1,647,500, an increase of \$169,500 from 2019's \$1,478,000. Increases in neighborhood fines (\$35,457) offset decreases in liquor commission fines (\$844).

The 2019 interest income actual is estimated to increase from the \$200,000 budget by \$319,802. \$400,000 is estimated for 2020.

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 2019 budget and receipts were \$12,355,846 and \$14,535,313 respectively. 2020's budgeted \$11,798,039 is \$557,807 less than the prior year's budget and \$641,684 less in capital lease proceeds and capital projects. 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.

2020 SPECIAL REVENUE FUNDS' REVENUE \$49,756,945



(2019- \$46,999,561)

The City utilizes twenty-five special revenue funds. Although financing for this fund group has increased from 2019's \$47 million, the revenue mix has been essentially unchanged since 1985. The increase in revenue from 2019 is largely driven by the consolidation of the Tuberculosis Sanitarium Fund and Audit Fund into the General Fund.

Motor Fuel Tax Fund - This fund is financed by shared revenue payments (\$5,900,000) from the State of Illinois on motor fuel (38 cents per gallon) for road building and maintenance purposes. 2020 interest earnings are estimated at \$175,000.

Community Development Block Grant Fund - This fund, primarily involved with economic development and neighborhood rehabilitation, is financed by federal grants (\$3,212,253). Program income is estimated at \$34,497.

Redevelopment Fund - This fund, for redevelopment purposes and Metro Center Authority subsidy payments, has four revenue sources: motel/hotel tax (1%) - \$423,300; restaurant/lounge (1%) - \$3,774,000; package liquor (1%) - \$591,600. For 2018, receipts are \$7,042,111, \$1,612,811 above the estimate; with restaurant/lounge and motel coming

in above estimates. This tax was originally authorized in 1978 and has been extended to 2028 to fund various projects.

Tourism-Promotion Fund - This tax, five percent on motels and hotels, was instituted in 1985 to promote tourism. It was increased from one to two percent in 1991, from two to four percent June 1997, and, for the Coronado Theater renovation project, from four to five percent July 1999.

Tax Increment Financing Districts - TIF districts receive revenues from property taxes and interest income. In TIF districts, assessment values are frozen at a certain date and the increase, and the increment in assessed values and consequently, property taxes since that date, is to be used for redevelopment purposes in the districts. Property taxes for all districts continue to grow at an incremental pace.

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

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

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

Human Services - This fund is financed by two federal (\$11,888,715) and four state agencies (\$3,500,000) to provide services in Community Services, Headstart Preschool, Drug Free, Weatherization and Energy Assistance. Revenues tend to fluctuate based on grants and federal priorities.

Library Fund - This fund is financed by property taxes (\$7,380,000), state replacement taxes (\$750,000) fines (\$38,448), service charges and non-resident fees (\$48,317), grants (\$180,000), interest and rental income (\$62,985) and miscellaneous income (\$4,720,000). Of any City operating fund, the Library is most heavily dependent on the property tax as the largest source of revenue, 72.0%.

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

DEBT SERVICE REVENUE FUNDS - (\$12,579,885)

Debt Service Funds - These funds are funded by property taxes, tax abatements from TIF Districts, development funds, and OTB Special Projects Fund (\$5,766,594), the parking and

water utilities (\$4,843,305), and sales tax (\$1,500,867). For further information, see Debt Service under Non-Operating Fund section.

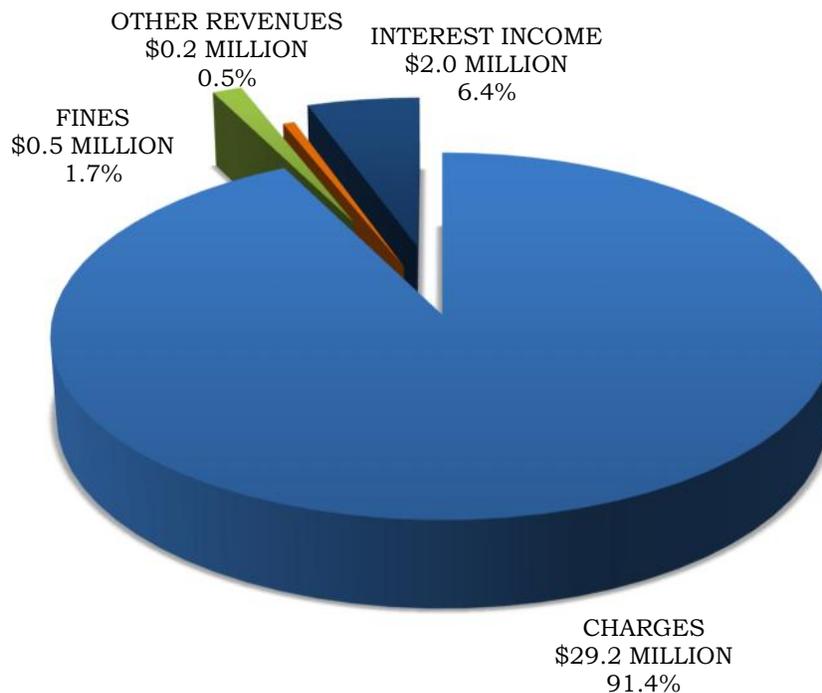
CAPITAL LEASE FUND REVENUE - (\$36,630,312)

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 - (\$33,034,831)

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

2020 ENTERPRISE FUNDS' REVENUES
\$33,034,831



(2019 - \$32,264,080)

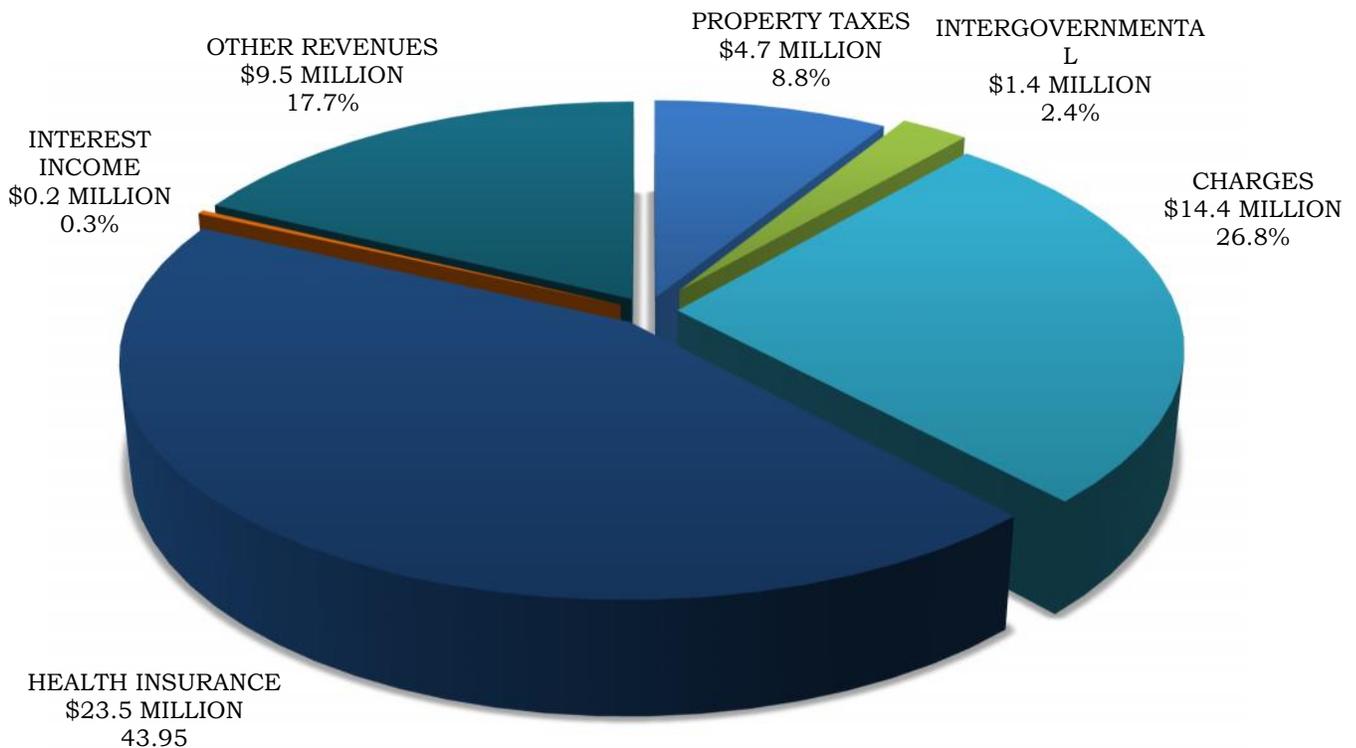
Water Fund - This fund is financed by user fees (\$29,644,500), installations and connections (\$946,000); interest income (\$200,000), and service charges to other funds and governmental agencies (\$213,431).

Parking Fund - The Parking System is financed by fines (\$477,400), permits and fees (\$1,570,100), and purchase of services (\$54,200).

INTERNAL SERVICE FUNDS REVENUES - (\$53,630,876)

The City uses eleven internal service funds. While financing for this fund group has increased from 2019's \$49,411,039 budget, the revenue mix is unchanged.

2020 INTERNAL SERVICE FUNDS' REVENUES \$53,630,876



(2019 - 49,707,105)

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

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

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

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

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

Illinois Municipal Retirement Fund - The revenues for this fund finance retirement benefits for eligible employees, as well as Social Security contributions. Property taxes are estimated at \$3,475,342; replacement taxes at \$307,500; interfund transfers from non-property tax funds at \$2,231,967 and interest income at \$10,000 for 2020. The property tax rate is unlimited.

Unemployment Insurance Fund - The budget includes \$39,803 in property taxes and \$9,843 in interfund transfers from non-property tax funds, and \$2,300 in interest income. The property tax rate is unlimited.

Worker’s Compensation Fund - Income for 2020 includes \$2,792,353 in property taxes, \$339,677 in interfund transfers from non-property tax funds, and \$70,000 in interest income. The property tax rate is unlimited for this purpose.

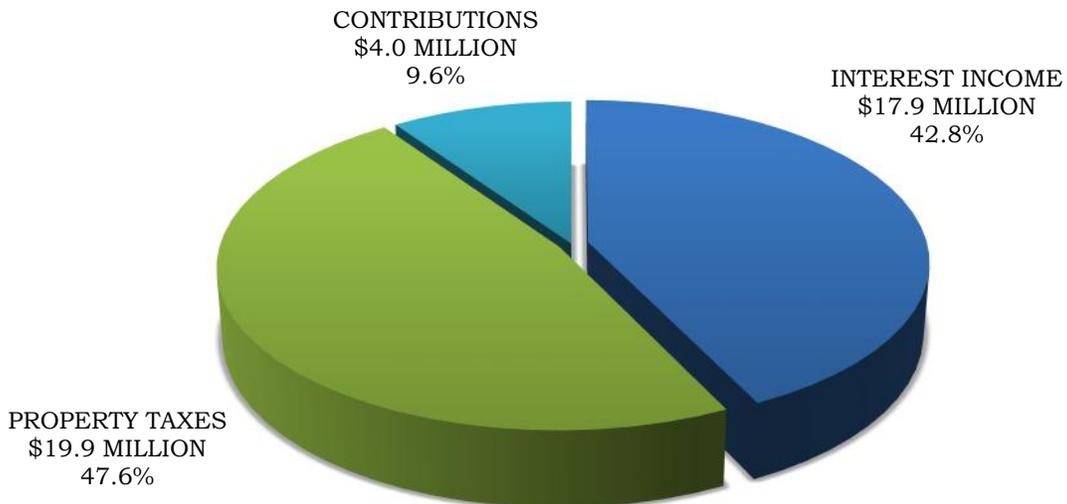
Health Insurance Fund - The City operates a self-insured plan for active employees and retirees. The City’s share of \$20,569,980 is supplemented by employees, retired employee contributions of \$3,173,430 and \$38,700 in interest income.

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 (\$1,210,573), departmental charges (\$720,960), and insurance reimbursements (\$250,000).

PENSION FUNDS REVENUES – (\$41,796,766)

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

**2020 PENSION TRUST FUNDS' REVENUES
\$41,786,766**



(2019 - \$37,729,103)

Police Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$8,237,955 and state replacement taxes, \$941,600), member contributions (\$2,157,400), investment income (\$5,762,000), and fair value appreciation (\$5,000,000). The interest rate assumption for 2019 is 7.4% (2019 estimated return 15.4%).

Fire Pension Fund - This fund is financed by a contribution from the General Fund (property taxes, \$9,582,970 and state replacement taxes, \$1,113,800), member contributions (\$1,885,900) and investment income (\$5,104,541), and fair value appreciation (\$2,000,000). The interest rate assumption for 2019 is 7.4% (2019 estimated return 13.9%).

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	CD BLOCK GRANT FUND	REDEVELOPMENT FUND	TOURISM-PROMOTION FUND	TIF FUNDS	HUMAN SERVICES FUND	LIBRARY FUND	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	WATER FUND	PARKING 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						
BUILDING DEPARTMENT	X											
HUMAN SERVICES DEPARTMENT	X						X					
ROCKFORD PUBLIC LIBRARY								X				
ROCKFORD MASS TRANSIT DISTRICT	X											
POLICE DEPARTMENT	X											X
FIRE DEPARTMENT	X											
911 DIVISION	X											
FIRE & POLICE COMMISSIONERS	X											
PUBLIC WORKS ADMINISTRATION	X									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											
TRAFFIC DIVISION	X	X										X
PARKING DIVISION	X											X
PROPERTY DIVISION												
EQUIPMENT DIVISION												
CENTRAL SUPPLY DIVISION												
WATER DIVISION	X										X	
POLICE PENSION												
FIRE PENSION												
IMRF PENSION												
HEALTH INSURANCE												
UNEMPLOYMENT												
WORKER'S COMPENSATION												
DEBT MANAGEMENT									X			
RISK MANAGEMENT												
NORTHERN ILLINOIS WORKFORCE ALLIANCE	X											

DEPARTMENT FUNDING												
	PROPERTY FUND	EQUIPMENT FUND	CENTRAL SUPPLY FUND	INFORMATION TECH FUND	911 FUND	IMRF FUND	UNEMPLOYMENT FUND	WORKER'S COMP FUND	HEALTH INSURANCE FUND	RISK MANAGEMENT FUND	POLICE PENSION FUND	FIRE PENSION FUND
CITY DEPARTMENTS												
MAYOR'S OFFICE												
CITY COUNCIL												
LEGAL DEPARTMENT										X		
FINANCE DEPARTMENT										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												
BUILDING DEPARTMENT												
HUMAN SERVICES DEPARTMENT												
ROCKFORD PUBLIC LIBRARY												
ROCKFORD MASS TRANSIT DISTRICT												
POLICE DEPARTMENT												
FIRE DEPARTMENT												
911 DIVISION					X							
FIRE & POLICE COMMISSIONERS												
PUBLIC WORKS ADMINISTRATION	X	X	X									
PUBLIC WORKS ENGINEERING												
CAPITAL PROJECT FUND												
MOTOR FUEL TAX FUND												
STREET MAINTENANCE DIVISION												
TRAFFIC DIVISION												
PARKING DIVISION												
PROPERTY DIVISION	X											
EQUIPMENT DIVISION		X										
CENTRAL SUPPLY DIVISION			X									
WATER DIVISION												
POLICE PENSION											X	
FIRE PENSION												X
IMRF PENSION						X						
HEALTH INSURANCE								X				
UNEMPLOYMENT							X					
WORKER'S COMPENSATION								X				
DEBT MANAGEMENT												
RISK MANAGEMENT										X		
NORTHERN ILLINOIS WORKFORCE ALLIANCE												

YEAR END FINANCIAL CONDITION

Fund balances for the 2020 budget year ending December 31, 2019 are deemed to be sufficient to ensure a healthy financial condition for the City. Of the six 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 Human Services and Parking Funds have short-term deficits which will correct. With these actions, these funds should again be in good condition.

CITY OF ROCKFORD, ILLINOIS
SCHEDULE OF ANTICIPATED ENDING FUND BALANCES (UNAUDITED)
2019 ACTUAL

FUND	BEGINNING BALANCE 1/1/2019	REVENUES	EXPENDITURES EXPENSES	EXCESS (DEFICIT)	ADJUSTMENTS	ENDING BALANCE 12/31/2019
GENERAL-OPERATING	\$34,351,901	\$148,494,371	\$141,210,600	\$7,283,771		\$41,635,673
SPECIAL REVENUE						
MOTOR FUEL TAX	8,651,836	4,080,851	4,567,270	(486,419)		8,165,417
COMMUNITY DEVELOPMENT	68,714	3,772,775	4,724,651	(951,875)		(883,161)
REDEVELOPMENT TAX	1,757,832	7,033,484	5,294,033	1,739,451		3,497,283
TOURISM PROMOTION TAX	954,195	2,271,426	2,296,305	(24,879)		929,316
TAX INCREMENT DISTRICTS	(9,154,902)	3,520,066	4,213,495	(693,430)		(9,848,331)
HUMAN SERVICES	4,151,911	18,454,301	16,823,406	1,630,895		5,782,806
TUBERCULOSIS SANITARIUM	190,483	159,330	152,618	6,711		197,195
LIBRARY	10,713,478	9,295,394	8,559,972	735,423		11,448,900
OTB SPECIAL PROJECTS	369	67,615	67,615	0		369
DEBT SERVICE	7,730,029	23,362,412	25,197,883	(1,835,472)	4,673,242	10,567,799
CAPITAL REPLACEMENT	857,980	2,958,602	3,209,058	(250,456)		607,524
CAPITAL PROJECT	2,290,153	28,885,888	28,890,272	(4,384)		2,285,769
ENTERPRISE						
WATER SYSTEM	155,774,843	29,384,735	26,418,324	2,966,412		158,741,255
PARKING SYSTEM	11,803,009	1,755,274	2,643,190	(887,916)		10,915,093
INTERNAL SERVICE						
PUBLIC WORKS PROPERTY	2,541,848	3,637,495	3,062,807	574,688		3,116,535
PUBLIC WORKS EQUIPMENT	1,011,741	4,097,587	3,665,292	432,295		1,444,035
PUBLIC WORKS CENTRAL STORES	334,685	470,527	485,155	(14,629)		320,056
911 COMMUNICATIONS	0	5,604,120	5,722,470	(118,350)		(118,350)
IMRF PENSION	87,343	6,723,264	6,714,562	8,702		96,045
UNEMPLOYMENT INSURANCE	78,982	195,571	1,181,555	(985,985)		(907,002)
WORKER'S COMPENSATION	0	3,542,638	4,966,985	(1,424,347)		(1,424,347)
RISK MANAGEMENT	(9,108,618)	1,976,254	1,616,331	359,922		(8,748,695)
INFORMATION TECHNOLOGY	1,319,370	3,862,126	3,806,414	55,712		1,375,082
HEALTH INSURANCE	1,727,302	21,382,033	22,021,309	(639,276)		1,088,026
PENSION						
POLICE PENSION	188,985,970	20,242,764	17,777,105	2,465,658	(8,237,955)	183,213,674
FIRE PENSION	157,940,903	15,990,956	18,782,850	(2,791,894)	(9,252,970)	145,896,039
ELIMINATIONS & ADJUSTMENTS	0	(101,306,114)	(98,576,849)	(2,729,265)	2,729,265	0
	<u>\$575,176,003</u>	<u>\$283,727,980</u>	<u>\$279,540,164</u>	<u>\$4,187,816</u>	<u>(\$10,088,418)</u>	<u>\$569,275,401</u>

Mayor's Office

MISSION STATEMENT

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

PRIMARY FUNCTIONS

The primary function of the Mayor's office is to 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 2020

-) Work to reduce the property tax burden on residents and property owners.
-) Continue investing in public safety initiatives including prevention activities to lower crime.
-) Develop programs to improve health and safety of our neighborhoods including participation in Land Bank and comprehensive program for Winnebago County Trustee.
-) Enhance communications both within the City organization and with residents, media and community partners.
-) Continue efforts to streamline operations through efficiencies and to implement recommendations from the National Resource Network.
-) Aggressively pursue development opportunities to grow the Rockford economy and create jobs.
-) Implement programs and initiatives that follow the guiding principles developed with and adopted by City Council in October 2017. These include:
 - o Leadership & Communication
 - o City of Rockford Economy & Finances
 - o Safety
 - o Infrastructure & Investment
 - o Business Climate
 - o Entertainment & Quality of Life
 - o Safe & Vibrant Neighborhoods (Resident Quality & Inclusion)
 - o Education
-) Continue to take advantage of River Edge Redevelopment grants in the downtown area.
-) Expand partnership with other taxing bodies in the utilization of Enterprise Zones and River Edge Zone.
-) 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, and other pro-municipal government legislation.

Mayor's Office

MAYOR'S OFFICE BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$639,751	\$672,667	\$686,520	\$701,338	\$28,671
CONTRACTUAL	180,733	199,494	174,361	216,226	16,732
SUPPLIES	20,995	10,000	18,220	13,800	3,800
OTHER	1,746	1,830	1,830	2,167	337
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>30,000</u>
TOTAL	<u>\$843,225</u>	<u>\$883,991</u>	<u>\$880,931</u>	<u>\$963,531</u>	<u>\$79,540</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$47,410	\$54,971	\$85,689	\$100,043	\$14,354
GENERAL REVENUES	<u>724,316</u>	<u>788,254</u>	<u>798,302</u>	<u>863,488</u>	<u>65,186</u>
TOTAL	<u>\$771,726</u>	<u>\$843,225</u>	<u>\$883,991</u>	<u>\$963,531</u>	<u>\$79,540</u>

MAYOR'S OFFICE AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2019 <u>EMPLOYEES</u>	2020 <u>EMPLOYEES</u>	INCREASE/ <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	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

- J Personnel budget numbers reflect a 2% wage adjustment, as well as increases in both health insurance and Illinois Municipal Retirement Fund (IMRF) rates.
- J Contractual expenses increase \$16,732 primarily due to escalations in purchase of services for microcomputers and building rental charges, offset in part by a decrease in miscellaneous contractual expenses.
- J Supplies expenses increase \$3,800 primarily due to increases in office supplies.
- J Estimated lease payments for vehicle payments in 2020 are budgeted at \$2,167.

CAPITAL EQUIPMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
SUV	<u>1</u>	30,000	<u>\$30,000</u>
TOTAL	1		\$30,000

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 2020

-) Use the City-level strategies – create a livable community, engage citizens in improving education and reducing crime, invest in infrastructure, and become 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

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$320,652	\$325,516	\$345,073	\$368,876	\$43,360
CONTRACTUAL	175,041	177,240	166,138	181,170	3,930
SUPPLIES	<u>2,975</u>	<u>4,500</u>	<u>3,922</u>	<u>4,000</u>	<u>(500)</u>
TOTAL	<u>\$498,668</u>	<u>\$507,256</u>	<u>\$515,133</u>	<u>\$554,046</u>	<u>\$46,790</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$12,053	\$12,978	\$28,996	\$33,566	\$4,570
GENERAL REVENUES	<u>498,091</u>	<u>485,690</u>	<u>478,260</u>	<u>520,480</u>	<u>42,220</u>
TOTAL	<u>\$510,144</u>	<u>\$498,668</u>	<u>\$507,256</u>	<u>\$554,046</u>	<u>\$46,790</u>

CITY COUNCIL AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
ALDERMAN	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 an increase in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase \$3,930 primarily due to increases in building rental.

Legal Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2020

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

Legal Department

LEGAL DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$1,295,696	\$1,331,421	\$1,286,547	\$1,413,036	\$81,615
CONTRACTUAL	295,846	294,606	261,274	322,356	27,750
SUPPLIES	<u>28,358</u>	<u>31,500</u>	<u>27,084</u>	<u>31,500</u>	<u>0</u>
TOTAL	<u>\$1,619,900</u>	<u>\$1,657,527</u>	<u>\$1,574,905</u>	<u>\$1,766,892</u>	<u>\$109,365</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$99,685	\$111,447	\$161,548	\$189,320	\$27,772
MAGISTRATE FINES	180,000	180,000	180,000	180,000	0
PURCHASE OF SERVICES	659,853	659,853	687,015	728,267	41,252
GENERAL REVENUES	<u>582,038</u>	<u>668,600</u>	<u>628,964</u>	<u>669,305</u>	<u>40,341</u>
TOTAL	<u>\$1,521,576</u>	<u>\$1,619,900</u>	<u>\$1,657,527</u>	<u>\$1,766,892</u>	<u>\$109,365</u>

LEGAL DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
LEGAL DIRECTOR	316	1.00	1.00	0.00
CITY ATTORNEY	213	2.00	2.00	0.00
ASSISTANT CITY ATTORNEY II	110	2.00	2.00	0.00
ASSISTANT CITY ATTORNEY I	108	1.00	1.00	0.00
LAND TRANSACTIONS OFFICER	108	1.00	1.00	0.00
CONTRACT & GRANT COMPLIANCE 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

- J Personnel budget numbers reflect a 2% wage adjustment as well as increases in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates.
- J Contractual expenses increase \$27,750 primarily due to escalations in internal service charges for microcomputers and building rental.

Legal Department

LEGAL DEPARTMENT PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
CLAIMS FILED	262	220	486	350
CLAIMS APPROVED	14	15	14	15
\$ VALUE OF APPROVED CLAIMS	38,618	40,000	59,828	45,000
AVG DAYS TO APPROVE CLAIMS	80	80	80	80
CLAIMS DENIED	238	205	472	335
AVG DAYS TO DENY CLAIMS	30	30	30	30
AVG DAYS TO INVESTIGATE CLAIMS	15	15	15	15

Finance Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are four primary operating functions within the Finance Department:

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

OBJECTIVES FOR FISCAL YEAR 2020

-) Achieve the Distinguished Budget Presentation Award for the 36th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 40th consecutive year from the Government Finance Officers Association.
-) Complete implementation of Munis Executime, a new City-wide timekeeping and scheduling system.
-) Complete implementation of Munis Bid Management and eProcurement modules for online bidding and Vendor Self Service for accounts payable and purchasing.
-) Compile a complete accounting procedures manual.
-) Implement billing practice modifications to better utilize the City's billing software and create efficiencies for staff.
-) Continue to refine the City's five-year financial forecast and make recommendations for long-term fiscal stability and budget balance, including recommendations for new revenue sources approved by the State.

Finance Department

FINANCE DEPARTMENT BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$2,675,449	\$2,642,805	\$2,500,323	\$2,722,405	\$79,600
CONTRACTUAL	1,933,857	1,354,465	1,170,613	1,512,945	158,480
SUPPLIES	34,430	34,900	29,756	41,550	6,650
OTHER	<u>2,862,375</u>	<u>2,868,513</u>	<u>2,648,011</u>	<u>2,901,267</u>	<u>32,754</u>
TOTAL	<u>\$7,506,111</u>	<u>\$6,900,683</u>	<u>\$6,348,703</u>	<u>\$7,178,167</u>	<u>\$277,484</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$232,959	\$249,682	\$206,095	\$230,834	\$24,739
PURCHASE OF SERVICES	2,427,745	2,548,613	2,358,577	2,660,761	302,184
GENERAL REVENUES	<u>4,641,664</u>	<u>4,707,816</u>	<u>4,336,011</u>	<u>4,286,573</u>	<u>(49,438)</u>
TOTAL	<u>\$7,302,368</u>	<u>\$7,506,111</u>	<u>\$6,900,683</u>	<u>\$7,178,167</u>	<u>\$277,484</u>

FINANCE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
FINANCE DIRECTOR	316	1.00	1.00	0.00
CENTRAL SERVICES MANAGER	212	1.00	1.00	0.00
ACCOUNTING MANAGER	212	1.00	1.00	0.00
CUSTOMER SERVICE MANAGER	111	1.00	1.00	0.00
PAYROLL ADMINISTRATOR	110	1.00	1.00	0.00
PRINCIPAL ACCOUNTANT	110	2.00	2.00	0.00
SR FINANCIAL ANALYST	109	1.00	1.00	0.00
CUSTOMER SERVICE SUPERVISOR	108	1.00	1.00	0.00
FINANCIAL ANALYST	107	2.00	2.00	0.00
ACCOUNTANT	107	3.00	2.00	(1.00)
SENIOR ADMIN. ASSISTANT	105	1.00	1.00	0.00
PURCHASING TECHNICIAN	A-23	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	4.00	4.00	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	0.00	0.00	0.00
ACCOUNT CLERK	A-19	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>33.00</u>	<u>32.00</u>	<u>(1.00)</u>

BUDGET HIGHLIGHTS

) Personnel budget numbers reflect an increase of \$79,600 primarily due to a 2% wage adjustment, as well as increases in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates, offset in part by a reduction in accounting staff.

Finance Department

-) Contractual expenses increase \$158,480 due to changes in internal service charges for microcomputers, building rental and auditing. Other significant increases include an increase in credit card collections, offset in part by a decrease in miscellaneous contract expenses.
-) Supplies increase \$6,650 primarily due to office supplies and computer purchases.
-) The elimination of the Tuberculosis Sanitarium Fund resulted in an increase of \$165,000 in miscellaneous costs due to reallocation of expenses to Finance, which was offset in part by a reduction in the property tax rebate program.
-) Miscellaneous contracts increase \$32,754 mainly due to escalations of the sales tax rebate program, offset in part by decreases in building maintenance transfers for Graffiti.
-) Of the 32 staff assigned to Finance Department, 22.9 are direct reimbursements.

FINANCE DEPARTMENT PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
TOTAL BILLS	627,946	630,000	645,578	645,800
PAPER	470,728	460,000	417,834	390,800
EBILL	157,218	170,000	227,744	255,000
CITY HALL PAYMENTS	162,400	166,000	189,600	230,000
WALK IN	115,537	119,000	146,000	180,000
MAIL	46,863	47,000	43,600	50,000
REMITCO	204,146	220,000	200,000	240,000
ONLINE BANKING	89,513	90,000	112,000	140,000
ONLINE LEVEL ONE	171,307	190,000	218,700	245,000
PHONE	73,531	74,000	94,500	113,000
COMED	5,901	7,000	6,000	7,000
CUSTOMER SERVICE CENTER CALLS	71,986	75,000	75,500	78,000
ABANDONED CALLS	4%	6%	4.5%	6%
AVG TIME TO ANSWER CALLS (SECONDS)	43	45	76	77
AVG CALL LENGTH (SECONDS)	216	220	242	245
NUMBER OF PURCHASE ORDERS ISSUED	4,769	4,700	4,620	4,700
NUMBER OF BIDS/RFPS ISSUED	135	165	142	160

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 2020

-) Continue implementation of new Computer Aided Dispatch and Records Management System.
-) Support the implementation of new Ordinance Ticketing System.

INFORMATION TECHNOLOGY BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$657,560	\$676,647	\$686,666	\$729,966	\$53,319
CONTRACTUAL	2,185,418	2,764,713	2,458,708	3,975,070	1,210,357
SUPPLIES	287,532	91,000	100,786	91,000	0
OTHER	<u>663,162</u>	<u>417,090</u>	<u>608,283</u>	<u>550,024</u>	<u>132,934</u>
TOTAL	<u>\$3,793,672</u>	<u>\$3,949,450</u>	<u>\$3,854,444</u>	<u>\$5,346,060</u>	<u>\$1,396,610</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,402,481	\$2,583,924	\$2,803,285	\$3,332,247	\$528,962
OTHER FUND TRANSFERS	1,224,460	1,285,967	1,494,193	1,338,628	(155,565)
FROM OTHER GOVERNMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,235,003</u>	<u>1,235,003</u>
TOTAL	<u>\$3,626,941</u>	<u>\$3,869,891</u>	<u>\$4,297,478</u>	<u>\$5,905,878</u>	<u>\$373,397</u>

INFORMATION TECHNOLOGY AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
IT DIRECTOR	315	1.00	1.00	0.00
SENIOR IT SPECIALIST	109	2.00	4.00	2.00
IT SPECIALIST	109	1.00	0.00	(1.00)
IT SYSTEMS TECHNICIAN	107	1.00	0.00	(1.00)
COMMUNICATIONS MGR	111	<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>

Information Technology Department

BUDGET HIGHLIGHTS

-) Personnel expenses increase \$53,319 primarily due to a 2% in wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual services increase \$1.21M primarily due to equipment maintenance, service contracts, consulting fees and increases to internal service charges.
-) Depreciation expenses decrease by \$8,500, purchase of services increase by \$8,600 and capital expense increase \$132,834 due to Computer Aid Design and Records Management System (CAD/RMS) lease payments.

INFORMATION TECHNOLOGY FIVE YEAR FORECAST

The 2021-2025 forecasts assume operations will continue as they are programmed for 2020 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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$6,142	\$6,388	\$6,644	\$6,910	\$7,186
EXPENDITURES	<u>5,560</u>	<u>5,782</u>	<u>6,013</u>	<u>6,254</u>	<u>6,504</u>
EXCESS (DEFICIT)	<u>582</u>	<u>606</u>	<u>631</u>	<u>656</u>	<u>682</u>
BEGINNING BALANCE	<u>1,239</u>	<u>1,821</u>	<u>2,427</u>	<u>3,058</u>	<u>3,714</u>
ENDING BALANCE	<u>\$1,821</u>	<u>\$2,427</u>	<u>\$3,058</u>	<u>\$3,714</u>	<u>\$4,396</u>

INFORMATION TECHNOLOGY FIXED ASSETS

Planned fixed assets include network upgrades, a disaster recovery site, core switch, and storage upgrades for 2020:

DESCRIPTION	QUANTITY	BUDGET EACH	TOTAL BUDGET
DELL SERVERS	4	25,000	100,000
NETWORK UPGRADES	1	100,000	100,000
ADDITIONAL SOLID STATE STORAGE	1	150,000	150,000
VOIP SYSTEM UPGRADE	1	100,000	100,000
MISC	<u>1</u>	50,000	<u>50,000</u>
TOTAL	8		\$500,000

INFORMATION TECHNOLOGY FUND PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
SERVER AVAILABILITY	99.980%	99.990%	99.995%	99.990%
% WITHIN TARGET	90.360%	90.000%	91.300%	90.000%
NETWORK AVAILABILITY	99.980%	99.990%	99.963%	99.990%
% WITHIN TARGET	89.670%	90.000%	93.610%	90.000%
WORKORDERS OPENED	9,072	8,500	3,674	9,000
WORKORDERS CLOSED	9,161	8,500	3,051	9,000

Human Resources Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2020

-) Improve recruiting methodology beyond advertising – adding tools that allow for better outreach, inclusion and diverse applicant pools.
-) Create and implement an electronic off-boarding tool for employees.
-) Implement City-wide employee training (Diversity, Implicit Bias, Managing a Blended Workforce, Respect and Civility in the Workplace, etc.)
-) Utilize annual evaluations, surveys, and additional feedback tools to identify technical, management/supervisory and leadership skill gaps for management.
-) Create and implement a management-training program that focuses on specific leadership competencies, and day-to-day operational and compliance issues.
-) Conduct quarterly customer service surveys and an annual employee feedback survey to better gauge the needs of the organization.
-) Monitor the COR Wellness Center to report return on investment, population engagement, activity participation and increase dependent participation.
-) Establish a strategic growth build-out plan for the additional space located at COR Wellness Center. Integrate employee and community needs and/or wants into the development of the vacant space.

Human Resources Department

HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$542,473	\$540,886	\$536,869	\$564,930	\$24,045
CONTRACTUAL	186,847	170,915	171,541	201,210	30,295
SUPPLIES	<u>2,221</u>	<u>5,500</u>	<u>5,067</u>	<u>5,500</u>	<u>0</u>
TOTAL	<u>\$731,541</u>	<u>\$717,301</u>	<u>\$713,477</u>	<u>\$771,640</u>	<u>\$54,340</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$41,278	\$47,647	\$66,897	\$79,503	\$12,606
TRANSFER FROM HEALTH FUND	163,240	178,180	182,460	197,320	14,860
TRANSFER FROM WC FUND	98,500	101,500	103,900	112,600	8,700
GENERAL REVENUES	<u>359,928</u>	<u>404,214</u>	<u>364,044</u>	<u>382,217</u>	<u>18,174</u>
TOTAL	<u>\$662,946</u>	<u>\$731,541</u>	<u>\$717,301</u>	<u>\$771,640</u>	<u>\$54,340</u>

HUMAN RESOURCES DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
HUMAN RESOURCES DIRECTOR	315	1.00	1.00	0.00
ASSOCIATE DIRECTOR	212	1.00	1.00	0.00
HR SPECIALIST	107	1.00	1.00	0.00
HR GENERALIST	107	1.00	1.00	0.00
HR COORDINATOR	106	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect a 2% wage adjustment as well as increases in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase \$30,295 primarily due to increases in service contracts and internal service charges for microcomputers and building rent.

Human Resources Department

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
APPLICATIONS	3,090	3,100	4,500	4,000
PERMANENT VACANCIES FILLED	105	90	85	85
TEMPORARY VACANCIES FILLED	44	50	60	55
WORKER'S COMP CLAIMS	208	205	147	193
WORKER'S COMP LOST DAYS	598	630	501	627
TRAINING SESSIONS	69	75	50	90
HEALTH INSURANCE PARTICIPANTS	3,218	3,225	3,289	3,300
FLEX SPENDING PARTICIPANTS	305	310	292	300

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
2013			
Registered Voters	37,791	87,073	
Cast Ballots	1,726	19,322	
Participation Rate	4.57%	22.19%	
2014			
Registered Voters	81,980		76,685
Cast Ballots	11,939		35,310
Participation Rate	14.56%		46.05%
2015			
Registered Voters		78,276	
Cast Ballots		4,774	
Participation Rate		6.10%	
2016			
Registered Voters			86,301
Cast Ballots			54,382
Participation Rate			63.01%
2017			
Registered Voters	87,764	87,928	
Cast Ballots	4,953	22,495	
Participation Rate	5.64%	25.58%	
2018			
Registered Voters	83,887		
Cast Ballots	25,211		
Participation Rate	30.05%		
2019			
Registered Voters	88,174		
Cast Ballots	4,774	Estimate	
Participation Rate	6.10%	Estimate	
2020			
Registered Voters			89,516
Cast Ballots		Estimate	54,000
Participation Rate		Estimate	61.00%

Board of Election Commissioners

OBJECTIVES FOR FISCAL YEAR 2020

-) Conduct a General Primary in March
-) Conduct a General Election in November
-) Perform training for deputy registrars as appointed
-) Train over 450 Election Judges
-) Register voters and maintain registrations per State law

BOARD OF ELECTION BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$286,299	459,304	\$180,708	\$523,391	\$64,087
CONTRACTUAL	800,409	393,265	900,271	510,801	117,536
SUPPLIES	0	165,694	0	51,400	(114,294)
CAPITAL	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>
TOTAL	<u>\$1,086,708</u>	<u>\$1,043,263</u>	<u>\$1,080,979</u>	<u>\$1,110,592</u>	<u>\$67,329</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
COUNTY PROPERTY TAX TRANSFER	<u>\$995,357</u>	<u>\$1,086,708</u>	<u>\$1,043,263</u>	<u>\$1,110,592</u>	<u>\$67,329</u>
TOTAL	<u>\$995,357</u>	<u>\$1,086,708</u>	<u>\$1,043,263</u>	<u>\$1,110,592</u>	<u>\$67,329</u>

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflects a 2% wage adjustment, increases in temporary staff, health insurance and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase \$117,536 as a result of purchase of services and professional legal fees.
-) Supplies expenses decrease \$114,294 as a result of decreases in computer equipment.

CAPITAL EQUIPMENT

Planned capital purchases for 2020 include:

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

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 2020

- Implement recommendations of the Doing Business Committee and continue focus on business friendly improvements through the Existing Building Task Force.
- Pursue alternative funding opportunities and partnerships consistent with City initiatives to leverage existing resources for demolition and housing rehabilitation for neighborhood stabilization efforts.
- Align staffing resources to implement planning strategies, including brownfield coordination, comprehensive planning, and Housing and Urban Development's Consolidated Plan.
- Oversee recruitment of investment in all areas of the City of Rockford for job creation, retention and expansion opportunities.
- Oversee and facilitate the Community and Economic Development Department goals as outlined within the budget and directed by City Council inclusive of the 2020-2024 Implementation Plan, Consolidated Plan and City Council Guiding Principles.

COMMUNITY AND ECONOMIC DEVELOPMENT ADMIN. BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$169,984	\$178,391	\$228,836	\$271,627	\$93,236
CONTRACTUAL	50,776	41,344	41,890	44,174	2,830
SUPPLIES	<u>2,107</u>	<u>1,970</u>	<u>11,347</u>	<u>2,120</u>	<u>150</u>
TOTAL	<u>\$222,867</u>	<u>\$221,705</u>	<u>\$282,072</u>	<u>\$317,921</u>	<u>\$96,216</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMB	\$23,184	\$25,402	\$24,408	\$39,641	\$15,233
GENERAL REVENUES	<u>180,784</u>	<u>197,465</u>	<u>197,297</u>	<u>278,280</u>	<u>80,983</u>
TOTAL	<u>\$203,968</u>	<u>\$222,867</u>	<u>\$221,705</u>	<u>\$317,921</u>	<u>\$96,216</u>

COMMUNITY AND ECONOMIC DEVELOPMENT ADMIN. AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	315	1.00	1.00	0.00
CED FISCAL COORDINATOR	106	0.50	0.50	0.00
NEIGHBORHOOD SPECIALIST	106	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL PERSONNEL		<u>1.50</u>	<u>2.50</u>	<u>1.00</u>

Community and Economic Development Administration

BUDGET HIGHLIGHTS

-) Personnel budget numbers increase by \$93,236 due to an addition of one FTE Neighborhood Specialist reallocated from Construction and Development Services Division, 2% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increase \$2,830 primarily due to changes in internal service charges.
-) Other shows increase of \$150 due to changes in food expenditure offset by reductions in office equipment.

CAPITAL EQUIPMENT

There are no capital items budgeted for 2020.

