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*Lawrence J. Morrissey*  
**Mayor**  
*Office of the Mayor*

February, 2015

Dear Citizens of the City of Rockford,

On behalf of the Rockford City Council and our dedicated staff, I am proud to present the 2015 City of Rockford Budget. Our 2015 Budget demonstrates our goal of providing the best value and service to our residents, our businesses, and our visitors.

Our 2015 Budget focuses on two major themes: public safety and capital investment. Our public safety investment represents the largest portion of our budget. Through responsible fiscal management and successes in collective bargaining during the past year, our 2015 Budget maintains our police force to 290 sworn officers. In addition, construction on our three police district stations will commence this year, which will increase our focus on community-oriented policing. We'll also continue our public safety partnership with other local, state, and federal partners through the Winnebago County Violent Crime Task Force. In June of this year, our new Fire Station 3 will open, increasing efficiency and coverage in the southwest quadrant of the City. In the area of capital investment, the City is on pace to have its largest capital investment in over 50 years, with significant investment in our transportation and water systems. This capital investment is leveraging major public-private investment, notably in the downtown and at Rockford Global TradePark.

Through this historic investment in public safety and infrastructure, and despite our economic challenges, the Rockford City Council has been fiscally responsible by maintaining the amount of property tax receipts we have collected at 2013 levels.

This year, we will continue the difficult work of navigating the challenging economy. As we work on our day-to-day operations, as well as the City's long range plans, we appreciate the support of our citizens and community-wide efforts such as "Transform Rockford". We look forward to hearing from you as we strive to do together what we cannot do alone. Thank you for your support.

Very truly yours,

A handwritten signature in blue ink, appearing to be "L. Morrissey", written over a large, stylized blue scribble.

Lawrence J. Morrissey  
Mayor, City of Rockford, Illinois

## BUDGET TIMELINE THE 2015 PROCESS

March 2014	Finance Department prepares preliminary budget estimates and discusses budget policies for the forthcoming year with the Mayor.
August 2014	Finance Department determines budgetary allocations. Departments receive budget packages.
August 2014	Departments complete and return budget packages to Finance Department for review.
August 2014	Public Works Department begins work on updating the five-year Capital Improvement Program.
September 2014	Finance Department reviews Department budgets and prepares a budget draft.
September 2014	Mayor's Office reviews budget and presents budget to Council.
September – November 2014	Finance Committee and Council, as Committee of Whole, hold budget hearings (September 27 <sup>th</sup> , October 4 <sup>th</sup> , October 25 <sup>th</sup> , November 22 <sup>nd</sup> ) with City Departments.
December 15, 2014	Finance Committee approves budget and submits to Council (Committee Report).
December 29, 2014	Council holds State Budget Act public hearing for citizen input.
December 29, 2014	Appropriation Ordinance and 2015 Budget Committee report adopted by Council.
January 2015	Mayor submits 2015-2019 Capital Improvements Program to Council for Committee review and approval.
January 20, 2015	Council adopts 2015-2019 Capital Improvements Program.



Lawrence J. Morrissey  
Mayor

## Executive Summary

The planning for the 2015 budget began with a retreat for elected officials and department heads in September. Elected officials were updated regularly on the status of the City's finances, specifically in regards to elastic revenues. The budget was prepared with the goals of maintaining staffing and service levels. With the above principles, we were able to strategically prioritize resources and approve a balanced budget.

### *Issues and Priorities in 2015*

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

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

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

- ◆ Improving the quality of life for residents of the City's older neighborhoods.
- ◆ Investing in the downtown area and encouraging others to develop commercial and residential projects.
- ◆ Assessing City services for efficiency and possible cost saving measures.
- ◆ Continuing investments in information technology to provide improvements in the effectiveness and efficiency of City services.



Lawrence J. Morrissey  
Mayor

- ◆ Maintaining the City's solid financial condition.
- ◆ Maintaining a stable tax rate.
- ◆ Making incremental service adjustments to reflect changing community needs.
- ◆ Adjusting to possible reductions in shared State funds.

### ***Challenges for the Community***

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

Financial challenges in upcoming years include fully funding capital equipment as part of the City's annual budget. The 2011 and 2012 budgets required capital equipment purchases due to equipment reaching its life expectancy. The City Council approved a vehicle leasing policy that will implement the replacement of vehicles over a four-year period for all City departments to meet the needs of the aging fleet. The vehicle leasing policy was amended to extend the vehicle replacement out an additional two years in early 2014 and extended an additional two years for 2015.

### ***The 2015 General Fund***

The City of Rockford, like many other communities in Illinois and across the United States, has seen moderate growth in its sales, use, income, and replacement taxes, commonly referred to as elastic revenues. These revenue sources increased just over \$2 million, or about 5%, in 2013.

The 2015 budget process began with the City projecting a \$2.8 million deficit. A status-quo budget was presented in September followed by recommendations to reduce the deficit to work towards a balanced budget that would be approved by the end of 2014. The local economic environment and the impact it has on the City's available revenue continues to present a challenge.

2015 fringe benefit costs make up the largest increases in the budget, due to planned reductions in 2014 to address the budget deficit.

The City Council passed the 2015 budget in December 2014. This budget allows the City to maintain the necessary fund and cash balances as well as allowing the 2016 budget process to begin on a sound financial footing.



Lawrence J. Morrissey  
Mayor

### **Overview of the 2015 Budget**

The City of Rockford is similar to many municipalities because it has limited resources to devote to the various challenges facing it. However, because Rockford is a non-home rule municipality, we have fewer options than all other cities in Illinois of any size. This was particularly apparent when preparing the budget for 2015. 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 2015.

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

The Police Department will address continued efforts towards geographic community policing programs, using crime data to better deploy resources and respond to potential problems while continuing to reduce overtime costs. The transition to three police stations will begin in 2015.

The Fire Department will continue to maintain certifications and accreditation requirements and expand public education activities, while adjusting to new manning levels.

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 2015 budget, the City was able to continue its goal of maintaining a stable operating property tax rate for citizens with declining debt service rate as a result of the 1% infrastructure sales tax referendum. The 2015 budget adopted an estimated property tax rate of \$3.29.

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.



Lawrence J. Morrissey  
Mayor

## Operational Highlights

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

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

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 756 children in four different programs which include home base schooling, part day classes, students in full day classes, and family plus.

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

Public Safety services provided by the City include police and fire protection. The Police Department is utilizing their new records management system to better analyze crime data and allocate resources. The Fire Department continues to upgrade equipment and train its firefighters to better serve the citizens of Rockford, adjusting to revised manning levels awarded in arbitration in 2013. The City is maintaining an Insurance Services Organization (ISO) fire protection rating of two, which places the City in the top one percent of the nation. A lower rating benefits residents and businesses through better rates for fire insurance.

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.



*Lawrence J. Morrissey*  
Mayor

### ***Conclusion***

On December 15, 2014 the City Council adopted the 2015 budget after the Finance and Personnel Committee had finished its review of the proposal. This budget is the result of considerable, careful discussion and deliberation by the City Council, the Finance and Personnel Committee, the Finance Department, and various staff members from every department who contributed to the development of departmental budget requests.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rockford  
Illinois**

For the Fiscal Year Beginning

**January 1, 2014**

*Jeffrey R. Enow*

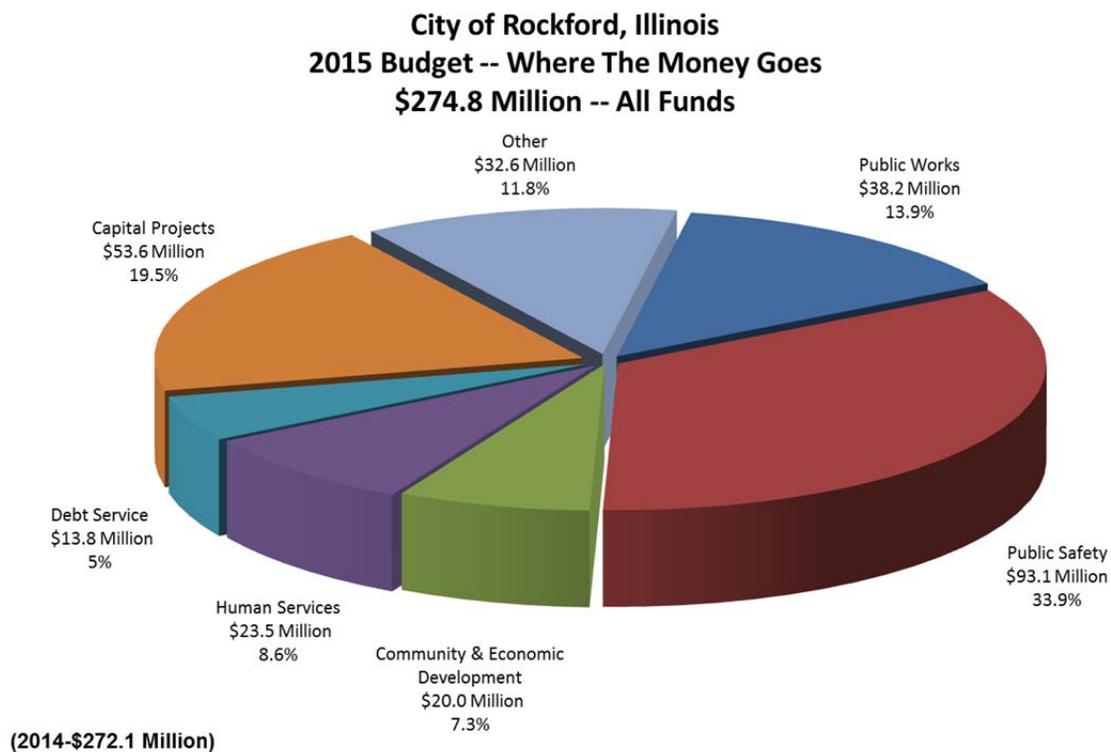
Executive Director

## CITIZEN'S BUDGET HIGHLIGHTS

The City's goal in developing the 2015 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 2014, making incremental improvements where possible, and continuing to comply with the limitations of the Property Tax Extension Limitation Law (Tax caps).

## PROGRAM EXPENDITURES

The budget appropriation in 2015 is \$274.8 million for all funds, an increase of \$2.7 million from the 2014 appropriation of \$272.1 million. Major program changes for 2015 include:



Community Development's appropriation increases \$724,800 due to a 2% wage increase and an increase in health insurance rates which is offset by a reduction in various contractual expenses including demolitions to meet necessary deficit reductions.

Public Safety's appropriation increases \$2.1 million. Increases are due to general step and longevity increases, increase in overtime expenses and pension contributions. These increases are offset by a continued reduction in fire personnel staffing due to minimum manning language changes awarded in arbitration and a decrease in capital vehicle purchases per the revised City leasing plan.

Human Services' appropriation increased \$90,000 from 2014. Increases for Human Services are due to 3-4% salary increases for Library personnel. These increases are offset by staffing level reductions in the Human Services department and a reduction in IMRF and unemployment rates. Human Services department's contractual and other expenses reduction due to uncertain grant funding levels at the time of preparing the budget contribute to the offset as well. Library also made reductions to contractual expenses for one-time consultants utilized in 2014.

The Public Works budget decreases \$445,800 from the previous year's budget. Decreases are due to a reduction from the 2014 supplemental appropriation for snow and ice costs, a decrease in capital vehicle purchases per the revised City leasing plan. These decreases are offset by increases to personnel costs due to a budgeted 2% wage increase and an increase in health insurance rates.

The budget for Debt Service decreases \$457,200 million from 2014 to 2015 which includes lease payment costs.

The Capital Projects Fund budget for 2015 increased \$3.3 million from the previous year. Projects that will begin in 2015 include converting the Illinois Railway River Bridge to a pedestrian path and reconstructing the South Alpine Road box culvert over Keith Creek to re-establish a vital commercial trucking corridor through the City.

In the Other category, the decrease of \$2.7 million is due to the elimination of a transfer to Risk Management fund. These decreases are offset by an increase in permanent salaries and health insurance rates in the Legislative and Management departments within the General Fund.

## **REVENUES**

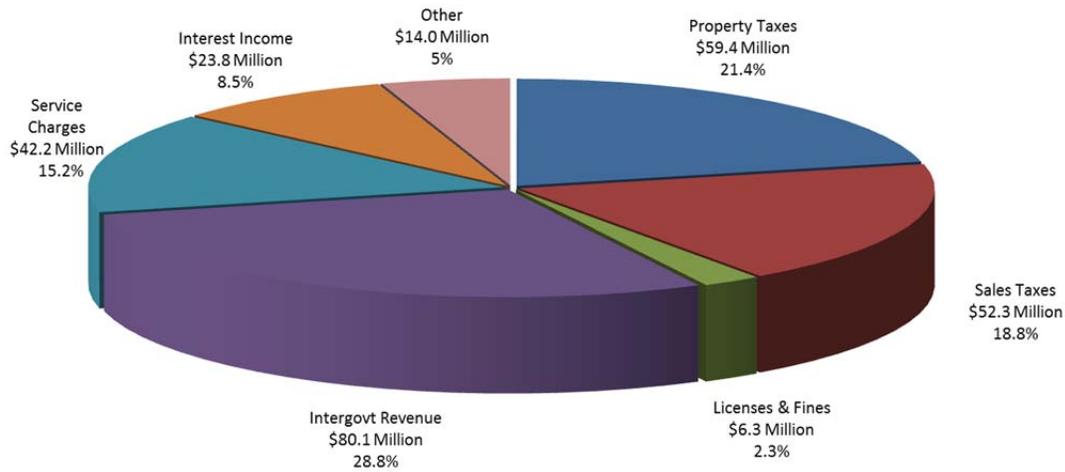
For 2015, the revenue budget is \$278.2 million for all funds, an increase of \$9 million from 2014's \$269.2 million.

The 2015 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 2015 include:

**City of Rockford, Illinois  
2015 Budget -- Where The Money Comes From  
\$278.2 Million -- All Funds**



(2014 - \$269.2 Million)

Intergovernmental revenues from federal, state, and local governments are projected to increase \$7.1 million from 2014.

Service charges increased \$3.1 million from the 2014 total of \$39.2 million.

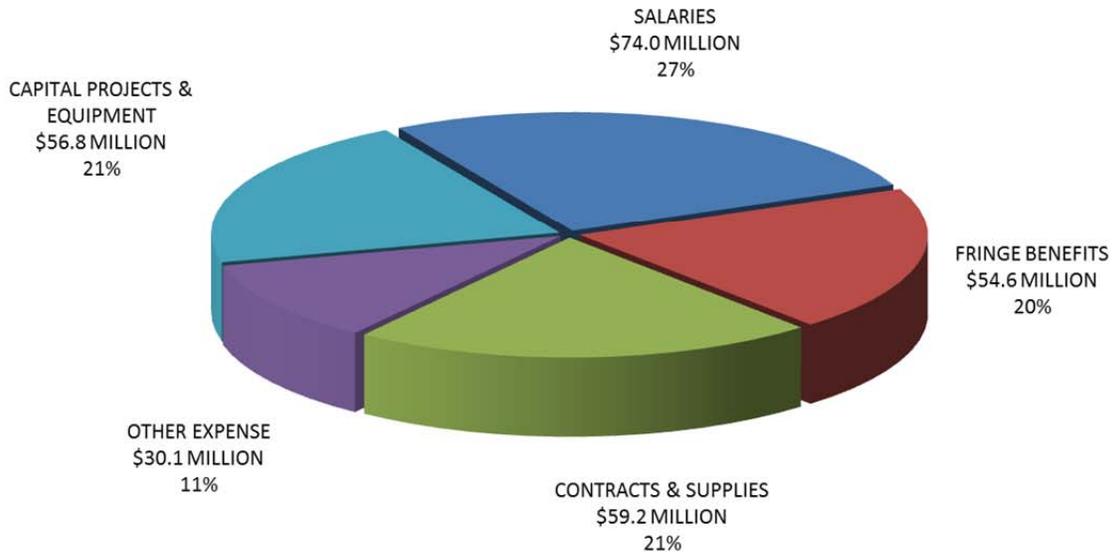
Other income is projected to decrease \$1.7 million.

**ACCOUNT EXPENDITURES**

The 2015 City Budget, when viewed from a line item rather than a program perspective, illustrates the fact that over sixty-five percent of the budget is attributable to personnel and infrastructure improvements. This reflects the fact that the City is a labor intensive service organization with 1,100 employees and has a considerable investment in streets, bridges, buildings, and water and sewer systems that must be maintained and renewed.

Major spending changes by account type for 2015 are:

**City of Rockford, Illinois**  
**2015 Budget -- \$274.8 Million**  
**All Funds Combined By Account Classification**



(2014-\$272.1 MILLION)

Salaries increased \$1.3 million as a result of contract increases and a 2% wage increase.

Fringe benefits increased \$3.6 million as a direct result of increased salaries and a health insurance premium increase.

Contractual and supply accounts decreased \$1.4 million. Slight decreases across various departments contributed to this decrease.

Capital projects and equipment decrease \$277,400 from the 2014 budget, with decreases for funding vehicle purchases under the City’s vehicle leasing program. Projects scheduled to begin in 2015 include converting the Illinois Railway River Bridge to a pedestrian path and reconstructing the South Alpine Road box culvert over Keith Creek to re-establish a vital commercial trucking corridor through the City.

**COUNCIL CHANGES TO THE BUDGET**

The Council received the budget in September 2014 and referred it to the Finance Committee. The proposed budget was modified by the City Council to avoid an increase in the property tax levy, transfer funds from the sanitation fund, reduce capital lease transfers, and make various reductions in departmental budgets. The Committee, after holding four budget hearings with departments, approved the budget on December 15, 2014.

**WHAT THE 2015 BUDGET WILL COST THE TAXPAYER**

The 2015 budget continues stability for the Rockford homeowner. For a homeowner with a \$100,000 home, the rate and cost for 2010 – 2014 are shown below.

Property Tax Bill (City Portion Only)  
For Home With \$100,000 Market Value  
2010-2014 Levy Years

<u>Year</u>	<u>Rate</u>	<u>Bill</u>
2010	2.36	645
2011	2.52	689
2012	2.82	770
2013	3.08	842
2014	3.29	899

While the rates are anticipated to increase for 2015, the increase is a reflection of decreasing equalized assessed valuations (EAV). The levies, as always under non-home rule tax rates and the property tax extension limitation law (tax caps), are limited as to increases. If EAV decreases, the tax rates will rise to maintain the status quo.

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

## HOW TO USE THIS DOCUMENT

This budget document is intended to provide Rockford Citizens with information about 2015 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 2015 budget is comprised of sixty-six (66) operating budgetary units. A budgetary unit can be defined as either a department, such as the Police Department, or a division of a department, such as the Street Division of the Public Works Department. A department, utilized in a managerial fashion by the City, can be by fund, such as the Library Fund or can be part of a fund, like the Fire Department in the General Fund. It also can consist of parts of the General Fund as well as other funds, such as the Community Development and Public Works Departments. An accounting fund(s) can be a department, like the 911 Communications Fund, or a division of a department, such as the Water Fund in Public Works.

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

the summary's Significant Budget Issues. Revenues from a program perspective are discussed under each department.

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

#### Budgetary Unit Summary

- Mission Statement
- Primary Functions
- Objectives for Fiscal Year 2015
- Budget Summary (2013-2015 Expenditure and 2012-2015 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 2014 audit is not yet complete; this document provides estimates of 2014 expenditures and revenues.

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

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

The City attempts to use Generally Accepted Accounting Principles when preparing the budget, one exception is noted: for budget purposes, Proprietary Funds expense compensated absence liabilities when paid to employees as opposed to GAAP statements which require these liabilities to be accrued as earned.

## **THE PROCESS, PUBLIC INVOLVEMENT, AMENDING THE BUDGET**

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

### **THE 2015 PROCESS**

The 2015 process began early in 2014 due to projected General Fund deficit. One Saturday hearing was held in September, two in October and one in November to achieve budget approval. The schedule of events is shown in the Budget Timeline on the following page.

### **PUBLIC INVOLVEMENT**

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

### **AMENDING THE BUDGET**

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

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

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

## FINANCIAL PLANNING — THE KEY TO THE FUTURE

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

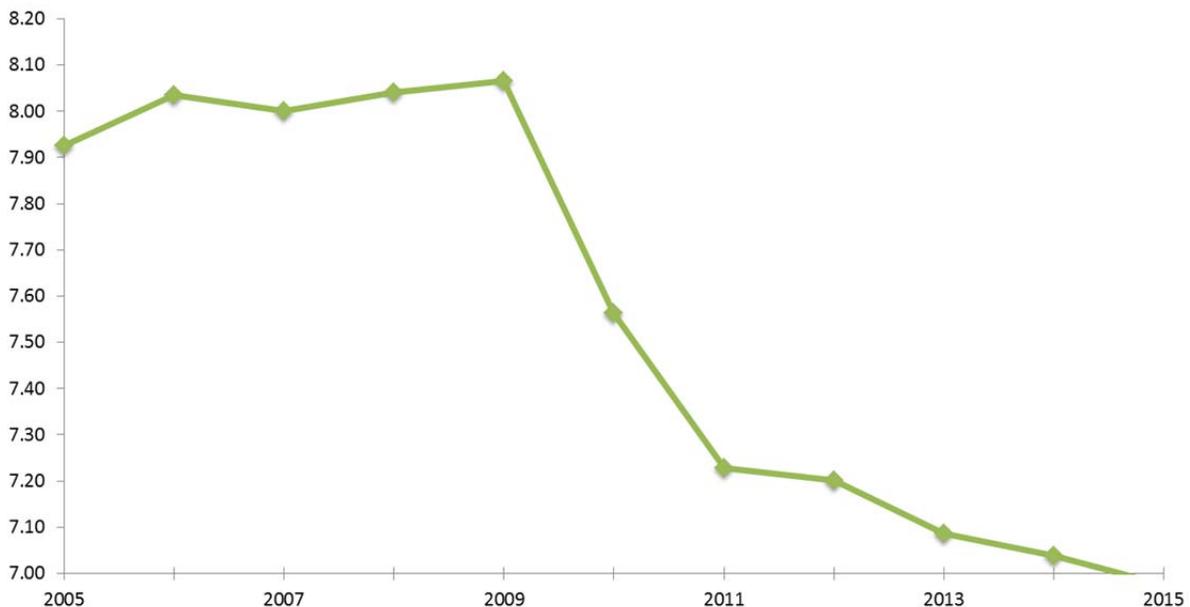
The planning process and the financial advisory group have guided the development of financial policies for budgeting, cash flow management, infrastructure improvement, and investment guidelines. The planning process, including the financial trends discussed in this section, has provided City policy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

### SELECTED TRENDS

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

The City continues to keep the ratio of its employees and population in proportion. Budget deficits since 2009 have resulted in staffing reductions City-wide.

### EMPLOYEES PER 1,000 RESIDENTS



2010 Census shows population at 152,871

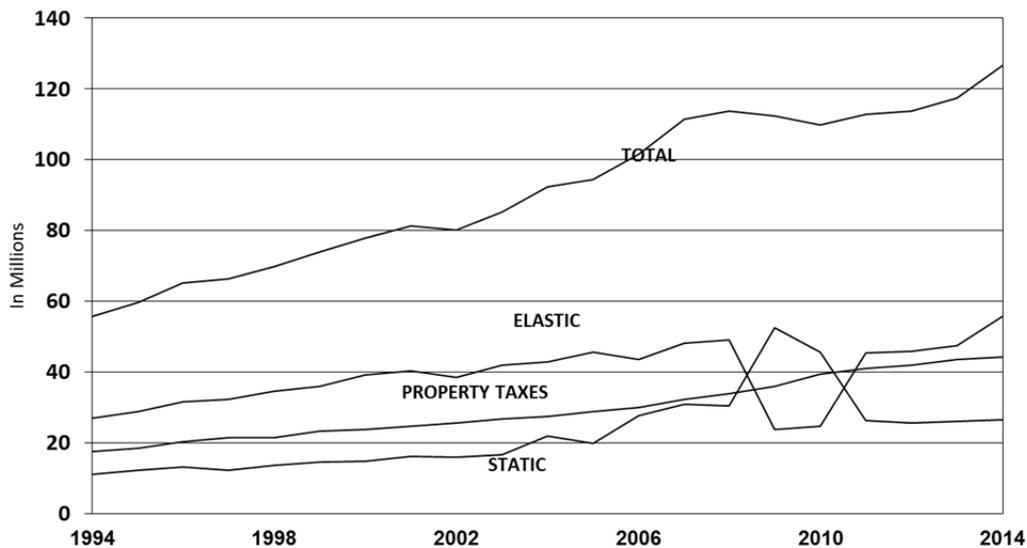
Although the City continues to attain an increasing population, the last few years have been difficult for the local economy. Unemployment in the City and County in general has been higher than state and national

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

Employment in the Rockford MSA for December 2013 was approximately 144,519, a decrease of 3,287 from 2012. Overall, total employment has decreased 14.76% from 1993 to 2013.

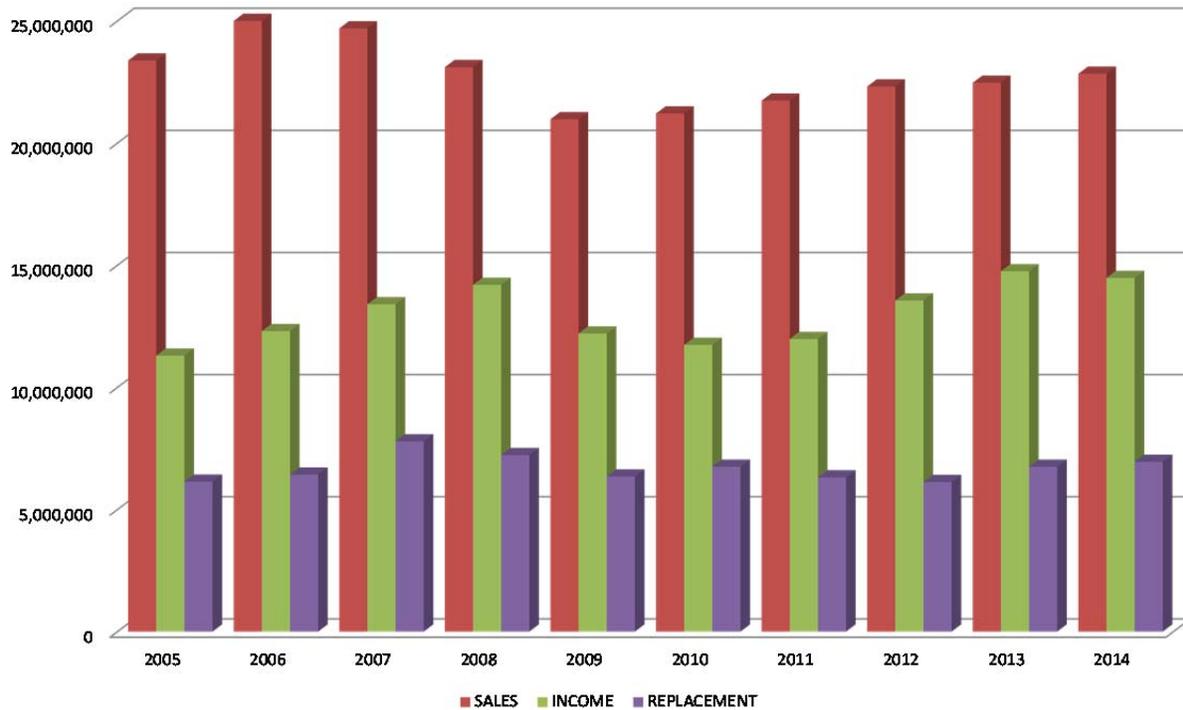
In addition to demographic trends, the City also follows revenue trends for its General Fund. All City revenues can be classified as property taxes, elastic revenues, and static revenues. Property taxes are a tax levied on real property. Elastic revenues are defined as those revenues that tend to change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

### GENERAL FUND REVENUE SOURCE COMPOSITION



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

**MAJOR ELASTIC REVENUES  
SALES, INCOME AND REPLACEMENT TAX  
2005-2014**

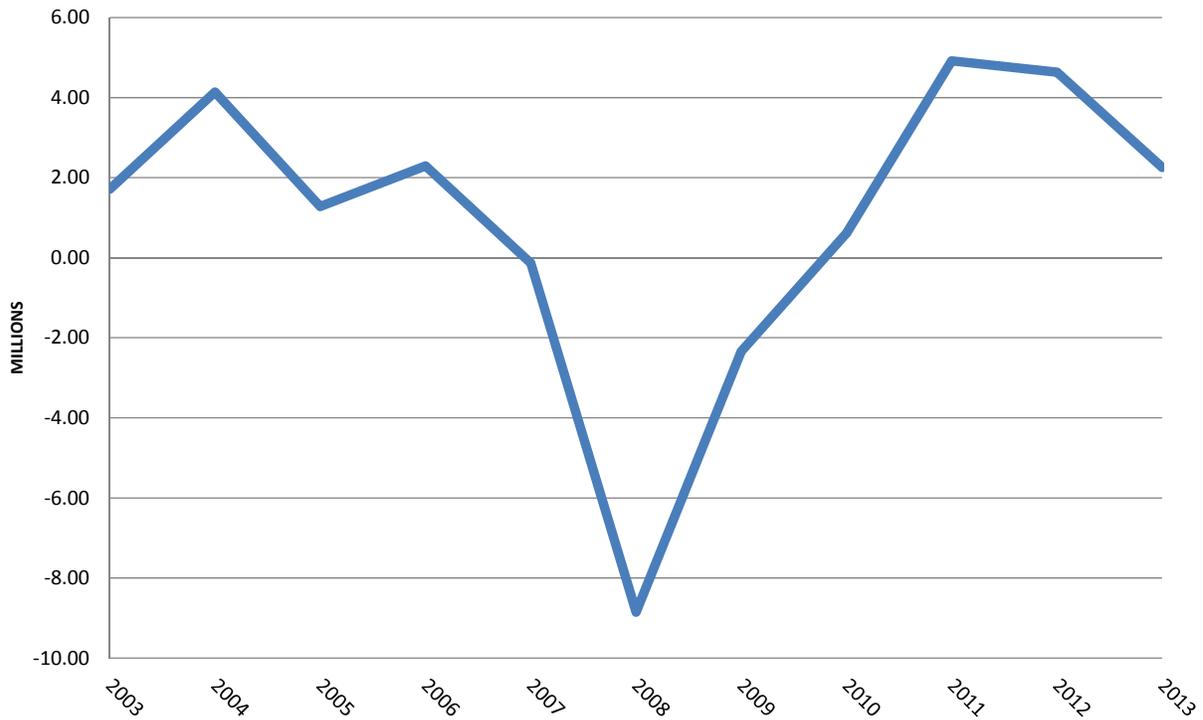


In order to maintain a well-balanced mix of revenue sources, the City needs to continue to emphasize the growth of elastic revenues as well as static revenue sources through economic maintenance and development.

Fluctuations in the housing market impact general fund revenue in a number of ways. For 2014, Rockford’s equalized assessed valuation (EAV) is estimated to decrease less than 0.5% to \$1.584 billion. 2013 EAV decreased \$124.9 million (7.3%). Decreases in EAV affect property taxes, both rates and levies subject to tax caps. In addition, building permits, generally a fairly stable revenue source, have dropped significantly with the housing crash and foreclosure crisis. After several years of little or no new construction, 2014 saw an increase in multifamily permits. Permits for repair and remodeling have also increased and revenues are starting to recover.

Recent years have been more challenging due to lower elastic revenue growth, as well as tax cap and tax rate limit on property tax revenues, as a result of the slowing economy. As a result of current economic conditions, City operations and expenses have been curtailed to avoid deficit spending.

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



Added together, these year-end surpluses have improved the cash and fund balances of the General Fund from negative to positive. 2015 is a balanced budget year. It is the City’s intention to maintain a positive cash and fund balance by limiting the short-term borrowing of funds and to continue past practices of balancing budgets, avoiding deficits, and maintaining adequate cash in the future.

**ASSUMPTIONS**

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

<u>REVENUES</u>	<u>ASSUMPTION</u>	<u>PERCENT BUDGET SHARE</u>
Assessed Valuation (Percent)	(-5.0) – 0	31.3
Uncollectible Factor	0 – 1.0	
Sales and Other Taxes	0 – 2.5	26.8
Cable TV, Gas Licenses	0 – 2.5	1.5
State Income Tax	0 – 3.0	10.5
State Replacement Tax	0 – 3.0	5.2
Inspections	0 – 3.0	1.0
Federal/State/County	0.0	4.9
All Other	0.0	8.4
Service Reimbursements	0 – 5.0	5.7
Tax Levy Reimbursements	0 – 3.0	4.7

EXPENDITURES

All Salary & Wage Compensation (Percent)	0 – 2.0
Fringe Benefits	10.0 – 15.0
Contracts, Supplies, and Other Expense	0 – 3.0
Interest Expense	0 – 3.0
Capital Expense	0 – 10.0*

**2016-2020 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>
2016	(5,225)	-4.1%
2017	(7,965)	-6.1%
2018	(9,643)	-7.2%
2019	(11,458)	-8.3%
2020		

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 nearly 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.

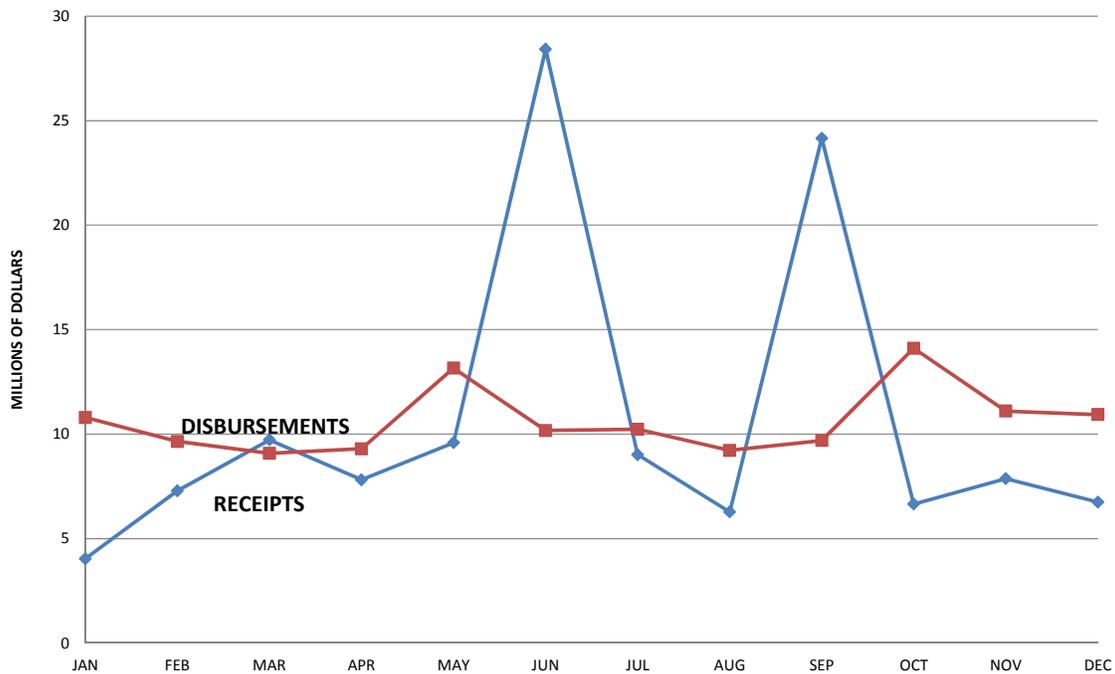
**PROPERTY TAXES AS A PERCENTAGE OF REVENUE FOR CERTAIN FUNDS**

	GENERAL	LIBRARY
2011	36.4	85.9
2012	37.0	87.1
2013	37.5	85.6
2014	41.1	85.0
2015	35.0	85.6

**UNDERSTANDING CASH FLOW**

To completely understand the importance that property tax revenues have in cash management, the 2015 cash flow forecast summary for the General Fund graph is useful in illustrating the timing problem.

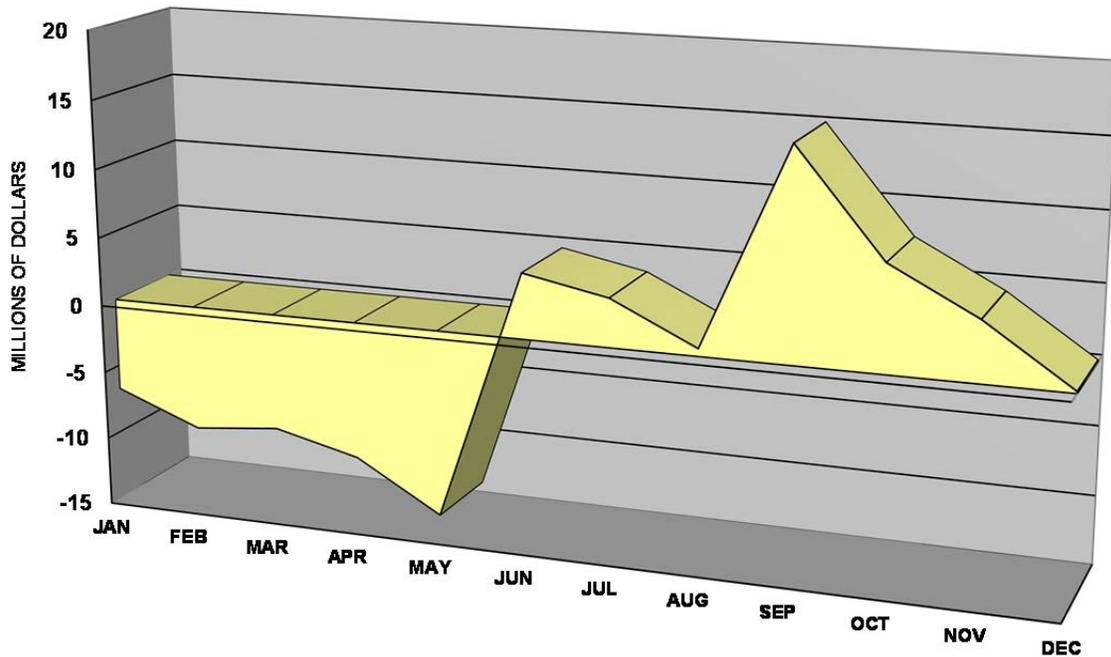
**CASH FLOW FORECAST SUMMARY  
2015 GENERAL FUND BUDGET**



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 2015 GENERAL FUND BUDGET



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

### CASH POLICY REVIEW

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

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

The current cash balance policy is:

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

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

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

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

#### **CASH MANAGEMENT IN 2015**

With General Fund levies increasing \$732,000 in 2014 and \$319,000 in 2015, cash needs have increased.

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

The City will continue to exert strong budget control and place importance on financial planning in 2015 in order to restore and maintain its cash position.

## EMPLOYEES — THE CITY’S MOST IMPORTANT ASSET

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

	General Fund	Total City
Total Budget	\$127.8 Million	\$272.1 Million
Employees	722.1	1,066.4
Personnel Costs	\$90.5 Million	\$128.7 Million
Personnel	70.8%	46.8%
Salary	46.2%	26.9%
Fringe Benefits	24.6%	19.9%

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 2015 budget was developed using these steps as guideposts to ensure that quality services are being delivered with the lowest possible personnel costs. All departments and agencies prepared budgets by analyzing their operations in light of the above factors.

## EMPLOYMENT TRENDS

Since 2013, 32.7 full-time equivalent positions have been eliminated, a decrease of 0.31%, across program lines in legislative and management, public safety, community development, public works, and human services.

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
PERSONNEL AUTHORIZATION  
ALL FUNDS**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	2013-2014 INCREASE (DECREASE)	<u>2015</u>	2014-2015 INCREASE (DECREASE)
<b>PROGRAMS AND AGENCIES</b>						
<b>LEGISLATIVE &amp; MANAGEMENT</b>						
MAYOR	4.00	4.00	4.00	0.00	4.00	0.00
LEGAL	12.00	12.00	12.00	0.00	13.00	1.00
FINANCE	32.00	36.00	36.00	0.00	36.00	0.00
INFORMATION SERVICES	6.00	4.00	4.00	0.00	4.00	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>59.00</u>	<u>61.00</u>	<u>61.00</u>	<u>0.00</u>	<u>62.00</u>	<u>1.00</u>
<b>COMMUNITY DEVELOPMENT</b>						
CD ADMINISTRATION	1.50	1.50	1.50	0.00	1.50	0.00
CD CODE ENFORCEMENT	10.20	0.00	0.00	0.00	0.00	0.00
CD PLANNING	4.30	4.30	4.30	0.00	4.30	0.00
CD CONSTRUCTION SERVICES	15.00	25.20	25.20	0.00	23.20	(2.00)
CD DEVELOPMENT	<u>8.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	<u>6.00</u>	<u>(1.00)</u>
COMM DEVELOPMENT TOTAL	<u>39.00</u>	<u>38.00</u>	<u>38.00</u>	<u>0.00</u>	<u>35.00</u>	<u>(3.00)</u>
<b>HUMAN SERVICES</b>						
HUMAN SERVICES	90.58	96.35	95.50	(0.85)	86.40	(9.10)
LIBRARY	<u>86.00</u>	<u>86.25</u>	<u>87.00</u>	<u>0.75</u>	<u>87.00</u>	<u>0.00</u>
HUMAN SERVICES TOTAL	<u>176.58</u>	<u>182.60</u>	<u>182.50</u>	<u>(0.10)</u>	<u>173.40</u>	<u>(9.10)</u>
<b>PUBLIC SAFETY</b>						
POLICE	318.00	319.00	322.50	3.50	323.00	0.50
FIRE	280.00	280.00	259.00	(21.00)	259.00	0.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>0.00</u>	<u>53.00</u>	<u>0.00</u>
PUBLIC SAFETY TOTAL	<u>651.00</u>	<u>652.00</u>	<u>634.50</u>	<u>(17.50)</u>	<u>635.00</u>	<u>0.50</u>
<b>PUBLIC WORKS</b>						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	10.00	9.50	8.00	(1.50)	9.10	1.10
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	11.00	11.00	0.00	11.00	0.00
CAPITAL PROJECT	17.00	16.50	18.00	1.50	18.90	0.90
PARKING SYSTEM	8.50	8.50	3.00	(5.50)	3.00	0.00
BUILDING MAINTENANCE	10.00	10.00	10.00	0.00	10.00	0.00
EQUIPMENT MAINTENANCE	10.00	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>72.00</u>	<u>64.00</u>	<u>64.00</u>	<u>0.00</u>	<u>63.00</u>	<u>(1.00)</u>
PUBLIC WORKS TOTAL	<u>175.50</u>	<u>165.50</u>	<u>160.00</u>	<u>(5.50)</u>	<u>161.00</u>	<u>1.00</u>
TOTAL	<u>1,101.08</u>	<u>1,099.10</u>	<u>1,076.00</u>	<u>(23.10)</u>	<u>1,066.40</u>	<u>(9.60)</u>

Staffing for 2014 was 1,076.00 positions, a decrease of 23.10 FTE over 2013. Increases include 5.75 in Library, Police, and Capital Projects. 28.850 eliminated from Human Services, Fire, Engineering and Parking.

**2015 EMPLOYMENT**

Staffing for the 2015 budget by program is provided in the Personnel Authorization Schedule. Employment has decreased to 1,066.40 positions.

The Public Works group total FTE increased by 1.00. The Engineering Division increased 1.10FTE for two new Engineering Technicians for Stormwater offset by .90 FTE transferred to the Capital Project Division. The Water Division eliminated 1.00FTE for Water Control System Technician.

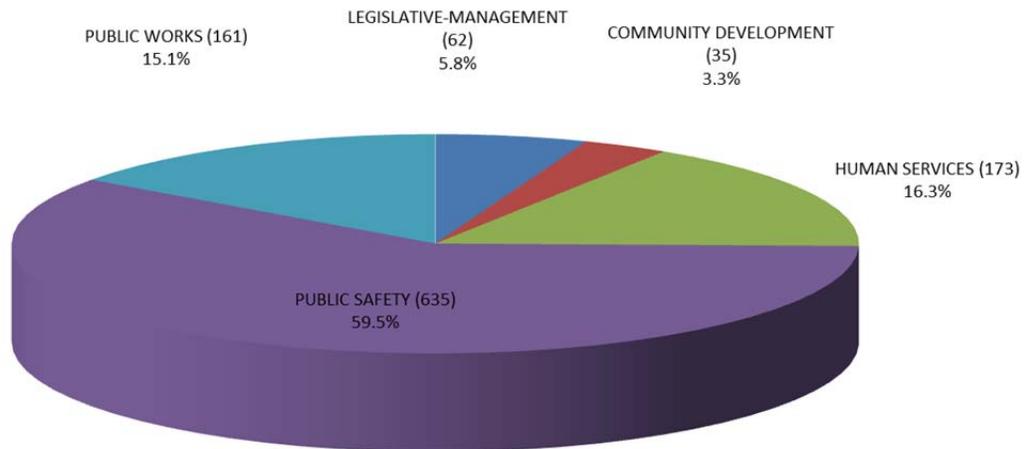
In the Public Safety group, there is an overall increase of .50 FTE for an additional part-time position in Citizen Reporting Unit.

In the Human Services group, there is an overall decrease of 9.10 FTE.

The Community Development group total FTE decreased by 3.00. The Construction Services Division eliminated one Zone Coordinator and Inspector position. The Development Division eliminated a Grants Compliance Specialist.

In Legislative & Management group, there is an increase of 1.00 FTE for an additional Assistant City Attorney position in the Legal Department.

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET PERSONNEL AUTHORIZATION**



2014 - 1,079; 2013 - 1,099; 2012- 1,101

### 2015 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	274.0	32.3%
Fire Sworn	243.0	30.9
Public Works/Clerical (AFSCME)	190.0	22.4
Community Development (AFSCME)	14.0	1.6
Human Services (AFSCME)	53.4	6.3
Library (AFSCME)	<u>62.5</u>	<u>6.5</u>
	848.9	100.0%

#### 2011-2015 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>
2011	2.00	2.00/2.00/2.00	0	0	0
2012	2.00	2.75	2.00	2.00	3.00
2013	2.00 – 1/1/2013 2.00 – 7/1/2013	2.50	2.00	2.00	2.00
2014	2.50	2.50	2.00	2.00	2.00
2015	Currently bargaining	Currently Bargaining	Currently bargaining	Currently bargaining	2.00

From the late 1970's to the 1980's the City paid the total cost of health insurance premiums. In 1988, the Community Development AFSCME group and the exempt employees each began contributing to their health insurance costs. In 2004, employee contributions more than doubled as an effort to control rising health insurance costs. In 2007, the City introduced a new health savings (HSA) option in addition to the traditional PPO plan for health insurance premiums. Annual premium costs for the HSA in 2015 are \$6,630 for single, \$13,260 for single plus one, and \$19,890 for family. Annual premium costs for the traditional PPO plan in 2015 are \$6,864 for single, \$13,728 for single plus one, and \$20,592 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 44.5% to 61.5% 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>	<b>SWORN</b>		<b>NON-SWORN</b>	
	<u>Police</u>	<u>Fire</u>	<u>Office</u>	<u>Field</u>
Pension	28.0%	33.9%	20.2%	24.3%
Worker's Comp	3.5%	6.0%	0.3%	5.4%
Health	23.0%	21.2%	22.9%	28.2%
Other	<u>1.0%</u>	<u>0.4%</u>	<u>1.1%</u>	<u>0.3%</u>
Total	55.5%	61.5%	44.5%	58.2%

### AVERAGE COSTS PER BUDGETED POSITION

Salary	\$79,144	\$83,555	\$56,734	\$36,314
Fringe Benefits	<u>43,861</u>	<u>51,437</u>	<u>25,262</u>	<u>21,147</u>
Total	\$123,005	\$134,991	\$81,996	\$57,462

As shown above, 2015 fringe benefits range from 44.5 percent for office personnel to 61.5 percent for fire personnel, while average costs per position range from \$57,462 for field personnel to \$134,991 for firefighters. Costs increase primarily because of salary and pension adjustments.

In 2014, the fringe benefit range was from 46.5 percent for office personnel to 56.4 percent for fire personnel, while costs per position range from \$56,167 for field to \$120,539 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 \$54.3 million for 2015, are important elements of the City's service delivery system. Capital equipment, over \$5,000, is used by employees to deliver services such as police and fire protection to the public. Capital projects, whether streets, bridges, wells, sewers, or water mains, serve community residents by providing basic necessities for industrial, commercial, and residential needs and development.

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

With the 2002 economic downturn, \$3.0 million in annual capital equipment spending was eliminated. Police vehicle spending of \$500,000 was augmented by a \$3.2 million 2004 bond issue for fire trucks, ambulances, and a fifteen truck snow fleet. Spending since then has been sporadic from 2004 through 2009 for Police, Fire, and Public Works was \$8.9 million or about \$1.7 million annually. Police spent \$2.7 million for cars and specialized equipment. The Fire Department spent \$3.4 million for fire trucks, specialized fire equipment, and buildings. Public Works spent \$2.8 million for vehicles and specialized equipment, with no capital expenditures for these functions from 2005 through 2007.

In late 2011, City Council approved a policy to begin replacing capital equipment with a municipal lease program. Staff formulated a four-year plan to downsize and replace the entire City fleet. The plan was extended an additional two years at the beginning of 2014, to better match expenses with projected revenue growth. 2014 saw the purchase of approximately \$4.4 million in capital equipment, with a 2016 lease obligation of \$3,759,928. Staff estimates that, once fully implemented, the leasing program will cost the City \$5 million annually in payments and reduce maintenance expenses by at least \$1 million.

In 2015, 25.0% of the budget is allocated to capital items. Capital items for the City can be divided into equipment and projects. The former can be further divided into the following categories: office equipment, which is primarily office equipment and furniture, building improvements, vehicles and operating equipment, and computer hardware and software.

The \$54,304,000 budgeted for capital equipment and projects in 2015 can be divided into five components: office equipment - \$72,500; building improvements - \$154,600; vehicles and operating equipment - \$2,202,000 computer software and hardware - \$66,000; and for capital projects - \$50,940,508.

<b>Equipment Fund</b>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Actual Expenditures	4,634,799	3,784,746	3,774,495	4,080,237	3,953,045	3,871,468	3,691,343

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

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

<b>POTHOLE SUMMARY</b>					
<b>Statistics</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
Potholes Patched	188,378	72,494	113,727	85,672	460,271
Material Cost	\$ 164,580.35	\$ 98,027.08	\$ 169,387.00	\$ 200,015.84	\$ 632,010.27
Number Pothole Requests	3,503	3,298	3,186	3,116	13,103

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

Building improvements of \$145,000 are allocated to the Main Library and various branches. The Library also has \$34,500 in office equipment as well as \$20,000 in computer software and \$46,000 in computer hardware. The Water Division's \$818,700 includes a variety of vehicles, operating equipment, and building improvements.

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

The capital project portion, \$54.3 million (\$50.9 million capital) includes \$27.1 million in roadway improvements, \$6.4 million in neighborhood programs, \$3.6 million in highway repairs, \$1.6 million in drainage and storm water, \$1.9 million in sidewalk and multi-use paths, \$2.1 million in lighting and traffic signals, \$7.5 million in special projects and \$300,000 in project development. Ongoing projects, already funded in previous years, will continue and incur expenses in 2015 as well.

The proposed water system improvements, \$4.8 million in 2015 work, include water system operation upgrades and construction of trunk line water main.

The current program revenues for 2015 are at \$54.3 million. A local sales tax of one percent (1%) was approved for a five year period starting July 2007 and was extended by referendum for an additional five year period April 5, 2011. The local sales tax replaces the annual street bond referendum and provides \$15.0 million in revenue. State motor fuel tax revenues of \$3.7 million increase \$540,000 over 2014.

The \$27.1 million budgeted in the capital improvements program supports the traditional transportation and drainage programs funded by sales tax, motor fuel taxes and grants. 2015 is the first year of the 2015-2019 five-year capital improvement program becoming part of the current year's budget. The capital improvements program is City Council approved and funded by a mix of revenues including bond proceeds, state taxes, local taxes, interfund transfers, and grant funds.

**REVENUE AND FINANCING CHARGES**

The 2015 budget estimates revenue of \$276.9 million net of inter-fund charges and transfers for all funds. As discussed in the selected trends section of Financial Planning earlier, the City classifies revenues as property taxes, elastic revenues and static revenues.

For 2015, the City assumes (-3.5%) - 0% growth in assessed valuation (the basis for property tax revenue), a 0-4% growth in elastic revenues, and a 0-2% increase in static revenues.