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 2020

Operations

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

Programs, Tools and Policies

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

Planning Division

Planning and Strategic Initiatives

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

Brownfield and Redevelopment

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

Property Development

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

Marketing and Outreach

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

Planning Division

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

Business Development

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

PLANNING DIVISION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$316,228	\$832,010	\$604,440	\$953,894	\$121,884
CONTRACTUAL	150,236	142,695	155,906	142,976	281
SUPPLIES	<u>1,117</u>	<u>9,030</u>	<u>8,353</u>	<u>9,030</u>	<u>0</u>
TOTAL	<u>\$467,580</u>	<u>\$983,735</u>	<u>\$768,699</u>	<u>\$1,105,900</u>	<u>\$122,165</u>
FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMB	\$47,545	\$39,675	\$66,025	\$131,259	\$65,234
CDBG FUND	176,028	101,160	108,882	141,500	32,618
TIF FUNDS	197,000	185,900	185,900	136,800	(49,100)
ZONING FEES	101,660	140,845	191,000	190,000	(1,000)
GENERAL REVENUES	<u>(14,268)</u>	<u>0</u>	<u>431,928</u>	<u>506,341</u>	<u>74,413</u>
TOTAL	<u>\$507,965</u>	<u>\$467,580</u>	<u>\$983,735</u>	<u>\$1,105,900</u>	<u>\$122,165</u>

Planning Division

PLANNING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
ECONOMIC DEVELOPMENT MANAGER	212	1.00	1.00	0.00
PLAN & DESIGN MANAGER	212	1.00	1.00	0.00
PLAN ADMINISTRATOR	110	1.00	0.00	(1.00)
ZONING AND LAND USE ADMIN ED COORDINATOR	110	1.00	1.00	0.00
BUILDING AND CODE EXAMINER	109	1.00	1.00	0.00
PROPERTY IMPROVMENT PRG MGR	108	0.50	0.25	(0.25)
SR ADMINISTRATIVE ASSISTANT	108	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	105	0.50	0.50	0.00
ADMINISTRATIVE ASSISTANT	102	0.50	0.50	0.00
LAND USE PLANNER	A-16	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>8.50</u>	<u>8.25</u>	<u>(0.25)</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase with the addition of one FTE Property Improvement program Manager offset by reductions of one FTE Plan Administrator and .25 FTE Building and Code Examiner. In addition, increases total \$121,884 primarily due to 2% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increase \$281 primarily due to increases in other contractual services offset by decreases in internal service charges.
-) Supplies remained the same as in 2019.

CAPITAL EQUIPMENT

No capital equipment is planned for 2020.

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 2020

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

Construction & Development Services Division

-) Continue improving our codes and regulations to facilitate cost effective sustainable development.
-) Implement vacant property registration.
-) Improve rental registry prosecution, cost recovery, and compliance.
-) Implement elevator inspection program.
-) Evaluate and implement strategies for encouraging downtown vacant building redevelopment; subsequent to the City Council's existing Building Code Task Force recommendations.
-) Implementation of National Resource Network (NRN) neighborhood revitalization strategy.

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY

APPROPRIATION	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$1,994,126	\$2,032,558	\$1,854,830	\$1,972,148	\$117,318
CONTRACTUAL	2,359,700	1,405,506	10,697,348	11,160,689	463,341
SUPPLIES	5,385	9,648	7,743	15,900	8,157
OTHER	24,745	14,912	148,474	27,074	(121,400)
CAPITAL	<u>0</u>	<u>0</u>	<u>24,000</u>	<u>24,000</u>	<u>0</u>
TOTAL	<u>\$4,383,955</u>	<u>\$3,462,624</u>	<u>\$12,732,395</u>	<u>\$13,199,811</u>	<u>\$467,416</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMB	<u>\$302,964</u>	<u>\$315,573</u>	<u>\$259,136</u>	<u>\$293,949</u>	<u>\$34,813</u>
FEEES					
BUILDING	858,983	2,083,589	1,104,000	1,104,000	0
ELECTRICAL	69,648	71,938	60,000	60,000	0
PLUMBING/HEATING	181,461	220,837	190,000	190,000	0
CODE VIOLATION FEES	31,009	0	0	0	0
NH ZONING FINES	142,728	180,013	179,500	179,500	0
PARKING ZONING FINES	1,851	7,129	2,000	2,000	0
GARBAGE USER FEES	0	0	10,342,006	12,177,435	1,835,429
ALL OTHER	<u>349,269</u>	<u>452,514</u>	<u>390,840</u>	<u>390,840</u>	<u>0</u>
TOTAL FEES	<u>1,634,949</u>	<u>3,016,020</u>	<u>12,268,346</u>	<u>14,103,775</u>	<u>1,835,429</u>
CDBG FUND REIMB	570,260	570,260	300,000	300,000	0
SANITATION REIMB	234,455	225,097	0	0	0
CAPITAL LEASE FUNDS	0	0	24,000	24,000	0
GENERAL REVENUES	<u>1,641,327</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$4,383,955</u>	<u>\$4,126,950</u>	<u>\$12,851,482</u>	<u>\$14,721,724</u>	<u>\$1,870,242</u>

Construction & Development Services Division

CONSTRUCTION & DEVELOPMENT SERVICES DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
BUILDING CODE OFFICIAL	213	1.00	1.00	0.00
PROP IMPROVEMENT PROGRAM MGR	110	1.00	0.00	(1.00)
NBRHD STABILIZATION SUPR	110	0.00	1.00	1.00
BUILDING INSPECTION ADMINISTRATOR	109	1.00	1.00	0.00
BUILDING AND CODE EXAMINER	108	0.50	0.75	0.25
ASSISTANT NEIGHBORHOOD STABILIZATION OFFICER	105	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	0.50	0.50	0.00
INSPECTION OFFICER	CD-20	6.00	6.00	0.00
NHOOD ENFORCEMENT SPECIALIST	CD-15	5.00	4.00	(1.00)
SENIOR CLERK	A-19	4.00	4.00	0.00
TOTAL PERSONNEL		21.00	20.25	(0.75)

BUDGET HIGHLIGHTS

-) Personnel budget numbers increase by \$117,318 due to an addition of one FTE Neighborhood Stabilization Supervisor, .25 FTE Building and Code Examiner reallocated from Planning Division offset by reduction of one FTE Property Improvement Program Manager and one FTE Neighborhood Enforcement Specialist reallocated to Community and Economic Development Administration, 2% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increase \$463,341 primarily due to property cleanups, garbage collection fees and service contracts offset by decreases in internal service charges.
-) Supplies expenses increase \$8,157 primarily due to changes in clothing and books.
-) Other expenses decrease \$121,400 primarily due to purchase of services resulting from the elimination of Sanitation Fund in 2019.
-) Lease payments for capital are budgeted at \$27,074 for purchases made in 2018 and 2019.

CAPITAL EQUIPMENT

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

Construction & Development Services Division

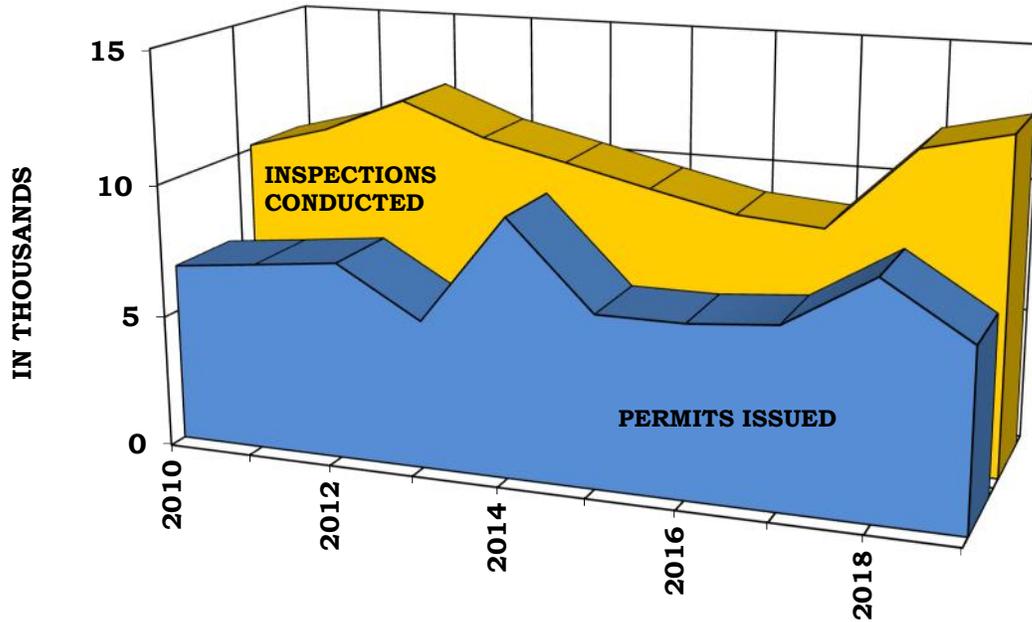
CONSTRUCTION & DEVELOPMENT SERVICES PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
PROPERTY STANDARDS				
# P.S. INSPECTIONS	3,203	3,300	3,355	3,400
# P.S. COMPLAINTS	906	975	1,100	1,100
# AVG DAYS TO 1ST INSP	2	2	2	2
# CONDEMNATIONS	279	300	299	300
# CONDEMNS LIFTED	69	70	76	80
# EMERGENCY DEMOS	9	10	10	10
TOTAL # DEMOS BY CITY	81	80	43	80
NEIGHBORHOOD STANDARDS				
# N.S. COMPLAINTS	5,038	5,000	4,400	5,000
UNFOUNDED COMPLAINTS	1,614	1,750	1,550	1,750
PROACTIVE CASES	6,987	6,000	4,557	6,000
# ZONING CASES STARTED	1,714	1,750	2,010	2,050
# NUISANCE CASES STARTED	6,541	6,500	5,800	6,500
% RATE OF VOLUNTARY COMPLIANCE	63%	65%	77%	65%
AVG # DAYS TO VOLUNTARY COMPLIANCE	14	14	18	14
% RATE OF INDUCED COMPLIANCE	4%	5%	0%	5%
AVG # DAYS TO INDUCED COMPLIANCE	38	30	0	30
% RATE OF FORCED COMPLIANCE	34%	35%	23%	35%
AVG # DAYS TO FORCED COMPLIANCE	26	30	23	30
DISPOSAL SERVICES				
WASTE TONNAGE	49,985	50,000	50,691	51,000
COMPOST TONNAGE	12,720	13,000	12,714	13,000
RECYCLING TONNAGE	7,639	7,800	7,606	7,800
LANDFILL TONNAGE	49,985	50,000	50,691	51,000
DIVERTER TONNAGE	20,359	21,000	20,320	21,000
DIVERSION RATE	29%	30%	29%	30%

Construction & Development Services Division

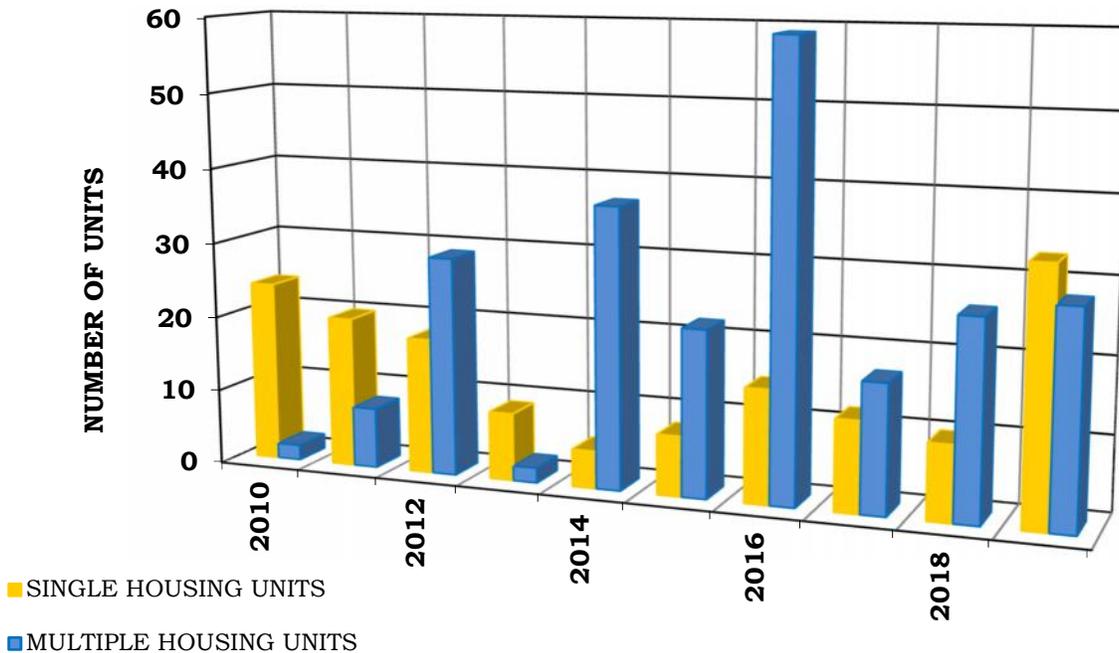
CONSTRUCTION & DEVELOPMENT SERVICES OPERATIONAL INFORMATION

BUILDING PERMITS AND INSPECTIONS YEARS FROM 2010-2019



During the past ten years, total permits issued by the Construction & Development Services Division have been steadily increasing. Permits issued in 2009 were 5,710 while 2019 were 6,725.

CITY OF ROCKFORD HISTORY OF HOUSING CONSTRUCTION ACTIVITY-UNITS YEARS FROM 2010-2019



2018 housing construction for single units was 10 and multifamily units was 26 for a total of 36. 2019 had altered levels of activity, with 33 single family units and 28 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 2020

- J Manage Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funded housing rehabilitation and homebuyer programs and also fund eligible housing projects developed by Community Housing Development Organizations (CHDOs)/Developers.
- J Continue to work with Construction Services to demolish blighted properties through the City's fast track demolition process, using Community Development Block Grant (CDBG) and other available funding sources.
- J Implement new 2020-2024 Consolidated Plan projects, including the Neighborhood Revitalization Strategy (if approved by HUD in 2020).
- J Complete and submit the 2020 Annual Plan and the 2019 Consolidated Annual Performance and Evaluation Report (CAPER) for Housing and Urban Development (HUD)-funded programs.
- J Collaborate with other regional partners by leveraging available resources to meet the housing and community development needs of the Rockford community.
- J Identify, apply, and manage new grant opportunities for housing and community development activities.
- J Establish Neighborhood Strategy Leadership Team to manage engagement with neighborhood associations, neighborhood improvement metrics, and neighborhood related collaborations.

Community Development Business Group

COMMUNITY DEVELOPMENT BUSINESS GROUP BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$537,274	\$513,116	\$319,946	\$519,373	\$6,257
CONTRACTUAL	153,681	111,116	60,043	112,010	894
SUPPLIES	86,984	2,270	828	2,520	250
OTHER	<u>3,947,220</u>	<u>2,645,497</u>	<u>793,665</u>	<u>2,585,508</u>	<u>(59,989)</u>
TOTAL	<u>\$4,725,159</u>	<u>\$3,271,999</u>	<u>\$1,174,482</u>	<u>\$3,219,411</u>	<u>(\$52,588)</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
CURRENT FUNDS					
COMMUNITY DEVELOPMENT GRANT	\$1,806,068	\$1,357,449	\$2,130,538	\$2,101,348	(\$29,190)
HOME PROGRAM	933,596	865,614	992,417	895,627	(96,790)
OTHER FEDERAL/STATE	40,030	51,232	178,770	180,781	2,011
PROGRAM INCOME	<u>2,664</u>	<u>101,672</u>	<u>34,497</u>	<u>34,497</u>	<u>0</u>
	2,782,358	2,375,967	3,336,222	3,212,253	(123,969)
REPROGRAMMED FUNDS-PRIOR YEARS					
COMMUNITY DEVELOPMENT GRANT	100,548	1,673,331	0	0	0
HOME PROGRAM	<u>1,004,145</u>	<u>857,285</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>1,104,693</u>	<u>2,530,616</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,887,051</u>	<u>\$4,906,583</u>	<u>\$3,336,222</u>	<u>\$3,212,253</u>	<u>\$0</u>

COMMUNITY DEVELOPMENT BUSINESS GROUP AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2019 <u>EMPLOYEES</u>	2020 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
HOUSING & PROGRAM MANAGER	110	1.00	1.00	0.00
GRANTS COMPLIANCE SUPERVISOR	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 adjustment, increases in health insurance rates and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses increases \$894 primarily due to increases in internal services.
-) Supply expenses increased \$250 primarily due to increases in small equipment and tools.
-) Other shows significant decrease in the community development project. Also, HUD has changed reprogramming of funds; once funds are assigned for a specific project they must be used for that project, resulting in no carryovers into the next year.

Community Development Business Group

CAPITAL EQUIPMENT

For 2020, the Division will not have any capital purchases.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$3,316	\$3,415	\$3,517	\$3,623	\$3,732
EXPENDITURES	<u>3,316</u>	<u>3,415</u>	<u>3,517</u>	<u>3,623</u>	<u>3,732</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 2021-2025 five-year forecast assumes that both Federal and local funding sources will stagnate and expenditures will not exceed revenue limits. It is further assumed that the Division will spend its annual budget. No assumptions are made for new programs.

COMMUNITY DEVELOPMENT BUSINESS GROUP PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
DISCOVERY CENTER-CHILDREN ASSISTED**	175	N/A	N/A	N/A
CODE ENFORCEMENT	5,320	2,600	2,600	N/A
HOME-HOMEOWNER REHAB PROGRAM	5	15	27	22
HOME-HOMEBUYER ASSISTANCE	9	7	2	5
CHDO OPERATING SUBSIDY	0	1	0	1
CHDO REHAB & NEW CONSTRUCTION UNITS	0	1	0	1
CDBG, IHDA, GF-SAN, CHARITY DEMOS	81	53	25	35
CDBG HOMEOWNER REHAB PROGRAM	N/A	33	3	33

**program suspended/eliminated

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 2020

) 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

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$64,574	\$22,200	\$23,000	\$23,040	\$840
OTHER	<u>5,229,709</u>	<u>5,656,342</u>	<u>6,387,523</u>	<u>5,161,936</u>	<u>(494,406)</u>
TOTAL	<u>\$5,294,283</u>	<u>\$5,678,542</u>	<u>\$6,410,523</u>	<u>\$5,184,976</u>	<u>(\$493,566)</u>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
REDEVELOPMENT SALES TAX					
MOTEL	\$461,286	\$442,247	\$400,000	\$423,300	\$23,300
PACKAGE	566,781	568,134	560,000	591,600	31,600
RESTAURANT	<u>3,569,633</u>	<u>3,848,796</u>	<u>3,560,000</u>	<u>3,774,000</u>	<u>214,000</u>
SUBTOTAL	4,597,700	4,859,177	4,520,000	4,788,900	268,900
OTB	\$253,143	\$67,615	\$76,650	\$62,500	<u>(\$14,150)</u>
TOURISM TRANSFER	450,000	607,200	547,200	537,700	<u>(9,500)</u>
EQUITY TRANSFER	1,029,920	0	0	0	0
MISCELLANEOUS	270,570	1,492,478	270,000	270,000	0
INTEREST INCOME	<u>7,000</u>	<u>15,642</u>	<u>10,000</u>	<u>10,300</u>	<u>300</u>
TOTAL	<u>\$6,608,333</u>	<u>\$7,042,112</u>	<u>\$5,423,850</u>	<u>\$5,669,400</u>	<u>\$245,550</u>

BUDGET HIGHLIGHTS

) The budgeted subsidy for RAVE is \$978,948.

) Debt service payments total \$2,923,096, a decrease of \$68,990 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 \$1,266,585 for 2020. The city resumed debt service payments in 2014 for the \$16.7 million bond issued in 2007. Also, \$834,376 is budgeted for the 2009 \$8.065 million BMO Harris Center taxable refunding issue. Debt service for the Downtown Sports Facility totals \$827,925.

Redevelopment Fund

- J The budgeted amount for the Rockford Area Economic Development Council (RAEDC) is \$100,000. An additional \$100,000 for Indoor Market operating assistance is budgeted for 2020.
- J Tax revenue is budgeted at \$4,788,000, an increase of 8% from the prior year's budget.

REDEVELOPMENT FUND FIVE YEAR FORECAST

The 2021-2025 five-year forecast assumes growth in taxes – two and a half percent for motels, packaged liquor, and restaurants. The refinancing and the structural changes made in 2009 and the change in the operating agreement with RAVE should insure the long term viability of this fund.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	6,603	\$6,565	\$6,703	\$6,773	\$6,846
Expenses	<u>6,869</u>	<u>6,081</u>	<u>6,099</u>	<u>6,116</u>	<u>6,255</u>
Excess (Deficit)	<u>(266)</u>	<u>484</u>	<u>604</u>	<u>657</u>	<u>591</u>
Beginning Balance	<u>1,758</u>	<u>1,492</u>	<u>1,976</u>	<u>2,580</u>	<u>3,237</u>
Ending Balance	<u>\$1,492</u>	<u>\$1,976</u>	<u>\$2,580</u>	<u>\$3,237</u>	<u>\$3,828</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 2020

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

TOURISM PROMOTION FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
TRANSFER TO RACVB	\$1,584,176	\$1,610,000	1,566,150	\$1,600,000	(\$10,000)
TRANSFER TO REDEV	607,200	547,200	547,200	537,700	(9,500)
PURCHASE OF SERVICES	<u>100,000</u>	<u>101,800</u>	<u>103,150</u>	<u>126,800</u>	<u>25,000</u>
TOTAL	<u>\$2,291,376</u>	<u>\$2,259,000</u>	<u>\$2,216,500</u>	<u>\$2,264,500</u>	<u>\$5,500</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
HOTEL/MOTEL TAX	\$2,293,903	\$2,250,522	\$2,159,000	\$2,250,000	\$91,000
INTEREST	<u>7,387</u>	<u>14,437</u>	<u>0</u>	<u>14,500</u>	14,500
TOTAL	<u>\$2,301,290</u>	<u>\$2,264,959</u>	<u>\$2,159,000</u>	<u>\$2,264,500</u>	<u>\$105,500</u>

BUDGET HIGHLIGHTS

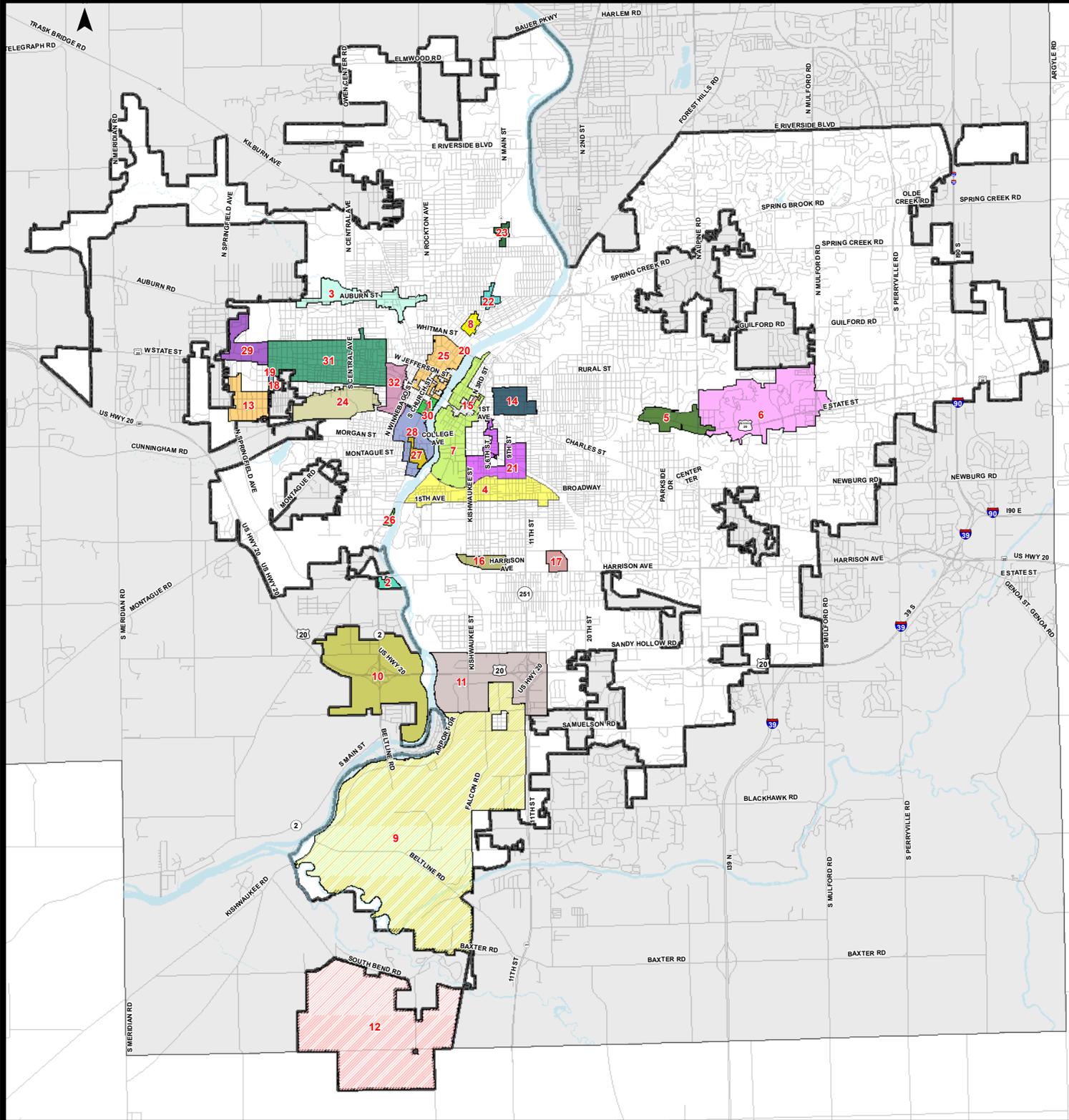
-) Tax revenue is budgeted at \$2,250,000. Total estimated revenues for 2019 were \$2,159,000.
-) The transfer to the Rockford Area Convention & Visitor's Bureau decreases \$10,000 to \$1,600,000. This consists of revenue equal to 60% of the Tourism Promotion Sales Tax proceeds.
-) Funds transferred to the Redevelopment Fund to support debt service payments for the BMO Harris Bank Center are budgeted at \$537,700, a \$9,500 decrease from 2019.

Tourism Promotion Fund

TOURISM FUND FIVE YEAR FORECAST

The 2021-2025 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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$2,309	\$2,378	\$2,449	\$2,522	\$2,598
Expenses	<u>2,309</u>	<u>2,378</u>	<u>2,449</u>	<u>2,522</u>	<u>2,598</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>311</u>	<u>311</u>	<u>311</u>	<u>311</u>	<u>311</u>
Ending Balance	<u>\$311</u>	<u>\$311</u>	<u>\$311</u>	<u>\$311</u>	<u>\$311</u>



ROCKFORD TIF DISTRICT MAP

EXISTING TAX INCREMENT FINANCING DISTRICTS & FINAL LEVY DATES

- | | | | |
|---|---|--|---|
| 1. Amerock Hotel - 12/31/2041 | 11. Global Trade Park #3 - 12/31/2031 | 21. Midtown - 12/31/2031 | 31. West State and Central - 12/31/2030 |
| 2. Assisted Living / River Housing - 12/31/2031 | 12. Global Trade Park South - 12/31/2034 | 22. N. Main and Auburn - 12/31/2029 | 32. West State and Kilburn - 12/31/2030 |
| 3. Auburn Street - 12/31/2036 | 13. HOPE 6 - 12/31/2026 | 23. North Main / Eddy Ave - 12/31/2027 | |
| 4. Broadway - 12/31/2032 | 14. Jackson School - 12/31/2030 | 24. Preston and Central - 12/31/2030 | |
| 5. E. State and Alpine - 12/31/2029 | 15. Jefferson / N. 3rd St. - 12/31/2035 | 25. River District North - 12/31/2031 | |
| 6. Mulford & E. State St. - 12/31/2035 | 16. Kishwaukee / Harrison #1 - 12/31/2027 | 26. River Oaks - 12/31/2026 | |
| 7. East River - 12/31/2032 | 17. Kishwaukee / Harrison #2 - 12/31/2031 | 27. South Main-Rock Street - 1/17/2042 | |
| 8. Garrison School - 12/31/2026 | 18. Lincolnwood Estates I - 12/31/2022 | 28. South Rockford - 12/31/2023 | |
| 9. Global Trade Park #1 - 12/31/2026 | 19. Lincolnwood Estates II - 12/31/2026 | 29. Springfield Corners - 12/31/2023 | |
| 10. Global Trade Park #2 - 12/31/2029 | 20. Main / Whitman - 12/31/2031 | 30. West Side #2 - 12/31/2030 | |

Retail Tax Increment Financing Districts

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2020

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

Retail Tax Increment Financing Districts

BUDGET SUMMARIES

SOUTH ROCKFORD TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$382,622</u>	<u>\$34,583</u>	<u>\$34,583</u>	<u>\$34,929</u>	<u>\$346</u>
TOTAL	<u>\$418,877</u>	<u>\$34,583</u>	<u>\$34,583</u>	<u>\$34,929</u>	<u>\$346</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$114,039</u>	<u>\$118,453</u>	<u>\$126,153</u>	<u>\$127,414</u>	<u>\$1,261</u>
TOTAL	<u>\$114,039</u>	<u>\$118,453</u>	<u>\$126,153</u>	<u>\$127,414</u>	<u>\$1,261</u>

ASSISTED LIVING TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
INTEREST INCOME	<u>2</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>
TOTAL	<u>\$2</u>	<u>\$4</u>	<u>\$4</u>	<u>\$4</u>	<u>\$0</u>

EAST RIVER TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$300,054</u>	<u>\$211,579</u>	<u>\$211,579</u>	<u>\$212,076</u>	<u>\$497</u>
TOTAL	<u>\$300,054</u>	<u>\$211,579</u>	<u>\$211,579</u>	<u>\$212,076</u>	<u>\$497</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$326,552</u>	<u>\$371,684</u>	<u>\$374,521</u>	<u>\$378,268</u>	<u>\$3,747</u>
INTEREST INCOME	<u>0</u>	<u>1,725</u>	<u>1,513</u>	<u>3,980</u>	<u>2,467</u>
TOTAL	<u>\$326,552</u>	<u>\$373,409</u>	<u>\$376,034</u>	<u>\$382,248</u>	<u>\$6,214</u>

Retail Tax Increment Financing Districts

WEST SIDE 2 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
CONTRACTUAL	(\$331)	\$0	\$0	\$0	\$0
OTHER	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>(\$331)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$809	\$455	\$458	\$460	\$3
INTEREST INCOME	<u>105</u>	<u>137</u>	<u>132</u>	<u>140</u>	<u>9</u>
TOTAL	<u>\$915</u>	<u>\$592</u>	<u>\$589</u>	<u>\$600</u>	<u>\$11</u>

RIVER NORTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
CONTRACTUAL	\$1,944	(\$56)	\$0	\$0	\$0
OTHER	<u>389,171</u>	<u>155,518</u>	<u>389,115</u>	<u>180,604</u>	<u>25,086</u>
TOTAL	<u>\$391,115</u>	<u>\$155,462</u>	<u>\$389,115</u>	<u>\$180,604</u>	<u>\$25,086</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$109,816	\$177,418	\$199,897	\$287,327	\$87,430
INTEREST INCOME	<u>111</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$109,927</u>	<u>\$177,418</u>	<u>\$199,897</u>	<u>\$287,327</u>	<u>\$87,430</u>

STATE KILBURN TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$15,786	\$26,641	\$26,262	\$26,500	\$238
INTEREST INCOME	<u>1,031</u>	<u>2,185</u>	<u>2,251</u>	<u>2,318</u>	<u>68</u>
TOTAL	<u>\$16,817</u>	<u>\$28,827</u>	<u>\$28,513</u>	<u>\$28,818</u>	<u>\$305</u>

Retail Tax Increment Financing Districts

STATE CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$47,656</u>	<u>\$43,075</u>	<u>\$43,075</u>	<u>\$92,066</u>	<u>\$48,991</u>
TOTAL	<u>\$47,656</u>	<u>\$43,075</u>	<u>\$43,075</u>	<u>\$92,066</u>	<u>\$48,991</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$70,827</u>	<u>\$79,337</u>	<u>\$93,885</u>	<u>\$94,832</u>	<u>\$946</u>
TOTAL	<u>\$70,827</u>	<u>\$79,337</u>	<u>\$93,885</u>	<u>\$94,832</u>	<u>\$946</u>

SPRINGFIELD CORNERS TAX INCEMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$508,946</u>	<u>\$500,094</u>	<u>\$500,094</u>	<u>\$515,899</u>	<u>\$15,805</u>
TOTAL	<u>\$508,946</u>	<u>\$500,094</u>	<u>\$500,094</u>	<u>\$515,899</u>	<u>\$15,805</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$234,779</u>	<u>\$198,425</u>	<u>\$219,948</u>	<u>\$222,148</u>	<u>\$2,200</u>
TOTAL	<u>\$234,779</u>	<u>\$198,425</u>	<u>\$219,948</u>	<u>\$222,148</u>	<u>\$2,200</u>

NORTH MAIN STREET TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$187,863</u>	<u>\$160,826</u>	<u>\$160,826</u>	<u>\$163,843</u>	<u>\$3,017</u>
TOTAL	<u>\$187,863</u>	<u>\$160,826</u>	<u>\$160,826</u>	<u>\$163,843</u>	<u>\$3,017</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$39,968</u>	<u>\$41,386</u>	<u>\$45,574</u>	<u>\$46,030</u>	<u>\$456</u>
TOTAL	<u>\$39,968</u>	<u>\$41,386</u>	<u>\$45,574</u>	<u>\$46,030</u>	<u>\$456</u>

Retail Tax Increment Financing Districts

MAIN AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$6,764	\$6,764	\$6,831	\$67
TOTAL	\$0	\$6,764	\$6,764	\$6,831	\$67
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$16,337	\$26,622	\$40,348	\$40,749	\$18,357
INTEREST INCOME	0	411	299	915	1,361
TOTAL	\$16,337	\$27,034	\$40,647	\$41,664	\$19,718

MAIN WHITMAN TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$96,490	\$91,961	\$91,961	\$88,882	(\$3,079)
TOTAL	\$96,490	\$91,961	\$91,961	\$88,882	(\$3,079)
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$171,867	\$119,310	\$125,326	\$126,582	\$1,255
TOTAL	\$171,867	\$119,310	\$125,326	\$126,582	\$1,255

MIDTOWN TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$33,893	\$4,689	\$4,689	\$4,736	\$47
TOTAL	\$33,893	\$4,689	\$4,689	\$4,736	\$47
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$15,203	\$18,734	\$46,506	\$46,966	\$460
INTEREST INCOME	418	538	632	1,269	637
TOTAL	\$15,621	\$19,273	\$47,138	\$48,235	\$1,097

Retail Tax Increment Financing Districts

BROADWAY TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$47,880	\$58,831	\$63,260	\$63,893	\$633
INTEREST INCOME	1,696	4,053	4,134	4,216	83
TOTAL	\$49,575	\$62,883	\$67,394	\$68,109	\$715

STATE ALPINE TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$90,000	\$90,000	\$90,000	\$90,000	\$0
TOTAL	\$90,000	\$90,000	\$90,000	\$90,000	\$0
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$113,239	\$116,279	\$113,862	\$115,000	\$1,138
INTEREST INCOME	4,020	6,003	6,183	6,369	185
TOTAL	\$117,259	\$122,283	\$120,045	\$121,369	\$1,323

MULFORD/STATE TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$91,745	\$136,666	\$136,666	\$132,880	(\$3,786)
TOTAL	\$91,745	\$136,666	\$136,666	\$132,880	(\$3,786)
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$237,782	\$266,435	\$325,155	\$331,017	\$5,862
INTEREST INCOME	3,278	7,399	7,510	7,623	113
TOTAL	\$241,060	\$273,835	\$332,665	\$338,640	\$5,862

Retail Tax Increment Financing Districts

JEFFERSON/NORTH 3RD TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$15,609</u>	<u>\$15,801</u>	<u>\$15,801</u>	<u>\$40,365</u>	<u>\$24,564</u>
TOTAL	<u>\$15,609</u>	<u>\$15,801</u>	<u>\$15,801</u>	<u>\$40,365</u>	<u>\$24,564</u>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$15,834</u>	<u>\$15,801</u>	<u>\$40,365</u>	<u>\$41,170</u>	<u>\$805</u>
INTEREST INCOME	<u>33</u>	<u>61</u>	<u>62</u>	<u>64</u>	<u>2</u>
TOTAL	<u>\$15,867</u>	<u>\$15,861</u>	<u>\$40,427</u>	<u>\$41,234</u>	<u>\$807</u>

AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$20,068</u>	<u>\$28,719</u>	<u>\$48,341</u>	<u>\$48,824</u>	<u>\$483</u>
INTEREST INCOME	<u>264</u>	<u>1,025</u>	<u>1,035</u>	<u>0</u>	<u>(1,035)</u>
TOTAL	<u>\$20,332</u>	<u>\$29,743</u>	<u>\$49,375</u>	<u>\$48,824</u>	<u>(\$551)</u>

AMEROCK HOTEL TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$0</u>	<u>\$281</u>	<u>\$758</u>	<u>\$774</u>	<u>\$16</u>
INTEREST INCOME	<u>0</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>
TOTAL	<u>\$0</u>	<u>\$284</u>	<u>\$762</u>	<u>\$778</u>	<u>\$16</u>

BUDGET HIGHLIGHTS

) This 18 district group collectively runs a surplus from 2018 through 2028. The deficit generators are North Main, a high deficit year (2022) of \$1,831,861 and an estimated ending deficit of \$1,747,367 in 2026 and Springfield Corners, a high deficit year (2022) of \$2,221,104 and an estimated ending deficit of \$1,524,911 in 2025.

Retail Tax Increment Financing Districts

RETAIL TAX INCREMENT FIVE YEAR FORECAST

The 2021-2025 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$129	\$130	\$131	\$0	\$0
EXPENDITURES	<u>35</u>	<u>36</u>	<u>36</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>93</u>	<u>94</u>	<u>95</u>	<u>0</u>	<u>0</u>
BEGINNING BALANCE	<u>(76)</u>	<u>17</u>	<u>111</u>	<u>207</u>	<u>209</u>
ENDING BALANCE	<u>\$17</u>	<u>\$111</u>	<u>\$207</u>	<u>\$207</u>	<u>\$209</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$389	\$395	\$401	\$408	\$415
EXPENDITURES	<u>238</u>	<u>237</u>	<u>186</u>	<u>188</u>	<u>189</u>
EXCESS (DEFICIT)	<u>151</u>	<u>158</u>	<u>215</u>	<u>220</u>	<u>226</u>
BEGINNING BALANCE	<u>436</u>	<u>587</u>	<u>745</u>	<u>960</u>	<u>1,180</u>
ENDING BALANCE	<u>\$587</u>	<u>\$745</u>	<u>\$960</u>	<u>\$1,180</u>	<u>\$1,406</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</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>11</u>	<u>11</u>	<u>12</u>	<u>12</u>
ENDING BALANCE	<u>\$11</u>	<u>\$12</u>	<u>\$12</u>	<u>\$13</u>	<u>\$13</u>

Retail Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$293	\$298	\$304	\$310	\$316
EXPENDITURES	<u>265</u>	<u>268</u>	<u>272</u>	<u>276</u>	<u>279</u>
EXCESS (DEFICIT)	<u>28</u>	<u>30</u>	<u>32</u>	<u>34</u>	<u>37</u>
BEGINNING BALANCE	<u>(2)</u>	<u>25</u>	<u>55</u>	<u>88</u>	<u>122</u>
ENDING BALANCE	<u>\$26</u>	<u>\$55</u>	<u>\$87</u>	<u>\$122</u>	<u>\$159</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$29	\$30	\$30	\$30	\$31
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>29</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>31</u>
BEGINNING BALANCE	<u>206</u>	<u>235</u>	<u>264</u>	<u>294</u>	<u>325</u>
ENDING BALANCE	<u>\$235</u>	<u>\$265</u>	<u>\$294</u>	<u>\$324</u>	<u>\$356</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$96	\$97	\$98	\$99	\$100
EXPENDITURES	<u>102</u>	<u>102</u>	<u>102</u>	<u>102</u>	<u>2</u>
EXCESS (DEFICIT)	<u>(6)</u>	<u>(5)</u>	<u>(4)</u>	<u>(3)</u>	<u>98</u>
BEGINNING BALANCE	<u>(80)</u>	<u>(86)</u>	<u>(91)</u>	<u>(96)</u>	<u>(99)</u>
ENDING BALANCE	<u>(\$86)</u>	<u>(\$91)</u>	<u>(\$95)</u>	<u>(\$99)</u>	<u>(\$1)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$324	\$327	\$329	\$331	\$233
EXPENDITURES	<u>371</u>	<u>431</u>	<u>171</u>	<u>13</u>	<u>13</u>
EXCESS (DEFICIT)	<u>(47)</u>	<u>(104)</u>	<u>158</u>	<u>318</u>	<u>220</u>
BEGINNING BALANCE	<u>(2,070)</u>	<u>(2,116)</u>	<u>(2,221)</u>	<u>(2,063)</u>	<u>(1,745)</u>
ENDING BALANCE	<u>(\$2,117)</u>	<u>(\$2,220)</u>	<u>(\$2,063)</u>	<u>(\$1,745)</u>	<u>(\$1,525)</u>

Retail Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$46	\$47	\$47	\$48	\$48
EXPENDITURES	<u>157</u>	<u>155</u>	<u>27</u>	<u>27</u>	<u>27</u>
EXCESS (DEFICIT)	<u>(110)</u>	<u>(108)</u>	<u>20</u>	<u>21</u>	<u>22</u>
BEGINNING BALANCE	<u>(1,614)</u>	<u>(1,724)</u>	<u>(1,832)</u>	<u>(1,812)</u>	<u>(1,791)</u>
ENDING BALANCE	<u>(\$1,724)</u>	<u>(\$1,832)</u>	<u>(\$1,812)</u>	<u>(\$1,791)</u>	<u>(\$1,770)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$43	\$44	\$44	\$45	\$46
EXPENDITURES	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
EXCESS (DEFICIT)	<u>36</u>	<u>37</u>	<u>37</u>	<u>38</u>	<u>39</u>
BEGINNING BALANCE	<u>96</u>	<u>132</u>	<u>168</u>	<u>206</u>	<u>244</u>
ENDING BALANCE	<u>\$132</u>	<u>\$169</u>	<u>\$205</u>	<u>\$244</u>	<u>\$283</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$128	\$129	\$130	\$132	\$133
EXPENDITURES	<u>86</u>	<u>132</u>	<u>128</u>	<u>126</u>	<u>119</u>
EXCESS (DEFICIT)	<u>42</u>	<u>(3)</u>	<u>2</u>	<u>6</u>	<u>14</u>
BEGINNING BALANCE	<u>(419)</u>	<u>(377)</u>	<u>(380)</u>	<u>(377)</u>	<u>(372)</u>
ENDING BALANCE	<u>(\$377)</u>	<u>(\$380)</u>	<u>(\$378)</u>	<u>(\$371)</u>	<u>(\$358)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$49	\$51	\$52	\$53	\$54
EXPENDITURES	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
EXCESS (DEFICIT)	<u>44</u>	<u>46</u>	<u>47</u>	<u>48</u>	<u>49</u>
BEGINNING BALANCE	<u>128</u>	<u>173</u>	<u>218</u>	<u>265</u>	<u>313</u>
ENDING BALANCE	<u>\$172</u>	<u>\$219</u>	<u>\$265</u>	<u>\$313</u>	<u>\$362</u>

Retail Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$69	\$70	\$70	\$71	\$72
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>69</u>	<u>70</u>	<u>70</u>	<u>71</u>	<u>72</u>
BEGINNING BALANCE	<u>408</u>	<u>477</u>	<u>547</u>	<u>617</u>	<u>688</u>
ENDING BALANCE	<u>\$477</u>	<u>\$547</u>	<u>\$617</u>	<u>\$688</u>	<u>\$760</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$123	\$124	\$126	\$127	\$128
EXPENDITURES	<u>90</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
EXCESS (DEFICIT)	<u>33</u>	<u>74</u>	<u>76</u>	<u>77</u>	<u>78</u>
BEGINNING BALANCE	<u>493</u>	<u>526</u>	<u>600</u>	<u>676</u>	<u>753</u>
ENDING BALANCE	<u>\$526</u>	<u>\$600</u>	<u>\$676</u>	<u>\$753</u>	<u>\$831</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$345	\$351	\$357	\$364	\$370
EXPENDITURES	<u>134</u>	<u>136</u>	<u>138</u>	<u>139</u>	<u>141</u>
EXCESS (DEFICIT)	<u>211</u>	<u>215</u>	<u>219</u>	<u>225</u>	<u>229</u>
BEGINNING BALANCE	<u>892</u>	<u>1,102</u>	<u>1,317</u>	<u>1,537</u>	<u>1,762</u>
ENDING BALANCE	<u>\$1,103</u>	<u>\$1,317</u>	<u>\$1,536</u>	<u>\$1,762</u>	<u>\$1,991</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$42	\$43	\$44	\$45	\$46
EXPENDITURES	<u>41</u>	<u>42</u>	<u>43</u>	<u>44</u>	<u>45</u>
EXCESS (DEFICIT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
BEGINNING BALANCE	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>
ENDING BALANCE	<u>\$28</u>	<u>\$29</u>	<u>\$30</u>	<u>\$31</u>	<u>\$32</u>

Retail Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$49	\$50	\$50	\$51	\$51
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>49</u>	<u>50</u>	<u>50</u>	<u>51</u>	<u>51</u>
BEGINNING BALANCE	<u>169</u>	<u>218</u>	<u>268</u>	<u>318</u>	<u>369</u>
ENDING BALANCE	<u>\$218</u>	<u>\$268</u>	<u>\$318</u>	<u>\$369</u>	<u>\$420</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$597	\$1,289	\$1,362	\$1,383	\$1,404
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>597</u>	<u>1,289</u>	<u>1,362</u>	<u>1,383</u>	<u>1,404</u>
BEGINNING BALANCE	<u>2</u>	<u>599</u>	<u>1,889</u>	<u>3,251</u>	<u>4,634</u>
ENDING BALANCE	<u>\$599</u>	<u>\$1,888</u>	<u>\$3,251</u>	<u>\$4,634</u>	<u>\$6,038</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 eight industrial TIF Districts, Kishwaukee-Harrison #1 and #2, Preston and Central, Rockford Global Trade Park #1, #2, #3, Global Trade Park South and Colman Village.

OBJECTIVES FOR FISCAL YEAR 2020

-) Market remaining lot within Logistics Park with adjacent property for industrial users.
-) Determine how to fund improvements at the Global Trade Park using a combination of private and public dollars.
-) Complete engineering cost estimates for offsite public improvements for Global Trade Park South.
-) Advance property acquisition control options with landowners in the Global Trade Park South Redevelopment Planning Area.
-) Advance discussions and plans with OmniTRAX and Illinois Railway to upgrade access to Rockford Global Trade Park sites.
-) Advance development of Business Park 2 & 20.
-) Continue to work with Chicago Rockford International Airport to market and expand its Cargo Freight growth.
-) Continue to work with AAR on its workforce fulfillment initiatives.
-) Secure funding for and construct Logistics Parkway extension.
-) Participate in the construction of the Love's Truck Stop Road Intersection and Access Road to Park 2&20.
-) Advance plans to redevelop Southgate Shopping Center area on Sandy Hollow and 11th Street.
-) Continue implementation of Global Trade Park branding and signage.
-) Advance sanitary sewer extension to Gensler property.
-) Continue cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council (RAEDC).
-) Prepare and assist landowners in advancing properties to the Qualified Sites Program.
-) Complete annual Tax Increment Financing Report.
-) Attract a minimum of two new companies to industrial TIFs.
-) Assist a minimum of four existing companies to expand in industrial TIFs.
-) Identify the best use for available properties and work towards site readiness.

Industrial Tax Increment Financing Districts

BUDGET SUMMARIES

KISHWAUKEE HARRISON #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$33,920	\$34,736	\$34,736	\$35,938	\$1,202
TOTAL	\$33,920	\$34,736	\$34,736	\$35,938	\$1,202

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$39,918	\$40,461	\$41,861	\$42,280	\$419
INTEREST INCOME	1,119	1,935	1,789	1,923	134
TOTAL	\$41,037	\$42,396	\$43,651	\$44,203	\$553

KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$0	\$0	\$0	\$0	\$0
INTEREST INCOME	6	10	10	10	(0)
TOTAL	\$6	\$10	\$10	\$10	(\$0)

PRESTON CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$100,510	\$98,984	\$98,984	\$121,793	\$22,809
TOTAL	\$100,510	\$98,984	\$98,984	\$121,793	\$22,809

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$77,081	\$79,259	\$79,142	\$79,900	\$758
TOTAL	\$77,081	\$79,259	\$79,142	\$79,900	\$758

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>812,758</u>	<u>383,650</u>	<u>383,650</u>	<u>594,207</u>	<u>210,557</u>
TOTAL	<u>\$812,758</u>	<u>\$393,650</u>	<u>\$393,650</u>	<u>\$604,207</u>	<u>\$210,557</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$852,805</u>	<u>\$1,094,132</u>	<u>\$976,852</u>	<u>\$986,600</u>	<u>\$9,748</u>
TOTAL	<u>\$852,805</u>	<u>\$1,094,132</u>	<u>\$976,852</u>	<u>\$986,600</u>	<u>\$9,748</u>

GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>385,752</u>	<u>386,572</u>	<u>386,627</u>	<u>386,627</u>	<u>55</u>
TOTAL	<u>\$385,752</u>	<u>\$386,572</u>	<u>\$386,627</u>	<u>\$386,627</u>	<u>\$55</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$239,845</u>	<u>\$242,378</u>	<u>\$246,196</u>	<u>\$248,700</u>	<u>\$2,504</u>
TRANSFER FROM TIF	<u>148,464</u>	<u>31,322</u>	<u>31,671</u>	<u>277,914</u>	<u>246,243</u>
INTEREST INCOME	<u>2,107</u>	<u>1,870</u>	<u>1,454</u>	<u>0</u>	<u>(1,454)</u>
TOTAL	<u>\$390,416</u>	<u>\$275,571</u>	<u>\$279,321</u>	<u>\$526,614</u>	<u>\$247,293</u>

GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$34,708</u>	<u>\$31,744</u>	<u>\$31,744</u>	<u>\$29,400</u>	<u>(\$2,344)</u>
TOTAL	<u>\$34,708</u>	<u>\$31,744</u>	<u>\$31,744</u>	<u>\$29,400</u>	<u>(\$2,344)</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$29,853</u>	<u>\$32,691</u>	<u>\$49,960</u>	<u>\$50,500</u>	<u>\$540</u>
INTEREST INCOME	<u>459</u>	<u>0</u>	<u>0</u>	<u>144</u>	<u>144</u>
TOTAL	<u>\$30,313</u>	<u>\$32,691</u>	<u>\$49,960</u>	<u>\$50,644</u>	<u>\$684</u>

Industrial Tax Increment Financing Districts

GLOBAL TRADE PARK SOUTH TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$738</u>	<u>\$750</u>	<u>\$750</u>	<u>\$750</u>	<u>\$0</u>
TOTAL	<u>\$738</u>	<u>\$750</u>	<u>\$750</u>	<u>\$750</u>	<u>\$0</u>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$21,842</u>	<u>\$25,957</u>	<u>\$22,763</u>	<u>\$22,991</u>	<u>\$228</u>
INTEREST INCOME	<u>543</u>	<u>1,470</u>	<u>1,468</u>	<u>1,820</u>	<u>352</u>
TOTAL	<u>\$22,385</u>	<u>\$27,428</u>	<u>\$24,232</u>	<u>\$24,811</u>	<u>\$580</u>

COLEMAN VILLAGE TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	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>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
INTEREST INCOME	<u>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>

BUDGET HIGHLIGHTS

) This eight district group collectively runs a surplus from 2018 through 2028. The deficit generator is Preston Central, a high deficit year (2026) of \$1,813,768 and an estimated ending deficit of \$1,648,041 in 2030.

INDUSTRIAL TAX INCREMENT FINANCING FIVE YEAR FORECAST

The 2021-2025 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	<u>\$45</u>	<u>\$45</u>	<u>\$46</u>	<u>\$46</u>	<u>\$47</u>
EXPENDITURES	<u>36</u>	<u>37</u>	<u>37</u>	<u>37</u>	<u>38</u>
EXCESS (DEFICIT)	<u>8</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
BEGINNING BALANCE	<u>136</u>	<u>145</u>	<u>154</u>	<u>162</u>	<u>171</u>
ENDING BALANCE	<u>\$145</u>	<u>\$154</u>	<u>\$162</u>	<u>\$171</u>	<u>\$181</u>

Industrial Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</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>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$81	\$82	\$82	\$83	\$84
EXPENDITURES	<u>119</u>	<u>115</u>	<u>112</u>	<u>109</u>	<u>107</u>
EXCESS (DEFICIT)	<u>(38)</u>	<u>(33)</u>	<u>(30)</u>	<u>(26)</u>	<u>(23)</u>
BEGINNING BALANCE	<u>(1,618)</u>	<u>(1,656)</u>	<u>(1,690)</u>	<u>(1,720)</u>	<u>(1,745)</u>
ENDING BALANCE	<u>(\$1,656)</u>	<u>(\$1,689)</u>	<u>(\$1,720)</u>	<u>(\$1,746)</u>	<u>(\$1,768)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$998	\$1,016	\$1,035	\$1,053	\$1,074
EXPENDITURES	<u>459</u>	<u>456</u>	<u>453</u>	<u>339</u>	<u>329</u>
EXCESS (DEFICIT)	<u>539</u>	<u>560</u>	<u>582</u>	<u>714</u>	<u>745</u>
BEGINNING BALANCE	<u>96</u>	<u>636</u>	<u>1,196</u>	<u>1,777</u>	<u>2,491</u>
ENDING BALANCE	<u>\$635</u>	<u>\$1,196</u>	<u>\$1,778</u>	<u>\$2,491</u>	<u>\$3,236</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$390	\$391	\$391	\$380	\$367
EXPENDITURES	<u>387</u>	<u>387</u>	<u>388</u>	<u>381</u>	<u>367</u>
EXCESS (DEFICIT)	<u>3</u>	<u>4</u>	<u>3</u>	<u>(1)</u>	<u>0</u>
BEGINNING BALANCE	<u>130</u>	<u>133</u>	<u>136</u>	<u>140</u>	<u>139</u>
ENDING BALANCE	<u>\$133</u>	<u>\$137</u>	<u>\$139</u>	<u>\$139</u>	<u>\$139</u>

Industrial Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$51	\$52	\$53	\$54	\$55
EXPENDITURES	<u>30</u>	<u>30</u>	<u>30</u>	<u>31</u>	<u>31</u>
EXCESS (DEFICIT)	<u>21</u>	<u>22</u>	<u>23</u>	<u>23</u>	<u>24</u>
BEGINNING BALANCE	<u>31</u>	<u>53</u>	<u>75</u>	<u>98</u>	<u>121</u>
ENDING BALANCE	<u>\$52</u>	<u>\$75</u>	<u>\$98</u>	<u>\$121</u>	<u>\$145</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$25	\$26	\$27	\$27	\$28
EXPENDITURES	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
EXCESS (DEFICIT)	<u>24</u>	<u>25</u>	<u>26</u>	<u>26</u>	<u>27</u>
BEGINNING BALANCE	<u>145</u>	<u>170</u>	<u>195</u>	<u>221</u>	<u>248</u>
ENDING BALANCE	<u>\$169</u>	<u>\$195</u>	<u>\$221</u>	<u>\$247</u>	<u>\$275</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$0	\$66	\$619	\$1,096	\$1,112
EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>0</u>	<u>66</u>	<u>619</u>	<u>1,096</u>	<u>1,112</u>
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>66</u>	<u>686</u>	<u>1,781</u>
ENDING BALANCE	<u>\$0</u>	<u>\$66</u>	<u>\$685</u>	<u>\$1,782</u>	<u>\$2,893</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 2020

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

BUDGET SUMMARIES

LINCOLNWOOD #1 TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$0	\$56,824	\$56,824	\$0	(\$56,824)
TOTAL	\$0	\$56,824	\$56,824	\$0	(\$56,824)
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$54,611	\$54,282	\$54,120	\$54,661	\$541
INTEREST INCOME	313	999	1,042	1,018	(25)
TOTAL	\$54,924	\$55,281	\$55,162	\$55,679	\$516

Residential Tax Increment Financing Districts

LINCOLNWOOD #2 TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
OTHER	<u>\$62,449</u>	<u>\$57,725</u>	<u>\$57,725</u>	<u>\$81,572</u>	<u>\$23,847</u>
TOTAL	<u>\$62,449</u>	<u>\$57,725</u>	<u>\$57,725</u>	<u>\$81,572</u>	<u>\$23,847</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$57,822</u>	<u>\$39,411</u>	<u>\$57,822</u>	<u>\$41,546</u>	<u>(\$16,276)</u>
TOTAL	<u>\$57,822</u>	<u>\$39,411</u>	<u>\$57,822</u>	<u>\$41,546</u>	<u>(\$16,276)</u>

RIVER OAKS TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
OTHER	<u>\$352,265</u>	<u>\$358,265</u>	<u>\$358,265</u>	<u>\$49,457</u>	<u>(\$308,808)</u>
TOTAL	<u>\$352,265</u>	<u>\$358,265</u>	<u>\$358,265</u>	<u>\$49,457</u>	<u>(\$308,808)</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$23,469</u>	<u>\$22,066</u>	<u>\$23,971</u>	<u>\$24,211</u>	<u>\$240</u>
TOTAL	<u>\$23,469</u>	<u>\$22,066</u>	<u>\$23,971</u>	<u>\$24,211</u>	<u>\$240</u>

GARRISON TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
OTHER	<u>\$142,898</u>	<u>\$137,903</u>	<u>\$142,898</u>	<u>\$185,217</u>	<u>\$47,314</u>
TOTAL	<u>\$142,898</u>	<u>\$137,903</u>	<u>\$142,898</u>	<u>\$185,217</u>	<u>\$47,314</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$116,248</u>	<u>\$104,038</u>	<u>\$74,345</u>	<u>\$127,136</u>	<u>\$1,259</u>
TOTAL	<u>\$116,248</u>	<u>\$104,038</u>	<u>\$74,345</u>	<u>\$127,136</u>	<u>\$1,259</u>

Residential Tax Increment Financing Districts

HOPE SIX TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$260,876</u>	<u>\$251,805</u>	<u>\$251,805</u>	<u>\$253,750</u>	<u>\$1,945</u>
TOTAL	<u>\$260,876</u>	<u>\$251,805</u>	<u>\$251,805</u>	<u>\$253,750</u>	<u>\$1,945</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$147,373</u>	<u>\$134,369</u>	<u>\$131,148</u>	<u>\$132,459</u>	<u>\$1,311</u>
TOTAL	<u>\$147,373</u>	<u>\$134,369</u>	<u>\$131,148</u>	<u>\$132,459</u>	<u>\$1,311</u>

JACKSON SCHOOL TAX INCREMENT FINANCING BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$17,053</u>	<u>\$30,083</u>	<u>\$30,083</u>	<u>\$116,012</u>	<u>\$85,929</u>
TOTAL	<u>\$17,053</u>	<u>\$30,083</u>	<u>\$30,083</u>	<u>\$116,012</u>	<u>\$85,929</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$30,288</u>	<u>\$32,516</u>	<u>\$32,975</u>	<u>\$33,300</u>	<u>\$325</u>
TOTAL	<u>\$30,288</u>	<u>\$32,516</u>	<u>\$32,975</u>	<u>\$33,300</u>	<u>\$325</u>

BUDGET HIGHLIGHTS

) This six district group collectively has a deficit of \$3,647,313 from 2018 through 2028. The deficit generators are Hope 6, a high deficit year (2023) of \$1,492,420 and an estimated ending deficit of \$789,310 in 2028, Garrison, a high deficit year (2023) of \$1,044,053 and an estimated ending deficit of \$429,777 in 2028, and River Oaks, a high deficit year (2028) of \$3.53 million never turning positive.

RESIDENTIAL TAX INCREMENT FINANCING DISTRICT FIVE YEAR FORECAST

The 2021-2025 five-year forecasts assume 1% growth for property taxes. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$57	\$58	\$60	\$1,339	\$1,352
EXPENDITURES	0	0	0	1,048	1,058
EXCESS (DEFICIT)	57	58	60	291	294
BEGINNING BALANCE	124	181	239	0	0
ENDING BALANCE	<u>\$181</u>	<u>\$239</u>	<u>\$299</u>	<u>\$291</u>	<u>\$294</u>

Residential Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$42	\$42	\$43	\$43	\$44
EXPENDITURES	<u>78</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>0</u>
EXCESS (DEFICIT)	<u>(36)</u>	<u>40</u>	<u>41</u>	<u>42</u>	<u>44</u>
BEGINNING BALANCE	<u>(119)</u>	<u>(155)</u>	<u>(115)</u>	<u>(74)</u>	<u>(32)</u>
ENDING BALANCE	<u>(\$155)</u>	<u>(\$115)</u>	<u>(\$74)</u>	<u>(\$32)</u>	<u>\$12</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$24	\$25	\$25	\$25	\$25
EXPENDITURES	<u>50</u>	<u>50</u>	<u>51</u>	<u>51</u>	<u>51</u>
EXCESS (DEFICIT)	<u>(26)</u>	<u>(25)</u>	<u>(26)</u>	<u>(26)</u>	<u>(26)</u>
BEGINNING BALANCE	<u>(3,322)</u>	<u>(3,348)</u>	<u>(3,373)</u>	<u>(3,399)</u>	<u>(3,425)</u>
ENDING BALANCE	<u>(\$3,348)</u>	<u>(\$3,373)</u>	<u>(\$3,399)</u>	<u>(\$3,425)</u>	<u>(\$3,451)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$128	\$130	\$131	\$132	\$134
EXPENDITURES	<u>178</u>	<u>271</u>	<u>256</u>	<u>16</u>	<u>14</u>
EXCESS (DEFICIT)	<u>(50)</u>	<u>(141)</u>	<u>(125)</u>	<u>116</u>	<u>120</u>
BEGINNING BALANCE	<u>(728)</u>	<u>(778)</u>	<u>(919)</u>	<u>(1,044)</u>	<u>(927)</u>
ENDING BALANCE	<u>(\$778)</u>	<u>(\$919)</u>	<u>(\$1,044)</u>	<u>(\$928)</u>	<u>(\$807)</u>

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$134	\$135	\$136	\$138	\$139
EXPENDITURES	<u>243</u>	<u>238</u>	<u>252</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>(109)</u>	<u>(103)</u>	<u>(116)</u>	<u>138</u>	<u>139</u>
BEGINNING BALANCE	<u>(1,165)</u>	<u>(1,274)</u>	<u>(1,377)</u>	<u>(1,492)</u>	<u>(1,355)</u>
ENDING BALANCE	<u>(\$1,274)</u>	<u>(\$1,377)</u>	<u>(\$1,492)</u>	<u>(\$1,355)</u>	<u>(\$1,215)</u>

Residential Tax Increment Financing Districts

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$34	\$34	\$34	\$35	\$35
EXPENDITURES	<u>16</u>	<u>15</u>	<u>10</u>	<u>0</u>	<u>0</u>
EXCESS (DEFICIT)	<u>18</u>	<u>19</u>	<u>24</u>	<u>35</u>	<u>35</u>
BEGINNING BALANCE	<u>(209)</u>	<u>(192)</u>	<u>(173)</u>	<u>(149)</u>	<u>(114)</u>
ENDING BALANCE	<u>(\$191)</u>	<u>(\$173)</u>	<u>(\$149)</u>	<u>(\$114)</u>	<u>(\$79)</u>

Human Services

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2020

-) Sustain functional zero for chronic homelessness and veteran homelessness.
-) Continue general neighborhood pilot projects.

Human Services

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

HUMAN SERVICES BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,781,844	\$6,368,657	\$5,962,162	\$6,975,479	\$606,822
CONTRACTUAL	2,999,036	3,288,693	2,933,621	3,148,009	(140,684)
SUPPLIES	472,649	754,300	554,981	754,300	0
OTHER	<u>7,557,984</u>	<u>4,571,875</u>	<u>7,927,634</u>	<u>4,571,875</u>	<u>0</u>
TOTAL	<u>\$16,811,513</u>	<u>\$14,983,525</u>	<u>\$17,378,398</u>	<u>\$15,449,663</u>	<u>\$466,138</u>
FUNDING SOURCE	2017	2018	2019	2020	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	\$12,063,762	\$15,756,728	\$11,888,715	\$11,888,715	\$0
STATE	<u>3,737,101</u>	<u>4,774,353</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>0</u>
TOTAL	<u>\$15,800,863</u>	<u>\$20,531,081</u>	<u>\$15,388,715</u>	<u>\$15,388,715</u>	<u>\$0</u>

Human Services

HUMAN SERVICES DEPARTMENT PERSONNEL AUTHORIZATION

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
EXEC DIR HUMAN SERVICES	315	1.00	1.00	0.00
DEPUTY DIRECTOR HUMAN SERVICES	511	1.00	1.00	0.00
HEADSTART DIRECTOR	512	1.00	1.00	0.00
COMMUNITY SERVICES DIRECTOR	512	1.00	1.00	0.00
EHS PACE TEAM LEADER	507	1.00	0.80	(0.20)
EHS TEAM LEADER	509	1.00	1.00	0.00
COMMUNITY PARTNER COORDINATOR	507	3.00	4.00	1.00
FAMILY SERVICES TEAM LEADER	509	1.00	2.00	1.00
HEALTH SERVICES TEAM LEADER	509	1.00	1.00	0.00
COMMUNITY CARE MANAGER	509	1.00	1.00	0.00
PARTNER SERVICES TEAM LEADER	509	1.00	1.00	0.00
FISCAL OFFICER	108	1.00	1.00	0.00
SPEC NEEDS/MENTL HEALTH CO EX	505	1.00	1.00	0.00
CS HOMELESS COORDINATOR	506	1.00	1.00	0.00
CS DRUGFREE COORDINATOR	506	1.00	1.00	0.00
CSBG PROGRAM COORDINATOR	506	1.00	1.00	0.00
COMMUNITY ENGAGEMENT COORD	506	0.00	1.00	1.00
WEATHERIZATION COORDINATOR	506	0.00	1.00	1.00
WEATHERIZATION SPECIALIST II	505	1.00	1.00	0.00
WEATHERIZATION SPECIALIST I	503	1.00	1.00	0.00
HOUSING ADVOCATE	505	1.00	2.00	1.00
RECRUITMENT/ENROLLMENT SPEC	505	1.00	1.00	0.00
ENERGY SPECIALIST	505	1.00	1.00	0.00
TRANSPORTATION SPECIALIST	505	1.00	1.00	0.00
SR. ADMINISTRATIVE ASST	505	1.00	1.00	0.00
YOUTH ADVOCATE WORKER	505	0.00	1.00	1.00
COACH MENTOR	505	2.00	2.00	0.00
OUTREACH WORKER	504	4.00	2.00	(2.00)
ACCOUNTANT	107	0.00	1.00	1.00
SENIOR ACCOUNT CLERK HS	102	3.00	2.00	(1.00)
ADMINISTRATIVE ASSISTANT	501	2.00	2.00	0.00
SENIOR OFFICE ASSISTANT	501	3.00	3.00	0.00
PROGRAM DATA SPECIALIST	501	1.00	1.00	0.00
MAINTENANCE REPAIR TECH	SAFETY	0.63	0.63	0.00
TEACHER	AF	18.24	25.26	7.02
EHS HOME VISITOR TEACHER	AF	11.00	8.00	(3.00)
PACE TEACHER	AF	0.00	9.48	9.48
FAMILY SUPPORT SPECIALIST	AF	9.53	0.00	(9.53)
ASSISTANT TEACHER	AF	0.00	1.52	1.52
PROGRAM SUPPORT ASSISTANT	AF	2.00	3.00	1.00
OFFICE ASSISTANT	AF	3.00	<u>0.00</u>	<u>(3.00)</u>
TOTAL PERSONNEL		<u>84.40</u>	<u>91.69</u>	<u>7.29</u>

Human Services

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflect increases primarily due to net additions in 7.29 FTE positions, 2% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expenses decrease \$140,680 primarily due to adjustments in internal service costs.
-) Supplies and Other expenses remain the same as in 2019.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$15,388,715	\$15,388,715	\$15,388,715	\$15,388,715	\$15,388,715
EXPENDITURES	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>	<u>15,388,715</u>
EXCESS (DEFICIT)	0	0	0	0	0
BEGINNING BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

The 2021-2025 five year financial forecast assumes that all grants and other funding sources for Human Services will remain stable. From year to year, increases and decreases have fluctuated between five and 30 percent. The instability of year to year funding levels is due to the 100 percent dependence each year on state and federal funding. Since levels of expenditures are tied directly to the amount allocated by outside funding sources, both revenue and expenditures are projected at the same amount for five years.

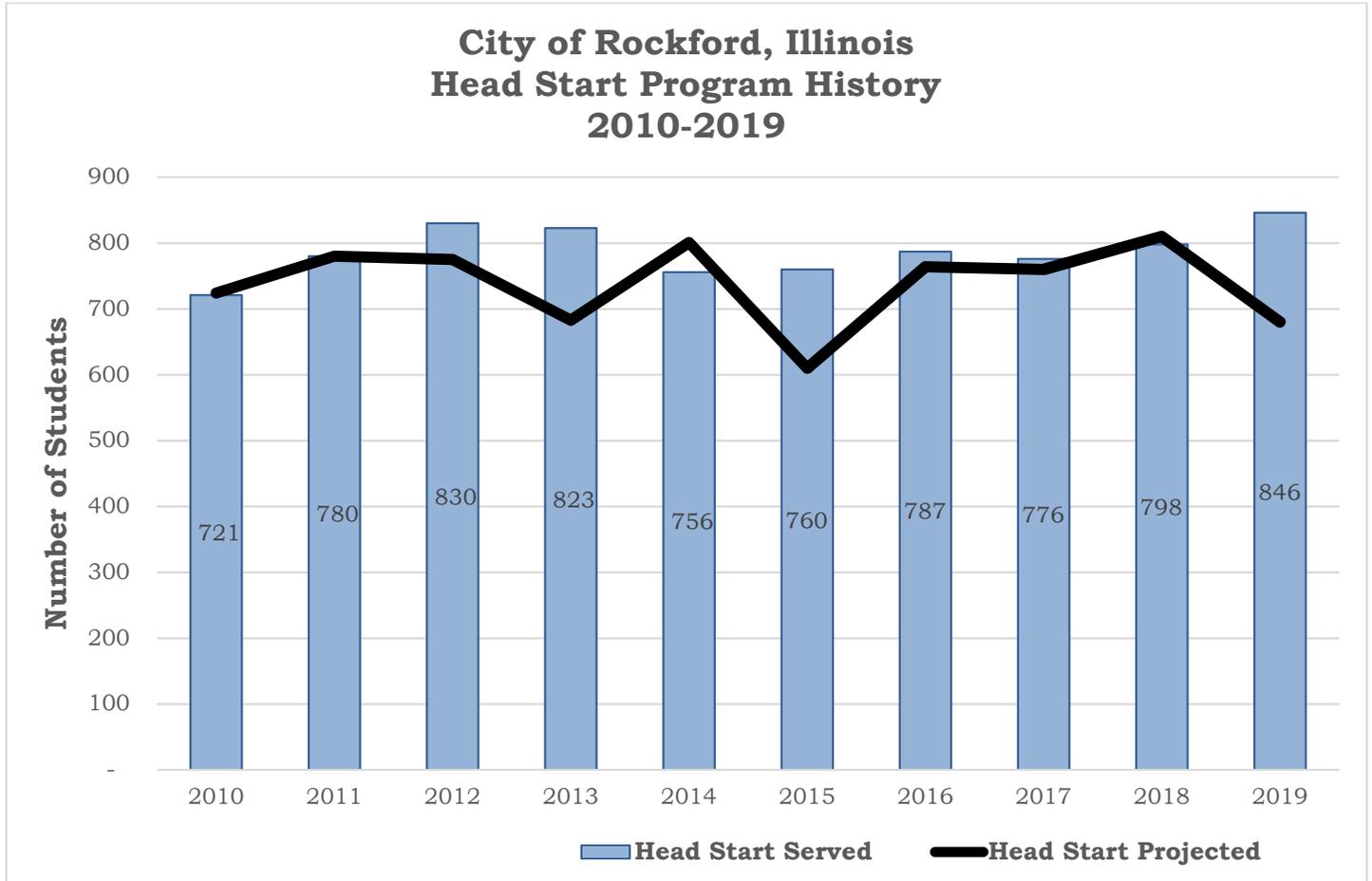
HUMAN SERVICES DEPARTMENT PERFORMANCE MEASURES

	2018 ACTUAL	2019 BUDGET	2018 ACTUAL	2019 BUDGET
ELIMINATION OF YOUTH HOMELESSNESS	89%	100%	100%	100%
% FAMILY/SINGLE HOMELESSNESS	96%	90%	90%	90%
% OF GARDENS HOLDING TEACHING EVENTS	86%	75%	75%	0%
% OF FUNDED NEIGHBORHOODS COMPLETING PROJECTS	25%	0%	0%	75%
% BUSINESSES TRAINED IN BASSET WHO REMAIN COMPLIANT**	100%	100%	0%	-----
% HOMES WEATHERIZED THAT MET AIR SEALING TARGET	98%	98%	98%	98%
% OF ON TIME PIPP PAYMENTS	87%	85%	85%	90%
% ENROLLED IN JOB TRAINING WHO COMPLETE TRAINING	93%	85%	95%	90%
% ENROLLED IN WORK EXPERIENCE WHO COMPLETE PROGRAM**	72%	75%	50%	-----
% HOUSEHOLDS STABILIZED DUE TO EMERGENCY ASSISTANCE	90%	90%	90%	90%
HEAD START FUNDED ENROLLMENT	656	534	658	534
EARLY HEAD START FUNDED ENROLLMENT	142	146	188	146
HEAD START/EARLY HEAD START FAMILIES SERVED	733	725	744	725
EARLY HEAD START PREGNANT WOMEN SERVED	11	10	13	10
EARLY HEAD START/CHILD CARE PARTNERSHIP FUNDED ENROLLMENT	60	55	61	40
HEAD START/PRE-K FUNDED ENROLLMENT	0	0	0	0

**program suspended

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 2019, the Human Services Department provided the program to an estimated 846 children.

Rockford Mass Transit District Subsidy

MISSION STATEMENT

The City, along with Federal and State governments, finances 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. Service is provided through eleven routes until 7:00 p.m.; 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

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
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>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
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 2020 RMTD budget, July 1, 2019, to June 30, 2020, proposes spending \$18,542,202.
-) 2020 operating revenue from the District is estimated at \$1,871,751. Overall, District revenues account for 10% of the necessary funding with the remaining \$16,670,451 (90%) being provided by the Federal Government, the State of Illinois, and area municipalities.

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

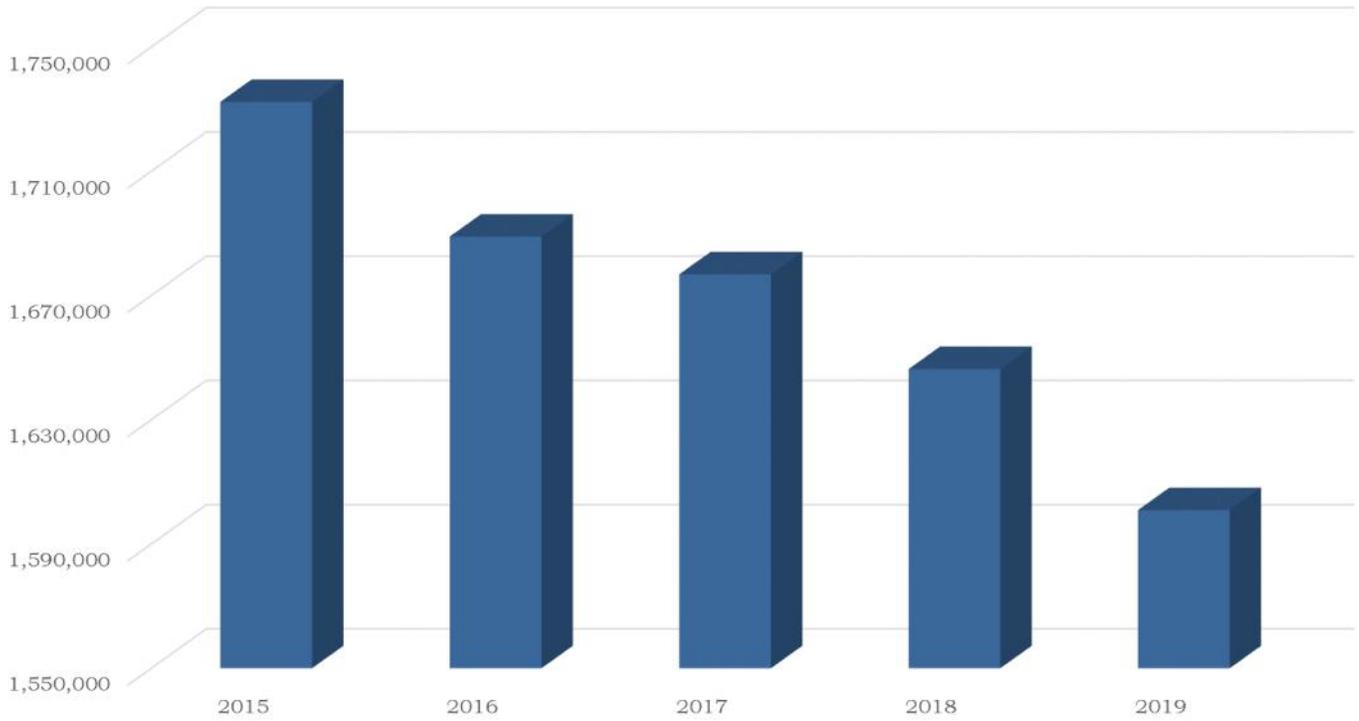
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
CITY SUBSIDY	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524

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.

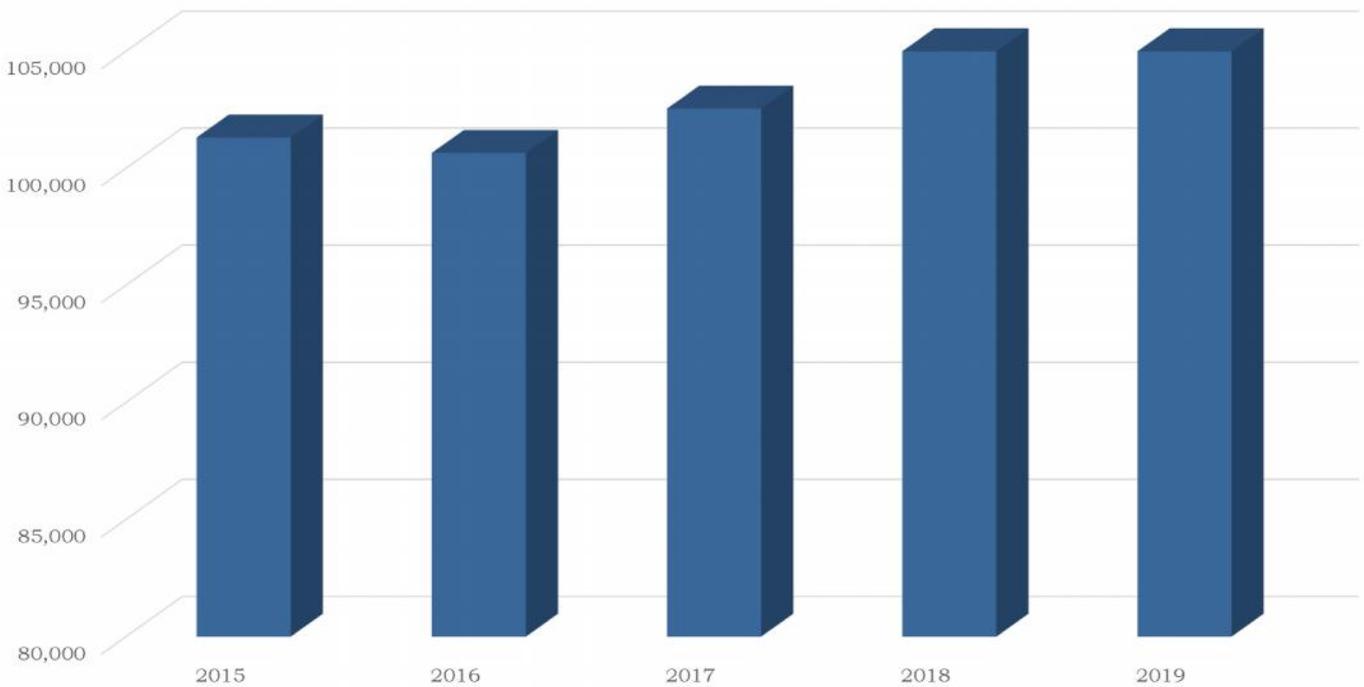
Rockford Mass Transit District Subsidy

OPERATIONAL INFORMATION

TOTAL RIDERSHIP
2015-2019



PARATRANSIT RIDERSHIP
2015-2019



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 2020

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

Rockford Public Library

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

ROCKFORD PUBLIC LIBRARY BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$4,716,306	\$5,063,499	\$4,868,252	\$5,169,721	\$106,222
CONTRACTUAL	1,699,275	6,255,139	2,527,631	6,297,959	42,820
SUPPLIES	1,306,085	1,434,639	1,302,443	1,399,622	(35,017)
OTHER	269,847	293,013	327,085	302,448	9,435
CAPITAL	<u>568,460</u>	<u>43,750</u>	<u>55,277</u>	<u>10,000</u>	<u>(33,750)</u>
TOTAL	<u>\$8,559,972</u>	<u>\$13,307,528</u>	<u>\$9,080,689</u>	<u>\$13,179,750</u>	<u>(\$127,778)</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
LIBRARY OPERATIONS	\$6,934,711	\$7,022,010	\$7,096,000	\$7,096,000	\$0
LIBRARY MAINTENANCE	277,577	281,116	284,000	284,000	0
REPLACEMENT TAXES	899,520	666,260	750,000	750,000	0
FINES	79,812	67,196	38,448	38,448	0
NON-RESIDENT FEES	12,551	14,707	9,869	9,869	0
SERVICE CHARGES	29,803	38,448	38,448	38,448	0
RENTS AND REIMBURSEMENTS	2,275	33,289	36,000	50,000	14,000
INTEREST INCOME/ENDOWMENTS	132,179	49,435	49,435	62,985	13,550
STATE OF ILLINOIS	117,841	196,444	117,840	180,000	62,160
FROM OTHER GOVERNMENTS	0	147,114	100,000	100,000	0
MISCELLANEOUS	<u>4,723</u>	<u>763,189</u>	<u>4,570,000</u>	<u>4,570,000</u>	<u>0</u>
TOTAL	<u>\$8,490,991</u>	<u>\$9,279,207</u>	<u>\$13,090,040</u>	<u>\$13,179,750</u>	<u>\$89,710</u>

Rockford Public Library

ROCKFORD PUBLIC LIBRARY AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2019 FTE	2019 EMPLOYEES	2020 FTE	2020 EMPLOYEES	FTE CHANGE	INCREASE/ (DECREASE)
LIBRARY SR CLERK	LSCL	1.00	1	0.00	0	(1.00)	(1.00)
LIBRARIAN	LIBR	7.00	7	7.00	7	0.00	0.00
LIBRARY CLERK	LCLK	21.00	32	21.00	23	0.00	(9.00)
LIB MAINTENANCE ASSISTANT	LAST	3.00	3	3.00	3	0.00	0.00
LIBRARY ASSISTANT	LAST	15.50	18	14.00	23	(1.50)	5.00
LIBRARY PROGRAM COORDINATOR	LAST	4.00	3	0.00	0	(4.00)	(3.00)
LIB EXECUTIVE DIRECTOR	L31	1.00	1	1.00	1	0.00	0.00
LIB ASSISTANT DIRECTOR	L30	1.00	1	2.00	2	1.00	1.00
LIB FINANCE DIRECTOR	L29	1.00	1	1.00	1	0.00	0.00
LIB ADULT SERVICES MGR	L28	1.00	1	1.00	1	0.00	0.00
LIB BRANCH MNGR II MLS	L28	1.00	1	0.00	0	(1.00)	(1.00)
LIB INFORMATION TECH MGR	L28	1.00	1	1.00	1	0.00	0.00
LIB PERSONNEL OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIBRARY DEVELOPMENT OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIBRARY COMMUNITY RELATIONS OFFICER	L28	1.00	1	1.00	1	0.00	0.00
LIB CHILDREN AND YOUTH SERVICES MANAGER	L28	0.00	1	0.00	0	0.00	(1.00)
LIB ASSISTANT MANAGER COLLECTIONS	L27	1.00	1	1.00	1	0.00	0.00
LIB CIRCULATION SERVICES MANAGER	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	2	2.00	2	1.00	0.00
NETWORK ADMINISTRATOR	L26	2.00	1	1.00	2	(1.00)	1.00
LIB TRAIN/DEVELOP SPEC	L26	0.00	1	1.00	1	1.00	0.00
LIBRARY BRANCH MANAGER	L26	3.00	3	3.00	4	0.00	1.00
NORDLOF CENTER MANAGER	L26	2.00	2	2.00	1	0.00	(1.00)
NORDLOF THEATHER MANAGER	L25	0.00	0	1.00	1	1.00	1.00
NORDLOF AUDIO/VISUAL MANAGER	L25	0.00	0	1.00	1	1.00	1.00
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 RELATIONS CLERK	L21	1.00	1	0.50	1	(0.50)	0.00
LIB FINANCE CLERK	L21	1.00	1	0.50	1	(0.50)	0.00
LIB ADMIN CLERK	L20	0.50	1	0.50	1	0.00	0.00
LIBRARY SENIOR PAGE	L02	0.00	0	0.00	0	0.00	0.00
LIBRARY PAGE	L01	10.12	18	5.50	9	(4.62)	(9.00)
TOTAL PERSONNEL		88.12	111.00	78.00	95.00	(10.12)	(16.00)

BUDGET HIGHLIGHTS

-) Personnel expenses increase with the reduction of personnel, 3% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF).
-) Contractual expense increases \$42,820 due to an increase in service contracts and professional fees offset by telephone costs.
-) Supplies expenditures decreases \$35,017 due computer supplies offset by equipment and furniture purchases.
-) Other expense increase \$9,435 due to debt service payments.
-) Capital expenditures decrease \$33,750 due to changes in building improvements and purchases in computer equipment.