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

Fund	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
Enterprises			X	X		X		
Internal Service	X		X		X	X		X
Pension Trust	X				X	X		

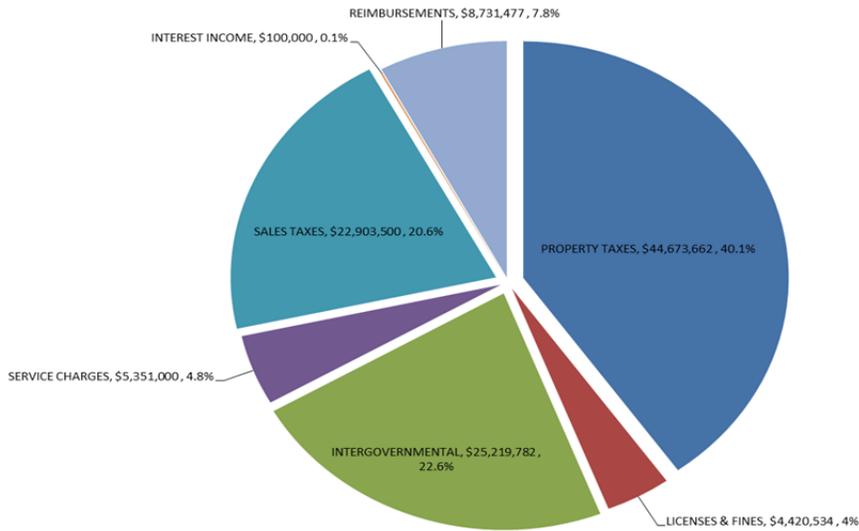
Most of these are self-explanatory. Intergovernmental revenue is income from federal, state, and other local governments. Other income and transfers are miscellaneous items, restricted receipts and transfers. Property taxes are net of accounting adjustments and projected tax cap losses.

**GENERAL FUND REVENUE - (\$127,787,411)**

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 2014 to 2015. The percentage of the total that each represents, property taxes, elastic revenues and static revenues, has also slightly increased from the prior year.

## 2015 GENERAL FUND REVENUES \$127,787,411

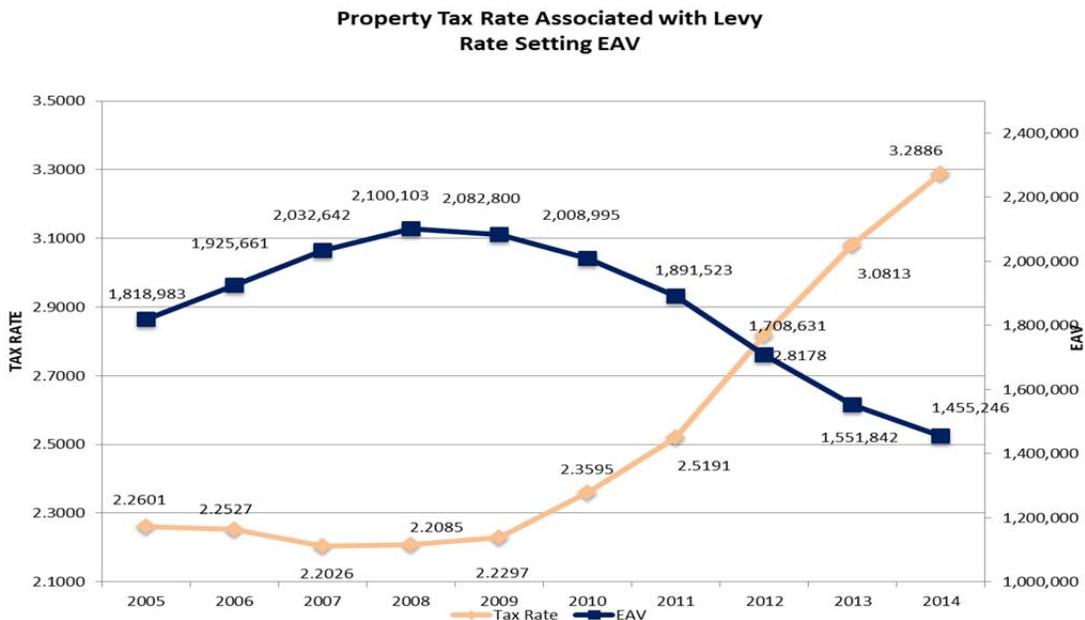


### THE PROPERTY TAX

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.

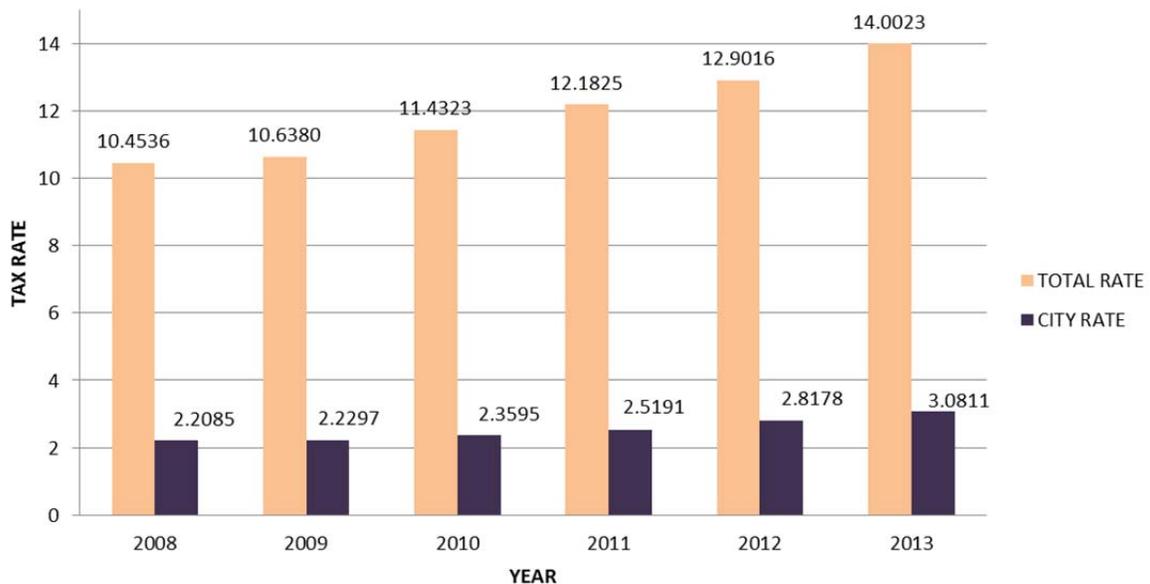
Estimated 2014 EAV of \$1,455,246 is yet to be certified by the County compared to the previous year's \$1,551,963. The drop in existing valuation was offset by estimated new construction of \$4.5 million and no annexations. Increases in EAV due to annexation of new areas were \$118,000 in 2013. EAV change estimates will be -3.0% for 2014-2017.

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 1.10 cents in 2013. The City tax rate increased 29.4 cents. Tax rate changes for the remaining six taxing districts ranged from an increase of 54.2 cents for the school district to an increase of 2.38 cents for the township; overall, there was an increase of 24.2 cents for these units. 2014 rates are not yet finalized by the County.

### CITY OF ROCKFORD, ILLINOIS ALL CITY TAXING DISTRICT COMBINED 2008-2013

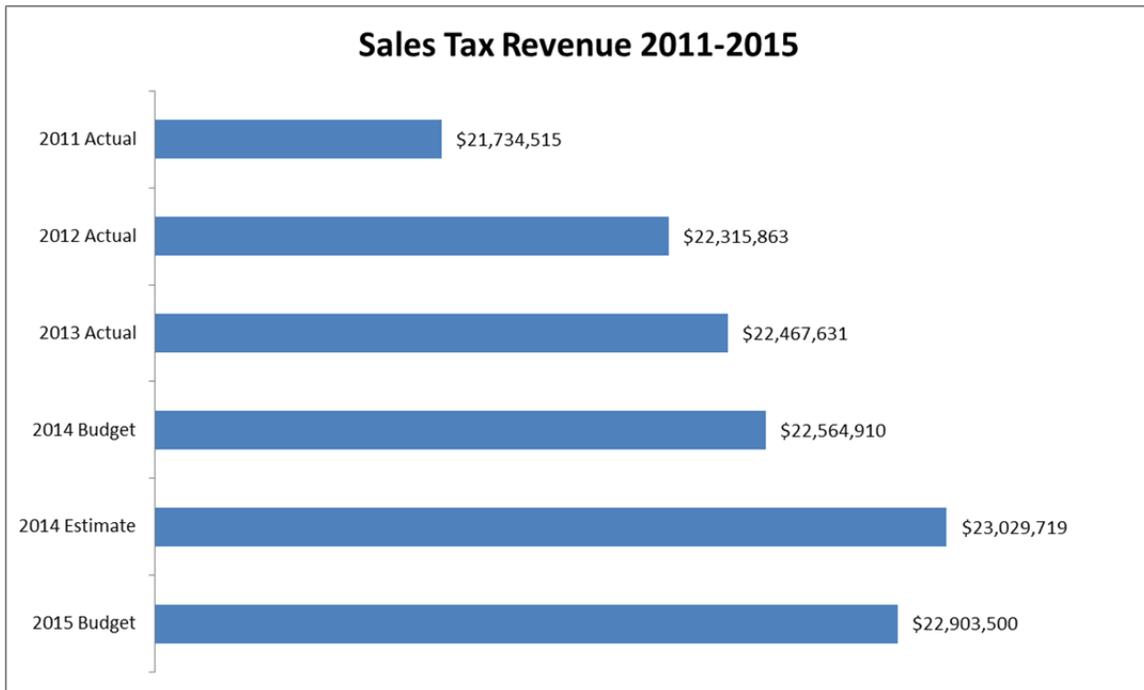


The City rate is 22% of the total rate of \$14.00. It is the City’s goal to maintain a stable tax rate in order to remain competitive with surrounding communities and unincorporated areas in economic development and annexation efforts.

The 2014 City rate estimate is \$3.61. \$3.37 for operations and \$0.24 for debt service. For property taxes, the City’s five year planning process takes into account the impact of both tax rate and tax cap limitation rules. With conservative budgeting and adequate reserves, these regulations can be adhered to.

#### THE GENERAL FUND SALES TAX

Sales tax, retailer’s occupation tax, is assessed at one percent on all sales in the municipality and is collected and distributed by the State of Illinois on a monthly basis. The 2015 budget estimates \$22,903,500 which is 1.5% (\$338,590) more than the 2014 budget (\$22,564,910). As the following graph illustrates, this elastic revenue source tends to fluctuate depending on the national and local economies as well as on local economic growth. This tax graph tends to pinpoint economic ups and downs rather well. While sales tax has increased at an average rate of better than five percent in the past, if the increase is adjusted for inflation, then this revenue source has not always held its own for the City. For the future, the City estimates three percent for both the growth and inflation rate.



The City began receiving local use tax on a statewide formula basis during 1990. This is a sales tax collected by the State on sales to Illinois residents by out of state companies. Revenues for 2012, 2013, and 2014 are \$1,890,000, \$2,633,766, and \$2,870,900 respectively. 2015 budgeted revenue is \$2,740,125.

The City receives a 6% phone tax. Revenue, \$5,032,844 for 2013 and \$4,576,698 for 2014 is budgeted at \$4,842,516 for 2015. The 5% water utility tax, implemented in 2003, \$1,071,098 for 2013 and \$1,081,227 for 2014; \$1,087,164 is budgeted for 2015.

#### **OTHER GENERAL FUND REVENUE**

License and inspection estimates have increased \$941,257 from \$3,817,860 in 2014 to \$4,420,534 in 2015. Building inspection fees in excess of \$100,000 per project are considered unusual and are not budgeted.

The 2014 actual of \$5,194,735 is \$1,376,875 over budget, reflecting many increases and decreases in licenses issued. Primary increases occurred in building fees (\$859,881), CATV franchise fees (\$163,312), overweight fees (\$90,150), technology fees (\$84,651), and plan review fees (\$51,934).

The 2015 intergovernmental revenue budget estimate is \$25,219,782, an increase of \$2,484,161 from 2014's \$22,735,621. The most significant increase was the State Income Tax (\$1,882,065), replacement tax (\$452,411) and federal government (\$215,500), offset by a decrease in Rockford Airport revenue (\$185,000). Due to the volatile nature of replacement taxes, a fixed growth assumption is not used; rather, annual results are analyzed.

The 2014 intergovernmental actual exceeded the original budget by \$4,286,868. Replacement taxes, a state revenue source distinguished by its instability since its inception in 1978, came in \$897,992 over estimates. This revenue source is allocated by state law to pensions as well as the Library and General Fund. The latter two Funds absorb all annual gains and losses. This is perhaps the most volatile elastic revenue source the City has and, consequently, the most difficult one to forecast. State Income Tax exceeded estimates by \$1,923,866.

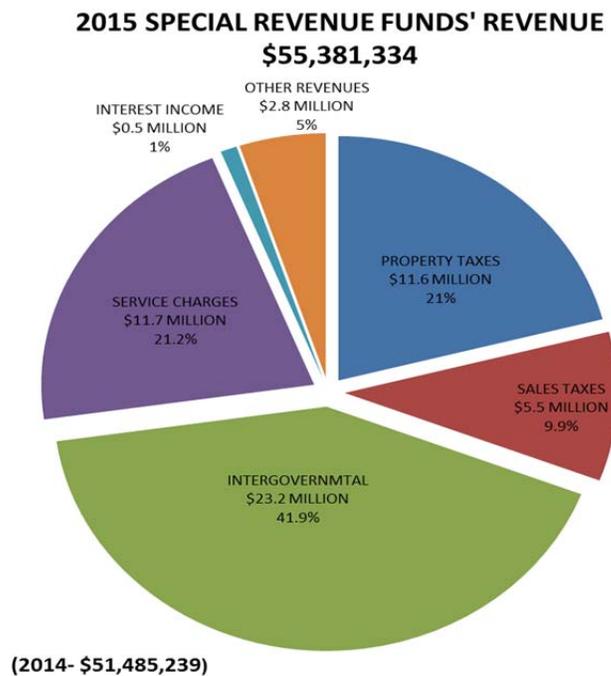
Service charges, budgeted at \$4,843,700 for 2014, have increased \$507,300 to \$5,351,000 for 2015. This is primarily due to an increase in ambulance fee revenues. The 2014 service charges actual of \$4,849,981 was \$6,281 over budget.

General Fund fine revenue can vary depending on economic conditions. \$1,178,240 is the 2015 estimate; the 2014 actual collected was \$1,100,428. A decrease in magistrate fines, \$98,700, offset by increase in neighborhood hearing fines, \$34,400.

Interest income, budgeted at \$100,000 for 2014, is estimated at \$100,000 for 2015. \$1,212,706 was recorded for 2014.

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 2014 budget and receipts were \$17,782,657 and \$15,228,452 respectively. 2015's budgeted \$13,014,404 is \$4,768,253 less than the prior year's budget and \$2,214,048 less than the actual primarily due to capital lease proceeds. Purchase of service reimbursements are increased annually to reflect increased costs.

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



The City utilizes thirty-one special revenue funds. Although financing for this fund group has increased from 2014's \$51.5 million, the revenue mix has been essentially unchanged since 1985.

**Motor Fuel Tax Fund** - This fund is financed by shared revenue payments (\$6,316,300) from the State of Illinois on motor fuel (19 cents per gallon) for road building and maintenance purposes. 2015 interest earnings are estimated at \$297,000.

**Sanitation Fund** - This fund is financed by a \$240.68 annual user fee collected on the monthly water bill. In addition, the fund receives a small amount in rental income and interest earnings.

**Community Development Block Grant Fund** - This fund, primarily involved with economic development and neighborhood rehabilitation, is financed by federal grants (\$3,190,975). Program income is estimated at \$65,000. The 2014 carryover of prior year funds and grant authorizations is \$1,418,400.

**Redevelopment Fund** - This fund, for redevelopment purposes and Metro Center Authority subsidy payments, has four revenue sources: motel/hotel tax (1%) - \$364,000; restaurant/lounge (1%) - \$2,961,300; package liquor (1%) - \$500,000. For 2014, receipts are \$3,936,806, \$211,806 above the estimate; with restaurant/lounge 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, state and local sales taxes, and interest income. In TIF districts, assessment values are frozen at a certain date and the increase, and the increment in assessed values and consequently, property taxes since that date, is to be used for redevelopment purposes in the districts. Property taxes for all districts continue to grow at an incremental pace.

**Retail TIFs** – There are 19 Commercial Retail TIF Districts, East Side, East River, West Side #1 and #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, Seventh Street, Midtown, Broadway, State and Alpine, East State and Mulford, and Jefferson and North 3<sup>rd</sup> Street. The primary function of the Retail Districts is to assist retail development and redevelopment the area to make the area more economically viable.

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

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

**Human Services** - This fund is financed by two federal (\$6,298,084) and four state agencies (\$7,883,587) provide services in Community Services, Headstart Preschool, Drug Free, Weatherization and Energy Assistance. Revenues tend to fluctuate based on grants and federal philosophy.

**Tuberculosis Sanitarium** - Revenues are received from property taxes, user fees, and interest income. The property tax limit is \$970,000; currently the fund is at \$124,561.

**Library Fund** - This fund is financed by property taxes (\$7,330,000), state replacement taxes (\$755,000) fines (\$110,500), service charges and non-resident fees (\$45,591), grants (\$190,000), interest and rental income (\$60,000) and miscellaneous income (\$75,000). Of any City operating fund, the Library is most heavily dependent on the property tax as the largest source of revenue, 84.0%.

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

**DEBT SERVICE REVENUE FUNDS - (\$16,031,341)**

**Debt Service Funds** - These funds are funded by property taxes (\$3,055,549), tax abatements from TIF Districts, development funds, and OTB Special Projects Fund (\$6,152,716), the parking and water utilities (\$6,007,982), and sales tax (\$815,094). For further information, see Debt Service under Non-Operating Fund section.

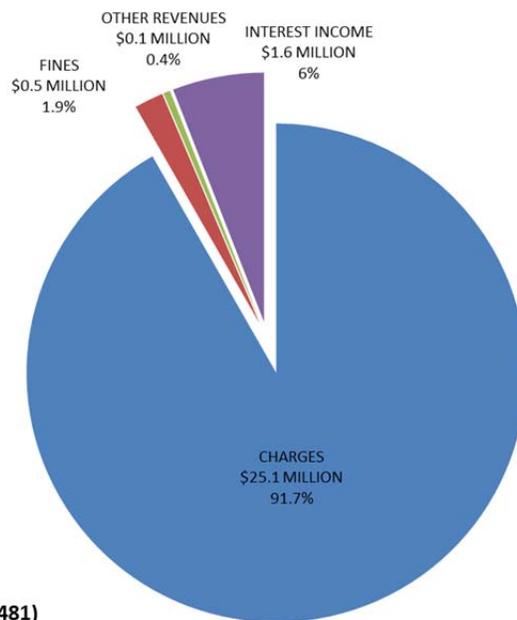
**CAPITAL PROJECTS FUNDS REVENUE - (\$54,304,000)**

**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 - (\$27,369,600)**

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

**2015 ENTERPRISE FUNDS' REVENUES**  
**\$27,369,600**



(2014- \$26,815,481)

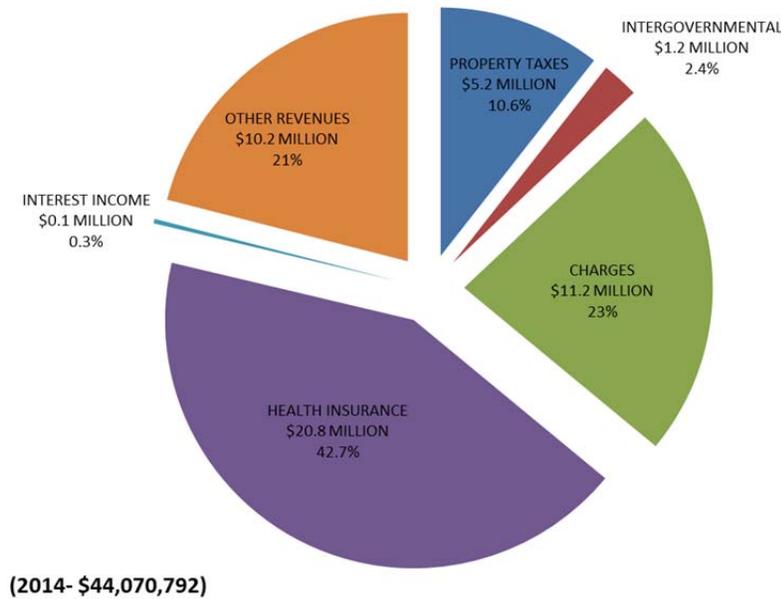
**Water Fund** - This fund is financed by user fees (\$24,508,000), installations and connections (\$601,000); interest income (\$200,000), and service charges to other funds and governmental agencies (\$170,600).

**Parking Fund** - The Parking System is financed by fines (\$515,800), permits and fees (\$1,280,000), purchase of services (\$26,300), and interest income (\$142,900).

**INTERNAL SERVICE FUNDS REVENUES - (\$48,702,295)**

The City uses eleven internal service funds. While financing for this fund group has increased from 2014's \$44,070,792 budget, the revenue mix is unchanged.

**2015 INTERNAL SERVICE FUNDS' REVENUES**  
**\$48,702,295**



**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 two locations.

**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 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 \$3,357,266; replacement taxes at \$328,200; interfund transfers from non-property tax funds at \$3,391,179 and interest income at \$10,000 for 2015. The property tax rate is unlimited.

**Unemployment Insurance Fund** - The budget includes \$134,478 in property taxes and \$33,282 in interfund transfers from non-property tax funds, and \$2,500 in interest income. The property tax rate is unlimited.

**Worker’s Compensation Fund** - Income for 2015 includes \$2,265,201 in property taxes, \$264,960 in interfund transfers from non-property tax funds, and \$15,000 in interest income. The property tax rate is unlimited for this purpose.

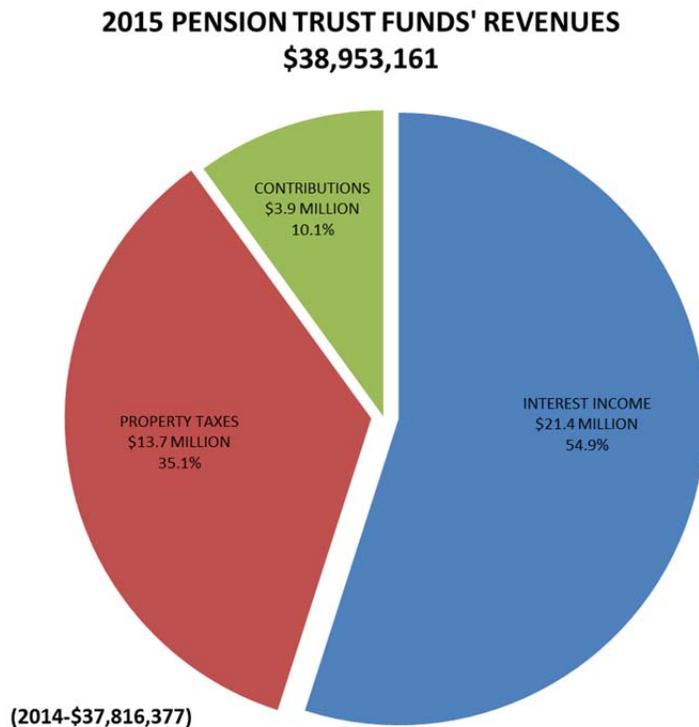
**Auditing Fund** - This fund is financed by property taxes (\$186,236) and interfund transfers from non-general fund units (\$59,301). The property tax rate is unlimited for this purpose.

**Health Insurance Fund** - The City operates a self-insured plan for active employees and retirees. The City’s share of \$17,035,112 is supplemented by employees and retired employee contributions of \$2,465,461.

**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 (\$1,609,930), departmental charges (\$1,088,070), and insurance reimbursements (\$115,000).

**PENSION FUNDS REVENUES – (\$38,953,161)**

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



**Police Pension Fund** - This fund is financed by a contribution from the General Fund (property taxes, \$5,287,122 and state replacement taxes, \$926,566), member contributions (\$2,008,400), investment income (\$5,900,000), and fair value appreciation (\$5,000,000). The interest rate assumption for 2015 is 7.5% (2014 Actual 7% earnings).

**Fire Pension Fund** - This fund is financed by a contribution from the General Fund (property taxes, \$6,190,579 and state replacement taxes, \$1,259,794), member contributions (\$1,880,700) and investment income (\$5,500,000), and fair value appreciation (\$5,000,000). The interest rate assumption for 2015 is 7.5% (2014 Actual 6.1% earnings).

**DEPARTMENT FUNDING MATRIX**

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

DEPARTMENT FUNDING

	Funds													
	General Fund	Motor Fuel Tax Fund	Sanitation Fund	CD Block Grant Fund	Redevelopment Fund	Tourism-Promotion Fund	TIF Funds	Human Services Fund	Tuberculosis Sanitarium	Library Fund	OTB Fund	Debt Service Funds	Capital Project Funds	Water Fund
<b>City Departments</b>														
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									
CD Tourism Promotion						x								
TIF Funds							x							
Planning Division	x						x							
Sanitation Division			x											
Code Enforcement Division	x		x	x										
Building Department	x													
Human Services Department	x							x						
Tuberculosis Sanitarium									x					
Rockford Public Library										x				
Rockford Mass Transit District	x													
Police Department	x													
Fire Department	x													
911 Division	x													
Fire & Police Commissioners	x													
Public Works Administration	x												x	x
Public Works Engineering	x												x	x
Capital Project Fund	x	x											x	x
Motor Fuel Tax Fund		x												
Street Maintenance Division	x		x											
Traffic Division	x	x												
Parking Division	x													
Property Division														
Equipment Division														
Central Supply Division														
Water Division	x													x
Police Pension														
Fire Pension														
IMRF Pension														
Health Insurance														
Unemployment														
Worker's Compensation														
Auditing														
Debt Management												x		
OTB Special Projects											x			
Risk Management														
Workforce Investment Board	x													

DEPARTMENT FUNDING

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

## YEAR END FINANCIAL CONDITION

Fund balances for the 2015 budget year ending December 31, 2015 are deemed to be sufficient to insure a healthy financial condition for the City. Of the eighteen funds projected to have year-end deficits, none are considered to be of concern.

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

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

The RMAP fund has a temporary deficit due to startup costs. This will be corrected over several years. The Human Services and Parking have short term deficits which will correct. With these actions, these funds should again be in good condition.

**CITY OF ROCKFORD, ILLINOIS  
SCHEDULE OF ANTICIPATED ENDING FUND BALANCES  
2014 BUDGET**

FUND	BEGINNING	REVENUES	APPROPRIATION	EXCESS	ADJUSTMENTS	ENDING
	BALANCE			(DEFICIT)		BALANCE
	01/01/14					12/31/14
GENERAL-OPERATING	\$32,168,324	126,737,148	\$126,644,369	\$92,779		\$32,261,103
SPECIAL REVENUE						
MOTOR FUEL TAX	11,640,420	4,756,500	4,350,000	406,500		12,046,920
SANITATION	5,518,509	9,849,000	12,301,377	(2,452,377)		3,066,132
COMMUNITY DEVELOPMENT	986,626	4,058,493	4,025,556	32,937		1,019,563
REDEVELOPMENT TAX	(362,491)	4,158,320	4,074,896	83,424		(279,067)
TOURISM PROMOTION TAX	305,019	1,590,800	1,587,800	3,000		308,019
TAX INCREMENT DISTRICTS	(3,645,672)	4,895,385	6,279,353	(1,383,968)		(5,029,640)
HUMAN SERVICES	869,243	12,276,941	13,362,841	(1,085,900)		(216,657)
TUBERCULOSIS SANITARIUM	131,619	169,500	170,000	(500)		131,119
LIBRARY	6,538,294	8,622,131	8,622,131	0		6,538,294
OTB SPECIAL PROJECTS	73,805	101,100	75,000	26,100		99,905
RMAP PLANNING	(209,417)	1,007,069	1,004,268	2,801		(206,616)
DEBT SERVICE	8,208,657	14,707,581	20,030,657	(5,323,076)	5,323,076	8,208,657
CAPITAL PROJECT	18,565,920	51,110,000	50,760,000	350,000		18,915,920
ENTERPRISE						
WATER SYSTEM	132,423,519	24,907,740	24,341,812	565,928		132,989,447
PARKING SYSTEM	16,436,949	1,907,741	2,546,801	(639,060)		15,797,889
INTERNAL SERVICE						
PUBLIC WORKS PROPERTY	995,553	2,394,353	2,204,899	189,454		1,185,007
PUBLIC WORKS EQUIPMENT	713,151	4,002,730	3,918,666	84,064		797,215
PUBLIC WORKS CENTRAL STORES	256,227	445,000	431,078	13,922		270,149
911 COMMUNICATIONS	1,333	5,461,296	5,460,994	302		1,635
IMRF PENSION	73,081	7,208,742	7,198,493	10,249		83,330
UNEMPLOYMENT INSURANCE	102,536	170,140	167,380	2,760		105,296
WORKER'S COMPENSATION	824,458	2,675,301	2,746,479	(71,178)		753,280
AUDITING	49	208,088	208,100	(12)		37
RISK MANAGEMENT	(5,210,893)	2,649,710	2,689,100	(39,390)		(5,250,283)
INFORMATION TECHNOLOGY	1,377,717	3,199,280	2,947,018	252,262		1,629,979
HEALTH INSURANCE	9,397,854	16,870,868	21,013,800	(4,142,932)		5,254,922
PENSION						
POLICE PENSION	162,840,479	18,531,978	14,726,314	3,805,664	(10,838,723)	155,807,420
FIRE PENSION	144,555,460	19,284,399	15,394,294	3,890,105	(7,876,445)	140,569,120
ELIMINATIONS & ADJUSTMENTS	0	(83,367,194)	(83,367,194)	0	0	0
	<u>\$675,427,000</u>	<u>\$270,590,140</u>	<u>\$275,916,282</u>	<u>(\$5,326,142)</u>	<u>(\$13,392,092)</u>	<u>\$526,858,095</u>

# **Mayor's Office**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

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

# Mayor's Office

## MAYOR'S OFFICE BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$500,411	\$500,760	\$512,507	\$515,951	\$15,191
CONTRACTUAL	131,798	147,840	144,644	144,410	(3,430)
SUPPLIES	11,266	12,150	12,531	11,650	(500)
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,652</u>	<u>3,652</u>
	<u>\$643,475</u>	<u>\$660,750</u>	<u>\$669,682</u>	<u>\$675,663</u>	<u>\$14,913</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$66,186	\$66,403	\$78,247	\$77,565	(\$682)
GENERAL REVENUES	<u>527,281</u>	<u>577,072</u>	<u>582,503</u>	<u>598,098</u>	<u>15,595</u>
TOTAL	<u>\$593,467</u>	<u>\$643,475</u>	<u>\$660,750</u>	<u>\$675,663</u>	<u>\$14,913</u>

## MAYOR'S OFFICE AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION</b>	<b>2014</b>	<b>2015</b>	<b>INCREASE/</b>
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
MAYOR	ELECTED	1.00	1.00	0.00
CITY ADMINISTRATOR	212	1.00	1.00	0.00
EXECUTIVE COORDINATOR TO THE MAYOR	108	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	105	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	101	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a scheduled increase to Mayor's salary, a 2% wage adjustment for staff, and increase in health insurance rate.
- Contractual expenses decrease due to decreases in purchase of services.
- Estimated lease payments for vehicle payments in 2015 are budgeted at \$3,652.

## CAPITAL EQUIPMENT

There are no capital items budgeted for the Mayor's Office in 2015.

# 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 2015**

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

## **CITY COUNCIL BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$348,225	\$333,516	\$325,369	\$355,521	\$22,005
CONTRACTUAL	156,831	201,580	212,197	208,920	7,340
SUPPLIES	<u>6,332</u>	<u>900</u>	<u>4,238</u>	<u>2,900</u>	<u>2,000</u>
TOTAL	<u>\$511,388</u>	<u>\$535,996</u>	<u>\$541,804</u>	<u>\$567,341</u>	<u>\$31,345</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$33,883	\$34,664	\$34,242	\$34,389	\$147
GENERAL REVENUES	<u>538,904</u>	<u>476,724</u>	<u>501,754</u>	<u>532,952</u>	<u>\$31,198</u>
TOTAL	<u>\$572,787</u>	<u>\$511,388</u>	<u>\$535,996</u>	<u>\$567,341</u>	<u>\$31,345</u>

## **CITY COUNCIL AUTHORIZED POSITIONS**

	<b>POSTION</b>	<b>2014</b>	<b>2015</b>	<b>INCREASE/</b>
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
	ELECTED	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>14.00</u></b>	<b><u>14.00</u></b>	<b><u>0.00</u></b>

## **BUDGET HIGHLIGHTS**

- Personnel numbers reflect an increase in health insurance premiums.
- Contractual increase as a result increases in usage fees for iPads.
- Supplies increase \$2,000 as a result of increase in food line item for events and meetings.

# **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 2015**

- Increase economic activity by supporting development projects.
- Pursue right of way acquisition for infrastructure improvement projects.
- Support Community and Economic Development Department through effective drafting and review of development and incentive agreements.
- Reduce crime by effective ordinance adoption and enforcement and support of parolee and probationer re-entry initiatives.
- Support transition to geographic policing.
- Increase living wage jobs by continuing expansion of Minority Procurement Policy to include workforce data.
- Create a qualified and educated workforce by supporting Community Education Partnership Initiatives.
- Create vibrant neighborhoods by supporting code enforcement and neighborhood associations.
- Increase efficiency and revenues from code enforcement through expansion of administrative hearing process.
- Expand demolition initiatives with not-for-profit partners and end use strategies for post demolition properties through foreclosures.
- Continue annual negotiation of animal control services intergovernmental agreement and reduction of City costs for animal services.
- Maintain efficient services and control costs through support of labor negotiations.
- Stewardship of the Elected and Appointed Officials Open Meetings Act Training, Open Meetings Act compliance and Freedom of Information Act compliance.
- Manage internal and external litigation matters and continue integration of third party claims processes.
- Promote and support the planning for the automation of the City Council agenda and docketing system.
- Support the City's direct lobbying efforts and the Illinois Municipal League legislative initiatives.

# Legal Department

## LEGAL DEPARTMENT BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,326,738	\$1,347,442	\$1,285,140	\$1,358,467	\$11,025
CONTRACTUAL	214,195	294,870	287,756	277,830	(17,040)
SUPPLIES	<u>19,731</u>	<u>23,700</u>	<u>16,811</u>	<u>24,450</u>	<u>750</u>
TOTAL	<u>\$1,560,664</u>	<u>\$1,666,012</u>	<u>\$1,589,707</u>	<u>\$1,660,747</u>	<u>(\$5,265)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$174,252	\$187,087	\$201,541	\$189,966	(\$11,575)
MAGISTRATE FINES	645,412	484,068	275,000	180,000	(95,000)
PURCHASE OF SERVICES	666,100	701,700	743,844	792,931	49,087
GENERAL REVENUES	<u>70,960</u>	<u>190,526</u>	<u>445,627</u>	<u>497,851</u>	<u>52,224</u>
TOTAL	<u>\$1,556,724</u>	<u>\$1,563,381</u>	<u>\$1,666,012</u>	<u>\$1,660,748</u>	<u>(\$5,264)</u>

## LEGAL DEPARTMENT AUTHORIZED POSITIONS

	POSITION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
LEGAL DIRECTOR	316	1.00	1.00	0.00
CITY ATTORNEY	213	3.00	2.00	(1.00)
LAND TRANSACTIONS OFFICER	108	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	108	1.00	3.00	2.00
DIVERSITY PROCUREMENT OFFICER	108	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	4.00	4.00	0.00
OFFICE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>12.00</u></b>	<b><u>13.00</u></b>	<b><u>1.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage adjustment for staff and increases in health insurance rates.
- Contractual decrease \$17,040 due to reduction in professional legal fees, due to deficit reductions.
- Supplies increase \$750 due to increases in food and a planned computer purchase.

# Legal Department

## LEGAL DEPARTMENT PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
CLAIMS FILED	327	250	641	600
CLAIMS APPROVED	31	20	24	35
\$ VALUE OF APPROVED CLAIMS	44,171	30,000	48,648	52,500
AVG DAYS TO APPROVE CLAIMS	79	60	41	40
CLAIMS DENIED	296	230	617	565
AVG DAYS TO DENY CLAIMS	72	45	38	40
AVG DAYS TO INVESTIGATE CLAIMS	N/A	N/A	N/A	20

# Finance Department

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

There are five primary operating functions within the Finance Department:

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Achieving the Distinguished Budget Presentation Award for the 31st consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 35th consecutive year from the Government Finance Officer's Association.
- Implement applicable GASB statements in order to stay in compliance with Generally Accepted Accounting Practices.
- Implement a single log in to access multiple billing accounts with the same owner and make one payment for all accounts.
- Complete 2014 pension fund audits and transmit the audited information to the actuary by April 30<sup>th</sup>.
- Continue the process of bringing Police, Fire, and the Library on to the NOVATime timekeeping system.

## **FINANCE DEPARTMENT BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$2,873,728	\$2,870,832	\$2,885,527	\$2,971,333	\$100,501
CONTRACTUAL	1,115,804	1,247,325	1,090,488	1,112,232	(135,093)
SUPPLIES	41,125	30,200	19,154	34,000	3,800
OTHER	<u>2,854,872</u>	<u>5,174,933</u>	<u>5,378,231</u>	<u>4,054,330</u>	<u>(1,120,603)</u>
TOTAL	<u>\$6,885,529</u>	<u>\$9,323,290</u>	<u>\$9,373,400</u>	<u>\$8,171,895</u>	<u>(\$1,151,395)</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$240,660	\$266,316	\$275,381	\$264,597	(\$10,785)
PURCHASE OF SERVICES	2,492,200	2,840,472	2,724,732	2,766,150	41,418
FROM OTHER GOVERNMENTS	250,000	0	0	0	0
GENERAL REVENUES	<u>4,021,428</u>	<u>3,778,741</u>	<u>6,323,177</u>	<u>5,141,149</u>	<u>(1,182,028)</u>
TOTAL	<u>\$7,004,288</u>	<u>\$6,885,529</u>	<u>\$9,323,290</u>	<u>\$8,171,895</u>	<u>(\$1,151,395)</u>

# Finance Department

## FINANCE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2014 EMPLOYEES	2015 EMPLOYEES	INCREASE/ (DECREASE)
FINANCE DIRECTOR	316	1.00	1.00	0.00
CENTRAL SERVICES MANAGER	212	1.00	1.00	0.00
ACCOUNTING MANAGER	111	1.00	1.00	0.00
REVENUE MANAGER	110	1.00	1.00	0.00
SENIOR ACCOUNTANT	110	2.00	2.00	0.00
CUSTOMER SERVICE COORD	108	1.00	1.00	0.00
FINANCIAL ANALYST	107	3.00	3.00	0.00
ACCOUNTANT	107	3.00	3.00	0.00
SENIOR ADMIN. ASSISTANT	105	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	105	1.00	1.00	0.00
PURCHASING TECHNICIAN	A-23	2.00	2.00	0.00
SENIOR ACCOUNT CLERK	A-21	4.00	3.00	(1.00)
CSC TEAM LEAD	A-21	4.00	4.00	0.00
CUSTOMER SERVICE REP	A-20	8.00	9.00	1.00
METER READER	A-19	2.00	2.00	0.00
ACCOUNT CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>36.00</u></b>	<b><u>36.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect 2% wage adjustment for all staff and increase in health insurance rates.
- Service contracts decreased \$135,096 due to renegotiated contracts and reduction in internal service charges.
- Postage decreased \$21,500 based on actual usage and increase in online invoicing.
- Supplies increased \$3,800 due to the purchase of meter reader equipment.
- Miscellaneous contracts increased \$14,710 due to increase in Winnebago Animal Control contract.
- Transfer to CIP increased \$1,250,000 due to increased project costs for storm water improvements.
- A \$2,500,000 transfer to Risk Management was eliminated after a payment for a significant claim settlement in 2014.
- Of the 36 staff assigned to Finance Department, 24.9 are direct reimbursements.

# Finance Department

## FINANCE DEPARTMENT PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
TOTAL BILLS	621,962	620,000	622,771	622,000
PAPER	541,791	540,000	521,789	612,000
EBILL	80,171	82,000	100,982	110,000
CITY HALL PAYMENTS	95,476	94,000	85,984	84,000
WALK IN	70,105	69,000	63,694	65,000
MAIL	25,371	25,000	22,290	19,000
CUSTOMER SERVICE CENTER CALLS	84,546	93,000	88,844	125,000
ABANDONED CALLS	9.2%	8.0%	10.0%	10.0%
AVG TIME TO ANSWER CALLS (SECONDS)	50.5	50	56.0	60
AVG CALL LENGTH (SECONDS)	140	145	136	145
NUMBER OF PURCHASE ORDERS ISSUED	4,514	4,500	3,898	4,000
NUMBER OF BIDS/RFPS ISSUED	168	175	165	170

# 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 2015**

- Develop a disaster recovery program.
- Support the move to district policing.
- Implement an asset management program for signs, signals, and storm water.
- Support efforts for increased compliance and enforcement of the Residential Quality Support Ordinance.

## **INFORMATION TECHNOLOGY BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$442,535	\$460,393	\$476,897	\$467,434	\$7,041
CONTRACTUAL	\$1,620,446	2,204,052	2,027,116	2,099,932	(104,120)
SUPPLIES	\$122,860	81,184	108,649	51,000	(30,184)
OTHER	<u>\$462,715</u>	<u>531,300</u>	<u>660,895</u>	<u>510,800</u>	<u>(20,500)</u>
TOTAL	<u>\$2,648,556</u>	<u>\$3,276,929</u>	<u>\$3,273,557</u>	<u>\$3,129,166</u>	<u>(\$147,763)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,047,300	\$2,140,940	\$2,364,570	\$2,500,540	\$135,970
OTHER FUND TRANSFERS	<u>686,740</u>	<u>677,203</u>	<u>834,710</u>	<u>881,760</u>	<u>47,050</u>
TOTAL	<u>\$2,734,040</u>	<u>\$2,818,143</u>	<u>\$3,199,280</u>	<u>\$3,382,300</u>	<u>\$183,020</u>

## **INFORMATION TECHNOLOGY AUTHORIZED POSITIONS**

	POSITION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
IT DIRECTOR	315	1.00	1.00	0.00
SENIOR IT SPECIALIST	109	2.00	2.00	0.00
IT SPECIALIST	109	1.00	1.00	0.00
COMPUTER TECHNICIAN	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

# Information Technology Department

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase for staff and increase in health insurance rates.
- Contractual decreased in service contracts \$75,540 and office equipment maintenance \$92,030 offset by an increase in consulting fees \$59,590.
- Supplies decreased \$30,000, mainly due to reduction in computer non-capital.
- Depreciation decreased \$18,500 while purchase of services decreased \$2,000.

## INFORMATION TECHNOLOGY FIVE YEAR FORECAST

The 2016-2020 forecasts assume operations will continue as they are programmed for 2015 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>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$3,518	\$3,659	\$3,805	\$3,957	\$4,115
Expenditures	<u>3,254</u>	<u>3,384</u>	<u>3,519</u>	<u>3,660</u>	<u>3,806</u>
Excess (Deficit)	<u>264</u>	<u>275</u>	<u>286</u>	<u>297</u>	<u>309</u>
Beginning Balance	<u>874</u>	<u>1,138</u>	<u>1,413</u>	<u>1,699</u>	<u>1,996</u>
Ending Balance	<u>\$1,138</u>	<u>\$1,413</u>	<u>\$1,699</u>	<u>\$1,996</u>	<u>\$2,305</u>

## INFORMATION TECHNOLOGY FIXED ASSETS

Planned fixed assets include network upgrades, a document retention site, server replacement, and storage upgrades for 2015:

DESCRIPTION	TOTAL BUDGET
Disaster Recovery Site	400,000
Network Upgrade	125,000
Server Replacement	60,000
Storage	60,000
Miscellaneous	<u>50,000</u>
TOTAL	\$695,000

## INFORMATION TECHNOLOGY FUND PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
SERVER AVAILABILITY	99.996%	99.990%	99.990%	99.990%
% WITHIN TARGET	91.026%	90.000%	85.000%	90.000%
NETWORK AVAILABILITY	99.157%	99.990%	99.890%	99.990%
% WITHIN TARGET	69.565%	90.000%	45.000%	90.000%
WORKORDERS OPENED	8,510	8,500	8,547	8,500
WORKORDERS CLOSED	8,447	8,075	8,381	8,000

# **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 2015**

- Improve recruiting methodology beyond advertising to tools that allow for better outreach and encourage a stronger applicant pool.
- Develop a recruitment process to encourage more minority and woman applicants.
- Improve management and employee skill set through the revitalization of City University Training Program.
- Enhance new employee orientation to include stronger organizational and value integration.
- Utilize annual evaluations, surveys, and additional feedback tools to identify technical, and management and supervisory skill gaps for curriculum development.
- Implement Munis enterprise software to coordinate training schedules, enrollment, and to maintain training records.
- Offer the highest level of customer service through improved efficiencies and communications.
- Implement Human Resources Information System to offer greater record keeping, hiring, compensation, and employee history practices.
- Conduct quarterly customer service surveys and an annual employee feedback survey to better gauge the needs of the organization.
- Conduct bi-annual salary analysis and adjust the compensation program accordingly.
- Monitor the CORWellness Center to report return on investment and defined, appropriate performance measurements.
- Establish strategic growth plan for CORWellness Center integrating employee and community needs into the further development of the site.
- Develop core values and a three-year strategic plan for the Human Resource Department.
- Focus on cost savings in health benefits through a rigorous request for proposals process for a new third party administrator.
- Continue to partner with employee Wellness Group to proactively plan the 2015 Wellness agenda.
- Establish a management-training program that focuses on competencies specific for the success in each position.
- Establish a mentoring program to encourage professional development for city employees.

# Human Resources Department

## HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$527,510	\$529,201	\$528,505	\$539,044	\$9,843
CONTRACTUAL	125,622	154,780	120,541	138,170	(16,610)
SUPPLIES	<u>7,344</u>	<u>6,800</u>	<u>7,348</u>	<u>9,550</u>	<u>2,750</u>
TOTAL	<u>\$660,476</u>	<u>\$690,781</u>	<u>\$656,394</u>	<u>\$686,764</u>	<u>(\$4,017)</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$75,712	\$81,345	\$81,603	\$79,775	(\$1,828)
TRANSFERS FROM HEALTH FUND	152,726	174,020	165,500	181,460	15,960
TRANSFER FROM WC FUND	83,600	92,400	85,900	91,400	5,500
GENERAL REVENUES	<u>356,545</u>	<u>312,711</u>	<u>357,778</u>	<u>334,129</u>	<u>(23,649)</u>
TOTAL	<u>\$668,583</u>	<u>\$660,476</u>	<u>\$690,781</u>	<u>\$686,764</u>	<u>(\$4,017)</u>

## HUMAN RESOURCES DEPARTMENT AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
HUMAN RESOURCES DIRECTOR	315	1.00	1.00	0.00
ASSOCIATE DIRECTOR	212	1.00	1.00	0.00
HR ANALYST	107	1.00	1.00	0.00
HR SPECIALIST	106	1.00	1.00	0.00
HR COORDINATOR	106	1.00	1.00	0.00
<b>TOTAL PERSONNEL</b>		<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage adjustment for all staff and increase to health insurance rates.
- Contractual expenses decrease \$16,600 in service contracts primarily due to the Benefits Administration Software being purchased through Information Technology Fund.
- Supplies increased \$2,750 due to increase in food budget for annual employee picnic.

# Human Resources Department

## HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
APPLICATIONS	2,995	2,900	2,773	2,900
VACANCIES FILLED	96	50	68	75
WORKER'S COMP CLAIMS	209	200	249	200
WORKER'S COMP LOST DAYS	415	700	838	700
TRAINING SESSIONS	11	24	16	24
HEALTH INSURANCE PARTICIPANTS	1,177	1,200	1,187	1,200
FLEX SPENDING PARTICIPANTS	320	330	399	350

# Board of Election Commissioners

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

	FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI- DATED	GENERAL/ NON- PARTISAN
<b>2008</b>			
Registered Voters	76,371		85,871
Cast Ballots	29,478		59,609
Participation Rate	38.60%		69.42%
<b>2009</b>			
Registered Voters	86,954	87,357	
Cast Ballots	3,530	22,408	
Participation Rate	4.06%	25.65%	
<b>2010</b>			
Registered Voters	87,357		
Cast Ballots	12,508		
Participation Rate	14.32%		
<b>2011</b>			
Registered Voters		86,110	
Cast Ballots		12,536	
Participation Rate		14.56%	
<b>2012</b>			
Registered Voters	89,005		
Cast Ballots	20,244		
Participation Rate	22.74%		
<b>2013</b>			
Registered Voters	37,791	87,073	
Cast Ballots	1,726	19,322	
Participation Rate	4.57%	22.19%	
<b>2014</b>			
Registered Voters	81,980		76,685
Cast Ballots	11,939		35,310
Participation Rate	14.56%		46.05%

# **Board of Election Commissioners**

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Conduct a Consolidated Primary Election in February.
- Conduct a Consolidated Election in April.
- Perform training for deputy registrars as appointed.
- Train and certify over 300 election judges.
- Implement new voting technology at polling places on election day.
- Register voters and maintain voter registrations per State law.

## **BOARD OF ELECTIONS BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$262,224	376,947	\$311,228	\$362,919	(\$14,028)
CONTRACTUAL	560,197	364,139	512,804	298,114	(66,025)
SUPPLIES	0	51,400	0	51,400	0
CAPITAL	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>
TOTAL	<u>\$822,421</u>	<u>\$817,486</u>	<u>\$824,032</u>	<u>\$737,433</u>	<u>(\$80,053)</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
COUNTY PROP TAX TRANSFER	<u>869,892</u>	<u>822,421</u>	<u>817,486</u>	<u>737,433</u>	<u>(80,053)</u>
TOTAL	<u>\$869,892</u>	<u>\$822,421</u>	<u>\$817,486</u>	<u>\$737,433</u>	<u>(\$80,053)</u>

## **BUDGET HIGHLIGHTS**

- Personnel decreased \$14,028 as a result of staff changes offset by an increase in health insurance rates.
- Printing (\$22,500) and Postage (\$22,530) expenses decreased based on anticipated expenditures.

## **CAPITAL EQUIPMENT**

Planned capital purchases for 2015 include:

DESCRIPTION	TOTAL BUDGET
Election Equipment Fund	<u>25,000</u>
TOTAL	\$25,000

# Community and Economic Development Administration

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Evaluation of organizational structure and staffing to determine improvements to enhance department performance.
- Pursue alternative funding opportunities consistent with City initiatives to leverage existing resources.
- Collaborate with community partners to facilitate community goals.
- Continue to encourage investment in the City of Rockford through job retention and expansion opportunities.
- Oversee and facilitate the Community and Economic Development Department goals as outlined within the budget and directed by City Council.

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

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$116,173	\$192,678	\$174,720	\$196,710	\$4,032
CONTRACTUAL	81,868	45,608	48,304	32,090	(13,518)
SUPPLIES	600	1,420	808	1,420	0
OTHER	<u>0</u>	<u>3,228</u>	<u>3,228</u>	<u>2,344</u>	<u>(884)</u>
TOTAL	<u>\$198,641</u>	<u>\$242,934</u>	<u>\$227,060</u>	<u>\$232,564</u>	<u>(\$10,370)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS	\$29,619	\$33,700	\$30,077	\$29,115	(\$962)
GENERAL REVENUES	<u>200,817</u>	<u>164,941</u>	<u>212,857</u>	<u>203,449</u>	<u>(9,408)</u>
TOTAL	<u>\$230,436</u>	<u>\$198,641</u>	<u>\$242,934</u>	<u>\$232,564</u>	<u>(\$10,370)</u>

## **COMMUNITY AND ECONOMIC DEVELOPMENT ADMINISTRATION AUTHORIZED POSITIONS**

	POSTION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
DIRECTOR	315	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	105	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<u>1.50</u>	<u>1.50</u>	<u>0.00</u>

## **Community and Economic Development Administration**

### **BUDGET HIGHLIGHTS**

- Personnel budget numbers reflect a 2% wage increase and increase to health insurance rates.
- Contractual expenses decrease due to reductions in printing, service contracts, and dues, to meet necessary deficit reductions.
- A \$2,344 transfer to Capital Fund is budgeted for lease payments for vehicles.

### **CAPITAL EQUIPEMENT**

There are no capital items budgeted for 2015.

# **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 2015**

- Prepare the new Amtrak station site and support facility sites for construction by implementing the USEPA Revolving Loan Fund and IEPA River Edge Grant.
- Complete the cleanup of the depot and Lorden/Eclipse sites using the USEPA Cleanup Grants and the IEPA River Edge Funds to prepare these sites (totaling 5 acres) for redevelopment. This project is expected to cost \$500,000. Closeout the USEPA Grants.
- Implement the USEPA RLF and IEPA River Edge Grant to fund the environmental component of the Ingersoll Indoor Sports Facility development. The environmental component of this project is expected to cost between \$1.1 and \$1.4 million.
- Through the USEPA and Illinois EPA Brownfields Program, secure funding for additional environmental assessment work at the new Amtrak station site, other downtown sites, other city-owned sites and the West State Corridor.
- Prepare quarterly reports and other required reporting for the USEPA Cleanup grants, USEPA Revolving Loan Program and the Illinois EPA River Edge; prepare grant applications for additional funding and grant amendment applications to reprogram funds.
- Implement TIF amendments for the Westside TIF #1 and the River District North TIF.
- Develop place-based strategies for the five (5) planning areas, utilizing the goals, strategies, objectives and tactics identified in the updated 2020 Plan.
- Complete the downtown implementation plan for the central planning area.
- Develop a process to create additional implementation plans for all five (5) planning areas.
- Assist in the removal and or reuse of blighted and underutilized properties, especially industrial sites, including identifying funding sources.
- Initiate 11<sup>th</sup> Street redevelopment efforts with community partners. Focus on the creation of a business development district.
- Implement an action plan in conjunction with SWIFTT derived from the South Main Revitalization Strategy to further advance redevelopment along South Main.
- Market façade / rehabilitation projects in the South Main business corridor.
- Implementation of Tax Increment Financing (TIF) policy statement as approved by City Council.
- Completion of annual TIF report.