Rockford Public Library

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$7,698	\$7,698	\$7,871	\$8,100	\$8,285
EXPENSES	<u>10,563</u>	<u>10,563</u>	<u>11,034</u>	<u>11,526</u>	<u>12,042</u>
EXCESS (DEFICIT)	(2,865)	(2,865)	(3,163)	(3,426)	(3,757)
BEGINNING BALANCE	2,130	(735)	(3,600)	(6,763)	(10,189)
ENDING BALANCE	<u>(\$735)</u>	<u>(\$3,600)</u>	<u>(\$6,763)</u>	<u>(\$10,189)</u>	<u>(\$13,946)</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 2021-2025 five-year financial forecast assumes three percent assessed valuation growth and a 32-cent property tax rate for operations and maintenance tempered by the impact of tax caps. As can be seen in the schedule below, the tax cap erodes the library's fiscal base. Other forms of revenue increase approximately five percent each year. Expenditures for personnel and supply cost are assumed to increase 3% annually; contractual costs are expected to increase 3.5% each year. All other expenditure types (other, interest, capital) are budgeted at current levels.

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

CAPITAL EQUIPMENT

Planned fixed assets include building improvements for 2020:

EQUIPMENT	QUANTITY	BUDGET EACH	AMOUNT
BUILDING IMPROVEMENTS	1	10,000	<u>10,000</u>
TOTAL			\$10,000

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 2020

Reduce Overall Crime

-) Continue to work with the Health Department to develop and implement a youth violence reduction strategy with local law enforcement and community partners.
-) Continue to implement a social networking analysis program to assist focused deterrence model.
-) Improve efficiency of response to non-priority calls for service to reduce obligated time for patrol officers and increase the time officers have available for community policing activities.
-) Coordinate efforts focused upon domestic violence reduction in collaboration with the Mayor's Domestic Violence and Human Trafficking Office.

Technology

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

Community Engagement

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

Police Department

Employees

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

POLICE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$45,424,682	\$46,861,007	\$45,497,512	\$49,722,961	\$2,861,954
CONTRACTS	9,635,810	9,623,424	9,691,001	10,344,135	720,711
SUPPLIES	1,253,633	990,592	1,403,877	796,328	(194,264)
OTHER	1,437,525	1,388,780	2,012,229	2,074,717	685,937
CAPITAL	<u>1,705,986</u>	<u>1,730,000</u>	<u>1,730,000</u>	<u>1,294,000</u>	<u>(436,000)</u>
TOTAL	<u>\$59,457,635</u>	<u>\$60,593,803</u>	<u>\$60,334,619</u>	<u>\$64,232,141</u>	<u>\$3,638,338</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
POLICE PROTECTION	\$8,449,288	\$8,602,617	\$9,097,169	\$9,670,000	\$572,831
POLICE PENSION	6,853,750	7,067,033	7,384,887	8,237,955	853,068
SCHOOL CROSSING GUAR	63,363	63,079	63,000	63,000	0
FRINGE BENEFIT REIMB	1,945,871	1,952,788	1,895,184	2,004,353	109,169
911 FRINGE BENEFIT REIM	463,991	473,316	418,399	505,263	86,864
REPLACEMENT TAXES	963,000	895,469	914,200	941,600	27,400
MAGISTRATE FINES	641,657	714,805	555,000	600,000	45,000
FEES	1,096,554	1,158,467	845,500	870,500	25,000
PARKING SYSTEM PURCHASI	72,275	71,262	73,300	91,280	17,980
FROM OTHER GOVERNMENT	351,969	325,604	2,248,218	2,431,958	183,740
PROPERTY FORFEITURES	188	7,749	0	0	0
CAPITAL LEASE FUNDS	314,625	1,705,986	1,730,000	1,294,000	(436,000)
GENERAL REVENUES	<u>36,287,557</u>	<u>36,419,460</u>	<u>35,368,946</u>	<u>37,522,232</u>	<u>2,153,286</u>
TOTAL	<u>\$57,504,089</u>	<u>\$59,457,635</u>	<u>\$60,593,803</u>	<u>\$64,232,141</u>	<u>\$3,638,338</u>

Police Department

POLICE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
SWORN				
CHIEF	427	1.00	1.00	0.00
DEPUTY CHIEF	424	1.00	1.00	0.00
ASSISTANT DEPUTY CHIEF	423	5.00	5.00	0.00
LIEUTENANT	420	10.00	10.00	0.00
SERGEANT	P-3	32.00	32.00	0.00
INVESTIGATOR	P-2	74.00	74.00	0.00
PATROL OFFICER	P-1	178.00	178.00	0.00
CIVILIAN				
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	0.00	0.00	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
MNG DOM VLNCE & HMN TRAF PREV	212	1.00	1.00	0.00
CAMP HOPE PROJECT MGR	109	0.00	1.00	1.00
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	8.00	8.00	0.00
TOTAL PERSONNEL		341.00	342.00	1.00

BUDGET HIGHLIGHTS

-) Personnel budget numbers reflects an increase in one FTE Camp Hope Manager and one Public information Officer temporary position, 2% wage adjustment, increases in health insurance and increases in Illinois Municipal Retirement Fund (IMRF) rates.
-) Pension contribution increases \$972,371 or 11%.
-) Contractual expenses increases \$720,711 primarily due to service contracts and purchase of services related to Records Management Systems (RMS) offset by building utilities costs due to Police Department move from Public Safety Building and reductions in education.
-) Supplies expenses decrease \$194,264 primarily due to reductions in equipment, clothing and small tools supplies.
-) Other expenses reflects estimated lease payments for vehicles acquired in 2012 - 2019 and estimated bond payments for Police Stations District 1, District 2 and District 3.
-) Capital expenses decreased \$436,000 due to Police acquiring fewer vehicles for 2020.

Police Department

CAPITAL EQUIPMENT

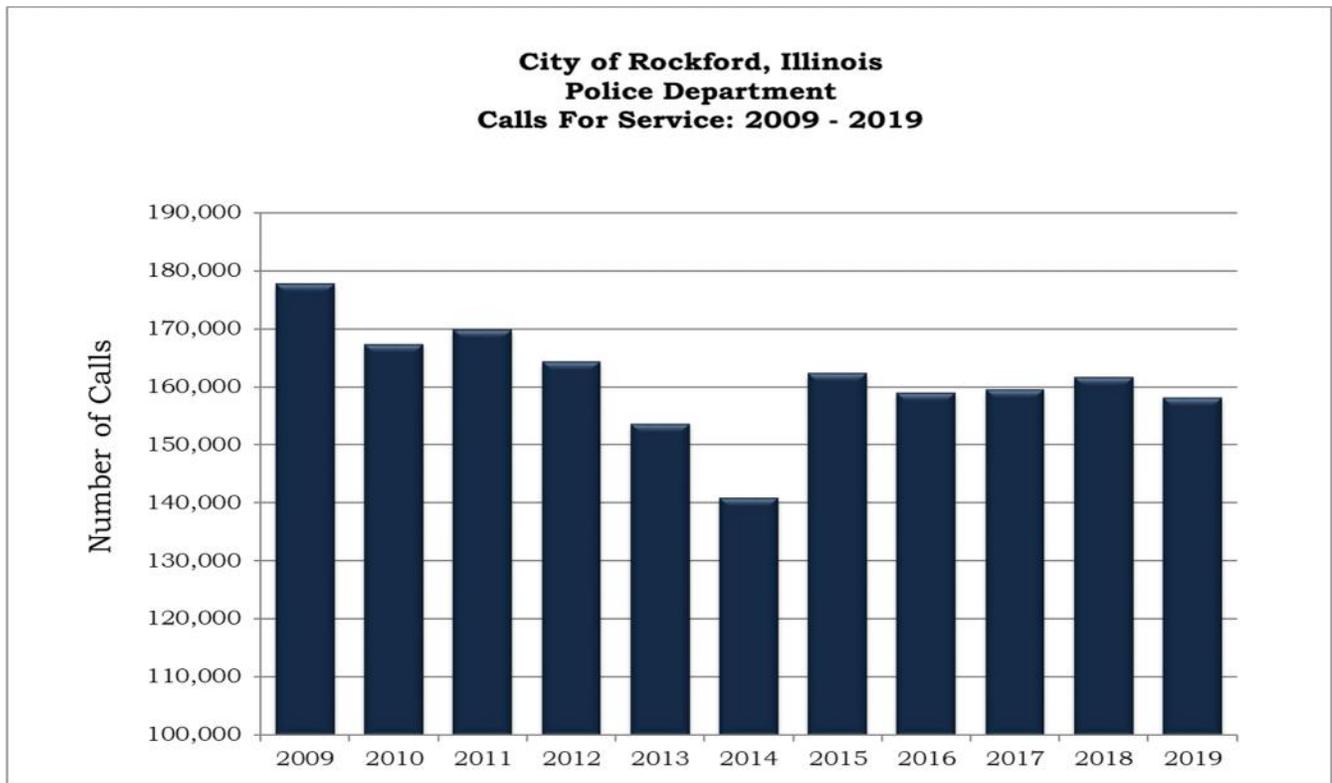
Planned capital replacements include squad vehicles for 2020:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
VAN	2	40,000	80,000
MARKED SEDAN/SUV	16	44,000	704,000
TRUCK	1	60,000	60,000
COMMAND SUV	2	65,000	130,000
UNMARKED SQUAD/SUV	10	32,000	320,000
TOTAL	31		\$1,294,000

POLICE DEPARTMENT PERFORMANCE MEASUREMENTS

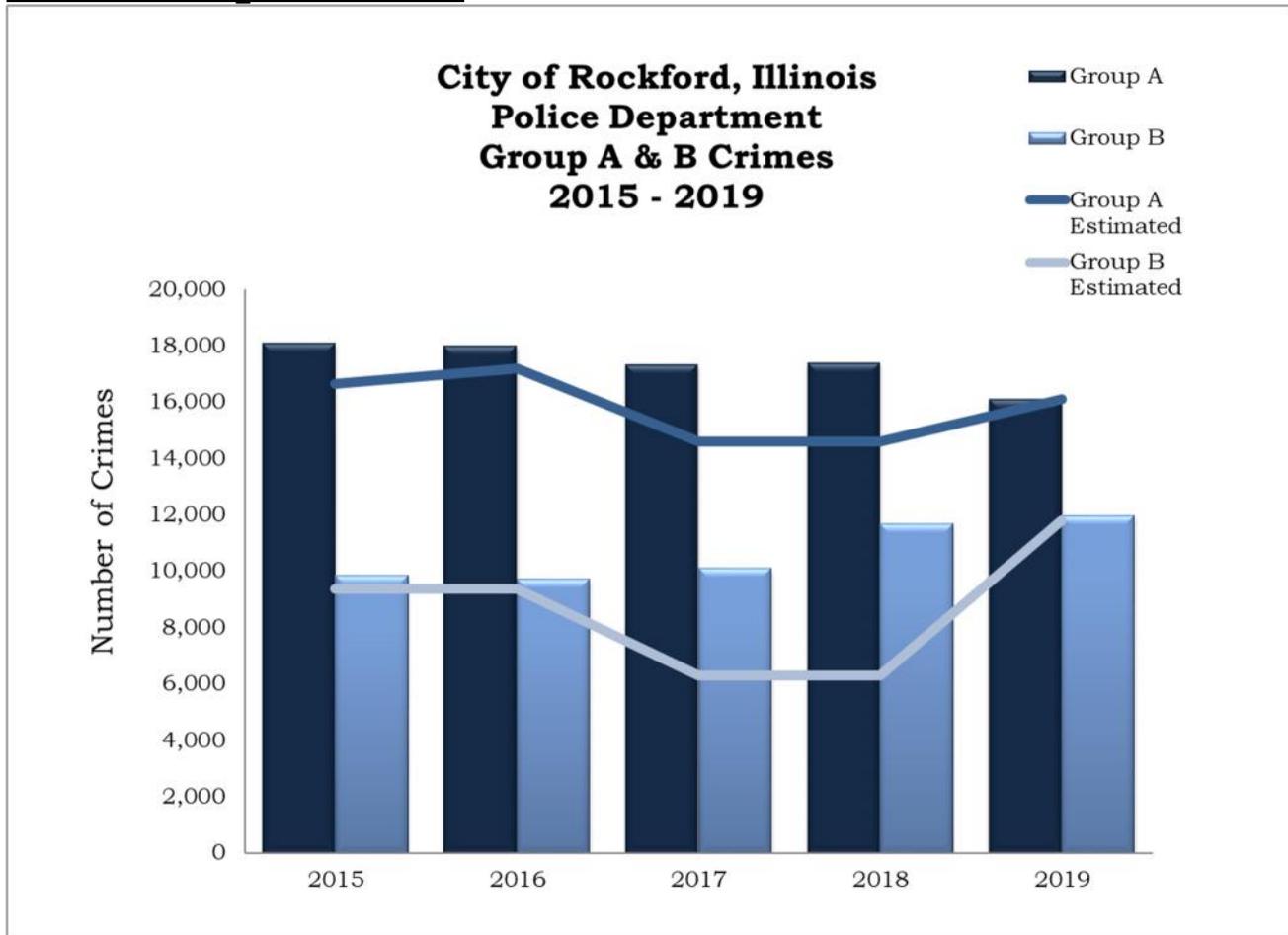
	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
GROUP A OFFENSES	17,433	17,100	16,133	16,150
GROUP B OFFENSES	11,692	11,417	11,813	11,985
% GROUP A OFFENSES CLEARED	44.00%	43.50%	39.00%	39.60%

OPERATIONAL INFORMATION



The chart above demonstrates slight variations in calls over the past ten years with a slight spike in 2009. Calls are down by 11.06% since 2009. Calls in 2018 increased from 2017 to 161,679. Calls in 2019 have decreased from 2018 to 158,042.

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 2019, the amount of Group A Crimes have decreased by 10.9% to 16,150 and Group B crimes have increased by 21.4% to 11,985. Crimes in 2020 are estimated to decrease from 2019's total.

Fire Department

MISSION STATEMENT

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

PRIMARY FUNCTIONS

There are four primary operating divisions within the Fire Department.

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

OBJECTIVES FOR FISCAL YEAR 2020

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

Fire Department

FIRE DEPARTMENT BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$42,496,687	\$42,572,460	\$44,131,182	\$45,011,047	\$2,438,587
CONTRACTUAL	4,329,738	4,278,928	4,378,921	4,313,595	34,667
SUPPLIES	1,157,637	850,780	967,266	944,440	93,660
OTHER	1,064,039	1,512,994	1,512,994	1,353,311	(159,683)
CAPITAL	<u>350,015</u>	<u>2,595,000</u>	<u>5,535,999</u>	<u>2,119,000</u>	<u>(476,000)</u>
TOTAL	<u>\$49,398,116</u>	<u>\$51,810,162</u>	<u>\$56,526,362</u>	<u>\$53,741,393</u>	<u>\$1,931,231</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FIRE PROTECTION	\$8,449,288	\$8,602,617	\$9,097,169	\$9,670,000	\$572,831
FIRE PENSION	6,853,750	7,067,033	8,477,364	9,645,741	1,168,377
FRINGE BENEFIT REIMB	1,742,034	1,886,100	1,847,594	1,906,950	59,356
911 FRINGE BENEFIT REIMB	195,344	201,091	186,763	227,872	41,109
REPLACEMENT TAX	1,091,400	1,074,925	1,074,925	1,133,800	58,875
AMBULANCE CHARGES	7,017,443	5,299,425	5,732,480	6,000,000	267,520
OTHER CHARGES	344,000	445,055	340,000	582,000	242,000
CAPITAL LEASE FUNDS	0	125,000	2,595,000	2,119,000	(476,000)
GENERAL REVENUES	<u>24,804,655</u>	<u>24,696,870</u>	<u>22,458,867</u>	<u>22,456,030</u>	<u>(2,837)</u>
TOTAL	<u>\$50,497,914</u>	<u>\$49,398,116</u>	<u>\$51,810,162</u>	<u>\$53,741,393</u>	<u>\$1,931,231</u>

FIRE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
FIRE CHIEF	427	1.00	1.00	0.00
DIVISION CHIEF	424	3.00	3.00	0.00
DISTRICT CHIEFS	421	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	412	1.00	1.00	0.00
ESDA COORDINATOR	109	0.00	1.00	1.00
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
MOBILE INTEGRATED HEALTH MGR	F-4	2.00	2.00	0.00
FIRE EMS TRAINING COORDINATOR	F-6	1.00	1.00	0.00
CAPTAIN	F-6	16.00	16.00	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	163.00	163.00	0.00
FIRE EQUIPMENT SPECIALIST	F-1	2.00	3.00	1.00
SENIOR CLERK	A-19	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>272.00</u>	<u>274.00</u>	<u>2.00</u>

Fire Department

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to 2% wage adjustment, increases to both health insurance and Illinois Municipal Retirement Fund rates, as well as addition of ESDA Coordinator and Fire Equipment Specialist positions.
-) Pension contribution increases \$1,216,746.
-) A number of changes in contractual accounts result in an increase overall of \$34,667. Notable increases include \$77,761 in microcomputers and \$15,694 in fuel offset by reduction of \$95,000 to vehicle vendor services.
-) 911 charges increase \$37,212.
-) Supplies increased \$93,660 primarily due to increase in vehicle parts.
-) Lease payments decrease \$159,683 due to capital purchases made in 2019.

CAPITAL EQUIPMENT

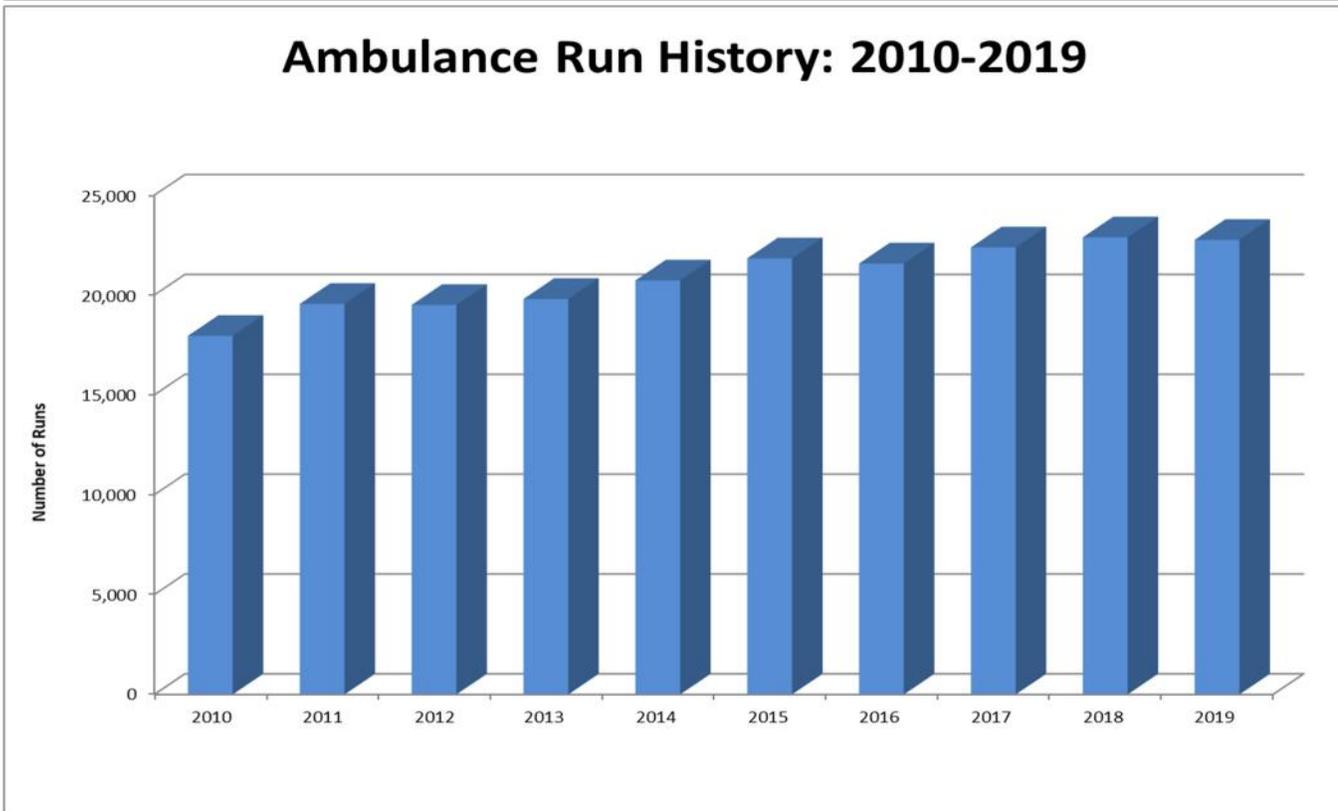
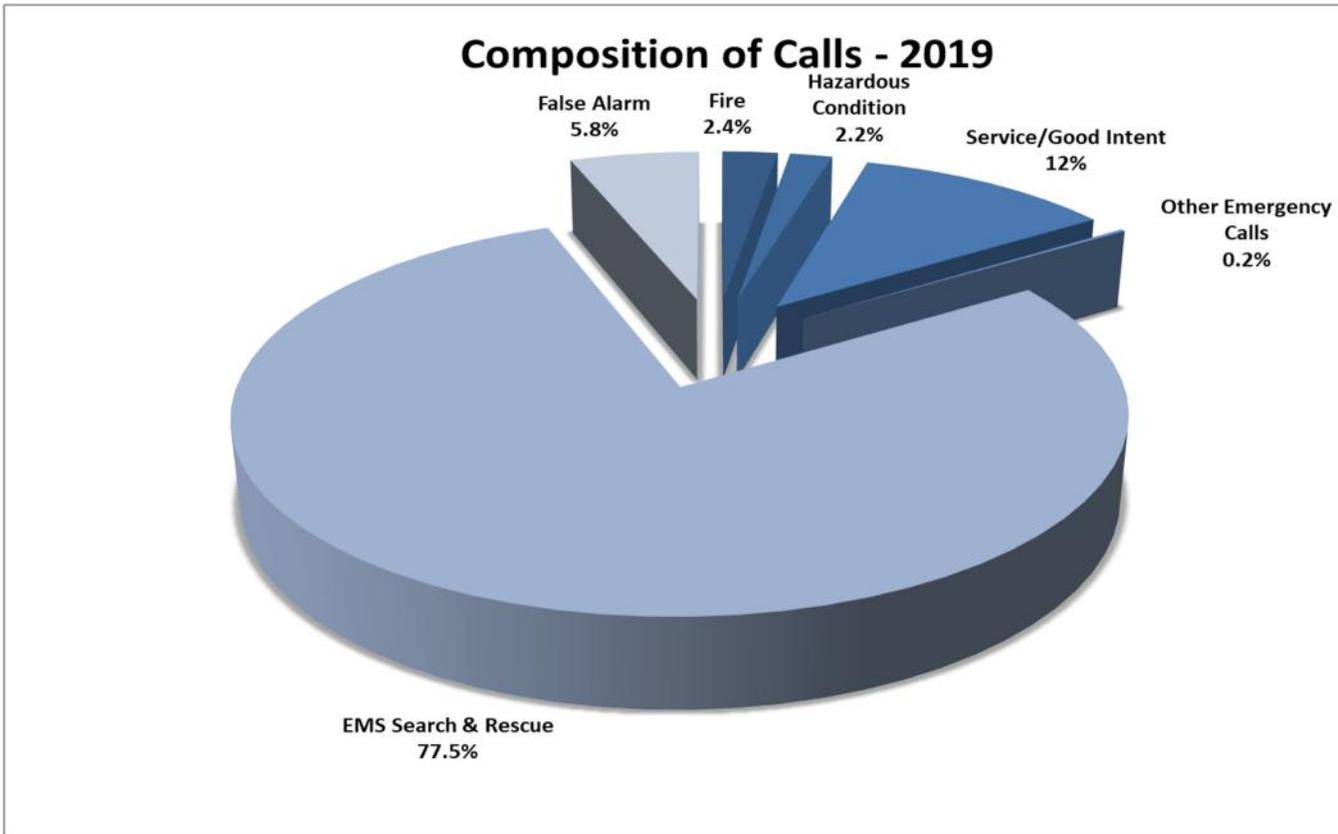
VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
ENGINE	2	633,000	1,266,000
INSPECTOR SUV -EXP	1	40,000	40,000
SUPERVISOR SUV -ESC	1	32,000	32,000
INVESTIGATION TRUCK	1	60,000	60,000
DIVE TRUCK	1	60,000	60,000
DIVE TRAILER	1	140,000	140,000
HAZMAT TRUCK	1	60,000	60,000
HAZMAT TRAILER	<u>1</u>	160,000	160,000
TOTAL	9		

BUILDING

BUILDING UPDATES	1	26,000	26,000
TOWER REPAIRS	1	75,000	75,000
WINDOW REPLACEMENT	1	10,000	10,000
PARKING LOT	1	120,000	120,000
HVAC	<u>1</u>	70,000	<u>70,000</u>
TOTAL	5		\$2,119,000

Fire Department

OPERATIONAL INFORMATION



Fire Department

FIRE DEPARTMENT PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
EMS & SEARCH/RESCUE INCIDENTS	22,892	23,589	22,480	23,148
TOTAL FIRES	716	720	685	680
STRUCTURE FIRE INCIDENTS (RESIDENTIAL)	245	247	222	221
STRUCTURE FIRE INCIDENTS (COMMERCIAL)	42	43	49	48
VEHICLE FIRE INCIDENTS	103	101	117	116
OUTSIDE FIRE INCIDENTS	128	135	108	110
OPEN BURNING INCIDENTS	198	201	189	190
INSPECTIONS	3,185	4,250	3,038	3,000
ARSONS	72	74	70	70
PUBLIC EDUCATION ACTIVITIES	232	250	200	200

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 2020

-) Continue training eight (8) recently hired Telecommunicators (TC's) toward the goal of full certification. This will assist in achieving optimal staffing of the Center which contributes to enhancing our Center's overall service to the City's citizens while reducing overtime costs.
-) Continue to assist TC's, Assistant Supervisors, and Supervisors alike in career development through both on and off site training classes and workshops.
-) Continue progress made toward improving the applicability of our hiring process in an effort to secure candidates best suited for long-term success. Remain focused on the continually improving the quality and consistency of training for all TC's - new hires as well as veterans.
-) Review our Center's Standard Operating Procedures on an ongoing basis to ensure relevancy and improve effectiveness and efficiency of operations.
-) Proceed with the installation of Next Generation Customer Premise Equipment. Installation has been delayed due to challenges outside our control presented by both the State of Illinois and Competitive Local Exchange Carriers.
-) Continue the process of transitioning from a legacy network to a Next Generation iFiber network. Not only will a significant cost savings be realized but, when deemed appropriate, we will have the ability to receive calls and information via text and video.
-) Proceed with the configuration and implementation of our new Computer Aided Dispatch (CAD) system for both the City and County 911 Centers.
-) Continue to work with both City and contracted IT personnel to facilitate a more robust and dependable IT platform which will allow our Division to more rapidly and effectively resolve issues as they arise.
-) Complete installation of our Division's fire alarm monitoring system (Keltron) to provide ever more efficient and reliable service to our community's businesses. Our new system will allow us to expand the services provided while maintaining a high level of quality.

911 Communications

911 COMMUNICATIONS FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$5,265,139	\$5,530,986	\$5,728,280	\$5,978,291	\$447,305
CONTRACTUAL	339,381	352,415	344,452	356,505	4,090
SUPPLIES	38,410	28,200	36,216	18,500	(9,700)
OTHER	<u>7,910</u>	<u>0</u>	<u>0</u>	<u>7,910</u>	<u>7,910</u>
TOTAL	<u>\$5,650,840</u>	<u>\$5,911,601</u>	<u>\$6,108,948</u>	<u>\$6,361,206</u>	<u>\$449,605</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PURCHASE OF SERVICES					
POLICE DEPARTMENT	\$3,397,157	\$3,300,709	\$3,479,884	\$3,705,851	\$225,967
ETS BOARD	345,928	332,016	241,737	421,004	179,267
COUNTY	640,000	640,000	640,000	647,000	7,000
FIRE ALARM	1,333,203	1,377,482	1,494,340	1,587,351	93,011
INTEREST	<u>3,019</u>	<u>633</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$5,719,307</u>	<u>\$5,650,840</u>	<u>\$5,855,961</u>	<u>\$6,361,206</u>	<u>\$505,245</u>

911 COMMUNICATIONS FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS DIRECTOR	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
IT SUPPORT TECHNICIAN	A-24	1.00	1.00	0.00
ASSISTANT SHIFT SUPERVISOR	A-28	4.00	4.00	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>52.00</u>	<u>52.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to 2% wage adjustment for AFSCME, IAFF and non-represented employees, in addition to increases to Illinois Municipal Retirement Fund and health insurance rates.
-) The Intergovernmental Agreement with Winnebago County for the services for the services of 911 call answering provides revenue of \$647,000.
-) The 911 Board will fund the total cost of the IT Technician position and fifty percent of the cost of the Communication Manager and Training Supervisor positions for a total of \$217,004 in addition to phone charges of \$204,000.
-) Police call taking and dispatch expenses are \$4,568,246 and Fire dispatch is \$1,587,531 (total City expense \$6,155,597).

911 Communications

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$6,679,266	\$7,033,267	\$7,406,030	\$7,798,550	\$8,211,873
EXPENDITURES	<u>6,679,266</u>	<u>7,033,267</u>	<u>7,406,030</u>	<u>7,798,550</u>	<u>8,211,873</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 2021-2025 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

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
TOTAL NON-EMERGENCY CALLS	105,096	106,000	101,000	105,000
TOTAL EMERGENCY CALLS	121,605	125,000	120,000	125,000
TOTAL POLICE DISPATCHES	168,680	170,000	163,000	170,000

Board of Fire and Police Commissioners

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2020

-) 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

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$22,696	\$47,000	\$32,367	\$48,094	\$1,094
CONTRACTUAL	94,887	266,914	265,581	266,914	0
SUPPLIES	<u>228</u>	<u>500</u>	<u>759</u>	<u>500</u>	0
TOTAL	<u>\$117,811</u>	<u>\$314,414</u>	<u>\$298,707</u>	<u>\$315,508</u>	<u>\$1,094</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL REVENUES	<u>\$194,391</u>	<u>\$117,811</u>	<u>\$314,414</u>	<u>\$315,508</u>	<u>\$1,094</u>
TOTAL	<u>\$194,391</u>	<u>\$117,811</u>	<u>\$314,414</u>	<u>\$315,508</u>	<u>\$1,094</u>

BUDGET HIGHLIGHTS

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

Public Works Administration Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

OBJECTIVES FOR FISCAL YEAR 2020

-) Build cohesion and create, communicate, and reinforce clarity through the continued development of the Public Works (Org Health) Leadership Program.
-) Conduct a department-wide self-assessment (gap analysis) and engage in the improvement phase(s) of APWA Accreditation.
-) Revamp department-wide performance measurement systems and reporting.
-) Integrate decision support into the development of a transportation asset management program (TAMP).
-) Improve department-wide financial reporting, forecasting, and budgeting.
-) Support staff in the implementation of 2020 capital plans.
-) Facilitate the City's Traffic Commission.
-) Update Fleet Management planning, reporting, and decision support.
-) Support and advance active transportation initiatives through the development and implementation of a renewed 10-year bicycle plan.
-) Promote the professional development of staff through continuing education and training.
-) Administer a department-wide employee engagement survey to collect valuable and actionable data towards the implementation of organizational growth and employee satisfaction.
-) Support right-sizing of the City's fleet of vehicles to maximize investment and return.
-) Collaborate with other governmental agencies in joint purchasing agreements.
-) Develop new and innovative outreach methods to communicate the initiatives and accomplishments of the Department.
-) Seek opportunities to reach out to other communities and agencies to share, promote, and cultivate new ideas and improved processes.
-) Transition Public Works to an aggressive, forward thinking model committed to continuous improvement.
-) Increase productivity and effectiveness through the critical evaluation of programs and services.

Public Works Administration Division

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$286,723	\$279,808	\$384,047	\$399,682	\$119,874
CONTRACTUAL	76,339	77,002	76,109	82,173	5,171
SUPPLIES	4,369	9,100	2,956	9,100	0
OTHER	2,166	5,846	5,846	4,414	(1,432)
CAPITAL	<u>0</u>	<u>27,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$369,597</u>	<u>\$398,756</u>	<u>\$468,959</u>	<u>\$495,369</u>	<u>\$123,613</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$27,208	\$27,087	\$37,922	\$57,933	\$20,011
PURCHASE OF SERVICES	270,000	270,800	289,000	393,000	104,000
LEASE REVENUE	0	0	27,000	0	(27,000)
GENERAL REVENUES	<u>34,199</u>	<u>71,710</u>	<u>44,834</u>	<u>44,436</u>	<u>(398)</u>
TOTAL	<u>\$331,407</u>	<u>\$369,597</u>	<u>\$398,756</u>	<u>\$495,369</u>	<u>\$96,613</u>

PUBLIC WORKS ADMINISTRATION DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
DIRECTOR	316	1.00	1.00	0.00
PW SUPERINTENDENT	213	1.00	1.00	0.00
PW BUSINESS MANAGER	111	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL PERSONNEL		<u>2.00</u>	<u>3.00</u>	<u>1.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses reflect a 2% wage adjustment, increases in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates, and an addition of a Public Works Business Manager position.
-) Contractual expenses increased \$5,171 primarily due to changes in internal service charges for microcomputers and building rent.
-) Other expenses reflect a decrease in lease payments.

CAPITAL EQUIPMENT

There are no planned capital replacements for 2020.

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 2020

- Progress the City's Storm water Management Program, including compliance with the City's NPDES permit as well as an accord and satisfaction of MS4 permit requirements
-) Erosion and Sediment Control Inspections on active construction sites.
- Inspections for industrial high risk run off program and for illicit discharge of pollutants into our storm sewer system.
- Complete biennial outfall inspections and creek walk.
- Continue process for joining the Community Rating System.
- Renew creek maintenance and repair contracts.
-) Continue working with Rockford Public Schools for classroom education program about storm water pollution.
- Follow up with Aldermen and event organizers regarding special event process.
- Maintain internal process improvement regarding staff review for events in timely manner.
-) Streamline Public Works Development review processes.
- Construct East State St. and New Towne Dr. pedestrian crossing improvements including multi-use path connection(s).
- Evaluate cost savings and coordinate possible continuation of streetlight reduction program.
- Maintain work with Rockford Community Partners on beautification projects.
- Continue partnering with Forest City Beautiful under RACVB for corridor improvements including I-90 at State Street.
- Continue evaluating the improved banner and basket program as needed during new corridor and neighborhood lighting installation.
- Resume process improvements to the right-of-way permit inspection plan.
- Implement pre-pour inspections for all driveway and service cut repairs in the right of way for protecting our infrastructure.
- Resume coordination with Construction and Development Services on process improvements to improve customer service for permits.
- Continued implementation of the Public Works GIS Master Plan.

Engineering Division

- Develop GIS integration with Hansen Asset Management.
- Support GPS/GIS collection of City assets along with verification of information collected.
- Integrate field data collection through Survey 123 (Collector App).
-) Roll-out GIS based dashboards for performance measurement of field operations (i.e., CIP, hydrant painting, flushing and PM, et al.).
- Develop a method to hyperlink as-builts and photos to all utilities.
- Migrate all internal web maps to ArcGIS online.

ENGINEERING DIVISION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$457,985	\$565,513	\$514,464	\$720,699	\$155,186
CONTRACTUAL	200,109	257,661	199,152	289,415	\$31,754
SUPPLIES	3,788	4,226	3,192	4,050	(\$176)
OTHER	293	15,824	15,824	5,375	(\$10,449)
CAPITAL	0	81,000	93,648	78,000	(\$3,000)
TOTAL	<u>\$662,175</u>	<u>\$924,224</u>	<u>\$826,280</u>	<u>\$1,097,539</u>	<u>\$173,315</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIME	\$72,352	\$64,295	\$70,844	\$101,937	\$31,093
FEES	24,950	45,000	38,000	39,500	1,500
WATER PURCHASE OF S	332,550	261,270	229,980	358,610	128,630
CAPITAL LEASE FUNDS	0	0	81,000	78,000	(3,000)
GENERAL REVENUES	<u>241,052</u>	<u>291,610</u>	<u>504,400</u>	<u>519,492</u>	<u>15,092</u>
TOTAL	<u>\$670,904</u>	<u>\$662,175</u>	<u>\$924,224</u>	<u>\$1,097,539</u>	<u>\$173,315</u>

Engineering Division

ENGINEERING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.40	0.40	0.00
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.50	1.00	0.50
OPERATIONS MANAGER	110	0.00	0.50	0.50
ENVIRONMENTAL PROJECT MANAGER	110	0.40	0.40	0.00
PROJECT MANAGER	109	1.00	1.50	0.50
SENIOR ENGINEERING TECHNICIAN	105	3.00	2.00	(1.00)
SR ADMIN ASSISTANT	105	0.40	0.50	0.10
TRAFFIC AND DEVELOPMENT COORDINATOR	105	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
TOTAL PERSONNEL		<u>6.10</u>	<u>7.20</u>	<u>1.10</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase with numerous staff changes and 2% budgeted salary adjustment.
-) Service contracts increased \$31,754 primarily as a result of increases to microcomputers internal service charge.
-) Other decreased \$10,449 for capital lease payments for purchases made in 2019.
-) The balance of changes in the budget include small adjustments between accounts.

CAPITAL EQUIPMENT

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
ESCAPE SUV	2	24,000	48,000
EXPLORER SUV	<u>1</u>	30,000	<u>30,000</u>
TOTAL	3		\$78,000

Engineering Division

ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
SITE PLANS REVIEWED	128	120	150	145
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	100%	100%	100%	100%
DEVELOPMENT PLANS REVIEWED	2	8	8	8
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	100%	100%	100%	100%
ROW/DRIVEWAY PERMITS ISSUED	1,772	1,770	1,650	1,750
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	100%	100%	100%	100%
ROW/DRIVEWAY PERMITS CLOSED	1,732	1,770	1,600	1,750
DETENTION BASIN INSPECTED (ODD YRS)	48	463	N/A	N/A
STORMWATER OUTFALLS INSPECTED (EVEN YRS)	1,212	N/A	N/A	1,288
MILES OF CREEK INSPECTED (EVEN YRS)	68	N/A	N/A	68
INDUSTRIAL HIGH RISK INSPECTIONS	105	110	110	110
EROSION CONTROL INSPECTIONS	290	275	275	275
ILLICIT DISCHARGE INVESTIGATIONS	26	30	25	35
NPDES PERMIT WATER/STORMWATER SAMPLES	81	85	78	80
SWPPP REVIEWS	58	36	97	125
STORMWATER SERVICE REQUESTS	336	400	280	350

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 2020

-) Continue utilizing the City's 1% Sales Tax, Motor Fuel Tax and other sources of revenue to the Capital Improvement Program to fulfill its core values of enhancing public safety, maintaining and improving the movement of commerce, and economic growth and promoting a sense of well-being for the community.
-) Implement the projects outlined in the FY 2020-2024 Capital Improvements Program.
-) Monitor and analyze the progress and costs of the FY 2020-2024 Capital Improvements Program.
-) Meet with Staff, Aldermen, and Administration to develop the FY 2021-2025 Capital Improvements Program for City Council adoption.
-) Manage and inspect all Capital Improvement Program projects for quality assurance and cost control.
-) Coordinate all Capital Improvement Program projects with various outside agencies, utilities, advocacy groups and neighboring residents.
-) Provide improved public outreach surrounding construction progress/process
-) Use the 2018 Pavement Condition Index Report to develop a program to most efficiently and economically repair City roadways.
-) Integrate data-driven decision optimization technology (DOT) to create multiyear, multi-constraint capital roadway plans.
-) Continue to analyze, modify and implement the Long Range Bridge & Structures Repairs Plan.
-) Continue to analyze, modify and implement the Long Range Arterial & Collector Street Repairs Plan.

Capital Projects Fund

-) Continue to implement the City's "ADA Transition Plan" for compliance with the Americans with Disabilities Act (ADA).
-) Work with Council to prepare a Ward Plan for implementation of the Neighborhood Program for each ward.
-) Investigate all avenues for outside funding to financially assist CIP projects, with an emphasis on storm water project funding.
-) Coordinate projects within the region in conjunction with the Region 1 Planning Council by actively participating in the Region 1 Planning Council Technical Committee.
-) Prepare materials for and facilitate the City of Rockford's Traffic Commission.
-) Identify sidewalk and/or pedestrian path continuity gaps throughout the community and develop a project implementation plan.
-) Coordinate with the Water Division, including analysis of existing systems and facilities, within the design cycle of road projects to share in mutual project cost savings.
-) Continue study of removal of obsolete traffic signals and signage.
-) Evaluate current bike routes/facilities and develop an implementation strategy for a new 10-Year Bike Facility Improvement Plan (2020-2030).