## Planning Division

- Utilize GIS interns to complete a ranking system for the state of readiness for infill commercial and industrial properties.
- Utilize interns and Rockford Area Economic Development Council staff to develop digital/printed marketing material for prime industrial and commercial sites.
- Advance the state of readiness for medium and large industrial Greenfield sites with and without rail access.
- Complete Global Trade Park branding and signage
- Develop and implement corridor improvement strategies
- Advance a unified property tax abatement policy with other taxing bodies
- Coordinate with Rockford Area Economic Development Council, Winnebago County and other partners to improve lead generation and tracking management system

### PLANNING DIVISION BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$417,459	\$503,288	\$433,014	\$517,521	\$14,233
CONTRACTUAL	75,109	98,755	115,678	102,970	4,215
SUPPLIES	3,560	1,970	1,797	1,970	0
OTHER	<u>0</u>	<u>3,006</u>	<u>3,006</u>	<u>2,183</u>	<u>(823)</u>
TOTAL	<u>\$496,128</u>	<u>\$607,019</u>	<u>\$553,495</u>	<u>\$624,644</u>	<u>\$17,625</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$64,128	\$60,577	\$78,352	\$76,734	(\$1,618)
CDBG FUND	117,300	120,510	126,024	125,460	(564)
TIF FUNDS	211,400	217,200	234,400	242,800	8,400
ZONING FEES	121,270	145,043	120,000	140,000	20,000
OTHER GOVERNMENTS(RATS)	15,000	10,000	10,000	10,000	0
GENERAL REVENUES	<u>0</u>	<u>0</u>	<u>38,243</u>	<u>29,650</u>	<u>(8,593)</u>
TOTAL	<u>\$529,098</u>	<u>\$553,330</u>	<u>\$607,019</u>	<u>\$624,644</u>	<u>\$17,625</u>

### PLANNING DIVISION AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION <u>RANGE</u></b>	<b>2014 <u>EMPLOYEES</u></b>	<b>2015 <u>EMPLOYEES</u></b>	<b>INCREASE/ <u>(DECREASE)</u></b>
PLAN & ZONING PROGRAMS MANAGER	110	1.00	1.00	0.00
INDUSTRIAL DEVELOPMENT MANAGER	212	1.00	1.00	0.00
PLANNER II	212	1.00	1.00	0.00
DEVELOPMENT SPECIALIST	109	1.00	1.00	0.00
SR ADMINISTRATIVE ASSISTANT	105	<u>0.30</u>	<u>0.30</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.30</u></b>	<b><u>4.30</u></b>	<b><u>0.00</u></b>

## **Planning Division**

### **BUDGET HIGHLIGHTS**

- Personnel budget numbers reflect a 2% wage increase for all staff and increase in health insurance rates.
- Contractual expenses increase due to purchase of service increases.
- A \$2,183 transfer to Capital Fund is budgeted for vehicle lease payments.

### **CAPITAL EQUIPMENT**

No capital equipment is planned for 2015.

# **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 2015**

- Continue to modify and streamline online permitting system to make customer friendly improvements and integrate with work processes.
- Manage and implement cost recovery for Building and Planning Section of Construction and Development Services Division.
- Facilitate development activities through positive customer service.
- Continue to increase Code Enforcement performance measurement efficiencies.
- Evaluate and modify as necessary the business and reporting practices of Neighborhood Standards.
- Support development and re-development efforts that facilitate community goals.
- Lead Problem Properties Team to develop and implement methods and systems to remove blight from the City.
- Develop permit process and other processes for Property Standard complaints to help recover costs associated with inspection protocol.
- Continue to increase number of the City demolitions by modifying and implementing new policies and procedures.
- Maintain and improve advanced energy code program through documentation, education, and enforcement including implementation of the 2012 Energy Code upon adoption by the State.
- Continue to increase proactive public education including press releases, brochures and through Construction and Development Service website.
- Integrate standard review process for liquor and tobacco requests, including the Police Department.
- Incorporate handheld devices for use by inspectors to increase and improve communication and department efficiency.
- Evaluation and possible update of building codes in conjunction with Winnebago County.
- Coordinate process improvement with the Fire Department for inspections, plan reviews, and other activities.
- Complete annexation process improvement including reassembling an annexation team.
- Complete Special Use Permit, Liquor Advisory Board, Zoning Board of Appeals, and Inspection process for compliance of conditions and meeting requirements.
- Evaluate division structure and positions to improve code enforcement and property standards and achieve departmental goals
- Develop and improve Code Enforcement process for items such as ticketing, cost recovery, and hearings.

# Construction & Development Services Division

## CONSTRUCTION & DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,990,784	\$2,189,958	\$1,837,012	\$2,127,393	(\$62,565)
CONTRACTUAL	820,890	854,490	1,088,232	802,590	(51,900)
SUPPLIES	4,894	7,550	12,702	7,750	200
OTHER	0	26,697	27,460	24,987	(1,710)
CAPITAL	<u>0</u>	<u>63,000</u>	<u>63,000</u>	<u>71,000</u>	<u>8,000</u>
<b>TOTAL</b>	<u>\$2,816,568</u>	<u>\$3,141,695</u>	<u>\$3,028,406</u>	<u>\$3,033,720</u>	<u>(\$107,975)</u>
<b>FUNDING SOURCE</b>	2012	2013	2014	2015	INCREASE
PROPERTY TAXES	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FRINGE BENEFIT REIMB	<u>\$219,004</u>	<u>\$353,761</u>	<u>\$364,895</u>	<u>\$336,286</u>	<u>(\$28,609)</u>
<b>FEEES</b>					
BUILDING	1,200,805	711,245	703,500	653,000	(50,500)
ELECTRICAL	66,300	40,837	40,000	45,000	5,000
PLUMBING/HEATING	213,295	160,392	170,000	170,000	0
CODE VIOLATION FEES	5,115	4,525	10,000	5,000	(5,000)
NH ZONING FINES	127,617	175,935	170,000	150,000	(20,000)
PARKING ZONING FINES	33,967	21,195	20,000	15,000	(5,000)
ALL OTHER	<u>273,655</u>	<u>198,940</u>	<u>195,500</u>	<u>250,000</u>	<u>54,500</u>
<b>TOTAL FEES</b>	<u>1,920,754</u>	<u>1,305,600</u>	<u>1,309,000</u>	<u>1,288,000</u>	<u>(21,000)</u>
CDBG FUND REIMB	570,260	570,260	570,260	570,260	0
SANITATION REIMB	0	293,782	387,719	224,452	(163,268)
GENERAL REVENUES	<u>312,779</u>	<u>320,330</u>	<u>509,821</u>	<u>614,722</u>	<u>104,901</u>
<b>TOTAL</b>	<u>\$3,022,797</u>	<u>\$2,843,733</u>	<u>\$3,141,695</u>	<u>\$3,033,720</u>	<u>(\$107,975)</u>

## CONSTRUCTION & DEVELOPMENT SERVICES DIVISION AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION</b>	<b>2014</b>	<b>2015</b>	<b>INCREASE/</b>
	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
DEPUTY DIRECTOR - CONST SERVICES	315	1.00	0.00	(1.00)
MANAGER BUILDING CODE SECTION	213	1.00	1.00	0.00
ZONING AND LAND USE ADMINISTRATOR	110	0.00	1.00	1.00
PROP IMPROVEMENT PROGRAM MGR	108	1.00	0.00	(1.00)
NEIGHBORHOOD STANDARDS SUPERIOR	108	0.00	1.00	1.00
BUILDING AND CODE EXAMINER	108	0.00	1.00	1.00
PLANNER II	107	1.00	0.00	(1.00)
NHOOD ZONE COORDINATOR	107	1.00	0.00	(1.00)
SENIOR ADMINISTRATIVE ASSISTANT	105	1.20	1.20	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
SENIOR INSPECTION OFFICER	CD-28	3.00	2.00	(1.00)
INSPECTION OFFICER	CD-26	4.00	5.00	1.00
LAND USE PLANNER	CD-16	2.00	2.00	0.00
NHOOD ENFORCEMENT SPECIALIST	CD-15	5.00	5.00	0.00
SENIOR CLERK	A-19	4.00	3.00	(1.00)
SECRETARY	A-19	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>25.20</u></b>	<b><u>24.20</u></b>	<b><u>(1.00)</u></b>

# Construction & Development Services Division

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase for all staff and increase in health insurance rates offset by the elimination of the Neighborhood Zone Coordinator position for budget deficit purposes.
- Contractual expenses decreased \$51,900 as a result of a \$160,800 decrease in demolitions offset by a \$77,000 increase in service contracts, \$15,000 increase in cleanups, and various increases in internal service charges.
- Estimated lease payments for capital acquired in 2014 are budgeted at \$24,987.
- Capital expenses of \$71,000 reflect planned vehicle purchases for 2015, which will be offset by lease revenue for the division and for which lease payments will commence in 2016.

## CAPITAL EQUIPMENT

Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Sedan	1	23,000	23,000
SUV	<u>2</u>	24,000	<u>48,000</u>
	3		\$ 71,000

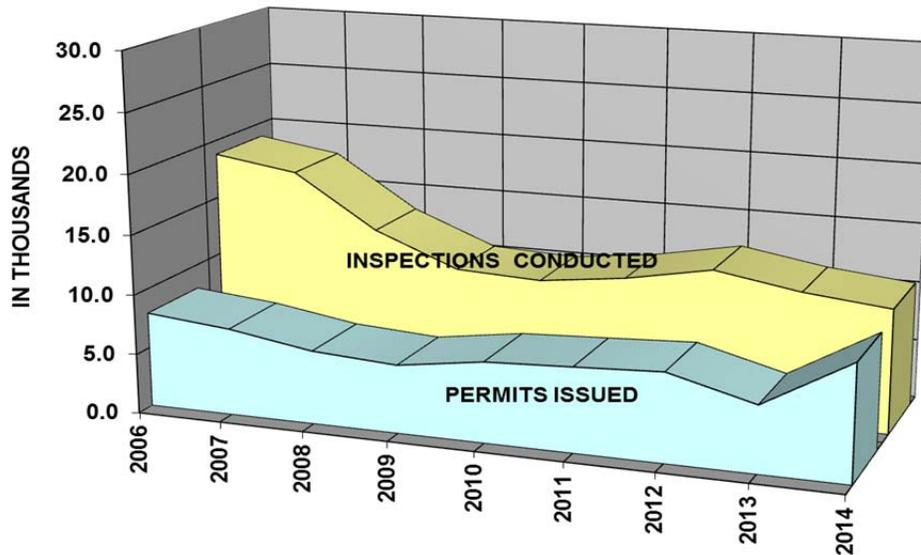
## CONSTRUCTION & DEVELOPMENT SERVICES PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
# OF DEMOLITION PERMITS	135	146	191	140
% OF DEMOLITION PERMITS IN 2 DAY	95%	95%	88%	95%
# OF PLUMBING PERMITS W/O CHILD	843	858	984	900
% OF PLUMBING PERMITS IN 1 DAY	99%	95%	97%	95%
# OF MECHANICAL PERMITS W/O CHILD	1,161	1,160	1,101	1,100
% OF MECHANICAL PERMITS IN 1 DAY	99%	95%	98%	95%
# OF ELECTRICAL PERMITS W/O CHILD	362	381	365	400
% OF ELECTRICAL PERMITS IN 1 DAY	97%	95%	98%	95%
# OF ROOFING PERMITS	1,223	1,199	4,518	1,200
AVG # DAYS FROM INSPECTION TO OTR	4	3	4	3
# OF CONDEMNATIONS	315	309	214	300
# OF EMERGENCY INSPECTIONS	47	120	103	50
# OF EMERGENCY DEMOS	6	6	13	6
# OF FAST TRACK DEMOS	18	22	100	100
UNFOUNDED CODE ENFORCEMENT COMPLAINTS	1,680	1,500	1,619	1,500
AVG DAYS TO FORCED COMPLIANCE	31	30	28	28
AVG NUISANCE/ZONING CASES PER INSPECTOR	99	100	122	110
AVG DAYS FROM COMPLAINT TO FIRST INSPECTION	3	2	3	2
OPEN REQUESTS AT END OF MONTH	27	10	11	10

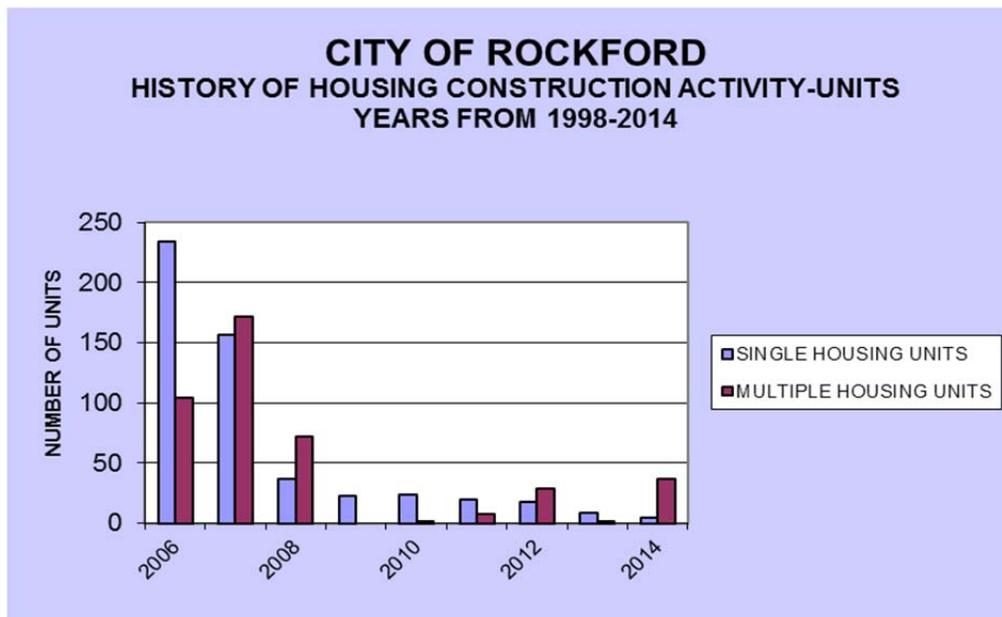
# Construction & Development Services Division

## CONSTRUCTION & DEVELOPMENT SERVICES OPERATIONAL INFORMATION

### BUILDING PERMITS AND INSPECTIONS YEARS FROM 1998-2014



During the past seventeen years, total permits issued by the Construction & Development Services Division have been relatively flat. Permits issued in 1995 were 7,837 while 2014 was 9,664.



Housing construction for single and multifamily units in 2013 was 9 and 2 for a total of 11. 2014 had altered levels of activity, with 5 single family units and 37 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 2015**

- Continue existing housing owner occupied rehab and new construction project requests and other strategic rental or home ownership projects.
- Partner with the Rock River Water Reclamation District and replace the private sanitary sewer systems in the Coronado-Haskell neighborhood and bring homeowner assisted housing up to local code.
- Code Enforcement will continue to provide needed services to Community Development Block Grant areas.
- Assistance will be available for purchasers of our past and future single family HOME and tax increment finance developments including the City's Tax Incentive Program. The City will continue its partnership with NWHomeStart to provide homebuyer and rehabilitation assistance to purchasers through an Illinois Housing Development Authority (IDHA) grant.
- Continue work towards the build out of the subdivision at Springfield Corners, Thatcher Blake Riverwalk, the Valencia Apartments and redevelopment within the Jackson School TIF by the Swedish American Foundation or other TIF eligible projects.
- Plan, develop, and administer programs according to CDBG and HOME Federal requirements and monitor all current and prior year activity.
- Seek new Community Housing Development Organizations (CHDOs) and new applications for projects. Administer, underwrite and process all applications and monitor the use of funds. Provide technical assistance to potential CHDOs so that Rockford has at least one certified CHDO.

## **Community Development Business Group**

- Continue to work and plan with NWHomeStart in the administration of the National Foreclosure Settlement award of \$2.5 million. This will include our administration of a roof repair program.
- Continue partnerships with the Winnebago County Health Department and the Human Services Department to address lead based paint hazards in homes and leveraging our federal funds when feasible.
- Continue to work with Construction Services to demolish blighted properties through the fast track demolition process or properties through donations/nominal amounts and identify additional sources of revenue to address the continued need.
- Continue to seek proposals for the redevelopment of Church School (1419 Furman) and 21xx Reed Avenue and sell other excess property acquired with Community Development Block Grant or Neighborhood Stabilization Program funds.
- Apply for funds through sources other than entitlement grants, such as the State of Illinois, for housing related activity.
- Continue to lend our support to various committees throughout the community.
- Continue to administer and report on the status of the Neighborhood Stabilization Program1 grant, complete the program activities, and use program income when available. NSP Close Out will be completed in 2015.
- Complete the 2016 Annual Plan for CDBG and HOME funds and the 2015 CAPER (annual report).
- Administer multi-year projects, such as Discovery Center and its 21<sup>st</sup> Century after school program, and other new public service and facilities improvements projects.
- Continue to provide funds to RAMP for the construction of ramps for the physically disabled.

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

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$656,188	\$639,284	\$628,530	\$568,501	(\$70,783)
CONTRACTUAL	226,211	170,925	183,882	130,740	(40,185)
SUPPLIES	1,853	2,000	1,693	2,050	50
OTHER	<u>2,615,330</u>	<u>3,517,310</u>	<u>2,368,781</u>	<u>3,908,084</u>	<u>390,774</u>
TOTAL	<u>\$3,499,582</u>	<u>\$4,329,519</u>	<u>\$3,182,886</u>	<u>\$4,609,375</u>	<u>\$279,856</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
<b>CURRENT FUNDS</b>					
COMMUNITY DEVELOPMENT GRA	\$1,917,939	\$2,054,135	\$2,091,773	\$2,091,773	\$0
HOME PROGRAM	768,479	819,929	867,327	867,327	0
OTHER FEDERAL/STATE	92,558	139,919	166,875	166,875	0
PROGRAM INCOME	<u>71,955</u>	<u>60,847</u>	<u>232,386</u>	<u>65,000</u>	(167,386)
	2,850,931	3,074,830	3,358,361	3,190,975	(167,386)
<b>REPROGRAMMED FUNDS-PRIOR YEARS</b>					
COMMUNITY DEVELOPMENT GRA	300,223	45,000	98,786	351,035	252,249
HOME PROGRAM	<u>666,034</u>	<u>798,338</u>	<u>977,661</u>	<u>1,067,365</u>	<u>89,704</u>
	<u>966,257</u>	<u>843,338</u>	<u>1,076,447</u>	<u>1,418,400</u>	<u>341,953</u>
TOTAL	<u>\$3,817,188</u>	<u>\$3,918,168</u>	<u>\$4,434,808</u>	<u>\$4,609,375</u>	<u>\$683,906</u>

# Community Development Business Group

## COMMUNITY DEVELOPMENT BUSINESS GROUP AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
DEVELOPMENT PROGRAMS MANAGER	110	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST II	108	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST I	107	1.00	0.00	(1.00)
HOUSING REHAB SPECIALIST II	105	1.00	1.00	0.00
HOUSING REHAB SPECIALIST I	102	1.00	1.00	0.00
REHAB CONST SPECIALIST I	CD-15	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>7.00</u></b>	<b><u>6.00</u></b>	<b><u>(1.00)</u></b>

### BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a 2% wage increase for all staff and increase in health insurance rates offset by the elimination of a Grants Compliance Specialist position.
- Contractual expenses decrease primarily as a result of elimination of consultant fees.
- Other shows significant increases in demolition and property acquisitions.

### CAPITAL EQUIPMENT

For 2015, the Division will not have any capital purchases.

### COMMUNITY DEVELOPMENT BUSINESS GROUP FIVE YEAR FORECAST

The 2016-2020 five-year forecast assumes that both Federal and local funding sources will stagnate and expenditures will not exceed revenue limits. It is further assumed that the Division will spend its annual budget. No assumptions are made for new programs.

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$4,609	\$4,747	\$4,889	\$5,036	\$5,187
Expenditures	<u>4,609</u>	<u>4,747</u>	<u>4,889</u>	<u>5,036</u>	<u>5,187</u>
Excess(Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

# Community Development Business Group

## COMMUNITY DEVELOPMENT BUSINESS GROUP PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
HOMEOWNER REHAB PROGRAM	5	6	4	4
DISCOVERY CENTER-CHILDREN ASSISTED	278	240	234	240
CODE ENFORCEMENT	4,193	3,455	4,779	5,000
HOME-HOMEOWNER REHAB PROGRAM	21	13	20	20
HOME-HOMEBUYER ASSISTANCE	2	13	3	21
CHDO OPERATING SUBSIDY	0	1	0	1
CHDO REHAB & NEW CONSTRUCTION UNITS	0	4	0	6
NSP REDEVELOPED UNITS COMMITTED	0	1	0	1
NSP HOMEBUYER ASSISTANCE	1	0	0	0
CDBG DEMOLITIONS	22	20	0	15
GENERAL FUND/TIF DEMOLITIONS	0	80	100	117
WATER HOOK UP PROGRAM	5	10	3	n/a
TAX INCENTIVE PROGRAM	7	2	0	8

# 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 2015**

- 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**

### **REDEVELOPMENT FUND BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$10,842	\$3,680	\$39,869	\$21,680	18,000
OTHER	<u>2,335,533</u>	<u>4,071,216</u>	<u>3,826,600</u>	<u>4,481,425</u>	<u>410,209</u>
TOTAL	<u>\$2,346,375</u>	<u>\$4,074,896</u>	<u>\$3,866,469</u>	<u>\$4,503,105</u>	\$428,209
<b>FUNDING SOURCE</b>	2012	2013	2014	2015	INCREASE
REDEVELOPMENT SALES TAX	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
MOTEL	\$492,406	\$501,455	\$377,172	\$364,000	(13,172)
PACKAGE	469,582	497,849	522,722	500,000	(22,722)
RESTAURANT	<u>2,724,743</u>	<u>2,916,227</u>	<u>3,037,308</u>	<u>2,961,300</u>	<u>(76,008)</u>
SUBTOTAL	\$3,686,731	\$3,915,531	\$3,937,202	\$3,825,300	(\$111,902)
OTHER	<u>0</u>	<u>0</u>	<u>478,555</u>	<u>725,000</u>	<u>246,445</u>
TOTAL	<u>\$3,686,731</u>	<u>\$5,245,713</u>	<u>\$4,415,757</u>	<u>\$4,550,300</u>	\$134,543

## **BUDGET HIGHLIGHTS**

- The budgeted subsidy for RAVE is \$1,233,174 less repayments by RAVE to the city for structured debt.
- Debt service payments total \$3,165,306, an increase of \$701,200 from the prior year's budget. Debt service is budgeted for six bond issues. Bonds issued in 2000 associated with the construction of a 33,000 square foot supermarket in the South Rockford Tax Increment Finance District are budgeted at \$224,800. For the Coronado Theatre restoration, debt service is \$399,750. City support for the debt service for remodeling the BMO Harris Center and acquiring an AHL franchise totals \$1,262,700 for 2015. The city resumed debt service payments in 2014 for the \$16.7 million bond issued in 2007. Also, \$441,900 is budgeted for the 2009 \$8.065 million BMO Harris Center taxable refunding issue. New debt service added this year is for the Downtown Sports Facility totaling \$826,200.
- The budgeted amount for the Rockford Area Economic Development Council (RAEDC) is \$150,000.

## **Redevelopment Fund**

- Tax revenue is budgeted at \$3,825,300, an increase of 2.7% from the prior year's budget. Additional revenue for 2015 includes contributions of \$150,000 from both the Rockford Park District and Reclaiming First for debt service to finance the Downtown Sports Facility.

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

The 2016-2020 five-year forecast assumes growth in taxes – one percent for motels, three percent for packaged liquor, and two percent for restaurants – reflecting the past history. The refinancing and the structural changes made in 2009 and the change in the operating agreement with RAVE should insure the long term viability of this fund.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$5,548	\$5,606	\$5,666	\$5,725	\$5,786
Expenses	<u>5,679</u>	<u>\$6,204</u>	<u>\$5,753</u>	<u>\$5,619</u>	<u>\$5,398</u>
Excess (Deficit)	<u>(131)</u>	<u>(598)</u>	<u>(87)</u>	<u>106</u>	<u>388</u>
Beginning Balance	<u>1,884</u>	<u>1,753</u>	<u>1,155</u>	<u>1,068</u>	<u>1,174</u>
Ending Balance	<u>\$1,753</u>	<u>\$1,155</u>	<u>\$1,068</u>	<u>\$1,174</u>	<u>\$1,562</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 2015**

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

## **TOURISM FUND BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO RACVB	\$1,230,294	\$1,152,680	\$1,299,969	\$1,345,280	\$192,600
TRANSFER FOR DEBT SERVICES	\$300,000	433,320	566,578	433,320	0
PURCHASE OF SERVICES	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>	<u>0</u>
TOTAL	<u>\$1,532,094</u>	<u>\$1,587,800</u>	<u>\$1,868,347</u>	<u>\$1,780,400</u>	<u>\$192,600</u>

	2013	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TOURISM PROMOTION SALES TAX	<u>\$1,545,509</u>	<u>\$1,572,100</u>	<u>\$1,866,547</u>	<u>\$1,908,800</u>	<u>\$42,253</u>
TOTAL	<u>\$1,545,509</u>	<u>\$1,572,100</u>	<u>\$1,866,547</u>	<u>\$1,908,800</u>	<u>\$42,253</u>

## **BUDGET HIGHLIGHTS**

- Tax revenue is budgeted at \$1,778,600. Total revenues for 2013 were \$1,864,549.
- The transfer to the Rockford Area Convention & Visitor's Bureau increases \$192,600 to \$1,345,280. This consists of revenue equal to 60% of the Tourism Promotion Sales Tax proceeds (\$1,145,280) and funding from the 1% challenge grant (\$200,000).
- Funds transferred to the Redevelopment Fund to support debt service payments for the BMO Harris Bank Center are budgeted at \$433,320, the same amount as 2014.

# Tourism Promotion Fund

## TOURISM FUND FIVE YEAR FORECAST

The 2016-2020 five year forecast assumes motel revenue growth at two percent annually and appropriation of all income to the Visitors Bureau except for City reimbursements.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900
Expenses	<u>1,688</u>	<u>1,739</u>	<u>1,791</u>	<u>1,845</u>	<u>1,900</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
Ending Balance	<u>\$300</u>	<u>\$300</u>	<u>\$300</u>	<u>\$300</u>	<u>\$300</u>

# Retail Tax Increment Financing Districts

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

There are 19 Commercial Retail TIF Districts, East Side, East River, West Side #1 and #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, Seventh Street, Midtown, Broadway, State and Alpine, East State and Mulford, and Jefferson and North 3<sup>rd</sup> Street.

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Continue coordination with community partner organizations to work on improvement plans.
- Complete annual tax increment financing reporting.
- Attract four new companies to commercial TIFs.
- Assist four existing companies in commercial TIFs.
- Initiate cooperative marketing plan for commercial development within the Auburn Street Corridor TIF.
- Implement the Amerock Building (Ziock)/Gorman redevelopment agreement.
- Develop South Main Corridor façade improvement plans.
- Implement new TIF policy and procedures.
- Continue coordination with neighborhood and business district groups.
- Develop façade improvement plans for North Main and Auburn Street Area.

## **BUDGET SUMMARIES**

### **EAST SIDE TAX INCREMENT FINANCING BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$30,000	\$30,000	\$30,000	\$30,000	\$0
OTHER	<u>370,288</u>	<u>385,076</u>	<u>370,153</u>	<u>379,640</u>	<u>(5,436)</u>
TOTAL	<u>\$400,288</u>	<u>\$415,076</u>	<u>\$400,153</u>	<u>\$409,640</u>	<u>(\$5,436)</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$350,092	\$312,764	\$305,006	\$308,056	\$3,050
INTEREST INCOME	<u>865</u>	<u>0</u>	<u>1,671</u>	<u>0</u>	<u>(1,671)</u>
TOTAL	<u>\$350,957</u>	<u>\$312,764</u>	<u>\$306,677</u>	<u>\$308,056</u>	<u>\$1,379</u>

# Retail Tax Increment Financing Districts

## WEST SIDE TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$604,376	\$713,305	\$711,307	\$714,888	\$1,583
TOTAL	\$604,376	\$713,305	\$711,307	\$714,888	\$1,583

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$417,297	\$414,190	\$418,723	\$422,910	\$4,187
TRANSFER FROM ES TIF	300,000	300,000	300,000	300,000	0
INTEREST INCOME	<u>3,300</u>	<u>2,900</u>	<u>6,493</u>	<u>0</u>	(6,493)
TOTAL	\$720,597	\$717,090	\$725,216	\$722,910	(2,306)

## SEVENTH STREET TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$10,300	\$138	\$0	(\$10,300)
OTHER	<u>1,036,463</u>	<u>1,034,728</u>	<u>1,066,787</u>	<u>1,158,075</u>	<u>123,347</u>
TOTAL	\$1,036,463	\$1,045,028	\$1,066,925	\$1,158,075	\$113,047

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$1,061,593	\$838,943	\$815,069	\$823,220	\$8,151
TRANSFER FROM JACKSON TIF	50,000	50,000	50,000	50,000	0
INTEREST INCOME	<u>100</u>	<u>2,000</u>	<u>9,572</u>	<u>0</u>	(9,572)
TOTAL	\$1,111,693	\$890,943	\$874,641	\$873,220	(1,421)

## SOUTH ROCKFORD TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$132,317	\$151,107	\$120,000	\$393,736	\$242,629
TOTAL	\$132,317	\$151,107	\$120,000	\$393,736	\$242,629

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
TAX INCREMENT	\$128,377	\$117,355	\$106,638	\$107,704	\$1,066
TRANSFER FROM ERIVER TIF	100,000	100,000	100,000	850,000	750,000
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$228,377	\$217,355	\$206,638	\$957,704	751,066

# Retail Tax Increment Financing Districts

## ASSISTED LIVING TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$29	\$0	\$0	\$0	\$0
INTEREST INCOME	1	0	3	3	0
TOTAL	\$30	\$0	\$3	\$3	\$0

## EAST RIVER TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	\$153,156	\$186,284	\$178,085	\$899,382	\$713,098
TOTAL	\$153,156	\$186,284	\$178,085	\$899,382	\$713,098

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$87,371	\$79,591	\$135,993	\$137,355	\$1,362
TRANSFER FROM 7TH ST TIF	150,000	100,000	100,000	850,000	750,000
INTEREST INCOME	0	0	1,226	244	(871)
TOTAL	\$237,371	\$179,591	\$237,219	\$987,599	\$750,491

## WEST SIDE 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$3,461	\$2,415	\$1,474	\$1,490	\$16
INTEREST INCOME	37	0	317	178	(139)
TOTAL	\$3,498	\$2,415	\$1,791	\$1,668	(\$123)

# Retail Tax Increment Financing Districts

## RIVER NORTH TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$32,178	\$40,310	\$28,586	\$42,003	\$1,693
TOTAL	\$32,178	\$40,310	\$28,586	\$42,003	\$1,693

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$55,199	\$33,529	\$30,181	\$30,483	\$302
INTEREST INCOME	1,334	0	4,046	1,995	(2,051)
TOTAL	\$56,533	\$33,529	\$34,227	\$32,478	(\$1,749)

## STATE KILBURN TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$13,233	\$8,089	\$7,071	\$7,100	\$29
INTEREST INCOME	241	0	1,192	659	(533)
TOTAL	\$13,474	\$8,089	\$8,263	\$7,759	(\$504)

## STATE CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$201,243	\$0	\$8,190	\$0	\$0
TOTAL	\$201,243	\$0	\$8,190	\$0	\$0

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAX INCREMENT	\$168,829	\$103,036	\$54,566	\$55,100	\$534
INTEREST INCOME	967	0	1,577	0	(1,577)
TOTAL	\$169,796	\$103,036	\$56,143	\$55,100	(\$1,043)

# Retail Tax Increment Financing Districts

## SPRINGFIELD CORNERS TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$446,120</u>	<u>\$453,881</u>	<u>\$432,657</u>	<u>\$492,754</u>	<u>\$38,873</u>
TOTAL	<u>\$446,120</u>	<u>\$453,881</u>	<u>\$432,657</u>	<u>\$492,754</u>	<u>\$38,873</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$185,101	\$205,737	\$210,798	\$212,906	\$2,108
TRANSFER FROM STATE/CENTRAL	200,000	200,000	200,000	0	(200,000)
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>10,539</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$385,101</u>	<u>\$405,737</u>	<u>\$421,337</u>	<u>\$212,906</u>	<u>(\$197,892)</u>

## NORTH MAIN STREET TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$172,722</u>	<u>\$215,765</u>	<u>\$206,693</u>	<u>\$211,875</u>	<u>\$5,182</u>
TOTAL	<u>\$172,722</u>	<u>\$215,765</u>	<u>\$206,693</u>	<u>\$211,875</u>	<u>\$5,182</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$74,935</u>	<u>\$65,999</u>	<u>\$74,286</u>	<u>\$54,219</u>	<u>(\$20,067)</u>
TOTAL	<u>\$74,935</u>	<u>\$65,999</u>	<u>\$74,286</u>	<u>\$54,219</u>	<u>(\$20,067)</u>

## MAIN AUBURN TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$2,103</u>	<u>\$10,000</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$10,000)</u>
TOTAL	<u>\$2,103</u>	<u>\$10,000</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$10,000)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$18,168	\$6,398	\$2,841	\$2,870	\$18,357
INTEREST INCOME	<u>754</u>	<u>0</u>	<u>2,533</u>	<u>1,245</u>	<u>1,361</u>
TOTAL	<u>\$18,922</u>	<u>\$6,398</u>	<u>\$5,374</u>	<u>\$4,115</u>	<u>\$19,718</u>

# Retail Tax Increment Financing Districts

## MAIN WHITMAN TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$104,554</u>	<u>\$100,210</u>	<u>\$119,388</u>	<u>\$119,117</u>	<u>\$18,907</u>
TOTAL	<u>\$104,554</u>	<u>\$100,210</u>	<u>\$119,388</u>	<u>\$119,117</u>	<u>\$18,907</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$40,449</u>	<u>\$32,690</u>	<u>\$41,243</u>	<u>\$26,961</u>	<u>(\$14,282)</u>
TOTAL	<u>\$40,449</u>	<u>\$32,690</u>	<u>\$41,243</u>	<u>\$26,961</u>	<u>(\$14,282)</u>

## MIDTOWN TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$1,160</u>	<u>\$25,000</u>	<u>\$862</u>	<u>\$25,000</u>	<u>\$0</u>
TOTAL	<u>\$1,160</u>	<u>\$25,000</u>	<u>\$862</u>	<u>\$25,000</u>	<u>\$0</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$35,295</u>	<u>\$18,163</u>	<u>\$11,706</u>	<u>\$11,820</u>	<u>\$114</u>
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>1,745</u>	<u>975</u>	<u>(770)</u>
TOTAL	<u>\$35,295</u>	<u>\$18,163</u>	<u>\$13,451</u>	<u>\$12,795</u>	<u>(\$656)</u>

## BROADWAY TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$1,412</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$1,412</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$43,322</u>	<u>\$25,623</u>	<u>\$43,355</u>	<u>\$43,789</u>	<u>\$434</u>
INTEREST INCOME	<u>190</u>	<u>0</u>	<u>2,401</u>	<u>1,681</u>	<u>(720)</u>
TOTAL	<u>\$43,512</u>	<u>\$25,623</u>	<u>\$45,756</u>	<u>\$45,470</u>	<u>(\$286)</u>

# Retail Tax Increment Financing Districts

## STATE ALPINE TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$164,646</u>	<u>\$218,929</u>	<u>\$165,614</u>	<u>\$155,000</u>	<u>(\$63,929)</u>
TOTAL	<u>\$164,646</u>	<u>\$218,929</u>	<u>\$165,614</u>	<u>\$155,000</u>	<u>(\$63,929)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$200,541	\$135,312	\$121,615	\$122,800	\$1,185
INTEREST INCOME	<u>\$4,103</u>	<u>0</u>	<u>10,240</u>	<u>5,165</u>	<u>(5,075)</u>
TOTAL	<u>\$204,644</u>	<u>\$135,312</u>	<u>\$131,855</u>	<u>\$127,965</u>	<u>(\$3,890)</u>

## MULFORD/STATE TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</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>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	<u>\$0</u>	<u>\$3,461</u>	<u>\$137,823</u>	<u>\$139,782</u>	<u>\$1,959</u>
TOTAL	<u>\$0</u>	<u>\$3,461</u>	<u>\$137,823</u>	<u>\$139,782</u>	<u>\$1,959</u>

## JEFFERSON/NORTH 3RD TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$0</u>	<u>\$38,480</u>	<u>\$18,310</u>	<u>\$14,277</u>	<u>(\$24,203)</u>
TOTAL	<u>\$0</u>	<u>\$38,480</u>	<u>\$18,310</u>	<u>\$14,277</u>	<u>(\$24,203)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAX INCREMENT	\$0	\$4,622	\$14,277	\$14,560	\$283
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>123</u>	<u>0</u>	<u>(123)</u>
TOTAL	<u>\$0</u>	<u>\$4,622</u>	<u>\$14,400</u>	<u>\$14,560</u>	<u>\$160</u>

# Retail Tax Increment Financing Districts

## BUDGET HIGHLIGHTS

- This 19 district group collectively runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of \$1,862,191 and an estimated ending deficit of \$1,732,697 in 2026, and Main Whitman, a high deficit year of \$1,872,496 (2028) and an estimated ending deficit of \$1,826,303 in 2033.
- \$200,000 was transferred from the State and Central district to Springfield Corners.
- \$1.2 million will need to be transferred from 2014 through 2016 for Seventh Street and East River.
- No long term financing is planned for 2015.

## RETAIL TAX INCREMENT FIVE YEAR FORECAST

The 2016-2020 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$417	\$110	\$111	\$112	\$113
Expenditures	<u>397</u>	<u>400</u>	<u>402</u>	<u>413</u>	<u>33</u>
Excess (Deficit)	<u>20</u>	<u>(290)</u>	<u>(291)</u>	<u>(301)</u>	<u>80</u>
Beginning Balance	<u>766</u>	<u>786</u>	<u>496</u>	<u>205</u>	<u>(96)</u>
Ending Balance	<u>\$786</u>	<u>\$496</u>	<u>\$205</u>	<u>(\$96)</u>	<u>(\$16)</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</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>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$417	\$140	\$142	\$143	\$144
Expenditures	<u>1,082</u>	<u>81</u>	<u>80</u>	<u>78</u>	<u>76</u>
Excess (Deficit)	<u>(665)</u>	<u>59</u>	<u>62</u>	<u>65</u>	<u>68</u>
Beginning Balance	<u>105</u>	<u>(561)</u>	<u>(502)</u>	<u>(440)</u>	<u>(375)</u>
Ending Balance	<u>(\$560)</u>	<u>(\$502)</u>	<u>(\$440)</u>	<u>(\$375)</u>	<u>(\$307)</u>

## Retail Tax Increment Financing Districts

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$2	\$2	\$2	\$2	\$2
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Beginning Balance	<u>14</u>	<u>15</u>	<u>17</u>	<u>19</u>	<u>21</u>
Ending Balance	<u>\$16</u>	<u>\$17</u>	<u>\$19</u>	<u>\$21</u>	<u>\$23</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$33	\$33	\$33	\$34	\$34
Expenditures	<u>29</u>	<u>29</u>	<u>28</u>	<u>27</u>	<u>26</u>
Excess (Deficit)	<u>4</u>	<u>4</u>	<u>5</u>	<u>7</u>	<u>8</u>
Beginning Balance	<u>124</u>	<u>127</u>	<u>131</u>	<u>137</u>	<u>144</u>
Ending Balance	<u>\$128</u>	<u>\$131</u>	<u>\$136</u>	<u>\$144</u>	<u>\$152</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$8	\$8	\$8	\$9	\$9
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>8</u>	<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
Beginning Balance	<u>52</u>	<u>60</u>	<u>68</u>	<u>76</u>	<u>85</u>
Ending Balance	<u>\$60</u>	<u>\$68</u>	<u>\$76</u>	<u>\$85</u>	<u>\$94</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$59	\$61	\$63	\$65	\$67
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>
Excess (Deficit)	<u>59</u>	<u>61</u>	<u>63</u>	<u>65</u>	<u>(33)</u>
Beginning Balance	<u>124</u>	<u>183</u>	<u>244</u>	<u>307</u>	<u>372</u>
Ending Balance	<u>\$183</u>	<u>\$244</u>	<u>\$307</u>	<u>\$372</u>	<u>\$339</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$315	\$417	\$419	\$422	\$424
Expenditures	<u>488</u>	<u>481</u>	<u>542</u>	<u>545</u>	<u>562</u>
Excess (Deficit)	<u>(173)</u>	<u>(64)</u>	<u>(123)</u>	<u>(123)</u>	<u>(138)</u>
Beginning Balance	<u>(1,991)</u>	<u>(2,165)</u>	<u>(2,229)</u>	<u>(2,352)</u>	<u>(2,476)</u>
Ending Balance	<u>(\$2,164)</u>	<u>(\$2,229)</u>	<u>(\$2,352)</u>	<u>(\$2,475)</u>	<u>(\$2,614)</u>

## Retail Tax Increment Financing Districts

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$55	\$55	\$56	\$56	\$57
Expenditures	<u>208</u>	<u>205</u>	<u>201</u>	<u>196</u>	<u>192</u>
Excess (Deficit)	(153)	(149)	(145)	(140)	(135)
Beginning Balance	(885)	(1,039)	(1,188)	(1,333)	(1,473)
Ending Balance	(\$1,039)	(\$1,188)	(\$1,333)	(\$1,473)	(\$1,608)

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$4	\$4	\$4	\$4	\$5
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	4	4	4	4	5
Beginning Balance	<u>88</u>	<u>92</u>	<u>96</u>	<u>100</u>	<u>105</u>
Ending Balance	\$92	\$96	\$100	\$104	\$110

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$27	\$28	\$28	\$28	\$28
Expenditures	<u>118</u>	<u>117</u>	<u>115</u>	<u>114</u>	<u>112</u>
Excess (Deficit)	(91)	(89)	(87)	(86)	(84)
Beginning Balance	(587)	(677)	(766)	(854)	(939)
Ending Balance	(\$678)	(\$766)	(\$853)	(\$940)	(\$1,023)

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$13	\$13	\$13	\$14	\$14
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>13</u>	<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>
Beginning Balance	<u>52</u>	<u>65</u>	<u>78</u>	<u>91</u>	<u>105</u>
Ending Balance	\$65	\$78	\$91	\$105	\$119

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$47	\$48	\$49	\$50	\$51
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>47</u>	<u>48</u>	<u>49</u>	<u>50</u>	<u>51</u>
Beginning Balance	<u>158</u>	<u>205</u>	<u>252</u>	<u>301</u>	<u>351</u>
Ending Balance	\$205	\$253	\$301	\$351	\$402

## Retail Tax Increment Financing Districts

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$129	\$131	\$132	\$134	\$136
Expenditures	<u>90</u>	<u>90</u>	<u>90</u>	<u>90</u>	<u>90</u>
Excess (Deficit)	<u>39</u>	<u>41</u>	<u>42</u>	<u>44</u>	<u>46</u>
Beginning Balance	<u>318</u>	<u>357</u>	<u>398</u>	<u>440</u>	<u>484</u>
Ending Balance	<u>\$357</u>	<u>\$398</u>	<u>\$440</u>	<u>\$484</u>	<u>\$530</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$143	\$145	\$148	\$151	\$154
Expenditures	<u>116</u>	<u>42</u>	<u>42</u>	<u>43</u>	<u>43</u>
Excess (Deficit)	<u>27</u>	<u>103</u>	<u>106</u>	<u>108</u>	<u>111</u>
Beginning Balance	<u>110</u>	<u>136</u>	<u>240</u>	<u>346</u>	<u>455</u>
Ending Balance	<u>\$137</u>	<u>\$239</u>	<u>\$346</u>	<u>\$454</u>	<u>\$566</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$15	\$15	\$15	\$16	\$16
Expenditures	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>16</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
Beginning Balance	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
Ending Balance	<u>\$1</u>	<u>\$1</u>	<u>\$2</u>	<u>\$3</u>	<u>\$2</u>

# **Industrial Tax Increment Financing Districts**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Initiate implementation of economic development agreement for Public Works Program Grant for Airport Drive and Airport entrance reconstruction (PCI Inc., Ring Container, etc).
- Initiate implementation of economic development agreement for Public Works Program for Logistics Parkway entrance reconstruction (Rocknell Fastners, Slidematic Inc., PCI Inc.)
- Begin Falcon Road reconstruction (PCI, Inc.) with Economic Development Program funds from Illinois Department of Transportation (IDOT) and Economic Development Administration Funds from US Department of Commerce.
- Initiate implementation of redevelopment agreement for Chicago-Rockford International Airport for AAR-MRO Project
- Initiate implementation of construction of Logistics Parkway Extension using IDOT Economic Development Program
- Market remaining lot within Logistics Park with adjacent property for industrial users.
- Complete sanitary sewer and water extensions to Gensler property.
- Initiate development plan for Global Trade Park South Redevelopment Planning Area and TIF.
- Complete implementation of Global Trade Park branding and signage
- Continue cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council (RAEDC).
- Complete annual Tax Increment Financing Report.
- Implement the construction of the Airport Road/Kishwaukee Street Round-A-Bout.
- Eliminate three sources of blight in industrial TIFs.
- Attract four new companies to industrial TIFs.
- Assist four existing companies to expand in industrial TIFs.
- Initiate cooperative marketing plan for industrial sites in the proposed Auburn Street Corridor TIF.
- Complete TIF redevelopment agreement with 4000 Auburn (former Amerock facility).

# Industrial Tax Increment Financing Districts

## BUDGET SUMMARIES

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

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$36,390	\$39,298	\$34,065	\$35,029	-\$4,269
TOTAL	\$36,390	\$39,298	\$34,065	\$35,029	(\$4,269)

<b>FUNDING SOURCE</b>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$53,603	\$45,498	\$40,803	\$41,211	\$408
INTEREST INCOME	711	0	2,692	1,286	(1,406)
TOTAL	\$54,314	\$45,498	\$43,495	\$42,497	(\$998)

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

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$13	\$89	\$0	\$0	(\$89)
TOTAL	\$13	\$89	\$0	\$0	(\$89)

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$103	\$0	\$0	\$0	\$0
INTEREST INCOME	6	0	18	9	(9)
TOTAL	\$109	\$0	\$18	\$9	(\$9)

### PRESTON CENTRAL TAX INCREMENT FINANCING BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	120,210	109,258	89,613	107,275	(1,983)
TOTAL	\$120,210	\$109,258	\$89,613	\$107,275	(\$1,983)

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$81,343	\$75,570	\$76,400	\$76,700	\$300
TOTAL	\$81,343	\$75,570	\$76,400	\$76,700	\$300

# Industrial Tax Increment Financing Districts

## GLOBAL TRADE PARK TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$3,961	\$0	\$0	\$10,000	\$10,000
OTHER	<u>915,575</u>	<u>919,517</u>	<u>1,008,016</u>	<u>899,563</u>	<u>(19,954)</u>
TOTAL	<u>\$919,536</u>	<u>\$919,517</u>	<u>\$1,008,016</u>	<u>\$909,563</u>	<u>(9,954)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$758,483	\$730,303	\$737,600	\$761,900	\$24,300
TRANSFER FROM TIFS	200,000	0	0	0	0
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>6,323</u>	<u>0</u>	<u>(6,323)</u>
TOTAL	<u>\$958,483</u>	<u>\$730,303</u>	<u>\$743,923</u>	<u>\$761,900</u>	<u>\$17,977</u>

## GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$776	\$0	\$1,226	\$0	\$0
OTHER	<u>29,630</u>	<u>197,700</u>	<u>46,483</u>	<u>38,499</u>	<u>(159,201)</u>
TOTAL	<u>\$30,406</u>	<u>\$197,700</u>	<u>\$47,709</u>	<u>\$38,499</u>	<u>(\$159,201)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$189,829	\$179,139	\$181,000	\$247,700	\$66,700
INTEREST INCOME	<u>490</u>	<u>0</u>	<u>146</u>	<u>5,925</u>	<u>5,779</u>
TOTAL	<u>\$190,320</u>	<u>\$179,139</u>	<u>\$181,146</u>	<u>\$253,625</u>	<u>\$72,479</u>

## GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$0	\$0	\$0	\$79,494	\$79,494
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$79,494</u>	<u>\$79,494</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	\$55,518	\$24,710	\$25,000	\$21,500	<u>(\$3,500)</u>
INTEREST INCOME	<u>303</u>	<u>0</u>	<u>702</u>	<u>1,007</u>	<u>305</u>
TOTAL	<u>\$55,821</u>	<u>\$24,710</u>	<u>\$25,702</u>	<u>\$22,507</u>	<u>(\$3,195)</u>

# Industrial Tax Increment Financing Districts

## GLOBAL TRADE PARK SOUTH TAX INCREMENT FINANCING BUDGET SUMMARY

APPROPRIATION	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	<u>\$140</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u>\$140</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

FUNDING SOURCE	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$2,357	\$4,990	\$5,040	\$8,155	\$3,115
INTEREST INCOME	<u>18</u>	<u>0</u>	<u>111</u>	<u>231</u>	<u>120</u>
TOTAL	<u>\$2,375</u>	<u>\$4,990</u>	<u>\$5,151</u>	<u>\$8,386</u>	<u>\$3,235</u>

### BUDGET HIGHLIGHTS

- This seven district group collectively runs a deficit for the entire period, with a high of \$1.9 million in 2030. This is entirely due to the Preston and Central TIF District which not only had cost overruns during site preparation but also delays in the project being initiated.
- No long term financing is planned for 2015.

### INDUSTRIAL TAX INCREMENT FINANCING FIVE YEAR FORECAST

The 2016-2020 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$43	\$44	\$44	\$45	\$45
Expenditures	<u>35</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>37</u>
Excess (Deficit)	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Beginning Balance	<u>93</u>	<u>101</u>	<u>109</u>	<u>117</u>	<u>125</u>
Ending Balance	<u>\$101</u>	<u>\$109</u>	<u>\$117</u>	<u>\$125</u>	<u>\$134</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</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>1</u>	<u>1</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$1</u>	<u>\$1</u>	<u>\$1</u>

# Industrial Tax Increment Financing Districts

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$78	\$78	\$79	\$80	\$81
Expenditures	<u>106</u>	<u>104</u>	<u>102</u>	<u>100</u>	<u>123</u>
Excess (Deficit)	(28)	(26)	(23)	(20)	(42)
Beginning Balance	(1,369)	(1,397)	(1,423)	(1,446)	(1,466)
Ending Balance	(\$1,397)	(\$1,423)	(\$1,446)	(\$1,466)	(\$1,508)

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$770	\$777	\$785	\$793	\$801
Expenditures	<u>1,080</u>	<u>1,121</u>	<u>748</u>	<u>383</u>	<u>377</u>
Excess (Deficit)	(310)	(344)	37	410	424
Beginning Balance	(320)	(631)	(975)	(938)	(528)
Ending Balance	(\$630)	(\$975)	(\$938)	(\$528)	(\$104)

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$250	\$253	\$255	\$258	\$260
Expenditures	<u>250</u>	<u>253</u>	<u>255</u>	<u>258</u>	<u>260</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	\$0	\$0	\$0	\$0	\$0

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$22	\$22	\$22	\$22	\$23
Expenditures	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>	<u>23</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	\$1	\$1	\$1	\$1	\$1

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$8	\$9	\$9	\$9	\$9
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>8</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
Beginning Balance	<u>16</u>	<u>24</u>	<u>33</u>	<u>41</u>	<u>50</u>
Ending Balance	\$24	\$33	\$42	\$50	\$59

# 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 2015**

- Facilitate the continued build out of the Springfield Corners Subdivision, the Valencia, and Thatcher Blake Riverwalk.
- Sell and/or redevelop excess property owned by the City or available within a TIF.
- Monitor the completion of the Swedish American Foundation project.
- Prove the Tax Incentive Program to those with substantial redevelopment (including new construction) costs within residential Tax Increment Financing areas.