CAPTIAL PROJECTS DIVISION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$1,548,203	\$1,958,822	\$1,905,484	\$2,213,751	\$254,929
CONTRACTUAL	828,404	513,205	466,245	550,010	36,805
SUPPLIES	6,366	56,744	31,081	93,880	37,136
OTHER	3,808,683	517,820	517,820	1,053,836	536,016
CAPITAL	<u>18,816,749</u>	<u>37,128,009</u>	<u>10,630,365</u>	<u>32,718,835</u>	<u>(4,409,174)</u>
TOTAL	<u>\$25,008,405</u>	<u>\$40,174,600</u>	<u>\$13,550,995</u>	<u>\$36,630,312</u>	<u>(\$3,544,288)</u>

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

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
STATE MOTOR FUEL TAX	\$2,515,432	\$1,498,700	\$3,838,750	\$4,211,142	\$372,392
LOCAL SALES TAX	15,950,000	15,650,000	16,153,000	16,180,095	27,095
WATER IMPROVEMENT ACCT	7,500,000	7,550,000	9,000,000	9,000,000	0
OTHER GOVERNMENTS/PRIVATE	1,200,000	8,000,000	9,532,850	5,589,075	(3,943,775)
INTERFUND TRANSFERS	1,500,000	1,500,000	1,500,000	1,500,000	0
INTEREST INCOME	<u>200,000</u>	<u>95,000</u>	<u>150,000</u>	<u>150,000</u>	<u>0</u>
TOTAL	<u>\$28,865,432</u>	<u>\$34,293,700</u>	<u>\$40,174,600</u>	<u>\$36,630,312</u>	<u>(\$3,544,288)</u>

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

Capital Projects Fund

CAPITAL PROJECTS DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.60	0.60	0.00
TRAFFIC ENGINEER	212	1.00	1.00	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	2.50	1.00
OPERATIONS MANAGER	110	0.00	0.50	0.50
ENVIRONMENTAL PROJECT MANAGER	110	0.60	0.60	0.00
PROJECT MANAGER	109	5.00	3.00	(2.00)
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	6.00	1.00
CIP ACCOUNTING TECHNICIAN	105	1.00	1.00	0.00
SR ADMIN ASSISTANT	105	0.60	0.50	(0.10)
TRAFFIC AND DEVELOPMENT COORDINATOR	103	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
TOTAL PERSONNEL		<u>20.90</u>	<u>21.80</u>	<u>0.90</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increased \$181,633 as a result of staff changes and increase in Illinois Municipal Retirement Fund (IMRF) and health insurance rates.
-) Contractual expenses increased primarily due to microcomputers and building rental charges.
-) Purchase of services increased \$66,016.
-) Pella sales tax rebates are budgeted at \$220,000 and state admin fees \$250,000 for 2020.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$37,729	\$38,861	\$40,027	\$41,228	\$42,465
EXPENSES	<u>37,729</u>	<u>38,861</u>	<u>40,027</u>	<u>41,228</u>	<u>42,465</u>
EXCESS (DEFICIT)	0	0	0	0	0
BEGINNING BALANCE	0	0	0	0	0
ENDING BALANCE	\$0	\$0	\$0	\$0	\$0

The 2021-2025 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, 38.0 for gasoline and 45.5 for diesel fuel.

MOTOR FUEL TAX FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
TRANSFERS TO					
GENERAL FUND	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0
RMAP FUND	38,146	0	0	0	0
CAPITAL PROJECTS FUND	<u>2,031,621</u>	<u>1,921,050</u>	<u>539,270</u>	<u>3,575,000</u>	<u>1,653,950</u>
TOTAL	<u>\$4,569,767</u>	<u>\$4,421,050</u>	<u>\$3,039,270</u>	<u>\$6,075,000</u>	<u>\$1,653,950</u>
FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
STATE MOTOR FUEL TAX	\$3,899,217	\$3,912,385	\$4,000,000	\$5,900,000	\$1,900,000
INTEREST INCOME	<u>155,884</u>	<u>168,466</u>	<u>150,000</u>	<u>175,000</u>	<u>25,000</u>
TOTAL	<u>\$4,055,101</u>	<u>\$4,080,851</u>	<u>\$4,150,000</u>	<u>\$6,075,000</u>	<u>\$1,925,000</u>

BUDGET HIGHLIGHTS

The 2020 budget calls for \$3,575,000 in transfers to the Capital Projects Fund and \$2,500,000 to the General Fund for eligible expenses. The General Fund, in turn, will transfer \$1,500,000 to the Capital Projects Fund for projects and \$1,000,000 will remain in the General Fund in order to help offset costs with District Police stations. Starting July 1, 2019 the MFT rate went from 19 cents per gallon to 38 cents per gallon.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$6,335	\$6,397	\$6,411	\$6,389	\$6,378
EXPENSES	<u>6,335</u>	<u>6,397</u>	<u>6,411</u>	<u>6,389</u>	<u>6,378</u>
EXCESS (DEFICIT)	0	0	0	0	0
BEGINNING BALANCE	<u>8,652</u>	<u>8,652</u>	<u>8,652</u>	<u>8,652</u>	<u>8,652</u>
ENDING BALANCE	<u>\$8,652</u>	<u>\$8,652</u>	<u>\$8,652</u>	<u>\$8,652</u>	<u>\$8,652</u>

In 2021-2025 five year forecast assumes growth as projected by the State for tax revenues and assumes expenditures essentially equal to annual revenues. The State of Illinois assumes stagnant growth, for the taxes on motor fuels, with annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

Street Maintenance Division

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

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

OBJECTIVES FOR FISCAL YEAR 2020

-) Continue to perform basic City services with current level of staffing including, but not limited to, pothole patching, tree maintenance, right of way maintenance, street maintenance, mowing, storm line inlet repair/replacement and snow removal.
-) Reduce vehicle and equipment maintenance costs by optimizing the current fleet.
-) Continue to balance internal labor and outsourced labor responsibly and cohesively in an effort to maximize savings while providing the highest level of service.

STREET MAINTENANCE DIVISION BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$2,992,574	\$2,796,208	\$3,108,479	\$2,990,428	\$194,220
CONTRACTUAL	4,581,859	3,779,221	4,912,792	3,905,182	125,961
SUPPLIES	1,238,668	1,233,000	1,095,539	1,569,000	336,000
OTHER	385,776	727,262	456,757	605,149	(122,113)
CAPITAL	0	1,411,000	457,922	346,000	(1,065,000)
TOTAL	<u>\$9,198,878</u>	<u>\$9,946,691</u>	<u>\$10,031,489</u>	<u>\$9,415,759</u>	<u>(\$530,932)</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
STREET AND BRIDGE	\$1,409,973	\$1,434,758	\$1,413,385	\$1,615,000	\$201,615
REIMBURSEMENTS	314,807	356,833	401,912	494,952	93,040
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	2,086,261	2,530,107	0	0	0
USER FEES	0	0	2,550,093	2,356,656	(193,437)
CAPITAL LEASE FUNDS	0	0	1,411,000	346,000	(1,065,000)
GENERAL REVENUES	<u>3,736,022</u>	<u>4,527,180</u>	<u>3,820,301</u>	<u>4,253,151</u>	<u>432,850</u>
TOTAL	<u>\$7,897,063</u>	<u>\$9,198,878</u>	<u>\$9,946,691</u>	<u>\$9,415,759</u>	<u>(\$530,932)</u>

Street Maintenance Division

STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 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

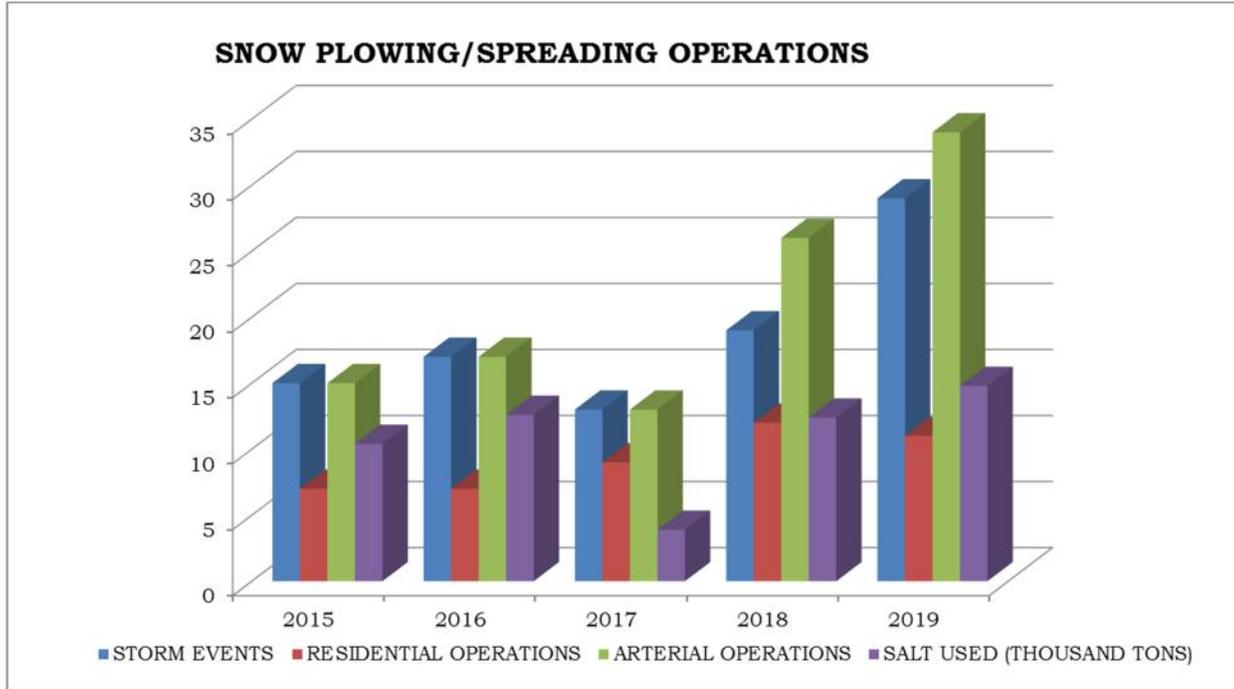
-) Personnel expenses reflect increases in health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates, as well as a budgeted 2% wage increase for all staff.
-) Contractual expenses increase \$125,961 primarily due to changes in internal service charges.
-) Supply expenses increase due to an increase in the cost of rock/road salt.
-) Lease payments for capital are budgeted at \$509,849 for purchases made in 2019.

CAPITAL EQUIPMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
ARROWBOARD	2	\$23,000	\$46,000
1 TON SVC	1	100,000	100,000
DUMP TRUCK	2	85,000	170,000
CAMERA VAN - TRANSIT	<u>1</u>	30,000	<u>30,000</u>
TOTAL	6		\$346,000

Street Maintenance Division

OPERATIONAL INFORMATION



STREET MAINTENANCE DIVISION PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
AVERAGE OPEN POTHOLE REQUESTS	29	50	50	50
% OF ARTERIAL POTHoles FILLED, LESS THAN 10 DAYS	96%	90%	75%	90%
% OF RESIDENTIAL POTHoles FILLED, LESS THAN 30 DAYS	95%	90%	71%	90%
MILES OF STREET SWEPT	1,730	2,000	1,867	2,000
TREES TRIMMED	2,137	2,400	2,300	2,400
TREES REMOVED	581	800	485	500
TREES PLANTED	174	400	150	400
AVERAGE UNRESOLVED FORESTRY REQUESTS	49	90	84	100
TOTAL REQUESTS	4,204	6,000	6,143	7,200
TOTAL OPEN REQUESTS	109	150	261	250

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 2020

-) Upgrade to a modern, up-to-date version of TACTICS traffic signal database software.
-) Complete the downtown business district light pole replacement project with aluminum poles along west side of river.
-) Continue City-wide light pole shroud restoration program and replacement of dead-end signs.
-) Continue completion of improvements to fiber optic cable and the surrounding network.
-) Continue to upgrade all City-wide streetlights.
-) Complete various engineering projects assigned.
-) Continue installation of thermo-marking applications for school crosswalks for better visibility, reliability, longevity.
-) Reduce inventory overhead through internal traffic sign/markings City trans map program.
-) Replace faded intersection guidance signing and faded pavement markings.

Traffic Division

TRAFFIC DIVISION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,059,674	\$1,118,160	\$1,059,589	\$1,183,041	\$64,882
CONTRACTUAL	2,817,574	2,957,433	2,896,056	3,009,293	51,860
SUPPLIES	502,961	641,000	385,916	656,000	15,000
OTHER	70,795	63,180	63,180	88,503	25,323
CAPITAL	0	<u>222,000</u>	0	<u>196,000</u>	(26,000)
TOTAL	<u>\$4,451,004</u>	<u>\$5,001,773</u>	<u>\$4,404,741</u>	<u>\$5,132,837</u>	<u>\$131,065</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$132,862	\$119,367	\$167,755	\$199,492	\$31,737
PURCHASE OF SERVICES	65,600	70,300	70,100	74,200	4,100
FROM OTHER GOVERNMENTS	180,000	180,000	180,000	180,000	0
I-FIBER JULIE LOCATES	17,834	23,457	25,000	25,000	0
TRANSFERS FROM OTHER FUNDS	1,500,000	1,500,000	1,500,000	1,500,000	0
CAPITAL LEASE FUNDS	0	0	222,000	196,000	(26,000)
GENERAL REVENUES	<u>2,794,831</u>	<u>2,557,880</u>	<u>2,836,918</u>	<u>2,958,145</u>	<u>121,228</u>
TOTAL	<u>\$4,691,127</u>	<u>\$4,451,004</u>	<u>\$5,001,773</u>	<u>\$5,132,837</u>	<u>\$131,065</u>

TRAFFIC DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
ASSISTANT STREET SUPERINTENDENT	111	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	109	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	6.00	6.00	0.00
SIGN/MARKING TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-20	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to a budgeted 2% salary adjustment and increases in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase due to adjustments in risk management and microcomputers.
-) Supplies increase due to the purchase of a message board budgeted in the capital plan.
-) Lease payments for capital are budgeted at \$34,803 for purchases made in 2019.

Traffic Division

CAPITAL EQUIPMENT

	QUANTITY	BUDGET EACH	TOTAL BUDGET
PICKUP TRUCK	1	\$34,000	\$34,000
BUCKET TRUCK	<u>1</u>	162,000	<u>162,000</u>
TOTAL	2		\$196,000

TRAFFIC DIVISION PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	95%	95%	100%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	99%	95%	100%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	99%	95%	100%	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 2020

-) Update landscaping and plantings in the above-ground planter beds at City Hall and Wellness Center.
-) Full landscape makeover, including hardscape addition, for East side of Lot 37.
-) Full landscape makeovers for West & Shout island bed of Lot 13, for Walkway Bed at Church Lot, and for the new parking lot pavement structure at Lot 31.
-) Groundcover re-establishment at Lot 33.
-) Create hardscape landscaping for Lot 39.
-) Re-mulch – up-plant tree rings at Lot 41.
-) Restripe East Side Lots.
-) Upgrade handicap stencil overlay per ADA Standards Markings for handicap stalls in parking decks.
-) Continue to work with ABM in managing the parking system for the City.

PARKING DIVISION BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$280,424	\$289,463	\$271,660	\$299,641	\$10,178
CONTRACTUAL	1,464,414	1,373,987	1,483,079	1,505,840	131,853
SUPPLIES	77,012	49,700	31,855	65,100	15,400
OTHER	<u>1,191,140</u>	<u>1,284,263</u>	<u>3,005,642</u>	<u>1,070,463</u>	<u>(213,800)</u>
TOTAL	<u>\$3,012,990</u>	<u>\$2,997,413</u>	<u>\$4,792,236</u>	<u>\$2,941,044</u>	<u>(\$56,369)</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
MONTHLY PARKING	\$759,620	\$812,763	\$824,000	\$848,700	\$24,700
DAILY PARKING	202,253	209,424	236,900	244,000	7,100
PARKING FINES	388,176	298,988	463,500	477,400	13,900
SPECIAL EVENTS PARKING	773,749	809,614	309,000	318,300	9,300
RENTAL INCOME	129,303	99,177	154,500	159,100	4,600
INTEREST INCOME	(13,050)	(27,472)	13,800	14,200	400
MISCELLANEOUS INCOME	68	1,996	10,300	10,600	300
PURCHASE OF SERVICES	<u>49,600</u>	<u>50,900</u>	<u>52,600</u>	<u>54,200</u>	<u>1,600</u>
TOTAL	<u>\$2,289,719</u>	<u>\$2,255,390</u>	<u>\$2,064,600</u>	<u>\$2,126,500</u>	<u>\$61,900</u>

Parking Division

PARKING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
PARKING SYSTEMS SUPERVISOR	109	1.00	1.00	0.00
PARKING SYSTEM REPAIRER	A-22	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to a 2% salary adjustment and an increase in Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase due to adjustments in internal service charges and service contracts.
-) Supplies increase due to maintenance repair parts purchases.
-) The 2020 net is a loss of \$814,544; net of depreciation, it is a loss of \$276,425.
-) The 2020 budgeted cash out, which includes capital purchases, the principal portion of the payments on debt service, less depreciation is \$3,343,638.

FIXED ASSETS

Planned fixed assets for 2020 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
LOT 9 PAVEMENT RESURFACE	<u>1</u>	80,000	<u>\$80,000</u>
TOTAL	1		\$80,000

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$2,190	\$2,256	\$2,324	\$2,393	\$2,465
EXPENSES	<u>2,892</u>	<u>2,972</u>	<u>3,056</u>	<u>3,143</u>	<u>3,234</u>
EXCESS (DEFICIT)	<u>(702)</u>	<u>(716)</u>	<u>(732)</u>	<u>(750)</u>	<u>(769)</u>
BEGINNING BALANCE	<u>12,302</u>	<u>11,600</u>	<u>10,884</u>	<u>10,151</u>	<u>9,401</u>
ENDING BALANCE	<u>\$11,600</u>	<u>\$10,884</u>	<u>\$10,152</u>	<u>\$9,401</u>	<u>\$8,632</u>

The 2021-2025 five-year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

Parking Division

PARKING FUND PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 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	436,670	545,838	651,995	671,554
NUMBER OF TICKETS ISSUED	16,488	17,100	14,973	15,500

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 2020

-) Replace final section of saw tooth roofing at City Yards.
-) Renovate Central Supply inventory and work areas at City Yards.
-) Repair floor drains located at Central Garage.
-) Lobby ceiling restoration and north elevator repair at City Hall.
-) Lobby lighting dimmer control and sidewalk repairs at City Hall.

PROPERTY FUND BUDGET SUMMARY

FUNDING SOURCE	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$970,445	\$991,932	\$970,124	\$1,073,502	\$81,570
CONTRACTUAL	1,352,735	1,696,495	1,436,746	1,767,915	71,420
SUPPLIES	312,937	353,700	256,460	363,700	10,000
OTHER	<u>425,836</u>	<u>498,347</u>	<u>758,129</u>	<u>468,014</u>	<u>(30,333)</u>
TOTAL	<u>\$3,061,953</u>	<u>\$3,540,474</u>	<u>\$3,421,459</u>	<u>\$3,673,131</u>	<u>\$132,657</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
BUILDING RENTAL CHARGES					
GENERAL FUND	\$2,319,544	\$2,304,591	\$2,422,170	\$2,434,365	\$12,195
OTHER FUNDS	1,323,250	1,304,230	1,314,020	1,327,986	13,966
MISCELLANEOUS	809	4,498	0	0	0
TRANSFER FROM STREET DIVISION	19,159	19,159	0	0	0
TRANSFER FROM WATER FUND	5,404	0	0	0	0
INTEREST INCOME	<u>8,242</u>	<u>8,280</u>	<u>20,500</u>	<u>20,500</u>	<u>0</u>
TOTAL	<u>\$3,676,408</u>	<u>\$3,640,757</u>	<u>\$3,756,690</u>	<u>\$3,782,851</u>	<u>\$26,161</u>

PROPERTY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE / (DECREASE)
PROPERTY SUPERVISOR	109	1.00	1.00	0.00
MAINTENANCE REPAIR WORKER	A-24	<u>10.00</u>	<u>10.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>11.00</u>	<u>11.00</u>	<u>0.00</u>

Property Division

BUDGET HIGHLIGHTS

-) Personnel expenses increase primarily due to an increase in Illinois Municipal Retirement Fund (IMRF) rates, workmen's compensation and health insurance costs.
-) Contractual expenses increase \$71,420 due to internal service charges adjustments, an addition of a new cost center for the new Police Evidence Building, and increases to building maintenance costs for a fence replacement and parking lot sealcoating at City Yards, and elevator repairs at City Hall.
-) Supplies increase for small tool purchases and linens-laundry.
-) Lease payments for capital are budgeted at \$26,143 for purchases made in 2019.

FIXED ASSETS

Planned fixed assets for 2020 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
SAWTOOTH ROOF REPLACEMENT AT CITY YARDS	1	100,000	100,000
CENTRAL GARAGE DRAIN REPAIR/REPLACEMENT	1	75,000	75,000
CENTRAL SUPPLY RENOVATION	1	100,000	100,000
CITY HALL CEILING LOBBY RESTORATION	1	35,000	35,000
CITY HALL DIMMER PANEL REPLACEMENT	1	25,000	25,000
CITY HALL SIDEWALK	1	75,000	75,000
SUPERVISOR TRUCK	1	30,000	30,000
DUMP TRUCK	1	50,000	50,000
PICKUP TRUCK SVC	<u>1</u>	35,000	<u>35,000</u>
TOTAL	9		\$525,000

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$3,896	\$4,013	\$4,133	\$4,257	\$4,385
EXPENSES	<u>3,783</u>	<u>3,896</u>	<u>4,013</u>	<u>4,133</u>	<u>4,257</u>
EXCESS (DEFICIT)	<u>113</u>	<u>117</u>	<u>120</u>	<u>124</u>	<u>128</u>
BEGINNING BALANCE	<u>2,868</u>	<u>2,981</u>	<u>3,098</u>	<u>3,218</u>	<u>3,342</u>
ENDING BALANCE	<u>\$2,981</u>	<u>\$3,098</u>	<u>\$3,218</u>	<u>\$3,342</u>	<u>\$3,470</u>

The 2021-2025 five-year forecast assumes operations will continue as they are programmed for 2020 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 Division provides preventative maintenance and repair services for all City vehicles, except the Fire Department's emergency equipment.

OBJECTIVES FOR FISCAL YEAR 2020

- J Evaluate snow and ice fleet to ensure a continuous and effective operation during critical snow and ice events.
- J Use cost effective procedures to maintain the fleet.
- J Maintain the Police Department fleet effectively with current geo-policing operations.
- J Continue to add new technology for diagnostics and repair of all City vehicles.
- J Evaluate and replace vehicles and equipment for the 2020 fiscal year.

EQUIPMENT FUND BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$925,868	\$962,692	\$937,318	\$1,014,948	\$52,256
CONTRACTUAL	659,862	752,860	695,624	754,570	1,710
SUPPLIES	1,982,383	1,746,940	1,880,837	1,840,100	93,160
OTHER	<u>88,063</u>	<u>123,862</u>	<u>121,902</u>	<u>140,443</u>	<u>16,581</u>
TOTAL	<u>\$3,656,176</u>	<u>\$3,586,354</u>	<u>\$3,635,681</u>	<u>\$3,750,061</u>	<u>\$163,707</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
VEHICLE REPAIR CHARGES					
GENERAL FUND	\$1,764,681	\$2,055,265	\$1,535,200	\$1,734,700	\$199,500
OTHER FUNDS	715,203	744,122	911,500	847,700	(63,800)
FUEL CHARGES					
GENERAL FUND	872,149	1,108,675	915,420	1,003,620	88,200
OTHER FUNDS	190,875	216,453	231,770	232,730	960
MISCELLANEOUS	19,198	25,951	15,000	15,000	0
INTEREST INCOME	<u>2,467</u>	<u>13,316</u>	<u>4,000</u>	<u>4,000</u>	<u>0</u>
TOTAL	<u>\$3,564,573</u>	<u>\$4,163,782</u>	<u>\$3,612,890</u>	<u>\$3,837,750</u>	<u>\$224,860</u>

Equipment Division

EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
EQUIPMENT SERVICES SUPERVISOR	109	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>9.00</u>	<u>9.00</u>	<u>0.00</u>

BUDGET HIGHLIGHTS

-) Personnel expenses increase due to a 2% salary adjustment and an increase in both health insurance costs and Illinois Municipal Retirement Fund (IMRF) rates.
-) Contractual expenses increase primarily due to changes in internal service charges and small adjustments between accounts.
-) Supplies increase \$93,160 as a result of changes in market price of fuel as well as increases to both gas and diesel taxes.
-) Other expenses increase due to an increased depreciation expense.

FIXED ASSETS

Planned fixed assets for 2020 include:

	QUANTITY	BUDGET EACH	TOTAL BUDGET
FLEET FOCUS SOFTWARE UPGRADE	1	30,000	30,000
PICKUP TRUCK	1	28,000	28,000
FORKLIFT	<u>2</u>	28,000	<u>56,000</u>
TOTAL	4		\$114,000

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$3,953	\$4,072	\$4,194	\$4,320	\$4,450
EXPENSES	<u>3,863</u>	<u>3,979</u>	<u>4,098</u>	<u>4,221</u>	<u>4,348</u>
EXCESS (DEFICIT)	<u>90</u>	<u>93</u>	<u>96</u>	<u>99</u>	<u>102</u>
BEGINNING BALANCE	<u>1,099</u>	<u>1,189</u>	<u>1,282</u>	<u>1,378</u>	<u>1,477</u>
ENDING BALANCE	<u>\$1,189</u>	<u>\$1,282</u>	<u>\$1,378</u>	<u>\$1,477</u>	<u>\$1,579</u>

The 2021-2025 five-year forecast assumes operations will continue as they are programmed for 2020 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 2020

-)] Update the parts and supply inventory management system.
-)] Renovate and re-locate the central supply office.
-)] Increase the frequency of inventory cycle counts.
-)] Improve turnaround time on parts ordered, continue to evaluate parts on hand and adjust quantities as needed.

CENTRAL SUPPLY FUND BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$385,887	\$352,789	\$319,661	\$369,369	\$16,580
CONTRACTUAL	59,269	62,353	61,097	69,970	7,617
SUPPLIES	15,600	31,500	24,419	26,500	(5,000)
OTHER	<u>24,400</u>	<u>25,300</u>	<u>25,300</u>	<u>31,600</u>	<u>6,300</u>
TOTAL	<u>\$485,156</u>	<u>\$471,942</u>	<u>\$430,478</u>	<u>\$497,439</u>	<u>\$25,497</u>
	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
INVENTORY CONTROL CHARGES					
STREET DIVISION	\$107,880	\$112,008	\$113,270	\$119,400	\$6,130
TRAFFIC DIVISION	49,445	51,337	51,910	54,730	2,820
PARKING DIVISION	22,475	23,335	23,600	24,880	1,280
PROPERTY UNIT	44,950	46,670	47,190	49,750	2,560
EQUIPMENT UNIT	40,455	42,003	42,471	44,780	2,309
WATER DIVISION	184,295	191,347	193,501	203,980	10,479
INTEREST INCOME	<u>4,226</u>	<u>6,883</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$453,726</u>	<u>\$473,583</u>	<u>\$471,942</u>	<u>\$497,520</u>	<u>\$25,578</u>

Central Supply Division

CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
CENTRAL SUPPLY SUPERVISOR	109	1.00	1.00	0.00
PURCHASING TECHNICIAN	A-23	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 due to increases in overtime, employee agency wages, Illinois Municipal Retirement Fund (IMRF) rates and health insurance costs.
-) Contractual expenses increase due to changes to internal service charges for microcomputers and maintenance equipment/rentals.
-) Supplies decrease by \$5,000 for reductions in small tool purchases.
-) Other increases due to an increase of purchase of service to the General Fund.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$512	\$527	\$553	\$581	\$610
EXPENSES	<u>512</u>	<u>527</u>	<u>543</u>	<u>559</u>	<u>576</u>
EXCESS (DEFICIT)	<u>0</u>	<u>0</u>	<u>10</u>	<u>22</u>	<u>34</u>
BEGINNING BALANCE	<u>335</u>	<u>335</u>	<u>335</u>	<u>345</u>	<u>367</u>
ENDING BALANCE	<u>\$335</u>	<u>\$335</u>	<u>\$345</u>	<u>\$367</u>	<u>\$401</u>

The 2021-2025 five-year forecast assumes operations will continue as they are programmed for 2020 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 2020

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

Water Division

-) Promote worker safety and reduce number of on-the-job injuries by training employees, addressing all safety concerns in a timely manner, and participating in the Public Works Safety Committee.
-) Cultivate organizational health through continued development of the Rockford Water Organizational Health program.
-) Develop a facility master plan to assist in decision making regarding the annual capital infrastructure replacement program.
-) Conduct a cost of service study to support a new five-year rate plan starting in 2021.

WATER FUND BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,998,220	\$6,492,861	\$6,038,571	\$6,887,583	\$394,722
CONTRACTUAL	6,009,452	6,398,145	5,514,459	6,923,605	525,460
SUPPLIES	1,502,714	1,735,600	995,254	1,732,600	(3,000)
OTHER	10,411,956	8,908,839	8,965,273	9,968,878	1,060,039
INTEREST	<u>1,353,519</u>	<u>1,216,958</u>	<u>757,573</u>	<u>1,072,147</u>	<u>(144,811)</u>
TOTAL	<u>\$25,275,861</u>	<u>\$24,752,403</u>	<u>\$22,271,131</u>	<u>\$26,584,813</u>	<u>\$1,832,410</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$27,742,007	\$27,990,368	\$28,987,000	\$29,644,500	\$657,500
INSTALLATIONS & CONNECTIONS	1,055,899	970,260	901,000	946,000	45,000
INTEREST INCOME	194,660	337,110	200,000	200,000	0
MISCELLANEOUS	1,339,966	2,252,883	83,000	85,000	2,000
PURCHASE OF SERVICES	<u>111,450</u>	<u>111,450</u>	<u>121,780</u>	<u>128,431</u>	<u>6,651</u>
TOTAL	<u>\$30,443,981</u>	<u>\$31,662,072</u>	<u>\$30,292,780</u>	<u>\$31,003,931</u>	<u>\$711,151</u>

Water Division

WATER FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2019	2020	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
WATER SUPERINTENDENT	213	1.00	1.00	0.00
DEPUTY WATER SUPERINTENDENT	212	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT	110	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT DISTRIBUTION	110	1.00	1.00	0.00
CONTROL SYSTEMS ADMINISTRATOR	110	1.00	1.00	0.00
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 FINANCIAL ANALYST	107	1.00	0.00	(1.00)
WATER ACCOUNTING TECHNICIAN	105	0.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	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 QUALITY TECHNICIAN	A-26	2.00	2.00	0.00
WATER SERVICE INSPECTOR	A-26	8.00	8.00	0.00
WATER UTILITY TECHNICIAN	A-25	2.00	2.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
METER READERS	A-19	2.00	2.00	0.00
SENIOR CLERK	A-19	4.00	4.00	0.00
TOTAL PERSONNEL		65.00	65.00	0.00

BUDGET HIGHLIGHTS

-) Personnel expenses reflect a 2% wage adjustment, increases to Illinois Municipal Retirement Fund (IMRF) rates, health insurance and workmen's compensation.
-) Contractual expenses increased due to adjustments in internal service charges, increases in water power expense, services contracts, miscellaneous professional fees and equipment rental, offset in part by reductions in equipment maintenance, water reservoir and engineering costs.
-) Supply expenses decrease \$3,000 due to decreases in water supplies and non-capital purchases, offset in part by an increase in equipment purchases.
-) Other expenses increase due to increases in depreciation, purchase of services and depreciation, which are offset by a decrease in go bond interest.

Water Division

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$32,115	\$33,271	\$34,469	\$35,710	\$36,996
EXPENSES	<u>27,914</u>	<u>29,310</u>	<u>30,776</u>	<u>32,315</u>	<u>33,931</u>
EXCESS (DEFICIT)	<u>4,201</u>	<u>3,961</u>	<u>3,693</u>	<u>3,395</u>	<u>3,065</u>
BEGINNING BALANCE	<u>160,194</u>	<u>164,395</u>	<u>168,356</u>	<u>172,049</u>	<u>175,444</u>
ENDING BALANCE	<u>\$164,395</u>	<u>\$168,356</u>	<u>\$172,049</u>	<u>\$175,444</u>	<u>\$178,509</u>
BOND ISSUES	\$0	\$0	\$0	\$0	\$0
RATE INCREASES	3.6%	3.6%	3.6%	3.6%	3.6%

The 2021-2025 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 2020 include:

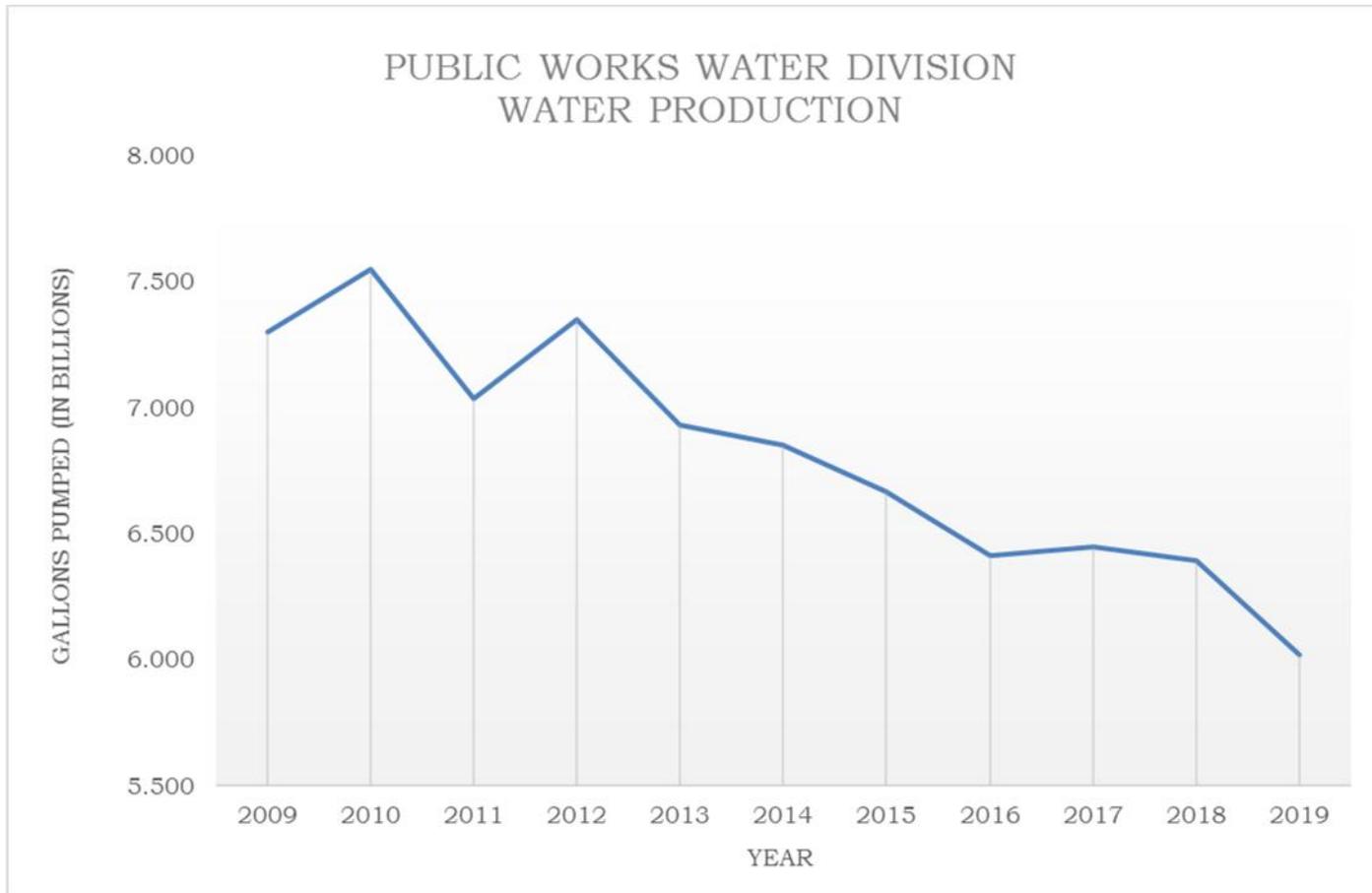
	QUANTITY	BUDGET EACH	TOTAL BUDGET
WELL, BOOSTER AND FILTER REPLACEMENTS	1	1,160,000	1,160,000
WATER MAIN DISTRIBUTION SYSTEM REPAIRS	1	240,000	240,000
WOC IMPROVEMENTS	1	200,000	200,000
HYDRAULIC MODEL	1	125,000	125,000
COMMUNICATION UPGRADE PHASE 3	1	40,000	40,000
AC UNIT REPLACEMENT AT U34	1	15,000	15,000
AC UNIT REPLACEMENT AT U18	1	15,000	15,000
DRIVEWAY AT U18	1	150,000	150,000
QUANTITRAY FOR LAB	1	6,000	6,000
HYDRAULIC THUMB FOR MINI EXCAVATOR	1	5,800	5,800
WATER OUTREACH TRAILER	1	25,000	25,000
BACKHOE	1	100,000	100,000
DUMP TRUCK	1	160,000	160,000
SERVICE TRUCK	1	75,000	75,000
PICKUP TRUCK 350	<u>1</u>	55,000	<u>55,000</u>
TOTAL	15		\$2,371,800

Water Division

WATER FUND PERFORMANCE MEASUREMENTS

	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 BUDGET
EMERGENCY REPAIR TIME (HOURS)	3.00	2.00	3.88	4.00
% OF TOTAL REPAIRS THAT ARE PLANNED	75%	70%	79%	70%
BACKLOG OF NON-EMERGENCY REPAIRS (MONTHLY AVERAGE)	45	30	14	25
WATER MAIN FLUSHED (MILES)	305	240	467	280
AVERAGE DAYS TO CORRECT METER PROBLEM	8	30	14	30
WATER QUALITY COMPLAINTS	16	18	2	18
% DESIGN DEMAND	118%	100%	104%	100%
%PREVENTATIVE MAINTENANCE	46%	60%	45%	60%
NEW WATER CONNECTIONS	137	35	170	60

OPERATIONAL INFORMATION



As the graph shows, water production has fluctuated significantly in the last ten years. Since 1999, when gallons pumped was at 9.076 billion, production has decreased 33.68%, to an estimated 6.019 billion gallons in 2019. The average production for the past seven years is 6.532 billion gallons, which is more than estimated 2020 production of 6.24 billion. Weather conditions, particularly annual rainfall, impact water usage in the City.

Police and Fire Pension Fund

MISSION STATEMENT

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

PRIMARY FUNCTIONS

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

POLICE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
PERSONNEL	\$17,777,105	\$18,214,814	\$18,778,790	\$19,361,600	\$1,146,786
CONTRACTUAL	423,931	410,925	417,428	415,950	5,025
SUPPLIES	46	0	0	100	100
OTHER	<u>0</u>	<u>85,600</u>	<u>0</u>	<u>85,600</u>	<u>0</u>
TOTAL	<u>\$18,201,082</u>	<u>\$18,711,339</u>	<u>\$19,196,218</u>	<u>\$19,863,250</u>	<u>\$1,151,911</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (<u>DECREASE</u>)
POLICE DEPARTMENT TRANSFER					
POLICE PENSION PROPERTY TAX	\$7,075,300	\$7,312,549	\$7,311,769	\$8,237,955	\$926,186
POLICE PENSION REPLACE TAX	<u>963,000</u>	<u>895,469</u>	<u>895,469</u>	<u>941,600</u>	<u>46,131</u>
TOTAL CITY CONTRIBUTION	8,038,300	8,208,018	8,207,238	9,179,555	972,317
INTEREST INCOME	11,005,563	9,034,507	5,762,600	5,762,600	0
FV APPRECIATION(DEPRECIATION)	<u>14,315,889</u>	<u>(16,633,061)</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>
TOTAL INVESTMENT INCOME	25,321,453	(7,598,553)	10,762,600	10,762,600	0
EMPLOYEE CONTRIBUTIONS	<u>2,429,920</u>	<u>3,349,902</u>	<u>2,113,400</u>	<u>2,157,400</u>	<u>44,000</u>
TOTAL	<u>\$35,789,673</u>	<u>\$3,959,366</u>	<u>\$21,083,238</u>	<u>\$22,099,555</u>	<u>\$1,016,317</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$8,038,300	\$8,208,018	\$8,207,238	\$9,179,555	\$972,317

Police and Fire Pension Fund

FIRE PENSION FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$18,779,108	\$19,132,014	\$19,587,951	\$20,268,600	\$1,136,586
CONTRACTUAL	458,352	390,575	424,463	466,600	76,025
SUPPLIES	46	0	0	100	100
OTHER	<u>0</u>	<u>81,000</u>	<u>0</u>	<u>81,000</u>	<u>0</u>
TOTAL	<u>\$19,237,506</u>	<u>\$19,603,589</u>	<u>\$20,012,415</u>	<u>\$20,816,300</u>	<u>\$1,212,711</u>
FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
FIRE DEPARTMENT TRANSFER					
FIRE PENSION PROPERTY TAX	\$7,405,872	\$9,182,770	\$8,405,099	\$9,582,970	\$1,177,871
FIRE PENSION REPLACE TAX	<u>1,155,600</u>	<u>1,074,925</u>	<u>1,074,925</u>	<u>1,113,800</u>	<u>38,875</u>
TOTAL CITY CONTRIBUTION	8,561,472	10,257,695	9,480,024	10,696,770	1,216,746
INTEREST INCOME	10,665,145	6,031,299	5,104,541	5,104,541	0
FV APPRECIATION(DEPRECIATION)	<u>7,980,633</u>	<u>(12,344,521)</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>0</u>
TOTAL INVESTMENT INCOME	18,645,778	(6,313,221)	7,104,541	7,104,541	0
EMPLOYEE CONTRIBUTIONS	<u>2,162,996</u>	<u>2,181,237</u>	<u>2,004,600</u>	<u>1,885,900</u>	<u>(118,700)</u>
TOTAL	<u>\$29,370,246</u>	<u>\$6,125,710</u>	<u>\$18,589,165</u>	<u>\$19,687,211</u>	<u>\$1,098,046</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$7,450,373	\$8,625,745	\$9,480,024	\$10,696,770	(\$1,216,746)

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. For the 2020 valuation, two assumptions were updated. Mortality assumptions were updated to more current data and the actuarial rate of return was lowered to 7.4%.
-) For 2019, the Police plan earned \$2.4 million in interest income while the Fire plan earned \$2.5 million in interest income.
-) The Police and Fire plans also realized \$3.1 and \$750,000 respectively on the sale of investments.
-) In addition, reflecting fair market value adjustments of investments, the Police Pension Fund estimated a gain of \$16.6 (2018) million while the Fire Pension Fund estimated a gain of \$12.3 (2018) million.
-) Investment expenses are \$280,000 for Police and \$280,000 for Fire.
-) Approximate annual rates of return were above the assumption rate of 7.5%, with 15.4% for Police and 13.9% for Fire.
-) Police contribution requirement increases to \$8,237,955. The percent funded in 2018 was 61.0%.
-) Fire contribution requirement increases to \$9,252,970. The percent funded in 2018 was 52.5%.

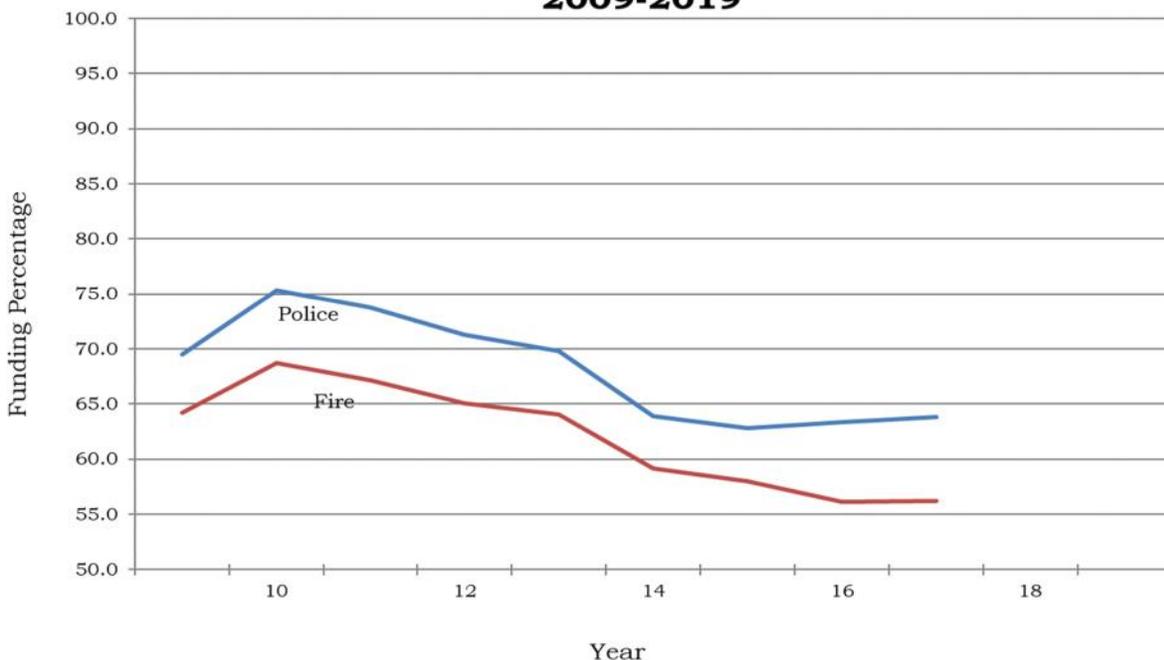
Police and Fire Pension Fund

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
2009-2019**



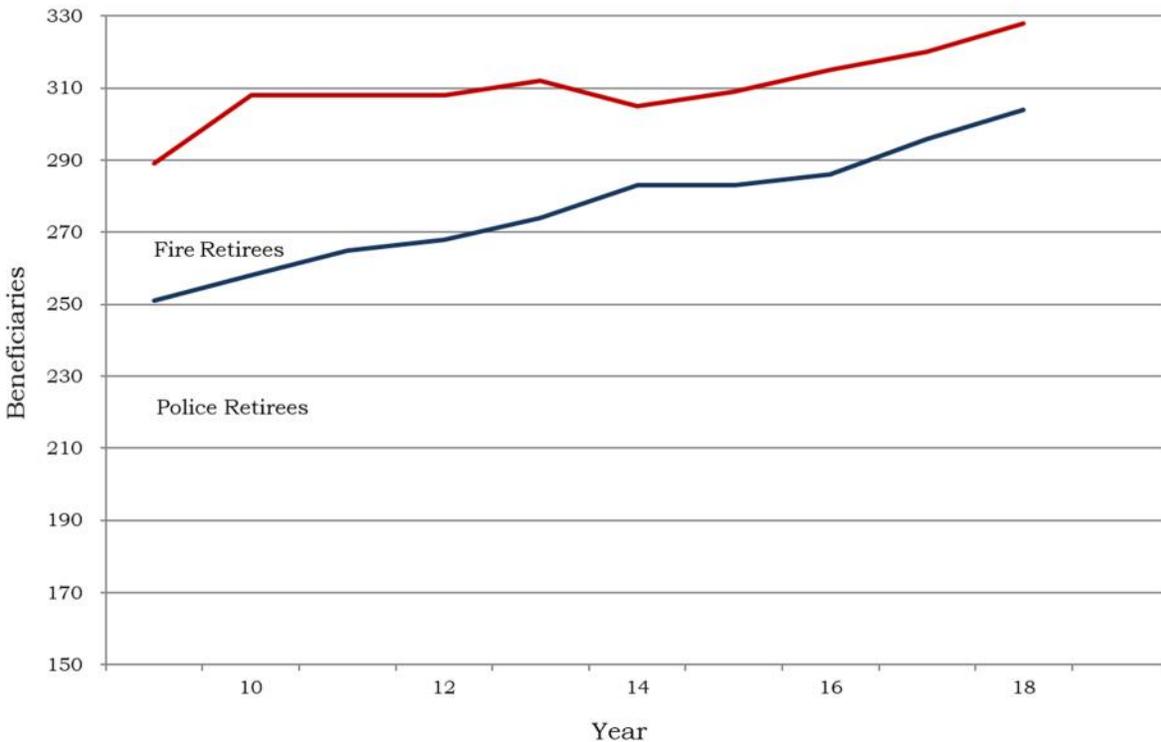
Police and Fire Pension Fund

ROCKFORD PENSION PLANS

EMPLOYEES	POLICE <u>SWORN</u>	FIRE <u>SWORN</u>	IMRF/SS <u>ALL OTHER</u>
2020 EMPLOYER RATE	90.79%	95.60%	19.70%
2020 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
2009-2019**



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 2019, estimated rates are 51.3 cents for the Police plan and 60.1 cents for the Fire plan. 2018 rates are 48.9 and 56.2 cents respectively. The property tax rate increase is due to the plan cost increase.

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

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$32,823	\$35,002	\$37,376	\$39,972	\$43,014
EXPENDITURES	<u>18,807</u>	<u>19,478</u>	<u>20,170</u>	<u>20,883</u>	<u>21,617</u>
EXCESS (DEFICIT)	<u>14,017</u>	<u>15,523</u>	<u>17,206</u>	<u>19,089</u>	<u>21,397</u>
BEGINNING BALANCE	<u>249,274</u>	<u>263,290</u>	<u>278,814</u>	<u>296,020</u>	<u>315,108</u>
ENDING BALANCE	<u>\$263,290</u>	<u>\$278,814</u>	<u>\$296,020</u>	<u>\$315,108</u>	<u>\$336,506</u>
PROPERTY TAX RATES (IN CENTS)	65.1	69.2	73.5	77.9	82.4

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$31,557	\$33,622	\$35,892	\$38,373	\$41,093
EXPENDITURES	<u>20,368</u>	<u>21,087</u>	<u>21,827</u>	<u>22,589</u>	<u>23,375</u>
EXCESS (DEFICIT)	<u>11,189</u>	<u>12,535</u>	<u>14,065</u>	<u>15,784</u>	<u>17,718</u>
BEGINNING BALANCE	<u>213,809</u>	<u>224,998</u>	<u>237,533</u>	<u>251,597</u>	<u>267,381</u>
ENDING BALANCE	<u>\$224,998</u>	<u>\$237,533</u>	<u>\$251,597</u>	<u>\$267,381</u>	<u>\$285,099</u>
PROPERTY TAX RATES (IN CENTS)	78.2	83.1	88.0	93.1	98.5

The 2021-2025 five-year forecast on a traditional basis, assumes a 7.4% City and employee contribution increases as well as a 7.4% 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>2018</u>	<u>2019</u>	<u>2019</u>	<u>2020</u>	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,719,176	\$5,690,951	\$5,921,591	\$6,010,919	\$319,968
CONTRACTUAL	<u>302</u>	<u>300</u>	<u>300</u>	<u>3,890</u>	<u>3,590</u>
TOTAL	<u>\$6,719,478</u>	<u>\$5,691,251</u>	<u>\$5,921,891</u>	<u>\$6,014,809</u>	<u>\$323,558</u>
RATES APPLIED	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
IMRF	12.66	11.71	12.07	9.33	12.05
SOCIAL SECURITY	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>
TOTAL	<u>20.31</u>	<u>19.36</u>	<u>19.72</u>	<u>16.98</u>	<u>19.70</u>
FUNDING SOURCE	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
IMRF FUND	\$3,253,614	\$3,674,709	\$3,072,267	\$3,475,342	\$403,075
REPLACEMENT TAXES	321,000	317,000	298,500	307,500	9,000
INTERFUND TRANSFERS	2,951,170	2,727,467	2,320,184	2,231,967	(88,217)
INTEREST INCOME	<u>4,313</u>	<u>7,933</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
TOTAL	<u>\$6,530,097</u>	<u>\$6,727,109</u>	<u>\$5,700,951</u>	<u>\$6,024,809</u>	<u>\$323,858</u>

BUDGET HIGHLIGHTS

-) The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2020. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) for 2020 is \$137,700.
-) The 2020 IMRF rate increases slightly to 12.05% due to the performance of equity markets. The City's IMRF plan is 71.2% funded (2018 market value).
-) The property tax rate for IMRF and Social Security retirement is unlimited by statute. The 2020 rate is estimated at 18.58.

IMRF Pension Fund

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$6,447	\$6,898	\$7,381	\$7,898	\$8,451
EXPENSES	<u>6,436</u>	<u>6,887</u>	<u>7,369</u>	<u>7,885</u>	<u>8,437</u>
EXCESS (DEFICIT)	<u>11</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>
BEGINNING BALANCE	<u>183</u>	<u>194</u>	<u>205</u>	<u>217</u>	<u>230</u>
ENDING BALANCE	<u>\$194</u>	<u>\$205</u>	<u>\$217</u>	<u>\$230</u>	<u>\$244</u>
PROPERTY TAX RATES	32.4	37.0	39.7	42.7	45.8

The 2021-2025 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

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
CONTRACTUAL	\$15,339,269	\$21,237,920	\$19,842,419	\$21,467,737	\$229,817
SUPPLIES	0	2,000	1,162	2,000	0
OTHER EXPENSE	<u>163,240</u>	<u>182,080</u>	<u>182,080</u>	<u>197,320</u>	<u>15,240</u>
TOTAL	<u>\$15,502,509</u>	<u>\$21,422,000</u>	<u>\$20,025,661</u>	<u>\$21,667,057</u>	<u>\$245,057</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
EMPLOYER PREMIUMS	\$17,457,349	\$18,494,239	\$17,973,696	\$19,221,152	\$1,247,456
EMPLOYEE PREMIUMS	1,226,050	1,278,875	1,278,875	1,348,828	69,953
RETIREES	601,713	587,018	2,515,095	3,173,430	658,335
OTHER	493,674	771,853	(160,000)	(217,000)	(57,000)
INTEREST INCOME	<u>59,653</u>	<u>54,145</u>	<u>77,200</u>	<u>38,700</u>	<u>(38,500)</u>
TOTAL	<u>\$19,838,439</u>	<u>\$21,186,130</u>	<u>\$22,166,068</u>	<u>\$23,565,110</u>	<u>\$1,880,244</u>

BUDGET HIGHLIGHTS

-) In 2019, premiums increased 4.7%. For 2020, rates increase 9%.
-) Medical expenses are expected to increase 3.2% over the 2019 budget.

Health Insurance Fund

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
REVENUES	\$25,282	\$27,141	\$29,146	\$31,257	\$33,580
EXPENSES	<u>23,203</u>	<u>24,359</u>	<u>25,564</u>	<u>26,830</u>	<u>28,158</u>
EXCESS (DEFICIT)	<u>2,079</u>	<u>2,782</u>	<u>3,582</u>	<u>4,427</u>	<u>5,422</u>
BEGINNING BALANCE	<u>4,478</u>	<u>2,544</u>	<u>5,326</u>	<u>8,908</u>	<u>13,335</u>
ENDING BALANCE	<u>\$6,557</u>	<u>\$5,326</u>	<u>\$8,908</u>	<u>\$13,335</u>	<u>\$18,757</u>
RATE INCREASE	7.5	7.5	7.5	5.0	5.0
RESEVE PERCENTAGE	19.3	10.4	20.8	33.2	47.4

The 2021-2025 five year plan assumes that medical costs will increase 3% annually and that the revenue mix of employer, employee, and third party contributions will continue to evolve in order to continue a financially viable plan. Premium increases are anticipated to be 7.5% per year for 2020-2023 and 5% per year for 2024-2025.

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	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$954,966	\$46,773	\$32,239	\$49,686	\$2,913
TOTAL	\$954,966	\$46,773	\$32,239	\$49,686	\$2,913

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL FUND TRANSFERS	\$148,637	\$152,716	\$37,205	\$39,803	\$2,598
OTHER FUND TRANSFERS	33,912	34,020	8,443	9,843	1,400
INTEREST INCOME	8,559	14,715	10,000	2,300	(7,700)
TOTAL	\$191,108	\$201,451	\$55,648	\$51,946	(\$3,702)

BUDGET HIGHLIGHTS

) The property tax rate for unemployment, collected in the general fund, is unlimited by statute. The 2020 rate is estimated at 0.25.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$53	\$53	\$54	\$54	\$55
Expenses	<u>51</u>	<u>51</u>	<u>52</u>	<u>52</u>	<u>53</u>
Excess (Deficit)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Beginning Balance	<u>80</u>	<u>82</u>	<u>84</u>	<u>86</u>	<u>88</u>
Ending Balance	<u>\$82</u>	<u>\$84</u>	<u>\$86</u>	<u>\$88</u>	<u>\$90</u>

The 2021-2025 five-year forecast assumes that unemployment costs will increase 3% annually and that premiums will be adjusted as necessary during this period. The 2020 rate is \$51 of the first \$9,000 of salary per employee.

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

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$4,396,782	\$2,907,250	\$2,059,299	\$3,010,255	\$103,005
OTHER EXPENSE	<u>101,600</u>	<u>101,600</u>	<u>101,600</u>	<u>112,600</u>	<u>11,000</u>
TOTAL	<u>\$4,498,382</u>	<u>\$3,008,850</u>	<u>\$2,160,899</u>	<u>\$3,122,855</u>	<u>\$114,005</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$3,074,959	\$3,155,604	\$2,695,012	\$2,792,353	\$97,341
OTHER FUND TRANSFERS	6,567	323,357	307,301	339,677	32,376
INTEREST INCOME	<u>66,819</u>	<u>117,324</u>	<u>70,000</u>	<u>70,000</u>	<u>0</u>
TOTAL	<u>\$3,148,345</u>	<u>\$3,596,285</u>	<u>\$3,072,313</u>	<u>\$3,202,030</u>	<u>\$129,717</u>

BUDGET HIGHLIGHTS

) The property tax rate for worker's compensation, collected in the general fund, is unlimited by statute. The 2020 rate is estimated at 17.39 cents.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$3,523	\$3,696	\$3,877	\$4,067	\$4,267
Expenses	<u>1,532</u>	<u>1,609</u>	<u>1,689</u>	<u>1,774</u>	<u>1,862</u>
Excess (Deficit)	<u>1,991</u>	<u>2,087</u>	<u>2,188</u>	<u>2,293</u>	<u>2,405</u>
Beginning Balance	<u>3,434</u>	<u>5,425</u>	<u>7,512</u>	<u>9,699</u>	<u>11,993</u>
Ending Balance	<u>\$5,425</u>	<u>\$7,512</u>	<u>\$9,700</u>	<u>\$11,992</u>	<u>\$14,398</u>

Expense Rate Change	5%	5%	5%	5%	5%
---------------------	----	----	----	----	----

The 2021-2025 five-year forecast assumes that worker's compensation costs will increase five percent annually and that premiums will be increased 5% annually to keep pace with expense growth.

Debt Management

MISSION STATEMENT

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

PRIMARY FUNCTION

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

FUND HIGHLIGHTS

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

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

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

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

Debt Management

CITY OF ROCKFORD, ILLINOIS OUTSTANDING AND PROPOSED DEBT ISSUES

<u>ISSUE AND AMOUNT</u>	<u>PAYMENT SOURCE</u>	<u>FINAL LEVY YEAR</u>
2007 \$29.865 GOB Alternate and Refunding (\$23.0 Metro Centre Improvements (Series B-\$16.365 Taxable), Series C-\$6.865 GOBA Refunding)	5,8	2026
2007 \$8.75 GOB Alternate (Series D-\$3.5 Water)	2	2026
2008 \$12.15 GOB Alternate (Series B-\$1.3 TIF (\$1.1 Airport, \$0.2 Jackson School), Series C-\$1.85 Taxable Parking)	3,4	2028
2009 \$2.6 GOB Alternate (Series A-\$1.65 TIF (\$0.35 River North, \$1.3 Main Whitman), Series B-\$0.95 Taxable Global Trade #1)	3	2028, 2029
2009 \$8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	5,8	2026
2009 \$1.7 GOB Alternate (Series D-\$1.35 Springfield Corners TIF, Series E-\$0.35 River East TIF)	3	2023
2009 \$13.585 Refunding (Series E-\$7.93 GOB Street, Series F-\$4.325 Water)	1,2	2018
2010 \$3.4 GOB Alternate Water	2	2029
2012 \$7.73 Refunding (\$2.7 GO, Series C-\$0.88 7th Street TIF, Series C-\$0.93 Springfield Corners TIF, Series A-\$3.22 GO)	2, 3, 6	2016, 2021
2014 \$5.3 Fire Station #3	1	2023
2014 \$14.025 Refunding (Series A-\$4.65 Capital, \$6.305 Neighborhood Rev \$3.070 GO, Series B-\$8.5 Street Improvements, \$8.7 Capital Improvements, Series C-\$2.0 7th Street, \$2.85 Lowes Distribution, \$16.7 Metro Center Improvements)	1,3,5	2016,2027
2015 \$16.52 GOB Ingersoll Project	5	2034
2015 \$6.315 Parking	4	2034
2016 \$22.8 GO (Series A-\$14.77 GeoPolice, \$0.65 Parking, \$1.625 Hope 6, \$0.705 Preston Central, \$1.81 Library, \$0.304 River North, \$0.956 Main Whitman)	1,3,4	2024, 2027, 2028, 2034
2016 GO Refunding \$12.5 Series B Water	2	2027
2018 Go Refunding (Series A-\$2,730 Tax Exempt, Series B-\$5,330 Water, Series C-\$9,490 Taxable)	2,3,5,8	2027
2019 (Series A-\$8m Police Evidence Facility, Series B-\$13m Convention Center, Series C-\$1.2m Parking Lots)	6,5,4	2039

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

Debt Management

DEBT SERVICE FUND BUDGET SUMMARY

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
BOND INTEREST	\$4,236,902	\$3,913,909	\$3,913,909	\$3,379,702	(\$534,207)
BOND PRINCIPAL	<u>11,928,819</u>	<u>9,974,607</u>	<u>9,974,607</u>	<u>9,200,183</u>	(774,424)
TOTAL	<u>\$16,165,721</u>	<u>\$13,888,516</u>	<u>\$13,888,516</u>	<u>\$12,579,885</u>	<u>(\$1,308,631)</u>

Actuals exclude water system debt

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
DEBT SERVICE-CITYWIDE	<u>\$4,995,815</u>	<u>\$939,820</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	4,995,815	939,820	0	0	0
ABATEMENTS-TAX EXEMPT					
PUBLIC WORKS WATER	5,338,772	4,773,437	4,731,745	4,673,242	(58,503)
SALES TAX	0	1,501,238	1,497,572	1,500,867	3,295
TIF DISTRICTS	1,789,690	2,099,148	1,755,400	1,068,573	(686,827)
REDEVELOPMENT FUND	609,938	831,450	1,286,750	822,125	(464,625)
OTHER	<u>1,849,013</u>	<u>1,173,057</u>	<u>732,322</u>	<u>1,179,028</u>	<u>446,706</u>
	9,587,413	10,378,330	10,003,789	9,243,835	(759,954)
ABATEMENTS-TAXABLE					
TIF DISTRICTS	203,375	247,138	318,335	264,300	(54,035)
SALES TAX	315,375	0	0	0	0
REDEVELOPMENT FUND	891,868	2,156,353	2,099,994	2,432,568	332,574
PARKING	<u>171,875</u>	<u>166,875</u>	<u>157,768</u>	<u>170,063</u>	<u>12,295</u>
	1,582,493	2,570,366	2,576,096	2,866,930	290,834
TOTAL	<u>\$16,165,721</u>	<u>\$13,888,516</u>	<u>\$12,579,885</u>	<u>\$12,110,765</u>	<u>(\$469,120)</u>

BUDGET HIGHLIGHTS

-) Tax-exempt and taxable abatements decreased \$469,120 primarily as a result of debt service payments made in Springfield Corners TIF.
-) In 2019, there was one bond sale with three series.

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

	2021	2022	2023	2024	2025
REVENUES	\$12,111	\$9,680	\$9,026	\$8,561	\$8,506
EXPENDITURES	<u>11,955</u>	<u>12,111</u>	<u>12,225</u>	<u>11,566</u>	<u>10,985</u>
EXCESS (DEFICIT)	156	(2,431)	(3,199)	(3,005)	(2,479)
BEGINNING BALANCE	0	0	0	0	0
ENDING BALANCE	<u>\$156</u>	<u>(\$2,431)</u>	<u>(\$3,199)</u>	<u>(\$3,005)</u>	<u>(\$2,479)</u>
TAX RATE (CENTS)	0.0	0.0	0.0	0.0	0.0

While currently no plans exist for the 2021-2025 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.

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

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$2,419,822	\$2,334,550	\$2,332,600	\$2,216,800	(\$117,750)
OTHER	<u>452,445</u>	<u>450,615</u>	<u>450,615</u>	<u>484,380</u>	<u>33,765</u>
TOTAL	<u>\$2,872,267</u>	<u>\$2,785,165</u>	<u>\$2,783,215</u>	<u>\$2,701,180</u>	<u>(\$83,985)</u>

FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
JUDGMENTS	\$2,905,492	\$1,707,038	\$1,092,773	\$1,210,573	\$117,800
SERVICE CHARGES	0	0	732,120	720,960	(11,160)
PROP DAMAGE REIMB	279,335	253,938	150,000	250,000	100,000
MISCELLANEOUS	820	0	0	0	0
INTEREST INCOME	<u>6,145</u>	<u>19,201</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$3,191,792</u>	<u>\$1,980,177</u>	<u>\$1,974,893</u>	<u>\$2,181,533</u>	<u>\$206,640</u>

BUDGET HIGHLIGHTS

) The risk management property tax levy was increased slightly in 2020, revenue projections are lower than anticipated expenses. Negative fund balance reflects outstanding claims that will be paid as they become due.

Risk Management Fund

) General fund purchase of services increases \$33,765 due to staff changes and increase to IMRF rate.

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$2,240	\$2,260	\$2,300	\$2,341	\$2,383
Expenses	<u>2,740</u>	<u>2,830</u>	<u>2,925</u>	<u>3,023</u>	<u>3,126</u>
Excess (Deficit)	<u>(500)</u>	<u>(570)</u>	<u>(625)</u>	<u>(682)</u>	<u>(743)</u>
Beginning Balance	<u>(7,398)</u>	<u>(7,898)</u>	<u>(8,468)</u>	<u>(9,093)</u>	<u>(9,775)</u>
Ending Balance	<u>(\$7,898)</u>	<u>(\$8,468)</u>	<u>(\$9,093)</u>	<u>(\$9,775)</u>	<u>(\$10,518)</u>

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

Northern Illinois Workforce Alliance

MISSION STATEMENT

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

PRIMARY FUNCTIONS/FUND HIGHLIGHTS

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

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

NORTHERN ILLINOIS WORKFORCE ALLIANCE BUDGET SUMMARY

	2018	2019	2019	2020	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$636,852	\$655,690	\$749,744	\$818,989	\$163,299
CONTRACTUAL	<u>1,090</u>	<u>1,170</u>	<u>1,170</u>	<u>1,270</u>	<u>100</u>
TOTAL	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$750,914</u>	<u>\$820,259</u>	<u>\$163,399</u>

	2017	2018	2019	2020	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	<u>\$522,624</u>	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$820,259</u>	<u>\$163,399</u>
TOTAL	<u>\$522,624</u>	<u>\$637,942</u>	<u>\$656,860</u>	<u>\$820,259</u>	<u>\$163,399</u>

NORTHERN ILLINOIS WORKFORCE ALLIANCE AUTHORIZED POSITIONS

POSITION TITLE	POSITION RANGE	2019 EMPLOYEES	2020 EMPLOYEES	INCREASE/ (DECREASE)
EXECUTIVE DIRECTOR	214	1.00	1.00	0.00
BUSINESS ACCOUNT MANAGER	108	1.00	1.00	0.00
PLAN & QUALITY ASSURANCE MANAGER	108	1.00	1.00	0.00
PR/GRANTS MANAGER	108	1.00	0.00	(1.00)
FISCAL MANAGER	108	1.00	1.00	0.00
STRATEGIC INITIATIVES MANAGER	108	0.00	1.00	1.00
WIB GRANTS COMP SPECIALIST	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>7.00</u>	<u>7.00</u>	<u>0.00</u>

Northern Illinois Workforce Alliance

BUDGET HIGHLIGHTS

) Personnel budget numbers increase by \$163,299 due to an addition of one FTE Strategic Initiatives Manager offset by reduction of one FTE PR/Grants Manager, 2% wage increase, increases in health insurance rates and increases in Illinois Municipal Retirement Fund (IMRF).

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

APPROPRIATION	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER EXPENSE	\$3,217,489	\$3,838,184	\$5,874,222	\$5,397,962	\$1,559,778
TOTAL	<u>\$3,217,489</u>	<u>\$3,838,184</u>	<u>\$5,874,222</u>	<u>\$5,397,962</u>	<u>\$1,559,778</u>
FUNDING SOURCE	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>BUDGET</u>	INCREASE (DECREASE)
GENERAL FUND TRANSFERS	\$1,562,468	\$1,294,125	\$1,809,055	\$3,189,111	\$1,380,056
SALE OF ASSETS	21,310	20,000	50,000	20,000	(30,000)
VIDEO GAMING	<u>1,544,107</u>	<u>1,793,215</u>	<u>1,510,000</u>	<u>1,800,000</u>	<u>290,000</u>
TOTAL	<u>\$3,127,885</u>	<u>\$3,107,340</u>	<u>\$3,369,055</u>	<u>\$5,009,111</u>	<u>\$1,640,056</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

<i>Start Year</i>	<i>Vehicles</i>	<i>Leasing Company</i>	<i>Term</i>	<i>Rate</i>	<i>Annual Payment</i>	<i>End Year</i>	
2013	4 engines and related equipment	Chase	7 years	1.52%	353,012.58	2020	
2013	10 snow dumps, 2 water dumps, patcher truck, endloader, forklift, backhoe, breaker, 2 message boards, 2 fire day cab tractors with equipment	5th3rd Bank	10 years	2.46%	296,675.50	2023	
2014	2 engines and related equipment	US Bancorp	7 years	2.01%	179,140.93	2021	
2014	1 bomb trailer, 1 SWAT vehicle, 1 Patcher, 4 snow plows, 1 chipper, 1 backhoe, 2 slope mowers, 2 water dumps	US Bancorp	10 years	2.29%	190,258.58	2024	
2014	21 cars, trucks, SUVs	Chase	7 years	2.00%	228,155.99	2021	
2015	1 aerial	Chase	8 years	2.10%	136,268.86	2023	
2016	3 SUVs and 1 Pickup	PNC	4 years	1.48%	54,320.62	2020	
2016	Endloader	PNC	7 years	1.79%	43,037.69	2023	
2017	4 Ambulances	US Bancorp	4 years	1.88%	287,769.17	2021	
2018	39 Police Vehicles	PNC	4 years	3.34%	468,544.12	2022	
2018	3 Aerial Ladders	PNC	8 years	4.17%	479,528.57	2027	
2018	CAD RMS Equipment	PNC	5 years	3.81%	1,027,775.75	2023	
2018	2 Ambulances	PNC	5 years	3.77%	313,374.79	2024	
2018	2 Slope Mowers, Skid Steer Loader, Forestry Chipper, Backhoe, Excavator and Speed Trailer	PNC	5 years	3.71%	96,911.83	2024	
2018	3 engines and related equipment	PNC	8 years	3.67%	271,337.62	2027	
2018	(18) 2019 Ford Escape,(1) 2019 Ford Expedition,(3) 2019 Ford Expedition,(4) 2019 Ford F-150 4x4 SuperCab Short Bed,(2) 2019 Ford F-150 4x4 SuperCab Long Bed,(2) 2019 Ford F-250 4x2 Regular Cab Pick Up 142" Wheelbase,(1) 2019 Ford F-350 4x4 Regular Cab SD Lift Gate and Snow Plow Package,(1) 2019 Ford F-450 4x4 1-Ton Dump Truck,(1) 2019 Ford Transit T-150,(1) 2019 Ford Transit T-350	PNC	7 years	3.59%	179,315.05	2026	
2019	32 Police Vehicles	PNC	7 years	3.57%	247,459.48	2026	
2019	2 Ambulances	PNC	5 years	3.32%	127,831.74	2023	
2019	(5) 2020 Ford Escape,(4) 2020 Ford Explorer, (1) 2020 Ford Expedition, (3) 2020 Ford F-150, (3) 2020 Ford F-250, (3) 2020 Ford F-450, (1) 2020 Ford Transit Van	PNC	7 years	2.73%	118,139.79	2026	
2019	(1) Skid Steer Loader, (1) Forestry Chipper, (1) Backhoe, (5) Plow Trucks	PNC	10 years	2.98%	137,393.63	2029	
					Total	5,236,252.29	

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
2020 BUDGET
SUMMARY-ALL FUNDS**

	GENERAL GOVERNMENT				PROPRIETARY	FIDUCIARY		TOTALS		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE	INTERNAL SERVICE	TRUST PENSION	ELIMINATIONS	2020	2019
REVENUES										
PROPERTY TAX										
CITY WIDE	\$42,371,314	\$7,454,545	\$10,931,737			\$4,742,338		\$1,210,573	\$64,289,361	\$65,569,017
SPECIAL DISTRICTS		3,881,323	0						3,881,323	3,608,020
LESS, PROVISION FOR ABATEMENT			10,931,737						10,931,737	12,617,972
LESS, PROVISION FOR UNCOLLECTIBLE TAXES	481,876	113,360	0			47,423		12,106	630,553	563,959
NET TAX LEVY	41,889,438	11,222,508	0			4,694,915		1,198,467	56,608,394	55,995,106
TAX LEVY REIMBURSEMENTS	5,816,292	0	0			0		3,066,026	2,750,266	2,732,217
PROPERTY TAXES PRIOR TO ADJUSTMENTS	47,705,730	11,222,508	0			4,694,915		4,264,493	59,358,660	58,727,323
LESS, PROVISION FOR ACCOUNTING INTERPRETATION		0							0	0
LESS, TAX CAP EFFECTS		0	0			0			0	0
TOTAL PROPERTY TAXES	47,705,730	11,222,508	0			4,694,915		4,264,493	59,358,660	58,727,323
OTHER TAXES	43,924,392	7,038,900	0	\$16,180,095		0		0	67,143,387	65,649,730
TOTAL TAXES	91,630,122	18,261,408	0	16,180,095		4,694,915		4,264,493	126,502,047	124,377,053
LICENSES, PERMITS & INSPECTION FEES	6,042,200	0							6,042,200	5,324,240
INTERGOVERNMENTAL	27,561,484	25,496,471	2,979,028	\$5,589,075		1,366,504		307,500	62,685,062	61,836,210
CHARGES FOR SERVICES	22,080,259	38,448			\$30,590,500	14,371,929		13,470,456	53,610,680	48,987,749
FINES, FORFEITURES & PENALTIES	1,647,500	48,317			477,400				2,173,217	1,989,817
REVENUE FROM USE OF MONEY & PROPERTY	400,000	379,095		150,000	1,784,300	145,500	\$10,867,141	178,625	13,547,411	13,243,538
FAIR VALUE ADJUSTMENT							7,000,000		7,000,000	7,000,000
OTHER REVENUE & INCOME			20,000				4,305,258		4,325,258	3,590,900
RESTRICTED RECEIPTS							4,043,300		4,043,300	4,174,700
MISCELLANEOUS	11,798,039	4,840,000	0	0	95,600	265,000	0	6,808,144	10,190,495	11,929,300
TOTAL REVENUES	161,159,604	49,063,739	2,999,028	21,919,170	32,947,800	25,149,106	21,910,441	25,029,218	290,119,670	282,453,507
OTHER ADDITIONS										
TRANSFERS	2,500,000	693,206	14,120,848	14,711,142	182,631	28,481,770	19,876,325	76,276,896	4,289,026	4,873,299
PROCEEDS FROM SALE OF BONDS									0	0
APPLICATION OF RESTRICTED FUND BALANCE									0	0
FOR ENCUMBRANCES AND NONRECURRING ITEMS	0	0	0	0	0	0	0	0	0	0
TOTAL OTHER ADDITIONS	2,500,000	693,206	14,120,848	14,711,142	182,631	28,481,770	19,876,325	76,276,896	4,289,026	4,873,299
ELIMINATIONS	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & OTHER ADDITIONS	163,659,604	49,756,945	17,119,876	36,630,312	33,130,431	53,630,876	41,786,766	101,306,114	294,408,696	287,326,806
APPROPRIATION	163,659,604	48,263,434	13,304,605	36,630,312	29,525,857	51,482,902	40,679,350	93,903,607	289,642,457	280,240,093
NON-APPROPRIATION EXPENSES										
PROVISION FOR ACCOUNTING INTERPRETATION									0	0
TRANSFER TO WATER UTILITY				(9,000,000)					(9,000,000)	(9,000,000)
TRANSFER TO PARKING UTILITY									0	0
COMMUNITY DEVELOPMENT									0	0
LEGAL REQUIREMENT FOR DEBT SERVICE	0	0	4,673,242	0	0	0	0	4,673,242	0	0
PROJECTED EXPENDITURES & TRANSFERS	163,659,604	48,263,434	17,977,847	27,630,312	29,525,857	51,482,902	40,679,350	\$98,576,849	280,642,457	271,240,093
ADJUSTMENT FOR ENTERPRISE FUND PROJECTS				(9,000,000)					(9,000,000)	(9,000,000)
PROJECTED EXCESS TO AMORTIZE PRIOR YR EXPENSE									0	0
PROJECTED EXCESS (DEFICIT) OF REVENUES									0	0
OVER EXPENDITURES AND ADJUSTMENTS	0	1,493,511	(857,971)	0	3,604,574	2,147,974	1,107,416		7,495,504	13,106,445
BEGINNING BALANCE, JANUARY 1	34,230,705	17,134,232	9,557,138	2,567,102	167,577,853	(1,568,067)	346,918,930		576,417,893	601,175,849
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0								0	0
ADJUSTMENT OF BALANCE TO REVENUE FOR ENCUMBRANCES	0								0	0
ENDING BALANCE, DECEMBER 31	\$34,230,705	\$18,627,743	\$8,699,167	\$2,567,102	\$171,182,427	\$579,907	\$348,026,346		\$583,913,397	\$614,282,294

CITY OF ROCKFORD, ILLINOIS
BUDGET PROGRAM SUMMARY BY EXPENDITURE CLASSIFICATION
2020 BUDGET

AGENCIES	2019 BUDGET	INCREASE (DECREASE)	2020 BUDGET	SALARY EXPENSE	FRINGE BENEFITS	CONTRACTUAL EXPENSE	SUPPLY EXPENSE	OTHER EXPENSE	INTEREST EXPENSE	CAPITAL EXPENSE	DEBT REQUIREMENT
LEGISLATIVE & MANAGEMENT											
MAYOR	\$883,991	\$79,540	\$963,531	\$499,440	\$201,898	\$216,226	\$13,800	\$2,167		\$30,000	
COUNCIL	507,256	46,790	554,046	168,000	200,876	181,170	4,000				
LEGAL	1,657,527	109,365	1,766,892	944,229	468,807	322,356	31,500				
FINANCE	6,900,683	277,484	7,178,167	1,855,396	867,009	1,512,945	41,550	2,901,267			
INFORMATION TECH	3,949,450	1,396,610	5,346,060	508,035	221,931	3,975,070	91,000	550,024			
ELECTION COMMISSION	1,043,263	67,329	1,110,592	414,552	108,839	510,801	51,400			25,000	
HUMAN RESOURCES	717,301	54,339	771,640	399,432	165,498	201,210	5,500				
COMMUNITY DEVELOPMENT											
ADMINISTRATION	221,705	96,216	317,921	193,808	77,819	44,174	2,120				
DEVELOPMENT	3,271,999	(52,588)	3,219,411	329,824	189,549	112,010	2,520	2,585,508			
REDEVELOPMENT	5,678,542	(493,566)	5,184,976			23,040		5,161,936			
TOURISM PROMOTION	2,259,000	5,500	2,264,500			1,600,000		664,500			
TIF-ASSISTED LIVING	0	0	0								
TIF-EAST RIVER	211,579	497	212,076					212,076			
TIF-WEST SIDE 2	0	0	0								
TIF-MIDTOWN	4,689	47	4,736					4,736			
TIF-BROADWAY	0	0	0								
TIF-SOUTH ROCKFORD	34,583	346	34,929					34,929			
TIF-LINCOLNWOOD 1	56,824	(56,824)	0								
TIF-LINCOLNWOOD 2	57,725	23,846	81,571					80,382	1,189		
TIF-SPRINGFIELD CORNERS	500,094	15,805	515,899					503,865	12,034		
TIF-NORTH MAIN	160,826	3,017	163,843					141,400	22,443		
TIF-GLOBAL PARK 1	393,650	210,557	604,207			10,000		589,913	4,294		
TIF-GLOBAL PARK 2	386,572	55	386,627					386,472	155		
TIF-GLOBAL PARK 3	31,744	(2,344)	29,400					29,400			
TIF-GLOBAL PARK SOUTH	750	0	750					750			
TIF-RIVER OAKS	358,265	(308,808)	49,457						49,457		
TIF-GARRISON	137,903	47,314	185,217					175,165	10,052		
TIF-HOPE 6	251,805	1,945	253,750					253,750			
TIF-KISHWAUKEE 1	34,736	1,202	35,938					35,938			
TIF-KISHWAUKEE 2	0	0	0								
TIF-STATE ALPINE	90,000	0	90,000					90,000			
TIF-MAIN AUBURN	6,764	67	6,831					6,831			
TIF-RIVER NORTH	155,518	25,086	180,604					178,967	1637		
TIF MAIN WHITMAN	91,961	(3,079)	88,882					82,030	6,852		
TIF-JACKSON SCHOOL	30,083	85,929	116,012					116,012			
TIF-STATE KILBURN	0	0	0								
TIF-STATE CENTRAL	43,075	48,991	92,066					90,000	2,066		
TIF-PRESTON CENTRAL	98,983	22,810	121,793					98,156	23,637		
TIF-MULFORD STATE	136,666	(3,786)	132,880					132,880			
TIF-JEFFERSON 3RD	15,801	24,564	40,365					40,365			
TIF-AUBURN	0	0	0								
TIF-AMEROCK	0	0	0								
TIF-COLEMAN VILLAGE	0	0	0								
TAX INCREMENT DISTRICTS	3,290,596	137,237	3,427,833	0	0	10,000	0	3,284,017	133,816	0	0
PLANNING	983,735	122,165	1,105,900	644,366	309,528	142,976	9,030				
CONST SERVICES	12,732,395	467,416	13,199,811	1,298,681	673,467	11,160,689	15,900	27,074	24,000		
HUMAN SERVICES											
HUMAN SERVICES	14,983,525	466,138	15,449,663	4,399,278	2,576,201	3,148,009	754,300	4,571,875			
TUBERCULOSIS SANITARIUM	164,800	(164,800)	0			0					
LIBRARY	13,090,040	89,710	13,179,750	3,565,640	1,604,081	6,297,959	1,399,622	71,710	230,738	10,000	
MASS TRANSIT	1,524,000	0	1,524,000			1,524,000					
PUBLIC SAFETY											
POLICE	60,593,803	3,638,338	64,232,141	31,473,183	18,249,778	10,344,135	796,328	2,074,717		1,294,000	
FIRE	51,810,162	1,931,231	53,741,393	26,448,557	18,562,490	4,313,595	944,440	1,353,311		2,119,000	
911 COMMUNICATIONS	5,911,601	449,605	6,361,206	4,197,969	1,780,322	356,505	18,500	7,910			
FIRE/POLICE COMMISSION	314,414	1,094	315,508	40,000	8,094	266,914	500				
PUBLIC WORKS											
ADMINISTRATION	398,756	96,613	495,369	284,184	115,498	82,173	9,100	4,414		0	
ENGINEERING	924,224	173,315	1,097,539	484,132	236,567	289,415	4,050	5,375		78,000	
CAPITAL PROJECT	40,174,600	(3,544,288)	36,630,312	1,484,959	728,792	550,010	93,880	1,053,836		32,718,835	
MOTOR FUEL TAX	4,150,000	1,925,000	6,075,000					6,075,000			
STREETS & SEWERS	9,946,691	(530,932)	9,415,759	1,946,013	1,044,415	3,905,182	1,569,000	605,149		346,000	
TRAFFIC	5,001,773	131,064	5,132,837	785,053	397,988	3,009,293	656,000	88,503		196,000	
PARKING	2,997,413	(56,369)	2,941,044	187,098	112,543	1,505,840	65,100	778,299	292,164		
PROPERTY	3,540,474	132,657	3,673,131	687,743	385,759	1,767,915	363,700	467,064	950		
EQUIPMENT	3,586,354	163,707	3,750,061	660,212	354,736	754,570	1,840,100	137,423	3,020		
CENTRAL SUPPLY	471,942	25,497	497,439	252,036	117,333	69,970	26,500	31,600			
WATER	24,752,403	1,832,410	26,584,813	4,590,998	2,296,585	6,923,605	1,732,600	9,968,878	1,072,147		
NON-OPERATING FUNDS											
POLICE PENSION	18,711,339	1,151,911	19,863,250		19,361,600	415,950	100	85,600			
FIRE PENSION	19,603,589	1,212,711	20,816,300		20,268,600	466,600	100	81,000			
IMRF PENSION	5,690,951	323,858	6,014,809		6,010,919	3,890					
WORKMEN'S COMPENSATION	3,008,850	114,005	3,122,855			3,010,255		112,600			
UNEMPLOYMENT INSURANCE	46,773	2,913	49,686			49,686					
HEALTH INSURANCE	21,422,000	245,057	21,667,057			21,467,737	2,000	197,320			
DEBT SERVICE	13,888,516	(1,308,631)	12,579,885						3,379,702		9,200,183
OTB PROJECTS	76,650	(76,650)	0					0			
RISK MANAGEMENT	2,785,165	(83,985)	2,701,180			2,216,800		484,380			
WIB OPS	656,860	163,399	820,259	525,354	293,635	1,270					
CAPITAL REPLACEMENT	3,838,184	1,559,778	5,397,962						688,215	4,709,747	
ADJUSTMENTS	0	0	0	0	0						
ELIMINATIONS	(90,287,506)	(6,295,557)	(96,583,063)	(5,568,657)	(\$28,436,865)	(29,732,988)	(2,344,190)	(25,781,993)	(1,404,131)	0	(3,314,239)
TOTAL	\$287,875,789	\$6,082,636	\$293,958,425	\$83,699,515	\$69,554,292.0	\$63,020,957	\$8,200,050	\$17,650,464	\$4,420,621	\$41,526,582	\$5,885,944
BUDGET PERCENTAGE	100		100.0	28.5	23.7	21.4	2.8	6.0	1.5	14.1	2.0