## **BUDGET SUMMARIES**

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

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	<u>\$91,688</u>	<u>\$88,688</u>	<u>\$88,688</u>	<u>\$85,688</u>	<u>(\$3,000)</u>
TOTAL	<u>\$91,688</u>	<u>\$88,688</u>	<u>\$88,688</u>	<u>\$85,688</u>	<u>(\$3,000)</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
TAX INCREMENT	\$78,826	\$74,055	\$75,317	\$64,684	(\$10,633)
INTEREST INCOME	<u>1,663</u>	<u>0</u>	<u>2,241</u>	<u>1,775</u>	<u>(466)</u>
TOTAL	<u>\$80,489</u>	<u>\$74,055</u>	<u>\$77,558</u>	<u>\$66,459</u>	<u>(\$11,099)</u>

# Residential Tax Increment Financing Districts

## LINCOLNWOOD #2 TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$73,263</u>	<u>\$79,631</u>	<u>\$79,631</u>	<u>\$67,231</u>	<u>(\$12,400)</u>
TOTAL	<u>\$73,263</u>	<u>\$79,631</u>	<u>\$79,631</u>	<u>\$67,231</u>	<u>(\$12,400)</u>

	2012	2013	2014	2015	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$49,862</u>	<u>\$46,504</u>	<u>\$46,969</u>	<u>\$43,294</u>	<u>(\$3,675)</u>
INTEREST INCOME	<u>782</u>	<u>0</u>	<u>828</u>	<u>234</u>	<u>(594)</u>
TOTAL	<u>\$50,644</u>	<u>\$46,504</u>	<u>\$47,797</u>	<u>\$43,528</u>	<u>(\$4,269)</u>

## RIVER OAKS TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$326,136</u>	<u>\$310,896</u>	<u>\$290,588</u>	<u>\$305,220</u>	<u>(\$5,676)</u>
TOTAL	<u>\$326,136</u>	<u>\$310,896</u>	<u>\$290,588</u>	<u>\$305,220</u>	<u>(\$5,676)</u>

	2012	2013	2014	2015	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$49,090</u>	<u>\$40,250</u>	<u>\$41,884</u>	<u>\$29,716</u>	<u>(\$12,168)</u>
TOTAL	<u>\$49,090</u>	<u>\$40,250</u>	<u>\$41,884</u>	<u>\$29,716</u>	<u>(\$12,168)</u>

## GARRISON TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$171,486</u>	<u>\$165,786</u>	<u>\$160,463</u>	<u>\$163,142</u>	<u>(\$2,644)</u>
TOTAL	<u>\$171,486</u>	<u>\$165,786</u>	<u>\$160,463</u>	<u>\$163,142</u>	<u>(\$2,644)</u>

	2012	2013	2014	2015	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$92,873</u>	<u>\$73,598</u>	<u>\$74,345</u>	<u>\$61,049</u>	<u>\$604</u>
TOTAL	<u>\$92,873</u>	<u>\$73,598</u>	<u>\$74,345</u>	<u>\$61,049</u>	<u>\$604</u>

# Residential Tax Increment Financing Districts

## HOPE SIX TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$254,729</u>	<u>\$271,752</u>	<u>\$267,250</u>	<u>\$265,491</u>	<u>(\$6,261)</u>
TOTAL	<u>\$254,729</u>	<u>\$271,752</u>	<u>\$267,250</u>	<u>\$265,491</u>	<u>(\$6,261)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$165,825</u>	<u>\$158,512</u>	<u>\$161,769</u>	<u>\$159,073</u>	<u>(\$2,696)</u>
TOTAL	<u>\$165,825</u>	<u>\$158,512</u>	<u>\$161,769</u>	<u>\$159,073</u>	<u>(\$2,696)</u>

## JACKSON SCHOOL TAX INCREMENT FINANCING BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTHER	<u>\$120,418</u>	<u>\$115,733</u>	<u>\$119,300</u>	<u>\$119,918</u>	<u>\$4,185</u>
TOTAL	<u>\$120,418</u>	<u>\$115,733</u>	<u>\$119,300</u>	<u>\$119,918</u>	<u>\$4,185</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TAX INCREMENT	<u>\$92,672</u>	<u>\$55,068</u>	<u>\$57,100</u>	<u>\$42,100</u>	<u>(\$15,000)</u>
TOTAL	<u>\$93,043</u>	<u>\$55,068</u>	<u>\$57,100</u>	<u>\$42,100</u>	<u>(\$15,000)</u>

## BUDGET HIGHLIGHTS

- This six district group collectively has a deficit of \$3,009,748 for 2015 and runs a deficit until 2028.
- The deficit generators are Hope 6, a high deficit year (2023) of \$1,349,971, Garrison, a high deficit year (2023) of \$1,627,487 never turning positive, and River Oaks, a high deficit year (2028) of \$3.22 million never turning positive.
- No long term financing is planned for 2015.

# Residential Tax Increment Financing Districts

## RESIDENTIAL TAX INCREMENT FINANCING DISTRICT FIVE YEAR FORECAST

The 2016-2020 five-year forecasts assume 1% growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars. An ending balance schedule for all TIF districts for all years is also included.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$67	\$67	\$67	\$67	\$68
Expenditures	<u>103</u>	<u>129</u>	<u>60</u>	<u>70</u>	<u>70</u>
Excess (Deficit)	<u>(36)</u>	<u>(62)</u>	<u>7</u>	<u>(3)</u>	<u>(2)</u>
Beginning Balance	<u>99</u>	<u>63</u>	<u>1</u>	<u>7</u>	<u>5</u>
Ending Balance	<u>\$63</u>	<u>\$1</u>	<u>\$8</u>	<u>\$4</u>	<u>\$3</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	44	44	45	45	46
Expenditures	<u>65</u>	<u>64</u>	<u>62</u>	<u>60</u>	<u>83</u>
Excess (Deficit)	<u>(21)</u>	<u>(20)</u>	<u>(17)</u>	<u>(15)</u>	<u>(37)</u>
Beginning Balance	<u>(6)</u>	<u>(28)</u>	<u>(47)</u>	<u>(64)</u>	<u>(79)</u>
Ending Balance	<u>(27)</u>	<u>(48)</u>	<u>(64)</u>	<u>(79)</u>	<u>(116)</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$31	\$31	\$31	\$32	\$32
Expenditures	<u>326</u>	<u>340</u>	<u>343</u>	<u>356</u>	<u>47</u>
Excess (Deficit)	<u>(295)</u>	<u>(309)</u>	<u>(312)</u>	<u>(324)</u>	<u>(15)</u>
Beginning Balance	<u>(1,917)</u>	<u>(2,213)</u>	<u>(2,522)</u>	<u>(2,834)</u>	<u>(3,158)</u>
Ending Balance	<u>(2,212)</u>	<u>(2,522)</u>	<u>(2,834)</u>	<u>(3,158)</u>	<u>(3,173)</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$62	\$62	\$63	\$64	\$64
Expenditures	<u>161</u>	<u>158</u>	<u>155</u>	<u>152</u>	<u>199</u>
Excess (Deficit)	<u>(99)</u>	<u>(96)</u>	<u>(92)</u>	<u>(88)</u>	<u>(135)</u>
Beginning Balance	<u>(563)</u>	<u>(662)</u>	<u>(757)</u>	<u>(849)</u>	<u>(938)</u>
Ending Balance	<u>(\$662)</u>	<u>(\$758)</u>	<u>(\$849)</u>	<u>(\$937)</u>	<u>(\$1,073)</u>

# Residential Tax Increment Financing Districts

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$162	\$163	\$165	\$167	\$168
Expenditures	<u>259</u>	<u>278</u>	<u>271</u>	<u>263</u>	<u>281</u>
Excess (Deficit)	<u>(97)</u>	<u>(115)</u>	<u>(106)</u>	<u>(96)</u>	<u>(113)</u>
Beginning Balance	<u>(523)</u>	<u>(621)</u>	<u>(736)</u>	<u>(841)</u>	<u>(938)</u>
Ending Balance	<u>(\$621)</u>	<u>(\$736)</u>	<u>(\$842)</u>	<u>(\$938)</u>	<u>(\$1,050)</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$43	\$43	\$43	\$44	\$44
Expenditures	<u>120</u>	<u>70</u>	<u>45</u>	<u>32</u>	<u>19</u>
Excess (Deficit)	<u>(77)</u>	<u>(27)</u>	<u>(2)</u>	<u>12</u>	<u>25</u>
Beginning Balance	<u>(191)</u>	<u>(269)</u>	<u>(296)</u>	<u>(298)</u>	<u>(286)</u>
Ending Balance	<u>(\$268)</u>	<u>(\$296)</u>	<u>(\$298)</u>	<u>(\$286)</u>	<u>(\$261)</u>

# Sanitation Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **FUND AND RATE INFORMATION**

- A rate increase from 18.86 monthly to 20.06 monthly was incorporated to keep the fund balanced for 2015.
- Rate increases will be necessary for 2015 and going forward to keep charges in line with increases in the collection contract, a minimum of 1.75% per year.

## **SANITATION FUND BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$6,460,793	\$8,238,900	\$8,623,025	\$8,396,800	\$157,900
OTHER	<u>2,810,886</u>	<u>3,722,087</u>	<u>4,061,977</u>	<u>3,396,560</u>	<u>(325,527)</u>
TOTAL	<u>\$9,271,679</u>	<u>\$11,960,987</u>	<u>\$12,685,002</u>	<u>\$11,793,360</u>	<u>(\$167,627)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
SANITATION	\$20,692	\$35,655	\$21,000	\$21,000	\$0
FRINGE BENEFIT REIMBURSEMENT	0	0	700	700	0
USER FEE	9,261,130	9,160,741	9,718,000	11,675,400	1,957,400
LANDFILL RENT	27,052	27,052	27,100	27,100	0
INTEREST INCOME	<u>60,240</u>	<u>(143,776)</u>	<u>82,200</u>	<u>82,200</u>	<u>0</u>
TOTAL	<u>\$9,369,114</u>	<u>\$9,079,672</u>	<u>\$9,849,000</u>	<u>\$11,806,400</u>	<u>\$1,957,400</u>

## **BUDGET HIGHLIGHTS**

- The contractual budget for collection increased \$157,900 or 4.0% from the previous year.
- Customers are estimated at 49,000 for the year.
- Purchase of services decreases \$325,527 after eliminating the one-time transfers for demolition and property tax levy relief.

# Sanitation Fund

## SANITATION FUND FIVE YEAR FORECAST

The 2016-2020 five year forecast assumes that total tonnage will increase approximately 300 tons per year. Costs are expected to increase 1.75% (the minimum, 4% is the maximum) annually for collection and disposal.

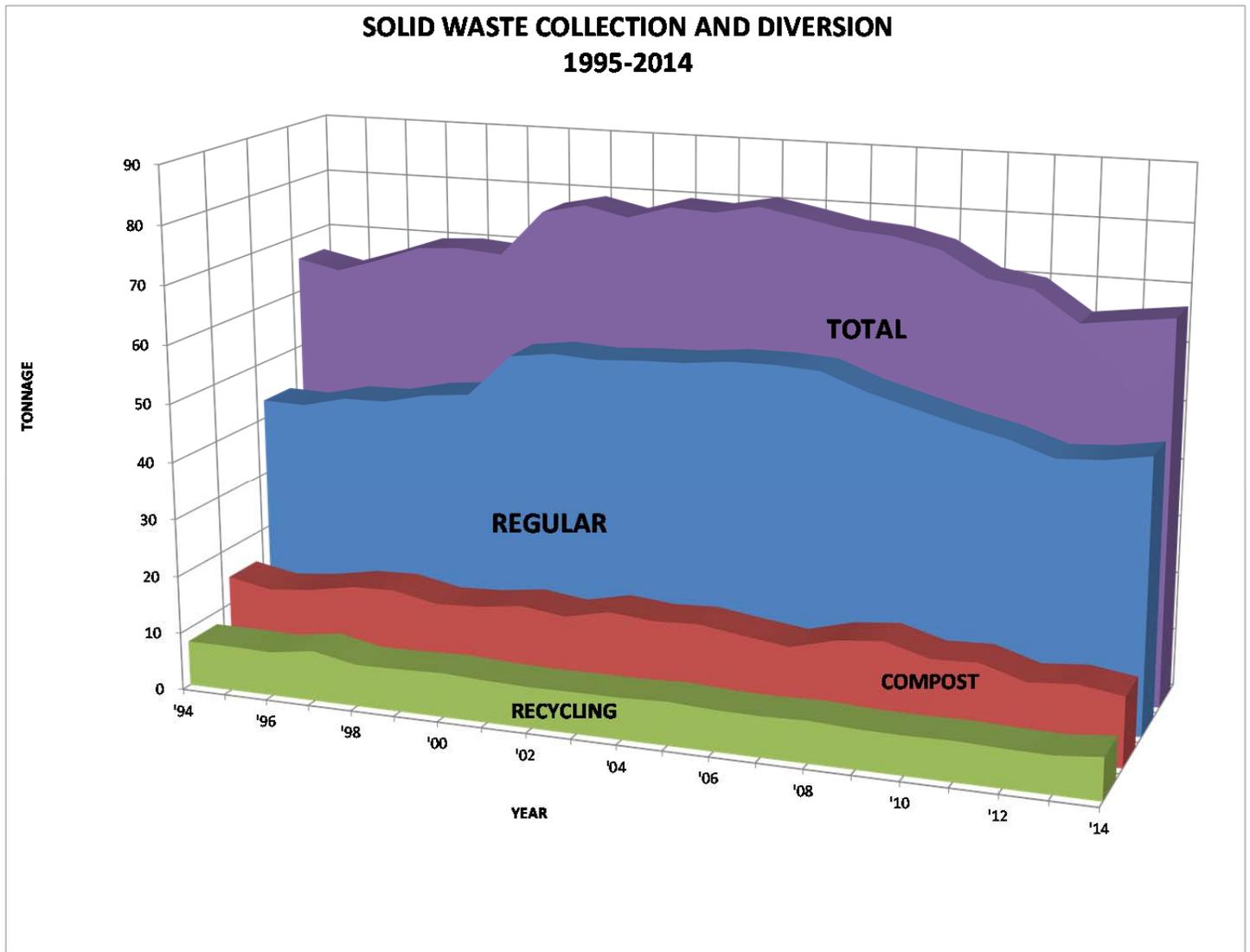
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Recommended Rates	\$245.49	\$255.41	\$260.52	\$265.73	\$271.05
Revenues	\$12,043	\$12,283	\$12,529	\$12,780	\$13,035
Expenses	<u>12,029</u>	<u>12,270</u>	<u>12,515</u>	<u>12,766</u>	<u>13,021</u>
Excess(Deficit)	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>
Beginning Balance	<u>2,750</u>	<u>2,764</u>	<u>2,777</u>	<u>2,791</u>	<u>2,805</u>
Ending Balance	<u>\$2,764</u>	<u>\$2,777</u>	<u>\$2,791</u>	<u>\$2,805</u>	<u>\$2,820</u>
RESERVE	23.0	22.6	22.3	22.0	21.7

## SANITATION FUND PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
WASTE TONNAGE	45,970	48,000	47,314	47,000
COMPOST TONNAGE	13,114	12,900	11,994	13,200
RECYCLING TONNAGE	6,499	6,500	7,250	6,800
LANDFILL TONNAGE	45,970	48,000	47,314	47,000
DIVERTED TONNAGE	19,613	19,400	19,244	20,000
DIVERSION RATE	29.9%	28.8%	29.0%	29.9%

# Sanitation Fund

## SANITATION FUND OPERATIONAL INFORMATION



As the performance measurement schedule indicates, the introduction of alternative programs, composting and recycling, have kept wastes out of the landfill. In 2014, 29.0% of the waste stream, or 19,244 tons, was diverted.

# Human Services

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Elimination of veteran homelessness and 50% reduction in chronic homelessness.
- Implementation of Coronado Haskell and Belvidere neighborhood pilot projects.
- Maintain and increase resources devoted to improved community health and nutrition and reduced neighborhood blight.
- Continue to expand collaboration efforts toward a community wide system that addresses improved early care, education, and family outcomes.

## Human Services

- Continued efforts to improve child and family outcomes for those participating in department early education programs including: housing; adult education and employment; social and emotional development, instructional support and math literacy for children; and family engagement.
- Support improved child outcomes and family self-sufficiency by fully implementing newly funded Early Head Start child care partnership services for infants and toddlers and full day Pre-K expansion services for 4 year olds.
- Explore and implement more effective deployment of economic development resources aimed at increasing skills, employment and self-employment among low income residents.
- Strengthen fiscal and program accountability practices and procedures in collaboration with other City departments and related services based on new federal fiscal and program grant standards.
- Sustain efforts to improve energy efficiency and affordability and housing stability.

### HUMAN SERVICES BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,846,934	\$7,400,375	\$6,403,737	\$6,445,664	(\$954,711)
CONTRACTUAL	\$2,610,762	2,534,295	2,278,219	2,015,363	(518,932)
SUPPLIES	\$387,422	781,789	443,999	754,300	(27,489)
OTHER	\$6,592,963	7,468,650	6,905,877	4,279,875	(3,188,775)
CAPITAL	<u>\$53,348</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$16,491,429</u>	<u>\$18,185,109</u>	<u>\$16,031,832</u>	<u>\$13,495,202</u>	<u>(\$4,689,907)</u>
<b>FUNDING SOURCE</b>	2012	2013	2014	2015	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	\$8,446,547	\$7,573,904	\$5,788,625	\$6,298,084	\$509,459
STATE	7,580,392	8,640,382	6,488,316	7,883,587	1,395,271
GENERAL REVENUES	<u>24,487</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>\$16,051,426</u>	<u>\$16,214,286</u>	<u>\$12,276,941</u>	<u>\$14,181,671</u>	<u>\$1,904,730</u>

# Human Services

## HUMAN SERVICES DEPARTMENT PERSONNEL AUTHORIZATION

POSITION TITLE	POSTION <u>RANGE</u>	2014 <u>EMPLOYEES</u>	2015 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
EXECUTIVE DIRECTOR OF HUMAN SERVICES	315	1.00	1.00	0.00
HEADSTART DIRECTOR	512	1.00	1.00	0.00
CSBG DIRECTOR	512	1.00	1.00	0.00
HOME BASE SERVICES MGR	509	1.00	1.00	0.00
SUPPORT SERVICES MGR	509	1.00	1.00	0.00
FAMILY & COMMUNITY PARTNERSHIP MGR	509	1.00	1.00	0.00
CHILD DEVELOPMENT MANAGER	509	1.00	1.00	0.00
ENERGY PROGRAMS MANAGER	509	0.00	0.00	0.00
HEALTH SERVICES MANAGER	509	1.00	1.00	0.00
SITE MANAGER	507	3.00	3.00	0.00
FISCAL OFFICER	108	1.00	1.00	0.00
SPECIAL NEEDS/MENTAL HEALTH COORD	505	1.00	1.00	0.00
CS DRUG FREE COORDINATOR	506	1.00	1.00	0.00
CSBG PROGRAM COORDINATOR	506	1.00	1.00	0.00
TRAINING COORDINATOR	506	1.00	1.00	0.00
WEATHERIZATION SPECIALIST	505	2.00	0.00	(2.00)
HOUSING ADVOCATE	505	1.00	1.00	0.00
RECRUITMENT/ENROLLMENT SPECIALIST	505	1.00	1.00	0.00
OUTREACH WORKER	504	4.00	4.00	0.00
ENERGY SPECIALIST	505	2.00	1.00	(1.00)
TRANSPORTATION SPECIALIST	505	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	102	3.00	3.00	0.00
ADMINISTRATIVE ASSISTANT	502	3.00	3.00	0.00
SENIOR OFFICE ASSISTANT	501	2.00	2.00	0.00
PREVENTION PROGRAM SPECIALIST	501	1.00	0.00	(1.00)
PROGRAM DATA SPECIALIST	501	2.00	1.00	(1.00)
MAINTENANCE/REPAIR TECHNICIAN	SAFETY	0.63	0.63	(0.01)
HEAD TEACHER	AF	13.56	12.58	(0.98)
HOME VISITOR TEACHER	AF	7.25	8.00	0.75
EHS HOME VISITOR TEACHER	AF	1.77	2.00	0.23
FAMILY RESOURCE WORKER	AF	8.31	8.29	(0.02)
HEALTH TECHNICIAN	AF	0.77	1.00	0.23
ASSISTANT TEACHER	AF	10.79	10.87	0.08
PROGRAM SUPPORT ASSISTANT	AF	0.00	0.98	0.98
OFFICE ASSISTANT	AF	4.00	4.00	0.00
BUS DRIVER	AF	9.67	8.61	(1.06)
COOK AIDE	AF	<u>0.75</u>	<u>0.81</u>	<u>0.06</u>
<b>TOTAL PERSONNEL</b>		<b><u>95.50</u></b>	<b><u>90.76</u></b>	<b><u>(4.74)</u></b>

# Human Services

## BUDGET HIGHLIGHTS

- Personnel expenses decrease due to a reduction in IMRF and unemployment rates, along with reductions in staffing levels.
- Contractual expenses and other expenses decrease due to grant funding levels being uncertain at the time of preparing the budget.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$14,181,671	\$14,181,671	\$14,181,671	\$14,181,671	\$14,181,671
Expenditures	<u>14,181,671</u>	<u>14,181,671</u>	<u>14,181,671</u>	<u>14,181,671</u>	<u>14,181,671</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 2016-2020 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.

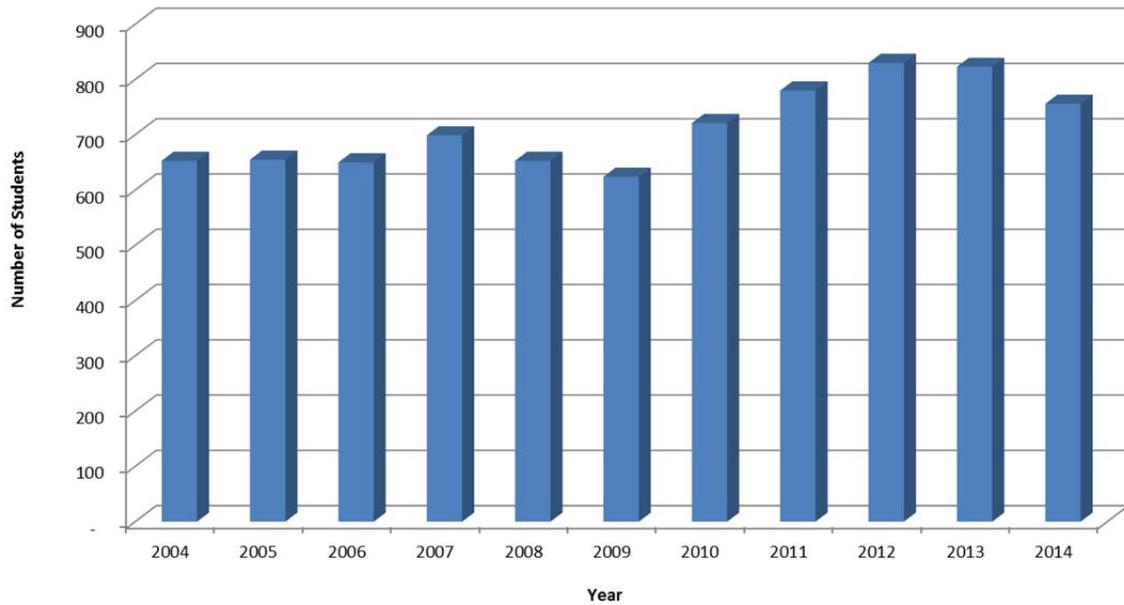
## HUMAN SERVICES DEPARTMENT PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATED	2015 BUDGET
ELIMINATION OF VETERAN HOMELESSNESS-2015	NA	NA	NA	100%
ELIMINATION OF CHRONIC HOMELESSNESS	NA	NA	NA	50%
% APPLICANTS SUCCESSFULLY PREVENTED HOMELESSNESS	NA	NA	NA	90%
% OF GARDENS HOLDING TEACHING EVENTS	NA	NA	NA	100%
% OF RESIDENTS ACTIVE IN NEIGHBORHOOD PROJECTS	NA	NA	NA	25%
% BUSINESSES TRAINED IN BASSET WHO REMAIN COMPLIANT	NA	NA	NA	80%
% HOMES WEATHERIZED THAT MET AIR SEALING TARGET	NA	NA	NA	80%
% OF ON TIME PIPP PAYMENTS	98%	95%	95%	90%
% ENROLLED IN JOB TRAINING WHO COMPLETE TRAINING	NA	NA	NA	80%
% ENROLLED IN WORK EXPERIENCE WHO COMPLETE PROGRAM	NA	NA	NA	70%
% ENROLLED IN JOB CREATION AND PLACEMENT WHO ARE EMPLOYED	NA	NA	NA	35%
% HOUSEHOLDS STABILIZED DUE TO EMERGENCY ASSISTANCE	NA	NA	NA	90%
HEAD START FUNDED ENROLLMENT	547	547	613	591
EARLY HEAD START FUNDED ENROLLMENT	92	92	143	92
HEAD START FAMILIES SERVED	611	602	566	602
HEAD START PREGNANT WOMEN SERVED	12	13	5	8
HEAD START/CHILD CARE PARTNERSHIP FUNDED ENROLLMENT	NA	NA	0	40
HEAD START/PRE-K FUNDED ENROLLMENT	NA	NA	0	40

# Human Services

## OPERATIONAL INFORMATION

### City of Rockford, Illinois Head Start Program History 2004-2014



Source: Human Services Department

The Head Start Program is aimed at meeting the educational, social, health, and emotional needs of low-income preschool children and their families in Winnebago County. The program has four different service options which consist of home base schooling, students in part day classes, students in a full-time day setting, and family plus. In 2014, the Human Services Department provided the program to an estimated 756 children.

# Tuberculosis Sanitarium Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

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

Effective January 1, 1999, the City contracted with the Winnebago County Health Department for providing medical treatment for tuberculosis. The City levies property taxes to fund TB care with the actual provision of the service provided by the County Health Department. Patients receive tuberculosis screening, x-rays, medication and follow-up services. The City and the Tuberculosis Board provide all fiscal resources and policy oversight. In 2014, 1,286 city patients were served (2013 – 3,172, 2012 – 1,511). City patients have been 88% of the caseload for 2014 (2013 – 93%, 2012 – 81%).

## **TUBERCULOSIS SANITARIUM BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$206,205</u>	<u>\$170,000</u>	<u>\$120,269</u>	<u>126,300</u>	<u>(43,700)</u>
TOTAL	<u>\$206,205</u>	<u>\$170,000</u>	<u>\$120,269</u>	<u>\$126,300</u>	<u>(43,700)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
TUBERCULOSIS SANITARIUM	\$154,128	\$159,659	\$168,300	\$125,037	<u>(43,263)</u>
INTEREST INCOME	<u>1,699</u>	<u>(4,858)</u>	<u>1,200</u>	<u>1,900</u>	<u>700</u>
TOTAL	<u>\$155,827</u>	<u>\$154,801</u>	<u>\$169,500</u>	<u>\$126,937</u>	<u>(42,563)</u>

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$129	\$129	\$133	\$137	\$141
Expenditures	<u>128</u>	<u>128</u>	<u>131</u>	<u>135</u>	<u>139</u>
Excess (Deficit)	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
Beginning Balance	<u>153</u>	<u>153</u>	<u>150</u>	<u>146</u>	<u>143</u>
Ending Balance	<u>\$154</u>	<u>\$154</u>	<u>\$152</u>	<u>\$148</u>	<u>\$145</u>
Rate (Cents)	0.6	0.6	0.6	0.6	0.7

The 2016-2020 five-year forecast assumes marginal change in the contracted service cost and property tax levy. Under statutory authority, the tax rate for this purpose cannot exceed five cents. The five year plan calls for using nine-tenths of a cent to one cent during this time period.

# Rockford Mass Transit District Subsidy

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

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

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL REVENUES	<u>\$1,524,000</u>	<u>\$1,274,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>
TOTAL	<u>\$1,524,000</u>	<u>\$1,274,000</u>	<u>\$1,524,000</u>	<u>\$1,524,000</u>	<u>\$0</u>

## **BUDGET HIGHLIGHTS**

- The 2015 RMTD budget, July 1, 2014, to June 30, 2015, proposes spending \$16,647,374.
- 2015 operating revenue from the District is estimated at \$1,997,685. Overall, District revenues account for 12% of the necessary funding with the remaining \$14,649,689 (88%) being provided by the Federal Government, the State of Illinois, and area municipalities.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
CITY SUBSIDY	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524

# Rockford Mass Transit District Subsidy

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

REVENUES	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
FEDERAL	\$2,125	\$2,130	\$2,130	\$2,130	\$2,130
STATE	11,753	12,288	12,847	13,434	14,049
LOCAL	496	513	531	550	569
CITY	1,524	1,524	1,524	1,524	1,524
OTHER	<u>122</u>	<u>126</u>	<u>130</u>	<u>135</u>	<u>140</u>
	<u>16,020</u>	<u>16,581</u>	<u>17,162</u>	<u>17,773</u>	<u>18,412</u>
DISTRICT	<u>1,909</u>	<u>1,967</u>	<u>2,026</u>	<u>2,086</u>	<u>2,149</u>
	<u>17,929</u>	<u>18,548</u>	<u>19,188</u>	<u>19,859</u>	<u>20,561</u>
EXPENDITURES	<u>18,081</u>	<u>18,904</u>	<u>19,765</u>	<u>20,668</u>	<u>21,614</u>
EXCESS(DEFICIT)	<u>(152)</u>	<u>(356)</u>	<u>(577)</u>	<u>(809)</u>	<u>(1,053)</u>
BEGINNING BALANCE	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>
ENDING BALANCE	<u>\$1,748</u>	<u>\$1,544</u>	<u>\$1,323</u>	<u>\$1,091</u>	<u>\$847</u>

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

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

## OPERATIONAL INFORMATION

### ROCKFORD MASS TRANSIT DISTRICT RIDERSHIP 2004-2014

RMTD FY	Daytime			Evening			Paratransit		
	Ridership	Change	% Change	Ridership	Change	%Change	Ridership	Change	%Change
2004	1,229,769	(78,497)	-6.0%	67,107	(15,056)	-18.3%	100,135	(786)	-0.8%
2005	1,188,764	(41,005)	-3.3%	70,871	3,764	5.6%	95,027	(5,108)	-5.1%
2006	1,311,275	122,511	10.3%	85,150	14,279	20.1%	76,371	(18,656)	-19.6%
2007	1,401,914	90,639	6.9%	96,276	11,126	13.1%	76,396	25	0.0%
2008	1,542,965	141,051	10.1%	111,421	15,145	15.7%	91,508	15,112	19.8%
2009	1,632,929	89,964	5.8%	115,074	3,653	3.3%	98,031	6,523	7.1%
2010	1,435,753	(197,176)	-12.1%	86,961	(28,113)	-24.4%	78,119	(19,912)	-20.3%
2011	1,642,264	206,511	14.4%	8,926	(78,035)	-89.7%	76,408	(1,711)	-2.2%
2012	1,670,444	28,180	1.7%	107,525	98,599	1104.6%	89,487	13,079	17.1%
2013	1,695,755	25,311	1.5%	116,350	8,825	8.2%	90,795	1,308	1.5%
2014	1,680,425	(15,330)	-0.9%	103,553	(12,797)	-11.0%	97,485	6,690	7.4%

# **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 Main 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 2015**

- Continue to explore federated searching systems.
- Replace servers at various library locations.
- Resurface parking lots at the East Branch Library.
- Repair roofs at East and Montague Branch Libraries.
- Replace HVAC unit at Nordlof Center.
- Create a maker space at the Nordlof Center.
- Shift information technology applications to cloud-based systems.
- Continue to work with ComEd with remediation project at the Main Library.
- Increase revenue for the Nordlof Center through rentals and partnerships.

# Rockford Public Library

## ROCKFORD PUBLIC LIBRARY BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$4,245,298	\$4,722,433	\$4,445,349	\$4,881,148	\$158,715
CONTRACTUAL	1,491,171	1,846,073	1,684,315	1,646,401	(199,672)
SUPPLIES	1,372,405	1,480,852	1,370,269	1,462,642	(18,210)
OTHER	71,895	116,988	87,635	105,500	(11,488)
INTEREST	229,269	230,000	224,144	225,000	(5,000)
CAPITAL	<u>489,531</u>	<u>225,785</u>	<u>154,701</u>	<u>245,500</u>	<u>19,715</u>
TOTAL	<u>\$7,899,569</u>	<u>\$8,622,131</u>	<u>\$7,966,413</u>	<u>\$8,566,191</u>	<u>(\$55,940)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
LIBRARY OPERATIONS	\$6,957,324	\$7,218,375	\$7,029,855	\$7,030,000	\$145
LIBRARY MAINTENANCE	298,898	292,962	300,000	300,000	0
REPLACEMENT TAXES	728,847	833,889	755,000	755,000	0
FINES	128,440	111,762	123,800	110,500	(13,300)
NON-RESIDENT FEES	17,644	14,165	15,000	14,000	(1,000)
SERVICE CHARGES	20,688	25,922	29,726	31,691	1,965
RENTS AND REIMBURSEMENTS	10,245	18,061	94,000	50,000	(44,000)
INTEREST INCOME/ENDOWMENTS	71,020	(208,994)	7,000	10,000	3,000
STATE OF ILLINOIS	161,034	148,837	155,000	190,000	35,000
MISCELLANEOUS	<u>70,740</u>	<u>92,529</u>	<u>112,750</u>	<u>75,000</u>	<u>(37,750)</u>
TOTAL	<u>\$8,464,880</u>	<u>\$8,547,508</u>	<u>\$8,622,131</u>	<u>\$8,566,191</u>	<u>(\$55,940)</u>

# Rockford Public Library

## ROCKFORD PUBLIC LIBRARY AUTHORIZED POSITIONS

POSITION TITLE	POSITION	2014	2014	2015	2015	FTE	INCREASE/
	RANGE	FTE	EMPLOYEES	FTE	EMPLOYEES	CHANGE	(DECREASE)
LIBRARY DIRECTOR	L41	1.00	1	1.00	1	0.00	0.00
ASSISTANT DIRECTOR	L38	2.00	2	1.00	1	(1.00)	(1.00)
MANAGER-ADULT SERVICES	L35	1.00	1	1.00	1	0.00	0.00
CHIEF FINANCIAL OFFICER	L35	1.00	1	1.00	1	0.00	0.00
DEVELOPMENT OFFICER	L35	1.00	1	1.00	1	0.00	0.00
ASSISTANT MANAGER-COLLECTIONS	L32	1.00	1	1.00	1	0.00	0.00
PROGRAM OFFICER	L32	1.00	1	1.00	1	0.00	0.00
ILS SPECIALIST	L32	1.00	1	1.00	1	0.00	0.00
MANAGER-CIRCULATION	L32	1.00	1	1.00	1	0.00	0.00
MANAGER-PHYSICAL FACILITIES	L32	1.00	1	1.00	1	0.00	0.00
MANAGER-BRANCH	L32	3.00	5	3.00	5	0.00	0.00
COMMUNITY RELATIONS OFFICER	L29	1.00	1	1.00	1	0.00	0.00
MANAGER-INFORMATION TECHNOLOGY	L29	1.00	1	1.00	1	0.00	0.00
ADMINISTRATIVE SECRETARY	L26	1.00	1	1.00	1	0.00	0.00
PERSONNEL OFFICER	L26	1.00	1	1.00	1	0.00	0.00
INFORMATION TECHNOLOGY ASST	L26	1.00	1	1.00	1	0.00	0.00
NETWORK ADMINISTRATOR	L26	2.00	2	2.00	2	0.00	0.00
MANAGER-NORDLOF CENTER	L26	0.00	0	1.00	1	1.00	1.00
FINANCE/PAYROLL ASSISTANT	L25	1.00	1	1.00	1	0.00	0.00
ASSISTANT-NORDLOF CENTER	L22	0.00	0	0.50	1	0.50	1.00
ADMINISTRATIVE CLERK	L21	0.50	1	0.50	1	0.00	0.00
COMMUNITY RELATIONS ASSISTANT	L21	1.00	1	1.00	1	0.00	0.00
COMMUNITY RELATIONS CLERK	L20	1.00	1	1.00	2	0.00	1.00
PROGRAM COORDINATOR		4.00	4	4.00	4	0.00	0.00
LIBRARIAN		6.00	6	6.00	6	0.00	0.00
LIBRARIAN ASSISTANT		16.50	18	16.00	19	(0.50)	1.00
SENIOR LIBRARY CLERK		1.00	1	1.00	1	0.00	0.00
LIBRARY CLERK		22.00	31	21.00	28	(1.00)	(3.00)
MAINTENANCE ASSISTANT		3.00	3	3.00	3	0.00	0.00
SENIOR PAGE		1.00	2	0.50	1	(0.50)	(1.00)
PAGES		<u>11.00</u>	<u>19</u>	<u>11.00</u>	<u>19</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>89.00</u></b>	<b><u>111</u></b>	<b><u>87.50</u></b>	<b><u>110</u></b>	<b><u>(1.50)</u></b>	<b><u>(1.00)</u></b>

### BUDGET HIGHLIGHTS

- Personnel expense increases \$158,800 due to a 3-4% increase in salaries and an increase in health insurance rates.
- Contractual expense decreases \$227,000 due to one-time consultant expenses for 2014 in service contracts and is offset by an increase in printing to advertise programs at the Library.

# Rockford Public Library

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$8,583	\$7,115	\$7,247	\$7,281	\$7,511
Expenses	<u>8,518</u>	<u>8,904</u>	<u>9,309</u>	<u>9,733</u>	<u>10,177</u>
Excess (Deficit)	<u>65</u>	<u>(1,789)</u>	<u>(2,062)</u>	<u>(2,452)</u>	<u>(2,666)</u>
Beginning Balance	2,209	2,274	485	(1,577)	(4,029)
Ending Balance	<u>\$2,274</u>	<u>\$485</u>	<u>(\$1,577)</u>	<u>(\$4,029)</u>	<u>(\$6,695)</u>
Property Tax Rates (Cents)					
Operations	30.0	30.0	30.0	32.0	32.0
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	34.0	34.0

The five-year financial forecast assumes three percent assessed valuation growth and a 32-cent property tax rate for operations and maintenance tempered by the impact of tax caps. As can be seen in the schedule below, the tax cap erodes the library's fiscal base. Other forms of revenue increase approximately five percent each year. Expenditures for personnel and supply cost are assumed to increase 3% annually; contractual costs are expected to increase 3.5% each year. All other expenditure types (other, interest, capital) are budgeted at current levels.

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

### CAPITAL EQUIPMENT

Planned capital expenditures for 2015 include:

EQUIPMENT	QUANTITY	BUDGET EACH	AMOUNT
Router-Rock River Branch	1	6,000	\$6,000
Adobe Cloud License	1	6,500	6,500
Replacement Servers-Variou locations	3	6,000	18,000
Backup System	1	22,000	22,000
Training Software	1	13,500	13,500
Replace Firewall	1	11,000	11,000
Printers-Variou locations	5	3,000	15,000
Web Filtering Devices-Variou locations	4	2,125	8,500
Carpeting-Rock River Branch	1	30,000	30,000
Repave Parking Lot-East Branch	1	86,000	86,000
AHU & Condensing Unit-Nordlof Center	1	29,000	<u>29,000</u>
TOTAL			\$245,500

# **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 2015**

- Add ten dashboard cameras to squad cars.
- Reduce graffiti incidents by 10% and increase arrests by 10%.
- Reduce violent crime offenses by 10%.
- Reduce property crime offenses by 15%.
- Increase case management of prisoner reentry program by 20%.
- Establish Violent Crime Task Force metrics for county-wide violent crime reduction.
- Plan and construct for District 1, District 2, and District 3.
- Maintain accreditation standards for award of re-accreditation status through Commission on Accreditation for Law Enforcement Agencies.

# Police Department

## POLICE DEPARTMENT BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$37,399,950	\$37,846,540	\$38,195,794	\$39,336,806	\$1,490,266
CONTRACTS	8,222,298	8,647,146	8,283,399	8,877,016	229,870
SUPPLIES	520,851	811,421	591,481	788,326	(23,095)
OTHER	460,000	700,048	700,048	688,397	(11,651)
CAPITAL	<u>2,294,852</u>	<u>1,366,100</u>	<u>1,253,580</u>	<u>342,000</u>	<u>(1,024,100)</u>
TOTAL	<u>\$48,897,951</u>	<u>\$49,371,255</u>	<u>\$49,024,302</u>	<u>\$50,032,545</u>	<u>\$661,290</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
POLICE PROTECTION	\$9,988,628	\$10,099,087	\$9,480,059	\$8,731,477	(\$748,582)
POLICE PENSION	3,714,271	3,619,410	4,652,753	5,287,122	634,369
SCHOOL CROSSING GUARD	11,270	11,869	11,349	12,416	1,067
FRINGE BENEFIT REIMBURSEMI	1,597,350	1,719,582	1,791,923	1,761,114	(30,809)
911 FRINGE BENEFIT REIMBURS	449,454	469,260	490,817	475,875	(14,942)
REPLACEMENT TAXES	776,300	790,300	834,825	926,566	91,741
MAGISTRATE FINES	648,418	726,102	825,000	720,000	(105,000)
FEES	1,050,251	1,170,099	861,000	1,235,595	374,595
PARKING SYSTEM PURCHASE SEF	124,600	123,700	131,200	116,300	(14,900)
FROM OTHER GOVERNMENTS	2,066,878	1,345,317	2,239,656	2,321,864	82,208
PROPERTY FORFEITURES	56,932	58,300	55,000	59,176	4,176
CAPITAL LEASE FUNDS	0	2,295,500	1,366,100	1,374,000	7,900
GENERAL REVENUES	<u>24,715,198</u>	<u>26,469,425</u>	<u>26,631,573</u>	<u>27,011,040</u>	<u>379,467</u>
TOTAL	<u>\$45,199,550</u>	<u>\$48,897,951</u>	<u>\$49,371,255</u>	<u>\$50,032,545</u>	<u>\$661,290</u>

# **Police Department**

## **POLICE DEPARTMENT AUTHORIZED POSITIONS**

<b>POSITION TITLE</b>	<b>POSITION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
<b>SWORN</b>				
CHIEF	427	1.00	1.00	0.00
DEPUTY CHIEF	424	2.00	2.00	0.00
ASSISTANT DEPUTY CHIEF	423	2.00	2.00	0.00
LIEUTENANT	420	8.00	8.00	0.00
SERGEANT	P-3	32.00	32.00	0.00
INVESTIGATOR	P-2	70.00	70.00	0.00
PATROL OFFICER	P-1	172.00	172.00	0.00
<b>CIVILIAN</b>				
CRIME ANALYST	107	2.00	2.00	0.00
FINANCIAL ANALYST	107	1.00	1.00	0.00
RECORDS SUPERVISOR	109	1.00	1.00	0.00
INFORMATION SYSTEMS TECH	107	2.00	2.00	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 ASSIST.	101	5.50	6.00	0.50
POLICE TECHNICIAN	A-22	5.00	5.00	0.00
PROPERTY & EVIDENCE TECHNICIAN	A-22	3.00	3.00	0.00
SENIOR CLERK	A-19	3.00	3.00	0.00
DATA ENTRY OPERATOR	A-18	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>
REDUCTION IN FORCE				
<b>TOTAL PERSONNEL</b>		<b><u>322.50</u></b>	<b><u>323.00</u></b>	<b><u>0.50</u></b>

### **BUDGET HIGHLIGHTS**

- Personnel expenses increase due to general step and longevity increases, a budgeted 2% salary adjustment, and an increase in health insurance rates. Overtime expenses increase to reflect the actual expense based on prior year data.
- Contractual expenses increase due to adjustment in purchase of service charges and an increase in equipment rental costs.
- Supplies expenses decrease due to a reduction in planned computer purchases and the utilization of a grant to pay for firearms and ammunition.
- Other expenses reflects the estimated lease payments for vehicles acquired in 2012 through 2014.
- Capital expenses of \$342,000 reflect planned vehicle purchases for 2015, which will be offset by lease revenue for the division and for which lease payments will commence in 2016.

# Police Department

## CAPITAL EQUIPMENT

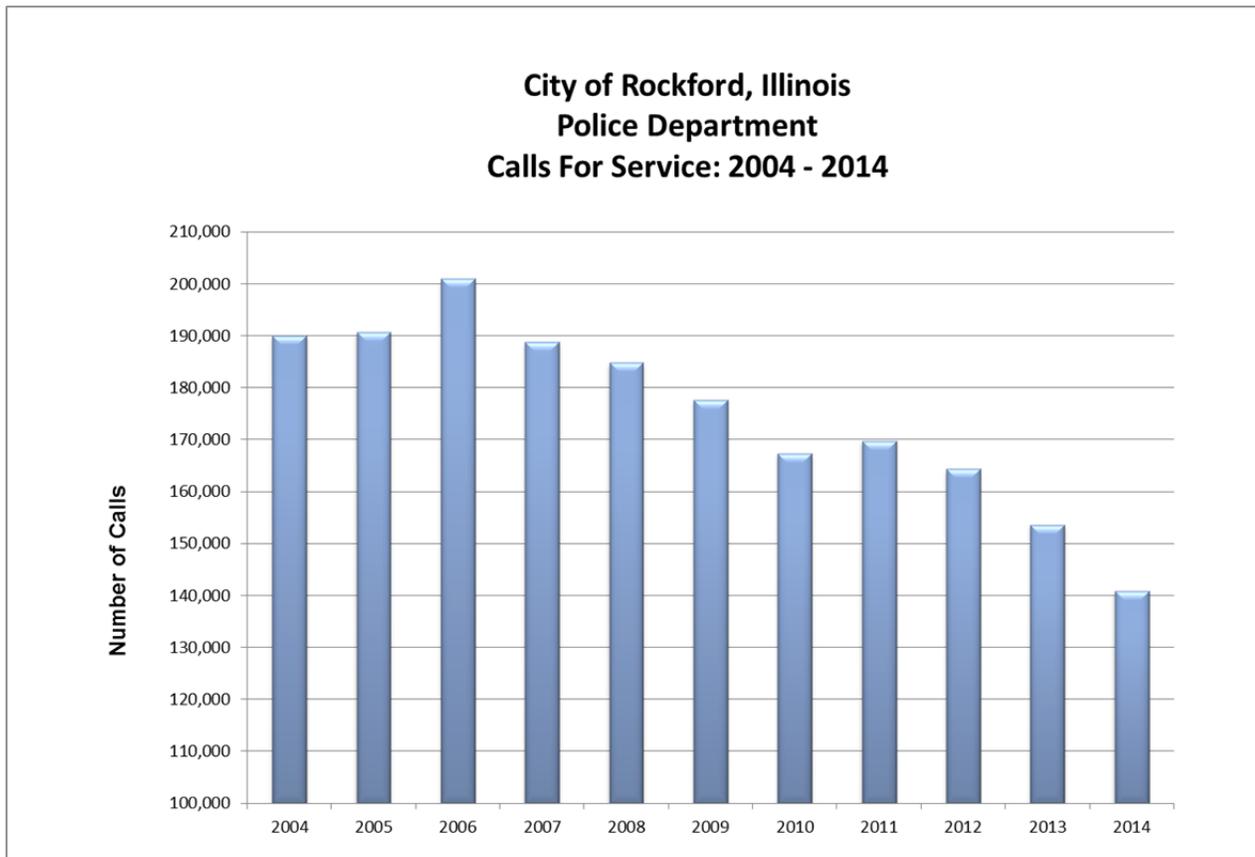
Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Squad Car	6	35,000	210,000
Unmarked Car	3	35,000	105,000
SUV	<u>1</u>	<u>27,000</u>	<u>27,000</u>
TOTAL	10		\$342,000

## POLICE DEPARTMENT PERFORMANCE MEASURES

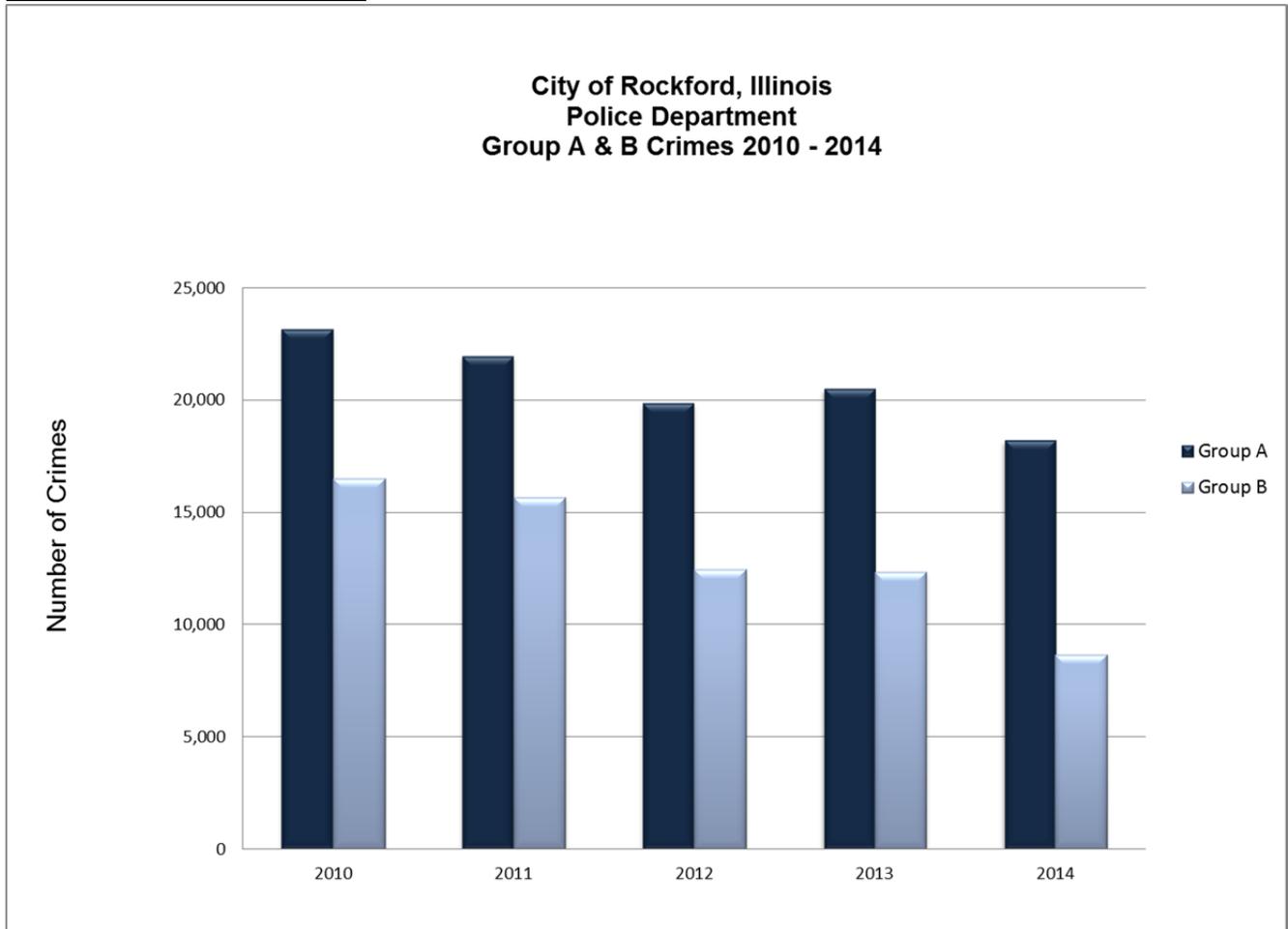
	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
GROUP A OFFENSES	20,504	18,269	18,217	16,670
GROUP B OFFENSES	12,345	11,897	8,659	9,376
% GROUP A OFFENSES CLEARED	34.60%	34.68%	36.10%	35.17%

## OPERATIONAL INFORMATION



The chart above demonstrates slight variations in calls over the past ten years with a slight spike in 2006. Calls are down by 25.9% since 2004. Calls in 2015 are estimated to decrease slightly from 2014 to 146,033.

## 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 2014, the amount of Group A Crimes have decreased by 42.8% to 18,217 and Group B crimes have decreased by 54.8% to 8,659. Crimes in 2015 are estimated to decrease from 2014's total.

# **Fire Department**

## ***MISSION STATEMENT***

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

## **PRIMARY FUNCTIONS**

There are three primary operating divisions within the Fire Department.

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Review and revise the Department's strategic plan.
- Continue to facilitate the construction of Fire Station 3.
- Continue to work with Rock Valley College to improve the Explorer and Fire Science programs.
- Establish an accreditation working group to maintain necessary requirements for accredited status.
- Continue working on wireless connections to enable automatic vehicle location (AVL) dispatch.
- Pursue grant funding opportunities to even further promote the Department's mission and goals.
- Manage the effects of the South Main Street reconstruction and its impact on the Department.
- Maintain the Department's National Incident Management System (NIMS) compliance.
- Conduct Fire Apparatus Engineer certification course as part of effort to maintain a Driver/Engineer eligibility list.
- Continue Department-wide effort to improve the wellness and fitness of personnel.
- Evaluate Department to improve the delivery of services and improve response times.
- Continue to work with other City departments to ensure the needs of the community are met during a disaster.
- Maintain the Automotive Service Excellence (ASE) "Blue Seal of Excellence" and certifications relevant to Emergency Vehicle Technician Certifications.
- Expand public education activities to reduce injury and property loss due to fires.
- Continue updating all departmental standard operating procedures as well as Rules and Regulations.