**CITY OF ROCKFORD, ILLINOIS
2021-2025 GENERAL FUND FORECAST**

REVENUE SUMMARY

	2019	2020	2021	2022	2023	2024	2025
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PROPERTY TAXES	48,018,771	47,540,729	47,540,729	47,540,729	47,540,729	47,540,729	47,540,729
OTHER TAXES	42,323,328	43,924,392	44,605,142	45,314,155	45,928,275	46,563,773	47,220,554
LICENSE AND PERMITS	6,303,310	6,042,200	6,167,496	6,295,812	6,427,226	6,561,822	6,699,682
INTERGOVERNMENTAL	26,465,796	27,561,485	28,113,208	28,678,491	29,257,757	29,851,448	30,460,025
CHARGES FOR SERVICE	20,400,695	22,245,259	22,686,685	23,137,659	23,598,390	24,069,091	24,549,983
FINES	1,406,434	1,647,500	1,674,580	1,702,173	1,730,290	1,758,939	1,788,135
MISCELLANEOUS	2,228,672	1,655,000	1,655,000	1,655,000	1,655,000	1,655,000	1,655,000
REIMBURSEMENT FOR SERVICES	639,775	9,218,039	9,431,794	9,650,707	9,874,905	10,104,524	10,339,698
LEASE PROCEEDS	9,929,665	3,825,000	4,089,000	7,383,000	4,430,000	4,430,000	4,430,000
TOTAL	157,716,446	163,659,604	165,963,634	171,357,726	170,442,572	172,535,326	174,683,806

EXPENSE SUMMARY

	2019	2020	2021	2022	2023	2024	2025
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PERSONNEL	102,634,386	110,302,885	113,975,433	116,927,486	120,362,752	123,610,651	126,894,346
CONTRACTUAL	37,916,223	38,027,024	38,690,316	39,366,537	40,055,943	40,758,794	41,475,354
SUPPLIES	4,534,556	4,155,718	4,235,952	4,317,790	4,401,265	4,486,410	4,573,258
OTHER	7,617,488	7,061,977	7,840,322	8,235,665	9,135,289	9,002,390	9,001,047
CAPITAL	9,929,665	4,112,000	4,448,520	7,641,170	4,775,954	4,782,873	4,789,930
TOTAL	162,632,318	163,659,604	169,190,543	176,488,648	178,731,203	182,641,118	186,733,935
SURPLUS (DEFICIT)	(4,915,872)	0	(3,226,909)	(5,130,922)	(8,288,631)	(10,105,792)	(12,050,129)
	-3.1%	0.0%	-1.9%	-3.0%	-4.9%	-5.9%	-6.9%

**CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
SPECIAL REVENUE FUNDS**

	MOTOR FUEL	COMMUNITY	REDEVELOPMENT	TOURISM	TAX INCREMENT	HUMAN	TUBERCULOSIS			
REVENUES	TAX	DEVELOPMENT	TAX	PROMOTION	FINANCING	SERVICES	SANITARIUM	LIBRARY	ELIMINATIONS	TOTAL
PROPERTY TAXES										
CITY WIDE							\$0	\$7,454,545		\$7,454,545
SPECIAL DISTRICTS					\$3,881,323					3,881,323
LESS, UNCOLLECTIBLE TAXES					<u>38,815</u>		0	<u>74,545</u>		<u>113,360</u>
NET TAX LEVY					3,842,508		0	7,380,000		11,222,508
TAX LEVY REIMBURSEMENTS					0		0	0		0
PROPERTY TAXES PRIOR ADJUST					3,842,508		0	7,380,000		11,222,508
LESS, PROVISION FOR ACCTG INT							0	0		0
LESS, TAX CAP EFFECTS					0		0	0		0
TOTAL PROPERTY TAXES					3,842,508		0	7,380,000		11,222,508
OTHER TAXES			\$4,788,900	\$2,250,000	0		0	0		<u>7,038,900</u>
TOTAL TAXES			4,788,900	2,250,000	3,842,508		0	7,380,000		18,261,408
LICENSES, PERMITS & FEES										0
INTERGOVERNMENTAL	\$5,900,000	\$3,177,756				\$15,388,715		1,030,000		25,496,471
SERVICE CHARGES								38,448		38,448
FINES								48,317		48,317
REVENUE, RENTS & INTEREST	175,000	34,497	10,300	14,500	31,813		0	112,985		379,095
OTHER REVENUE & INCOME									\$0	0
MISCELLANEOUS	0	0	270,000	0	0	0	0	4,570,000	0	<u>4,840,000</u>
TOTAL REVENUES	6,075,000	3,212,253	5,069,200	2,264,500	3,874,321	15,388,715	0	13,179,750	0	49,063,739
OTHER ADDITIONS										
TRANSFERS			952,992		277,914				537,700	693,206
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	<u>6,075,000</u>	<u>3,212,253</u>	<u>6,022,192</u>	<u>2,264,500</u>	<u>4,152,235</u>	<u>15,388,715</u>	0	<u>13,179,750</u>	<u>537,700</u>	<u>49,756,945</u>
APPROPRIATION	6,075,000	3,219,411	5,184,976	2,264,500	3,427,834	15,449,663	0	13,179,750	537,700	48,263,434
NON EXPENSE APPROPRIATION										0
EXPENDITURES AND TRANSFERS	<u>6,075,000</u>	<u>3,219,411</u>	<u>5,184,976</u>	<u>2,264,500</u>	<u>3,427,834</u>	<u>15,449,663</u>	0	<u>13,179,750</u>	<u>537,700</u>	<u>48,263,434</u>
EXCESS (DEFICIT)										
OF REVENUES OVER										
EXPENDITURES	0	(7,158)	837,216	0	724,401	(60,948)	0	0		1,493,511
BEGINNING BALANCE,										
JANUARY 1	8,639,565	68,715	1,757,903	954,195	(9,154,153)	4,152,001	0	10,716,006		17,134,232
ENDING BALANCE, DECEMBER 31	<u>\$8,639,565</u>	<u>\$61,557</u>	<u>\$2,595,119</u>	<u>\$954,195</u>	<u>(\$8,429,752)</u>	<u>\$4,091,053</u>	\$0	<u>\$10,716,006</u>		<u>\$18,627,743</u>

CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 1 OF 2)

	<u>EAST RIVER</u>	<u>WEST SIDE #2</u>	<u>RIVER NORTH</u>	<u>SOUTH ROCKFORD</u>	<u>ASSISTED LIVING</u>	<u>STATE KILBURN</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$382,089	\$465	\$290,229	\$128,701	\$0	\$26,768
LESS, UNCOLLECTIBLE TAXES	<u>3,821</u>	<u>5</u>	<u>2,902</u>	<u>1,287</u>	<u>0</u>	<u>268</u>
NET TAX LEVY	378,268	460	287,327	127,414	0	26,500
REVENUE, RENTS & INTEREST	3,980	140	0	0	4	2,318
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	382,248	600	287,327	127,414	4	28,818
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	382,248	600	287,327	127,414	4	28,818
APPROPRIATION	212,076	0	180,604	34,929	0	0
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	212,076	0	180,604	34,929	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	170,172	600	106,723	92,485	4	28,818
BEGINNING BALANCE, JANUARY 1	100,893	8,776	(153,545)	(260,385)	242	148,321
ENDING BALANCE, DECEMBER 31	<u>\$271,065</u>	<u>\$9,376</u>	<u>(\$46,822)</u>	<u>(\$167,900)</u>	<u>\$246</u>	<u>\$177,139</u>

	<u>STATE CENTRAL</u>	<u>SPRINGFIELD CORNERS</u>	<u>NORTH MAIN</u>	<u>MAIN AUBURN</u>	<u>MAIN WHITMAN</u>	<u>MIDTOWN</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$95,790	\$224,665	\$46,495	\$41,161	\$127,861	\$47,440
LESS, UNCOLLECTIBLE TAXES	<u>958</u>	<u>2,247</u>	<u>465</u>	<u>412</u>	<u>1,279</u>	<u>474</u>
NET TAX LEVY	94,832	222,418	46,030	40,749	126,582	46,966
REVENUE, RENTS & INTEREST	0	0	0	915	0	1,269
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	94,832	222,418	46,030	41,664	126,582	48,235
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	94,832	222,418	46,030	41,664	126,582	48,235
APPROPRIATION	92,066	515,899	163,843	6,831	88,882	4,736
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	92,066	515,899	163,843	6,831	88,882	4,736
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	2,766	(293,481)	(117,813)	34,833	37,700	43,499
BEGINNING BALANCE, JANUARY 1	(133,444)	(1,545,794)	(1,380,919)	27,133	(490,174)	42,146
ENDING BALANCE, DECEMBER 31	<u>(\$130,678)</u>	<u>(\$1,839,275)</u>	<u>(\$1,498,732)</u>	<u>\$61,966</u>	<u>(\$452,474)</u>	<u>\$85,645</u>

	<u>BROADWAY</u>	<u>STATE ALPINE</u>	<u>JEFFERSON 3RD</u>	<u>MULFORD STATE</u>	<u>AUBURN</u>	<u>AMEROCK</u>	<u>TOTAL RETAIL TIF DISTRICTS</u>
REVENUES							
PROPERTY TAXES							
SPECIAL DISTRICTS	\$64,538	\$116,162	\$41,586	\$334,361	\$49,317	\$782	\$2,018,410
LESS, UNCOLLECTIBLE TAXES	<u>645</u>	<u>1,162</u>	<u>416</u>	<u>3,344</u>	<u>493</u>	<u>8</u>	<u>20,186</u>
NET TAX LEVY	63,893	115,000	41,170	331,017	48,824	774	1,998,224
REVENUE, RENTS & INTEREST	4,216	6,369	64	7,623	\$0	\$0	26,898
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	68,109	121,369	41,234	338,640	48,824	774	2,025,122
OTHER ADDITIONS							
TRANSFERS	0	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>	<u>0</u>
TOTAL REVENUES & ADDITIONS	68,109	121,369	41,234	338,640	48,824	774	2,025,122
APPROPRIATION	0	90,000	40,365	132,880	0	0	1,563,111
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	0	90,000	40,365	132,880	0	0	1,563,111
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	68,109	31,369	869	205,760	48,824	774	462,011
BEGINNING BALANCE, JANUARY 1	272,730	431,814	1,924	490,277	70,846	1,028	(2,368,131)
ENDING BALANCE, DECEMBER 31	<u>\$340,839</u>	<u>\$463,183</u>	<u>\$2,793</u>	<u>\$696,037</u>	<u>\$119,670</u>	<u>\$1,802</u>	<u>(1,906,120)</u>

CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS
(PAGE 2 OF 2)

	LINCOLNWOOD #1	LINCOLNWOOD #2	HOPE 6	GARRISON	RIVER OAKS	JACKSON SCHOOL	TOTAL RESIDENTIAL TIF DISTRICTS
REVENUES							
PROPERTY TAXES							
SPECIAL DISTRICTS	\$55,213	\$41,966	\$133,797	\$128,420	\$24,456	\$33,636	\$417,488
LESS, UNCOLLECTIBLE TAXES	<u>552</u>	<u>420</u>	<u>1,338</u>	<u>1,284</u>	<u>245</u>	<u>336</u>	<u>4,175</u>
NET TAX LEVY	54,661	41,546	132,459	127,136	24,211	33,300	413,313
REVENUE, RENTS & INTEREST	1,018	0	0	0	0	0	1,018
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	55,679	41,546	132,459	127,136	24,211	33,300	414,331
OTHER ADDITIONS							
TRANSFERS							0
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	55,679	41,546	132,459	127,136	24,211	33,300	414,331
APPROPRIATION	0	81,572	253,750	185,217	49,457	116,012	686,008
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	0	81,572	253,750	185,217	49,457	116,012	686,008
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	55,679	(40,026)	(121,291)	(58,081)	(25,246)	(82,712)	(271,677)
BEGINNING BALANCE, JANUARY 1	69,496	(62,707)	(922,852)	(658,121)	(2,962,869)	(129,637)	(4,666,690)
ENDING BALANCE, DECEMBER 31	\$125,175	(\$102,733)	(\$1,044,143)	(\$716,202)	(\$2,988,115)	(\$212,349)	(4,938,367)
	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	\$996,566	\$251,212	\$51,010	\$23,223	\$80,707	\$42,707	
LESS, UNCOLLECTIBLE TAXES	<u>9,966</u>	<u>2,512</u>	<u>510</u>	<u>232</u>	<u>807</u>	<u>427</u>	
NET TAX LEVY	986,600	248,700	50,500	22,991	79,900	42,280	
REVENUE, RENTS & INTEREST	0	0	144	1,820	0	1,923	
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL REVENUES	986,600	248,700	50,644	24,811	79,900	44,203	
OTHER ADDITIONS							
TRANSFERS	0	277,914	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>986,600</u>	<u>526,614</u>	<u>50,644</u>	<u>24,811</u>	<u>79,900</u>	<u>44,203</u>	
APPROPRIATION	604,207	386,627	29,400	750	121,793	35,938	
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	604,207	386,627	29,400	750	121,793	35,938	
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	382,393	139,987	21,244	24,061	(41,893)	8,265	
BEGINNING BALANCE, JANUARY 1	(869,467)	96,936	(8,639)	97,874	(1,555,971)	119,299	
ENDING BALANCE, DECEMBER 31	(\$487,074)	\$236,923	\$12,605	\$121,935	(\$1,597,864)	\$127,564	
	KISHWAUKEE HARRISON #2	TOTAL INDUSTRIAL TIF DISTRICTS		TOTAL ALL TIF DISTRICTS			
REVENUES							
PROPERTY TAXES							
SPECIAL DISTRICTS	\$0	\$1,445,425		\$3,881,323			
LESS, UNCOLLECTIBLE TAXES	<u>0</u>	<u>14,454</u>		<u>38,815</u>			
NET TAX LEVY	0	1,430,971		3,842,508			
REVENUE, RENTS & INTEREST	10	3,897		31,813			
OTHER REVENUE	<u>0</u>	<u>0</u>		<u>0</u>			
TOTAL REVENUES	10	1,434,868		3,874,321			
OTHER ADDITIONS							
TRANSFERS	0	277,914		277,914			
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>		<u>0</u>			
TOTAL REVENUES & ADDITIONS	<u>10</u>	<u>1,712,782</u>		<u>4,152,235</u>			
APPROPRIATION	0	1,178,715		3,427,834			
NON EXPENSE APPROPRIATION							
EXPENDITURES AND TRANSFERS	0	1,178,715		3,427,834			
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	10	534,067		724,401			
BEGINNING BALANCE, JANUARY 1	636	(2,119,332)		(9,154,153)			
ENDING BALANCE, DECEMBER 31	\$646	(\$1,585,265)		(\$8,429,752)			

**CITY OF ROCKFORD, ILLINOIS
2020 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	HEALTH INSURANCE	ELIMINATIONS	TOTAL
PROPERTY TAXES				\$1,222,801			\$3,519,537					\$4,742,338
LESS, UNCOLLECTIBLE TAXES				<u>12,228</u>			<u>35,195</u>					<u>47,423</u>
NET TAX LEVY				1,210,573			3,484,342					4,694,915
TAX LEVY REIMBURSEMENTS				<u>0</u>					<u>0</u>		<u>\$0</u>	<u>0</u>
PROPERTY TAXES PRIOR ADJUST				1,210,573			3,484,342	0	0		0	4,694,915
LESS, PROVISION FOR ACCTG INT				<u>0</u>								<u>0</u>
LESS, TAX CAP EFFECTS				<u>0</u>			<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
TOTAL PROPERTY TAXES				1,210,573			3,484,342	0	0		0	4,694,915
INTERGOVERNMENTAL						\$1,068,004	298,500					1,366,504
SERVICE CHARGES	\$3,762,351	\$3,818,750	\$497,520	720,960	\$5,905,878						333,530	14,371,929
FINES AND PENALTIES												
RENTS AND INTEREST	20,500	4,000					10,000	2,300	70,000	\$38,700		145,500
OTHER REVENUE										4,305,258		4,305,258
RESTRICTED RECEIPTS												
MISCELLANEOUS	<u>0</u>	<u>15,000</u>	<u>0</u>	<u>250,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>265,000</u>
TOTAL REVENUES	3,782,851	3,837,750	497,520	2,181,533	5,905,878	1,068,004	3,792,842	2,300	70,000	4,343,958	333,530	25,149,106
OTHER ADDITIONS												
TRANSFERS	<u>0</u>					<u>5,293,202</u>	<u>2,231,967</u>	<u>49,646</u>	<u>3,132,030</u>	<u>19,221,152</u>	<u>1,446,227</u>	<u>28,481,770</u>
TOTAL REVENUES & ADDITIONS	<u>3,782,851</u>	<u>3,837,750</u>	<u>497,520</u>	<u>2,181,533</u>	<u>5,905,878</u>	<u>6,361,206</u>	<u>6,024,809</u>	<u>51,946</u>	<u>3,202,030</u>	<u>23,565,110</u>	<u>1,779,757</u>	<u>53,630,876</u>
APPROPRIATION	<u>3,673,131</u>	<u>3,750,061</u>	<u>497,439</u>	<u>2,701,180</u>	<u>5,346,060</u>	<u>6,361,206</u>	<u>6,014,809</u>	<u>49,686</u>	<u>3,202,030</u>	<u>21,667,057</u>	<u>1,779,757</u>	<u>51,482,902</u>
AND TRANSFERS	<u>3,673,131</u>	<u>3,750,061</u>	<u>497,439</u>	<u>2,701,180</u>	<u>5,346,060</u>	<u>6,361,206</u>	<u>6,014,809</u>	<u>49,686</u>	<u>3,202,030</u>	<u>21,667,057</u>	<u>1,779,757</u>	<u>51,482,902</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	109,720	87,689	81	(519,647)	559,818	0	10,000	2,260	0	1,898,053		2,147,974
BEGINNING BALANCE, JANUARY 1	2,541,848	1,011,741	334,685	(9,108,617)	1,319,373	0	87,343	78,982	439,278	1,727,301		(1,568,067)
ADJUSTMENT FOR NON-RECURRING TRANSFERS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>
ENDING BALANCE, DECEMBER 31	<u>\$2,651,568</u>	<u>\$1,099,430</u>	<u>\$334,766</u>	<u>(\$9,628,264)</u>	<u>\$1,879,191</u>	<u>\$0</u>	<u>\$97,343</u>	<u>\$81,242</u>	<u>\$439,278</u>	<u>\$3,625,354</u>		<u>\$579,908</u>

**CITY OF ROCKFORD, ILLINOIS
2020 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							\$10,931,737		\$10,931,737
LESS, PROVISION FOR ABATEMENT							\$10,931,737		10,931,737
LESS, PROVISION FOR UNCOLLECTABLE TAXES									<u>0</u>
NET TAX LEVY							0		0
TAX LEVY REIMBURSEMENTS									
TOTAL PROPERTY TAXES							0		0
INTERGOVERNMENTAL							1,179,028	1,800,000	2,979,028
SERVICE CHARGES	\$30,590,500		\$30,590,500						
FINES AND PENALTIES		\$477,400	477,400						
REVENUE, RENTS & INTEREST	200,000	1,584,300	1,784,300	\$5,762,600	\$5,104,541	\$10,867,141			
FAIR VALUE ADJUSTMENT				5,000,000	2,000,000	7,000,000			
OTHER REVENUE								20,000	20,000
MEMBER CONTRIBUTIONS				2,157,400	1,885,900	4,043,300			
MISCELLANEOUS	85,000	10,600	95,600	0	0	0	0		0
TOTAL REVENUES	<u>30,875,500</u>	<u>2,072,300</u>	<u>32,947,800</u>	<u>12,920,000</u>	<u>8,990,441</u>	<u>21,910,441</u>	<u>1,179,028</u>	<u>1,820,000</u>	<u>2,999,028</u>
OTHER ADDITIONS									
TRANSFERS	<u>128,431</u>	<u>54,200</u>	<u>182,631</u>	<u>9,179,555</u>	<u>10,696,770</u>	<u>19,876,325</u>	<u>10,931,737</u>	<u>3,189,111</u>	<u>14,120,848</u>
TOTAL REVENUES & ADDITIONS	<u>31,003,931</u>	<u>2,126,500</u>	<u>33,130,431</u>	<u>22,099,555</u>	<u>19,687,211</u>	<u>41,786,766</u>	<u>12,110,765</u>	<u>5,009,111</u>	<u>17,119,876</u>
APPROPRIATION	26,584,813	2,941,044	29,525,857	19,863,150	20,816,200	40,679,350	7,906,643	5,397,962	13,304,605
NON-APPROPRIATION EXPENSES									
LEGAL REQUIREMENT FOR DEBT SERVICE							4,673,242		4,673,242
PROJECTED EXPENDITURES AND TRANSFERS	<u>26,584,813</u>	<u>2,941,044</u>	<u>29,525,857</u>	<u>19,863,150</u>	<u>20,816,200</u>	<u>40,679,350</u>	<u>12,579,885</u>	<u>5,397,962</u>	<u>17,977,847</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	4,419,118	(814,544)	3,604,574	2,236,405	(1,128,989)	1,107,416	(469,120)	(388,851)	(857,971)
BEGINNING BALANCE, JANUARY 1	155,774,843	11,803,009	167,577,853	188,981,340	157,937,590	346,918,930	8,588,009	969,129	9,557,138
ENDING BALANCE, DECEMBER 31	<u>\$160,193,961</u>	<u>\$10,988,465</u>	<u>\$171,182,427</u>	<u>\$191,217,745</u>	<u>\$156,808,601</u>	<u>\$348,026,346</u>	<u>\$8,118,889</u>	<u>\$580,278</u>	<u>\$8,699,167</u>

CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
DEBT SERVICE 2019-2025

REVENUES	2019	2020	2021	2022	2023	2024	2025
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT TAXES-CITY	0	0	0	0	0	0	0
UNCOLLECTIBLE	0	0	0	0	0	0	0
ABATEMENTS-EXEMPT							
TIF DISTRICTS	1,789,713	1,247,413	1,068,573	1,182,900	543,950	234,200	222,794
WATER	3,834,687	4,672,869	4,673,242	4,038,687	4,007,186	4,018,686	3,981,436
SALES TAX	1,497,572	1,500,193	1,500,867	1,494,925	1,497,186	1,502,259	1,499,758
REDEVELOPMENT/TOURISM	717,550	822,125	822,125	365,075	367,975	365,275	367,125
OTHER	<u>1,192,323</u>	<u>1,185,752</u>	<u>1,179,028</u>	<u>1,166,720</u>	<u>1,184,409</u>	<u>1,180,686</u>	<u>1,170,155</u>
	9,031,845	9,428,351	9,243,835	8,248,307	7,600,706	7,301,106	7,241,268
ABATEMENTS-TAXABLE							
TIF DISTRICTS	160,663	274,308	264,300	166,350	158,250	0	0
SALES TAX	0	0	0	0	0	0	0
REDEVELOPMENT	1,264,791	2,098,473	2,432,568	1,265,060	1,266,765	1,259,740	1,264,330
PARKING	0	153,973	170,063	0	0	0	0
OTHER	0	0	0	0	0	0	0
	<u>1,425,454</u>	<u>2,526,753</u>	<u>2,866,930</u>	<u>1,431,410</u>	<u>1,425,015</u>	<u>1,259,740</u>	<u>1,264,330</u>
TOTAL REVENUES	<u>10,457,299</u>	<u>11,955,104</u>	<u>12,110,765</u>	<u>9,679,717</u>	<u>9,025,721</u>	<u>8,560,846</u>	<u>8,505,598</u>
DEBT SERVICE							
2007 6,300,000 METRO CENTER	467,775	354,025	0	0	0	0	0
2008 9,000,000 WATER	719,125	0	0	0	0	0	0
2008 1,850,000 PARKING ALT	166,875	0	0	0	0	0	0
2009 950,000 TAX GLOBAL TRADE #1 TIF	80,225	0	0	0	0	0	0
2009 8,065,000 TAX METRO REFUNDING	893,693	0	0	0	0	0	0
2009 1,350,000 SPRINGFIELD CORNERS TIF	166,913	160,663	154,413	147,975	166,350	158,250	0
2009 350,000 RIVER TIF	35,563	34,313	33,063	31,775	55,450	52,750	0
2010 3,400,000 WATER	237,875	0	228,125	223,250	268,000	261,000	253,500
40.8 IEPA WATER	2,438,437	2,438,437	2,438,438	2,438,436	2,438,437	2,438,436	2,438,436
2012 930,000 SPRINGFIELD CORNERS TIF REFUNDING	112,250	125,150	127,750	0	0	0	0
2014 5,420,000 FIRE STATION 3	383,694	381,944	385,044	382,844	380,494	382,994	385,194
2014 1,850,000 SWTIF REFUNDING	230,068	355,350	0	0	0	0	0
2014 1,648,811 GLOBAL TRADE PARK TIF REFUNDING	404,509	0	0	0	0	0	0
2014 1,251,890 NORTH MAINT TIF REFUNDING	166,841	140,150	141,400	132,500	128,750	0	0
2014 413,762 LINCOLNWOOD 2 TIF REFUNDING	59,241	56,824	80,382	76,341	0	0	0
2014 1,487,043 SPRINGFIELD CORNERS TIF REFUNDING	205,621	202,484	221,703	210,926	252,350	0	0
2014 1,390,547 RIVER OAKS TIF REFUNDING	307,157	313,944	0	0	0	0	0
2014 1,306,421 GARRISON TIF REFUNDING	128,048	128,048	175,165	167,082	259,400	0	0
2014 12,900,000 METRO REFUNDING	1,262,660	1,264,791	1,266,585	1,265,060	1,265,060	1,266,765	1,259,740
2015 16.52 GOBA	823,675	823,525	827,925	826,725	825,075	827,975	825,275
2015 6.315 PARKING	446,388	443,738	445,938	447,838	444,438	445,888	447,038
2016 .65 GOBA PARKING	49,181	49,097	49,076	49,202	49,044	49,033	49,160
2016 GOBA GEOPOLICE	1,117,544	1,115,628	1,115,149	1,118,023	1,114,431	1,114,192	1,117,065
2016 1.625 GOBA HOPE 6 TIF	246,800	238,000	253,750	243,250	237,750	252,000	0
2016 .705 GOBA PRESTON CENTRAL TIF	76,656	75,656	98,156	94,406	90,656	86,906	83,156
2016 1.81 LGOBA LIBRARY	217,488	239,488	230,738	221,988	213,238	229,488	224,488
2016 .304 GOBA RIVER NORTH TIF	37,551	35,186	34,014	32,853	31,709	30,459	30,209
2016 .956 GOBA MAIN WHITMAN TIF	88,843	84,608	82,030	79,440	126,835	121,835	120,835
2016 GOBAR WATER REFUNDING	1,378,000	1,396,250	1,361,250	1,360,500	1,332,250	1,307,750	1,326,750
	12,948,696	10,457,299	9,750,092	9,550,414	9,679,717	9,025,721	8,560,846
	(2,491,397)	1,497,805	2,360,673	129,303	(653,996)	(464,875)	(55,248)

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>	<u>2017 ACTUAL</u>	<u>2018 LEVY</u>	<u>2019-2018 CHANGE</u>	<u>2019 REQUEST</u>	<u>2019 ESTIMATED RATES</u>
TAX LEVIES FOR OPERATIONS					
GENERAL FUND					
CORPORATE	\$6,160,964	\$5,593,264	(3,463,309)	\$2,129,955	0.1326
POLICE PROTECTION	8,449,288	9,097,169	572,831	9,670,000	0.6022
POLICE PENSION	6,853,750	7,384,887	853,068	8,237,955	0.5130
SCHOOL CROSSING	63,363	63,000	0	63,000	0.0039
FIRE PROTECTION	8,449,288	9,097,169	572,831	9,670,000	0.6022
FIRE PENSION	7,394,512	7,298,719	1,061,170	8,359,889	0.5206
FIRE PENSION-93-69	0	1,178,645	107,207	1,285,852	0.0801
JUDGMENTS	1,035,055	1,092,773	0	1,092,773	0.0680
STREET & BRIDGE	1,409,973	1,471,238	143,762	1,615,000	0.1006
<u>SANITARIUM</u>	<u>161,404</u>	<u>120,000</u>	<u>45,000</u>	<u>165,000</u>	<u>0.0103</u>
TOTAL GENERAL FUND	39,816,193	42,396,864	(152,440)	42,289,424	2.6335
LIBRARY	7,030,000	7,096,000	0	7,096,000	0.4419
LIBRARY-MAINTENANCE	300,000	284,000	0	284,000	0.0177
IMRF PENSION	3,186,773	2,927,035	57,101	2,984,136	0.1858
UNEMPLOYMENT TAX	135,190	37,205	2,598	39,803	0.0025
WORKMEN'S COMPENSATION	2,564,364	2,695,012	97,341	2,792,353	0.1739
AUDITING	<u>181,672</u>	<u>131,490</u>	<u>(49,600)</u>	<u>81,890</u>	<u>0.0051</u>
LEVIES-OPERATIONS	<u>53,249,887</u>	<u>55,567,606</u>	<u>(45,000)</u>	<u>55,567,606</u>	<u>3.4604</u>
LEVIES DEBT SERVICE		48,187,606		48,187,606	3.0008
EXISTING DEBT	1,758,250	0	0	0	0.0000
LEVIES DEBT SERVICE	<u>1,758,250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0000</u>
TOTAL TAX LEVIES	<u>55,008,137</u>	<u>55,567,606</u>	<u>(45,000)</u>	<u>55,567,606</u>	
LESS, TOWNSHIP ROAD AND BRIDGE	928,822	945,000	0	945,000	0.0588
		47,242,606		47,242,606	
CITY ONLY (NO LIBRARY)					2.9420
CITY ONLY PLUS DEBT					3.0008
ESTIMATED TC EXTENSION	44,991,065	46,063,961		45,956,754	0.0069
TAX EXTENSION LIMIT (CAP) NOT CAPPED	44,304,199	46,170,565		46,170,565	
				53,336,754	
GF BUDGET		47,242,606			
		106,604			
CITY TAX RATE					
OPERATIONS	3.1990	3.1291			
DEBT SERVICE	<u>0.1250</u>	<u>0.0000</u>			
CITY TAX RATE	<u>3.3240</u>	<u>3.1291</u>			

CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

TRANSFER FROM

TRANSFER TO

	<u>GENERAL</u>	<u>CAPITAL PROJECT</u>	<u>PROPERTY</u>	<u>EQUIPMENT</u>	<u>STORES</u>	<u>WATER</u>	<u>POLICE PENSION</u>	<u>FIRE PENSION</u>	<u>IMRF PENSION</u>	<u>HEALTH INSURANCE</u>	<u>UNEMPLOY INSURANCE</u>	<u>WORK COMP</u>
GENERAL		2,500,000	2,434,365	2,738,320	174,130	128,431	9,179,555	10,696,770	3,312,699	15,043,470	39,752	2,792,570
GENERAL-TRAFFIC												
INFO TECHNOLOGY	43,100		59,390	340					100,083	113,880	306	1,424
911 COMM									827,000	928,460	2,653	11,754
MOTOR FUEL TAX	2,500,000	3,575,000										
CAPITAL PROJECT	1,840,136		134,880	43,640					289,887	401,440	1,112	20,766
PARKING	220,280		158,870	23,830	24,880				35,653	66,560	153	7,612
PW BLDG MT	137,000		28,190	76,930	49,750				130,665	207,480	561	43,982
PW EQUIP MT	71,100		140,940	33,080	44,780				130,062	189,800	459	31,096
PW STORES	25,600		14,090	7,040					49,651	66,560	204	706
WATER	2,624,453		426,245	809,280	203,980				897,161	1,201,720	3,315	190,996
BLOCK GRANT	315,000		9,360	3,660					64,976	115,700	306	4,277
REDEVELOPMENT	100,300		176,614									
TOURISM/PROMOTION	128,150											
TIF-RIVER EAST												
TIF-AIRPORT 2												
TIF-SOUTH ROCKFORD												
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			55,320	82,630					821,219	1,639,300	87,256	11,749
RMAP												
LIBRARY									832,587	727,844		15,062
POLICE PENSION	92,800											
FIRE PENSION	89,500											
IMRF PENSION	2,984,136											
WK COMP-PERS	112,700											
HEALTH	197,640		124,087									
UNEMPLOYMENT INS	39,803											
WORK COMP	112,700											
JUDGMENTS	484,380											
	<u>12,304,678</u>	<u>6,075,000</u>	<u>3,762,351</u>	<u>3,818,750</u>	<u>497,520</u>	<u>128,431</u>	<u>9,179,555</u>	<u>10,696,770</u>	<u>7,491,643</u>	<u>20,702,214</u>	<u>136,077</u>	<u>3,131,994</u>

CITY OF ROCKFORD, ILLINOIS
2020 BUDGET
SCHEDULE OF TRANSFERS AND PURCHASE OF SERVICES

TRANSFER FROM

	<u>INFO TECH</u>	<u>RISK MGMT</u>	<u>DEBT SERVICE</u>	<u>CAPITAL REPLACEMENT</u>	<u>TIF-GLOBAL TP2</u>	<u>TIF-EAST RIVER</u>	<u>TIF-S ROCKFORD</u>	<u>911 COMM</u>	<u>MVPS</u>	<u>TOTAL</u>
GENERAL	3,332,247	1,210,573	2,047,593	3,189,111				5,293,202	126,932	64,239,720
GENERAL-TRAFFIC									53,700	53,700
INFO TECHNOLOGY	590	6,820							3,310	329,243
911 COMM	120,590	17,030								1,907,487
MOTOR FUEL TAX										6,075,000
CAPITAL PROJECT	72,300	205,000							14,432	3,023,593
PARKING	1,240	6,540	292,164						2,406	840,188
PW BLDG MT	25,750	143,850								844,158
PW EQUIP MT	20,900	12,090								674,307
PW STORES	21,120	980								185,951
WATER	343,570	193,770	4,054,314							10,948,804
BLOCK GRANT	43,710	13,970							3,972	574,931
REDEVELOPMENT			2,923,096							3,200,010
TOURISM/PROMOTION										128,150
TIF-RIVER EAST			31,775							31,775
TIF-AIRPORT 2			346,772							346,772
TIF-SOUTH ROCKFORD			34,929							34,929
TIF-LINCOLNWOOD #2			80,382							80,382
TIF-SPRINGFIELD CORNERS			503,965							503,965
TIF-NORTH MAIN			141,400							141,400
TIF-RKFD GLOBAL PARK 1			122,200		248,514					501,614
TIF-RKFD GLOBAL PARK 3					29,400					29,400
TIF-RIVER OAKS			0							0
TIF-GARRISON			175,165							175,165
TIF-HOPE 6			253,750							253,750
TIF-STATE ALPINE										20,000
TIF-RIVER NORTH			34,014							34,014
TIF-MAIN WHITMAN			82,030							82,030
TIF-JACKSON SCHOOL										15,000
TIF-PRESTON CENTRAL			98,156							98,156
TIF-MULFORD STATE										20,000
HUMAN SERVICES	312,380	119,640							643	3,130,137
RMAP										0
LIBRARY			244,000						25,969	1,845,462
POLICE PENSION										92,800
FIRE PENSION										89,500
IMRF PENSION										2,984,136
WK COMP-PERS										112,700
HEALTH										321,727
UNEMPLOYMENT INS										39,803
WORK COMP										112,700
JUDGMENTS										484,380
	<u>4,294,397</u>	<u>1,930,263</u>	<u>11,465,705</u>	<u>3,189,111</u>	<u>277,914</u>	<u>0</u>	<u>0</u>	<u>5,293,202</u>	<u>231,364</u>	<u>104,606,939</u>

CITY OF ROCKFORD, ILLINOIS
2019 RESULTS OF OPERATIONS (UNAUDITED)
2020 BUDGET

<u>FUND</u>	BEGINNING	<u>REVENUES</u>	EXPENDITURES	EXCESS	ENDING
	<u>BALANCE</u>		<u>EXPENSES</u>	<u>(DEFICIT)</u>	<u>BALANCE</u>
	<u>1/1/2019</u>				<u>12/31/66</u>
GENERAL-OPERATING	\$34,351,901	\$148,494,371	\$141,210,600	\$7,283,771	\$41,635,673
SPECIAL REVENUE					
MOTOR FUEL TAX	8,651,836	4,080,851	4,567,270	(486,419)	8,165,417
COMMUNITY DEVELOPMENT	68,714	3,772,775	4,724,651	(951,875)	(883,161)
REDEVELOPMENT TAX	1,757,832	7,033,484	5,294,033	1,739,451	3,497,283
TOURISM PROMOTION TAX	954,195	2,271,426	2,296,305	(24,879)	929,316
TAX INCREMENT DISTRICTS	(9,154,902)	3,520,066	4,213,495	(693,430)	(9,848,331)
HUMAN SERVICES	4,151,911	18,454,301	16,823,406	1,630,895	5,782,806
TUBERCULOSIS SANITARIUM	190,483	159,330	152,618	6,711	197,195
LIBRARY	10,713,478	9,295,394	8,559,972	735,423	11,448,900
OTB SPECIAL PROJECTS	369	67,615	67,615	0	369
DEBT SERVICE	7,730,029	23,362,412	25,197,883	(1,835,472)	5,894,557
CAPITAL REPLACEMENT	857,980	2,958,602	3,209,058	(250,456)	607,524
CAPITAL PROJECT	2,290,153	28,885,888	28,890,272	(4,384)	2,285,769
ENTERPRISE					
WATER SYSTEM	155,774,843	29,384,735	26,418,324	2,966,412	158,741,255
PARKING SYSTEM	11,803,009	1,755,274	2,643,190	(887,916)	10,915,093
INTERNAL SERVICE					
PUBLIC WORKS PROPERTY	2,541,848	3,637,495	3,062,807	574,688	3,116,535
PUBLIC WORKS EQUIPMENT	1,011,741	4,097,587	3,665,292	432,295	1,444,035
PUBLIC WORKS CENTRAL STORES	334,685	470,527	485,155	(14,629)	320,056
911 COMMUNICATIONS	0	5,604,120	5,722,470	(118,350)	(118,350)
IMRF PENSION	87,343	6,723,264	6,714,562	8,702	96,045
UNEMPLOYMENT INSURANCE	78,982	195,571	1,181,555	(985,985)	(907,002)
WORKER'S COMPENSATION	0	3,542,638	4,966,985	(1,424,347)	(1,424,347)
RISK MANAGEMENT	(9,108,618)	1,976,254	1,616,331	359,922	(8,748,695)
INFORMATION TECHNOLOGY	1,319,370	3,862,126	3,806,414	55,712	1,375,082
HEALTH INSURANCE	1,727,302	21,382,033	22,021,309	(639,276)	1,088,026
PENSION					
POLICE PENSION	188,985,970	20,242,764	17,777,105	2,465,658	191,451,629
FIRE PENSION	157,940,903	15,990,956	18,782,850	(2,791,894)	155,149,009

**CITY OF ROCKFORD, IL
2020 BUDGET
SUMMARY OF THREE YEAR EXPENSES AND REVENUES**

	2017 ACTUAL REVENUE	2017 ACTUAL EXPENSE	2017 EXCESS (DEFICIT)	2018 ACTUAL REVENUE	2018 ACTUAL EXPENSE	2018 EXCESS (DEFICIT)	2019 ESTIMATED REVENUE	2019 ESTIMATED EXPENSE	2019 EXCESS (DEFICIT)	2020 BUDGETED REVENUE	2020 BUDGETED EXPENSE	2020 EXCESS (DEFICIT)
GENERAL-OPERATING	134,493,317	140,663,421	(6,170,104)	146,152,012	142,524,333	3,627,680	161,160,249	160,615,637	544,612	163,659,603	163,743,305	(83,702)
SPECIAL REVENUE												
MOTOR FUEL TAX	4,055,101	3,331,031	724,071	4,080,851	4,567,270	(486,419)	5,162,698	2,524,280	2,638,418	6,075,000	6,075,000	-
SANITATION	12,198,896	14,737,836	(2,538,940)	12,589,799	12,647,792	(57,993)	(224)	-	(224)	-	-	-
COMMUNITY DEVELOPMENT	3,526,582	4,775,728	(1,249,146)	3,264,853	4,725,159	(1,460,305)	3,417,742	2,745,878	671,864	3,212,253	3,219,411	(7,158)
REDEVELOPMENT TAX	6,583,458	7,852,836	(1,269,378)	7,042,111	5,294,033	1,748,078	5,693,965	6,410,543	(716,578)	5,984,692	5,184,976	799,716
TOURISM PROMOTION TAX	2,301,290	2,064,031	237,259	2,264,959	2,294,526	(29,567)	2,121,648	2,216,499	(94,851)	2,264,500	2,264,500	-
TAX INCREMENT DISTRICTS	3,314,995	3,310,228	4,767	3,457,650	4,213,495	(755,846)	3,722,438	4,531,109	(808,671)	4,104,727	3,427,834	676,893
HUMAN SERVICES	15,800,863	15,808,137	(7,274)	20,130,574	16,811,513	3,319,061	15,083,360	16,663,482	(1,580,122)	-	-	-
TUBERCULOSIS SANITARIUM	141,236	139,033	2,203	160,801	152,618	8,183	121,646	82,434	39,212	-	-	-
LIBRARY	9,284,279	9,231,613	52,666	9,279,208	8,559,972	719,236	9,702,771	8,748,185	954,586	13,090,040	13,179,750	(89,710)
OTB SPECIAL PROJECTS	78,499	237,812	(159,313)	67,984	67,615	369	52,664	-	52,664	-	-	-
RMAP PLANNING	1,260,420	1,477,474	(217,055)	1,395,013	1,206,597	188,416	(13,965)	-	(13,965)	-	-	-
DEBT SERVICE	13,777,743	13,134,687	643,056	23,351,492	25,186,963	(1,835,472)	8,655,871	1,106,984	7,548,886	-	7,197,538	(7,197,538)
CAPITAL REPLACEMENT	3,127,885	3,457,719	(329,835)	3,107,340	3,218,489	(111,149)	3,495,669	3,925,155	(429,486)	5,009,111	5,397,962	(388,851)
CAPITAL PROJECT	26,840,610	34,021,070	(7,180,460)	28,899,473	28,944,394	(44,921)	21,164,991	16,999,042	4,165,948	36,630,312	36,630,312	-
ENTERPRISE												
WATER SYSTEM	30,443,931	23,861,454	6,582,477	31,662,072	25,275,861	6,386,211	30,085,251	22,031,323	8,053,928	30,803,931	26,584,813	4,219,118
PARKING SYSTEM	1,769,187	3,028,127	(1,258,940)	3,058,449	3,012,990	45,459	1,364,615	3,634,448	(2,269,832)	2,101,700	2,941,044	(839,344)
INTERNAL SERVICE												
PUBLIC WORKS PROPERTY	3,676,408	3,047,941	628,466	3,640,757	3,061,953	578,804	3,682,691	3,130,960	551,731	3,782,851	3,673,131	109,720
PUBLIC WORKS EQUIPMENT	3,564,573	3,281,571	283,002	4,163,782	3,656,176	507,607	3,635,358	3,626,701	8,657	3,837,750	3,750,061	87,689
PUBLIC WORKS CENTRAL STORES	453,726	444,136	9,590	473,583	485,155	(11,573)	475,661	436,143	39,518	497,520	497,439	81
911 COMMUNICATIONS	5,365,321	5,365,985	(663)	5,675,702	5,722,470	(46,768)	4,740,849	6,082,939	(1,342,091)	6,361,206	6,361,206	-
IMRF PENSION	6,530,097	6,526,091	4,006	6,727,109	6,719,478	7,631	5,721,311	5,889,515	(168,204)	6,024,809	6,014,809	10,000
UNEMPLOYMENT INSURANCE	191,107	30,892	160,215	201,452	954,966	(753,514)	52,074	29,522	22,551	51,946	49,686	2,260
WORKER'S COMPENSATION	3,148,345	4,519,131	(1,370,787)	3,596,285	4,498,382	(902,097)	3,158,557	1,989,291	1,169,266	3,202,030	3,122,855	79,175
AUDITING	140,521	140,521	-	191,751	191,751	-	-	-	-	-	-	-
RISK MANAGEMENT	3,191,792	1,815,315	1,376,478	1,980,177	2,879,692	(899,515)	1,992,195	2,589,036	(596,841)	2,176,743	2,701,180	(524,437)
INFORMATION TECHNOLOGY	3,626,941	3,841,593	(214,652)	3,869,890	3,793,672	76,218	4,252,155	3,861,297	390,858	5,905,878	5,346,060	559,818
HEALTH INSURANCE	19,834,626	22,104,221	(2,269,595)	21,405,479	21,621,717	(216,239)	21,357,247	21,385,009	(27,761)	23,565,110	21,667,057	1,898,053
PENSION												
POLICE PENSION	35,789,673	17,288,981	18,500,692	3,959,366	18,201,082	(14,241,716)	21,083,238	17,214,066	3,869,172	22,055,555	19,863,250	2,192,305
FIRE PENSION	29,370,246	17,960,350	11,409,895	6,125,710	19,237,506	(13,111,795)	18,589,165	17,955,797	633,368	19,805,911	20,816,300	(1,010,389)
	383,881,665	367,498,964	16,382,701	361,975,683	379,727,621	(17,751,939)	359,731,891	336,425,277	23,306,614	370,203,178	369,709,479	493,699

**FINANCIAL POLICES
CITY OF ROCKFORD, ILLINOIS**

LONG-TERM FINANCIAL PLANNING

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

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

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

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

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

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

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

FUND BALANCE

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

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

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

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

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

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

Unassigned: available for any purpose

General Fund

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

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

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

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

Water Fund

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

Health and Worker's Compensation Funds

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

CAPITAL IMPROVEMENT PROGRAM

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

- h. Special Service Tax Revenues
 - i. Tax Increment Financing
 - j. Special Assessment Revenues
 - k. Federal Aid to Urban Areas Funds
 - l. Special Bridge Replacement Funds
 - m. Other Federal, State or Local sources of revenue
6. For General Obligation Debt, the City will maintain a debt to assessed value ratio that is 20% more stringent than the state debt limit.
 7. These guidelines shall be followed for the following funding sources:
 - a. Motor Fuel Tax
 1. No more than 50% of the estimated annual revenue shall be obligated for long-term debt financing.
 2. A portion of the annual revenue shall be used for construction/reconstruction projects.
 3. A portion of the annual revenue shall be used for resurfacing each year.
 - b. Gas and Diesel Tax - After debt service and collection cost the remaining annual revenue should be used for annual street resurfacing (Expired 12/31/85).
 8. Where feasible, the City shall use all sources of revenue available before using local property tax funds. Where funding sources (i.e., MFT, federal, etc.) carry strict requirements and restrictions that are not considered in the best interest of the City, the City shall utilize its own resources to achieve local objectives through local control.
 9. The City shall give priority to those projects that create demonstrated savings and/or revenue in the annual operating budget.
 10. Capital funds may be used to incur expenses to analyze the condition of the City's infrastructure, i.e., road and bridge inspection.
 11. Where possible, the City will use revenue or other self-supporting bonds instead of general obligation bonds.
 12. The length of the term of the bonds will not exceed the useful life of the assets and will be matched as closely as possible to bond buyer preference.
 13. The City will not use long-term debt for current operations.
 14. The City will make an effort to obtain an 'A' rating by the end of 1987 (achieved July 18, 1986) and an 'AA' rating by the end of 1995. The City currently has an A1 rating.

FINANCIAL POLICES: INVESTMENTS
CITY OF ROCKFORD, ILLINOIS

October, 1998

I. Policy

It is the policy of the City of Rockford to invest Public Funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of Public Funds.

II. Scope

This Investment Policy applies to the investment activities of all funds of the City of Rockford, except for the Police Pension Fund and the Fire Pension Fund, which are subject to the order of the Board of Trustees of each respective fund. All financial assets of other funds, including the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Special Assessment Funds, Enterprise Funds, Trust and Agency Funds, and other funds that may be created from time to time, shall be administered in accordance with the provisions of this policy.

III. Objective

The primary objective, in priority order of the City of Rockford investment activities shall be:

1. Safety:

Safety of principal is the foremost objective of the investment program. Investments of the City of Rockford shall be undertaken in a manner that seeks to insure the preservation of capital in the portfolio.

A. Credit Risk:

Credit Risk is the risk of loss due to the failure of the security issuer or backer. Credit risk may be mitigated by:

-) Limiting investments to the safest types of securities
-) Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which an entity will do business, and
-) Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

B. Interest Rate Risk:

Interest rate risk is the risk that the market value of securities in the portfolio will fall due to changes in general interest rates. Interest rate risk may be mitigated by:

-) Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity, and
-) By investing operating funds primarily in shorter-term securities.

2. Liquidity:

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

3. Return on Investments:

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- 1) a declining credit security could be sold early to minimize loss of principal;
- 2) a security swap would improve the quality yield, or target duration in the portfolio; or

- 3) liquidity needs of the portfolio require that the security be sold.

IV. Standards of Care

1. Prudence

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

2. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the [entity].

3. Delegation of Authority

Authority to manage the City of Rockford’s investment program is granted to the Finance Director and derived from the state statutes.

Responsibility for the operation of the investment program is hereby delegated to the Finance Director, who shall act in accordance with established written

procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: selection of broker/dealers and financial institutions, safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, collateral/depository agreements and banking service contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The Finance Director may from time to time amend the written procedures in a manner not inconsistent with this policy or with state statutes.

The responsibility for investment activities of the Fire Pension Fund and the Police Pension Fund rests with the Board of Trustees of each fund, as stated in the state statute.

V. Safekeeping and Custody

1. Authorized Financial Dealers and Institutions

A list will be maintained of financial institutions authorized to provide investment services. The City will maintain operating and investment accounts in the financial institutions within the City of Rockford whenever possible. However, the City may approve qualified depositories regardless of location. In addition, a list also will be maintained of approved security broker/dealers selected by creditworthiness (e.g., a minimum capital requirement of \$10,000,000 and at least five years of operation). These may include "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule), and have offices in the State of Illinois.

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

-) Audited financial statements
-) Proof of National Association of Securities Dealers (NASD) certification
-) Proof of state registration
-) Completed broker/dealer questionnaire
-) Certification of having read and understood and agreeing to comply with the [entity's] investment policy

An annual review of the financial condition and registration of qualified financial institutions and broker/dealers will be conducted by the Finance Director.

2. Internal Controls

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the [entity] are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

Accordingly, the Finance Director shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

-) Control of collusion
-) Separation of transaction authority from accounting and recordkeeping
-) Custodial safekeeping
-) Avoidance of physical delivery securities
-) Clear delegation of authority to subordinate staff members
-) Written confirmation of transactions for investments and wire transfers
-) Development of a wire transfer agreement with the lead bank and third-party custodian

3. Delivery vs. Payment

All trades, where applicable, will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution before the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

VI. Suitable Investments

1. Investment Types

The City may invest in any type of security allowed for in Illinois statutes regarding the investment of public funds for non home rule municipalities. Approved investments include:

-) Bonds, notes, certificates of indebtedness, treasury bills, treasury strips or other securities, including obligation of the Governmental National Mortgage Association, which are guaranteed by the full faith and credit of the government of the United States of America, or other similar obligations of the United States of America or its agencies.
-) Interest bearing savings accounts, interest bearing certificates of deposit or interest bearing time deposits or any other investment constituting direct obligations of any institution as defined by the Illinois Banking Act and is insured by the Federal Deposit Insurance Corporation.
-) Illinois Public Treasurer's Investment Pool
-) Short-term obligations of corporations (commercial paper) organized in the United States with assets exceeding \$500 million and rated at the time of purchase at the highest classification established by at least two standard rating services. Must mature within 180 days from the date of purchase. Such purchase may not exceed 10% of the corporation's outstanding obligations and no more than 25% of the City's funds may be invested in commercial paper.
-) Short-term discount obligations of the Federal National Mortgage Association or in shares or other forms of securities legally by savings and loan associations incorporated under the laws of this state or any other state or under the laws of the United States. Investments may be made only in those savings and loan associations of which the shares, or investment certificates are insured by the Federal Deposit Insurance Corporation.
-) Money market mutual funds registered under the Investment Company Act of 1940, provided that the portfolio of any such money market fund is limited to obligations described in Paragraph 1 above and to agreements to repurchase such obligations.

2. Collateralization

Effective with purchases after January 1, 1999, collateralization will be required on Certificates of Deposit. In order to anticipate market changes and provide a level of security for the funds, the amount of collateral will be at least 110% of the total investment less the amount insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation (currently \$100,000.00).

All securities, pledged as collateral, shall be placed for safekeeping in a custodial account at a Federal Reserve Bank, a trust department of a commercial bank, or through another financial institution not owned or controlled by the depository institution or its holding company.

The City will accept any of the following securities as collateral:

-) Negotiable obligations of the United States Government; or
-) Negotiable obligations of any agency or instrumentality of the United States Government guaranteed by the full faith and credit of the United States Government; or
-) Negotiable obligations of the State of Illinois.

Collateral agreements will preclude the release of the pledged assets without an authorized signature from the City of Rockford, but they will allow for an exchange of collateral equal to or greater in value.

VII. Investment Parameters

1. Diversification

The City shall diversify its investments and may use the following investment categories and percentages as a guide in establishing actual limits:

- | | | |
|----|--|--------------------------------|
| a) | U.S. Treasury Securities | Not to exceed 50% of Portfolio |
| b) | U.S. Government Agencies and Instrumentalities of Government Sponsored Corporation | Not to exceed 50% of Portfolio |
| c) | Certificates of Deposit of Financial Institutions | Not to exceed 50% of Portfolio |
| d) | Certificates of Deposit of any One Financial Institution | Not to exceed 20% of Portfolio |
| e) | Commercial Paper | Not to exceed 25% of Portfolio |
| f) | Illinois Public Treasurers Investment Pool or other Money Market Securities | Not to exceed 50% of Portfolio |
| g) | Securities purchased for Interest Rate Play | Not to exceed 25% of Portfolio |

2. Maximum Maturities

To the extent possible, the City of Rockford will attempt to match its investments with anticipated cash flow requirements. We recognize that there is a permanent part of the portfolio, and when the increase in return for extending maturities is compelling, the Finance Director may consider extending a segment of the portfolio into longer-term maturities. The maximum maturity

for City investments shall be fifteen (15) years. The average maturity of the total portfolio shall not exceed five (5) years.

VIII. Reporting

1. Methods

The Finance Director shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner that will allow the [entity] to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the Mayor and City Council. The report will include the following:

-) Listing, by investment type, of individual securities held at the end of the reporting period.
-) Listing of investments by maturity date.
-) Percentage of the total portfolio which each type of investment represents.
-) Percentage of the total portfolio by financial institution/broker dealer.

2. Performance

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio, taking into account the City's investment constraints and cash flow needs, should obtain a market average rate of return during a market/economic environment of stable interest rates.

The City's investment strategy is passive, but the Finance Director reviews market conditions and is available to take advantage of market opportunities. Given this strategy, the basis used by the Finance Director to determine whether market yields are being achieved shall be the current six-month U.S. Treasury Bill and/or the Average Fed Funds Rate. Since these indices are relatively risk-free benchmarks, they comprise a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold.

3. Mark to Market

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and

price volatility, has been performed consistent with the GFOA Recommended Practice on “Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools.” (See *GFOA Recommended Practices, Appendix 1.*) In defining market value, considerations should be given to the GASB Statement 31 pronouncement.

IX Policy Considerations

1. Exemption

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

2. Amendments

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

X Attachments

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

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

XI Adoption

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

This Policy supersedes all prior investment policies.

COMMUNITY PROFILE – ROCKFORD, ILLINOIS

Location

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

History

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

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

Rockford Today

Rockford is the industrial and business hub of the Rock River Valley as well as North Central and Northwestern Illinois. Located just 65 miles northwest of Chicago's O'Hare International Airport and 90 miles east of the Mississippi River, its location allows for easy access to regional, national, and international markets. The economy is still based largely in manufacturing and is the largest fastener product producer (screw, nuts, and bolts) in the United States. Rockford is also one of the largest machine tool centers in the world.

Furniture, hardware, farm implements, automobile parts, aviation and space instruments and machinery are among the more than 300 types of products made in Rockford. In 2017, City of Rockford Police Department moved from one centralized Public Safety Building to three districts to better serve its communities and constituents.



City of Rockford

The City of Rockford has a mayor-aldermanic form of government that provides citizens with police, fire, building regulation, community development, human services, public library, water, and public works services. Rockford also serves as the seat of Winnebago County. In 2004, the City of Rockford received the Sports Illustrated 50th Anniversary Sportstown Award for Illinois (only one city per state was chosen). This award is presented to the City that provides a variety of sporting events and also encourages residents to play sports. In 2005, Rockford was designated as a winner for the America In Bloom award for the population category 100,001 –300,000. This award represents recognition by a national campaign and contest that promotes enhancing communities through beautification. Known as the “Forest City”, Rockford prides itself on its beautiful tree-lined streets and neighborhoods as well as more than 4,900 acres of parkland. Rockford blends the best of big city living with valuable small town assets. Families enjoy year-round ice skating and fair weather water sports, miles of bike and jogging paths, and some of the most imaginative playgrounds around.

The Arts

The historic Coronado Theatre was restored and opened for a variety of shows, which include plays and concerts. Built in the 1920’s, the Coronado has presented top-notch performers on its stage for over seventy years. This project is designed to preserve, rehabilitate, and expand the theatre thereby preserving an important part of the City’s history and maintaining it as a major downtown performing arts entertainment venue.



The City is also home to many unique art galleries and museums. The Rockford Art Museum, Storefront Cinema, the Discovery Center, and the Burpee Museum of Natural History are museums located on North Main Street, just north of downtown Rockford. Jane the Nanotyrannus makes her home at the Burpee Museum. Rockford is also home to Midway Village and Museum, the Ethnic Heritage Museum, Tinker Swiss Cottage Museum, Erlander Home Museum, and the Graham-Ginestra House. Other artistic endeavors in the City include the premiere stage theatre in town, the Rockford Dance Company, Charlotte’s Web for the Performing Arts and the Rockford Symphony Orchestra.

Recreation

The Rockford Park District serves a 125 square mile area in Winnebago County including virtually the entire City. The District offers an extensive array of physical facilities and recreational programs. The District has 4,552 acres of parks, playgrounds, and facilities which include: five public golf courses; two indoor ice arenas including a twin-rink ice arena in downtown Rockford; four outdoor swimming/recreation centers; the Magic Waters Theme Park; a children’s farm; four local museums; one convention center; a Trolley station and Museum; an excursion boat; a 14-mile snowmobile trail through adjacent parks; and a greenhouse, garden, lagoon, and arboretum complex on the Rock River. The District operates a regional activity center called the Sportscore which contains eight lighted slow pitch ball diamonds, twenty soccer fields, playgrounds, bike and jogging paths, sand volleyball courts, boat ramp, three concession buildings, restroom facilities, and a parking lot for 800 vehicles. The Sportscore site totals 105 acres of which 50 acres were purchased and donated to the District by a local industrial concern. The Park District also has Sportscore II, which consists

of a multi-purpose park on 124.2 acres. This facility has twenty additional soccer fields and a two mile jogging path. In addition to Sportscore, Sportscore II, UW Health Sports Factory was finished in 2016. UW Health Sports Factory is a multi-purpose park on 105,000 sq ft along the Rock River in Rockford Downtown Area.

The recreational facilities of the Rockford Park District are supplemented by those of the Winnebago County Forest Preserve District and the State of Illinois through its State Parks. The Forest Preserve District has 5,388 acres in 31 forest preserves ranging in size from 2 to 948 acres. In addition to campgrounds, picnic areas, shelter houses, conservation areas, and the fishing areas on spring fed lakes, the Forest Preserve District has three 18-hole golf courses.

Festivals

The Rockford area offers many wonderful annual festivals throughout the year that feature art, music, dance, cultural heritage, and of course food. Here is a list of just a few of these annual events:

St. Patrick's Day Celebration: On or about March 17th in Downtown Rockford. Parade followed by a party featuring traditional music, dance, and food.

Ethnic Music Festival: First Sunday in June at the Ethnic Heritage Museum, 1129 S. Main Street in Rockford. Song, dance, and food by ethnic groups which originally settled Rockford.

Juneteenth: June 19 at the Sinnissippi Park Music Shell in Rockford. Celebrate African-American Independence Day with music, entertainment, talent show, art exhibit, food, and more.

Midsommer Fest: On or about the summer solstice in mid-June at Erlander Home Museum in Rockford. Traditional Swedish celebration of the longest day of summer.

Fourth of July Fireworks: A Rockford favorite as downtown is illuminated with fireworks to celebrate our nation's independence.

Celtic Fest: Enjoy the thrill of being Irish, Scottish, or Welsh at the annual Celtic Fest. The Fest features two stages with continuous music, dancing, a re-enactment village, ethnic food and drink bagpiping, and other fun activities.

Festa Italiana: Weekend celebration the first weekend in August at Boylan High School in Rockford. Celebration of Rockford's Italian heritage with food, rides, games, music, dancing, and cultural displays.

Polish Fest: Third Sunday in August at St. Stanislaus Church in Rockford. Celebration of region's Polish heritage with food, music, crafts, dancing, cultural exhibits, and rides.

Booker Fest: Second or third weekend in August. Gospel and folk music, food, fun, and children's activities at the Booker Washington Community Center in Rockford.

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



Climate

The climate in Rockford is typical for the upper Midwest. Rockford has four distinct seasons, each of which brings special pleasures. Average temperatures range from January's average high of 26.6 degrees and low of 9.8 degrees Fahrenheit, to July's average high of 83.8 degrees and average low of 62.5 degrees Fahrenheit. Average precipitation for the year is 36.28 inches with June having the highest average of 4.52 inches. As for snowfall, on average the City receives approximately 36.5 inches of snow each year with December being the highest average snow month with 9.8 inches. The highest temperature recorded was 105 degrees Fahrenheit on July 7, 2012 while the lowest temperature recorded was minus 27 degrees Fahrenheit on January 10, 1982.

FACTS AND STATISTICS

- Land Area 61.08 Square Miles

Population	1970	147,370
	1980	139,712
	1990	139,426
	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
	2009	\$103,750	\$157,000
	2010	\$104,000	\$151,500
	2011	\$ 85,000	\$137,500
	2012	\$ 83,900	\$139,000
	2013	\$ 93,645	\$149,000
	2014	\$100,610	\$167,900
	2015	\$ 85,000	\$157,000
	2016	\$ 95,000	\$165,000
	2017	\$103,000	\$185,000
	2018	\$ 85,400	\$188,000
	2019	\$ 89,000	\$184,000

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	Rockford	Winnebago County	Illinois
	2009	16.4%	15.0%	10.1%
	2010	16.6%	15.2%	10.3%
	2011	14.4%	12.7%	9.8%
	2012	12.9%	11.4%	8.9%
	2013	13.1%	11.6%	9.2%
	2014	9.4%	8.2%	6.4%
	2015	8.3%	7.1%	5.9%
	2016	6.5%	6.5%	5.6%
	2017	6.6%	5.2%	5.3%
	2018	6.3%	6.2%	4.3%
2019	5.0%	5.1%	3.9%	

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
 - Hurricane Harbor Water 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
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%
2018	\$3.6084	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.

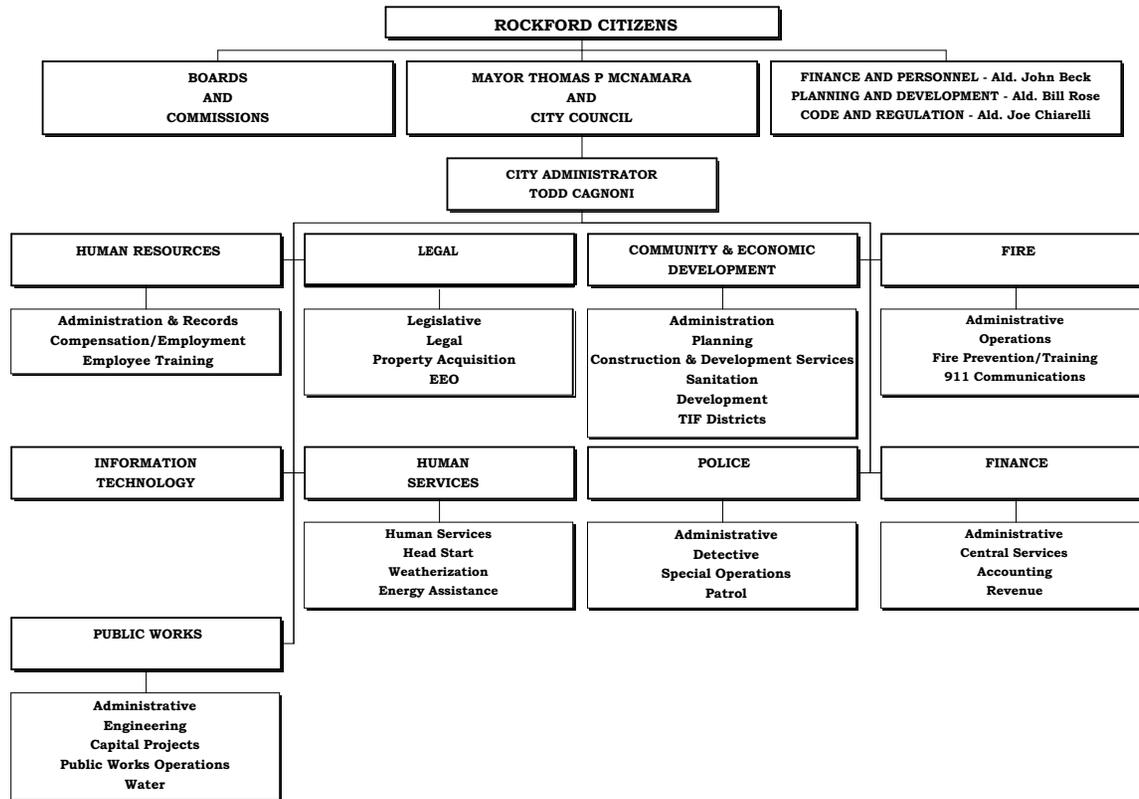
Transfers In/Out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

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.

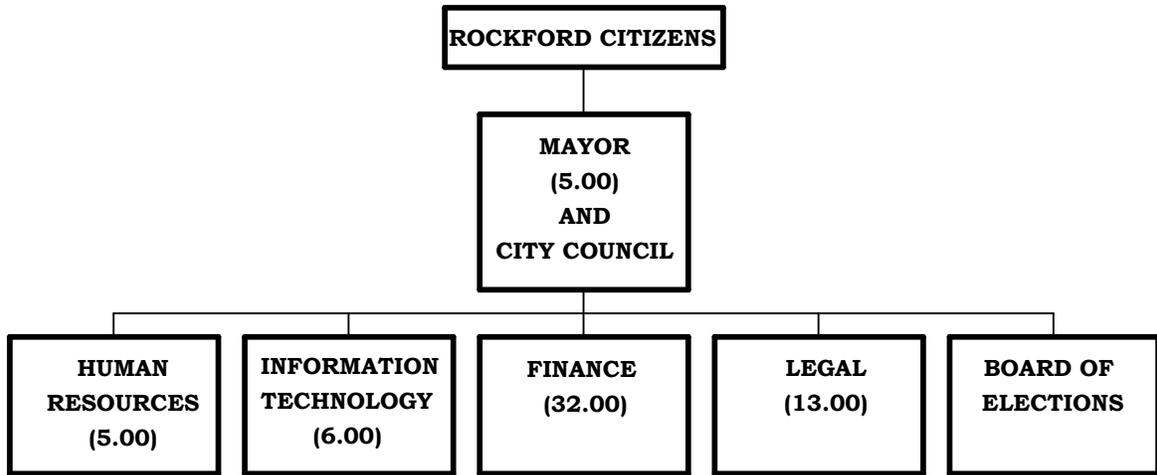
CITY OF ROCKFORD, ILLINOIS ORGANIZATION CHART



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

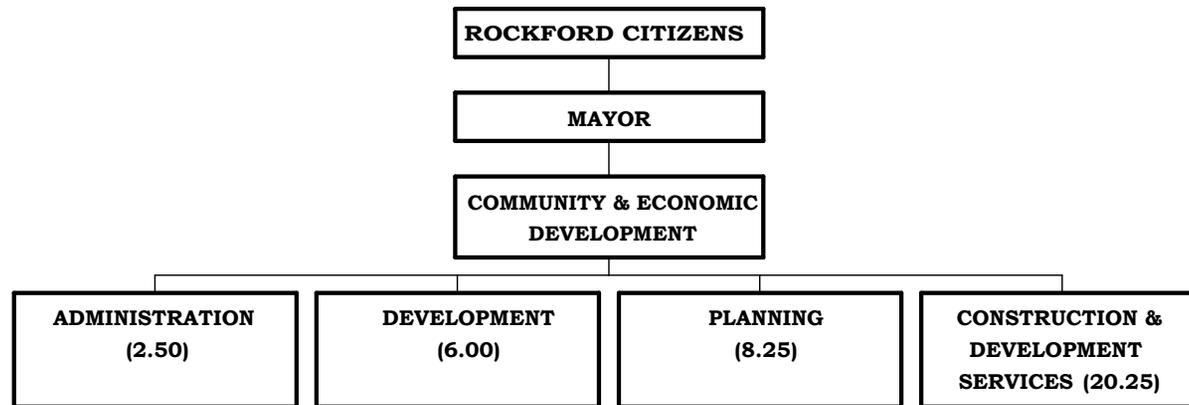


Administration & Records
Compensation & Benefits

Administration
Central Services
Accounting
Revenue/Pension &
Investments

Administrative
Legislative
Legal Services
Property Acquisition
EEO

61.00 EMPLOYEES



CDBG Administration
 Economic Development
 Neighborhood Services
 Home Program

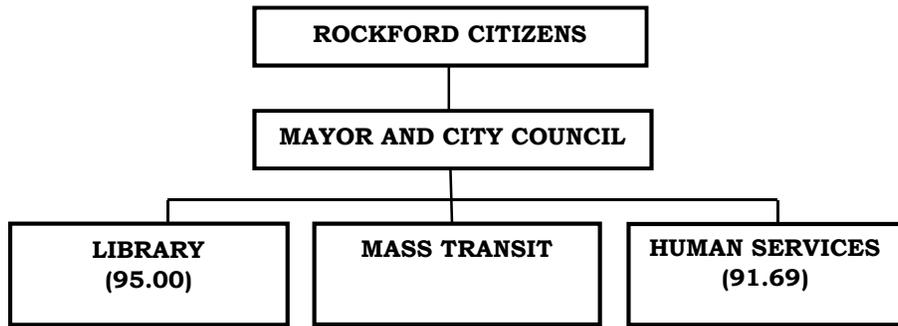
Planning & Research
 Economic Development
 Brownfield
 Redevelopment

Land Use Planning
 Building Inspection
 Property Standards
 Code Enforcement

Redevelopment
 Tourism Promotion
 Sanitation

Retail TIF Districts
 Industrial TIF Districts
 Residential TIF Districts

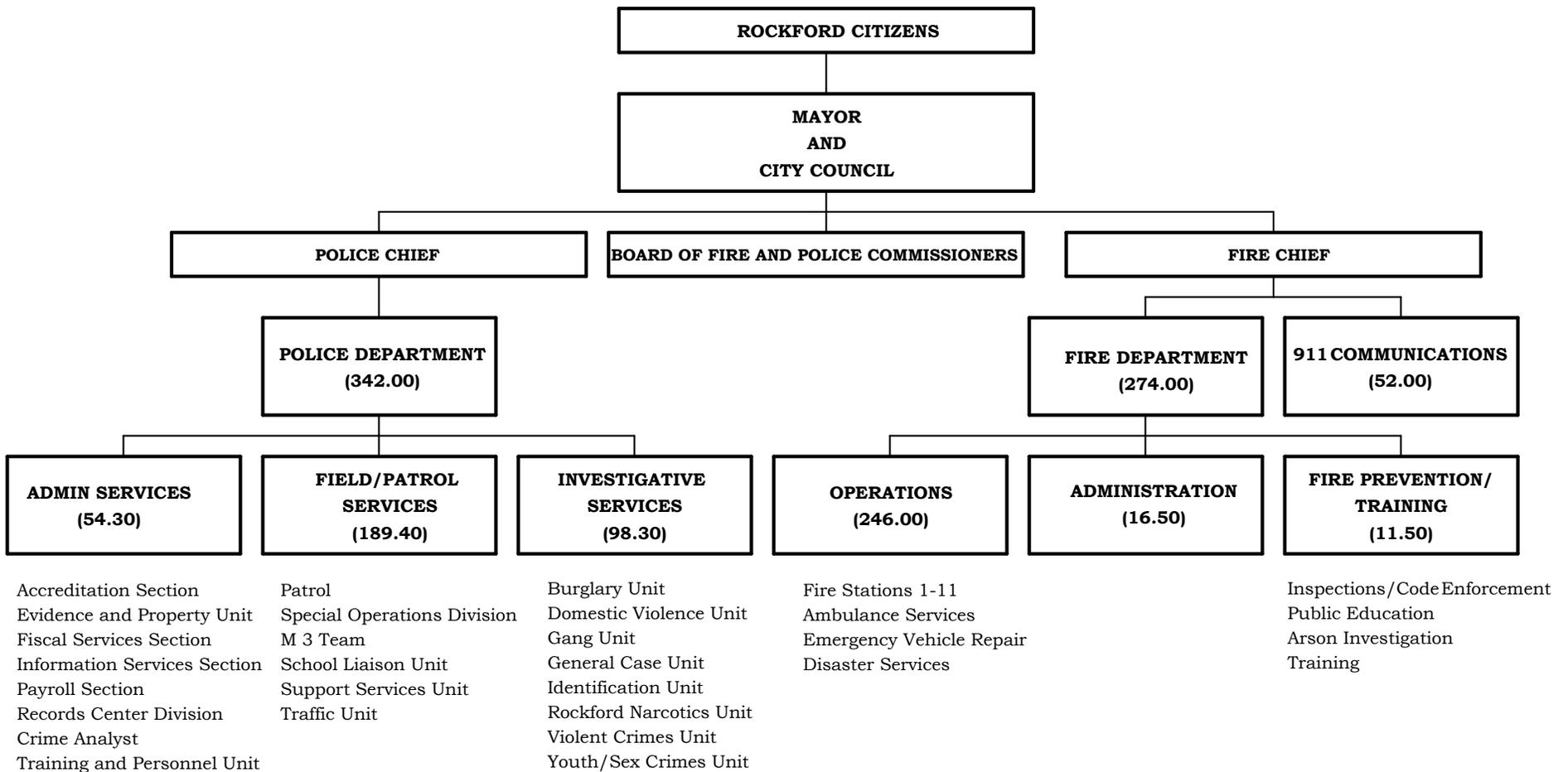
37.00 EMPLOYEES



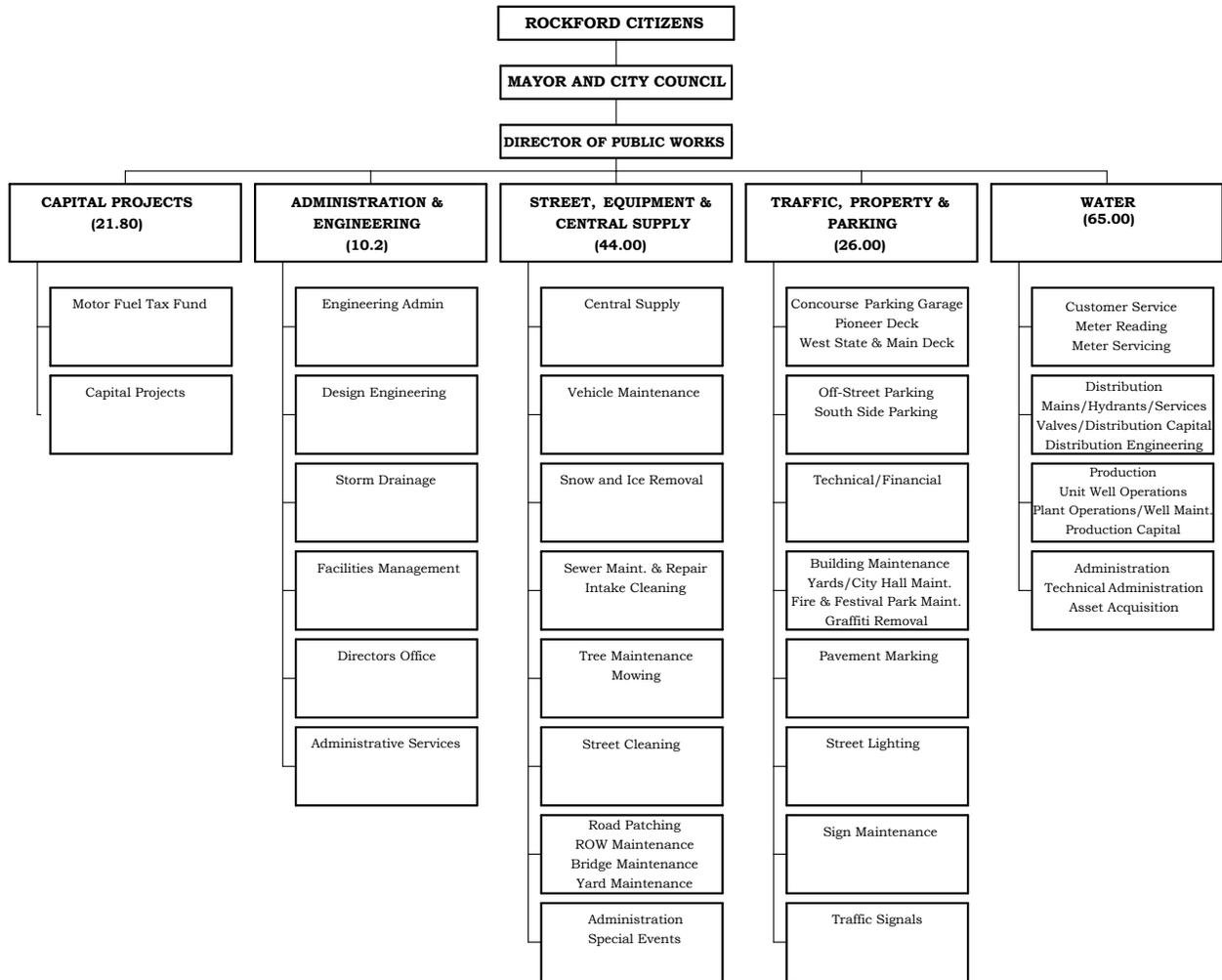
Administration
 Adult Services
 Youth Services
 Extension Service
 Circulation
 Technical Processing
 Building/Grounds Maintenance

Headstart
 Weathertization/Energy Assistance
 Community Services

186.69 EMPLOYEES



668.00 EMPLOYEES



167.00 EMPLOYEES

NON-OPERATING FUNDS

POLICE PENSION

FIRE PENSION

ILLINOIS MUNICIPAL RETIREMENT FUND

HEALTH INSURANCE FUND

UNEMPLOYMENT FUND

WORKER'S COMPENSATION FUND

DEBT SERVICE FUND

OTB SPECIAL PROJECTS FUND

RISK MANAGEMENT FUND

NORTHERN ILLINOIS WORKFORCE ALLIANCE

CAPITAL REPLACEMENT FUND

2020 ROCKFORD BUDGET
GRAPH AND TABLE INDEX

BUDGET GRAPHS

BUDGET TABLES

BUDGETARY UNIT	BUDGETARY	PERFORMANCE	PERSONNEL	BUDGET SUMMARY	CAPITAL	PERFORMANCE RELATED	FINANCIAL FORECAST
I. EXECUTIVE SUMMARY (EX)							
BUDGET HIGHLIGHTS	9,10,11,12,13,21,37,39,40,41		26,27,28,29	9	30	21,45	
CITY POPULATION		18					
EMPLOYMENT			25,29				
EQUALIZED ASSESSED VALUATION	21,32,33					22	
CASH FLOW	23,24	23,24			30		
TAX RELATED	32,33,34,35,36	19,20,34,35	18,26			24,25	
II. LEGISLATIVE & MANAGEMENT (LM)							
MAYOR'S OFFICE			47	47	47		
CITY COUNCIL			48	48			
LEGAL			50	50		51	
FINANCE			53	53		54	
INFORMATION TECHNOLOGY			55	55	56	56	56
HUMAN RESOURCES			58	58		59	59
BOARD OF ELECTION COMMISSIONERS				61	61	60	
III. COMMUNITY DEVELOPMENT (CD)							
COMMUNITY DEVELOPMENT							
ADMINISTRATION			62	62			
PLANNING			67	66			
CONSTRUCTION & DEVELOPMENT		72	70	69	70	71	
CDBG			74	74		75	75
REDEVELOPMENT				76			77
TOURISM				78			79
RETAIL TIF DISTRICTS				82,83,84,85,86,87			88,89,90,91,92
INDUSTRIAL TIF DISTRICTS				94,95,96			96,97,98
RESIDENTIAL TIF DISTRICTS				99,100,101			101,102,103
IV. HUMAN SERVICES (HS)							
HUMAN SERVICES		107	106	105		107, 108	107
MASS TRANSIT				109		110	109
LIBRARY			113	112	114		114
V. PUBLIC SAFETY (PS)							
POLICE DEPARTMENT		118, 119	117	116	118	118, 119	
FIRE DEPARTMENT		123, 124	121	121	122	123, 124	
911 COMMUNICATIONS CENTER			126	126		127	127
BOARD OF FIRE & POLICE COMMISSIONERS				128			
VI. PUBLIC WORKS (PW)							
PUBLIC WORKS DEPARTMENT							
ADMINISTRATION			130	130	130		
ENGINEERING			133	132	133	134	
CAPITAL PROJECT FUND			137	136			137
MOTOR FUEL TAX FUND				138			138
STREETS & SEWERS	141		140	139	140	141	
TRAFFIC			143	143	144		
PARKING SYSTEM			146	145	146	147	146
PROPERTY			148	148	149		149
EQUIPMENT			151	150	151		151
CENTRAL SUPPLY			153	152			153
WATER SYSTEM	158		156	155	157	158	157
VII. NON-OPERATING FUNDS (NOF)							
PENSION FUNDS		161,162		159,160		162	163
IMRF				164			165
HEALTH/UNEMPLOYMENT/WORKERS COMP				166,168,169			167,168,169
DEBT MANAGEMENT				170			172
RISK MANAGEMENT FUND				173			174
WORKFORCE INVESTMENT BOARD			175	175			
CAPITAL REPLACEMENT				177		177	