# Fire Department

## FIRE DEPARTMENT BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$37,778,784	\$35,677,548	\$36,878,468	\$37,089,508	\$1,411,960
CONTRACTUAL	3,921,180	3,795,142	3,811,538	3,630,365	(164,777)
SUPPLIES	878,710	733,590	806,282	641,570	(92,020)
OTHER	0	838,530	838,530	1,191,762	353,232
CAPITAL	<u>3,025,700</u>	<u>1,778,876</u>	<u>1,821,933</u>	<u>1,376,000</u>	<u>(402,876)</u>
TOTAL	<u>\$45,604,374</u>	<u>\$42,823,686</u>	<u>\$44,156,751</u>	<u>\$43,929,205</u>	<u>\$1,105,519</u>

FUNDING SOURCE	2012	2013	2014	2015	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FIRE PROTECTION	\$10,691,650	\$10,099,087	\$9,480,059	\$8,731,477	(\$748,582)
FIRE PENSION	4,187,971	4,077,998	5,711,872	6,190,579	478,707
FRINGE BENEFIT REIMBURSEMENTS	1,771,836	1,739,932	1,739,932	1,732,008	(7,924)
911 FRINGE BENEFIT REIMBURSEMENT	170,793	170,793	198,896	190,784	(8,112)
REPLACEMENT TAX	931,600	996,727	996,727	1,038,436	41,709
AMBULANCE CHARGES	4,302,328	4,608,747	4,500,000	4,800,000	300,000
OTHER CHARGES	282,443	118,634	277,000	267,000	(10,000)
AIRPORT REIMBURSEMENT	1,212,633	1,159,937	192,000	0	(192,000)
CAPITAL LEASE FUNDS	0	3,777,642	3,025,700	1,376,000	(1,649,700)
GENERAL REVENUES	<u>21,842,212</u>	<u>19,276,096</u>	<u>16,701,500</u>	<u>19,602,921</u>	<u>2,901,421</u>
TOTAL	<u>\$45,393,466</u>	<u>\$46,025,593</u>	<u>\$42,823,686</u>	<u>\$43,929,205</u>	<u>\$1,105,519</u>

## FIRE DEPARTMENT AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2014 <u>EMPLOYEES</u>	2015 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
FIRE CHIEF	427	1.00	1.00	0.00
DIVISION CHIEF	424	3.00	3.00	0.00
DISTRICT CHIEFS	421	6.00	6.00	0.00
EQUIPMENT/SAFETY MANAGER	412	1.00	1.00	0.00
FIRE ANALYST	107	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	105	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	102	1.00	1.00	0.00
CAPTAIN	F-6	19.00	17.00	(2.00)
LIEUTENANT	F-5	30.00	26.00	(4.00)
FIRE INSPECTOR	F-4	6.00	7.00	1.00
DRIVER ENGINEER	F-3	48.00	39.00	(9.00)
FIREFIGHTER	F-1	138.00	152.00	14.00
FIRE EQUIPMENT SPECIALIST	F-1	2.00	2.00	0.00
SENIOR CLERK	A-19	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>259.00</u></b>	<b><u>259.00</u></b>	<b><u>0.00</u></b>

# **Fire Department**

## **BUDGET HIGHLIGHTS**

- Salaries increase \$484,351 due to general step and longevity increases, staff movement due to retirements, and budgeting a 2% wage increase for all staff. Increases are offset by continued reductions in staffing due to minimum manning language changes awarded in arbitration. Overtime expenses decrease from the 2014 budget with elimination of a significant expense related to hirebacks.
- The pension contribution for 2015 increases \$556,300.
- Health insurance premium increases add \$684,000 to the budget.
- 911 dispatch charges decrease \$190,200 due to reallocation of costs in the division.
- Other expenses of \$1,191,762 include lease payments for vehicles purchased from 2012-2014.
- Capital expenses of \$1,345,000 reflect planned vehicle purchases for 2015, which will be offset by lease proceeds for the department and for which lease payments will commence in 2016.

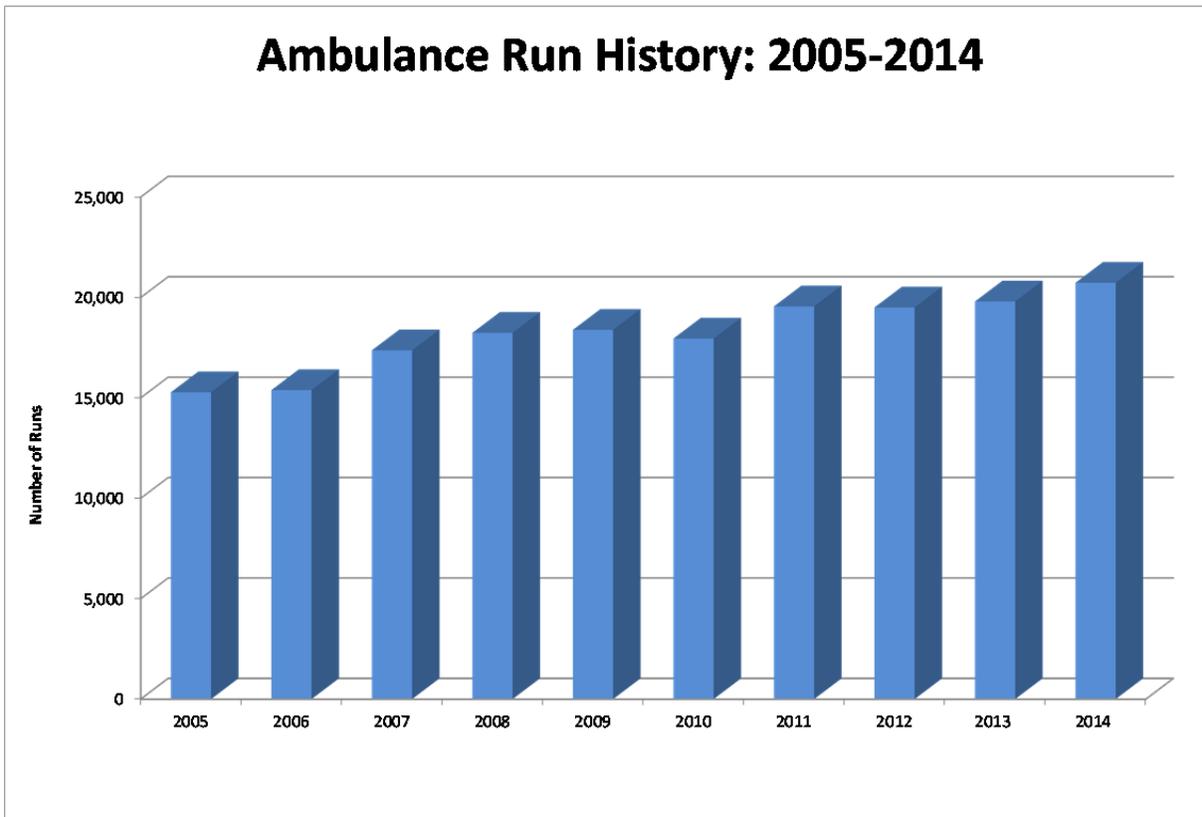
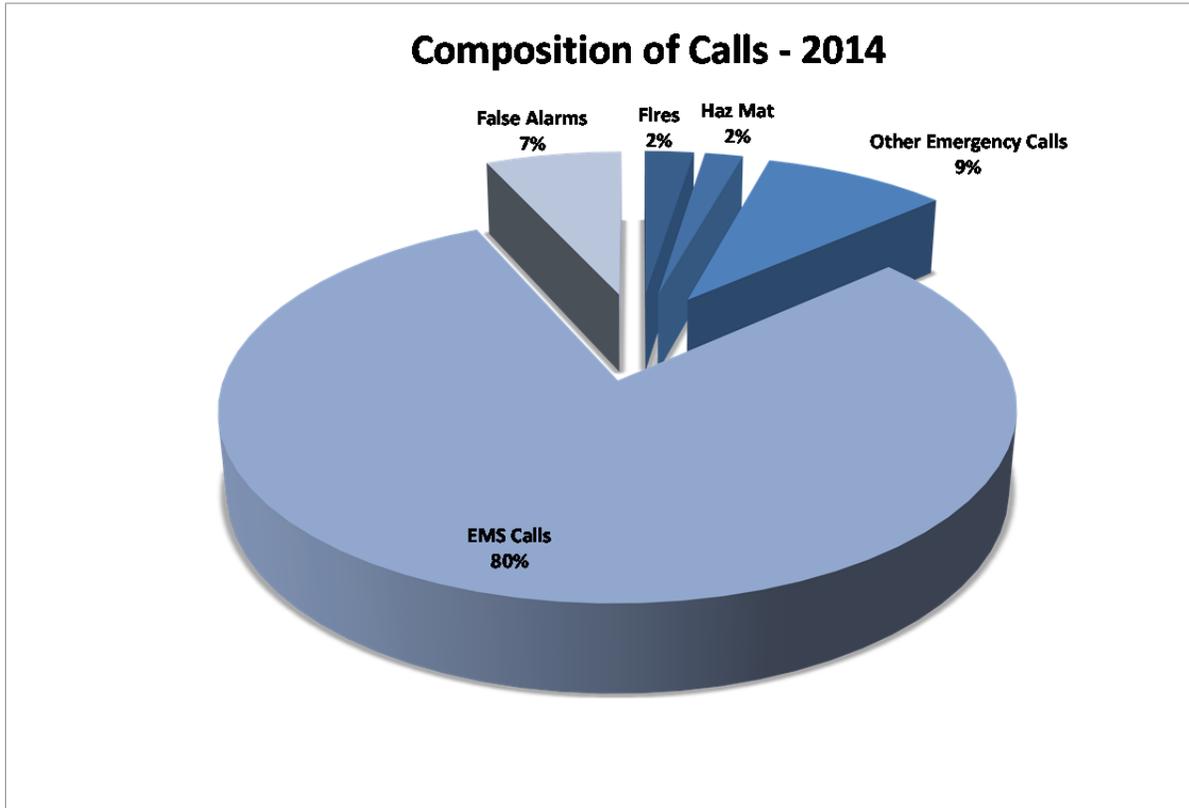
## **CAPITAL EQUIPMENT**

Planned capital replacements under the City-wide leasing program for 2015 include:

<b>VEHICLE</b>	<b>QUANTITY</b>	<b>BUDGET EACH</b>	<b>TOTAL BUDGET</b>
Ambulance	1	268,000	268,000
Quint	1	920,000	920,000
SUV	4	32,000	128,000
Shop Truck	<u>1</u>	29,000	<u>29,000</u>
TOTAL	7		\$1,345,000

# Fire Department

## OPERATIONAL INFORMATION



# Fire Department

## FIRE DEPARTMENT PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
EMS & SEARCH/RESCUE INCIDENTS	19,804	19,900	20,732	21,750
TOTAL FIRES	759	760	638	615
STRUCTURE FIRE INCIDENTS (RESIDENTIAL)	251	230	221	220
STRUCTURE FIRE INCIDENTS (COMMERCIAL)	46	40	49	50
VEHICLE FIRE INCIDENTS	114	100	110	105
OUTSIDE FIRE INCIDENTS	134	160	95	90
OPEN BURNING INCIDENTS	214	230	163	150
INSPECTIONS	5,286	5,000	7,525	7,500
ARSONS	99	82	74	70
PUBLIC EDUCATION ACTIVITIES	153	200	189	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 2015**

- Begin a staffing analysis to determine optimum staffing levels.
- Fill vacant positions in an effort to minimize overtime expenses.
- Solicit proposals to hire a next generation consultant to assist with the transition to Next Generation 911.
- Prepare for equipment end of life for consoles and dispatch system by preparing cost estimates and specifications for replacement.

## **911 COMMUNICATIONS FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$5,418,582	\$5,278,074	\$5,163,849	\$5,421,101	\$143,027
CONTRACTUAL	173,661	173,055	214,175	207,115	34,060
SUPPLIES	<u>15,840</u>	<u>9,865</u>	<u>12,012</u>	<u>17,750</u>	<u>7,885</u>
TOTAL	<u>\$5,608,083</u>	<u>\$5,460,994</u>	<u>\$5,390,036</u>	<u>\$5,645,966</u>	<u>\$184,972</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PURCHASE OF SERVICES					
POLICE DEPARTMENT	\$3,149,129	\$3,312,049	\$3,346,212	\$3,456,668	\$110,456
ETS BOARD	0	0	239,967	266,826	26,859
COUNTY	906,657	915,054	570,400	570,400	0
FIRE ALARM	1,347,407	1,382,918	1,304,415	1,352,072	47,657
INTEREST	<u>1,510</u>	<u>3,272</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$5,404,703</u>	<u>\$5,613,293</u>	<u>\$5,460,994</u>	<u>\$5,645,966</u>	<u>\$184,972</u>

# 911 Communications

## 911 COMMUNICATIONS FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2014 EMPLOYEES	2015 EMPLOYEES	INCREASE/ (DECREASE)
911 COMMUNICATIONS MANAGER	412	1.00	1.00	0.00
TRAINING SUPERVISOR	405	1.00	1.00	0.00
TELECOMMUNICATIONS SUPERVISOR	405	4.00	4.00	0.00
COMPUTER SERVICES COORDINATOR	405	1.00	1.00	0.00
ASSISTANT SHIFT SUPERVISOR	A-28	4.00	4.00	0.00
MSAG COORDINATOR	A-24	1.00	1.00	0.00
TELECOMMUNICATOR	A-23	40.00	40.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>53.00</u></b>	<b><u>53.00</u></b>	<b><u>0.00</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses increase due to general wage increases for AFSCME, IAFF and non-represented employees, a 2% increase \$52,485. In addition, health premium increases add \$133,900 to the budget.
- The County funds two 24 hour a day, 7 days a week call-taker positions for total revenue of \$570,400.
- The 911 Board will fund the total cost of the MSAG Coordinator position and fifty percent of the cost of the Communication Manager and Training Supervisor positions for a total of \$266,826.
- Police call taking and dispatch expenses are \$3,456,668 and Fire dispatch is \$1,352,374 (total City expense \$4,809,042).

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$5,928,264	\$6,242,462	\$6,573,312	\$6,921,698	\$7,288,548
Expenditures	<u>5,928,264</u>	<u>6,242,462</u>	<u>6,573,312</u>	<u>6,921,698</u>	<u>7,288,548</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 2016-2020 five year forecast assumes annual increases of five percent for personnel, three percent for contractual and supplies, and five percent for capital equipment. The revenue stream had previously been sixty-percent City and forty-percent County after certain costs were paid directly by the County 911 Fund. In lieu of the separation of dispatch facilities between the City and County dispatchers, the revenue stream is now primarily funded by the City, with only a portion of funds reimbursed by the ETS Board and the County.

### 911 COMMUNICATIONS FUND PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 BUDGET
TOTAL NON-EMERGENCY CALLS	101,971	105,000	105,744	104,157
TOTAL EMERGENCY CALLS	117,484	120,000	134,387	126,323
TOTAL POLICE DISPATCHES	153,646	160,000	195,293	201,932
TOTAL FIRE DISPATCHES	28,676	30,000	25,990	26,190

# **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 2015**

- Begin testing for Police applicants and develop an eligibility list for hiring.
- Begin testing for Fire applicants and develop an eligibility list for hiring.
- Begin testing for Fire lieutenants and develop an eligibility list for hiring.

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

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>DECREASE</u>
PERSONNEL	\$31,843	\$20,988	\$27,301	\$20,840	(\$148)
CONTRACTUAL	113,487	262,765	182,670	202,825	(59,940)
SUPPLIES	<u>1,521</u>	<u>2,300</u>	<u>1,634</u>	<u>2,300</u>	<u>0</u>
TOTAL	<u>\$146,851</u>	<u>\$286,053</u>	<u>\$211,605</u>	<u>\$225,965</u>	<u>(\$60,088)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>DECREASE</u>
GENERAL REVENUES	<u>\$160,466</u>	<u>\$146,851</u>	<u>\$286,053</u>	<u>\$225,965</u>	<u>(\$60,088)</u>

## **BUDGET HIGHLIGHTS**

- Consulting fees expense decreases \$55,000 due to testing being required for only Police officers, Fire lieutenants and firefighters for 2015.

# **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 2015**

- Support staff in the implementation of 2015 ward capital plans.
- Continue training modules for Occupational Safety and Health Administration (OSHA) safety compliance committee and provide support to staff involved.
- Continue to support cross training needs of all staff.
- Continue to support staff in providing and analyzing data for RockStat.
- Continue to work with operations managers on process improvements as needed.
- Continue monthly, quarterly and yearly reports on parking system management information.
- Continue to provide City-wide support on administrative and operational needs for special events.
- Continue support for emergency management and disaster recovery planning.

## **PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	\$308,213	\$296,316	\$295,556	\$303,923	\$7,607
CONTRACTUAL	73,798	58,740	60,479	60,290	1,550
SUPPLIES	2,127	9,100	5,817	9,100	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,305</u>	<u>3,305</u>
TOTAL	<u>\$384,138</u>	<u>\$364,156</u>	<u>\$361,852</u>	<u>\$376,618</u>	<u>\$12,462</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PROPERTY TAXES					
REIMBURSEMENTS	\$42,602	\$46,601	\$48,109	\$47,077	(\$1,032)
INTERDIVISIONAL PURCHASE OF SERVICES	256,300	262,000	269,800	269,800	0
GENERAL REVENUES	<u>144,255</u>	<u>75,537</u>	<u>46,247</u>	<u>59,741</u>	<u>13,494</u>
TOTAL	<u>\$443,157</u>	<u>\$384,138</u>	<u>\$364,156</u>	<u>\$376,618</u>	<u>\$12,462</u>

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

<b>POSITION TITLE</b>	<b>POSTION <u>RANGE</u></b>	<b>2014 <u>EMPLOYEES</u></b>	<b>2015 <u>EMPLOYEES</u></b>	<b>INCREASE/ <u>(DECREASE)</u></b>
DIRECTOR	316	1.00	1.00	0.00
PW SUPERINTENDENT	213	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>0.00</u></b>

## **Public Works Administration Division**

### **BUDGET HIGHLIGHTS**

- Personnel expenses increase for a budgeted 2% salary adjustment and health insurance rate increase.

# **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 2015**

- Continue to work on and develop a water infrastructure improvement program.
- Continue to review and verify geographic information system (GIS) data for storm water and water.
- Complete standard operating procedures for GIS operations (data entry, field modifications).
- Develop and implement a plan to utilize global positioning systems (GPS) for storm and water utilities.
- Continue to develop a geometric network (GIS model rules) for storm and water utilities.
- Continue to develop GIS integration with Hansen Asset Management.
- Redesign and organize the facilities management file storage drive.
- Complete the revisions of the engineering design technical manual and the stormwater technical manual.
- Continue implementation of the City's Stormwater Management Plan.
- Continue inspections for industrial high risk run off program and for illicit discharge of pollutants into our storm sewer system.
- Complete the Biennial detention basin inspections.
- Continue placement of additional rain gauges and water quality sampling stations throughout the City's watersheds.
- Evaluate the feasibility of incorporating a stormwater testing lab with the existing water testing lab.
- Begin process for joining the Community Rating System.
- Expand the festival zone areas to promote the downtown area.
- Coordinate with the Aldermen on changes to the special event application process including revamping the special events ordinance.
- Update policy on in – kind City services related to special event requests.
- Continue partnering with Rock River Development Partnership for expansion of the outdoor city market and creation of an indoor city market.
- Continue coordinating with Construction and Development Services Department on process improvements to improve customer service for permits.
- Continue emergency management training for staff.
- Create a Public Works Recovery Plan for disasters.
- Continue to manage parking enforcement program to maximize efficiency and enforcement of parking ordinances.

## **Engineering Division**

- Implement new system for tracking parking enforcement issues with ABM Parking and the Customer Service Division.
- Complete preliminary public engagement phase of the Whitman Interchange Reconfiguration Study.
- Continue the traffic sign replacement program.
- Continue study of removal of obsolete traffic signals and signage.
- Modernization of signals at Rockton and Custer Avenues, and Rockton Avenue and Halsted Road.
- Start replacement of 7th Street Corridor lighting.
- Implement "Road Diet" on Sandy Hollow Road from 20th Street to Alpine Road.
- Begin standardization of yellow and red times for all City owned traffic signals.

### **ENGINEERING DIVISION BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$770,844	\$665,502	\$523,907	\$755,126	\$89,624
CONTRACTUAL	165,594	215,245	159,520	245,435	30,190
SUPPLIES	13,617	30,750	23,025	30,750	0
OTHER	7,719	6,012	6,012	7,166	1,154
CAPITAL	<u>123,763</u>	<u>90,000</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>
TOTAL	<u>\$1,081,537</u>	<u>\$1,007,509</u>	<u>\$712,464</u>	<u>\$1,088,477</u>	<u>\$170,968</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT:	\$122,802	\$111,613	\$103,742	\$112,170	\$8,428
FEES	15,443	15,443	14,700	16,000	1,300
WATER PURCHASE OF SERVICES	458,820	431,790	471,840	491,170	19,330
CIP PURCHASE OF SERVICES	0	0	0	226,520	226,520
CAPITAL LEASE FUNDS	0	123,763	90,000	50,000	(40,000)
GENERAL REVENUES	<u>943,292</u>	<u>522,691</u>	<u>327,227</u>	<u>192,617</u>	<u>(134,610)</u>
TOTAL	<u>\$1,540,357</u>	<u>\$1,205,300</u>	<u>\$1,007,509</u>	<u>\$1,088,477</u>	<u>\$80,968</u>

# Engineering Division

## ENGINEERING DIVISION AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
CITY ENGINEER	214	0.40	0.40	0.00
ENGINEERING OPERATIONS MANAGER	212	0.40	0.40	0.00
WATER ENGINEER	111	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.40	0.40	0.00
SR PROJECT MANAGER	110	0.00	0.50	0.50
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
PROJECT MANAGER	109	0.50	0.50	0.00
SENIOR ENGINEERING TECHNICIAN	105	2.80	3.40	0.60
SR OFFICE ASSISTANT	105	1.00	1.00	0.00
CUSTOMER RELATIONS TECH	103	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>8.00</u></b>	<b><u>9.10</u></b>	<b><u>1.10</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses increase with the addition of two senior engineering technician positions to assist with compliance with stormwater management program mandates. These positions are to be reimbursed by the capital improvement fund, and are offset by adjustments in staff allocations between Engineering and CIP Divisions.
- The balance of changes in the budget include small adjustments in purchase of services charges and an additional \$25,000 in service contracts to fund additional stormwater testing expenses.
- Other expenses of \$9,134 will cover estimated lease payments for vehicles acquired from 2012-2014.
- Capital expenses of \$73,000 reflect planned vehicle purchases for 2015, which will be offset by lease revenue for the division and for which lease payments will commence in 2016.

### CAPITAL EQUIPMENT

Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Sedan	2	23,000	46,000
SUV	<u>1</u>	27,000	<u>27,000</u>
TOTAL	3		\$73,000

# Engineering Division

## ENGINEERING DIVISION PERFORMANCE MEASUREMENTS

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
SITE PLANS REVIEWED	102	75	149	130
% OF SITE PLANS REVIEWED, LESS THAN 14 DAYS	99%	95%	98%	95%
DEVELOPMENT PLANS REVIEWED	23	20	20	20
% OF DEV PLANS REVIEWED, LESS THAN 21 DAYS	100%	95%	96%	95%
ROW/DRIVEWAY PERMITS ISSUED	2,034	1,605	1,852	1,750
% OF ROW/DRIVEWAY PERMITS ISSUED IN 1 DAY	100%	95%	98%	95%
INDUSTRIAL HIGH RISK INSPECTIONS	60	100	121	100
EROSION CONTROL INSPECTIONS	248	300	205	200
ILLICIT DISCHARGE INVESTIGATIONS	27	20	33	20
NPDES PERMIT WATER/STORMWATER SAMPLES	61	40	90	90

# **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 2015**

- Complete design of the water main relocation for West State Street Phase 2.
- Design and construct water main improvement for Schalck Drive.
- Complete construction of Cessna Drive water main extension.
- Construct the landscaping project for West State Street Phase 1.
- Plan for water capital budget increases due to aging water system.
- Complete and put into practice the results of the water main corrosion test pilot study of East Rockford.
- Continue program support for the Water Division, including analysis of existing systems and facilities within the design cycle of road projects.
- Coordinate with IDOT on completion of the South Main projects.
- Coordinate with IDOT on the design of North Main Street (Yonge Street to Riverside Boulevard) and achieve letting by July.
- Coordinate with IDOT on the start of land acquisition and design for Phase II of West State Street (Sunset Avenue to Day Avenue).
- Complete design of the Harrison Avenue reconstruction project and have construction underway by late summer.
- Complete construction of the Airport Drive and Falcon Road project.
- Continue construction of the Downtown Sports Complex.
- Reconstruct the South Alpine Road box culvert over Keith Creek to re-establish a vital commercial trucking corridor through the City.
- Commence construction of the Illinois Railway River Bridge conversion to a pedestrian path.
- Remove two obsolete and unused bridges over Keith Creek.
- Resurface Spring Brook Road between Mulford Road and Perryville Road.

## **Capital Projects Fund**

- Continue to target improvement of our East State Street retail corridor by completing a second commercial street resurfacing contract.
- Aggressively implement the neighborhood program by finalizing ward plans with all Aldermen by early spring and have all contracts out to bid by early July.
- Take inventory of our arterial and collector streets city-wide and establish priority rankings for the implementation year for improvement.
- Complete a comprehensive arterial and collector street resurfacing program that focuses on needs throughout the City and makes use of the priority rankings.
- Identify downtown streets for resurfacing projects to improve our community's appearance to visitors.
- Increase our rate of sidewalk repairs with a focus on trip hazards.
- Continue to reconstruct curb ramps to current ADA standards at all intersections in conjunction with resurfacing projects.
- Complete sidewalk extension to Auburn High School from the east.
- Continue investment into a city-wide sidewalk transition plan for federal ADA compliance.
- Utilize the CIP as a tool to encourage commerce and re-investment into our community.
- Continue work on regional transportation issues through active participation in the Rockford Metropolitan Agency for Planning (RMAP).
- Implement strategic repairs to Jefferson Street Bridge to extend its life by an additional 20 years.
- Complete design and begin construction of a new downtown parking garage.
- Implement repairs to bring the Concourse Parking Deck to full capacity.
- Continue design development and plans for the Rockford Regional Multi-Modal Transportation Center.
- Complete biennial bridge inspections.

# Capital Projects Fund

## CAPITAL PROJECTS DIVISION BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,372,479	\$1,720,588	\$1,821,222	\$1,847,381	\$126,793
CONTRACTUAL	7,125,447	757,325	4,808,556	765,815	8,490
SUPPLIES	268,405	16,700	218,991	16,700	0
OTHER	6,940,763	521,105	764,346	733,596	212,491
CAPITAL	<u>24,523,661</u>	<u>47,744,282</u>	<u>26,366,714</u>	<u>50,940,508</u>	<u>3,196,226</u>
TOTAL	<u>\$40,230,755</u>	<u>\$50,760,000</u>	<u>\$33,979,829</u>	<u>\$54,304,000</u>	<u>\$3,544,000</u>

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

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
STATE MOTOR FUEL TAX	3,034,986	3,762,680	3,200,000	3,740,000	540,000
LOCAL SALES TAX	15,586,806	15,524,262	15,500,000	15,524,000	24,000
WATER REPLACEMENT IMPROVEMENI	4,717,972	4,606,412	4,800,000	4,800,000	0
OTHER GOVERNMENTS/PRIVATE	4,099,907	7,543,787	26,260,000	27,540,000	1,280,000
INTERFUND TRANSFERS	1,200,000	1,200,000	1,150,000	2,500,000	1,350,000
INTEREST INCOME	<u>236,591</u>	<u>(683,710)</u>	<u>200,000</u>	<u>200,000</u>	<u>0</u>
TOTAL	<u>\$28,876,262</u>	<u>\$31,953,431</u>	<u>\$51,110,000</u>	<u>\$54,304,000</u>	<u>\$3,194,000</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	2014 EMPLOYEES	2015 EMPLOYEES	INCREASE/ (DECREASE)
CITY ENGINEER	214	0.60	0.60	0.00
CONSTRUCTION PROGRAM MANAGER	213	1.00	1.00	0.00
IMPLEMENTATION ENGINEER	213	0.00	1.00	1.00
TRAFFIC ENGINEER	212	1.00	1.00	0.00
ENGINEERING OPERATIONS MANAGER	212	0.60	0.60	0.00
CIP OPERATIONS MANAGER	212	1.00	1.00	0.00
STORM WATER PROJECT MANAGER	110	0.60	0.60	0.00
ASST TRAFFIC ENGINEER	110	1.00	1.00	0.00
SR PROJECT MANAGER	110	1.00	1.50	0.50
ASST OPERATIONS MANAGER	110	0.50	0.50	0.00
ENVIRONMENTAL PROJECT COORDINATOR	110	1.00	1.00	0.00
PROJECT MANAGER	109	3.50	3.50	0.00
CIP PROGRAM SR ANALYST	108	0.00	1.00	1.00
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	2.20	2.60	0.40
CIP ACCOUNTING TECHNICIAN	105	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	105	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
<b>TOTAL PERSONNEL</b>		<b><u>18.00</u></b>	<b><u>19.90</u></b>	<b><u>1.90</u></b>

### BUDGET HIGHLIGHTS

- Personnel expenses adjust slightly as wage increase and a budgeted 2% salary adjustment, along with a reallocation of staff from the Engineering Division. In addition, the increases in health premiums add \$61,300 in expense.
- The balance of changes in the budget include minor adjustments to contractual and supply accounts to adjust for actual expense, as well as in purchase of service charges to fund two positions added in Engineering for additional stormwater system support.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$54,615	\$56,253	\$57,941	\$59,679	\$61,469
Expenses	<u>54,615</u>	<u>56,253</u>	<u>57,941</u>	<u>59,679</u>	<u>61,469</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 2016-2020 five-year forecast assumes that the City will continue to have a balanced capital replacement and construction program funded by a variety of resources, both long and short term.

# Motor Fuel Tax Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTION/FUND HIGHLIGHTS**

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

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

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
TRANSFERS TO					
GENERAL FUND	\$1,200,000	\$1,150,000	\$1,150,000	\$2,500,000	\$1,350,000
RMAP FUND	76,292	0	76,292	76,300	76,300
CAPITAL PROJECTS FUND	<u>3,762,680</u>	<u>3,200,000</u>	<u>3,200,000</u>	<u>3,740,000</u>	<u>540,000</u>
TOTAL	<u>\$5,038,972</u>	<u>\$4,350,000</u>	<u>\$4,426,292</u>	<u>\$6,316,300</u>	<u>\$1,966,300</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
STATE MOTOR FUEL TAX	\$4,509,838	\$4,393,002	\$4,503,500	\$4,503,500	\$0
TRANSFER FROM CIP	0	446,919	0	0	0
INTEREST INCOME	<u>10,990</u>	<u>3,787</u>	<u>284,000</u>	<u>297,000</u>	<u>13,000</u>
TOTAL	<u>\$4,520,828</u>	<u>\$4,843,708</u>	<u>\$4,787,500</u>	<u>\$4,800,500</u>	<u>\$13,000</u>

## **BUDGET HIGHLIGHTS**

The 2015 budget calls for \$3.74 million in transfers to the Capital Projects Fund and \$2,500,000 to the General Fund for eligible street lighting expenses. The General Fund, in turn, will transfer \$2,500,000 to the Capital Projects Fund for projects.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$4,756	\$4,764	\$4,773	\$4,781	\$4,790
Expenses	<u>4,479</u>	<u>4,481</u>	<u>4,483</u>	<u>4,486</u>	<u>4,489</u>
Excess (Deficit)	<u>277</u>	<u>283</u>	<u>290</u>	<u>295</u>	<u>301</u>
Beginning Balance	<u>8,400</u>	<u>8,677</u>	<u>8,960</u>	<u>9,250</u>	<u>9,545</u>
Ending Balance	<u>\$8,677</u>	<u>\$8,960</u>	<u>\$9,250</u>	<u>\$9,545</u>	<u>\$9,846</u>

## **Motor Fuel Tax Fund**

The 2016-2020 five year forecast assumes growth as projected by the State for tax revenues and assumes expenditures essentially equal to annual revenues. The State of Illinois assumes stagnant growth, for the taxes on motor fuels, with an annual deviation of plus or minus two percent influenced by the severity of winter weather and the pump price.

# **Street Maintenance Division**

## ***MISSION STATEMENT***

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

## **PRIMARY FUNCTIONS**

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

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Work with tree removal contractors to assure Forestry operations stay ahead of the ash tree crisis.
- Institute an aggressive media campaign to stimulate interest in order to meet a goal of replanting 1,000 trees annually.
- Continue to work with CIP to integrate a corridor maintenance plan to coincide with newly reconstructed gateway arterial streets.
- Continue training for forestry personnel to prepare for Arborist certification.
- Complete additional resurfacing as needed at City Yards.
- Focus appropriate level of manpower for pothole patching when needed to address seasonal issues.
- Continue to outsource labor and services as needed to maintain City streets, rights of way, and drainage areas.

# Street Maintenance Division

## STREET MAINTENANCE DIVISION BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$3,070,641	\$3,143,017	\$3,004,448	\$2,516,732	(\$626,285)
CONTRACTUAL	4,531,387	5,828,995	5,209,801	4,794,760	(1,034,235)
SUPPLIES	1,154,674	2,094,000	2,132,804	1,384,000	(710,000)
OTHER	447,889	577,092	577,092	548,108	(28,984)
CAPITAL	<u>5,000,565</u>	<u>1,134,539</u>	<u>1,076,197</u>	<u>187,000</u>	<u>(947,539)</u>
TOTAL	<u>\$14,205,156</u>	<u>\$12,777,643</u>	<u>\$12,000,342</u>	<u>\$9,430,600</u>	<u>(\$3,347,043)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
STREET AND BRIDGE	\$1,878,910	\$1,878,910	\$1,584,000	\$1,455,246	(\$128,754)
REIMBURSEMENTS	440,009	440,009	411,309	415,101	3,792
OTHER GOVERNMENTS	350,000	350,000	350,000	350,000	0
TRANSFERS FROM OTHER FUNDS	2,204,550	2,204,550	2,629,435	2,994,818	365,383
CAPITAL LEASE FUNDS	0	0	1,884,000	187,000	(1,697,000)
GENERAL REVENUES	<u>2,875,780</u>	<u>9,331,687</u>	<u>3,571,770</u>	<u>4,028,435</u>	<u>456,665</u>
TOTAL	<u>\$7,749,249</u>	<u>\$14,205,156</u>	<u>\$10,430,514</u>	<u>\$9,430,600</u>	<u>(\$999,914)</u>

## STREET MAINTENANCE DIVISION AUTHORIZED POSITIONS

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
MAINTENANCE SUPERVISOR	108	2.00	2.00	0.00
SENIOR EQUIPMENT OPERATOR	A-26	1.00	0.00	(1.00)
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	4.00	6.00	2.00
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>14.00</u>	<u>13.00</u>	<u>(1.00)</u>
<b>TOTAL PERSONNEL</b>		<b><u>31.00</u></b>	<b><u>31.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel budget numbers reflect a budgeted 2% wage increase for all staff. In addition, some reclassification of positions has occurred as retirements and other changes in the division presented opportunities for reorganization.
- Contractual expenses decrease \$1,034,000, after a supplemental appropriation in 2014 for snow and ice costs. From the original 2014 budget, costs change primarily due to an increase of \$400,000 in tree removal costs. The balance of adjustments are due to increases in charges from internal service funds.
- Estimated lease payments for capital acquired from 2012-2014 are budgeted at \$530,014.

## **Street Maintenance Division**

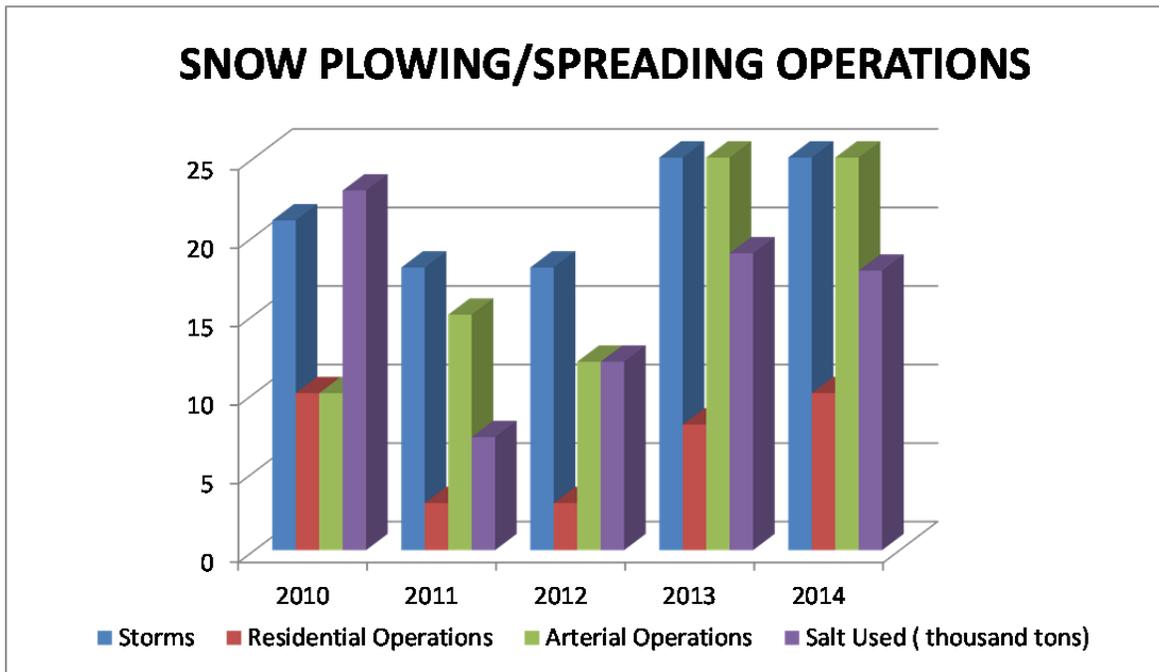
- Capital expenses of \$187,000 reflect planned vehicle purchases for 2015, which will be offset by lease proceeds for the division and for which lease payments will commence in 2016.
- A transfer from the Sanitation Fund will cover both street sweeping and forestry operation in the Street Division, accounting for 29% of the total revenue for the budget unit.

### **CAPITAL EQUIPMENT**

Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Standard Dump Truck	1	85,000	85,000
Skid Steer	1	32,000	32,000
Chipper	<u>1</u>	70,000	<u>70,000</u>
TOTAL	3		\$187,000

### **OPERATIONAL INFORMATION**



# **Street Maintenance Division**

## **STREET DIVISION PERFORMANCE MEASUREMENTS**

	2013	2014	2014	2015
	ACTUAL	BUDGET	ACTUAL	BUDGET
AVERAGE OPEN POTHOLE REQUESTS	234	150	133	150
AVG DAYS TO CLOSE, ARTERIAL POTHOLE	50	40	24	20
AVG DAYS TO CLOSE, RESIDENTIAL POTHOLE			49	50
MILES OF STREET SWEEP	1,897	2,500	1,897	1,800
TREES TRIMMED	1,523	2,500	2,725	2,500
TREES REMOVED	1,183	1,200	1,165	2,200
TREES PLANTED	756	1,000	686	1,000
AVERAGE OPEN FORESTRY REQUESTS	300	250	244	150
AVG DAYS TO CLOSE FORESTRY REQUESTS	175	60	184	120
TOTAL REQUESTS	7,724	9,000	6,553	8,000
AVG DAYS TO CLOSE REQUESTS	79	45	49	45
TOTAL OPEN REQUESTS	766	500	445	400

# **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 2015**

- Continue to institute phase one plan for centralized traffic control center.
- Continue to work with Tactics software to improve connectivity with field units.
- Research and develop a plan to reduce energy consumption for street lights.
- Continue a four year plan to replace failing traffic signal LEDs.
- Continue to upgrade traffic lights with LED lights.
- Continue to lay fiber optic cable and improve the surrounding network.
- Work with outside partners to develop a plan for a new infrastructure system.
- Continue to upgrade signage in accordance with the Manual on Uniform Traffic Control Devices mandate of 2015.
- Research pricing options for the City to have its own striper to improve quality.
- Work with Fire Department to endorse new preemption system.
- Upgrade pedestrian signals to LED.
- Replace fiber optics on State Street between Buckley and Perryville.
- Install electricity for new farmer's market location.
- Upgrade M2 through M40 type controllers to M50 type.

# Traffic Division

## TRAFFIC DIVISION BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$917,596	\$959,637	\$913,536	\$976,710	\$17,073
CONTRACTUAL	2,463,748	2,514,565	2,517,506	2,567,650	53,085
SUPPLIES	263,840	341,000	330,200	357,000	16,000
OTHER	64,407	102,791	102,791	106,007	3,216
CAPITAL	<u>1,640</u>	<u>146,000</u>	<u>0</u>	<u>247,000</u>	<u>101,000</u>
TOTAL	<u>\$3,711,231</u>	<u>\$4,063,993</u>	<u>\$3,864,033</u>	<u>\$4,254,367</u>	<u>\$190,374</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENT	\$156,052	\$168,210	\$174,692	\$169,636	(\$5,056)
PURCHASE OF SERVICES	24,000	24,500	24,500	26,600	2,100
FROM OTHER GOVERNMENTS	0	0	180,000	180,000	0
I-FIBR JULIE LOCATES	0	0	25,000	25,000	0
TRANSFERS FROM OTHER FUNDS	1,200,000	1,200,000	1,200,000	2,500,000	1,300,000
CAPITAL LEASE FUNDS	0	0	146,000	247,000	101,000
GENERAL REVENUES	<u>2,137,766</u>	<u>2,318,521</u>	<u>2,313,801</u>	<u>1,106,131</u>	<u>(1,207,670)</u>
TOTAL	<u>\$3,517,818</u>	<u>\$3,711,231</u>	<u>\$4,063,993</u>	<u>\$4,254,367</u>	<u>\$190,374</u>

## PUBLIC WORKS TRAFFIC DIVISION AUTHORIZED POSITIONS

	POSTION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
TRANSP/PROP MANAGER	110	1.00	1.00	0.00
TRAFFIC SIGNAL SUPERVISOR	108	1.00	1.00	0.00
CREW LEADER	A-28	1.00	1.00	0.00
TRAFFIC SIGNAL REPAIRER	A-26	5.00	5.00	0.00
SIGN/MARKING TECHNICIAN	A-22	2.00	2.00	0.00
SENIOR CLERK	A-19	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase due to general step and longevity increases, a budgeted 2% salary adjustment, and an increase in health insurance rates.
- Contractual expenses increase due to adjustment in internal service charges for risk management and property maintenance.
- Other expenses increase \$2,000 to cover estimated lease payments for vehicles acquired from 2012 through 2014.
- Capital expenses of \$247,000 reflect planned vehicle purchases for 2015, which will be offset by lease revenue for the division and for which lease payments will commence in 2016.

# **Traffic Division**

## **CAPITAL EQUIPMENT**

Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Dump Truck		1	85,000
Bucket Truck		<u>1</u>	<u>162,000</u>
TOTAL		2	\$247,000

## **TRAFFIC DIVISION PERFORMANCE MEASURES**

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
SIGNAL BULB OUTAGE REPAIRED W/IN 24 HOURS	95%	95%	97%	95%
STREET LIGHT OUTAGE REPAIRED W/IN 5 DAYS	95%	95%	98%	95%
SIGN REPAIR/REPLACE W/IN 5 DAYS	95%	95%	97%	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 2015**

- Install solar sinks in parking lot sprinkler systems, which monitor moisture and heat and water accordingly to reduce water use.
- Begin repairs on significant degradation at the Concourse Parking Deck.
- Continue to work with ABM in managing the parking system for the City and looking for ways to increase revenue including advertising.
- Install new illuminated parking signs for all surface lots.
- Continue to upgrade landscape at all decks and parking lots.
- Aerate grass and install water spigot in Lot G.
- Irrigate Lot X and WW.

## **PARKING DIVISION BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$231,976	\$236,310	\$220,890	\$239,413	\$3,103
CONTRACTUAL	1,193,080	1,083,913	1,314,589	1,097,088	13,175
SUPPLIES	23,568	42,500	16,714	42,500	0
OTHER	<u>993,770</u>	<u>1,184,078</u>	<u>1,181,878</u>	<u>1,081,368</u>	<u>(102,710)</u>
TOTAL	<u>\$2,442,394</u>	<u>\$2,546,801</u>	<u>\$2,734,071</u>	<u>\$2,460,369</u>	<u>(\$86,432)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PARKING FEES	\$1,039,743	\$1,070,568	\$1,242,741	\$1,280,000	\$37,259
FINES	372,193	357,307	500,800	515,800	15,000
RENTAL/INTEREST INCOME	54,788	157,209	138,700	142,900	4,200
PURCHASE OF SERVICES	24,000	24,600	25,500	26,300	800
STATE OF IL GOVERNMENT	0	9,267	0	0	0
FEDERAL GOVERNMENT	<u>87,719</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$1,578,443</u>	<u>\$1,618,951</u>	<u>\$1,907,741</u>	<u>\$1,965,000</u>	<u>\$57,259</u>

# Parking Division

## PARKING DIVISION AUTHORIZED POSITIONS

POSITION TITLE	POSTION	2014	2015	INCREASE/
	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
PARKING SYSTEMS SUPERVISOR	108	1.00	1.00	0.00
PARKING SYSTEM REPAIRER	A-22	2.00	2.00	0.00
<b>TOTAL PERSONNEL</b>		<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase slightly as a result of wage increases due to general longevity and step increases, a budgeted 2% salary adjustment, and an increase in health insurance rates.
- Contractual expenses increase due to adjustments in internal service charges.
- The 2015 net is a loss of \$495,370; net of depreciation, it is a gain of \$210,130.

## CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2015.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$2,024	\$2,085	\$2,147	\$2,212	\$2,278
Expenses	<u>2,724</u>	<u>2,788</u>	<u>2,796</u>	<u>2,865</u>	<u>2,937</u>
Excess (Deficit)	<u>(700)</u>	<u>(703)</u>	<u>(649)</u>	<u>(653)</u>	<u>(659)</u>
Beginning Balance	<u>14,169</u>	<u>13,469</u>	<u>12,766</u>	<u>12,117</u>	<u>11,463</u>
Ending Balance	<u>\$13,469</u>	<u>\$12,766</u>	<u>\$12,117</u>	<u>\$11,464</u>	<u>\$10,804</u>

The 2016-2020 five year forecast for the Parking Fund incorporates current rates, the changes in lots and permits, the expenditures associated with the new facilities and operating cost increases of three to five percent annually. Consideration needs to be given to adjusting the permit and fine structure periodically if lots are to be redone and signage added.

## PARKING FUND PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ESTIMATED	2015 BUDGET
TOTAL PARKING SPACES	4,504	4,233	4,233	4,233
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	158	158	158	158
DOLLAR AMOUNT OF TICKETS ISSUED	510,000	500,000	388,650	515,000
NUMBER OF TICKETS ISSUED	18,000	19,000	13,092	19,000

# **Property Division**

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Work with IT on a new property work order system, for better tracking of time, expense and materials, management of preventative maintenance programs, and deployment of staff.
- Continue replacing failing modines at the City Yards.
- Continue carpet replacement program at City Hall floors four and six.
- Replace administration carpet at the City Yards.
- Replace chiller and heat pumps for City Hall.
- Repair the sound system in Council Chambers at City Hall.
- Remodel and repaint administration building at City Yards.
- Repairs to roof and exterior modernization of Building 8 at City Yards.
- Repair roof on Central Garage.
- Create city-wide asset list.
- Expansion of indoor heated storage for Water, Street, Traffic and Property Divisions.
- Replace south wall at City Yards.
- Begin five year project planning for City Hall masonry repairs.
- Install backup generator for central garage.
- Update the lighting at City properties through Department of Commerce and Economic Opportunity funding.
- Paint exterior of Wellness Center.
- Install new multi-color lighting system at City Hall.
- Prepare for the addition of new buildings for the Police Department.

# Property Division

## PROPERTY FUND BUDGET SUMMARY

FUNDING SOURCE	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$781,497	\$802,464	\$787,377	\$884,467	\$82,003
CONTRACTUAL	1,080,550	918,915	1,346,551	1,218,525	299,610
SUPPLIES	236,567	238,800	247,926	246,700	7,900
OTHER	<u>218,159</u>	<u>244,720</u>	<u>113,982</u>	<u>285,150</u>	<u>40,430</u>
TOTAL	<u>2,316,773</u>	<u>2,204,899</u>	<u>2,495,836</u>	<u>2,634,842</u>	<u>429,943</u>

FUNDING SOURCE	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
BUILDING RENTAL CHARGES					
GENERAL FUND	\$1,335,265	\$1,409,790	\$1,406,640	\$1,495,010	\$88,370
OTHER FUNDS	987,434	1,021,492	961,610	1,156,880	195,270
EXTERNAL	36,672	0	0	0	0
FEDERAL GRANT	118,040	0	0	0	0
MISCELLANEOUS	2,829	31,268	0	0	0
TRANSFER FROM STREET DIV	19,159	19,159	19,159	19,159	0
TRANSFER FROM WATER FUND	5,404	5,404	5,404	5,404	0
GRAFFITI RECOVERY	7,366	8,573	0	0	0
INTEREST INCOME	<u>14,925</u>	<u>(32,275)</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
PROPERTY FUND TOTAL	<u>2,527,094</u>	<u>2,463,411</u>	<u>2,412,813</u>	<u>2,696,453</u>	<u>283,640</u>

## PROPERTY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2014 <u>EMPLOYEES</u>	2015 <u>EMPLOYEES</u>	INCREASE/ (DECREASE)
PROPERTY SUPERVISOR	108	1.00	1.00	0.00
MAINTENANCE REPAIR WORKER	A-24	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>10.00</u></b>	<b><u>10.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase as a result of wage increases due to general longevity and step increases, a budgeted 2% salary adjustment, and health insurance rate increase.
- Contractual expenses increase as additional properties are acquired that require maintenance and utilities.
- Other expenses increase as a result of additional depreciation on newly acquired properties.

## Property Division

### CAPITAL EQUIPMENT

Planned capital replacements under the City-wide leasing program for 2015 include:

VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Sedan	1	23,000	<u>23,000</u>
TOTAL			23,000

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$2,777	\$2,860	\$2,946	\$3,034	\$3,125
Expenses	<u>2,714</u>	<u>2,795</u>	<u>2,879</u>	<u>2,965</u>	<u>3,054</u>
Excess (Deficit)	<u>63</u>	<u>65</u>	<u>67</u>	<u>69</u>	<u>71</u>
Beginning Balance	<u>969</u>	<u>1,032</u>	<u>1,097</u>	<u>1,164</u>	<u>1,233</u>
Ending Balance	<u>\$1,032</u>	<u>\$1,097</u>	<u>\$1,164</u>	<u>\$1,233</u>	<u>\$1,304</u>

The 2016-2020 five-year forecast assumes operations will continue as they are programmed for 2015 and that costs will increase three percent annually. Budgets are developed so that funds are annually available for fixed assets such as building improvements and fueling systems.

# Equipment Division

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **OBJECTIVES FOR FISCAL YEAR 2015**

- Continue to evaluate snow and ice fleet to ensure a continuous effective operation during critical snow and ice events.
- Train mechanics in the repair of the new snow and ice equipment and other new specialized vehicles.
- Continue to use cost effective procedures to maintain the fleet so that it will operate effectively.
- Research and implement the usage of eco-friendly oils and lubricants.
- Research and implement maintaining the Police Department fleet in the geo-policing operations.
- Continue implementation of the City-wide leasing program and prepare new vehicles for service in a timely fashion.
- Continue to implement more online diagnostics and repair in the shop for International and Ford.

## **EQUIPMENT FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	846,149	838,536	846,149	907,214	68,678
CONTRACTUAL	917,897	973,120	917,897	974,930	1,810
SUPPLIES	1,953,992	2,008,110	1,953,992	2,008,110	0
OTHER	<u>110,360</u>	<u>98,900</u>	<u>110,360</u>	<u>99,750</u>	<u>850</u>
TOTAL	<u>3,828,398</u>	<u>3,918,666</u>	<u>3,828,398</u>	<u>3,990,004</u>	<u>71,338</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
VEHICLE REPAIR CHARGES					
GENERAL FUND	1,606,644	1,360,652	1,769,900	1,806,900	37,000
OTHER FUNDS	642,624	545,876	673,700	673,700	0
FUEL CHARGES					
GENERAL FUND	1,182,251	1,226,985	1,231,310	1,256,020	24,710
OTHER FUNDS	329,135	348,188	333,550	307,490	(26,060)
MISCELLANEOUS	181,256	21,514	0	0	0
INTEREST INCOME	<u>5,523</u>	<u>(7,237)</u>	<u>0</u>	<u>0</u>	<u>0</u>
EQUIPMENT FUND TOTAL	<u>3,947,433</u>	<u>3,495,978</u>	<u>4,008,460</u>	<u>4,044,110</u>	<u>35,650</u>

# Equipment Division

## EQUIPMENT FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION <u>RANGE</u>	2014 <u>EMPLOYEES</u>	2015 <u>EMPLOYEES</u>	INCREASE/ <u>(DECREASE)</u>
EQUIPMENT SERVICES SUPERVISOR	108	1.00	1.00	0.00
AUTO SHOP SUPERVISOR	A-29	1.00	1.00	0.00
AUTO MECHANIC	A-28	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase due to a budgeted 2% salary adjustment and an increase in health insurance rates.

## CAPITAL EQUIPMENT

There are no planned capital replacements under the City-wide leasing program for 2015.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$4,165	\$4,290	\$4,419	\$4,552	\$4,689
Expenses	<u>4,109</u>	<u>4,232</u>	<u>4,359</u>	<u>4,490</u>	<u>4,625</u>
Excess (Deficit)	<u>56</u>	<u>58</u>	<u>60</u>	<u>62</u>	<u>64</u>
Beginning Balance	<u>397</u>	<u>453</u>	<u>511</u>	<u>571</u>	<u>633</u>
Ending Balance	<u>\$453</u>	<u>\$511</u>	<u>\$571</u>	<u>\$633</u>	<u>\$697</u>

The 2016-2020 five-year forecast assumes operations will continue as they are programmed for 2015 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 2015**

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

## **CENTRAL SUPPLY FUND BUDGET SUMMARY**

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
PERSONNEL	293,080	323,613	299,165	334,166	10,553
CONTRACTUAL	48,260	52,065	51,031	54,460	2,395
SUPPLIES	35,164	31,500	33,835	31,500	0
OTHER	<u>24,160</u>	<u>23,900</u>	<u>23,900</u>	<u>24,800</u>	<u>900</u>
TOTAL	<u>\$400,664</u>	<u>\$431,078</u>	<u>\$407,931</u>	<u>\$444,926</u>	<u>\$13,848</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE <u>(DECREASE)</u>
INVENTORY CONTROL CHARGES					
STREET DIVISION	91,800	100,800	106,800	106,800	0
TRAFFIC DIVISION	46,200	46,200	48,950	48,950	0
PARKING DIVISION	21,000	21,000	22,250	22,250	0
PROPERTY UNIT	42,000	42,000	44,500	44,500	0
EQUIPMENT UNIT	37,800	37,800	40,050	40,050	0
WATER DIVISION	172,200	172,200	182,450	182,450	0
INTEREST INCOME	<u>3,674</u>	<u>(8,528)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$414,674</u>	<u>\$411,472</u>	<u>\$445,000</u>	<u>\$445,000</u>	<u>\$0</u>

# Central Supply Division

## CENTRAL SUPPLY FUND AUTHORIZED POSITIONS

POSITION TITLE	POSTION RANGE	2014 EMPLOYEES	2015 EMPLOYEES	INCREASE/ (DECREASE)
CENTRAL SUPPLY SUPERVISOR	108	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
INVENTORY CONTROL CLERK	A-21	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>0.00</u></b>

## BUDGET HIGHLIGHTS

- Personnel expenses increase as wages increase due to a budgeted 2% salary adjustment and an increase in health insurance rates.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$458	\$472	\$496	\$521	\$547
Expenses	<u>458</u>	<u>472</u>	<u>486</u>	<u>501</u>	<u>516</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>10</u>	<u>20</u>	<u>31</u>
Beginning Balance	<u>257</u>	<u>257</u>	<u>257</u>	<u>267</u>	<u>287</u>
Ending Balance	<u>\$257</u>	<u>\$257</u>	<u>\$267</u>	<u>\$287</u>	<u>\$318</u>

The 2016-2020 five-year forecast assumes operations will continue as they are programmed for 2015 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.

# 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 2015**

- Complete annual update of infrastructure replacement program and develop long-term funding source.
- Revise water rate structure based on actual cost of service.
- Continue to reduce water loss through leak detection program.
- Improve the quality of water delivered to customers by reducing iron, manganese, and radium concentrations through the use of new water filtration facilities and reducing excursions in concentration of treatment chemicals.
- Continue to improve customer service by reducing number of complaints throughout Water Division operations and improving responsiveness when a complaint is received.
- Enhance community awareness of the importance of drinking water and the Rockford water system (public service announcements, secondary school demonstrations and presentations, etc.).
- Promote Rockford Environmental Laboratory and increase number of outside customers.
- Improve customer service by improving internal processes, systems, and responsiveness.
- Continue to promote worker safety and reduce number of on the job injuries by training employees and addressing all safety concerns in a timely manner.
- Continue to develop and implement Rockford Water Academy to train and cross-train employees with a goal averaging over 10 hours per employee of training per year.
- Continue to improve office environment at 1111 Cedar Street.
- Improve organizational efficiency through enhancing communication (SharePoint) across the organization and through implementation of accountability programs for managers and supervisors.
- Continue implementation of tablet and laptop program to make field operations more efficient.
- Initiate asset management in Distribution Section.

# Water Division

## WATER FUND BUDGET SUMMARY

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$5,807,355	\$5,987,501	\$5,458,026	\$5,971,569	(\$15,932)
CONTRACTUAL	4,669,409	6,211,555	7,155,758	6,602,635	391,080
SUPPLIES	1,056,300	1,306,230	1,016,040	1,370,600	64,370
OTHER	8,442,706	8,886,526	8,767,130	8,973,632	87,106
INTEREST	<u>1,957,870</u>	<u>1,950,000</u>	<u>1,816,210</u>	<u>1,808,000</u>	<u>(142,000)</u>
TOTAL	<u>\$21,933,640</u>	<u>\$24,341,812</u>	<u>\$24,213,164</u>	<u>\$24,726,436</u>	<u>\$384,624</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
WATER USER FEES	\$23,644,538	\$22,675,691	\$23,988,000	\$24,508,000	\$520,000
INSTALLATIONS & CONNECTIONS	862,130	572,984	581,000	601,000	20,000
INTEREST INCOME	316,638	(654,410)	200,000	200,000	0
MISCELLANEOUS	149,996	646,263	65,000	75,000	10,000
PURCHASE OF SERVICES	<u>96,900</u>	<u>93,010</u>	<u>73,740</u>	<u>95,600</u>	<u>21,860</u>
TOTAL	<u>\$25,070,202</u>	<u>\$23,333,538</u>	<u>\$24,907,740</u>	<u>\$25,479,600</u>	<u>\$571,860</u>

## WATER FUND AUTHORIZED PERSONNEL

<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2014 EMPLOYEES</b>	<b>2015 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
WATER SUPERINTENDENT	213	1.00	1.00	0.00
WATER OPERATIONS MANAGER	110	1.00	1.00	0.00
ASSISTANT SUPERINTENDENT	110	1.00	1.00	0.00
WATER QUALITY SUPERVISOR	108	1.00	1.00	0.00
WATER OPERATIONS SUPERVISOR - DISTRIBUTION	108	3.00	3.00	0.00
WATER PLANT OP. & MAINT.SUPERVISOR	108	2.00	1.00	(1.00)
WATER SYSTEMS & SCADA SUPERVISOR	108	1.00	1.00	0.00
WATER SERVICES COORDINATOR	108	1.00	1.00	0.00
WATER TREATMENT SUPERVISOR	108	0.00	1.00	1.00
ACCOUNTANT	107	1.00	1.00	0.00
WATER PROGRAM COORDINATOR	106	1.00	1.00	0.00
WATER CONTROL SYSTEM TECHNICIAN	105	1.00	0.00	(1.00)
WATER QUALITY TECHNICIAN	A-26	2.00	2.00	0.00
PUBLIC WORKS CREW LEADER	A-28	5.00	5.00	0.00
WATER PLANT OPERATOR	A-28	12.00	12.00	0.00
WATER SERVICE INSPECTOR	A-26	8.00	8.00	0.00
WATER UTILITY TECHNICIAN	A-25	2.00	2.00	0.00
EQUIPMENT OPERATOR	A-23	6.00	6.00	0.00
SENIOR ACCOUNT CLERK	A-21	1.00	1.00	0.00
MAINTENANCE WORKER	A-20	10.00	10.00	0.00
SENIOR CLERK	A-19	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>64.00</u></b>	<b><u>63.00</u></b>	<b><u>(1.00)</u></b>

# Water Division

## **BUDGET HIGHLIGHTS**

- Personnel expenses decrease due to the elimination of the water control system technician position and a reduction in IMRF rates. These decreases are offset by an increase in wages for general longevity and step increases, a budgeted 2% salary adjustment, an increase in overtime, and an increase in health insurance rates.
- Contractual expenses increase due to increases in contracted repair costs and rental equipment.
- Supply expenses increase due to additional meter purchases, an increase in well equipment maintenance and additional computer equipment and software for the water distribution section.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$26,399	\$27,349	\$28,334	\$29,354	\$30,411
Expenses	<u>25,963</u>	<u>27,261</u>	<u>28,624</u>	<u>30,055</u>	<u>31,558</u>
Excess (Deficit)	<u>436</u>	<u>88</u>	<u>(290)</u>	<u>(701)</u>	<u>(1,147)</u>
Beginning Balance	<u>134,532</u>	<u>134,968</u>	<u>135,056</u>	<u>134,766</u>	<u>134,065</u>
Ending Balance	<u>\$134,968</u>	<u>\$135,056</u>	<u>\$134,766</u>	<u>\$134,065</u>	<u>\$132,918</u>
Bond Issues	\$0	\$0	\$0	\$0	\$0
Rate Increases	3.6%	3.6%	3.6%	3.6%	3.6%

The 2016-2020 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.

# Water Division

## CAPITAL EQUIPMENT

Planned capital replacements for 2015 include vehicles under the City-wide leasing program and other equipment:

### FIXED ASSETS

EQUIPMENT	QUANTITY	BUDGET EACH	TOTAL BUDGET
Install Variable Frequency Drives at secondary wells	3	50,000	150,000
Trimble Geo 7X handheld GPS reader	2	10,350	20,700
Upgrades to SCADA System	1	100,000	100,000
Replace air handler at Cedar St.	1	15,000	15,000
Water Operating Center remodel design	1	50,000	50,000
Rebuild Cage in Cedar St. Garage	1	175,000	<u>175,000</u>
TOTAL			\$510,700

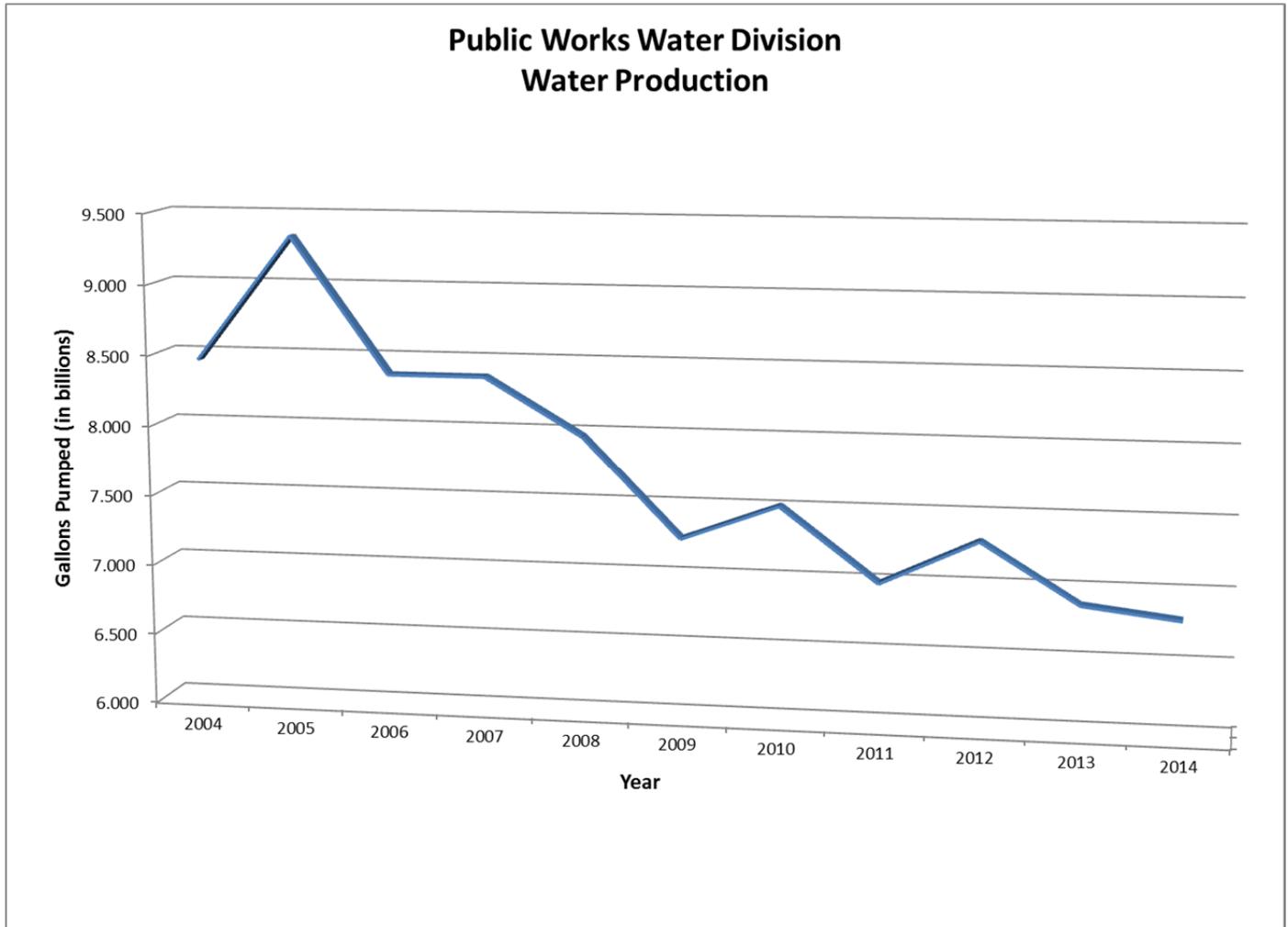
VEHICLE	QUANTITY	BUDGET EACH	TOTAL BUDGET
Double Axle Dump Truck	1	85,000	85,000
Service Truck	1	60,000	60,000
SUV	1	26,000	26,000
Van	2	22,000	44,000
Backhoe	<u>1</u>	93,000	<u>93,000</u>
TOTAL	6		\$308,000

### WATER FUND PERFORMANCE MEASURES

	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
EMERGENCY REPAIR TIME (HOURS)	0.90	2.00	1.70	2.00
% OF TOTAL REPAIRS THAT ARE PLANNED	71%	80%	79%	80%
EMERGENCY JULIE LOCATE RESPONSE TIME	0.50	1.00	0.50	1.00
BACKLOG OF NON-EMERGENCY REPAIRS (WKLY AVG)	47	65	55	65
WATER MAIN FLUSHED (MILES)	275	240	431	240
AVG DAYS TO CORRECT METER PROBLEM	28	30	34	30
% CITIZENS RECEIVING FIRST CHOICE SCHEDULE	96%	90%	97%	90%
% MEETING DEMAND FOR WATER PUMPED	168%	110%	174%	110%
WATER QUALITY COMPLAINTS	11	48	13	36
% OF TOTAL PRODUCTION FROM REHAB WELLS	86%	80%	90%	80%
NEW WATER CONNECTIONS	28	48	20	48

# Water Division

## OPERATIONAL INFORMATION



As the graph shows, water production has fluctuated significantly in the last ten years. Since 1999, when gallons pumped was at 9.076 billion, production has decreased 24.5%, to 6.85 billion gallons in 2014. The average production for the past seven years is 7.288 billion gallons, which is more than estimated 2015 production of 7.0 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**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$13,664,412	\$14,205,164	\$14,691,555	\$14,631,319	\$426,155
CONTRACTUAL	486,241	392,350	420,957	392,350	0
SUPPLIES	0	2,200	0	2,200	0
OTHER	<u>111,600</u>	<u>126,600</u>	<u>119,200</u>	<u>112,500</u>	<u>(14,100)</u>
TOTAL EXPENSE	<u>14,262,253</u>	<u>14,726,314</u>	<u>15,231,712</u>	<u>15,138,369</u>	<u>412,055</u>
<b>FUNDING SOURCE</b>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>INCREASE</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
POLICE DEPARTMENT TRANSFER					
POLICE PENSION PROPERTY TAX	\$3,717,770	\$3,619,410	\$4,652,753	\$5,287,122	\$634,369
POLICE PENSION REPLACE TAX	<u>776,300</u>	<u>790,300</u>	<u>834,825</u>	<u>926,566</u>	<u>91,741</u>
TOTAL CITY CONTRIBUTION	4,494,070	4,409,710	5,487,578	6,213,688	726,110
INTEREST INCOME	13,442,657	10,742,457	5,900,000	5,900,000	0
FV APPRECIATION(DEPRECIATION)	<u>685,597</u>	<u>11,708,810</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>0</u>
INVESTMENT INCOME	14,128,254	22,451,267	10,900,000	10,900,000	0
EMPLOYEE CONTRIBUTIONS	<u>2,020,881</u>	<u>2,028,926</u>	<u>2,031,900</u>	<u>2,008,400</u>	<u>-23,500</u>
TOTAL	<u>\$20,643,205</u>	<u>\$28,889,903</u>	<u>\$18,419,478</u>	<u>\$19,122,088</u>	<u>\$702,610</u>
ACTUARY'S CONTRIBUTION					
REQUIREMENT	\$4,463,520	\$4,770,072	\$5,487,578	\$6,213,688	\$726,110

# Police and Fire Pension Fund

## FIRE PENSION FUND BUDGET SUMMARY

<b>APPROPRIATION</b>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$14,757,795	\$14,962,234	\$15,700,060	\$15,411,101	\$448,867
CONTRACTUAL	421,353	302,400	404,981	302,400	0
OTHER	<u>111,600</u>	<u>129,660</u>	<u>121,900</u>	<u>112,700</u>	<u>(16,960)</u>
TOTAL EXPENSE	<u>15,290,748</u>	<u>15,394,294</u>	<u>16,226,941</u>	<u>15,826,201</u>	<u>431,907</u>

<b>FUNDING SOURCE</b>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
FIRE DEPARTMENT TRANSFER					
FIRE PENSION PROPERTY TAX	\$4,192,187	\$4,077,998	\$5,711,872	\$6,190,579	\$0
FIRE PENSION REPLACE TAX	<u>931,600</u>	<u>948,400</u>	<u>1,086,727</u>	<u>1,259,794</u>	<u>693,782</u>
TOTAL CITY CONTRIBUTION	5,123,787	5,026,398	6,798,599	7,450,373	693,782
INTEREST INCOME	9,951,925	10,290,712	5,500,000	5,500,000	(700,000)
FV APPRECIATION(DEPRECIATION)	<u>1,710,618</u>	<u>10,448,712</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>(1,000,000)</u>
INVESTMENT INCOME	11,662,543	20,739,424	10,500,000	10,500,000	(1,700,000)
EMPLOYEE CONTRIBUTIONS	<u>2,004,009</u>	<u>1,873,315</u>	<u>1,891,900</u>	<u>1,880,700</u>	<u>56,900</u>
TOTAL	<u>\$18,790,339</u>	<u>\$27,639,137</u>	<u>\$19,190,499</u>	<u>\$19,831,073</u>	<u>(\$949,318)</u>
ACTUARY'S CONTRIBUTION REQUIREMENT	\$5,082,279	\$5,776,061	\$6,798,599	\$7,450,373	\$693,782

## BUDGET HIGHLIGHTS

- The City utilizes an independent actuary to determine the necessary funding for these two plans on an annual basis. Once this is determined, the City funds the plans based on the recommendations of the independent actuary. There were no changes with respect to plan provisions, actuarial methods, or actuarial assumptions from the prior year.
- For 2014, the Police plan earned \$3.5 million in interest income while the Fire plan earned \$4.5 million in interest income.
- The Police and Fire plans also realized \$3.2 and \$6.7 million respectively on the sale of investments.
- In addition, reflecting fair market value adjustments of investments, the Police Pension Fund recorded a gain of \$5.3 million while the Fire Pension Fund recorded a gain of \$457,260.
- Investment expenses were \$296,000 for Police and \$342,000 for Fire.
- Approximate annual rates of return were below the assumption rate of 7.5%, with 7.0% for Police and 6.1% for Fire.
- Police contribution requirement increases to \$6,213,688. The increase in the contribution requirement is due to the increase in the annual payroll. The percent funded in 2013 was 69.8%.
- Fire contribution requirement increases to \$7,450,373. The increase in the contribution requirement is due to the increase in the annual payroll. The percent funded in 2013 was 64.1%.

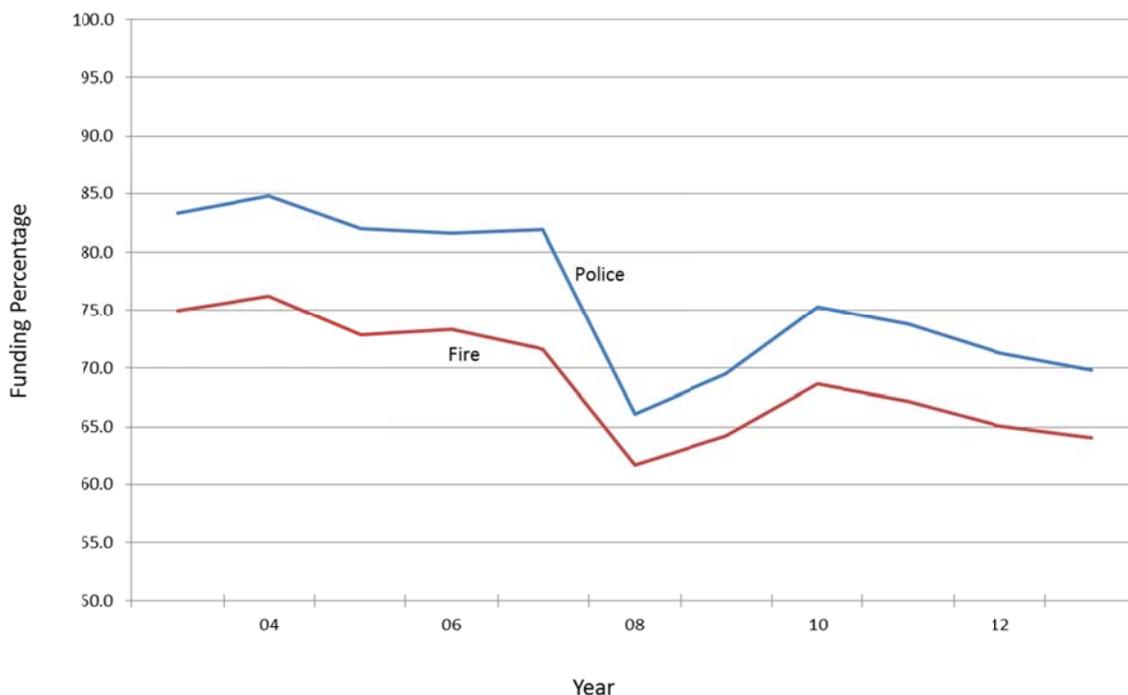
# Police and Fire Pension Fund

## OPERATIONAL INFORMATION

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

In addition, the following changes were made to public safety pension funding: (1) 30 year closed amortization period with a funding target of 90% by the end of 2040 (currently expires in 2033 with a funding target of 100%); (2) state shared revenue diversions to pension funds beginning in 2016 equaling the difference between the employer contribution and the required actuarial contribution. Three year phase in with up to 1/3 of state shared revenue diverted in 2016, up to 2/3 in 2017, and up to the full contribution difference beginning in 2018; (3) expanded investment authority including corporate bonds for all funds and greater equity investments for funds with assets of at least \$10 million; and (4) 5 year smoothing of actuarial gains and losses. The first actuarial study to be performed using these changes 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  
2003-2013**



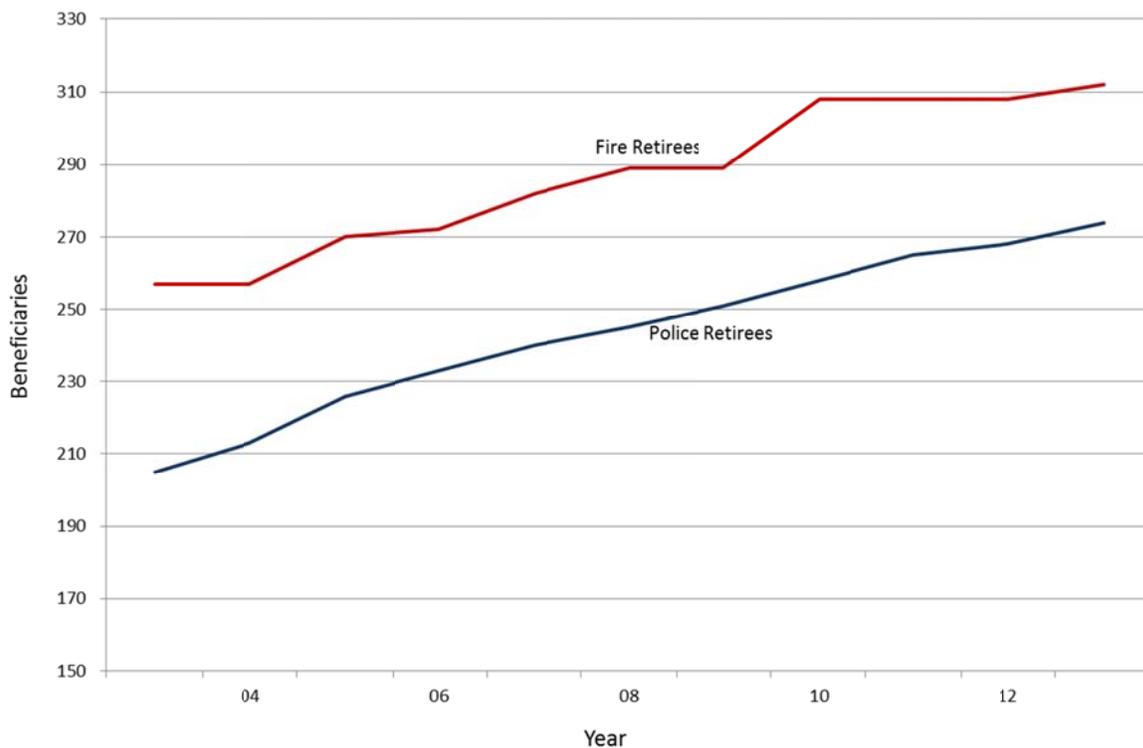
# Police and Fire Pension Fund

## ROCKFORD PENSION PLANS

	<u>Police</u>	<u>Fire</u>	<u>IMRF/SS</u>
Employees	Sworn	Sworn	All Other
2015 Employer Rate	66.23%	71.58%	18.74%
2015 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  
2003-2013**



## **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 2015, estimated rates are 33.7 cents for the Police plan and 41.2 cents for the Fire plan. 2014 rates are 36.3 and 42.5 cents respectively. The property tax rate increase is due to the plan cost increase.

Both plans utilize the Finance Department's staff. The Police pension fund will also utilize a consultant, \$65,000, and a custodian, \$4,700, as well as eight money managers at an estimated cost of \$158,000 (2014-\$295,749). The Fire pension uses a consultant, \$65,000, a custodian, \$8,500, and eleven money managers at an estimated cost of \$329,000 (2014-\$341,418). 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>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$24,947	\$24,947	\$26,259	\$27,647	\$29,133
Expenditures	<u>15,738</u>	<u>15,738</u>	<u>16,315</u>	<u>16,909</u>	<u>17,521</u>
Excess (Deficit)	<u>9,210</u>	<u>9,210</u>	<u>9,944</u>	<u>10,738</u>	<u>11,611</u>
Beginning Balance	<u>194,941</u>	<u>194,941</u>	<u>204,151</u>	<u>214,095</u>	<u>224,832</u>
Ending Balance	<u>\$204,151</u>	<u>\$204,151</u>	<u>\$214,095</u>	<u>\$224,832</u>	<u>\$236,443</u>
Property Tax Rates (in cents)	39.6	44.0	48.7	53.9	59.5

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$24,236	\$24,236	\$25,430	\$26,704	\$28,059
Expenditures	<u>17,085</u>	<u>17,085</u>	<u>17,702</u>	<u>18,338</u>	<u>18,993</u>
Excess (Deficit)	<u>7,151</u>	<u>7,151</u>	<u>7,728</u>	<u>8,366</u>	<u>9,066</u>
Beginning Balance	<u>171,368</u>	<u>171,368</u>	<u>178,519</u>	<u>186,247</u>	<u>194,613</u>
Ending Balance	<u>\$178,519</u>	<u>\$178,519</u>	<u>\$186,247</u>	<u>\$194,613</u>	<u>\$203,679</u>
Property Tax Rates (in cents)	48.3	53.4	59.0	65.1	71.7

The 2016-2020 five-year forecast on a traditional basis, assumes five percent City and employee contribution increases as well as a 7.5% return on investments. The combined impact for the two plans of this increase on the property tax rate would be approximately nine 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**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$6,828,224	\$7,198,243	\$6,881,459	\$6,954,501	(\$243,742)
CONTRACTUAL	<u>260</u>	<u>250</u>	<u>223</u>	<u>300</u>	<u>50</u>
TOTAL	<u>\$6,828,484</u>	<u>\$7,198,493</u>	<u>\$6,881,682</u>	<u>\$6,954,801</u>	<u>(\$243,692)</u>

<b>RATES APPLIED</b>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
IMRF	12.81	13.18	13.67	13.41	12.54
SOCIAL SEC	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>	<u>7.65</u>
TOTAL	<u>20.46</u>	<u>20.83</u>	<u>21.32</u>	<u>21.06</u>	<u>20.19</u>

<b>FUNDING SOURCE</b>	2012	2013	2014	2015	INCREASE
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
IMRF FUND	\$3,015,036	\$3,024,950	\$3,349,372	\$3,357,266	\$7,894
REPLACEMENT TAXES	277,300	282,300	328,200	328,200	-
INTERFUND TRANSFERS	3,732,155	4,098,374	3,520,920	3,391,179	(129,741)
INTEREST INCOME	<u>5,465</u>	<u>(18,536)</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
TOTAL	<u>\$7,029,956</u>	<u>\$7,387,088</u>	<u>\$7,208,492</u>	<u>\$7,086,645</u>	<u>(\$121,847)</u>

## **BUDGET HIGHLIGHTS**

- The Social Security rate, last increased in 1990 to 7.65%, remains unchanged for 2015. The taxable wage base for the 1.45% Medicare portion continues to be unlimited; the ceiling for Social Security (6.2%) remains unchanged from 2014's \$110,100.
- The 2015 IMRF rate decreases slightly to 12.54% due to the performance of equity markets. The City's IMRF plan is 71.5% funded (2012 market value).
- The property tax rate for IMRF and Social Security retirement is unlimited by statute. The 2015 estimated rate is 25.8 cents.

## **IMRF Pension Fund**

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$7,713	\$8,253	\$8,831	\$9,449	\$10,110
Expenses	<u>7,702</u>	<u>8,241</u>	<u>8,818</u>	<u>9,435</u>	<u>10,095</u>
Excess (Deficit)	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
Beginning Balance	<u>187</u>	<u>198</u>	<u>210</u>	<u>223</u>	<u>237</u>
Ending Balance	<u>\$198</u>	<u>\$210</u>	<u>\$223</u>	<u>\$237</u>	<u>\$252</u>
Property Tax Rates (in cents)	31.0	35.4	38.0	40.8	43.8

The 2016-2020 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**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$20,283,975	\$20,851,800	\$19,561,490	\$21,760,300	\$908,500
SUPPLIES	24	500	119	500	0
OTHER EXPENSE	<u>179,075</u>	<u>161,500</u>	<u>161,500</u>	<u>161,500</u>	<u>0</u>
<b>TOTAL</b>	<u>\$20,463,074</u>	<u>\$21,013,800</u>	<u>\$19,723,109</u>	<u>\$21,922,300</u>	<u>\$908,500</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
EMPLOYER PREMIUMS	\$18,230,923	\$18,172,740	\$13,771,668	\$17,035,112	\$3,263,444
EMPLOYEE PREMIUMS	1,075,245	1,362,246	1,390,246	1,371,734	(18,512)
RETIREES	2,081,298	1,896,262	1,582,754	2,465,461	882,707
OTHER	740,883	563,857	42,000	(79,000)	(121,000)
INTEREST INCOME	<u>117,800</u>	<u>(399,185)</u>	<u>84,200</u>	<u>94,600</u>	<u>10,400</u>
<b>TOTAL</b>	<u>\$22,246,149</u>	<u>\$21,595,920</u>	<u>\$16,870,868</u>	<u>\$20,887,907</u>	<u>\$4,017,039</u>

## **BUDGET HIGHLIGHTS**

- In 2014, health premiums were reduced 23% to address a general fund deficit and bring the fund in alignment with the 25% fund balance policy. For 2015, premiums were increased 16% from the 2014 rate, still generating a deficit in the fund to address projected general fund shortfalls.
- Moderate increases in costs are planned, including a 3.5% increase in medical expenses. The cost to operate the new wellness clinic is also included in the 2015 budget.

# **Health Insurance Fund**

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$23,202	\$24,240	\$25,328	\$26,470	\$27,667
Expenses	<u>22,996</u>	<u>24,124</u>	<u>25,308</u>	<u>26,550</u>	<u>27,854</u>
Excess (Deficit)	<u>206</u>	<u>116</u>	<u>20</u>	<u>(80)</u>	<u>(187)</u>
Beginning Balance	<u>6,308</u>	<u>6,514</u>	<u>6,630</u>	<u>6,651</u>	<u>6,571</u>
Ending Balance	<u>\$6,514</u>	<u>\$6,630</u>	<u>\$6,650</u>	<u>\$6,571</u>	<u>\$6,384</u>
Rate Increase	12.5	5.0	5.0	5.0	5.0
Reserve Percentage	27.4	27.0	26.2	25.1	23.6

The 2016-2020 five year plan assumes that medical costs will increase up to 5% annually and that the revenue mix of employer, employee, and third party contributions will continue to evolve in order to continue a financially viable plan. Revenue increases are anticipated to be 5% to 38% per year for 2016-2020. As information evolves about the new federal health insurance program, changes will be made to the City's program. Those changes are anticipated to add cost to the City's plan.

# 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**

	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATED</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
<b>APPROPRIATION</b>					
CONTRACTUAL	<u>\$48,214</u>	<u>\$167,380</u>	<u>\$48,728</u>	<u>\$169,060</u>	<u>\$1,680</u>
TOTAL	<u>\$48,214</u>	<u>\$167,380</u>	<u>\$48,728</u>	<u>\$169,060</u>	<u>\$1,680</u>

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	INCREASE (DECREASE)
<b>FUNDING SOURCE</b>					
GENERAL FUND TRANSFERS	\$172,524	\$175,356	\$134,910	\$134,478	(\$432)
OTHER FUND TRANSFERS	0	0	32,220	33,282	1,062
INTEREST INCOME	<u>1,918</u>	<u>(6,477)</u>	<u>3,200</u>	<u>2,500</u>	<u>(700)</u>
TOTAL	<u>\$174,442</u>	<u>\$168,879</u>	<u>\$170,330</u>	<u>\$170,260</u>	<u>(\$70)</u>

## **BUDGET HIGHLIGHTS**

- The property tax rate for unemployment, collected in the general fund, is unlimited by statute. The 2015 estimated rate is 1 cent, 0.08 cents higher than the previous 0.92 cents.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$211	\$216	\$222	\$227	\$233
Expenses	<u>63</u>	<u>65</u>	<u>66</u>	<u>68</u>	<u>70</u>
Excess (Deficit)	<u>148</u>	<u>151</u>	<u>156</u>	<u>159</u>	<u>163</u>
Beginning Balance	<u>297</u>	<u>445</u>	<u>596</u>	<u>752</u>	<u>911</u>
Ending Balance	<u>\$445</u>	<u>\$596</u>	<u>\$752</u>	<u>\$911</u>	<u>\$1,074</u>

The 2016-2020 five-year forecast assumes that unemployment costs will increase 3% annually and that premiums will be adjusted as necessary during this period. The unemployment rate charged to operating departments has remained stable at 2.0% (\$180) of the first \$9,000 of salary per employee for 2015. For the 2016 – 2020 planning period, the rate will be 2.0% (\$180).

# 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**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$2,860,060	\$2,665,179	\$2,872,465	\$2,750,260	\$85,081
OTHER EXPENSE	<u>92,400</u>	<u>85,900</u>	<u>85,900</u>	<u>94,490</u>	<u>8,590</u>
<b>TOTAL</b>	<u>\$2,952,460</u>	<u>\$2,751,079</u>	<u>\$2,958,365</u>	<u>\$2,844,750</u>	<u>\$93,671</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$2,423,945	\$2,739,052	\$2,396,326	\$2,465,201	\$68,875
OTHER FUND TRANSFERS	269,609	316,858	263,715	264,960	1,245
REIMBURSEMENTS	23,676	1,382	0	0	0
INTEREST INCOME	<u>39,559</u>	<u>(113,988)</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>
<b>TOTAL</b>	<u>\$2,756,789</u>	<u>\$2,943,304</u>	<u>\$2,675,041</u>	<u>\$2,745,161</u>	<u>\$70,120</u>

## **BUDGET HIGHLIGHTS**

- Rates remained the same as 2014 due to positive fund performance and an acceptable fund balance, and to help address a general fund deficit.
- With a fund deficit of \$3.0 million at the end of 2010, a \$1.6 million surcharge was assessed to all participating funds in 2010. An additional surcharge was assessed at the end of 2011, \$656,000, to bring the fund to a positive balance at the start of 2012.
- The property tax rate for worker's compensation, collected in the general fund, is unlimited by statute. The 2014 estimated rate is 16.94 cents, 2.95 cents higher than the previous 13.99 cents.

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

	2016	2017	2018	2019	2020
Revenues	\$3,125	\$3,281	\$3,444	\$3,616	\$3,796
Expenses	<u>3,136</u>	<u>3,293</u>	<u>3,458</u>	<u>3,631</u>	<u>3,812</u>
Excess (Deficit)	<u>(11)</u>	<u>(12)</u>	<u>(14)</u>	<u>(15)</u>	<u>(16)</u>
Beginning Balance	<u>673,601</u>	<u>673,590</u>	<u>673,578</u>	<u>673,564</u>	<u>673,549</u>
Ending Balance	<u>\$673,590</u>	<u>\$673,578</u>	<u>\$673,564</u>	<u>\$673,549</u>	<u>\$673,533</u>
Expense Rate Change	5%	5%	5%	5%	5%

## **Worker's Compensation Fund**

The 2016-2020 five-year forecast assumes that worker's compensation costs will increase five percent annually and that premiums will be increased 5% annually to keep pace with expense growth.

# Auditing Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **AUDITING FUND BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	<u>\$212,257</u>	<u>\$208,100</u>	<u>\$197,420</u>	<u>\$215,100</u>	<u>\$7,000</u>
TOTAL	<u>\$212,257</u>	<u>\$208,100</u>	<u>\$197,420</u>	<u>\$215,100</u>	<u>\$7,000</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
AUDITING	\$144,770	\$153,247	\$139,950	\$186,236	\$46,286
INTERFUND TRANSFERS	<u>62,400</u>	<u>59,010</u>	<u>68,150</u>	<u>59,301</u>	<u>(8,849)</u>
TOTAL	<u>\$207,170</u>	<u>\$212,257</u>	<u>\$208,100</u>	<u>\$245,537</u>	<u>\$37,437</u>

## **BUDGET HIGHLIGHTS**

- The Fund reimburses the Finance Department for staff costs associated with auditing. 2015 costs include \$87,800 for auditors, \$124,300 for internal staff costs, and \$3,000 for printing the annual report in the newspaper.
- The property tax rate for auditing is unlimited by statute. The 2015 proposed rate is 1.28 cents.

The 2016-2020 five year forecast assumes that audit costs will increase three percent annually and that the revenue mix of property taxes and transfer reimbursements will remain constant.

## **AUDITING FUND 2016-2020 FINANCIAL FORECAST (IN 000'S)**

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$222	\$229	\$236	\$243	\$250
Expenses	<u>229</u>	<u>236</u>	<u>243</u>	<u>250</u>	<u>258</u>
Excess (Deficit)	<u>(7)</u>	<u>(7)</u>	<u>(7)</u>	<u>(7)</u>	<u>(8)</u>
Beginning Balance	<u>0</u>	<u>(7)</u>	<u>(14)</u>	<u>(21)</u>	<u>(28)</u>
Ending Balance	<u>(\$7)</u>	<u>(\$14)</u>	<u>(\$21)</u>	<u>(\$28)</u>	<u>(\$36)</u>
Property Tax Rates	0.8	0.8	0.8	0.8	0.8

# **Debt Management**

## ***MISSION STATEMENT***

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

## **PRIMARY FUNCTION**

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

## **FUND HIGHLIGHTS**

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

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

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

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

# Debt Management

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

<u>ISSUE AND AMOUNT</u>	<u>PAYMENT SOURCE</u>	<u>FINAL LEVY YEAR</u>
2004 \$15.9 GOB (Series A-\$8.5 Street, Series B-\$2.2 Water, Series C-\$2.0 7th St Taxable TIF Project, and Series D-\$3.2 Equipment)	1, 2, 3, 6	2016
2004 \$14.570 GOB Alternate and Refunding, (Alternate, Series E-\$4.65, N Main TIF \$1.65, Airport TIF \$3.0, Refundings, Series F-\$4.375 Street/ Drainage, Series G-\$2.475 Water, Series H-\$3.070 S Rockford TIF)	1, 2, 3	2023
2005 \$10.9 GOB (Series A-\$8.7 Street, Series B-\$2.2 Water)	1, 2	2017
2005 \$10.6 GOB (Alternate, Series C-\$7.550, Airport TIF \$0.915, Lincolnwood II TIF \$0.560, Springfield Corners TIF \$1.795, River Oaks \$2.450, Garrison TIF \$1.500, Lincolnwood I Refunding, \$0.530, Series D-\$2.850 Taxable Alternate Southwest Rockford Econ Dev	3,6	2017
2006 \$17.5 GOB (Series A-\$15.0 Water, Series B-\$2.5 Hope 6 TIF)	2,3	2025
2007 \$29.865 GOB Alternate and Refunding (\$23.0 Metro Centre Improvements (Series A-\$6.635 Tax Exempt, Series B-\$16.365 Taxable), Series C-\$6.865 GOBA Refunding)	5,8	2026
	5	2026
2007 \$8.75 GOB Alternate (Series D-\$3.5 Water, Series E-\$1.1 Preston Central TIF, Series F-\$1.1Sewer, Series G-\$3.05 Library)	2	2026
	2,3,6,7	2026
2008 \$12.15 GOB Alternate (Series A-\$9.0 Water, Series B-\$1.3 TIF (\$1.1 Airport, \$0.2 Jackson School), Series C-\$1.85 Taxable Parking	2,3,4	2028
		2018
2009 \$2.6 GOB Alternate (Series A-\$1.65 TIF (\$0.35 River North, \$1.3 Main Whitman), Series B-\$0.95 Taxable Global Trade #1)		2028
	3	2029, 2024
2009 \$8.065 Series C - GOB Alternate Refunding Taxable (Metro Center)	5,8	2026
2009 \$1.7 GOB Alternate (Series D-\$1.35 Springfield Corners TIF, Series E-\$0.35 River East TIF)	3	2023
2009 \$13.585 Refunding (Series E-\$7.93 GOB Street, Series F-\$4.325 Water, Series G-\$1.33 7th Street TIF District)		2014, 2018,
	1,2,3	2015
2010 \$3.4 GOB Alternate Water	2	2029
2012 \$1.47 Refunding (Series B-\$0.64 GOB Water, \$0.83 GOB Water)	2	2016
2012 \$7.73 Refunding (\$2.7 GO, Series C-\$0.88 7th Street TIF, Series C-\$0.93 Springfield Corners TIF, Series A-\$3.22 GO)		2016, 2021
	2, 3, 6	
2014 \$5.3 Fire Station #3		2023
2014 \$14.025 Refunding (Series A-\$4.65 Capital, \$6.305 Neighborhood Revi \$3.070 GO, Series B-\$8.5 Street Improvements, \$8.7 Capital Improvments, SeriesC-\$2.0 7th Street, \$2.85 Lowes Distribution, \$16.7 Metro Center Improvements)		2016,2027

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

# Debt Management

## DEBT MANAGEMENT FUND BUDGET SUMMARY

### DEBT SERVICE FUND BUDGET SUMMARY

	2012	2013	2014	2015	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
BOND INTEREST	\$5,131,641	\$2,711,057	\$2,298,467	\$3,976,308	\$1,265,251
BOND PRINCIPAL	<u>8,330,000</u>	<u>8,295,000</u>	<u>8,430,042</u>	<u>12,055,033</u>	<u>3,760,033</u>
TOTAL	<u>\$13,461,641</u>	<u>\$11,006,057</u>	<u>\$10,728,509</u>	<u>\$16,031,341</u>	<u>\$5,025,284</u>

Actuals exclude water system debt

	2012	2013	2014	2015	INCREASE
FUNDING SOURCE	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
DEBT SERVICE-CITYWIDE	<u>\$4,866,320</u>	<u>\$4,849,256</u>	<u>\$4,176,793</u>	<u>\$3,055,549</u>	<u>(\$1,121,244)</u>
	4,866,320	4,849,256	4,176,793	3,055,549	(1,121,244)
ABATEMENTS-TAX EXEMPT					
PUBLIC WORKS WATER	6,527,549	5,776,777	5,837,826	5,826,107	(11,719)
SALES TAX	574,773	579,573	404,036	432,500	28,464
TIF DISTRICTS	2,716,535	2,467,629	2,259,366	2,407,650	148,284
REDEVELOPMENT FUND	1,000,905	1,080,193	1,089,368	534,675	(554,693)
OTHER	<u>814,394</u>	<u>809,269</u>	<u>804,144</u>	<u>823,988</u>	<u>19,844</u>
	11,634,156	10,713,441	10,394,740	10,024,920	(369,820)
ABATEMENTS-TAXABLE					
TIF DISTRICTS	519,010	698,635	692,888	681,825	(11,063)
SALES TAX	333,593	321,094	333,593	382,594	49,001
REDEVELOPMENT FUND	441,868	441,868	1,814,721	1,704,578	(110,143)
PARKING	<u>167,750</u>	<u>164,188</u>	<u>160,623</u>	<u>181,875</u>	<u>21,252</u>
	1,462,221	1,625,785	3,001,825	2,950,872	(50,953)
TOTAL	<u>\$17,962,697</u>	<u>\$17,188,481</u>	<u>\$17,573,358</u>	<u>\$16,031,341</u>	<u>(\$1,542,017)</u>

### BUDGET HIGHLIGHTS

- The last sale was held in 2014, \$58.075 million bond issue for refunding eight outstanding series of bonds for 2004, 2005 and 2007 for road and water system improvements and tax increment finance districts and \$5.3 million bond issue for construction of a new Fire Station 3. The estimated total net present value debt savings will be approximately \$1.89 million during the life of the bond.
- For the \$75 million water program, the City has issued \$30.9 million in the traditional marketplace. In addition, the City is participating in a State (IEPA) loan program for eligible mitigation activities that is anticipated to produce \$15 million in savings over traditional financing. To date, the State has approved \$23.1 million in twenty year 2.5% loans, \$8.5 million in twenty year 1.25% loans, and \$7.5 million in twenty year 0.0% loans, a total of \$39.1 million. In addition, the City has received \$5.4 million in ARRA stimulus grants. The State total is \$44.5 million. The total borrowing is \$70.0 million. With the grant funds, the total program is \$75.4 million.

## **Debt Management**

- In 2015, the City plans to issue bonds to fund the construction of a multi-use indoor sports facility at the former Ingersoll facility and three district police buildings.

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$14,879	\$13,399	\$10,751	\$10,361	\$9,748
Expenditures	<u>14,879</u>	<u>13,399</u>	<u>10,751</u>	<u>10,361</u>	<u>9,748</u>
Excess (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>2,500</u>	<u>2,501</u>	<u>2,502</u>	<u>2,503</u>	<u>2,504</u>
Ending Balance	<u>2,500</u>	<u>2,501</u>	<u>2,502</u>	<u>2,503</u>	<u>2,504</u>
GO Bond Issues	0	0	0	0	0
Water Issues	0	0	0	0	0
Alternate Issues	0	0	0	0	0
Tax Rate (Cents)	26.6	19.5	48.1	41.7	34.9

As part of the annual development of the five year capital improvements program, the City also prepares a bond issue schedule. While currently no plans exist for the 2016-2020 period, the City may recognize a need in the future during this period and sell bonds. Actual size and issuance depends upon the development of the annual capital improvements program. As existing street debt is retired, the debt service tax rate should continue to decrease.

# Off-Track Betting Special Projects Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS**

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

## **FUND HIGHLIGHTS**

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

## **OTB PROJECTS BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
TRANSFER TO REDEVELOP	<u>\$50,000</u>	<u>\$75,000</u>	<u>\$90,000</u>	<u>\$100,000</u>	<u>\$25,000</u>
TOTAL	<u>\$50,000</u>	<u>\$75,000</u>	<u>\$90,000</u>	<u>\$100,000</u>	<u>\$25,000</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
OTB RECEIPTS	<u>\$97,469</u>	<u>\$113,195</u>	<u>\$100,000</u>	<u>\$105,000</u>	<u>\$5,000</u>
INTEREST INCOME	<u>0</u>	<u>0</u>	<u>1,100</u>	<u>1,700</u>	<u>600</u>
TOTAL	<u>\$97,469</u>	<u>\$113,195</u>	<u>\$101,100</u>	<u>\$106,700</u>	<u>\$5,600</u>

## **BUDGET HIGHLIGHTS**

- Income budgeted at \$106,700 was increased to historical actual.
- A \$100,000 transfer to redevelopment is budgeted to pay back debt service paid from the redevelopment fund in previous years.

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

The 2016-2020 five year forecast assumes no revenue growth and expenditure of revenue for Redevelopment Fund reimbursement. Future excess funds will reimburse the Redevelopment Fund for past advances, \$700,000, made in 2005 – 2007 with the reimbursement complete by 2020.

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	<u>\$112</u>	<u>\$102</u>	<u>\$102</u>	<u>\$102</u>	<u>\$102</u>
Expenditures	<u>100</u>	<u>100</u>	<u>100</u>	<u>75</u>	<u>75</u>
Excess (Deficit)	<u>12</u>	<u>2</u>	<u>2</u>	<u>27</u>	<u>27</u>
Beginning Balance	<u>91</u>	<u>102</u>	<u>104</u>	<u>107</u>	<u>107</u>
Ending Balance	<u>\$102</u>	<u>\$104</u>	<u>\$107</u>	<u>\$134</u>	<u>\$134</u>

# Risk Management Fund

## **MISSION STATEMENT**

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

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

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

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

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

## **RISK MANAGEMENT FUND BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$3,406,394	\$2,218,600	\$4,147,037	\$2,359,800	\$141,200
OTHER	<u>451,700</u>	<u>470,500</u>	<u>470,500</u>	<u>413,100</u>	<u>(57,400)</u>
TOTAL	<u>\$3,858,094</u>	<u>\$2,689,100</u>	<u>\$4,617,537</u>	<u>\$2,772,900</u>	<u>\$83,800</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PROPERTY TAXES					
JUDGMENTS	1,077,980	1,746,930	1,485,000	1,609,930	124,930
SERVICE CHARGES	0	0	1,049,710	1,088,070	38,360
PROP DAMAGE REIMBURSEMENTS	170,055	181,233	115,000	115,000	0
MISCELLANEOUS	24,806	1,841	0	0	0
INTEREST INCOME	<u>11,244</u>	<u>(24,138)</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>1,284,085</u>	<u>1,905,866</u>	<u>2,649,710</u>	<u>2,813,000</u>	<u>163,290</u>

## **BUDGET HIGHLIGHTS**

- Increases in contractual expenses result from an increase in costs related to claims handling (\$34,800), policy premiums (\$31,400), and defense of claims (\$50,000). In addition, City losses increase \$25,000 to reflect actual experience.
- Efforts to expand property coverage and secure a lower overall property premium rate will continue and affect premium expenses moving forward.
- General fund purchase of services decreases \$57,400 due to personnel changes in the Legal Department.

# Risk Management Fund

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

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues	\$2,813	\$2,820	\$2,826	\$2,833	\$2,840
Expenses	<u>2,311</u>	<u>2,375</u>	<u>2,441</u>	<u>2,511</u>	<u>2,585</u>
Excess (Deficit)	<u>502</u>	<u>445</u>	<u>385</u>	<u>322</u>	<u>255</u>
Beginning Balance	<u>(7,163)</u>	<u>(6,661)</u>	<u>(6,216)</u>	<u>(5,831)</u>	<u>(5,509)</u>
Ending Balance	<u>(\$6,661)</u>	<u>(\$6,216)</u>	<u>(\$5,831)</u>	<u>(\$5,509)</u>	<u>(\$5,254)</u>
Property Tax Rates	7.5	7.5	7.4	7.2	7.1

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.

# Workforce Investment Board

## **MISSION STATEMENT**

It is the mission of the Workforce Investment Board is to create a competitive, skilled and educated workforce by providing a system for the Citizens of Boone and Winnebago Counties to gain meaningful employment responsive to the needs of business.

## **PRIMARY FUNCTIONS/FUND HIGHLIGHTS**

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

The City is the designated grant recipient for the federal Workforce Investment Act (WIA) funds for Boone and Winnebago counties and all expenses are covered by the grant. The WIA requires the establishment of a local Workforce Investment Board. This board and the City entered into an intergovernmental agreement in June 2004 that identifies the City as the employer of record and the mechanism for hiring Workforce Investment Board staff.

## **WORKFORCE INVESTMENT BOARD BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$533,384	\$508,585	\$510,406	\$533,674	\$25,089
CONTRACTUAL	<u>1,990</u>	<u>1,080</u>	<u>1,080</u>	<u>1,130</u>	<u>50</u>
TOTAL	<u>\$535,374</u>	<u>\$509,665</u>	<u>\$511,486</u>	<u>\$534,804</u>	<u>\$25,139</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
FEDERAL	<u>\$523,648</u>	<u>\$535,374</u>	<u>\$509,665</u>	<u>\$534,804</u>	<u>\$25,139</u>
	<u>\$523,648</u>	<u>\$535,374</u>	<u>\$509,665</u>	<u>\$534,804</u>	<u>\$25,139</u>

## **WORKFORCE INVESTMENT BOARD AUTHORIZED POSITIONS**

	POSITION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
WIB EXECUTIVE DIRECTOR	E-11	1.00	1.00	0.00
WIB BUSINESS ACCOUNT MANAGER	E-8	1.00	1.00	0.00
WIB BUSINESS ACCOUNT MANAGER	E-9	1.00	1.00	0.00
WIB PLAN & QUALITY ASSURANCE MANAGER	E-7	1.00	1.00	0.00
WIB PR/GRANTS MANAGER	E-10	1.00	1.00	0.00
WIB ASSISTANT	102	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b><u>0.00</u></b>

## **BUDGET HIGHLIGHTS**

- Personnel expenses increase due to an increase in health insurance rates and a 2% wage increase budgeted for all department staff for a total cost of \$7,000.

# Rockford Metropolitan Agency for Planning

## **MISSION STATEMENT**

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

## **RMAP BUDGET SUMMARY**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$734,714	\$666,323	703,257	\$673,510	\$7,187
CONTRACTUAL	442,395	288,150	396,424	246,123	(42,027)
SUPPLIES	21,146	11,495	13,476	15,500	4,005
OTHER	12,600	15,700	15,700	12,500	(3,200)
CAPITAL	0	<u>22,600</u>	0	<u>22,600</u>	0
TOTAL	<u>\$1,210,855</u>	<u>\$1,004,268</u>	<u>\$1,128,857</u>	<u>\$970,233</u>	<u>(\$34,035)</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CURRENT FUNDS					
FEDERAL	\$534,467	\$557,868	\$671,264	\$674,068	\$2,804
STATE	943,634	337,174	187,211	187,211	0
LOCAL MATCH	76,289	70,103	72,302	72,302	0
CITY PORTION	<u>79,327</u>	<u>76,292</u>	<u>76,292</u>	<u>76,292</u>	0
TOTAL	<u>1,633,717</u>	<u>1,041,437</u>	<u>1,007,069</u>	<u>1,009,873</u>	<u>2,804</u>

## **RMAP AUTHORIZED POSITIONS**

	POSITION	2014	2015	INCREASE/
<b>POSITION TITLE</b>	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	<u>(DECREASE)</u>
DIRECTOR	E-11	1.00	1.00	0.00
TRANSP PLANNER II	E-8	1.00	1.00	0.00
TRANSP PLANNER I	E-8	1.00	1.00	0.00
TRANSP ECONOMIST	E-8	1.00	1.00	0.00
TRANSP PLANNER/ENGINEER	E-8	2.00	2.00	0.00
SENIOR ADMIN ASSISTANT	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

## **BUDGET HIGHLIGHTS**

- Personnel expenses increase slightly due to an increase in health insurance rates and a budgeted 2% salary adjustment which is offset by a reduction in retiree health insurance.
- Contractual expenses decrease for additional outside consultant expenses.

# **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**

	2013	2014	2014	2015	INCREASE
<b>APPROPRIATION</b>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
CONTRACTUAL	\$1,336,236	\$2,714,674	\$2,774,652	\$3,590,308	\$875,634
TOTAL	<u>\$1,336,236</u>	<u>\$2,714,674</u>	<u>\$2,774,652</u>	<u>\$3,590,308</u>	<u>\$875,634</u>

	2012	2013	2014	2015	INCREASE
<b>FUNDING SOURCE</b>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
GENERAL FUND TRANSFERS	\$0	\$1,336,236	\$2,114,674	\$2,530,308	\$415,634
OTHER FUND TRANSFERS	0	197,782	120,000	120,000	0
VIDEO GAMING	0	454,974	480,000	940,000	460,000
TOTAL	<u>\$0</u>	<u>\$1,988,992</u>	<u>\$2,714,674</u>	<u>\$3,590,308</u>	<u>\$875,634</u>

## **BUDGET HIGHLIGHTS**

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

# Capital Replacement Fund

## LEASE AGREEMENT SUMMARY

<b>2012</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
4 GMC Yukons	PNC Equipment Finance	5 years	2.54%	45,184.21
1 stock engine, 1 stock aerial, 2 custom aerials and related equipment	Oshkosh Capital	8 years	2.65%	345,413.02
28 Chevy Caprices, 18 Chevy Impalas plus related equipment	JP Morgan Chase	4 years	1.27%	446,696.06
10 snow & ice, 3 water dumps, 2 chippers, 2 patchers, 2 clam loaders, 2 buckets, 1 sewer truck, 1 backhoe	JP Morgan Chase	10 years	1.85%	370,809.59
42 cars, trucks, SUVs	US Bancorp	5 years	1.27%	245,880.78
Total				1,453,983.66

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

<b>2014</b>				
<i>Vehicles</i>	<i>Leasing Company</i>	<i>Lease Term</i>	<i>Lease Rate</i>	<i>Annual Payment</i>
2 ambulances	PNC	4 years	1.42%	142,064.54
2 engines and related equipment	US Bancorp	7 years	2.01%	179,298.76
1 bomb trailer, 1 SWAT vehicle, 1 Patcher, 4 snow plows, 1 chipper, 1 backhoe, 2 slope mowers, 2 water dumps	US Bancorp	10 years	2.29%	190,449.14
16 Chevy Caprices, 14 Chevy Impalas plus related equipment	PNC	4 years	1.45%	264,502.15
21 cars, trucks, SUVs	TBD	5 years	TBD	176,479.64
Total				952,794.23

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  
2015 BUDGET  
SUMMARY-ALL FUNDS**

	GENERAL GOVERNMENT				PROPRIETARY	FIDUCIARY		TOTALS		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECT	ENTERPRISE	INTERNAL SERVICE	TRUST PENSION	ELIMINATIONS	2015	2014
REVENUES										
PROPERTY TAX										
CITY WIDE	\$39,008,067	\$7,601,015	\$13,111,333			\$5,205,469		\$1,626,192	\$63,299,692	\$64,799,647
TAXABLE BONDS			2,950,872						2,950,872	3,001,825
SPECIAL DISTRICTS		4,123,232	0						4,123,232	4,120,505
LESS, PROVISION FOR ABATEMENT			12,975,792						12,975,792	13,170,215
LESS, PROVISION FOR UNCOLLECTIBLE TAXES	<u>390,081</u>	<u>115,057</u>	<u>30,864</u>			<u>52,056</u>		<u>16,262</u>	<u>571,796</u>	<u>587,100</u>
NET TAX LEVY	38,617,986	11,609,923	3,055,549			5,153,413		1,609,930	56,826,941	58,164,662
TAX LEVY REIMBURSEMENTS	<u>6,055,676</u>	<u>700</u>	<u>0</u>			<u>0</u>		<u>3,502,156</u>	<u>2,554,220</u>	<u>2,345,979</u>
PROPERTY TAXES PRIOR TO ADJUSTMENTS	44,673,662	11,610,623	3,055,549			5,153,413		5,112,086	59,381,161	60,510,641
LESS, PROVISION FOR ACCOUNTING INTERPRETATION		(200)							(200)	(1,883)
LESS, TAX CAP EFFECTS		0	0			0			0	0
TOTAL PROPERTY TAXES	44,673,662	11,610,823	3,055,549			5,153,413		5,112,086	59,381,361	60,512,524
OTHER TAXES	<u>31,329,789</u>	<u>5,465,000</u>	<u>0</u>	<u>\$15,524,000</u>		<u>0</u>		<u>0</u>	<u>52,318,789</u>	<u>51,679,577</u>
TOTAL TAXES	76,003,451	17,075,823	3,055,549	15,524,000		5,153,413		5,112,086	111,700,150	112,192,101
LICENSES, PERMITS & INSPECTION FEES	4,420,534	105,000							4,525,534	3,847,860
INTERGOVERNMENTAL	25,219,782	25,108,127	1,400,000	\$27,540,000		1,165,426		328,200	80,105,135	72,991,367
CHARGES FOR SERVICES	5,351,000	11,727,900			\$25,109,000	11,349,440		11,677,093	41,860,247	38,902,177
FINES, FORFEITURES & PENALTIES	1,178,240	100,000			515,800				1,794,040	1,740,800
REVENUE FROM USE OF MONEY & PROPERTY	100,000	555,831		200,000	1,649,200	142,100	\$11,400,000	284,171	13,762,960	13,687,749
FAIR VALUE ADJUSTMENT							10,000,000		10,000,000	10,000,000
OTHER REVENUE & INCOME			120,000			3,758,195			3,878,195	3,134,980
RESTRICTED RECEIPTS	2,249,000						3,889,100		6,138,100	10,704,200
MISCELLANEOUS	<u>10,765,404</u>	<u>78,691</u>	<u>0</u>	<u>0</u>	<u>75,000</u>	<u>115,000</u>	<u>0</u>	<u>9,389,379</u>	<u>1,644,716</u>	<u>1,615,476</u>
TOTAL REVENUES	125,287,411	54,751,372	4,575,549	43,264,000	27,349,000	21,683,574	25,289,100	26,790,929	275,409,077	268,816,710
OTHER ADDITIONS										
TRANSFERS	2,500,000	2,551,292	8,877,833	11,040,000	121,900	27,261,932	13,664,061	63,963,761	2,053,257	558,624
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	2,551,292	8,877,833	11,040,000	121,900	27,261,932	13,664,061	63,963,761	2,053,257	558,624
ELIMINATIONS	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & OTHER ADDITIONS	<u>127,787,411</u>	<u>57,302,664</u>	<u>13,453,382</u>	<u>54,304,000</u>	<u>27,470,900</u>	<u>48,945,506</u>	<u>38,953,161</u>	<u>90,754,690</u>	<u>277,462,334</u>	<u>269,375,334</u>
APPROPRIATION	127,787,411	58,837,069	20,030,657	54,304,000	27,186,805	49,367,338	30,964,570	87,134,634	281,343,216	270,934,126
NON-APPROPRIATION EXPENSES										
PROVISION FOR ACCOUNTING INTERPRETATION									0	0
TRANSFER TO WATER UTILITY				(4,800,000)					(4,800,000)	(4,800,000)
TRANSFER TO PARKING UTILITY									0	0
COMMUNITY DEVELOPMENT									0	0
LEGAL REQUIREMENT FOR DEBT SERVICE	0	0	(5,594,357)	0	0	0	0	(5,594,357)	0	0
PROJECTED EXPENDITURES & TRANSFERS	<u>127,787,411</u>	<u>58,837,069</u>	<u>14,436,300</u>	<u>49,504,000</u>	<u>27,186,805</u>	<u>49,367,338</u>	<u>30,964,570</u>	<u>\$81,540,277</u>	<u>276,543,216</u>	<u>266,134,126</u>
ADJUSTMENT FOR ENTERPRISE FUND PROJECTS				(4,800,000)					(4,800,000)	(4,800,000)
PROJECTED EXCESS TO AMORTIZE PRIOR YR EXPENSE									0	0
PROJECTED EXCESS (DEFICIT) OF REVENUES									0	0
OVER EXPENDITURES AND ADJUSTMENTS	0	(1,534,405)	(982,918)	0	284,095	(421,832)	7,988,591		5,333,531	(3,156)
BEGINNING BALANCE, JANUARY 1	32,168,324	19,677,466	9,361,193	10,331,021	149,286,122	3,299,624	337,005,567		561,129,317	545,576,329
ADJUSTMENT FOR NON-RECURRING TRANSFERS	0								0	0
ADJUSTMENT OF BALANCE TO REVENUE FOR ENCUMBRANCES	0								0	0
ENDING BALANCE, DECEMBER 31	<u>\$32,168,324</u>	<u>\$18,143,061</u>	<u>\$8,378,275</u>	<u>\$10,331,021</u>	<u>\$149,570,217</u>	<u>\$2,877,792</u>	<u>\$344,994,158</u>		<u>\$566,462,848</u>	<u>\$545,573,173</u>

CITY OF ROCKFORD, ILLINOIS  
BUDGET PROGRAM SUMMARY BY EXPENDITURE CLASSIFICATION  
2015 BUDGET

AGENCIES	2014 BUDGET	INCREASE (DECREASE)	2015 BUDGET	SALARY EXPENSE	FRINGE BENEFITS	CONTRACTUAL EXPENSE	SUPPLY EXPENSE	OTHER EXPENSE	INTEREST EXPENSE	CAPITAL EXPENSE	DEBT REQUIREMENT
<b>LEGISLATIVE &amp; MANAGEMENT</b>											
MAYOR	\$660,750	\$14,913	\$675,663	\$380,906	\$135,045	\$144,410	\$11,650	\$3,652			
COUNCIL	535,996	31,345	567,341	168,000	187,521	208,920	2,900				
LEGAL	1,666,012	(5,265)	1,660,747	916,592	441,875	277,830	24,450				
FINANCE	6,744,204	1,427,691	8,171,895	2,042,419	928,914	1,112,232	34,000	\$4,054,330			
INFORMATION TECH	2,947,018	182,148	3,129,166	335,361	132,073	2,099,932	51,000	510,800			
ELECTION COMMISSION	796,491	(59,058)	737,433	274,775	88,144	298,114	51,400			\$25,000	
HUMAN RESOURCES	690,781	(4,017)	686,764	388,121	150,923	138,170	9,550				
<b>COMMUNITY DEVELOPMENT</b>											
ADMINISTRATION	229,476	3,088	232,564	136,763	59,947	32,090	1,420	2,344			
DEVELOPMENT	4,025,556	583,819	4,609,375	367,679	200,822	130,740	2,050	3,908,084			
REDEVELOPMENT	4,074,896	(397,960)	3,676,936	0	0	21,680		3,655,256			
TOURISM PROMOTION	1,587,800	51,900	1,639,700	0	0	1,183,820		455,880			
TAX INCREMENT DISTRICTS	6,279,353	1,166,491	7,445,844	0	0	40,000	0	7,314,634	91,210	0	0
SANITATION	12,301,377	(508,017)	11,793,360	0	0	8,396,800	0	3,396,560			
PLANNING	607,019	17,625	624,644	363,210	154,311	102,970	1,970	2,183			
CONST SERVICES	3,481,585	(447,865)	3,033,720	1,425,901	701,492	802,590	7,750	24,987		71,000	
<b>HUMAN SERVICES</b>											
HUMAN SERVICES	13,362,841	132,361	13,495,202	4,320,548	2,125,116	2,015,363	754,300	4,279,875			
TUBERCULOSIS SANITARIUM	170,000	8,500	178,500	0		178,500					
LIBRARY	8,622,131	(55,940)	8,566,191	3,444,361	1,436,787	1,646,401	1,462,642	105,500	225,000	245,500	
MASS TRANSIT	1,524,000	0	1,524,000	0		1,524,000					
<b>PUBLIC SAFETY</b>											
POLICE	49,371,255	661,349	50,032,604	26,314,701	13,022,164	8,877,016	788,326	688,397		342,000	
FIRE	43,674,910	254,295	43,929,205	23,375,685	13,713,823	3,630,365	641,570	1,191,762		1,376,000	
911 COMMUNICATIONS	5,460,994	184,972	5,645,966	3,835,445	1,585,656	207,115	17,750				
FIRE/POLICE COMMISSION	286,053	(60,088)	225,965	17,000	3,840	202,825	2,300				
<b>PUBLIC WORKS</b>											
ADMINISTRATION	364,156	12,462	376,618	222,896	81,027	60,290	9,100	3,305			
ENGINEERING	1,007,509	80,968	1,088,477	526,083	229,043	245,435	30,750	7,166		50,000	
CAPITAL PROJECT	50,760,000	3,544,000	54,304,000	1,271,013	576,368	765,815	16,700	733,596		50,940,508	
MOTOR FUEL TAX	4,350,000	1,966,300	6,316,300	0	0			6,316,300			
STREETS & SEWERS	10,430,514	(999,914)	9,430,600	1,707,549	809,183	4,794,760	1,384,000	548,108		187,000	
TRAFFIC	4,063,993	190,374	4,254,367	690,230	286,480	2,567,650	357,000	106,007		247,000	
PARKING	2,546,801	(86,432)	2,460,369	164,840	74,573	1,097,088	42,500	1,081,368			
PROPERTY	2,204,899	429,943	2,634,842	576,414	308,053	1,218,525	246,700	285,150			
EQUIPMENT	3,918,666	71,338	3,990,004	591,238	315,976	974,930	2,008,110	99,750			
CENTRAL SUPPLY	431,078	13,848	444,926	230,947	103,219	54,460	31,500	24,800			
WATER	24,341,812	384,624	24,726,436	4,097,885	1,873,684	6,602,635	1,370,600	8,777,998	2,003,634		
<b>NON-OPERATING FUNDS</b>											
POLICE PENSION	14,726,314	412,055	15,138,369	0	14,631,319	392,350	2,200	112,500			
FIRE PENSION	15,394,294	431,907	15,826,201	0	15,411,101	302,400		112,700			
IMRF PENSION	7,198,493	(243,692)	6,954,801	0	6,954,501	300					
WORKMEN'S COMPENSATION	2,746,479	98,271	2,844,750	0	0	2,750,260		94,490			
UNEMPLOYMENT INSURANCE	167,380	1,680	169,060	0	0	169,060					
HEALTH INSURANCE	21,013,800	908,500	21,922,300	0	0	21,760,300	500	161,500			
AUDITING	208,100	7,000	215,100	0	0	215,100					
DEBT SERVICE	17,315,983	(1,284,642)	16,031,341	0	0				3,976,308		\$12,055,033
OTB PROJECTS	75,000	25,000	100,000	0	0			100,000			
RISK MANAGEMENT	2,689,100	83,800	2,772,900	0	0	2,359,800		413,100			
RMAP	1,004,268	(34,035)	970,233	486,845	186,665	246,123	15,500	12,500		22,600	
WIB OPS	509,665	25,139	534,804	358,020	175,654	1,130					
CAPITAL REPLACEMENT	2,714,674	875,634	3,590,308	0	0				315,964	3,274,344	
ADJUSTMENTS	0	0	0	0	0						
ELIMINATIONS	(87,134,634)	(7,407,511)	(94,542,145)	(4,990,072)	(22,467,754)	(27,645,649)	(2,360,044)	(31,252,519)	(1,601,074)	0	(4,225,033)
TOTAL	\$272,142,865	\$2,694,881	\$274,837,746	\$74,041,355	\$54,617,545	\$52,204,645	\$7,020,144	\$17,332,063	\$5,011,042	\$56,780,952	\$7,830,000
BUDGET PERCENTAGE	100		100.0	26.9	19.9	19.0	2.6	6.3	1.8	20.7	2.8

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
PERSONNEL AUTHORIZATION  
ALL FUNDS**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	2013-2014 INCREASE (DECREASE)	<u>2015</u>	2014-2015 INCREASE (DECREASE)
<b>PROGRAMS AND AGENCIES</b>						
<b>LEGISLATIVE &amp; MANAGEMENT</b>						
MAYOR	4.00	4.00	4.00	0.00	4.00	0.00
LEGAL	12.00	12.00	12.00	0.00	13.00	1.00
FINANCE	32.00	36.00	36.00	0.00	36.00	0.00
INFORMATION SERVICES	6.00	4.00	4.00	0.00	4.00	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>59.00</u>	<u>61.00</u>	<u>61.00</u>	<u>0.00</u>	<u>62.00</u>	<u>1.00</u>
<b>COMMUNITY DEVELOPMENT</b>						
CD ADMINISTRATION	1.50	1.50	1.50	0.00	1.50	0.00
CD CODE ENFORCEMENT	10.20	0.00	0.00	0.00	0.00	0.00
CD PLANNING	4.30	4.30	4.30	0.00	4.30	0.00
CD CONSTRUCTION SERVICES	15.00	25.20	25.20	0.00	23.20	(2.00)
CD DEVELOPMENT	<u>8.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	<u>6.00</u>	<u>(1.00)</u>
COMM DEVELOPMENT TOTAL	<u>39.00</u>	<u>38.00</u>	<u>38.00</u>	<u>0.00</u>	<u>35.00</u>	<u>(3.00)</u>
<b>HUMAN SERVICES</b>						
HUMAN SERVICES	90.58	96.35	95.50	(0.85)	86.40	(9.10)
LIBRARY	<u>86.00</u>	<u>86.25</u>	<u>87.00</u>	<u>0.75</u>	<u>87.00</u>	<u>0.00</u>
HUMAN SERVICES TOTAL	<u>176.58</u>	<u>182.60</u>	<u>182.50</u>	<u>(0.10)</u>	<u>173.40</u>	<u>(9.10)</u>
<b>PUBLIC SAFETY</b>						
POLICE	318.00	319.00	322.50	3.50	323.00	0.50
FIRE	280.00	280.00	259.00	(21.00)	259.00	0.00
911 COMMUNICATIONS	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>0.00</u>	<u>53.00</u>	<u>0.00</u>
PUBLIC SAFETY TOTAL	<u>651.00</u>	<u>652.00</u>	<u>634.50</u>	<u>(17.50)</u>	<u>635.00</u>	<u>0.50</u>
<b>PUBLIC WORKS</b>						
ADMINISTRATION	2.00	2.00	2.00	0.00	2.00	0.00
ENGINEERING	10.00	9.50	8.00	(1.50)	9.10	1.10
STREETS & SEWERS	31.00	31.00	31.00	0.00	31.00	0.00
TRAFFIC	11.00	11.00	11.00	0.00	11.00	0.00
CAPITAL PROJECT	17.00	16.50	18.00	1.50	18.90	0.90
PARKING SYSTEM	8.50	8.50	3.00	(5.50)	3.00	0.00
BUILDING MAINTENANCE	10.00	10.00	10.00	0.00	10.00	0.00
EQUIPMENT MAINTENANCE	10.00	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>72.00</u>	<u>64.00</u>	<u>64.00</u>	<u>0.00</u>	<u>63.00</u>	<u>(1.00)</u>
PUBLIC WORKS TOTAL	<u>175.50</u>	<u>165.50</u>	<u>160.00</u>	<u>(5.50)</u>	<u>161.00</u>	<u>1.00</u>
TOTAL	<u>1,101.08</u>	<u>1,099.10</u>	<u>1,076.00</u>	<u>(23.10)</u>	<u>1,066.40</u>	<u>(9.60)</u>
ANNUAL PERSONNEL CHANGE		(1.98)	(23.10)		(9.60)	
ANNUAL PERCENTAGE CHANGE		(0.20)	(2.10)		(0.90)	

**CITY OF ROCKFORD, ILLINOIS  
2016-2020 GENERAL FUND FORECAST**

REVENUE SUMMARY

	2014	2015	2016	2017	2018	2019	2020
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PROPERTY TAXES	43,966,267	44,673,662	45,120,399	46,248,409	47,794,619	48,989,484	50,214,221
OTHER TAXES	31,989,449	31,329,789	31,787,005	32,323,869	32,871,471	33,430,025	33,999,750
LICENSE AND PERMITS	5,194,707	4,420,534	4,535,647	4,641,078	4,751,022	4,864,391	4,981,291
INTERGOVERNMENTAL	27,022,490	25,219,782	25,280,748	25,978,602	26,219,261	26,958,128	27,719,086
CHARGES FOR SERVICE	4,786,781	5,351,000	5,401,813	5,612,884	5,832,347	6,060,536	6,297,799
FINES	1,104,674	1,178,240	1,212,737	1,248,239	1,284,794	1,322,429	1,361,174
MISCELLANEOUS	2,412,340	1,463,800	1,491,300	1,424,152	1,457,955	1,492,738	1,528,529
REIMBURSEMENT FOR SERVICES	11,178,106	11,901,604	12,199,958	11,140,957	11,440,686	11,749,407	12,067,392
LEASE PROCEEDS	2,898,130	2,249,000	2,766,000	2,798,000	4,054,000	4,734,000	4,734,000
<b>TOTAL</b>	<b>130,552,944</b>	<b>127,787,411</b>	<b>129,795,607</b>	<b>131,416,190</b>	<b>135,706,155</b>	<b>139,601,138</b>	<b>142,903,242</b>

EXPENSE SUMMARY

	2014	2015	2016	2017	2018	2019	2020
	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>	<u>PROJECTION</u>
PERSONNEL	88,727,557	90,478,237	92,365,072	96,497,624	100,101,157	103,858,862	107,779,331
CONTRACTUAL	25,516,990	25,020,797	26,921,611	27,124,577	27,779,880	28,453,073	29,126,862
SUPPLIES	3,967,625	3,358,136	3,442,246	3,522,336	3,604,309	3,688,210	3,748,758
OTHER	5,136,098	6,632,241	7,753,078	8,014,677	8,192,251	8,387,765	8,588,429
CAPITAL	2,898,130	2,298,000	2,265,920	2,296,960	3,515,280	3,825,680	3,825,687
<b>TOTAL</b>	<b>126,246,400</b>	<b>127,787,411</b>	<b>132,747,927</b>	<b>137,456,174</b>	<b>143,192,877</b>	<b>148,213,590</b>	<b>153,069,066</b>
<b>SURPLUS (DEFICIT)</b>	<b>4,306,544</b>	<b>0</b>	<b>(2,952,320)</b>	<b>(6,039,984)</b>	<b>(7,486,722)</b>	<b>(8,612,452)</b>	<b>(10,165,824)</b>
	3%	0%	-2%	-5%	-6%	-6%	-7%

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
SPECIAL REVENUE FUNDS**

	MOTOR FUEL		COMMUNITY	REDEVELOPMENT	TOURISM	TAX INCREMENT	HUMAN	TUBERCULOSIS			OTB SPECIAL		TOTAL
REVENUES	TAX	SANITATION	DEVELOPMENT	TAX	PROMOTION	FINANCING	SERVICES	SANITARIUM	LIBRARY	RMAP	PROJECTS	ELIMINATIONS	
PROPERTY TAXES													
CITY WIDE		\$21,000						\$176,715	\$7,403,300				\$7,601,015
SPECIAL DISTRICTS						\$4,123,232							4,123,232
LESS, UNCOLLECTIBLE TAXES		200				40,824		0	74,033				115,057
NET TAX LEVY		20,800				4,082,408		176,715	7,330,000				11,609,923
TAX LEVY REIMBURSEMENTS		700				0		0	0				700
PROPERTY TAXES PRIOR ADJUST		21,500				4,082,408		176,715	7,330,000				11,610,623
LESS, PROVISION FOR ACCTG INT		(200)				0		0	0				(200)
LESS, TAX CAP EFFECTS		0				0		0	0				0
TOTAL PROPERTY TAXES		21,700				4,082,408		176,715	7,330,000				11,610,823
OTHER TAXES		0		\$3,825,300	\$1,639,700	0		0	0				5,465,000
TOTAL TAXES		21,700		3,825,300	1,639,700	4,082,408		176,715	7,330,000				17,075,823
LICENSES, PERMITS & FEES											\$105,000		105,000
INTERGOVERNMENTAL	\$4,503,500		\$4,544,375				\$14,181,671		945,000	\$933,581			25,108,127
SERVICE CHARGES		11,675,400							52,500				11,727,900
FINES									100,000				100,000
REVENUE, RENTS & INTEREST	297,000	109,300	65,000			22,531		300	60,000		1,700		555,831
OTHER REVENUE & INCOME													\$0
MISCELLANEOUS	0	0	0	0	0	0	0	0	78,691	0	0	0	78,691
TOTAL REVENUES	4,800,500	11,806,400	4,609,375	3,825,300	1,639,700	4,104,939	14,181,671	177,015	8,566,191	933,581	106,700	0	54,751,372
OTHER ADDITIONS				425,000		2,050,000				76,292			2,551,292
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	4,800,500	11,806,400	4,609,375	4,250,300	1,639,700	6,154,939	14,181,671	177,015	8,566,191	1,009,873	106,700	0	57,302,664
APPROPRIATION	6,316,300	11,793,360	4,609,375	3,676,936	1,639,700	7,491,272	13,495,202	178,500	8,566,191	970,233	100,000	0	58,837,069
NON EXPENSE APPROPRIATION								0					0
EXPENDITURES AND TRANSFERS	6,316,300	11,793,360	4,609,375	3,676,936	1,639,700	7,491,272	13,495,202	178,500	8,566,191	970,233	100,000	0	58,837,069
EXCESS (DEFICIT)													
OF REVENUES OVER													
EXPENDITURES	(1,515,800)	13,040	0	573,364	0	(1,336,333)	686,469	(1,485)	0	39,640	6,700		(1,534,405)
BEGINNING BALANCE,													
JANUARY 1	9,040,614	4,849,350	833,034	1,288,496	306,910	(5,889,931)	865,987	111,807	8,377,947	(243,748)	137,000		19,677,466
ENDING BALANCE, DECEMBER 31	\$7,524,814	\$4,862,390	\$833,034	\$1,861,860	\$306,910	(\$7,226,264)	\$1,552,456	\$110,322	\$8,377,947	(\$204,108)	\$143,700		\$18,143,061

**CITY OF ROCKFORD, ILLINOIS**  
**2015 BUDGET**  
**SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS**  
**(PAGE 1 OF 2)**

	<u>EAST SIDE</u>	<u>EAST RIVER</u>	<u>WEST SIDE #1</u>	<u>WEST SIDE #2</u>	<u>RIVER NORTH</u>	<u>SOUTH ROCKFORD</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$311,137	\$138,975	\$427,139	\$1,505	\$30,788	\$110,918
LESS, UNCOLLECTIBLE TAXES	<u>3,081</u>	<u>1,376</u>	<u>4,229</u>	<u>15</u>	<u>305</u>	<u>1,098</u>
NET TAX LEVY	308,056	137,599	422,910	1,490	30,483	109,820
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST	0	0	0	135	1,995	0
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	308,056	137,599	422,910	1,625	32,478	109,820
OTHER ADDITIONS						
TRANSFERS	0	850,000	300,000	0	0	850,000
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	308,056	987,599	722,910	1,625	32,478	959,820
APPROPRIATION	409,640	899,382	714,888	0	42,003	393,736
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	409,640	899,382	714,888	0	42,003	393,736
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(101,584)	88,217	8,022	1,625	(9,525)	566,084
BEGINNING BALANCE, JANUARY 1	(41,999)	16,297	204,425	8,981	132,973	(38,783)
ENDING BALANCE, DECEMBER 31	<u>(\$143,583)</u>	<u>\$104,514</u>	<u>\$212,447</u>	<u>\$10,606</u>	<u>\$123,448</u>	<u>\$527,301</u>

	<u>ASSISTED LIVING</u>	<u>STATE KILBURN</u>	<u>STATE CENTRAL</u>	<u>SPRINGFIELD CORNERS</u>	<u>NORTH MAIN</u>	<u>MAIN AUBURN</u>
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$0	\$7,171	\$55,651	\$215,035	\$54,761	\$2,899
LESS, UNCOLLECTIBLE TAXES	<u>0</u>	<u>71</u>	<u>551</u>	<u>2,129</u>	<u>542</u>	<u>29</u>
NET TAX LEVY	0	7,100	55,100	212,906	54,219	2,870
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST	3	659	0	0	0	1,245
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	3	7,759	55,100	212,906	54,219	4,115
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	3	7,759	55,100	212,906	54,219	4,115
APPROPRIATION	0	0	6,784	492,778	211,934	10,000
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	0	0	6,784	492,778	211,934	10,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	3	7,759	48,316	(279,872)	(157,715)	(5,885)
BEGINNING BALANCE, JANUARY 1	221	43,901	(271,376)	(1,713,057)	(731,402)	82,969
ENDING BALANCE, DECEMBER 31	\$224	\$51,660	(\$223,060)	(\$1,992,929)	(\$889,117)	\$77,084

	<u>MAIN WHITMAN</u>	<u>SEVENTH STREET</u>	<u>MIDTOWN</u>	<u>BROADWAY</u>	<u>STATE ALPINE</u>	<u>JEFFERSON 3RD</u>	<u>MULFORD STATE</u>	<u>TOTAL RETAIL TIF DISTRICTS</u>
REVENUES								
PROPERTY TAXES								
SPECIAL DISTRICTS	\$27,231	\$831,452	\$11,938	\$44,227	\$124,028	\$14,706	\$141,019	\$2,550,579
LESS, UNCOLLECTIBLE TAXES	<u>270</u>	<u>8,232</u>	<u>118</u>	<u>438</u>	<u>1,228</u>	<u>146</u>	<u>1,396</u>	<u>25,253</u>
NET TAX LEVY	26,961	823,220	11,820	43,789	122,800	14,560	139,623	2,525,326
INTERGOVERNMENTAL								
REVENUE, RENTS & INTEREST	0	0	975	1,681	5,165	0	159	12,017
OTHER REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	26,961	823,220	12,795	45,470	127,965	14,560	139,782	2,537,343
OTHER ADDITIONS								
TRANSFERS	0	50,000	0	0	0	0	0	2,050,000
PROCEEDS FROM SALE OF BONDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES & ADDITIONS	26,961	873,220	12,795	45,470	127,965	14,560	139,782	4,587,343
APPROPRIATION	119,117	1,158,075	25,000	25,000	215,000	14,277	20,967	4,758,581
NON EXPENSE APPROPRIATION								
EXPENDITURES AND TRANSFERS	119,117	1,158,075	25,000	25,000	215,000	14,277	20,967	4,758,581
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(92,156)	(284,855)	(12,205)	20,470	(87,035)	283	118,815	(171,238)
BEGINNING BALANCE, JANUARY 1	(497,119)	(303,370)	65,030	112,069	344,319	676	119,419	(2,465,826)
ENDING BALANCE, DECEMBER 31	<u>(\$589,275)</u>	<u>(\$588,225)</u>	<u>\$52,825</u>	<u>\$132,539</u>	<u>\$257,284</u>	<u>\$959</u>	<u>\$238,234</u>	<u>(2,637,064)</u>

CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
SPECIAL REVENUE FUNDS - TAX INCREMENT FINANCE DISTRICTS  
(PAGE 2 OF 2)

	LINCOLNWOOD #1	LINCOLNWOOD #2	HOPE 6	GARRISON	RIVER OAKS	JACKSON SCHOOL
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$65,331	\$43,727	\$160,664	\$61,659	\$30,013	\$42,521
LESS, UNCOLLECTIBLE TAXES	647	433	1,591	610	297	421
NET TAX LEVY	64,684	43,294	159,073	61,049	29,716	42,100
INTERGOVERNMENTAL						
REVENUE, RENTS & INTEREST	1,775	259	0	0	0	0
OTHER REVENUE	0	0	0	0	0	0
TOTAL REVENUES	66,459	43,553	159,073	61,049	29,716	42,100
OTHER ADDITIONS						
TRANSFERS						
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	66,459	43,553	159,073	61,049	29,716	42,100
APPROPRIATION	85,688	67,231	265,491	163,142	305,349	119,940
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	85,688	67,231	265,491	163,142	305,349	119,940
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(19,229)	(23,678)	(106,418)	(102,093)	(275,633)	(77,840)
BEGINNING BALANCE, JANUARY 1	118,366	17,255	(407,740)	(445,273)	(1,584,080)	(113,488)
ENDING BALANCE, DECEMBER 31	\$99,137	(\$6,423)	(\$514,158)	(\$547,366)	(\$1,859,713)	(\$191,328)

	TOTAL RESIDENTIAL TIF DISTRICTS	ROCKFORD GLOBAL TRADE PARK #1	ROCKFORD GLOBAL TRADE PARK #2	ROCKFORD GLOBAL TRADE PARK #3	ROCKFORD GLOBAL TRADE SOUTH	PRESTON CENTRAL
REVENUES						
PROPERTY TAXES						
SPECIAL DISTRICTS	\$403,915	\$769,519	\$250,177	\$21,715	\$8,237	\$77,467
LESS, UNCOLLECTIBLE TAXES	3,999	7,619	2,477	215	82	767
NET TAX LEVY	399,916	761,900	247,700	21,500	8,155	76,700
INTERGOVERNMENTAL	0					
REVENUE, RENTS & INTEREST	2,034	0	5,959	1,023	233	0
OTHER REVENUE	0	0	0	0	0	0
TOTAL REVENUES	401,950	761,900	253,659	22,523	8,388	76,700
OTHER ADDITIONS						
TRANSFERS	0	0	0	0	0	0
PROCEEDS FROM SALE OF BONDS	0	0	0	0	0	0
TOTAL REVENUES & ADDITIONS	401,950	761,900	253,659	22,523	8,388	76,700
APPROPRIATION	1,006,841	842,850	650,921	89,658	0	107,392
NON EXPENSE APPROPRIATION						
EXPENDITURES AND TRANSFERS	1,006,841	842,850	650,921	89,658	0	107,392
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(604,891)	(80,950)	(397,262)	(67,135)	8,388	(30,692)
BEGINNING BALANCE, JANUARY 1	(2,414,960)	(239,253)	397,262	68,195	15,549	(1,335,240)
ENDING BALANCE, DECEMBER 31	(3,019,851)	(\$320,203)	\$0	\$1,060	\$23,937	(\$1,365,932)

	KISHWAUKEE HARRISON #1	KISHWAUKEE HARRISON #2	TOTAL INDUSTRIAL TIF DISTRICTS	TOTAL ALL TIF DISTRICTS
REVENUES				
PROPERTY TAXES				
SPECIAL DISTRICTS	\$41,623	\$0	\$1,168,738	\$4,123,232
LESS, UNCOLLECTIBLE TAXES	412	0	11,572	40,824
NET TAX LEVY	41,211	0	1,157,166	4,082,408
INTERGOVERNMENTAL				
REVENUE, RENTS & INTEREST	1,258	7	8,480	22,531
OTHER REVENUE	0	0	0	0
TOTAL REVENUES	42,469	7	1,165,646	4,104,939
OTHER ADDITIONS				
TRANSFERS			0	2,050,000
PROCEEDS FROM SALE OF BONDS	0	0	0	0
TOTAL REVENUES & ADDITIONS	42,469	7	1,165,646	6,154,939
APPROPRIATION	35,029	0	1,725,850	7,491,272
NON EXPENSE APPROPRIATION				
EXPENDITURES AND TRANSFERS	35,029	0	1,725,850	7,491,272
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	7,440	7	(560,204)	(1,336,333)
BEGINNING BALANCE, JANUARY 1	83,865	477	(1,009,145)	(5,889,931)
ENDING BALANCE, DECEMBER 31	\$91,305	\$484	(\$1,569,349)	(\$7,226,264)

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
INTERNAL SERVICE FUNDS**

<u>REVENUES</u>	<u>PROPERTY</u>	<u>EQUIPMENT</u>	<u>CENTRAL STORES</u>	<u>RISK MGMT</u>	<u>INFORMATION TECHNOLOGY</u>	<u>911 COMMUNICA- TIONS</u>	<u>ILLINOIS MUNICIPAL RETIREMENT</u>	<u>UNEMPLOY- MENT TAX</u>	<u>WORKER'S COMPENSATION</u>	<u>AUDITING</u>	<u>HEALTH INSURANCE</u>	<u>ELIMINATIONS</u>	<u>TOTAL</u>
PROPERTY TAXES				\$1,626,192			\$3,391,179			\$188,098			\$5,205,469
LESS, UNCOLLECTIBLE TAXES				<u>16,262</u>			<u>33,913</u>			<u>1,881</u>			<u>52,056</u>
NET TAX LEVY				1,609,930			3,357,266			186,217			5,153,413
TAX LEVY REIMBURSEMENTS				<u>0</u>			<u>300</u>	<u>1,300</u>	<u>260</u>			<u>\$1,860</u>	<u>0</u>
PROPERTY TAXES PRIOR ADJUST				1,609,930			3,357,566	1,300	260	186,217		1,860	5,153,413
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>	<u>0</u>
TOTAL PROPERTY TAXES				1,609,930			3,357,566	1,300	260	186,217		1,860	5,153,413
INTERGOVERNMENTAL						\$837,226	328,200						1,165,426
SERVICE CHARGES	\$2,551,980	\$4,039,610	\$445,000	1,088,070	\$3,382,300							289,820	11,217,140
FINES AND PENALTIES													
RENTS AND INTEREST	20,000						10,000	2,500	15,000		\$94,600		142,100
OTHER REVENUE											3,758,195		3,758,195
RESTRICTED RECEIPTS													
MISCELLANEOUS	<u>0</u>	<u>0</u>	<u>0</u>	<u>115,000</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>115,000</u>
TOTAL REVENUES	2,571,980	4,039,610	445,000	2,813,000	3,382,300	837,226	3,695,766	3,800	15,260	186,217	3,852,795	291,680	21,551,274
OTHER ADDITIONS													
TRANSFERS	<u>24,563</u>	<u>0</u>	<u>0</u>			<u>4,809,042</u>	<u>3,391,179</u>	<u>166,460</u>	<u>2,730,161</u>	<u>59,301</u>	<u>17,035,112</u>	<u>1,064,797</u>	<u>27,151,021</u>
TOTAL REVENUES & ADDITIONS	<u>2,596,543</u>	<u>4,039,610</u>	<u>445,000</u>	<u>2,813,000</u>	<u>3,382,300</u>	<u>5,646,268</u>	<u>7,086,945</u>	<u>170,260</u>	<u>2,745,421</u>	<u>245,518</u>	<u>20,887,907</u>	<u>1,356,477</u>	<u>48,702,295</u>
APPROPRIATION	<u>2,634,842</u>	<u>3,990,004</u>	<u>444,926</u>	<u>2,772,900</u>	<u>3,129,166</u>	<u>5,645,966</u>	<u>6,954,801</u>	<u>169,060</u>	<u>2,844,750</u>	<u>215,100</u>	<u>21,922,300</u>	<u>1,356,477</u>	<u>49,367,338</u>
AND TRANSFERS	<u>2,634,842</u>	<u>3,990,004</u>	<u>444,926</u>	<u>2,772,900</u>	<u>3,129,166</u>	<u>5,645,966</u>	<u>6,954,801</u>	<u>169,060</u>	<u>2,844,750</u>	<u>215,100</u>	<u>21,922,300</u>	<u>1,356,477</u>	<u>49,367,338</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(38,299)	49,606	74	40,100	253,134	302	132,144	1,200	(99,329)	30,418	(1,034,393)		(665,043)
BEGINNING BALANCE, JANUARY 1	907,882	397,342	256,709	(7,163,356)	1,516,239	0	34,844	223,202	738,994	0	6,387,768		3,299,624
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>		<u>0</u>
ENDING BALANCE, DECEMBER 31	<u>\$869,583</u>	<u>\$446,948</u>	<u>\$256,783</u>	<u>(\$7,123,256)</u>	<u>\$1,769,373</u>	<u>\$302</u>	<u>\$166,988</u>	<u>\$224,402</u>	<u>\$639,665</u>	<u>\$30,418</u>	<u>\$5,353,375</u>		<u>\$2,634,581</u>

**CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
PROPRIETARY, FIDUCIARY, DEBT SERVICE FUND TYPES**

	PROPRIETARY			FIDUCIARY			DEBT SERVICE		
	<u>WATER</u>	<u>PARKING</u>	<u>TOTAL</u>	<u>POLICE</u>	<u>FIRE</u>	<u>TOTAL</u>	<u>DEBT SERVICE</u>	<u>CAPITAL REPLACEMENT</u>	<u>TOTAL</u>
<u>REVENUES</u>									
PROPERTY TAXES									
CITY WIDE							\$13,111,333		\$13,111,333
TAXABLE BONDS							2,950,872		2,950,872
LESS, PROVISION FOR ABATEMENT							12,975,792		12,975,792
LESS, PROVISION FOR UNCOLLECTABLE TAXES							<u>30,864</u>		<u>30,864</u>
NET TAX LEVY							3,055,549		3,055,549
TAX LEVY REIMBURSEMENTS									
TOTAL PROPERTY TAXES							3,055,549		3,055,549
INTERGOVERNMENTAL							460,000	940,000	1,400,000
SERVICE CHARGES	\$25,109,000		\$25,109,000						
FINES AND PENALTIES		\$515,800	515,800						
REVENUE, RENTS & INTEREST	200,000	1,422,900	1,622,900	\$5,900,000	\$5,500,000	\$11,400,000			
FAIR VALUE ADJUSTMENT				5,000,000	5,000,000	10,000,000			
OTHER REVENUE								120,000	120,000
MEMBER CONTRIBUTIONS				2,008,400	1,880,700	3,889,100			
MISCELLANEOUS	<u>75,000</u>	<u>0</u>	<u>75,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>120,000</u>		<u>120,000</u>
TOTAL REVENUES	<u>25,384,000</u>	<u>1,938,700</u>	<u>27,322,700</u>	<u>12,908,400</u>	<u>12,380,700</u>	<u>25,289,100</u>	<u>3,635,549</u>	<u>1,060,000</u>	<u>4,695,549</u>
OTHER ADDITIONS									
TRANSFERS	<u>95,600</u>	<u>26,300</u>	<u>121,900</u>	<u>6,213,688</u>	<u>7,450,373</u>	<u>13,664,061</u>	<u>7,839,784</u>	<u>2,530,308</u>	<u>10,370,092</u>
TOTAL REVENUES & ADDITIONS	<u>25,479,600</u>	<u>1,965,000</u>	<u>27,444,600</u>	<u>19,122,088</u>	<u>19,831,073</u>	<u>38,953,161</u>	<u>11,475,333</u>	<u>3,590,308</u>	<u>15,065,641</u>
APPROPRIATION	24,726,436	2,460,369	27,186,805	15,138,369	15,826,201	30,964,570	17,315,983	2,714,674	20,030,657
NON-APPROPRIATION EXPENSES									
LEGAL REQUIREMENT FOR DEBT SERVICE							(5,594,357)		(5,594,357)
PROJECTED EXPENDITURES									
AND TRANSFERS	<u>24,726,436</u>	<u>2,460,369</u>	<u>27,186,805</u>	<u>15,138,369</u>	<u>15,826,201</u>	<u>30,964,570</u>	<u>11,721,626</u>	<u>2,714,674</u>	<u>14,436,300</u>
PROJECTED EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	753,164	(495,369)	257,795	3,983,719	4,004,872	7,988,591	(246,293)	875,634	629,341
BEGINNING BALANCE, JANUARY 1	133,779,197	15,506,925	149,286,122	178,430,602	158,574,965	337,005,567	8,708,437	652,756	9,361,193
ENDING BALANCE, DECEMBER 31	<u>\$134,532,361</u>	<u>\$15,011,556</u>	<u>\$149,543,917</u>	<u>\$155,807,420</u>	<u>\$140,569,120</u>	<u>\$344,994,158</u>	<u>\$8,462,144</u>	<u>\$1,528,390</u>	<u>\$9,990,534</u>

CITY OF ROCKFORD, ILLINOIS  
2015 BUDGET  
DEBT SERVICE 2014-2020

	2014	2015	2016	2017	2018	2019	2020
<b>REVENUES</b>							
PT TAXES-CITY	\$4,218,983	\$3,086,413	\$7,622,895	\$6,739,030	\$5,744,486	\$5,334,113	\$4,762,743
UNCOLLECTIBLE	(42,190)	(30,864)	(76,229)	(67,390)	(57,445)	(53,341)	(47,627)
	4,176,793	3,055,549	7,546,666	6,671,640	5,687,041	5,280,772	4,715,116
<b>ABATEMENTS-EXEMPT</b>							
TIF DISTRICTS	2,259,366	2,407,650	1,308,725	1,408,662	997,837	986,024	658,387
WATER	5,837,826	5,826,107	3,129,387	2,885,105	2,411,688	2,392,288	2,344,844
SALES TAX	404,036	432,500	416,500	0	0	0	0
REDEVELOPMENT/TOURISM	1,079,393	525,900	493,950	484,762	(345,100)	(355,350)	0
OTHER	814,119	832,763	824,975	816,788	693,200	713,575	702,025
	10,394,740	10,024,920	6,173,537	5,595,317	3,757,625	3,736,537	3,705,256
<b>ABATEMENTS-TAXABLE</b>							
TIF DISTRICTS	692,888	681,825	209,425	203,375	247,137	288,212	276,612
SALES TAX	333,593	382,594	330,750	315,375	0	0	0
REDEVELOPMENT	1,814,721	1,704,578	441,868	441,868	891,868	893,693	894,230
PARKING	160,623	181,875	176,875	171,875	166,875	161,675	156,475
OTHER	0	0	0	0	0	0	0
	3,001,825	2,950,872	1,158,918	1,132,493	1,305,880	1,343,580	1,327,317
<b>TOTAL REVENUES</b>	<b>17,573,358</b>	<b>16,031,341</b>	<b>14,879,121</b>	<b>13,399,450</b>	<b>10,750,546</b>	<b>10,360,889</b>	<b>9,747,689</b>
<b>DEBT SERVICE</b>							
KISHWAUKEE TRUNK-SANITARY DIST	59,536	0	0	0	0	0	0
2004 8,500,000 STREET GOB	870,870	0	0	0	0	0	0
2004 2,200,000 WATER ALT	237,415	233,805	239,775	0	0	0	0
2004 1,650,000 NORTH MAIN TIF	206,963	0	0	0	0	0	0
2004 3,000,000 GLOBAL PARK #1 TIF	317,438	0	0	0	0	0	0
2004 2,000,000 7TH ST TIF	243,350	0	0	0	0	0	0
2004 3,070,000 SRTIF REFUND	358,518	0	0	0	0	0	0
2005 8,700,000 STREET GOB	924,860	0	0	0	0	0	0
2005 2,200,000 WATER ALT	234,430	236,430	233,030	239,430	0	0	0
2005 915,000 GLOBAL PARK TIF #1	145,600	0	0	0	0	0	0
2005 560,000 LINCOLNWOOD 2 TIF	79,632	0	0	0	0	0	0
2005 1,795,000 SPRINGFIELD TIF	192,469	0	0	0	0	0	0
2005 2,450,000 RIVER OAKS TIF	290,588	0	0	0	0	0	0
2005 1,500,000 GARRISON TIF	160,463	0	0	0	0	0	0
2005 530,000 LINCOLNWOOD 1 REF	88,688	0	0	0	0	0	0
2005 2,850,000 LOWES	333,593	0	0	0	0	0	0
2006 \$15,000,000 WATER ALT	1,182,625	1,201,125	1,192,375	1,182,500	1,171,500	1,184,375	1,170,000
2006 2,500,000 HOPE 6 TIF	267,250	259,375	251,500	268,625	259,625	250,625	266,625
2007 16,700,000 METRO CENTER TAX	1,372,853	0	0	0	0	0	0
2007 6,300,000 METRO CENTER	469,975	468,775	467,175	465,175	467,775	469,450	465,425
2007 6,865,000 CORONADO REFUND	960,875	959,750	952,500	949,312	0	0	0
2007 1,100,000 PRESTON CENTRAL TIF	89,613	87,363	85,113	82,863	80,613	78,363	101,113
2007 1,100,000 NW SEWER ALT	344,500	432,500	416,500	0	0	0	0
2007 3,500,000 LIBRARY ALT	224,144	243,988	237,800	231,613	225,425	244,125	236,600
2007 3,500,000 WATER	287,106	279,888	272,669	265,450	283,188	274,788	266,188
2008 9,000,000 WATER	712,125	721,125	704,125	712,125	719,125	700,125	680,531
2008 1,100,000 GLOBAL PARK #1TIF	135,250	131,750	328,000	416,000	0	0	0
2008 200,000 JACKSON SCHOOL TIF	28,812	27,938	27,000	26,000	0	0	0
2008 1,850,000 PARKING ALT	160,623	181,875	176,875	171,875	166,875	161,675	156,475
2009 350,000 RIVER NORTH TIF	17,212	42,213	41,175	40,137	39,100	38,062	36,800
2009 1,300,000 MAIN WHITMAN TIF	119,388	117,062	113,537	110,012	106,487	102,962	99,437
2009 950,000 TAX GLOBAL TRADE #1 TIF	90,925	88,250	85,575	82,900	80,225	127,550	122,200
2009 8,065,000 TAX METRO REFUNDING	441,868	441,868	441,868	441,868	891,868	893,693	894,230
2009 4,325,000 WATER REFUND	238,288	236,988	240,538	243,225	0	0	0
2009 1,330,000 7TIF REFUND	288,400	0	0	0	0	0	0
2009 1,350,000 SPRINGFIELD CORNERS TIF	130,413	127,225	123,850	120,475	166,912	160,662	154,412
2009 350,000 RIVER TIF	40,063	39,000	37,875	36,750	35,562	34,312	33,062
2010 3,400,000 WATER	257,375	250,625	246,875	242,375	237,875	233,000	228,125
40.8 IEPA WATER	2,431,087	2,434,371	2,438,437	2,438,436	2,438,437	2,438,437	2,438,437
2012 2,700,000 CIP REFUNDING	816,000	0	0	0	0	0	0
2012 880,000 7TH STREET TIF REFUNDING	304,500	0	0	0	0	0	0
2012 640,000 WATER REFUNDING	226,600	0	0	0	0	0	0
2012 3,225,000 CIP REFUNDING	853,100	851,700	0	0	0	0	0
2012 930,000 SPRINGFIELD CORNERS TIF REFUNDING	109,775	113,350	111,350	114,350	112,250	125,150	127,750
2012 830,000 WATER REFUNDING	228,200	231,750	0	0	0	0	0
2014 5,420,000 FIRE STATION 3	383,594	382,594	381,444	380,144	383,694	381,944	385,044
2014 1,850,000 SWTIF REFUNDING	330,500	337,250	338,550	344,550	345,100	355,350	0
2014 1,648,811 GLOBAL TRADE PARK TIF REFUNDING	305,714	345,110	382,677	368,677	404,509	0	0
2014 1,251,890 NORTH MAINT TIF REFUNDING	191,436	184,739	178,523	172,523	166,841	140,150	141,400
2014 413,762 LINCOLNWOOD 2 TIF REFUNDING	15,723	65,647	63,514	60,981	59,241	56,824	80,382
2014 1,487,043 SPRINGFIELD CORNERS TIF REFUNDING	59,232	204,173	197,773	190,176	205,621	202,484	221,703
2014 1,390,547 RIVER OAKS TIF REFUNDING	54,130	281,344	298,144	306,224	307,157	313,944	0
2014 1,306,421 GARRISON TIF REFUNDING	44,710	145,694	141,427	136,363	132,881	128,048	175,165
2014 272,227 LINCOLNWOOD TIF REFUNDING	12,305	88,042	84,843	112,156	0	0	0
2014 3,005,000 CIP REFUNDING	836,950	832,750	840,000	0	0	0	0
2014 2,445,000 CIP REFUNDING	122,750	912,750	918,250	871,500	0	0	0
2014 670,000 7TH STREET TIF REFUNDING	234,100	234,600	0	0	0	0	0
2014 935,000 SRED	39,250	313,850	322,950	306,750	0	0	0
2014 12,900,000 METRO REFUNDING	1,264,610	1,262,710	1,265,510	1,267,910	1,262,660	1,264,791	1,266,585
	\$21,468,362	\$16,031,341	\$14,879,121	\$13,399,450	\$10,750,546	\$10,360,889	\$9,747,689
	(3,895,004)	0	0	0	0	0	0

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

<b>FUND</b>	<b>2012 ACTUAL</b>	<b>FINAL LEVY 2013</b>	<b>EST FINAL 2014</b>	<b>2013-2014 CHANGE</b>	<b>2013 RATES</b>	<b>2014 ESTIMATED RATES</b>	<b>RATE LIMITS</b>
<b>TAX LEVIES FOR OPERATIONS</b>							
<b>GENERAL FUND</b>							
CORPORATE	\$7,577,205	\$6,406,505	6,366,702	(39,803)	0.4128	0.4375	0.4375
POLICE PROTECTION	10,300,000	9,311,784	8,731,477	(580,307)	0.6000	0.6000	0.60
POLICE PENSION	3,673,220	4,652,788	4,666,855	14,067	0.2998	0.3207	U/L
SCHOOL CROSSING	11,349	12,416	62,416	50,000	0.0008	0.0043	0.050
FIRE PROTECTION	10,300,000	9,311,784	8,731,477	(580,307)	0.6000	0.6000	0.60
FIRE PENSION	3,691,014	5,130,793	5,050,296	(80,497)	0.3306	0.3470	U/L
FIRE PENSION-93-69	442,865	581,986	581,986	0	0.0375	0.0400	U/L
JUDGMENTS	1,400,000	1,500,749	3,361,612	1,860,863	0.0967	0.2310	U/L
STREET & BRIDGE	1,775,000	1,551,271	1,455,246	(96,025)	0.1000	0.1000	0.100
<b>TOTAL GENERAL FUND</b>	<b>39,170,653</b>	<b>38,460,076</b>	<b>39,008,067</b>	<b>547,991</b>	<b>2.4782</b>	<b>2.6805</b>	
<b>SANITATION</b>							
SANITARIUM	159,700	161,404	161,404	0	0.0104	0.0111	0.050
LIBRARY	7,280,000	7,030,397	7,030,000	(397)	0.4530	0.4831	0.60
LIBRARY-MAINTENANCE	300,754	301,081	300,000	(1,081)	0.0194	0.0206	0.020
IMRF PENSION	3,070,700	3,370,866	3,258,354	(112,512)	0.2172	0.2239	U/L
UNEMPLOYMENT TAX	140,200	145,885	145,885	0	0.0094	0.0100	U/L
WORKMEN'S COMPENSATION	2,216,812	2,217,756	2,465,201	247,445	0.1429	0.1694	U/L
AUDITING	138,300	186,236	186,236	0	0.0120	0.0128	U/L
<b>LEVIES-OPERATIONS</b>	<b>52,512,619</b>	<b>51,909,396</b>	<b>52,590,842</b>	<b>681,446</b>	<b>3.3448</b>	<b>3.6139</b>	
<b>LEVIES DEBT SERVICE</b>							
EXISTING DEBT	4,777,130	4,170,127	3,429,600	(740,527)	0.2687	0.2357	U/L
PROPOSED DEBT	0	0	0	0	0.0000	0.0000	U/L
<b>LEVIES DEBT SERVICE</b>	<b>4,777,130</b>	<b>4,170,127</b>	<b>3,429,600</b>	<b>(740,527)</b>	<b>0.2687</b>	<b>0.2357</b>	
<b>TOTAL TAX LEVIES</b>	<b>57,289,749</b>	<b>56,079,523</b>	<b>56,020,442</b>	<b>(59,081)</b>	<b>3.6135</b>	<b>3.6096</b>	
LESS, TOWNSHIP ROAD AND BRIDGE	52,512,619 918,000	51,909,396 930,485	52,590,842 873,148	681,446 (57,337)	3.3448 0.0600	3.6139 0.0600	
<b>ESTIMATED TC EXTENSION</b>							
TAX EXTENSION LIMIT (CAP)	43,571,000	43,065,447	43,805,708				
	42,796,503	43,845,127	43,845,708				
<b>TOTAL CITY/LIBRARY EXT</b>							
CITY ONLY EXTENSION	56,371,749	55,149,038	55,147,294				
CITY ONLY LESS DEBT SERVICE	48,790,995	47,817,560	47,817,294				
	44,013,865	43,647,433	44,387,694				
<b>LIBRARY TAX RATE</b>							
	0.4364	0.4724	0.5037				
<b>CITY TAX RATE</b>							
OPERATIONS	2.5336	2.8124	3.0502				
DEBT SERVICE	0.2750	0.2687	0.2357				
<b>CITY TAX RATE</b>	<b>2.8086</b>	<b>3.0811</b>	<b>3.2859</b>				
<b>TOTAL TAX RATE</b>							
	3.2450	3.5535	3.7896				
<b>RATIO DEBT TO TOTAL EQUALIZED ASSESSED VALUATION</b>							
	0.085	0.076	0.062				
	1,737,227,413	1,551,963,935	1,455,246,168				

**CITY OF ROCKFORD, ILLINOIS  
2014 BUDGET  
SCHEDULE OF TRANSFERS PURCHASE OF SERVICES  
(IN DOLLARS)**

<u>TRANSFER FROM</u>	<u>TRANSFER TO</u>												
	<u>GENERAL</u>	<u>CAPITAL PROJECT</u>	<u>RMAP</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		1,482,750	3,062,920	155,750	95,600	6,213,688	7,450,373	3,062,977	12,024,487	134,478	2,405,994
GENERAL-TRAFFIC													
INFO TECHNOLOGY	29,300			44,680	390					67,709	60,450	720	938
911 COMM										772,866	792,532	9,540	10,718
MOTOR FUEL TAX	2,500,000	3,740,000											
CAPITAL PROJECT	733,596			76,830	54,040					253,860	296,306	3,402	12,594
PARKING	187,518			136,320	28,420	22,250				32,655	34,554	540	4,689
SANITATION	3,396,560												
PW BLDG MT	85,500			23,110	50,770	44,500				111,362	171,210	1,800	23,680
PW EQUIP MT	71,800			138,650	34,500	40,050				119,371	164,736	1,620	27,847
PW STORES	24,100			11,550	4,300					46,628	55,224	720	647
WATER	2,642,219			404,320	580,170	182,450				814,584	896,662	11,340	148,842
BLOCK GRANT	959,000			27,540	3,490					87,109	117,000	1,260	4,311
REDEVELOPMENT	100,321			217,080									
TOURISM/PROMOTION	1,800												
TIF-EAST SIDE	25,000												
TIF-RIVER EAST													
TIF-WEST SIDE													
TIF-SEVENTH ST	25,000												
TIF-SOUTH ROCKFORD													
TIF-LINCOLNWOOD #1													
TIF-LINCOLNWOOD #2													
TIF-SPRINGFIELD CORNERS													
TIF-NORTH MAIN													
TIF-RKFD GLOBAL PARK	120,800												
TIF-RIVER OAKS													
TIF-GARRISON													
TIF-HOPE 6													
TIF-STATE ALPINE	40,000												
TIF-RIVER NORTH													
TIF-MAIN WHITMAN													
TIF-JACKSON SCHOOL	15,000												
TIF-PRESTON CENTRAL													
TIF-STATE CENTRAL													
HUMAN SERVICES					225,110					719,363	1,168,955		25,033
RMAP	12,500	76,300								96,367	82,914	1,260	1,336
LIBRARY										695,416			12,021
POLICE PENSION	127,521												
FIRE PENSION	130,035												
IMRF PENSION	3,357,266												
WK COMP-PERS	94,490												
HEALTH	161,500			76,800									
UNEMPLOYMENT INS	134,478												
WORK COMP	2,405,994												
AUDITING	132,390												
JUDGMENTS	<u>413,100</u>												
	<u>17,926,788</u>	<u>6,316,300</u>	<u>0</u>	<u>2,639,630</u>	<u>4,044,110</u>	<u>445,000</u>	<u>95,600</u>	<u>6,213,688</u>	<u>7,450,373</u>	<u>6,880,267</u>	<u>15,865,030</u>	<u>166,680</u>	<u>2,678,650</u>

CITY OF ROCKFORD, ILLINOIS  
2014 BUDGET  
SCHEDULE OF TRANSFERS PURCHASE OF SERVICES  
(IN DOLLARS)

TRANSFER FROM

	<u>AUDITING</u>	<u>INFO TECH</u>	<u>RISK MGMT</u>	<u>DEBT SERVICE</u>	<u>CAPITAL REPLACEMENT</u>	<u>TIF-WEST SIDE 1</u>	<u>TIF-7TH STREET</u>	<u>TIF-EAST RIVER</u>	<u>TIF-S ROCKFORD</u>	<u>TIF-SFIELD CORNERS</u>	<u>911 COMM</u>	<u>MVPS</u>	<u>TOTAL</u>
GENERAL	144,890	2,500,540	1,609,930	733,596	2,530,308						4,808,740	254,153	51,171,174
GENERAL-TRAFFIC												54,707	54,707
INFO TECHNOLOGY			6,670									2,256	213,113
911 COMM	910	37,930	13,030										1,637,526
MOTOR FUEL TAX													6,240,000
CAPITAL PROJECT	9,000	69,070	485,450									10,206	2,004,354
PARKING	700		7,190	186,150								2,052	643,038
SANITATION	650												3,397,210
PW BLDG MT	700	19,440	131,580										663,652
PW EQUIP MT	900	11,670	10,700										621,844
PW STORES	100	12,500	980										156,749
WATER	9,000	223,900	302,860									2,256	6,218,603
BLOCK GRANT	6,800	45,660	13,650									3,948	1,269,768
REDEVELOPMENT	900			2,339,137									2,657,438
TOURISM/PROMOTIC				454,080									455,880
TIF-EAST SIDE						300,000							325,000
TIF-RIVER EAST				39,000					850,000				889,000
TIF-WEST SIDE				500,000									500,000
TIF-SEVENTH ST				242,075				850,000					1,117,075
TIF-SOUTH ROCKFOR				362,318									362,318
TIF-LINCOLNWOOD #				85,688									85,688
TIF-LINCOLNWOOD #				67,231									67,231
TIF-SPRINGFIELD COF				362,318									362,318
TIF-NORTH MAIN				200,963									200,963
TIF-RKFD GLOBAL PA				577,438									698,238
TIF-RIVER OAKS				281,588									281,588
TIF-GARRISON				156,463									156,463
TIF-HOPE 6				259,375									259,375
TIF-STATE ALPINE													40,000
TIF-RIVER NORTH				30,117									30,117
TIF-MAIN WHITMAN				111,946									111,946
TIF-JACKSON SCHOOI				27,938			50,000						92,938
TIF-PRESTON CENTRA				87,363									87,363
TIF-STATE CENTRAL													0
HUMAN SERVICES	14,800	430,860	112,620										2,696,741
RMAP	1,900	31,340	2,210									4,788	310,915
LIBRARY	13,600			225,000								10,000	956,037
POLICE PENSION													127,521
FIRE PENSION													130,035
IMRF PENSION	300												3,357,566
WK COMP-PERS													94,490
HEALTH	900												239,200
UNEMPLOYMENT INS	1,300												135,778
WORK COMP	250												2,406,244
AUDITING	7,500												139,890
JUDGMENTS													<u>413,100</u>
	<u>215,100</u>	<u>3,382,910</u>	<u>2,696,870</u>	<u>7,329,784</u>	<u>2,530,308</u>	<u>300,000</u>	<u>50,000</u>	<u>850,000</u>	<u>850,000</u>	<u>0</u>	<u>4,808,740</u>	<u>344,366</u>	<u>94,080,194</u>

CITY OF ROCKFORD, ILLINOIS  
2014 RESULTS OF OPERATIONS (UNAUDITED)  
2015 BUDGET

FUND	BEGINNING		EXPENDITURES	EXCESS	ENDING
	BALANCE	REVENUES			
	1/1/14				12/31/14
GENERAL-OPERATING	\$34,420,681	130,271,852	129,278,829	\$993,023	\$35,413,704
SPECIAL REVENUE					
MOTOR FUEL TAX	9,478,114	5,093,264	1,226,292	3,866,972	13,345,086
SANITATION	4,849,350	11,529,658	12,345,112	(815,454)	4,033,896
COMMUNITY DEVELOPMENT	833,034	3,226,369	3,310,084	(83,715)	749,319
REDEVELOPMENT TAX	1,288,496	4,415,361	3,866,469	548,892	1,837,388
TOURISM PROMOTION TAX	306,910	1,866,547	1,735,089	131,458	438,368
TAX INCREMENT DISTRICTS	(4,683,048)	4,823,559	5,642,093	(818,534)	(5,501,582)
HUMAN SERVICES	865,987	16,827,446	16,031,832	795,614	1,661,601
TUBERCULOSIS SANITARIUM	111,807	164,217	120,269	43,948	155,755
LIBRARY	8,377,947	8,773,286	7,966,285	807,001	9,184,948
OTB SPECIAL PROJECTS	137,000	97,821	90,000	7,821	144,821
RMAP PLANNING	(243,748)	1,179,992	1,130,464	49,528	(194,220)
DEBT SERVICE	8,708,437	10,728,509	10,728,509	0	8,708,437
CAPITAL REPLACEMENT	652,755	3,114,058	2,774,652	339,406	992,161
CAPITAL PROJECT	10,331,021	33,979,829	33,979,829	0	10,331,021
ENTERPRISE					
WATER SYSTEM	133,779,197	25,302,490	24,213,167	1,089,323	134,868,520
PARKING SYSTEM	15,506,926	2,216,358	2,127,657	88,701	15,595,627
INTERNAL SERVICE					
PUBLIC WORKS PROPERTY	907,882	2,609,902	3,005,481	(395,579)	512,303
PUBLIC WORKS EQUIPMENT	397,342	3,373,645	3,700,514	(326,869)	70,473
PUBLIC WORKS CENTRAL STORES	256,709	449,744	408,728	41,016	297,725
911 COMMUNICATIONS	0	5,398,949	5,390,035	8,914	8,914
IMRF PENSION	34,844	6,889,308	6,881,682	7,626	42,470
UNEMPLOYMENT INSURANCE	223,202	185,869	48,728	137,141	360,343
WORKER'S COMPENSATION	815,032	2,963,789	2,958,365	5,424	820,456
AUDITING	0	197,677	197,420	257	257
RISK MANAGEMENT	(7,163,356)	5,384,364	4,620,416	763,948	(6,399,408)
INFORMATION TECHNOLOGY	1,516,239	2,865,743	3,273,557	(407,814)	1,108,425
HEALTH INSURANCE	10,530,700	17,271,392	19,723,109	(2,451,717)	8,078,983
PENSION					
POLICE PENSION	178,430,602	13,953,760	15,231,712	(1,277,952)	177,152,650
FIRE PENSION	158,574,965	19,381,474	16,226,941	3,154,533	161,729,498

**CITY OF ROCKFORD, IL**  
**2015 BUDGET**  
**SUMMARY OF THREE YEAR EXPENSES AND REVENUES**

	<b>2012 ACTUAL REVENUE</b>	<b>2012 ACTUAL EXPENSE</b>	<b>2012 EXCESS (DEFICIT)</b>	<b>2013 ACTUAL REVENUE</b>	<b>2013 ACTUAL EXPENSE</b>	<b>2013 EXCESS (DEFICIT)</b>	<b>2014 ACTUAL REVENUE</b>	<b>2014 ACTUAL EXPENSE</b>	<b>2014 EXCESS (DEFICIT)</b>	<b>2015 BUDGETED REVENUE</b>	<b>2015 BUDGETED EXPENSE</b>	<b>2015 EXCESS (DEFICIT)</b>
GENERAL-OPERATING	122,166,915	117,751,203	4,415,712	129,465,835	127,304,087	2,161,748	130,271,852	129,278,829	993,023	127,787,411	127,787,411	-
SPECIAL REVENUE												
MOTOR FUEL TAX	4,525,924	1,200,000	3,325,924	4,396,789	2,212,042	2,184,747	5,093,264	1,226,292	3,866,972	4,800,500	6,316,300	(1,515,800)
SANITATION	9,365,802	8,466,687	899,115	9,064,871	9,271,638	(206,767)	11,529,658	12,345,112	(815,454)	11,806,400	11,793,360	13,040
COMMUNITY DEVELOPMENT	3,843,247	5,405,193	(1,561,946)	4,104,563	3,499,908	604,655	3,226,369	3,310,084	(83,715)	4,609,375	4,609,375	-
REDEVELOPMENT TAX	5,347,374	4,273,641	1,073,733	4,015,246	2,346,259	1,668,987	4,415,361	3,866,469	548,892	4,250,300	3,676,936	573,364
TOURISM PROMOTION TAX	1,742,289	1,637,917	104,372	1,532,095	1,532,095	-	1,866,547	1,735,089	131,458	1,639,700	1,639,700	-
TAX INCREMENT DISTRICTS	5,455,991	5,821,484	(365,493)	4,507,607	5,604,600	(1,096,993)	4,823,559	5,642,093	(818,534)	6,154,939	7,491,272	(1,336,333)
HUMAN SERVICES	15,998,346	15,686,383	311,963	17,356,398	16,491,429	864,969	16,827,446	16,031,832	795,614	14,181,671	13,495,202	686,469
TUBERCULOSIS SANITARIUM	155,256	94,980	60,276	154,353	235,460	(81,107)	164,217	120,269	43,948	177,015	178,500	(1,485)
LIBRARY	8,454,413	7,017,731	1,436,682	8,568,112	7,899,569	668,543	8,773,286	7,966,285	807,001	8,566,191	8,566,191	-
OTB SPECIAL PROJECTS	99,849	25,000	74,849	112,784	50,000	62,784	97,821	90,000	7,821	106,700	100,000	6,700
RMAP PLANNING	1,099,903	1,482,530	(382,627)	933,268	1,210,855	(277,587)	1,179,992	1,130,464	49,528	1,009,873	970,233	39,640
DEBT SERVICE	20,175,557	20,308,619	(133,062)	11,744,620	13,056,521	(1,311,901)	10,728,509	10,728,509	-	11,475,333	11,721,626	(246,293)
CAPITAL REPLACEMENT	0	0	-	652,755	1,407,228	(754,473)	3,114,058	2,774,652	339,406	3,590,308	2,714,674	875,634
CAPITAL PROJECT	18,460,047	25,153,208	(6,693,161)	22,953,119	29,180,481	(6,227,362)	33,979,829	33,979,829	-	54,304,000	49,504,000	4,800,000
ENTERPRISE												
WATER SYSTEM	24,998,165	21,385,125	3,613,040	22,718,285	21,933,640	784,645	25,302,490	24,213,167	1,089,323	25,479,600	24,726,436	753,164
PARKING SYSTEM	1,504,179	1,382,504	121,675	1,581,404	2,442,393	(860,989)	2,216,358	2,127,657	88,701	1,965,000	2,460,369	(495,369)
INTERNAL SERVICE												
PUBLIC WORKS PROPERTY	2,882,711	2,509,374	373,337	2,386,725	2,316,773	69,952	2,609,902	3,005,481	(395,579)	2,596,543	2,634,842	(38,299)
PUBLIC WORKS EQUIPMENT	3,996,210	3,934,895	61,315	3,555,250	3,828,398	(273,148)	3,373,645	3,700,514	(326,869)	4,039,610	3,990,004	49,606
PUBLIC WORKS CENTRAL STORES	414,669	398,159	16,510	410,472	400,664	9,808	449,744	408,728	41,016	445,000	444,926	74
911 COMMUNICATIONS	5,378,882	5,378,882	-	5,565,630	5,569,028	(3,398)	5,398,949	5,390,035	8,914	5,646,268	5,645,966	302
IMRF PENSION	6,375,152	6,598,069	(222,917)	6,797,860	6,810,050	(12,190)	6,889,308	6,881,682	7,626	7,086,945	6,954,801	132,144
UNEMPLOYMENT INSURANCE	175,255	61,434	113,821	168,135	57,598	110,537	185,869	48,728	137,141	170,260	169,060	1,200
WORKER'S COMPENSATION	2,755,385	1,901,893	853,492	2,928,358	2,042,896	885,462	2,963,789	2,958,365	5,424	2,745,421	2,844,750	(99,329)
AUDITING	95,319	95,319	-	177,027	138,127	38,900	197,677	197,420	257	245,518	215,100	30,418
RISK MANAGEMENT	1,634,562	2,009,701	(375,139)	1,902,176	2,475,576	(573,400)	5,384,364	4,620,416	763,948	2,813,000	2,772,900	40,100
INFORMATION TECHNOLOGY	2,495,732	2,615,492	(119,760)	2,784,523	2,647,950	136,573	2,865,743	3,273,557	(407,814)	3,382,300	3,129,166	253,134
HEALTH INSURANCE	22,248,093	19,206,783	3,041,310	20,187,800	20,195,747	(7,947)	17,271,392	19,723,109	(2,451,717)	20,887,907	21,922,300	(1,034,393)
PENSION												
POLICE PENSION	20,266,502	13,610,147	6,656,355	29,852,376	14,239,271	15,613,105	13,953,760	15,231,712	(1,277,952)	19,122,088	15,138,369	3,983,719
FIRE PENSION	18,729,571	14,673,305	4,056,266	29,310,252	15,238,411	14,071,841	19,381,474	16,226,941	3,154,533	19,831,073	15,826,201	4,004,872
	330,841,300	310,085,658	20,755,642	349,888,688	321,638,694	28,249,994	344,536,232	338,233,320	6,302,912	370,916,249	359,439,970	11,476,279

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

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

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

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

The minimum level of the General Fund balance shall be:

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

The City's cash balances policy is:

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

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

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

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

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

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

**FINANCIAL POLICES: INVESTMENTS**  
**CITY OF ROCKFORD, ILLINOIS**  
October, 1998

**I. Policy**

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

**II. Scope**

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

**III. Objective**

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

## **1. Safety:**

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

### **A. Credit Risk:**

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

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

### **B. Interest Rate Risk:**

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

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

## **2. Liquidity:**

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

anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

### **3. Return on Investments:**

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

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

## **IV. Standards of Care**

### **1. Prudence**

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

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

### **2. Ethics and Conflicts of Interest**

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

### **3. Delegation of Authority**

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

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

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

## **V. Safekeeping and Custody**

### **1. Authorized Financial Dealers and Institutions**

A list will be maintained of financial institutions authorized to provide investment services. The City will maintain operating and investment accounts in the financial institutions within the City of Rockford whenever possible. However, the City may approve qualified depositories regardless of location. In

addition, a list also will be maintained of approved security broker/dealers selected by creditworthiness (e.g., a minimum capital requirement of \$10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule), and have offices in the State of Illinois.

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

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

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

## **2. Internal Controls**

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

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

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members

- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

### **3. Delivery vs. Payment**

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

## **VI. Suitable Investments**

### **1. Investment Types**

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

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

shares, or investment certificates are insured by the Federal Deposit Insurance Corporation.

- Money market mutual funds registered under the Investment Company Act of 1940, provided that the portfolio of any such money market fund is limited to obligations described in Paragraph 1 above and to agreements to repurchase such obligations.

## **2. Collateralization**

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

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

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

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

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

## **VII. Investment Parameters**

### **1. Diversification**

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

- a) U.S. Treasury Securities      Not to exceed 50% of Portfolio
- b) U.S. Government Agencies  
and Instrumentalities of  
Government Sponsored

	Corporation	Not to exceed 50% of Portfolio
c)	Certificates of Deposit of Financial Institutions	Not to exceed 50% of Portfolio
d)	Certificates of Deposit of any One Financial Institution	Not to exceed 20% of Portfolio
e)	Commercial Paper	Not to exceed 25% of Portfolio
f)	Illinois Public Treasurers Investment Pool or other Money Market Securities	Not to exceed 50% of Portfolio
g)	Securities purchased for Interest Rate Play	Not to exceed 25% of Portfolio

## 2. Maximum Maturities

To the extent possible, the City of Rockford will attempt to match its investments with anticipated cash flow requirements. We recognize that there is a permanent part of the portfolio, and when the increase in return for extending maturities is compelling, the Finance Director may consider extending a segment of the portfolio into longer-term maturities. The maximum maturity for City investments shall be fifteen (15) years. The average maturity of the total portfolio shall not exceed five (5) years.

## VIII. Reporting

### 1. Methods

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

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

- Percentage of the total portfolio by financial institution/broker dealer.

## **2. Performance**

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

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

## **3. Market to Market**

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

# **IX Policy Considerations**

## **1. Exemption**

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

## **2. Amendments**

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

## **X Attachments**

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

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

## **XI Adoption**

The City's investment policy shall be adopted by resolution of the City Council.

The Policy shall be reviewed annually by the Finance Director and any modifications made thereto must be approved by the City Council.

This Policy supersedes all prior investment policies.

## **COMMUNITY PROFILE – ROCKFORD, ILLINOIS**

### **Location**

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

### **History**

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

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

### **Rockford Today**

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

### **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 50<sup>th</sup> Anniversary Sportstown Award for Illinois (only one city per state was chosen). This award is presented to the City that provides a variety of sporting events and also encourages residents to play sports. In 2005, Rockford was designated as a winner for the America In Bloom award for the population category 100,001 –300,000. This award represents recognition by a national campaign and contest that promotes enhancing communities through beautification. Known as the "Forest City", Rockford prides itself on its beautiful tree-lined streets and neighborhoods as well as more than 4,900 acres of parkland.

Rockford blends the best of big city living with valuable small town assets. Families enjoy year-round ice skating and fair weather water sports, miles of bike and jogging paths, and some of the most imaginative playgrounds around.

### **The Arts**

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

The City is also home to many unique art galleries and museums. The Rockford Art Museum, Storefront Cinema, the Discovery Center, and the Burpee Museum of Natural History are museums located on North Main Street, just north of downtown Rockford. Jane the Nanotyrannus makes her home at the Burpee Museum. Rockford is also home to Midway Village and Museum, the Ethnic Heritage Museum, Tinker Swiss Cottage Museum, Erlander Home Museum, and the Graham-Ginestra House.

Other artistic endeavors in the City include the premiere stage theatre in town, the Rockford Dance Company, Charlotte's Web for the Performing Arts and the Rockford Symphony Orchestra.

### **Recreation**

The Rockford Park District serves a 125 square mile area in Winnebago County including virtually the entire City. The District offers an extensive array of physical facilities and recreational programs. The District has 4,552 acres of parks, playgrounds, and facilities which include: five public golf courses; two indoor ice arenas including a twin-rink ice arena in downtown Rockford; four outdoor swimming/recreation centers; the Magic Waters Theme Park; a children's farm; four local museums; a Trolley station and Museum; an excursion boat; a 14-mile snowmobile trail through adjacent parks; and a greenhouse, garden, lagoon, and arboretum complex on the Rock River. The District operates a regional activity center called the Sportscore which contains eight lighted slow pitch ball diamonds, twenty soccer fields, playgrounds, bike and jogging paths, sand volleyball courts, boat ramp, three concession buildings, restroom facilities, and a parking lot for 800 vehicles. The Sportscore site totals 105 acres of which 50 acres were purchased and donated to the District by a local industrial concern. The Park District also has Sportscore II, which consists of a multi-purpose park on 124.2 acres. This facility has twenty additional soccer fields and a two mile jogging path.

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 17<sup>th</sup> in Downtown Rockford. Parade followed by a party featuring traditional music, dance, and food.

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

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

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

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

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

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

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

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

### **Climate**

The climate in Rockford is typical for the upper Midwest. Rockford has four distinct seasons, each of which brings special pleasures. Average temperatures range from January's average high of 26.6 degrees and low of 9.8 degrees Fahrenheit, to July's average high of 83.8 degrees and average low of 62.5 degrees Fahrenheit. Average precipitation for the year is 36.28 inches with June having the highest average of 4.52 inches. As for snowfall, on average the City receives approximately 36.5 inches of snow each year with December being the highest average snow month with 9.8 inches. Since 1951 the highest temperature recorded was 105 degree Fahrenheit on July 7, 2012 while the lowest temperature recorded was minus 27 degrees Fahrenheit on January 31, 1989.

## FACTS AND STATISTICS

- Land Area 61.08 Square Miles
- Population
 

1970	147,370
1980	139,712
1990	139,426
1998	143,656
2000	150,115
2010	152,871
- Population Density 2,502.2 per Square Mile
- Household Characteristics (2010)
 

Total Households	59,973
Persons Per Household	2.48
One-Person Household	31.9%
- Household Income (2010)
 

Median Household Income	\$38,573
Total Households	59,827
Under \$10,000	11.38%
\$10,000 - \$29,999	21.40%
\$30,000 - \$49,999	28.96%
\$50,000 - \$74,999	16.99%
\$75,000 - \$99,999	9.31%
\$100,000 - \$149,999	8.06%
\$150,000 and over	3.90%
- Housing Median Purchase Price
 

Year	Rockford	Illinois
2005	\$118,200	\$202,000
2006	\$119,600	\$203,900
2007	\$119,200	\$201,250
2008	\$115,500	\$183,900
2009	\$103,750	\$157,000
2010	\$104,000	\$151,500
2011	\$ 85,000	\$137,500
2012	\$ 83,900	\$139,000
2013	\$ 93,645	\$149,000
2014	\$100,610	\$167,900
- Educational Attainment (2010) (25+ Years of Age)
 

Less than 9 <sup>th</sup> Grade	6.00%
9 <sup>th</sup> to 12 <sup>th</sup> Grade	11.70%
High School Graduate	34.60%
Some College, No Degree	20.60%
Associate's Degree	7.10%
Bachelor's Degree	12.40%
Graduate or Professional Degree	7.70%
- Labor Force by Occupation (2010)
 

Management/Professional	28.12%
Sales/Office Occupations	25.27%
Production/Transportation	20.97%
Service Occupations	19.14%
Construction/Natural Resources/Maint.	6.50%
- Labor Force by Industry (2010)
 

Education/Health Care	23.64%
Manufacturing	20.41%
Services	18.03%
Wholesale/Retail Trade	13.06%
Transportation/Communication/Utilities	5.61%
Finance/Insurance/Real Estate	5.13%
Other Services	4.66%
Construction	4.51%
Government	2.69%
Information	2.05%
Agriculture & Related	0.21%
- Unemployment Rates (Annual Average)
 

Year	City of Rockford	Winnebago County	State of Illinois
2005	8.1%	6.4%	5.7%
2006	6.0%	5.3%	4.5%
2007	7.0%	6.2%	5.0%
2008	10.1%	8.9%	6.5%
2009	16.4%	15.0%	10.1%
2010	16.6%	15.2%	10.3%
2011	14.4%	12.7%	9.8%
2012	12.9%	11.4%	8.9%
2013	13.1%	11.6%	9.2%
2014	9.4%	8.2%	6.4%
- 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
Sportscore Complex facilities	2
Magic Waters Theme Park	
BMX Bicycle Race Course	

Rockford YMCA, Rockford YWCA

Professional Sports Teams

- Rockford Raptors Soccer Team
- Rockford IceHogs Hockey Team
- Rockford Aviators Baseball Team

▪ **City of Rockford Tax Rate/\$100 EAV**

Year	Rate	City % of Total
2003	\$2.4519	22.7%
2004	\$2.5529	23.5%
2005	\$2.5772	23.9%
2006	\$2.5683	24.5%
2007	\$2.5172	24.5%
2008	\$2.5318	24.2%
2009	\$2.5606	24.1%
2010	\$2.7159	24.0%
2011	\$2.9051	23.8%
2012	\$3.2600	25.3%
2013	\$3.0674	26.5%

## **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.

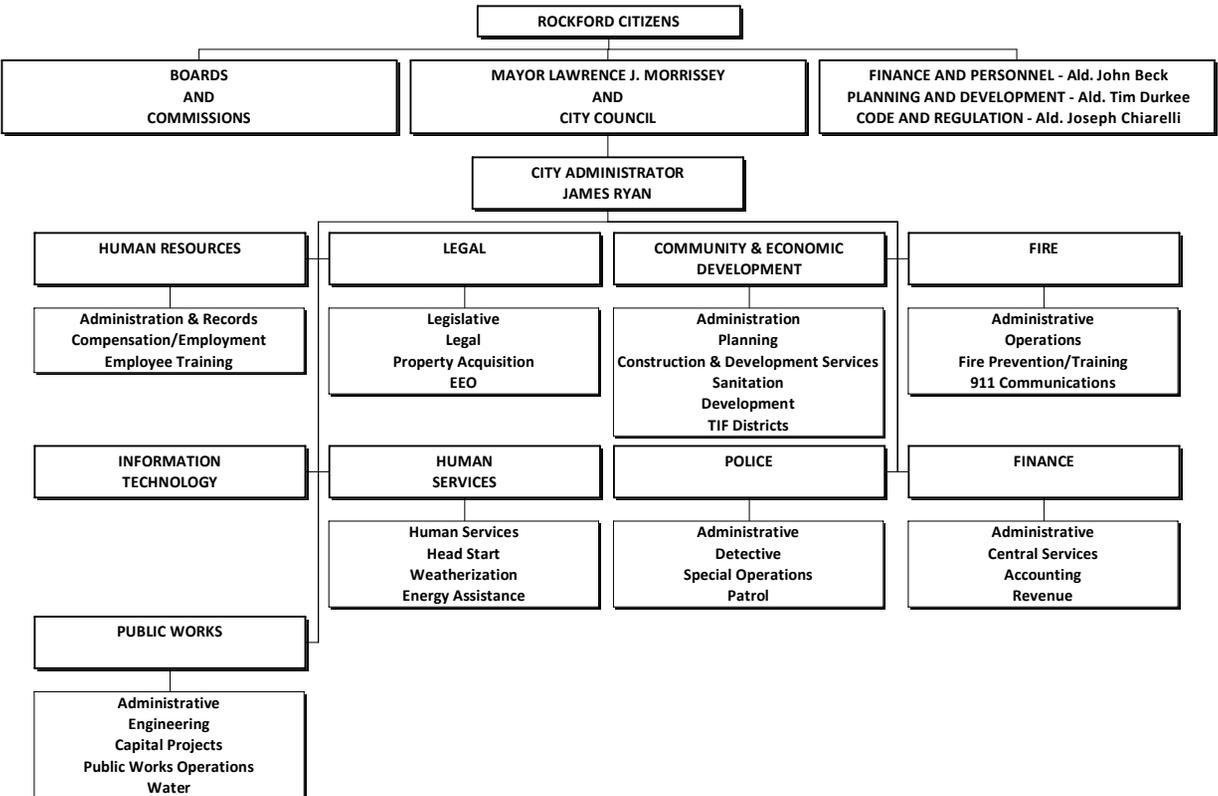
**Transfers In/Out:** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**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.

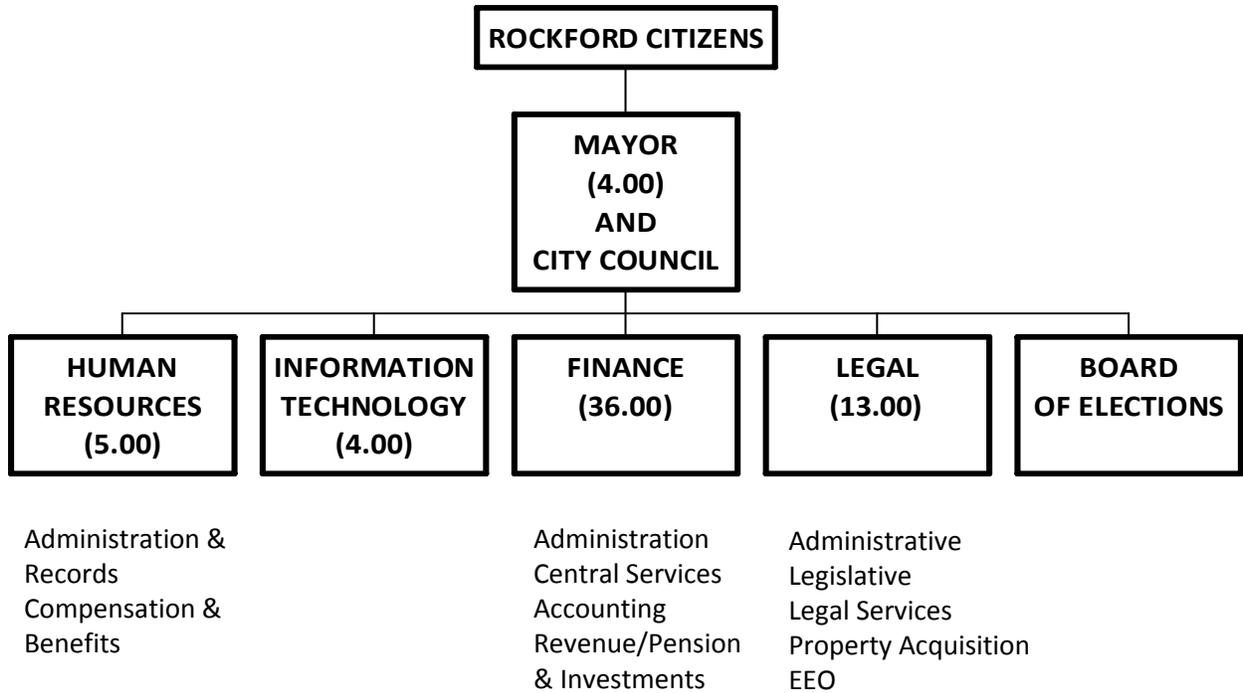
# CITY OF ROCKFORD, ILLINOIS ORGANIZATION CHART



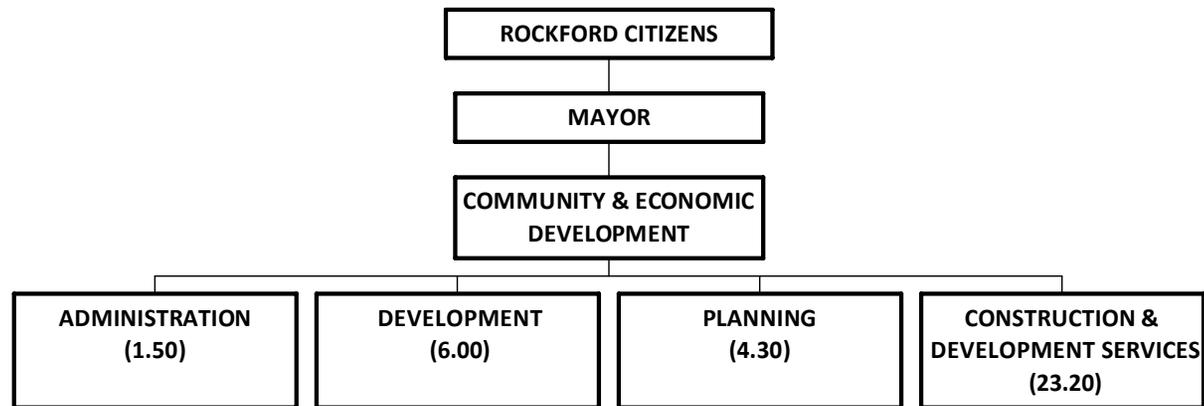
Board of Election Commission  
 Building Board of Appeals  
 Community Action Program Board  
 Community Development Citizens Participation Committee  
 Electrical Commissions  
 Fire and Police Commission  
 911 Communication Board

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



**62.00 EMPLOYEES**



CDBG  
 Administration  
 Economic  
 Development  
 Neighborhood  
 Services  
 Home Program

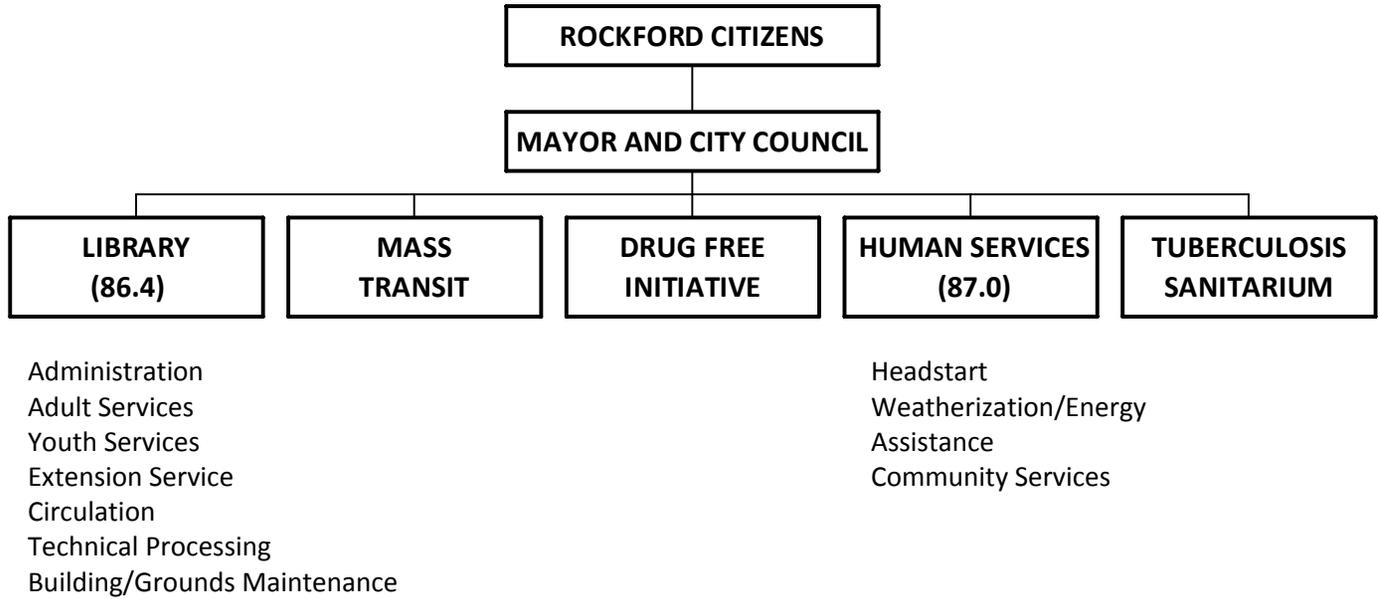
Redevelopment  
 Tourism Promotion  
 Sanitation

Planning & Research  
 Economic  
 Development  
 Brownfield  
 Redevelopment

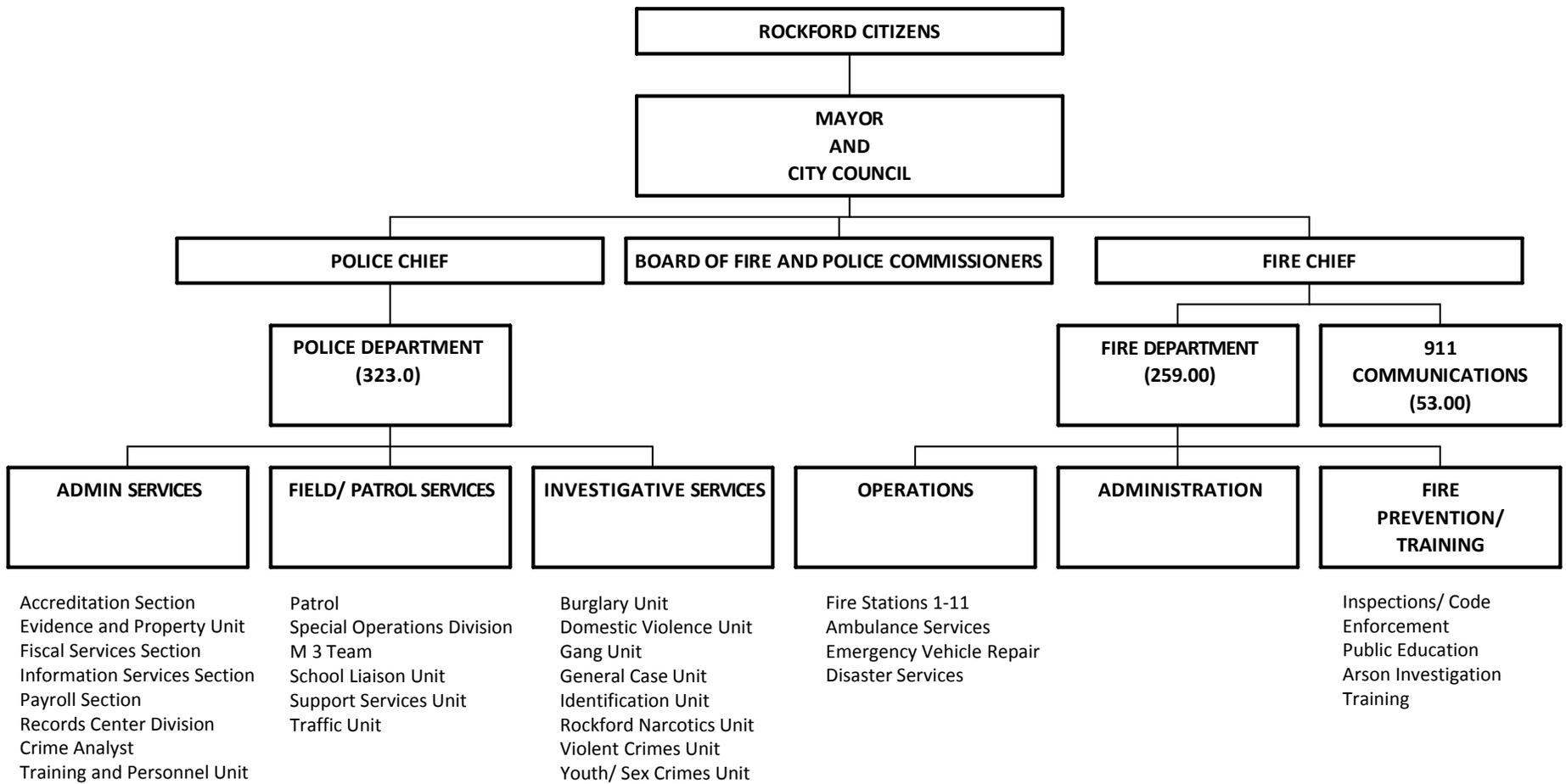
Retail TIF Districts  
 Industrial TIF Districts  
 Residential TIF Districts

Land Use Planning  
 Building Inspection  
 Property Standards  
 Code Enforcement

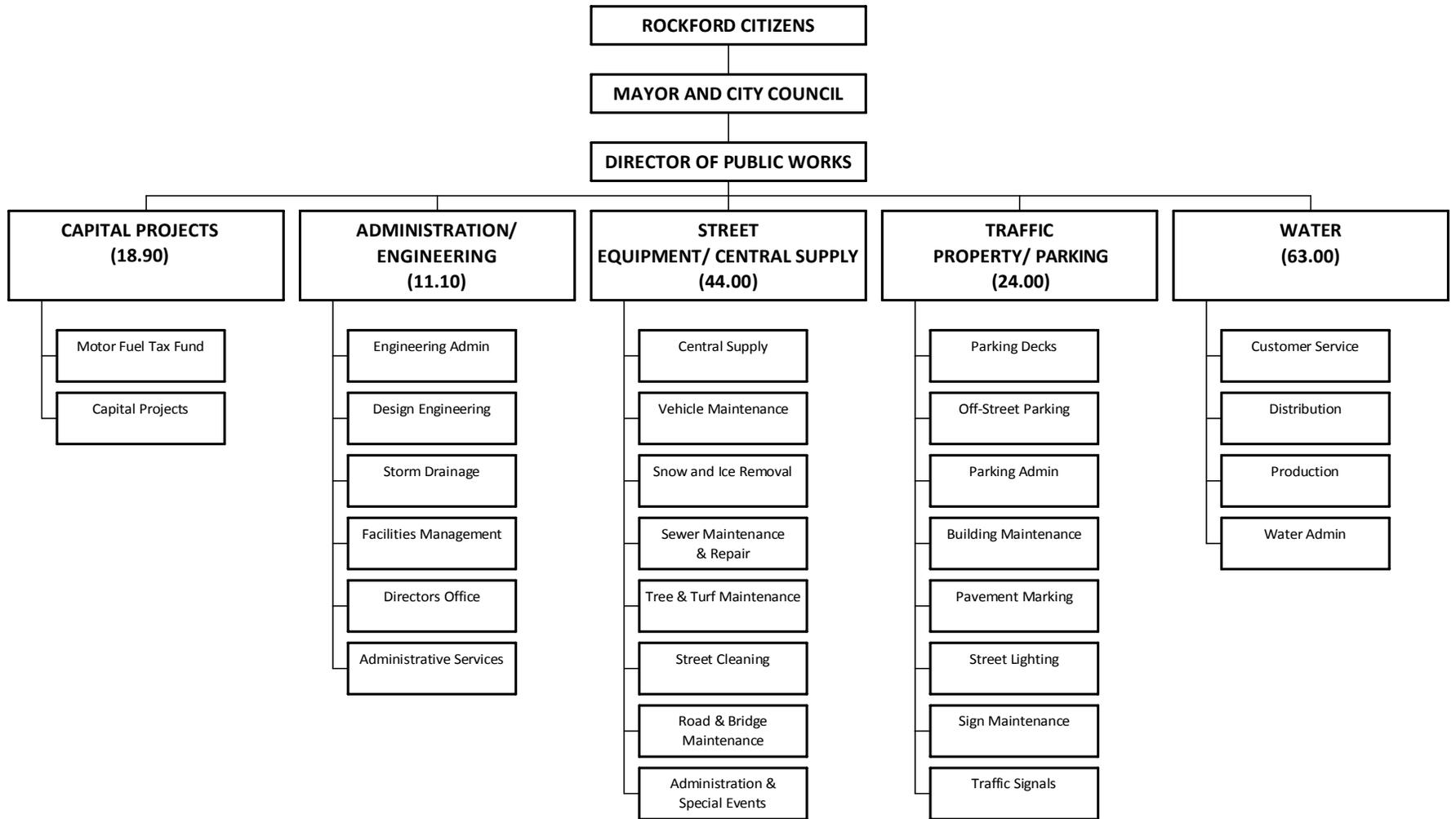
**35.00 EMPLOYEES**



**173.4 EMPLOYEES**



**635.0 EMPLOYEES**



**161.00 EMPLOYEES**

# **NON-OPERATING FUNDS**

**POLICE PENSION**

**FIRE PENSION**

**ILLINOIS MUNICIPAL RETIREMENT FUND**

**HEALTH INSURANCE FUND**

**UNEMPLOYMENT FUND**

**WORKER'S COMPENSATION FUND**

**AUDITING**

**DEBT SERVICE FUND**

**OTB SPECIAL PROJECTS FUND**

**RISK MANAGEMENT FUND**

**RMAP FUND**

**WORKFORCE INVESTMENT BOARD**

**CAPITAL REPLACEMENT FUND**

2015 ROCKFORD BUDGET  
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